The knowledge network
Welcome to the British Library's Annual Report and Accounts 2008/09

The British Library is the knowledge network in today's ever-expanding digital world. We connect people with collections, content and their contemporaries from the British Library and other great world institutions.

This year’s Annual Report highlights our progress in sharing, preserving and advancing this great treasure house of knowledge, working with partners in the UK and around the world.

We've inspired all kinds of people as you can see in the video clips available online. Hear the stories of a best-selling author and television screenwriter, and a science writer and broadcaster on climate change. A former lawyer tells how we helped to launch her new business and a university researcher how we inspired her teaching.

Our own experts bring you more on the year’s highlights – including important acquisitions and the exciting start in reuniting in digital form the world’s oldest Bible.

We hope you will be inspired too. Come and join our knowledge network now.

www.bl.uk/knowledgenetwork
The British Library is one of the world’s greatest research libraries. It plays a vital function in the cultural life of the nation by preserving, and ensuring access in perpetuity to, the UK’s national published archive and the national repository of sound. The Library is an integral component of the national research infrastructure and the UK Science Base, and it plays a significant role in ensuring the research excellence of the UK. The Library contains a vast array of inspirational material that supports the creative industries and, through the Business & IP Centre, we support entrepreneurs in developing, protecting and exploiting their ideas.

When I was appointed Chairman, I wrote that I viewed engagement with the digital age as the major challenge that the Library would face during my term of appointment. This year we published the British Library Strategy 2008 – 2011. This describes the rapidly evolving research and information landscape, and outlines how we will develop the Library’s existing strengths and seize new opportunities to enhance our proposition to researchers and business. Also, during 2008/09, we initiated a process of strategy development that will see us articulate the Library’s operating environment and develop a vision for the year 2020.

The current economic climate has profound implications for the Library’s financial outlook, with serious potential impact on future levels of fundraising, self-generated income, and Grant in Aid. Of these, Grant in Aid is the most important, in terms both of amount and also because this is the source of funding for our core activities. If the Library is to continue to make its tremendous contribution to the economic, cultural and intellectual life of the nation, it will be critical for its case to be well made in the next Comprehensive Spending Review. Meantime, I am pleased to report that the Business & IP Centre is supporting entrepreneurs in the recession with a number of specific initiatives.

On behalf of the Board, I would like to express my great thanks to all of our donors, Patrons and Friends for their help with these and the many other projects and initiatives that support and enrich the Library’s programme.

The Library is committed to serious international engagement at all levels, and this year I travelled to Tehran to sign a Memorandum of Understanding with the National Library and Archives of the Islamic Republic of Iran. During the year we have also continued to play an active role in the World Collections Programme, in partnership with five other UK national cultural institutions. An exhibition of historic photographs from digital copies in Kabul Museum and a sound archive workshop in Kenya are examples of Library initiatives that received World Collections Programme support during the year.

Finally, I was pleased to announce in March 2009 that the British Library Board had accepted the recommendation of an independent group of world experts that the Lindisfarne Gospels can be loaned for temporary exhibition. The Board recognises the particular cultural and spiritual resonance that the Gospels have for the people of the North East of England, and this decision means that the Gospelbook could go on display there as early as 2010, with the expectation of another loan in seven years and a regular cycle of loans thereafter. Throughout its deliberations on this matter the British Library Board’s paramount concern has been the welfare of the Lindisfarne Gospels as an integral part of the national collection which we hold intact for the nation and in trust for the global community.

Sir Colin Lucas
Chairman
It’s been another great year of progress, achievements and recognition for the British Library!

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

There is enormous public and educational interest in the digitisation of our historic newspapers and we end the year with some three million digitised and fully searchable pages available online. We are now poised to work with a commercial partner to significantly scale up this effort over the coming years. This year we have also completed the digitisation of around 70,000 books and 12,000 recordings. The construction of a large storage facility at Boston Spa for our ever-growing physical collection nears completion. This will provide 262 linear kilometres of high density, preservation standard storage, with fully automated retrieval systems.

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

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

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

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

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

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

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

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

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

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

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

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Wartime surprises
Regular British Library user Anthony Horowitz is the bestselling author of children’s novels including the Alex Rider books. He is also a television screenwriter, the creator of ITV’s popular Midsomer Murders and Foyle’s War, the detective series set during the Second World War.

‘It is probably Foyle’s War that brings me to the British Library more often than anything,’ he says. ‘Most recently, for example, I have been working on an episode about the British Free Corps, a group of British prisoners of war who were recruited by Hitler. I really need to get under the skin of the characters.’

I love coming here. It really is a one-stop shop.

At the British Library he located a key book – the memoir of a spy planted in the unit. A footnote about the use of coded messages led to another rare volume about MI9, the wartime intelligence service. ‘I found it here, of course,’ he says. ‘If you see the episode you will see the code is fully described. So that is why I love coming here. It really is a one-stop shop.’

The author also finds material for his children’s books at the Library. Sources have included the sixth century text upon which the Power of Five series is based. ‘The British Library is the most wonderful resource,’ he says. ‘I love the atmosphere, the outside courtyards – I even love the food. And of course all the books in the world at my fingertips.’

It’s not what you see
Rose Sinclair, a lecturer in Design and Textiles at Goldsmiths, University of London, has found the British Library’s Sound Archive enlightening for her research, using oral history as a means of uncovering other women’s stories. Rose looked at the work of the artist Elizabeth Frink, and found listening to the sound files offered a different perspective. ‘Hearing an artist discuss their work gives you a fresh pair of eyes – you’re not just using books or the internet, you’re hearing the artist firsthand and interlinking all sources for a new perspective on the art.’

Rose has encouraged her students to explore many of the Library’s various collections and displays when researching their projects, taking inspiration in particular from the Sound Archive. Working with the Learning team, together with RNIB, the students have been exploring how they can unlock the star items of the Sir John Ritblat Gallery: Treasures of the British Library for an audience that is visually impaired.

The sound recordings open up your imagination.

‘These days everyone is so visually centred, it’s refreshing to step back and just listen to the artist or author. The sound recordings open up your imagination, and let you pick up on something you wouldn’t have noticed before.’

Start off with a coffee
After ten years as a lawyer, Vanessa Hutchinson (below) made the successful transition to running her own café business in the City of London. The Business & IP Centre at the British Library helped from the outset.

‘I found out through the internet that the Library runs some workshops and one in particular was so useful,’ she says. ‘It was a workshop on business plan writing that’s run by Business Plan Services. They operate a clinic and they help you to put together what I think is an excellent business plan, which helped me to raise the capital I needed to start the business.’

On arriving at the Centre the first thing she did was ask the staff. ‘It was surprising to me how much information they had – substantive information that I was able to make use of. They told me about resources that I didn’t know existed.’

Vanessa Hutchinson believes the future looks good for the Mahoe Café-Bar, situated near St Paul’s Cathedral. ‘People think starting a business in the restaurant sector is about an excellent chef or a lot of experience in the kitchen,’ she says. ‘Actually it’s about researching your market, finding a fantastic location and making sure you understand your pricing and your competitors. The Centre pointed me in the right direction.’
It was preserved in a biscuit tin. Now it’s been saved for the nation.

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

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

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

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

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

Greater access could shed new light on the roll’s origins. ‘Nobody actually knows precisely when and where it was made – it is all informed speculation,’ says Julian Harrison. ‘Now researchers will be able to refine and revise these ideas and maybe connect it with other documents made during the period.’
Ted Hughes archive
The acquisition of the Ted Hughes archive provides an outstanding resource for research into the life of the late Poet Laureate, widely regarded as one of the most influential literary figures of post-war Britain. The archive contains material spanning virtually his entire 40-year career, from the year after Hughes’s first poetry collection was published to his death in 1998.

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‘We are thrilled that this wonderful collection will now be preserved in perpetuity in the British Library,’ says Rachel Foss, Curator of Modern Literary Manuscripts. ‘The archive will play a crucial role in developing and challenging critical understanding of his life and work.’

The archive comprises more than 220 files and boxes of manuscripts, letters, journals, personal diaries and other material. At its heart are manuscripts relating to Birthday Letters, Hughes’s widely acclaimed collection of poems exploring his relationship with his first wife, the poet Sylvia Plath.

The work of cataloguing and preserving the collection can be followed through a blog accessible on the British Library’s web pages. As part of the Library’s enhanced curation initiative, 3D panoramic photographs of Hughes’s study in his Devon house are available to researchers.

The Sound and the Fury
After a year when US President Barack Obama focused world attention on the power of public speaking, the British Library’s The Sound and the Fury exhibition offers a fascinating perspective spanning 150 years.

‘Drawing on the British Library’s vast sound archive, this interactive display presents the spoken word in perhaps its most forceful guise,’ says Steve Cleary, Sound Archive Curator of Drama and Literature. ‘Audio recordings range from historic public addresses and rousing political speeches to amateur oratory, formal debates, Shakespearian soliloquies, stand-up comedy and sporting commentary.’

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‘We were delighted to acquire such a significant collection, which we will make available in perpetuity,’ says John Falconer, Head of Visual Materials. ‘It will form a unique resource for the study of the growth and development of photography as a professional tool and popular amusement from the 1890s onwards.’

The acquisition represents a major addition to the British Library’s photographic collection, which contains around half a million photographs, and forms the subject of a major exhibition in 2009. The Kodak Ltd archive also contains early financial ledgers, advertising material, publications, correspondence, minutes of meetings and research reports.

The Library collaborated with De Montfort University, Leicester over the acquisition. Books and journals from the archive, largely duplicated by items already held by the British Library, were donated to the university, which is launching a Master’s Degree in Photographic History and Practice.
Juan Garcés, the Greek Manuscripts Digitisation Project Manager, leads the project to digitise the *Codex Sinaiticus*, the earliest existing Christian Bible. ‘It is an international collaboration to reunite one of the world’s most important manuscripts in digital form and make it available to a global audience for the first time,’ he says.

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

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

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

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

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

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

The project could reveal much more about the Codex and its history. ‘There are so many questions that might be answered with careful research,’ says Juan Garcés. ‘New technologies allow us to see features that are not visible to the naked eye, giving access to layers that have been erased or written over.’

www.codexsinaiticus.org
The Digital Lives Research Project

Dr Jeremy Leighton John is the principal investigator of Digital Lives, a major project funded by the Arts and Humanities Research Council, to explore how libraries and archives can help to preserve and organise personal archives in today’s digital world.

People are creating, acquiring and sharing all kinds of digital content and we need to understand the implications.

‘People are creating, acquiring and sharing all kinds of digital content and we need to understand the implications,’ he says. ‘The digital equivalents of personal papers include Word documents, emails, blogs, digital photos, audio and video, websites restricted to family and friends – and even the products of tweeting and texting.’

The project explored the behaviour of writers, scientists and others who create content, users’ expectations and perceptions of curators and archivists. It examined legal and ethical issues and identified suitable technologies to secure and give access to personal digital archives. It considered the growing significance of cloud computing, where services are provided online and a person’s files reside on remote computers.

The project team was drawn from the British Library and its partners, University College London (UCL) and the University of Bristol. ‘Our close collaboration with UCL was a great help in designing and analysing online surveys, which involved more than 3,400 respondents,’ says Dr John.

UK PubMed Central

The British Library is playing a key role in the expansion of UK PubMed Central, the digital service that provides online access to biomedical and health research. By April 2009 the initiative was on track to achieve its goal of becoming the information resource of choice for the UK research community. More than 1.5 million full text articles are available.

It is already a huge success, providing researchers with quick and easy access to high quality, peer reviewed research papers.

‘All the information is freely available and the service can be used by anyone,’ says Phil Vaughan, UK PubMed Central Programme Manager. ‘It is already a huge success, providing researchers with quick and easy access to high quality, peer reviewed research papers.’

The UK service is funded by a group led by the Wellcome Trust, who awarded the development contract to a partnership between the British Library, the University of Manchester and the European Bioinformatics Institute (EMBL–EBI).

The year has seen a significant increase in usage – from 26,000 visitors to more than 350,000. During this time, the British Library team worked on ways to search, retrieve and link research papers to relevant biomedical and health research knowledge. They provided access to a wide range of valuable additional content and created new tools to enable users to track and find out more about research grants.

www.ukpmc.ac.uk

The Ramayana: Love and Valour in India’s Great Epic

Jane Richardson and her team were responsible for marketing the exhibition devoted to the Ramayana, one of the most important literary works of ancient India, and organising a wide range of public events.

The free exhibition celebrated the epic tale of Prince Rama’s quest to rescue his beloved wife Sita with the help of an army of monkeys. More than 120 paintings from the British Library’s 17th century manuscripts went on display for the first time. The story was brought to life through the exhibition design by Tara Arts, aiming to appeal to a wide audience, from art lovers and academics to families and schoolchildren.

‘We believe our marketing campaign was particularly effective in reaching new audiences,’ says Jane Richardson. ‘30 per cent of visitors were from black, Asian and minority ethnic communities, and 96 per cent of them said they had seen something about the exhibition ahead of their visit.’

The marketing campaign combined live readings on radio with advertising on the Underground and in key publications, supported by leaflets and posters in parts of London with large Asian communities.
With more than 15 million records in the British Library's integrated database, the priority is to make it easier for users to find what they need. The transformation of search and navigation got underway with the introduction of the new PRIMO-based Search our Catalogue service. Modelled on the search facilities of Amazon and Google, the technology will enable users to search and view details of books, journals, newspapers and conferences, to tag books and write reviews. Users were invited to try out and give feedback on the test site.

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

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

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

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

Access to items in the main Integrated Catalogue was considerably improved. New search facilities were introduced and the remote requesting hours extended to seven days a week, making it easier to order items in advance of a visit to the Reading Rooms.
Increased access was given to the Sound Archive’s extensive collections from formats ranging from 19th century cylinders to the latest digital media. By March 2009, staff and students in UK higher and further education had free access to over 32,000 rare recordings of music, drama and literature, spoken word and wildlife sounds.

The new gateway to electronic journals, SFX, went live. The service provides more direct access to a wide range of electronic resources, including the full text of articles.

Testing began of the new Electronic Theses Online Service (EThOS), which aims to give researchers all over the world access to all PhD theses produced in UK universities. By April 2009, the system held details of more than 250,000 UK theses. The British Library’s central hub takes them in and digitises them, providing a single access point.

The British Library joined with partners from other EU member states to launch Europeana, Europe’s digital library (www.europeana.eu). The multimedia service offers free and fast access to more than four million items from Europe’s libraries, museums, archives and audio-visual archives in a single interface available in all European languages.

Exhibitions and displays boosted awareness of the Library’s resources of global culture and heritage. The Ramayana exhibition and an imaginative programme of associated events led the way in introducing new audiences to the Library. A significantly higher proportion of visitors from Asian, black and minority ethnic communities attended the exhibition, which celebrated the ancient Sanskrit epic. Many people shared photos through Flickr.

Among the year’s outstanding exhibitions were 1968 on Record: A Year of Revolution, which combined images and sound recordings to evoke the flavour of a year of change. Bloomsbury Below Stairs painted a vivid picture of artist Vanessa Bell and the Bloomsbury Group, drawing upon the recently acquired archive of her housekeeper. Darwin and the Story of Evolution coincided with the 200th anniversary of Darwin’s birth. From East to West displayed some of the finest examples of East Asian printing. The Golden Generation offered an absorbing view of British theatre from 1945 to 1968 linked to a new book published by the Library. In The Sound and the Fury, recordings spanning more than a century were brought together with images from the newspaper collection to demonstrate the art and the power of public speaking.

A major exhibition and a programme of events and debates, Taking Liberties told of the 1,000 year struggle for Britain’s freedoms and rights, and gave people new opportunities to express their views. Visitors could see iconic documents such as Magna Carta and the death warrant of Charles I, and read personal accounts such as suffragette Olive Wharry’s prison diary. Everyone was invited to compare their opinions on today’s issues such as the use of DNA databases and CCTV surveillance, either using special wristbands during their visit or by accessing the Taking Liberties interactive online site. The exhibition was a double winner in the Learning on Screen Awards 2009.

Many previously unpublished recordings were made available in new CD sets of great British and American writers. Among the highlights are the sole surviving recording of Virginia Woolf and the only recording of Sir Arthur Conan Doyle. New additions to the popular series of literary spoken word CDs included Evelyn Waugh, Edith Sitwell, George Barker and Ted Hughes. A two CD set of bird songs was also published, drawing upon the extensive wildlife collections of the British Library Sound Archive.
A number of outstanding collections were acquired and saved for the nation during the year.

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

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

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

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

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

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

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

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

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

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

Monteverdi letter: a long autograph letter from the composer Claudio Monteverdi to the Marchese Enzo Bentivoglio, dated 1627, the only letter of Monteverdi’s to have been sold at auction.
One of the landmarks of 2008/09 was the near completion of new storage facilities at Boston Spa. The **Additional Storage Building** will play a key role in enabling the Library to store and provide access to irreplaceable books and journals, which will be preserved in an appropriate low-oxygen environment. Containing 262 linear kilometres of high-density, fully automated storage, the new facilities will provide much needed extra capacity as existing buildings become full in the next few years.

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

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

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

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

The Library entered into discussions on Digital Britain – the Government’s plans for underpinning the UK’s digital economy, and the debate with policy makers. The Chief Executive, Dame Lynne Brindley, called for a coherent UK national digital strategy to include mass digitisation of content and to ensure people have the digital literacy skills needed. Outlining the Library’s potential contribution, she highlighted its role as custodian of Digital Britain’s collective memory. She described this as ‘a critical public service’ that would act as ‘a springboard for research, new forms of creativity and knowledge creation’.

The Library presented a paper at the 2008 European Conference on Digital Libraries. Progressing its vision ‘to provide both physical and digital access to world class information where and when people need it’, it also moved ahead with its own Digital Library Programme. The programme aims to create a critical mass of digital content, both by collecting published works and by digitising a growing proportion of the Library’s physical collections. With the focus on customers, there was a 60% increase in the number of items in the Digital Library Store. The building of a new digitisation studio at Boston Spa speeded up the addition of digitised content.

The Library worked in partnership with Microsoft to continue the mass digitisation of 19th century books from its collections. By the end of 2008/09 the target of 70,000 books, with over 23 million pages, had been reached. As well as volumes by well known authors such as Dickens, Eliot, Trollope and Hardy they include many forgotten literary gems.

Whilst welcoming the priority given to intellectual property and copyright in the Digital Britain interim report, the Library called for Digital Britain to address issues of huge importance to education and the knowledge economy. Contributing to the wider debate, it hosted the launch of a consultation on changes to copyright exceptions by the UK Intellectual Property Office (UK IPO – formerly the Patent Office) and gave its response to the proposals.

The Library also hosted a number of breakfast events on copyright, bringing higher education, IT and research communities together. It responded to the European Commission’s Green Paper on Copyright for the Knowledge Economy. Policy breakfasts were hosted with the Minister for Intellectual Property and the Conservative and Liberal Democrat shadow ministers. The Chief Executive spoke at a Conservative Policy Forum. She was also appointed to the new Strategic Advisory Board for Intellectual Property Policy (SABIP) in a personal capacity.
The Library hosted a series of TalkScience events, providing opportunities for scientists and those who use scientific information to engage and debate topical issues. The Library is part of an international alliance providing access to worldwide scientific databases, http://worldwidescience.org

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

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

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

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

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

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

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

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

The British Library contributed to cultural diplomacy, collaborating with a growing range of international partners in areas where working in partnership can make a real difference.

Western Eyes: historical photographs of China in British collections 1860 – 1930, featuring over 500 images, was created through a collaboration between the British Library and National Library of China. Demand was so high that the exhibition has toured to Huihaoshe Art Gallery in Guangzhou, and Hubei Art Museum, Wuhan.

The Library has signed a Memorandum of Understanding with the National Library and Archives of the Islamic Republic of Iran (NLAI). The aim is to develop a programme of professional and cultural exchange including sharing information about their respective Persian, Iranian and British collections.

The British Library continues to support the Iraqi National Library and Archives and has provided over 50,000 India Office Records relating to the history of Iraq. The digital records cover a period of 250 years and underline the long history of close links between the two countries.

In December 2008 the Library organised the ceremony to celebrate the Director of the Iraqi National Archive and Library (INLA), Dr Saad Eskander’s award of Honorary Fellowship of the Chartered Institute of Library and Information Professionals, in recognition of his distinguished service in rebuilding the institution.

Awards

The British Library won the following awards in 2008/09:

■ Accountancy Age Awards: Best Annual Report and Accounts (public and voluntary sector).
■ Nominet Best Practice Challenge Awards: Internet and Culture Award for the Sacred exhibition.
■ CBI HR Human Capital Awards: winner of both Excellence in the Public Sector and The People’s Organisation awards.
■ HR Magazine – Excellence Awards 2008: Best Learning and Development Strategy and Best Health and Well Being Strategy award
■ CorpComms Awards 2008: Young Achiever – Chloë Tait, Public Affairs Officer.

Corporate Social Responsibility

The British Library’s commitment to corporate social responsibility focused on three core areas:

■ Environmental – behaving ethically
■ Economic – economic development
■ Social – improving the quality of life for workforce, families and local community.

The Library exceeded the Government target of recycling 40 per cent of its waste by weight and did so one year ahead of the due date of 2010. Nearly 60 per cent of waste is recycled. No residual waste goes to landfill; instead it is incinerated for energy.

The Library is working with the London Green500 scheme to achieve its carbon-reduction goals.

A programme of volunteering opportunities supported reading in local schools, benefiting local communities. More than 750 hours of volunteering took place. Linked to the National Year of Reading 2008, the Library ran the Big Read book club to encourage Camden to ‘get reading’. It hosted a sell-out event with some of London’s most innovative writers.
Progress against 2008/09 commitments and report on funding agreement projects

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

1. Enrich the user’s experience

Look into the need for the creation of a digital centre

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

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

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

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

Continue to generate awareness and usage of Business & IP Centre

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

Hold two major exhibitions at St Pancras

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

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

2. Build the digital research environment

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

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

Continue to lead development of the European Commission funded PLANETS project

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

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

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

The voluntary scheme for the deposit of e-journals continues and much effort has been put into testing and development.
The National Library of Scotland has agreed to join the existing partnership between the British Library and the National Library of Wales to extend the shared technical infrastructure for electronic legal deposit by adding a further node in Scotland.

Continue the digitisation of content from out-of-copyright printed books as part of a strategic partnership with Microsoft
The Library signed a contract with Microsoft in 2006 to digitise 25 million pages of out-of-copyright printed books. The project was completed in November, six months ahead of schedule, and although Microsoft decided not to continue with the project, these digitised books are now available in the Reading Rooms for researchers to use. An additional £200,000 from the 2008/09 Digitisation Fund will allow a further three million pages to be digitised.

Digitise and make accessible newspapers and sound recordings through JISC-funded projects
Two million pages of 19th century digitised newspapers are already available to higher and further education communities on the web. A further one million pages were digitised in the second phase of the JISC project. Targets for adding audio content were exceeded and a further 24,000 sound recordings were added.

3. Transform search and navigation
Extend records of print materials and of archival and manuscript records in our catalogue
The Library aims to increase visibility of its collections, making a greater proportion more immediately accessible to users with less staff intervention, and improving security.

Cataloguing targets for the year were exceeded. Work on a major enhancement to the current Integrated Catalogue system went ahead. The new PRIMO-based system will enable users to identify and obtain print and digital information sources regardless of format and location.

Create an integrated system for the provision of access to the Library’s archives and manuscripts
The Library aims to make catalogue records from 40 legacy systems available through a single online resource. Technology for cataloguing was delivered in February 2009 and the PRIMO resource discovery service was demonstrated, ready for completion in 2009/10.

4. Grow and manage the national collection
Complete the Additional Storage Programme at Boston Spa
The Library is developing a 262 linear kilometres of fully automated, high-density, book storage facility, offering controlled environmental conditions compliant with BS5454:2000. The Library took partial possession of the Automated Storage and Retrieval System in December 2008. Testing of the warehouse management and control system was completed and preparations began for moving the collections.

Continue to implement the Library’s content strategy for Arts and Humanities, and Social Sciences
Most current partnerships for collaborative collection development are to be renewed. Discussions also took place with the Imperial War Museum and the National Museum of Science and Industry. The transition from print to e-journals was slower than anticipated on account of subscription and tendering issues.

The Social Sciences team continued to map and build knowledge of the collections: an overview of content by discipline and research theme is provided on the website’s social sciences pages. Featured subjects range from asylum and migration, to corporate social responsibility, gang culture and qualitative methods in social research.

Develop an engagement plan to work more closely with the Science, Technology and Medicine (STM) community
A new content strategy for science, technology and medicine was developed. More than 70 meetings took place with external stakeholders and there was regular contact with Research Councils, the National Institute for Health Research and the Cancer Research Institute. TalkScience events proved very popular. One, held to coincide with the Darwin200 celebrations, was sold out within two days.

Good progress was made with UK PubMed Central (UKPMC), the digital resource which provides free online access to a vast collection of biomedical and health research literature. The British Library is leading on the new user interface which is scheduled for delivery in 2009/10. The Wellcome Trust invited the Library to develop further its ideas around dedicated information support for researchers.
5. Develop our people
Continue to develop an integrated talent development and succession planning strategy
Building on the success of the talent management activities since 2006, leadership development opportunities have been extended to a wider senior management group. Development continued through running of additional leadership development centres, with personal development plans drawn up to strengthen individuals’ leadership style. The Organisation Talent Review was repeated in March 2009, to a wider more inclusive staff group. This model has been piloted within a department in Operations and Services Directorate; outcomes of this pilot will help to identify how to ultimately cascade talent management throughout the whole of the Library.

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

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

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

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

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

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

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

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

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

The British Library administers the £10 million Endangered Archives Programme (EAP) sponsored by Arcadia which awards grants to preserve endangered records and relocate them to institutional archives in their local region. A digital copy is also deposited with the British Library which is made available to scholars around the world. Ninety one grants were awarded.
ACTION PLAN FOR 2009/10

1. Capture extensively and store UK digital publications
   - Continue to work through the Legal Deposit Advisory Panel (LDAP), of which the British Library is a member, to make recommendations to Ministers on how to collect digital publications.
   - Continue to collect offline digital items, e-journals and publicly available web content through voluntary schemes.

2. Connect our users with content
   - Enhance access to the Library's digital material by extending the scope of our resource discovery system to new content including newspapers, journal articles, audio and the web archive.
   - Pilot the creation of scanned catalogue data as an alternative to traditional cataloguing.
   - Continue to develop an integrated system for the provision of access to the Library's archives and manuscripts.
   - Integrate Web 2.0 approaches more deeply into the Library's website and online discovery tools to improve the user experience.

3. Transform access and preservation for newspapers
   - Continue to implement the plan for a dedicated newspaper storage building at Boston Spa and state of the art digital access to newspapers, working closely with the newspaper industry, at our St Pancras site in London.

4. Support UK research with innovative services and integrated processes
   - Work in partnership with the Higher Education Funding Council for England and the Higher Education community led by Imperial College London to implement the UK Research Reserve, which will secure long-term access to research journals.
   - Modernise the search, ordering and delivery mechanism used for the Library's remote document supply services to Higher Education.
   - Establish the potential for the development of the land to the north of the St Pancras site and continue to develop the case for the creation of a digital research centre.

5. Build our digital infrastructure
   - Continue to develop a Research Information Centre in partnership with Microsoft. Launch a full beta service for biomedical researchers.
   - Implement the Library's Science, Technology and Medicine (STM) content strategy. Assess user needs and behaviour to develop new products and services exploiting STM material. Test the incorporation of datasets as a content type.
   - Continue to engage with the World Collections Programme which aims to share British cultural and curatorial expertise with institutions particularly in Africa and Asia.

6. Integrate storage and preservation of physical collections
   - Implement the Collection Security Workplan to safeguard and steward the national collection and enhance the security of vulnerable material.
   - Begin relocating collection items to the newly built high-density book storage facility at Boston Spa and commence retrieval and delivery services.

7. Develop as an organisation
   - Continue to develop and implement an integrated Talent Development and Succession Planning framework.
   - Continue to develop and implement the Library's Corporate Social Responsibility Strategy which supports the quality of life of the workforce and impacts positively on the community, wider society and the environment.
   - Continue to develop and implement the Library's Diversity Strategy to build a diverse workforce and increase engagement with wider communities.
KEY PERFORMANCE INDICATORS

### Efficiency savings (cash and non-cash)

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual 2007/08</th>
<th>Target 2008/09</th>
<th>Actual 2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006/07</td>
<td>£13,200,000</td>
<td>£15,900,000</td>
<td>£13,900,000</td>
<td>£18,260,000</td>
</tr>
<tr>
<td>2007/08</td>
<td>£13,900,000</td>
<td>£18,260,000</td>
<td>£15,900,000</td>
<td>£18,260,000</td>
</tr>
<tr>
<td>2008/09</td>
<td>£18,260,000</td>
<td>£19,492,000</td>
<td>£18,260,000</td>
<td>£19,492,000</td>
</tr>
</tbody>
</table>

### Number of visits to Reading Rooms

<table>
<thead>
<tr>
<th>Year</th>
<th>Target</th>
<th>Actual 2007/08</th>
<th>Actual 2008/09</th>
<th>Actual 2006/07</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006/07</td>
<td>500,000</td>
<td>350,000</td>
<td>300,000</td>
<td>250,000</td>
</tr>
<tr>
<td>2007/08</td>
<td>450,000</td>
<td>501,020</td>
<td>486,867</td>
<td>474,074</td>
</tr>
<tr>
<td>2008/09</td>
<td>500,000</td>
<td>501,020</td>
<td>486,867</td>
<td>474,074</td>
</tr>
</tbody>
</table>

### Quality

- **Reading Room user satisfaction**: percentage of Readers rating the services and facilities they used as either ‘very satisfied’ or ‘quite satisfied’
- **Exhibition visitors satisfaction**: percentage of visitors rating the quality of their visit as either ‘excellent’ or ‘good’
- **UK remote user satisfaction**: percentage of users who are ‘totally satisfied’ with the Document Supply service
- **Web usage satisfaction**: percentage of website users rating www.bl.uk as ‘excellent’, ‘very good’ or ‘good’

### Throughput

- **Number of visitors to the Library’s Learning website**: 750,000, 1,221,426, 1,106,746, 341,225
- **Number of learners attending educational sessions**: 11,250, 19,772, 17,561, 10,127
- **Number of visitors to the Library’s onsite and virtual public access facilities**: 1,555,510, 1,752,718, 1,699,161, 1,625,424
- **Number of items supplied/consulted remotely and onsite**: 7,780,000, 8,340,518, 8,209,444, 8,486,509
- **Number of visits to Reading Rooms**: 500,000, 501,020, 486,867, 474,074
- **Number of items acquired/processed**: 936,924, 996,776, 984,681, 974,255
- **Percentage of UK legal deposit material acquired**: 95%, 88%, 94%, 93%
- **Percentage of material delivered electronically**: 67%, 65%, 60%, 55%

1. The web satisfaction survey was introduced in 2008/09.
3. The increase in 2008/09 was primarily due to the success of Ramayana and Taking Liberties exhibition workshops, but also due to the increased awareness of the Library’s Learning programme amongst schools and colleges.
4. In addition, the Library has run more conferences for teachers and students, family events, adult tours and has undertaken a larger regional programme.
5. The 2007/08 and 2006/07 figures have been restated to correct an element of double counting in prior years.
6. The percentage of material delivered electronically covers all forms of electronic delivery. These include secure electronic delivery (digitally scanned copies from printed sources), post to web (item placed on a secure web page for the user to view), direct download (user has access to an e-stored item) and Ariel (scanned item transmitted to user). The volume and proportion on electronic supplies in 2008/09 continued to increase by 5% on the previous year, although some technical issues surrounding secure electronic delivery towards the year end meant that the target was not achieved.
KEY PERFORMANCE INDICATORS

Monographs acquired

Website: unique hosts served (individual users)

<table>
<thead>
<tr>
<th>Target</th>
<th>Actual 2008/09</th>
<th>Actual 2007/08</th>
<th>Actual 2006/07</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exhibition loans to other institutions</td>
<td>40</td>
<td>51</td>
<td>50</td>
</tr>
<tr>
<td>Items acquired</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monographs</td>
<td>217,100</td>
<td>262,699</td>
<td>236,069</td>
</tr>
<tr>
<td>Serial titles</td>
<td>–</td>
<td>101,280</td>
<td>104,161</td>
</tr>
<tr>
<td>Newspaper issues</td>
<td>158,600</td>
<td>158,555</td>
<td>163,133</td>
</tr>
<tr>
<td>Patent specifications</td>
<td>1,950,000</td>
<td>2,360,493</td>
<td>2,306,195</td>
</tr>
<tr>
<td>Other special materials</td>
<td>9,423</td>
<td>12,631</td>
<td>56,474</td>
</tr>
<tr>
<td>Electronic</td>
<td>26,800</td>
<td>31,686</td>
<td>30,787</td>
</tr>
<tr>
<td>Cataloguing backlogs</td>
<td>–</td>
<td>885,625</td>
<td>640,000</td>
</tr>
<tr>
<td>Catalogue records created</td>
<td>–</td>
<td>408,648</td>
<td>416,047</td>
</tr>
<tr>
<td>Digital images created</td>
<td>–</td>
<td>15,155,533</td>
<td>9,608,492</td>
</tr>
<tr>
<td>Efficiency savings</td>
<td>£3,860,000</td>
<td>£4,942,000</td>
<td>£18,260,000</td>
</tr>
</tbody>
</table>

Efficiency

- Document supply and monograph lending fulfilment rate: 82% 82% 81% 81%
- Percentage of material held onsite delivered in St Pancras Reading Rooms within 70 minutes: 92% 93% 92% 92%
- Average sick leave in working days per staff member: 7.5 6.26 7.5 7.63

7 These are loans to individual institutions, not numbers of items lent.
8 Figures reflect acquisition by purchase, exchange and legal deposit.
9 No overall target was set for 2008/09.
10 From 2008/09, the majority of other special materials acquired are now included under Monographs.
11 The increase in the cataloguing backlog is primarily due to approximately 140,000, mainly donated items, acquired in the Sound Archive.
12 The majority of the digital images created relate to the Microsoft Books Digitisation project (now known as the 19th Century Book Digitisation Project) for which 14,329,007 digital images were created.
13 Total based on figures provided to the Department for Culture, Media and Sport based on forecast out-turn in February 2009. The figure for efficiencies for 2008/09 covers the current Value for Money Government efficiency programme. Previous years figures show the savings achieved over a number of years under the last Gershon efficiency programme.
## Statistics

### WEBSITE USAGE

<table>
<thead>
<tr>
<th>Service</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of <a href="http://www.bl.uk">www.bl.uk</a></td>
<td>6,211,722</td>
<td>6,060,362</td>
</tr>
<tr>
<td>Unique hosts served(^1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful requests for pages (page hits)(^2)</td>
<td>77,273,030</td>
<td>69,788,291</td>
</tr>
</tbody>
</table>

\(^{1}\) Unique hosts served is the best approximation available to the number of individual users of the website.  
\(^{2}\) The number of pages of all types viewed on the website. Every landing on every page is counted in this figure.

### SERVICE IN THE READING ROOMS

<table>
<thead>
<tr>
<th>Location</th>
<th>Reader desks</th>
<th>Other provision(^1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities Floor 1 and 2 Reading Rooms</td>
<td>436</td>
<td>85</td>
</tr>
<tr>
<td>Rare Books &amp; Music Reading Room</td>
<td>293</td>
<td>67</td>
</tr>
<tr>
<td>Maps Reading Room</td>
<td>49</td>
<td>20</td>
</tr>
<tr>
<td>Asian &amp; African Studies Reading Room (formerly known as Oriental and India Office Reading Room)</td>
<td>83</td>
<td>48</td>
</tr>
<tr>
<td>Manuscripts Reading Room</td>
<td>72</td>
<td>21</td>
</tr>
<tr>
<td>Philatelic Collections</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Science Reading Rooms</td>
<td>128</td>
<td>58</td>
</tr>
<tr>
<td>Business &amp; IP Centre</td>
<td>100</td>
<td>58</td>
</tr>
<tr>
<td>Social Sciences Reading Room</td>
<td>90</td>
<td>27</td>
</tr>
<tr>
<td>Newspapers (Colindale)</td>
<td>77</td>
<td>77</td>
</tr>
<tr>
<td>Boston Spa Reading Room</td>
<td>76</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1365</td>
<td>477</td>
</tr>
</tbody>
</table>

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

### BIBLIOGRAPHIC SERVICES

<table>
<thead>
<tr>
<th>Service</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Records in British Library catalogues and databases at 31 March 2009</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Library Integrated Catalogue(^1)(^,(^2))</td>
<td>12,506,391</td>
<td>12,243,857</td>
</tr>
<tr>
<td>Access to archives(^3)(^,(^4))</td>
<td>593,338</td>
<td>593,338</td>
</tr>
<tr>
<td>Asia, Pacific and Africa Collections – Japanese and Chinese(^2)(^,(^5))</td>
<td>63,621</td>
<td>58,923</td>
</tr>
<tr>
<td>Allied and Complementary Medicine (AMED)</td>
<td>230,091</td>
<td>219,959</td>
</tr>
<tr>
<td>British National Bibliography (BNB)</td>
<td>2,794,006</td>
<td>2,681,836</td>
</tr>
<tr>
<td>Sound Archive Catalogue(^1)</td>
<td>3,134,287</td>
<td>3,102,434</td>
</tr>
<tr>
<td>English Short Title Catalogue (ESTC)(^5)</td>
<td>477,300</td>
<td>473,591</td>
</tr>
<tr>
<td>Incunable Short Title Catalogue (ISTC)(^2)</td>
<td>29,993</td>
<td>29,813</td>
</tr>
<tr>
<td>Electronic table of contents(^1)(^,(^3),(^5))</td>
<td>35,253,510</td>
<td>32,787,442</td>
</tr>
<tr>
<td>International Standard Serial Numbers (ISSN) UK Centre</td>
<td>125,909</td>
<td>94,202</td>
</tr>
<tr>
<td>Manuscripts(^2)</td>
<td>818,037</td>
<td>809,722</td>
</tr>
<tr>
<td>Newspapers(^2)(^,(^6))</td>
<td>55,761</td>
<td>56,049</td>
</tr>
<tr>
<td>Register of Preservation Surrogates</td>
<td>217,967</td>
<td>215,095</td>
</tr>
<tr>
<td><strong>Total</strong>(^7)</td>
<td>56,300,211</td>
<td>53,366,261</td>
</tr>
</tbody>
</table>

\(^{1}\) Number of unique records. A project to remove any duplication is ongoing.  
\(^{2}\) Available from the Library’s website.  
\(^{3}\) Conversion of printed catalogues to electronic versions for inclusion on the Access to Archives website hosted by The National Archives, was completed in 2006/07 and therefore this figure has remained the same in 2008/09.  
\(^{4}\) All other Asia, Pacific and Africa Collection material, except for Japanese and Chinese material, is included in the British Library Integrated Catalogue.  
\(^{5}\) A database listing articles and conference papers by title, derived from the top 20,000 research journals. The database is available through British Library Direct and to higher education through zetoc.mimas.ac.uk.  
\(^{6}\) The decrease in 2008/09 is due to some titles previously included in the count of newspaper records having been recategorised as serials.  
\(^{7}\) The total does not represent the number of unique records. There is significant overlap between some files e.g. British National Bibliography and British Library Integrated Catalogue.

### COLLECTION DEVELOPMENT

<table>
<thead>
<tr>
<th>Collection Holdings at 31 March 2009</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monographs(^1)</td>
<td>13,735,633</td>
<td>13,706,861</td>
</tr>
<tr>
<td>Serial titles (all)(^2)</td>
<td>826,112</td>
<td>828,928</td>
</tr>
<tr>
<td>Manuscripts (single and volumes)</td>
<td>347,263</td>
<td>341,949</td>
</tr>
<tr>
<td>India Office records(^1)</td>
<td>452,175</td>
<td>452,150</td>
</tr>
<tr>
<td>Philatelic items</td>
<td>8,265,391</td>
<td>8,261,791</td>
</tr>
<tr>
<td>Cartographic items</td>
<td>4,343,842</td>
<td>4,335,542</td>
</tr>
<tr>
<td>Music scores</td>
<td>1,604,779</td>
<td>1,601,330</td>
</tr>
<tr>
<td>Sound discs</td>
<td>1,452,997</td>
<td>1,430,899</td>
</tr>
<tr>
<td>Sound tape items</td>
<td>244,494</td>
<td>243,768</td>
</tr>
<tr>
<td>Digital audio files(^1)</td>
<td>14,843</td>
<td>7,732</td>
</tr>
<tr>
<td>Videos</td>
<td>32,029</td>
<td>30,747</td>
</tr>
<tr>
<td>Prints and drawings</td>
<td>33,060</td>
<td>33,041</td>
</tr>
<tr>
<td>Photographs</td>
<td>294,220</td>
<td>289,891</td>
</tr>
<tr>
<td>Patent specifications(^1)</td>
<td>58,892,064</td>
<td>62,508,920</td>
</tr>
<tr>
<td>Reports in microform</td>
<td>10,330,059</td>
<td>10,288,915</td>
</tr>
<tr>
<td>Theses</td>
<td>171,627</td>
<td>164,295</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>101,040,588</td>
<td>104,526,759</td>
</tr>
</tbody>
</table>

\(^{1}\) The figure for monographs is based on the number of records in the relevant catalogues. This figure includes an estimate of items covered by card catalogues.  
\(^{2}\) The figure for serials titles is based on the number of records in the relevant catalogues. Changes of title are therefore counted as separate titles. This figure includes an estimate of items covered by card catalogues. A significant project has been undertaken to de-duplicate serial holdings. This rationalised database more accurately reflects the number of unique titles held.  
\(^{3}\) The archives of the India Office (1858–1947) and its predecessors, including the East India Company (1600–1858).  
\(^{4}\) Digital audio files are now used extensively and have largely taken over from sound tape items.  
\(^{5}\) The reduction in 2008/09 is due to the de-accessioning of pre-2003 paper based US patents. Access to both paper and electronic copies of these specifications is available at the National Archive and Records Administration (NARA), Washington.
### ITEMS RECEIVED ON LEGAL DEPOSIT

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monographs</td>
<td>141,755</td>
<td>111,567</td>
</tr>
<tr>
<td>Serial issues</td>
<td>259,763</td>
<td>271,353</td>
</tr>
<tr>
<td>Maps and atlases</td>
<td>1,932</td>
<td>2,562</td>
</tr>
<tr>
<td>Music scores</td>
<td>2,041</td>
<td>1,944</td>
</tr>
<tr>
<td>Newspaper issues</td>
<td>144,982</td>
<td>149,649</td>
</tr>
<tr>
<td>Playscripts</td>
<td>275</td>
<td>276</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>550,748</td>
<td>537,351</td>
</tr>
<tr>
<td>Serial titles received</td>
<td>35,977</td>
<td>36,925</td>
</tr>
<tr>
<td>Claims for items not automatically deposited</td>
<td>252,168</td>
<td>259,867</td>
</tr>
</tbody>
</table>

### STORAGE

<table>
<thead>
<tr>
<th>Kilometres of shelving and percentage occupied</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working capacity: linear km¹</td>
<td>655</td>
<td>655</td>
</tr>
<tr>
<td>Extent of collection: linear km²</td>
<td>648.4</td>
<td>641.4</td>
</tr>
<tr>
<td>Percentage occupied¹</td>
<td>99.00%</td>
<td>97.92%</td>
</tr>
</tbody>
</table>

### PRESERVATION

<table>
<thead>
<tr>
<th>Preservation funding</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant in Aid</td>
<td>£6,198</td>
<td>£6,094</td>
</tr>
<tr>
<td>Donations/external funds¹</td>
<td>165</td>
<td>45</td>
</tr>
<tr>
<td>Sales income</td>
<td>278</td>
<td>251</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,641</td>
<td>6,390</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Items preserved²</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conservation and/or rebinding</td>
<td>4,358</td>
<td>5,450</td>
</tr>
<tr>
<td>New binding</td>
<td>36,523</td>
<td>36,330</td>
</tr>
<tr>
<td>Minor repairs</td>
<td>3,403</td>
<td>7,845</td>
</tr>
<tr>
<td>Boxing/other work</td>
<td>9,126</td>
<td>9,187</td>
</tr>
<tr>
<td>Preservation microfilming³</td>
<td>15,691</td>
<td>18,042</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>69,101</td>
<td>76,864</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preservation microfilming³</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newspapers: frames of film²</td>
<td>16,025,582</td>
<td>18,702,845</td>
</tr>
<tr>
<td>Books, periodicals, record volumes, manuscripts: frames of film</td>
<td>1,429,756</td>
<td>1,367,790</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>17,455,338</td>
<td>20,070,635</td>
</tr>
</tbody>
</table>

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¹ Working capacity represents the linear length of the solid stock, plus the associated growth spaces without which the collection could not be used and added to effectively.
² During 2008/09 the gross increase in the extent of the material acquired by the Library was 11.5 linear km. The net increase in the extent of the collection was reduced to 7 linear km through the de-accessioning of material in line with British Library Board policy.
³ The Library’s new high-density store at Boston Spa was completed in 2008/09 and will provide an additional 262 linear kms of storage. Preparations for the start of the move of stock into the building are progressing.
⁴ The increase in 2008/09 is mainly due to funds received for LIFE2, the second phase of the LIFE (Life Cycle Information for E-Literature) project.
⁵ Fluctuations in figures are due to the normal variations which occur annually when treating a wide range of non-standard items with variable resources and priorities.
⁶ This figure is the approximate number of volumes equivalent to the frames shown under the heading ‘preservation microfilming’. One frame equates to one camera exposure. These generally represent either a single or double page of a monograph, newspaper or periodical. For most programmes, a negative, positive and duplicate are taken of each page. Consequently the number of frames shown does not represent the number of pages for which surrogate copies have been made.
⁷ The decrease from the previous year is due to a reduction in expenditure on newspaper programmes for 2008/09 plus an increase in costs.
DAME LYNNE BRINDLEY
Chief Executive

MARY CANAVAN
Human Resources
Organisation Development
OD Strategy
Learning and Development
Talent and Career Development
Pay and Reward
Remuneration
Employee Relations
Job Evaluation
Benefits
Strategic HR Management
Policy Development
Professional HR advice and support
Diversity
HR Operations
Management Information
and Business Development
Staff opinion survey
Wellbeing programme
Business and Financial planning for HR
HR Management Information
Corporate Social Responsibility

PHIL SPENCE
Operations and Services
Document Delivery and Customer Services
Service Delivery
Service Support
Systems Development
Process Development
Customer Services
Collection Acquisition and Description
Collection Processing
Collection Development
Bibliographic Development Implementation
Resource Discovery
eBooks Delivery
Electronic Resources
Catalogue Development
Reader and Reference Services
Reader and Visitor Services
Imaging Services
Reference Services
Research Team
Newspaper Services
Service Improvement
O&S Communications

JILL FINNEY
Strategic Marketing and Communications
[Ms Finney resigned from the Library on 20 February 2009]
Public and Regional Marketing
Public Marketing and Events
Marketing Operations
Exhibitions
Business Marketing
Higher Education
Learning
Regional Library Programme
Sales and Marketing
Publishing and Shop
Document Supply Services
Development
Fundraising
Corporate Events
Product Development and Publisher Relations
Communications
Corporate Communications
Internal Communications
Press and Public Affairs
Web Services
Internet
Intranet
Creative Services
Audio Visual Services
Corporate Design
Multimedia Production
Structure

STEVE MORRIS
Finance and Corporate Services

Financial Operations
Financial Accounting and Processing
Financial Systems and Projects

Management Accounting
Central Management Accounts
Directorate Financial Managers

Strategy and Planning
Business Planning
Corporate Programme Office
Information Record Management
Corporate Strategy

Integrated Risk
Security
Health and Safety
Risk
Business Continuity
Emergency Management

Procurement
Purchasing
Contracts
Legal and Contract Services

Estates
Real Estate Services
Construction Projects
Facility Customer Services
Building Services

Corporate Secretariat

Additional Storage Programme

RICHARD BOULDERSTONE
e-Strategy and Information Systems

Architecture and Development
Applications Development
Architecture

Technical Operations
Server and Network
Infrastructure Strategy and Development
Desktop Services

Programmes
Integrated Library System
Digitisation
Web Archiving
Digital Object Management

STM (Science, Technology and Medicine)

RONALD MILNE
Scholarship and Collections

Collection Care
Conservation
Preservation
Conservation Research and Training
Storage and Security
Digital Preservation Team

European and American Collections
European Collections
American Collections
Eccles Centre for American Studies
Maps
Music
Philatelic

British Collections
British and Early Printed Collections
Western Manuscripts
Sound Archive
Newspaper collections
Legal deposit
Web archiving
Moving image collections
Loans registry

Social Science Collections and Research
Official Publications
Politics and International Studies
Management Studies and Economics
Business and Intellectual Property
Social Policy, Sociology, Culture, Media and Sport
Socio-linguistics and Education
Human Geography, Anthropology and Food Studies
Law and Socio-legal Studies

Asia, Pacific and Africa Collections
India Office Records
East Asian Collections
South and South-East Asian Collections
Near and Middle East Collections
Western Language Collections
Visual Materials
International Dunhuang Project
Endangered Archives Project
The British Library continues to evolve at a rapid pace and we have continued our work in developing and communicating our employer proposition effectively. A new careers website has been under development throughout the year and significant work has been put into rationalising the overall recruitment process. Our staff have also had the opportunity to feedback to the organisation via the staff survey and the results have continued to show very positive results in overall satisfaction and engagement.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

In higher and further education, one of the most significant developments is EThOS – a live national service to make all UK theses available to researchers anywhere in the world. It is already proving spectacularly popular and is a great example of the power of partnership between the Library and other institutions – a real model for the future.
This year has had the dual focus of laying the foundations for the Library’s medium and long-term future whilst dealing with the very real financial and operational challenges of the present. This has required a consistently high quality and flexible response from the full range of professions that make up the Directorate.

The masterplanning of the Boston Spa site was completed, and the results will form the foundations for planning and consultation on the future development of the site, beginning with the proposed Newspaper Storage Building. A similar exercise commissioned for the St Pancras site will identify opportunities that exist to develop future service delivery using both the existing building and, potentially, through the development of land to the north of the current Library site.

This reshaping of the Library’s estate will be driven by the need to support the Library’s current and emerging strategy. The launch of the Library’s 2008 – 2011 Strategic Plan was quickly followed by the development of proposals to develop a longer-term vision for the future, stretching out to 2020 and beyond.

The Library began the year needing to make significant budget reductions, and then found itself facing the need to make further in-year reductions as the recession began to bite. Through a mixture of carefully prioritised financial planning, strengthened budget management disciplines and a consistent focus on efficiency, the Library has been able to achieve all those reductions without scaling back on its ambitious business plan targets.

A significant part of the efficiencies achieved have come from strong procurement processes, including the successful re-tendering of the Library’s cleaning, catering and maintenance function. A growing focus on risk management has further enhanced the Library’s ability to deliver targeted benefits within budget and timeframe.

We have made significant progress this year in developing our digital library system. This is one of our major programmes and is critical to ensuring that the British Library can store, preserve and provide access to the UK’s intellectual and cultural output in digital form.

During the past year we have begun to populate the digital library store. It now contains over 400,000 items including digitised books, digital newspapers, sound files and electronic materials received through a voluntary deposit arrangements scheme. We have also, for the first time ever, been able to provide Reading Room users with access to digitised content directly from the catalogue – in this instance digitised 19th century books.

These developments are helping us to build our expertise and capability in managing digital content, which is important as we continue to increase the number of items and different types of content that our digital library store contains.

As well as these important digital library developments, we have continued to build our activities and support for science, technology and medicine (STM) with the introduction of our TalkScience events programme. This is based on the popular ‘Café Scientifique’ approach of an informal, yet informed, debate on topical issues in scientific research. The four events that we have held, on topics ranging from citation in science to infectious disease, have attracted a wide range of researchers and research funders both in person and online. This programme is establishing a name for the Library as a place to discuss and debate science.

This year saw the start of a major review process in Scholarship and Collections, the aim of which is to ensure that the structure of the Directorate and the knowledge and skills of the staff match the aspirations of a great research library in the 21st century.

The very wide range of activities undertaken by the Directorate continues in parallel and unabated. Scholarship and Collections staff are involved in acquisitions and specialist cataloguing, curating exhibitions, preservation and conservation and web archiving. Close collaboration with the research and library communities is an important facet of curatorial work. The Directorate has played a major role in a number of events hosted by the Library, including the Unlocking Audio, Advances in Paper Conservation Research and Digital Lives conferences. Collection Care has hosted an increasing number of aspiring conservators, both interns and students, in the Library’s Centre for Conservation.

The Legal Deposit Libraries Act 2003 has specific provisions in relation to the collection of printed publications, and confers powers to make regulations for the deposit of non-print publications, at the six legal deposit libraries. Recommendations were made this year, through the Legal Deposit Advisory Panel, to the Secretary of State, regarding offline electronic publications (such as CD-Roms) and publications available freely on the web.

2008/09 has been a particularly good year for heritage acquisitions, which included the Ted Hughes archive, the first edition of the Communist Manifesto, the Macclesfield Alphabet Book, the Dering Roll, a late 16th century German broadside featuring a portrait of Sir Francis Drake and the Zweig, Swift, Kodak Ltd and Fay Godwin archives.
Governance and leadership

Corporate governance: the British Library Board

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

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

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

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

The Board meets six times a year, and one of those meetings each year is substantially devoted to the development of strategy. Library Directors are normally present during Board meetings. Board members are provided with appropriate and timely information to enable them to discharge their duties effectively. Board papers are distributed one week in advance of the relevant meeting to allow members fully to prepare for meetings.

The Board has delegated certain responsibilities to a number of committees. The standing committees of the Board are: the Board Audit Committee, the Remuneration Committee, the Capital Projects Committee, and, since March 2007, the Investment Committee. The minutes of the meetings of the Board Audit Committee, the Capital Projects Committee, and the Investment Committee are made available to all the Members of the Board on a timely basis. The terms of reference for the Board Committees are available on our website at www.bl.uk/aboutus/governance/blboard/boardcommittees.pdf

A Register of Interests of Members of the Board is maintained and is reviewed by the Board Audit Committee. On specific issues where there may be a potential conflict of interest, Members are required to declare their interest and withdraw from the meeting. The register is on our website at www.bl.uk/aboutus/governance/blboard/pdf/brregint.pdf

Membership during 2008/09
CHAIRMAN
Sir Colin Lucas Kt D.Phil FRHistS
[Sir Colin’s term of appointment expires on 31 August 2010.]

MEMBERS
Sheila Forbes CBE (Deputy Chair)
(Principal, St Hilda’s College, Oxford) brings to the Board his high level of expertise in the area of property development and estates management. [Ms Forbes’s second, four-year term of appointment expires on 19 January 2011.]

Dame Lynne Brindley DBE MA FLA FCLIP FRSA (Chief Executive, The British Library)
Dawn Airey (Chair and CEO of Channel Five) brings to the Board her leadership experience in a major commercial company. [Ms Airey’s first, four-year term of appointment expires on 31 March 2011.]

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

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

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

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The Rt Hon Lord Fellowes GCB GCVO QSO PC (Chairman, Barclays Private Bank) was appointed to the Board by HM The Queen. [Lord Fellowes’s first, four-year term expires on 29 September 2011.]
Professor Dame Wendy Hall DBE, FRS, FREng (Professor of Computer Science, University of Southampton) was appointed for her leadership experience and business acumen in the IT/internet content sector. [Professor Hall’s first, four-year term expires on 31 March 2011.]

Eileen Mackay CB FRSE (formerly Principal Finance Officer at the Scottish Office and she has held non-executive Directorships at the Royal Bank of Scotland Group plc, Edinburgh Investment Trust plc, and Scottish Financial Enterprise). She brings to the Board her financial and public administration experience. She was appointed after consultation with Scottish ministers. She chairs the Capital Projects Committee. [Ms Mackay’s second, four-year term of appointment expires on 16 July 2011.]

Professor Kate McLuskie MA PhD (Director of The Shakespeare Institute, University of Birmingham) was appointed to the British Library Board for her knowledge and experience of higher education and university affairs and her academic background in the arts and humanities. [Professor McLuskie’s first, four-year term expires on 31 March 2011.]

Maggie Semple OBE (Chief Executive Officer and Director of The Experience Corps Ltd) brings to the Board her experience as an entrepreneur, and is able to advise the Board on the needs of the Small and Medium-sized Enterprise sector. [Ms Semple’s first, four-year term expires on 31 March 2011.]

SECRETARY TO THE BOARD
Andrew Stephens BSc (Hons) MCLIP
Head, Corporate Secretariat.

British Library Board Audit Committee
The Board Audit Committee comprises at least three non-executive members of the Board, one of whom acts as Chair of the Committee. Membership during 2008/09 was:

Sir Kenneth Calman (Chair)
Eileen Mackay
Lord Fellowes

The Board Audit Committee has written terms of reference that are available on our website; it meets at least three times a year to review the internal audit plan, progress against that plan, and the summary findings of the internal and external auditors. During 2008/09, the Board Audit Committee met four times to discharge its responsibilities. The Committee’s purview extends to all the operations within the British Library, including the preparation of the Library’s financial accounts and its systems of internal control and risk assessment and management. The Chief Executive and the Director of Finance and Corporate Services attend the meetings together with, when appropriate, other executive directors and further executives of the Library. The Board Audit Committee also meets the Internal Auditors and the External Auditors without members of the Executive present. During the year under review, the Audit Committee identified the need to recruit a fourth member and to secure accounting skills amongst its membership through co-option. Subsequently on 1 May 2009, Ms Berenice Smith (formerly Finance and Commercial Director, University of Leeds) was appointed to the Audit Committee.

Remuneration Committee
The Remuneration Committee comprises at least three non-executive members of the Board, one of whom acts as Chair of the Committee. Membership during 2008/09 was:

Sheila Forbes (Chair)
Dawn Airey
Professor Robert Burgess
Sir Colin Lucas

The Remuneration Committee has as its main task consideration annually of the performance of the Chief Executive, the Executive Team and certain other senior staff and determination of their remuneration levels. The Remuneration Committee has written terms of reference that are available on our website. Further details of the work of the Committee are given in the Remuneration Report on pages 43 and 44.

Capital Projects Committee
At its meeting in May 2005 the Board agreed to establish a limited-life Capital Projects Committee. The Committee has written terms of reference that are available on our website. The Committee comprises at least two non-executive members of the Board, one of whom acts as Chair of the Committee, and the Chief Executive. Membership during 2008/09 was:

Eileen Mackay (Chair)
Dame Lynne Brindley
Robin Broadhurst
Paul Goffin (Director of Estates, University of Leicester)
Professor Kate McLuskie

The role of the Capital Projects Committee is to assist the Board to satisfy itself as to the adequacy and effectiveness of the arrangements for project management of the Library’s current multi-million pound capital construction projects, the Additional Storage Programme and the Newspaper Programme. During 2008/09, the Committee met five times to discharge its responsibilities. At the end of the year, the Board confirmed that the Committee’s remit should be restricted to construction projects and it was duly renamed the Construction Projects Committee.

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

Sir Colin Lucas (Chair)
Robin Broadhurst
Eileen Mackay
Dame Lynne Brindley
Danny Truell (Chief Investment Officer, Wellcome Trust)

The role of the Committee is to recommend to the Board the appointment of Investment Managers and to keep their performance under review, and also to formulate and keep under review the investment policy and spending policy arrangements governing the Board’s trust funds and to make recommendations to the Board. During 2008/09 the Committee met once to discharge its responsibilities.
Here we celebrate some of the initiatives that have been made possible this year thanks to the generosity of our donors and supporters.

**The Dering Roll (c 1270 – 1280)**

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

**The Ted Hughes archive**

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

**The International Dunhuang Project**

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

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

**Appeals**

Over the past year we have seen our fundraising appeals go from strength to strength. The Adopt a Book programme has attracted donations from all over the world for adoptions of classic books through to specialised subjects. Gifts received from this programme support the British Library’s world-class conservation team, enabling us to employ three extra conservators. Many individuals and groups have paid for the direct conservation of particular items such as the Thomas Cranmer collection, the historic 17894 Lahore – Shri Guru Granth Sahib and the 1565 volume of *Orlando Furioso*.

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

**Patrons**

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

**‘Inspiring Entrepreneurs’ series**

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

Partnership for a fourth year has allowed us to expand and improve the series to include live webcasts, which allow remote attendees from around the world the opportunity to watch and participate in events, including the functionality to put questions to the speakers.
GRANTS AND DONATIONS
The British Library would like to thank all those who have given their support, including:

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

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

and others who wish to remain anonymous
ADOPT A BOOK BENEFACTORS
Helena Frost
Gamboge Fine Art Society
Rosemary McGlashon
Dr Qaiser Abbas Zaidi
and many others.

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The Folio Society
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Lennox and Wyfold Foundation
The Michael Marks Charitable Trust
Edward and Lois Sieff Charitable Trust
University of Strathclyde Archives
Sir Peter Wakefield
Yale Center for British Art

AMERICAN TRUST FOR
THE BRITISH LIBRARY
Chairman’s Council
Ms Eileen Abrahams
Mr George B Adams
Mrs Charlotte P Armstrong
Mr Roger S Baskes
Mr R Dyke Benjamin
Mrs Christopher Chen
Dr and Mrs Paul Cushman, Jr
Mr Simon Eccles
Ms Emily H Fine
Mr Ronald M Freeman
Mr William B Ginsberg
Mrs Catherine Morrison Golden
Ms Sibyl R Golden
Mr and Mrs Ralph E Hansmann
Mr Lansing Lamont
Mr William R Miller
Mr R David Parsons
Mr Howard Phipps, Jr
Mr David Redden
Mrs Ruth E Robinson
Ms Jane Gregory Rubin
Mr James B Sitrick
Mr Stephen Stamas
Dr Prudence L Steiner
Mrs Lisa von Clemm
Mr William J Zachs

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Mr and Mrs James Bacon
Mrs Richard W Couper
Ms Eileen M Curran
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Dr Mervin R Dills and
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Ms Christine Zuomskis

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Mr David G Carter
Mr Michael E Gellert
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Mr Lester S Morse, Jr
Mr Ernest T Patrikis
Mr and Mrs Charles E Pierce, Jr
Ms Alice Prochaska
Mr David Alan Richards
Fred and Sherry Reames
Mr Alfred Ross
Mr and Mrs Stanley D Scott
Ms Tessa Smith
Judith and John Thomson
Ms Sue Ann Weinberg
Mr David E White
Mr and Mrs George H White III
Katherine Ashton Young and Brian D Young

Bequests
Marian Speyer

Foundations and Matching Gifts
The Alfred Lee & Peter Mayer Foundation
Baskes Family Foundation
The Bay and Paul Foundations
The ExxonMobil Foundation
The Gladys Krieble Delmas Foundation
The Greater Kanawha Valley Foundation
The Morse Family Foundation
Peck Stacpoole Foundation
The Stockman Family Foundation

THE FRIENDS OF THE BRITISH LIBRARY
Friends Council
The Lord Hameed of Hampstead CBE DL
Dr Christopher Wright
Graham Allatt FCA
Linda Viger-Brown
Peter Barber
Peter Beal
Amanda Benton
Sally Brown
Dr Ruth Coman
The Lord Hemingford
Ed King
Robert Kirton
Professor Kate McLuskie
Michael Leapman
David Marcus
Nicholas Poole-Wilson
Paul Stevenson
Kathy Wrennall
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Annual Accounts 2008/09
Constitution

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

Objectives

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

Board membership

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

Accounting conventions

The basis on which the accounts have been prepared is stated on page 53 at note 1a.

Financial results

The Accounts provide a Statement of the Financial Activities (SOFA) of the British Library during the year ended 31 March 2009. In accordance with Section 5(1) of the Act, as amended by Statutory Instrument 1986 No 600, the Secretary of State paid to the British Library such sums as were necessary to defray expenditure incurred with his approval, so far as that expenditure exceeded the receipts derived from the exercise of the Board’s functions and applied in such manner as required by Section 5(2) of the Act.

The Accounts have been prepared in accordance with the Statement of Recommended Practice (SORP) 2005 Accounting for Charities and the HM Treasury Financial Reporting Manual (FREM). A Statement of Financial Activities for the year is set out on page 50. This shows all resources made available to the British Library Board and all expenditure incurred by it and reconciles all changes in its funds.

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

The British Library’s income for 2008/09 was £140.5m (£141.1m 2007/08), of which £106.9m (76%) was Grant in Aid (GIA) from the Department for Culture, Media and Sport, £94.8m of this was revenue Grant in Aid, with the balance of £12.1m for capital programmes.

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

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

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

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

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

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

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

Reserves

As part of the annual planning and budget setting process, the Trustees review and approve the level of readily available reserves appropriate to the scale, complexity and risk profile of the Library.
Although GIA accounts for around 75% of the Library’s income, which provides limited exposure to liquidity risk, the remainder of operational costs must be financed by self-generated income, which is volatile.

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

General Reserves at 31 March 2009 were £6.9m, of which Trustees have identified for specific purposes £3.3m and Free Reserves £3.6m. It is anticipated that £2.5m of the Designated Reserves will be spent within two years. In 2009/10 the Library will aim to hold a minimum of £3.6m in Free Reserves to provide contingency provision, by targeting efficiencies in income and expenditure budgets.

Payment of creditors

It is the policy of the British Library Board to pay all creditors within 30 days of the invoice date unless there is a specific payment date agreed with the supplier. For the year ended 31 March 2009, 89% of invoices were paid within 30 days (88% 2007/08).

Bankers, External Auditors, Solicitors and Investment Managers

The following organisations were the Library’s principal suppliers of professional financial, legal and investment services during 2008/09:

- Lloyds TSB Bank plc
  39 Threadneedle Street
  London
  EC2R 8AU

- Treasury Solicitor
  1 Kemble Street
  London
  WC2B 4TS

- Comptroller and Auditor General
  National Audit Office
  151 Buckingham Palace Road
  London
  SW1W 9SS

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

Investments

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

The year to 31 March 2009 saw an unprecedented decline in global investment markets, particularly in the second half of the year. The continuing impact of the sub-prime mortgage crisis and the onset of UK recession resulted in heavy losses, with fund values down by 13% at December, and 20% by the end of the financial year.

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

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

- a broad asset allocation which minimises the exposure to adverse factors which may affect one or more classes of assets;
- a policy of hedging the currency exposure where the value of underlying assets in any one currency is material;
- maintaining a relatively high liquidity level;
- regularly monitoring investment performance.

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

Equality and diversity

The British Library Board is an equal opportunities employer and is committed to promoting diversity. The Library employs a Policy and Diversity Manager, an HR Diversity Business Partner and HR Advisor. The Library has six strategic areas of priority of which one is ‘Develop our People’ and equality and diversity are major drivers.

The Library’s policies for recruitment and selection, training, pay, performance management, career development and promotion are in line with its diversity policy and, in this regard, disabled employees are treated the same as all other staff with respect to their aptitudes and abilities. The Library aims to have a diverse workforce, possessing a complex blend of knowledge and skills in managerial, technical, scholarly and specialist disciplines where individual contributions are valued. The Library has published its Equality Schemes on Disability and Gender and work is being taken forward on progressing the actions plans.

Staff sickness data

The absence average for the British Library for the 12 month period ended 31 March 2009 is 6.26 days. This figure is calculated using the number of week days lost over headcount and is based on absence data for all active staff but excluding unpaid absence and maternity leave.
Communications with employees
The Library is committed to developing effective communications between all employees in order to keep them informed, motivated and able to support the Library’s users. Main communications channels include a staff newsletter, team briefing system and employee Intranet. PC terminals are available in common areas for staff not based at desks to provide access to the Library’s Intranet.

Key objectives
Details of the Library’s strategic priorities can be found in the Annual Report.

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

Code of best practice on corporate governance
A Statement on Internal Control is included on pages 46 to 48 and the Library has achieved full compliance in this respect, as at March 2009. So far as the Accounting Officer and Board are aware, there is no relevant audit information of which the British Library’s auditors are unaware, and the Accounting Officer and Board have taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the British Library’s auditors are aware of that information.

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

Pensions
Staff of the British Library are entitled to join one of the Principal Civil Service Pension Schemes (or nuvos scheme for those joining after 30 July 2007) or a partnership pension account (for those joining post 1 October 2002). Full details of pensions and contributions are given in note 6a.

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

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

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

<table>
<thead>
<tr>
<th>Date of incident (month)</th>
<th>Nature of incident</th>
<th>Nature of data involved</th>
<th>Number of people potentially affected</th>
<th>Notification steps</th>
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Further action on information risk
The British Library will continue to monitor and assess its information risks in order to identify and address any weaknesses and ensure continuous improvement of its systems.

Planned steps for the coming year include:
- A review of existing procedures to ensure that appropriate security measures are implemented by service providers and partners;
- A review of existing measures to ensure that new processes and initiatives take information risk into account.

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

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

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

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

<table>
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<tr>
<th>Category</th>
<th>Nature of incident</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>Loss of inadequately protected electronic equipment, devices or paper documents from secured Government premises</td>
<td>1</td>
</tr>
<tr>
<td>ii</td>
<td>Loss of inadequately protected electronic equipment, devices or paper documents from outside secured Government premises</td>
<td>–</td>
</tr>
<tr>
<td>iii</td>
<td>Insecure disposal of inadequately protected electronic equipment, devices or paper documents</td>
<td>–</td>
</tr>
<tr>
<td>iv</td>
<td>Unauthorised disclosure</td>
<td>–</td>
</tr>
<tr>
<td>v</td>
<td>Other</td>
<td>–</td>
</tr>
</tbody>
</table>
REMUNERATION REPORT
The Remuneration policy for the Library’s senior managers is set by the Board’s Remuneration Committee. The current terms of reference for the Committee are as follows:

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

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

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

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

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

6. The Committee normally meets twice a year.

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

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

9. The Committee fulfils the following responsibilities:

(i) to keep under continuous review the terms and conditions of the Chief Executive
(ii) to undertake an annual review of the Chief Executive’s salary and performance bonus and make recommendations to the Board
(iii) to consider the recommendations of the Chief Executive in relation to the annual review of the salary and performance bonuses of the Executive Team and similarly for any other equivalent paid senior staff
(iv) to represent the Board in relation to considerations relating to the terms and conditions of all other Library employees (v) to carry out any other review, and make any other recommendations, which in its opinion, or at the request of the Chief Executive, it believes to be relevant to the Board’s statutory responsibilities in relation to the terms and conditions of the Library’s employees.

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

11. The current members of the Remuneration Committee are:

Sheila Forbes (Chair)
Sir Colin Lucas
Professor Robert Burgess
Dawn Airey

In attendance: Mary Canavan (Secretary)
Director of Human Resources
Dame Lynne Brindley (Chief Executive)

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

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

The Remuneration Committee is informed in its decisions by external benchmarking and through the Library’s performance management process. The Chief Executive and members of the Executive Team are eligible for contractual non-consolidated annual bonus payments; in the case of the Chief Executive this is up to 25% of basic salary with up to 3% available for consolidation for pension purposes. Members of the Executive Team are eligible for non-consolidated annual bonuses of up to 10% of basic salary and in addition are eligible for a share of an annual team bonus of £24,000 based on the achievement of four corporate key performance objectives. In addition they are also eligible for a share of an additional discretionary sum of £6,000 if the Remuneration Committee considers that a high level of performance has been achieved.

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

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 reach the normal retiring age, which since 1 October 2006 is age 65. However those in post prior to 1 October 2006 have a contractual right to retire at age 60, should they choose to do. 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.

Salary and pension entitlements (audited)
Salary includes gross salary; performance pay or bonuses; 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.

No taxable benefits in kind were received by the Executive Team and Chairman.
A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member’s accrued benefits and any contingent spouse’s pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies. The figures include the value of any pension benefit in another scheme or arrangement which the individual has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their purchasing additional pension benefits at their own cost. CETVs are calculated within the guidelines and framework prescribed by the Institute and Faculty of Actuaries and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are drawn.

Real increase in CETV

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

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

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

- Board members have a corporate responsibility to the Secretary of State for ensuring that the Library fulfils the aims and objectives set out in legislation and complies with any statutory or administrative requirements for the use of public funds.

- The Chair is responsible to the Secretary of State, on behalf of the Board, for ensuring that where appropriate the Library’s policies are consistent with those of the Secretary of State, and that the Library’s affairs are conducted with probity. (S)he will ensure that all members of the Board, when taking up office, are fully briefed on the terms of their appointment and on their other duties, rights and responsibilities. (S)he is responsible for advising the Secretary of State of the needs of the Library with a view to ensuring a proper balance of professional and financial expertise.

- The Accounting Officer is personally responsible for safeguarding the public funds for which (s)he has charge, for propriety and regularity in the handling of those public funds and for the day to day operations and management of the Library. (S)he should act in accordance with the terms of the Management Statement and Financial Memorandum and with the instructions and guidance in *Managing Public Money* and other instructions and guidance issued from time to time by the Department, the Treasury and the Cabinet Office – in particular, the Treasury documents *The Responsibilities of an NDPB Accounting Officer and Regularity and Propriety.*

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009
STATEMENT ON INTERNAL CONTROL – 2008/09

1. Scope of responsibility

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

2. The purpose of the system of internal control

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable, and not absolute, assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of British Library policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically. The system of internal control has been in place in the British Library for the year ended 31 March 2009 and up to the date of approval of the Annual Report and Accounts, and accords with HM Treasury guidance.

3. Capacity to handle risk

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

- Internal audit reviews to confirm robust controls

2008/09 was the second of a three-year strategic internal audit plan. 30 assurance reviews took place during the year of which 15 received ‘substantial’ assurance ratings, 10 received ‘adequate’ assurance ratings and five received ‘limited’ assurance ratings. Two of the ‘limited’ assurance reviews were in areas in which management had previously identified concerns, Payment Card Industry (PCI) compliance and data security. Comprehensive action plans are now in place to implement all recommendations.

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

For the 12 months ended 31 March 2009, based on the work undertaken, Internal Audit provided a positive opinion regarding the adequacy and effectiveness of the British Library’s arrangements for governance, risk management and control. The Internal Audit Assurance Statement is based on a red, amber and green traffic light rating. A ‘green’ rating was awarded to each of the three categories for 2008/09.

- Progress on Collection Security Steering Group

The Collection Security Steering Group (CSSG), chaired by the Director of Human Resources and reporting to the Executive Team, exercises cross-Directorate oversight towards fraud, and the continual review and update of security arrangements played an important part in securing this conviction. The accused was sentenced to two years’ imprisonment. A number of the items stolen have since been recovered and civil proceedings are under way to recover further items and to seek financial compensation.

- Business continuity planning

Integrated Risk Management has continued the progress on business continuity planning. All directorates have participated in a business impact analysis to determine time sensitive business activities. Further planning exercises to test and refine all business continuity plans have been undertaken, and plans to ensure the Library’s key services can be maintained during unexpected situations.

- Developing counter fraud strategy, policy and control

Following the discovery of the theft and mutilation of collection items, an investigation was undertaken by Library staff and the Metropolitan Police leading to the conviction of an individual on ten counts of theft from the British Library with a further 20 charges taken into account. This underlines the Library’s zero tolerance towards fraud, and the continual review of security arrangements.

- Financial risks in light of the ‘credit crunch’ and difficulties in the banking sector

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

The Library's risk management policy was endorsed by the Board in May 2008 and seeks to meet the requirements in paragraph 2 and to embed the identification and management of risk within its strategic and operational plans. The approach adopted meets the requirements of the HM Treasury guidance on ‘Managing Successful Programmes’ (MSP). OGC Gateway reviews have taken place on four major programmes; British Library Centre for Conservation, Newspaper Programme, Digital Research Centre and Digital Library Programme. This level of assurance is enhanced by internal health check reviews of smaller projects and a new process for reporting on programmes to the Executive Team.

Providing assurance across major programmes and projects

The Business Assurance and Review team have built on the good principles of project management within PRINCE2 and introduced the Office of Government Commerce (OGC) framework of ‘Managing Successful Programmes’ (MSP). OGC Gateway reviews have taken place on four major programmes; British Library Centre for Conservation, Newspaper Programme, Digital Research Centre and Digital Library Programme. This level of assurance is enhanced by internal health check reviews of smaller projects and a new process for reporting on programmes to the Executive Team.

A Annual stewardship reports

The Board Audit Committee received annual stewardship reports on the Health and Safety, Security, Freedom of Information, Data Protection, and Pension Scheme activity as well as a formal report on the stewardship of the Library’s collections.

5. Review of effectiveness

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

Additional assurance is gained from:

Internal audit
An annual internal audit programme is drawn from the three-year programme which has been developed based on the risk register.

External audit
Our review of the effectiveness of the system of internal control is also informed by comments and recommendations made by the National Audit Office in their annual management letter and other reports.

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

Board Audit Committee (BAC)
The Board Audit Committee advises the Board on:

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

The members of BAC, being non-executive members of the British Library Board, are:

- Sir Kenneth Calman (Chair)
- E Mackay CB
- Lord Fellowes
- B Smith (from 1 May 2009)
The Chief Executive, the Director of Finance and Corporate Services, and the Compliance Officer are in attendance at BAC meetings, and representatives of the Library’s internal and external auditors are also in attendance. The Board Secretary is Secretary to the BAC.

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

Capital Projects Committee (CPC)
The Capital Projects Committee, a sub-committee of the Board, assists the Board of the British Library to satisfy itself as to the adequacy and effectiveness of the arrangements for project management of the Library’s multi million pound capital construction projects, currently the Additional Storage Programme (ASP) and the Newspaper Programme. The Committee meets four times a year and reports regularly to the Board.

The current members of CPC:
- E Mackay CB (Chair)
- R Broadhurst
- Dame L J Brindley DBE
- Professor K McPikie
- P Goffin (External member with relevant professional expertise)

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

The current members of BIC:
- Sir Colin Lucas (Chairman)
- E Mackay CB
- R Broadhurst
- Dame L J Brindley DBE
- D Truell (External member with relevant professional expertise)

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

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

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

STATEMENT ON INTERNAL CONTROL 2007/08

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

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

STATEMENT ON INTERNAL CONTROL 2007/08

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

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

STATEMENT ON INTERNAL CONTROL 2007/08

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

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

STATEMENT ON INTERNAL CONTROL 2007/08

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

SIR COLIN LUCAS
CHAIRMAN
23 JUNE 2009

DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
23 JUNE 2009

I certify that I have audited the financial statements of the British Library for the year ended 31 March 2009 under the British Library Act 1972. These comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them. I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Board, Chief Executive and auditor

The Board and Chief Executive, as Accounting Officer, are responsible for preparing the Annual Report, which includes the Remuneration Report and the financial statements in accordance with the British Library Act 1972 and Secretary of State directions made thereunder and for ensuring the regularity of financial transactions. These responsibilities are set out in the Statement of Board and Accounting Officer's Responsibilities.

My responsibility is to audit the financial statements and the part of the Remuneration Report to be audited in accordance with relevant legal and regulatory requirements, and with International Standards on Auditing (UK and Ireland).

I report to you my opinion as to whether the financial statements give a true and fair view and whether the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the British Library Act 1972 and Secretary of State directions made thereunder. I report to you whether, in my opinion, the information, which comprises the Financial Review, included in the Annual Report, is consistent with the financial statements. I also report whether in all material respects the incoming and outgoing resources funded by Parliament have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them.

In addition, I report to you if the British Library has not kept proper accounting records, if I have not received all the information and explanations I require for my audit, or if information specified by relevant authorities regarding remuneration and other transactions is not disclosed.

I review whether the Statement on Internal Control reflects the British Library's compliance with HM Treasury's guidance, and I report if it does not. I am not required to consider whether this statement covers all risks and controls, or form an opinion on the effectiveness of the British Library's corporate governance procedures or its risk and control procedures.

I read the other information contained in the Annual Report and consider whether it is consistent with the audited financial statements. This information comprises all sections of the Annual Report except for the Financial Review and the unaudited parts of the Remuneration Report. I consider the implications for my report if I become aware of any apparent misstatements or material inconsistencies with the financial statements. My responsibilities do not extend to any other information.

Basis of audit opinions

I conducted my audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. My audit includes examination, on a test basis, of evidence relevant to the amounts, disclosures and regularity of financial transactions included in the financial statements and the part of the Remuneration Report to be audited. It also includes an assessment of the significant estimates and judgements made by the Board and Accounting Officer in the preparation of the financial statements, and of whether the accounting policies are most appropriate to the British Library’s circumstances, consistently applied and adequately disclosed.

I planned and performed my audit so as to obtain all the information and explanations which I considered necessary in order to provide me with sufficient evidence to give reasonable assurance that the financial statements and the part of the Remuneration Report to be audited are free from material misstatement, whether caused by fraud or error, and that in all material respects the incoming and outgoing resources funded by Parliament have been applied to the purposes intended by Parliament and the financial transactions conform to the authorities which govern them. In forming my opinion I also evaluated the overall adequacy of the presentation of information in the financial statements and the part of the Remuneration Report to be audited.

Opinions

In my opinion:

- the financial statements give a true and fair view, in accordance with the British Library Act 1972 and directions made thereunder by Secretary of State, of the state of the British Library’s affairs as at 31 March 2009 and of its incoming and outgoing resources and application of resources for the year then ended;
- the financial statements and the part of the Remuneration Report to be audited have been properly prepared in accordance with the British Library Act 1972 and Secretary of State directions made thereunder; and
- information, which comprises the Financial Review, included within the Annual Report, is consistent with the financial statements.

Opinion on regularity

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

Report

I have no observations to make on these financial statements.

AMYAS C E MORSE
COMPTROLLER AND AUDITOR GENERAL
9 July 2009

National Audit Office
151 Buckingham Palace Road
Victoria, London SW1W 9SS
THE BRITISH LIBRARY BOARD
Statement of financial activities

FOR THE YEAR ENDED 31 MARCH 2009

<table>
<thead>
<tr>
<th>Notes</th>
<th>Unrestricted funds £000</th>
<th>Restricted funds £000</th>
<th>Total £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Incoming resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Incoming resources from generated funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary income</td>
<td>2</td>
<td>1,245</td>
<td>6,748</td>
<td>7,993</td>
</tr>
<tr>
<td>Investment income</td>
<td>4</td>
<td>665</td>
<td>827</td>
<td>1,492</td>
</tr>
<tr>
<td><strong>Incoming resources from charitable activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provision of services</td>
<td>3</td>
<td>21,011</td>
<td>3,019</td>
<td>24,030</td>
</tr>
<tr>
<td><strong>Other incoming resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grant in Aid</td>
<td>5</td>
<td>106,947</td>
<td>–</td>
<td>106,947</td>
</tr>
<tr>
<td><strong>Total incoming resources</strong></td>
<td></td>
<td></td>
<td>129,868</td>
<td>10,594</td>
</tr>
</tbody>
</table>

| **Resources expended** | | | | |
| **Costs of generating funds** | | | | |
| Costs of generating voluntary income | | | 775 | – | 775 | 588 |
| Investment management costs | | | – | 13 | 13 | 11 |
| **Charitable activities** | | | | |
| Enrich the user’s experience | | | 45,963 | 678 | 46,641 | 41,894 |
| Build the digital research environment | | | 4,931 | 6,346 | 11,277 | 6,214 |
| Transform search and navigation | | | 6,162 | 76 | 6,238 | 6,464 |
| Grow and manage the national collection | | | 75,259 | 2,766 | 78,025 | 83,472 |
| Governance costs | | | 464 | 13 | 477 | 461 |
| **Total resources expended** | | | 133,554 | 9,892 | 143,446 | 139,104 |

| **Net increase/decrease in resources before notional costs and transfers** | | | | |
| Notional cost of capital | 7 | (21,902) | – | (21,902) | (20,929) |
| Transfer between funds | 17 | 780 | (780) | – | – |
| **Net (outgoing)/incoming resources after notional costs and transfers** | | | | |
| (24,808) | (78) | (24,886) | (18,879) |

| **Other recognised gains/(losses)** | | | | |
| Unrealised gain/(loss) from fixed asset investments | 11 | – | (2,249) | (2,249) | (719) |
| Revaluation of fixed assets | 9 | 5,314 | – | 5,314 | – |
| Current cost adjustment | 9 | (21,285) | – | (21,285) | 46,347 |
| **Net movement in funds after revaluation and gains/(losses)** | | | (18,877) | (2,327) | (21,204) | 47,678 |

| **Reconciliation of funds** | | | | |
| Fund balances brought forward at 1 April | | | 617,199 | 22,582 | 639,781 | 592,103 |
| **Fund balances carried forward at 31 March** | | | 598,322 | 20,255 | 618,577 | 639,781 |

All recognised gains and losses are included within the Statement of Financial Activities and all the Library’s activities are classed as continuing. The notes on pages 53 to 68 form part of these accounts.
# THE BRITISH LIBRARY BOARD

## Balance Sheet

**FOR THE YEAR ENDED 31 MARCH 2009**

<table>
<thead>
<tr>
<th></th>
<th>Notes</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Tangible assets</td>
<td>9</td>
<td>552,456</td>
<td>574,585</td>
</tr>
<tr>
<td>Heritage assets</td>
<td>10</td>
<td>38,970</td>
<td>35,901</td>
</tr>
<tr>
<td>Investments</td>
<td>11</td>
<td>7,613</td>
<td>9,516</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>599,039</strong></td>
<td><strong>620,002</strong></td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stocks</td>
<td>13</td>
<td>829</td>
<td>829</td>
</tr>
<tr>
<td>Debtors and prepayments</td>
<td>14</td>
<td>6,923</td>
<td>9,751</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>15</td>
<td>34,269</td>
<td>31,699</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>42,021</strong></td>
<td><strong>42,279</strong></td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>16</td>
<td>(20,993)</td>
<td>(20,379)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td><strong>21,028</strong></td>
<td><strong>21,900</strong></td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td></td>
<td><strong>620,067</strong></td>
<td><strong>641,902</strong></td>
</tr>
<tr>
<td><strong>Provision for liabilities and charges</strong></td>
<td>18</td>
<td>(1,490)</td>
<td>(2,121)</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td><strong>618,577</strong></td>
<td><strong>639,781</strong></td>
</tr>
</tbody>
</table>

Represented by:

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>17</td>
<td>20,255</td>
<td>22,582</td>
</tr>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fixed Asset reserves</td>
<td>17</td>
<td>567,747</td>
<td>587,426</td>
</tr>
<tr>
<td>Donated Asset reserve</td>
<td>17</td>
<td>23,679</td>
<td>23,060</td>
</tr>
<tr>
<td>General funds</td>
<td>17</td>
<td>6,896</td>
<td>6,713</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td></td>
<td><strong>618,577</strong></td>
<td><strong>639,781</strong></td>
</tr>
</tbody>
</table>

The notes on pages 53 to 68 form part of these accounts.

The financial statements on pages 50 to 52 and accompanying notes on pages 53 to 68 were approved by the Board/Trustees on 22 June 2009, and were signed on their behalf by:

**SIR COLIN LUCAS**  
CHAIRMAN  
23 JUNE 2009

**DAME LYNNE BRINDLEY DBE**  
ACCOUNTING OFFICER  
23 JUNE 2009
### THE BRITISH LIBRARY BOARD

#### Cash Flow Statement

**FOR THE YEAR ENDED 31 MARCH 2009**

<table>
<thead>
<tr>
<th>Reconciliation of net movement in funds to net cash inflow from operating activities</th>
<th>£000</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net movement in funds inflow</td>
<td>(21,204)</td>
<td>47,678</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>16,688</td>
<td>16,633</td>
<td></td>
</tr>
<tr>
<td>Donated assets</td>
<td>(619)</td>
<td>(1,403)</td>
<td></td>
</tr>
<tr>
<td>Loss on asset disposals</td>
<td>2</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Realised (gain) on investments</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Unrealised loss on investments</td>
<td>2,249</td>
<td>719</td>
<td></td>
</tr>
<tr>
<td>MHCA adjustment net</td>
<td>21,285</td>
<td>(46,347)</td>
<td></td>
</tr>
<tr>
<td>Revaluation of property</td>
<td>(5,314)</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Provision for liabilities and charges</td>
<td>(631)</td>
<td>(701)</td>
<td></td>
</tr>
<tr>
<td>(Increase)/decrease in stocks</td>
<td>–</td>
<td>(106)</td>
<td></td>
</tr>
<tr>
<td>(Increase)/decrease in debtors</td>
<td>2,828</td>
<td>397</td>
<td></td>
</tr>
<tr>
<td>Increase/(decrease) in creditors</td>
<td>614</td>
<td>1,106</td>
<td></td>
</tr>
<tr>
<td><strong>Net cash inflow from operating activities</strong></td>
<td>15,898</td>
<td>17,987</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital expenditure and financial investment</th>
<th>£000</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of tangible fixed assets</td>
<td>(10,532)</td>
<td>(12,027)</td>
<td></td>
</tr>
<tr>
<td>Purchase of heritage assets</td>
<td>(2,450)</td>
<td>(2,363)</td>
<td></td>
</tr>
<tr>
<td>Purchase of investments</td>
<td>(346)</td>
<td>(288)</td>
<td></td>
</tr>
<tr>
<td>Receipts from sale of tangible fixed assets</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Receipts from sales of investments</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td><strong>Net cash outflow from capital expenditure</strong></td>
<td>(13,328)</td>
<td>(14,678)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increase in cash in the year</th>
<th>£000</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Increase in cash in the year</strong></td>
<td>2,570</td>
<td>3,309</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reconciliation of net cash flow to movement in net funds</th>
<th>£000</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in cash in the year</td>
<td>2,570</td>
<td>3,309</td>
<td></td>
</tr>
<tr>
<td>Net funds as at 1 April</td>
<td>31,699</td>
<td>28,390</td>
<td></td>
</tr>
<tr>
<td><strong>Net funds as at 31 March</strong></td>
<td>34,269</td>
<td>31,699</td>
<td></td>
</tr>
</tbody>
</table>

Net funds comprise cash at bank, cash in hand and short-term deposits.
NOTES TO THE ACCOUNTS
1. Accounting policies

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

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

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

b) Incoming resources
Grant in Aid received from the DCMS is allocated to unrestricted funds in the year to which it relates.

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

Donations are included in the Statement of Financial Activities on a cash received basis, or where they are assured with certainty and receivable by the Balance Sheet date.

UK Grants from government bodies, funds from the EU and other grants are recognised in the Library’s accounts in accordance with the grantor’s terms and conditions.

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

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

d) Valuations
Regular professional valuations of land and property are carried out, having regard to the importance of the estate to the operation of the department, but in any event, at least once in every five years.

e) Fixed assets
The threshold for capitalising assets is £10,000.

In accordance with the Financial Reporting Manual, additions to the collection acquired since 1 April 2001 are capitalised and recognised in the Balance Sheet under Heritage Assets. The cost or value of the acquisition is used, where such a cost or valuation is reasonably obtainable. Such items are not depreciated or revalued.

Depreciation is provided on all intangible and tangible fixed assets costing £10,000 and above, other than freehold land and collection items. 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 50 years.
- **Leasehold buildings**: Over the lease term, up to a maximum of 25 years.
- **Plant and machinery, office and computer equipment**: 3 to 20 years.
- **Motor vehicles**: 4 years.

Assets in the course of construction
No depreciation is charged, until the building is operational and supporting the activities of the Library.

Intangible/licences
3 years.

f) Government grant
Grant in Aid from the Department for Culture, Media and Sport is allocated to general purposes and is taken to the Statement of Financial Activities and recognised in the appropriate period.

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

Stocks held in respect of 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.

h) Foreign currencies
Assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the year end, unless a corresponding forward exchange contract is in place. Transactions in foreign currencies are translated at the rate ruling at the time of the transaction. All exchange differences are taken to the Statement of Financial Activities.

i) Operating leases
Costs relating to operating leases are charged to the Statement of Financial Activities (SOFA) over the life of the lease.

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

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

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

Restricted funds are charged for any Library services they utilise.

k) Notional costs
In accordance with Treasury guidance, a notional cost of capital of 3.5% is charged to the Statement of Financial Activities (SOFA) in arriving at a net incoming/(outgoing) resources figure.
2. Voluntary income

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

The above grants include £1.4m of EU grants.

3. Provision of services

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

A) CLASSES OF BUSINESS

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrich the user’s experience</td>
<td>17,381</td>
<td>18,350</td>
</tr>
<tr>
<td>Build the digital research environment</td>
<td>1,950</td>
<td>491</td>
</tr>
<tr>
<td>Transform search and navigation</td>
<td>1,748</td>
<td>1,725</td>
</tr>
<tr>
<td>Grow and manage the national collection</td>
<td>1,152</td>
<td>1,229</td>
</tr>
<tr>
<td>Other</td>
<td>1,799</td>
<td>1,281</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24,030</strong></td>
<td><strong>23,076</strong></td>
</tr>
</tbody>
</table>

B) GEOGRAPHICAL SEGMENTS

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom</td>
<td>15,648</td>
<td>15,097</td>
</tr>
<tr>
<td>Overseas</td>
<td>8,382</td>
<td>7,979</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24,030</strong></td>
<td><strong>23,076</strong></td>
</tr>
</tbody>
</table>

4. Investment income

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest receivable</td>
<td>1,132</td>
<td>1,579</td>
</tr>
<tr>
<td>Dividends receivable</td>
<td>360</td>
<td>299</td>
</tr>
<tr>
<td><strong>Total interest</strong></td>
<td><strong>1,492</strong></td>
<td><strong>1,878</strong></td>
</tr>
</tbody>
</table>
5. Other incoming resources

Grant in Aid
Total Grant in Aid drawn down by the British Library Board was £106.9m, with £12.1m being allocated for capital projects/improvements (£106.4m received in 2007/08, £12.1m re capital). This money is available for running costs, capital improvements and collection purchases.

6. Net cost of resources expended

<table>
<thead>
<tr>
<th></th>
<th>Staff £000</th>
<th>Other direct costs £000</th>
<th>Depreciation £000</th>
<th>Allocated support cost £000</th>
<th>Total cost £000</th>
<th>Income £000</th>
<th>Allocated support income £000</th>
<th>2008/09 Net cost £000</th>
<th>2007/08 Net cost £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Costs of generating funds</td>
<td>563</td>
<td>212</td>
<td>–</td>
<td>–</td>
<td>775</td>
<td>(1)</td>
<td>–</td>
<td>774</td>
<td>578</td>
</tr>
<tr>
<td>Investment management fees</td>
<td>–</td>
<td>13</td>
<td>–</td>
<td>–</td>
<td>13</td>
<td>–</td>
<td>–</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Enrich the user’s experience</td>
<td>19,308</td>
<td>5,628</td>
<td>373</td>
<td>21,332</td>
<td>46,641</td>
<td>(17,890)</td>
<td>(1,436)</td>
<td>27,315</td>
<td>21,225</td>
</tr>
<tr>
<td>Build the digital research environment</td>
<td>2,607</td>
<td>4,438</td>
<td>712</td>
<td>3,520</td>
<td>11,277</td>
<td>(4,891)</td>
<td>(237)</td>
<td>6,149</td>
<td>1,938</td>
</tr>
<tr>
<td>Transform search and navigation</td>
<td>2,454</td>
<td>885</td>
<td>–</td>
<td>2,899</td>
<td>6,238</td>
<td>(1,775)</td>
<td>(195)</td>
<td>4,268</td>
<td>4,599</td>
</tr>
<tr>
<td>Grow and manage the national collection</td>
<td>17,811</td>
<td>22,931</td>
<td>937</td>
<td>36,346</td>
<td>78,025</td>
<td>(4,643)</td>
<td>(2,447)</td>
<td>70,935</td>
<td>75,549</td>
</tr>
<tr>
<td>Governance costs²</td>
<td>161</td>
<td>316</td>
<td>–</td>
<td>477</td>
<td>–</td>
<td>–</td>
<td>477</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>42,904</td>
<td>34,423</td>
<td>2,022</td>
<td>64,097</td>
<td>143,446</td>
<td>(29,200)</td>
<td>(4,315)</td>
<td>109,931</td>
<td>104,361</td>
</tr>
<tr>
<td>Support costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information systems</td>
<td>4,380</td>
<td>3,081</td>
<td>26</td>
<td>(7,487)</td>
<td>–</td>
<td>(70)</td>
<td>(70)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Corporate services</td>
<td>20,339</td>
<td>21,631</td>
<td>14,640</td>
<td>(56,610)</td>
<td>–</td>
<td>(4,245)</td>
<td>4,245</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>67,623</td>
<td>59,135</td>
<td>16,688</td>
<td>–</td>
<td>143,446</td>
<td>(33,515)</td>
<td>–</td>
<td>109,931</td>
<td>104,361</td>
</tr>
</tbody>
</table>

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

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

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>50,806</td>
<td>53,511</td>
<td>52,956</td>
<td>52,956</td>
</tr>
<tr>
<td>Social security costs</td>
<td>3,897</td>
<td>3,897</td>
<td>3,587</td>
<td>3,587</td>
</tr>
<tr>
<td>Pension disbursements</td>
<td>9,593</td>
<td>9,593</td>
<td>8,999</td>
<td>8,999</td>
</tr>
<tr>
<td>Board Members' remuneration</td>
<td>332</td>
<td>332</td>
<td>353</td>
<td>353</td>
</tr>
<tr>
<td></td>
<td>64,918</td>
<td>67,623</td>
<td>66,084</td>
<td>66,084</td>
</tr>
</tbody>
</table>

Staff of the British Library are eligible to become a member of one of the Principal Civil Service Pension Schemes (PCSPS), these being pension schemes that provide retirement and related benefits to all eligible employees. Pension benefits are provided on a final salary basis, at a normal retirement age of 60 except for staff joining after 30 July 2007. These staff will join the nuvos scheme which has a normal pension age of 65 and the benefits are based on earnings throughout a career and then index linked. Benefits accrue, depending upon the pension scheme chosen, at the rate of one sixthieth or one eightieth of pensionable salary for each year of service. In addition, a lump sum equivalent to three years’ pension is payable on retirement. Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employer contributions are paid to one of four appointed stakeholder pension providers. Employer contributions are age-related and range from 3 to 12.5% of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of 0.8% of pensionable pay, were payable to PCSPS to cover the cost of the future provision of lump sum benefits on death in service and ill health retirements of these employees.

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

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

Pension disbursements relate to:

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

For 2008/09, employers’ contributions of £9,516,433 were payable to PCSPS (2007/08 £8,578,744) at one of four rates in the range 17.1 to 25.5% of pensionable pay, based on salary bands. The scheme’s Actuary reviews employer contributions every four years following a full valuation. From 2009/10, the salary bands will be revised but the rates will be in the range 16.7 to 24.3%. The contribution rates are set to meet the cost of the benefits accruing during 2008/09 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.
## i) BOARD MEMBERS' REMUNERATION

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fees and salaries</td>
<td>302</td>
<td>319</td>
</tr>
<tr>
<td>Social Security costs</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>332</strong></td>
<td><strong>353</strong></td>
</tr>
</tbody>
</table>

Remuneration for non-pensionable Board Members:

- Professor Robert G Burgess: £9.0 (2008/09) / £8.7 (2007/08)
- Professor Dame Wendy Hall CBE: £9.0 (2008/09) / £8.7 (2007/08)
- Dr Kate McLuskie: £9.0 (2008/09) / £8.7 (2007/08)
- Dr Maggie Semple OBE: £9.0 (2008/09) / £8.7 (2007/08)
- Simon Otswang: £8.7 (2008/09)
- Dr Gareth W Roberts: £6.5 (2008/09)

The Board Members’ remuneration total above includes all Board members, the Chairman, the Chief Executive and the list of Board members below. Details of the Chairman and Chief Executive's remuneration can be found in the report on page 44.

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

During the year, a total of £8,800 (£5,700 in 2007/08) has been paid to seven (eight in 2007/08) Board members for travel expenses.

## ii) SENIOR EMPLOYEES

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

<table>
<thead>
<tr>
<th>Range</th>
<th>2008/09 No.</th>
<th>2007/08 No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>£60,001 – £70,000</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>£70,001 – £80,000</td>
<td>3</td>
<td>7</td>
</tr>
<tr>
<td>£80,001 – £90,000</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>£90,001 – £100,000</td>
<td>1</td>
<td>–</td>
</tr>
</tbody>
</table>

**THE AVERAGE FULL TIME EQUIVALENT (FTE) STAFF DURING THE YEAR WAS:**

<table>
<thead>
<tr>
<th>Staff directly employed by the British Library</th>
<th>2008/09 Total (FTE)</th>
<th>2007/08 Total (FTE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive's Office</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>e-Strategy and Information Systems</td>
<td>142</td>
<td>131</td>
</tr>
<tr>
<td>Finance and Corporate Services</td>
<td>215</td>
<td>248</td>
</tr>
<tr>
<td>Human Resources</td>
<td>33</td>
<td>40</td>
</tr>
<tr>
<td>Operations and Services</td>
<td>997</td>
<td>1,042</td>
</tr>
<tr>
<td>Scholarship and Collections</td>
<td>410</td>
<td>403</td>
</tr>
<tr>
<td>Strategic Marketing and Communications</td>
<td>116</td>
<td>128</td>
</tr>
</tbody>
</table>

**Total:** 1,920 FTE (2008/09) / 1,977 FTE (2007/08)
B) OTHER DIRECT COSTS

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

The above table is exclusive of staff costs.

7. Notional cost of capital

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

8. Resources expended

THIS IS STATED AFTER CHARGING:

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>External auditors’ remuneration</td>
<td>52</td>
<td>50</td>
</tr>
<tr>
<td>Rent on land and buildings</td>
<td>1,358</td>
<td>1,302</td>
</tr>
<tr>
<td>Lease/rental payments on equipment</td>
<td>250</td>
<td>237</td>
</tr>
<tr>
<td>Depreciation on intangible assets</td>
<td>–</td>
<td>4</td>
</tr>
<tr>
<td>Depreciation on other fixed assets</td>
<td>16,688</td>
<td>16,629</td>
</tr>
<tr>
<td>Bad debt provision movement</td>
<td>26</td>
<td>(96)</td>
</tr>
<tr>
<td>Stock provision movement</td>
<td>(9)</td>
<td>(35)</td>
</tr>
</tbody>
</table>

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

A) MOVEMENTS

<table>
<thead>
<tr>
<th></th>
<th>Land and buildings £000</th>
<th>Plant and machinery £000</th>
<th>Office equipment £000</th>
<th>Motor vehicles £000</th>
<th>Computer equipment £000</th>
<th>AICC £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost or valuation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2008</td>
<td>474,538</td>
<td>156,830</td>
<td>10,277</td>
<td>76</td>
<td>8,131</td>
<td>19,027</td>
<td>668,879</td>
</tr>
<tr>
<td>Additions</td>
<td>321</td>
<td>1,898</td>
<td>269</td>
<td>18</td>
<td>1,786</td>
<td>6,240</td>
<td>10,532</td>
</tr>
<tr>
<td>Modified Historic Cost Accounting (MHCA) adjustment</td>
<td>(21,295)</td>
<td>401</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>(20,894)</td>
</tr>
<tr>
<td>Transfer</td>
<td>24,308</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td></td>
<td>–</td>
</tr>
<tr>
<td>Revaluation</td>
<td>5,314</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td></td>
<td>5,314</td>
</tr>
<tr>
<td>Disposals</td>
<td>–</td>
<td>(19)</td>
<td>(17)</td>
<td>(81)</td>
<td>–</td>
<td>–</td>
<td>(117)</td>
</tr>
<tr>
<td><strong>At 31 March 2009</strong></td>
<td>483,186</td>
<td>159,129</td>
<td>10,527</td>
<td>77</td>
<td>9,836</td>
<td>959</td>
<td>663,714</td>
</tr>
</tbody>
</table>

**Depreciation**

<table>
<thead>
<tr>
<th></th>
<th>Land and buildings £000</th>
<th>Plant and machinery £000</th>
<th>Office equipment £000</th>
<th>Motor vehicles £000</th>
<th>Computer equipment £000</th>
<th>AICC £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 April 2008</td>
<td>22,492</td>
<td>56,657</td>
<td>9,899</td>
<td>40</td>
<td>5,206</td>
<td>–</td>
<td>94,294</td>
</tr>
<tr>
<td>Charge for year</td>
<td>6,332</td>
<td>9,290</td>
<td>134</td>
<td>17</td>
<td>915</td>
<td>–</td>
<td>16,688</td>
</tr>
<tr>
<td>MHCA adjustment</td>
<td>(57)</td>
<td>448</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>391</td>
</tr>
<tr>
<td>Disposals</td>
<td>–</td>
<td>(18)</td>
<td>(10)</td>
<td>(81)</td>
<td>–</td>
<td>–</td>
<td>(115)</td>
</tr>
<tr>
<td><strong>At 31 March 2009</strong></td>
<td>28,767</td>
<td>66,395</td>
<td>10,015</td>
<td>41</td>
<td>6,040</td>
<td>–</td>
<td>111,258</td>
</tr>
</tbody>
</table>

**At 31 March 2009**

<table>
<thead>
<tr>
<th></th>
<th>Land and buildings £000</th>
<th>Plant and machinery £000</th>
<th>Office equipment £000</th>
<th>Motor vehicles £000</th>
<th>Computer equipment £000</th>
<th>AICC £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>454,419</td>
<td>92,734</td>
<td>512</td>
<td>36</td>
<td>3,796</td>
<td>959</td>
<td>552,456</td>
<td></td>
</tr>
</tbody>
</table>

Assets in the Course of Construction [AICC] represent work on the design, build and planning of two separate projects, being the Additional Storage Building and the Newspaper Strategy Programme at Boston Spa. During the year the construction of the Additional Storage Building was completed, the building was valued as at 31 March 2009 using the ‘depreciated replacement cost’ and costs reclassified in Land and Buildings.

B) VALUATIONS

The land and buildings as at 31 March 2009 include two properties valued at £60,678,000 (including the Additional Storage Building which was valued at £26,248,222) on 31 March 2009 and one building, St Pancras, valued at £441,660,000 (including £102.7m of mechanical equipment that has been classified as Plant and Machinery) on 31 March 2005. In addition to the main St Pancras building the St Pancras Centre for Conservation was valued at £17,270,000 on 31 March 2007, for which title has been vested in the British Library Board.

<table>
<thead>
<tr>
<th>Site</th>
<th>Land £000</th>
<th>Buildings £000</th>
<th>Totals £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>St Pancras – Main building</td>
<td>63,000</td>
<td>378,660</td>
<td>441,660</td>
</tr>
<tr>
<td>St Pancras – Centre for Conservation</td>
<td>4,500</td>
<td>12,770</td>
<td>17,270</td>
</tr>
<tr>
<td>Boston Spa</td>
<td>7,660</td>
<td>20,570</td>
<td>28,230</td>
</tr>
<tr>
<td>Boston Spa – Additional Storage Building</td>
<td>370</td>
<td>25,878</td>
<td>26,248</td>
</tr>
<tr>
<td>Colindale Avenue</td>
<td>2,100</td>
<td>4,100</td>
<td>6,200</td>
</tr>
</tbody>
</table>

The St Pancras site was valued as at 31 March 2005 by Drivers Jonas, Chartered Surveyors, using the ‘Depreciated Replacement Cost’ basis of valuation.

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

The St Pancras Centre for Conservation was valued as at 31 March 2007 by Drivers Jonas, Chartered Surveyors, using the ‘Depreciated Replacement Cost’ basis of valuation.

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

C) INTANGIBLE FIXED ASSETS

Intangible fixed assets with a cost of £942,000 are now fully amortised, so not shown in a separate note.
10. Heritage assets

<table>
<thead>
<tr>
<th>Heritage assets</th>
<th>Collections purchased £000</th>
<th>Collections donated £000</th>
<th>Total £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost or valuation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 1 April 2008</td>
<td>12,841</td>
<td>23,060</td>
<td>35,901</td>
</tr>
<tr>
<td>Additions</td>
<td>2,450</td>
<td>619</td>
<td>3,069</td>
</tr>
<tr>
<td>Disposals</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>At 31 March 2008</strong></td>
<td>15,291</td>
<td>23,679</td>
<td>38,970</td>
</tr>
</tbody>
</table>

In accordance with the FREM, additions to the collection acquired/donated since 1 April 2001 are capitalised and recognised in the Balance Sheet under Heritage assets. Heritage Assets are items held by the Library for preservation and conservation purposes and do not attract any depreciation as they have an infinite life.

Donated assets are valued using an independent valuation.

11. Financial assets: Investments

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market value at 1 April</td>
<td>9,516</td>
<td>9,947</td>
</tr>
<tr>
<td>Purchases at cost</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Disposals at book value</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Acquisitions funded by dividends reinvested</td>
<td>346</td>
<td>288</td>
</tr>
<tr>
<td>Unrealised (loss)</td>
<td>(2,249)</td>
<td>(719)</td>
</tr>
<tr>
<td><strong>Market value at 31 March</strong></td>
<td>7,613</td>
<td>9,516</td>
</tr>
</tbody>
</table>

Analysed by:

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listed securities</td>
<td>7,541</td>
<td>9,447</td>
</tr>
<tr>
<td>Cash trusts</td>
<td>72</td>
<td>69</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,613</td>
<td>9,516</td>
</tr>
</tbody>
</table>

Geographical analysis

<table>
<thead>
<tr>
<th></th>
<th>2008/09 £000</th>
<th>2007/08 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>United Kingdom investments</td>
<td>7,312</td>
<td>9,129</td>
</tr>
<tr>
<td>Overseas investments</td>
<td>301</td>
<td>387</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,613</td>
<td>9,516</td>
</tr>
</tbody>
</table>

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

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

Credit risk
The Library is exposed to credit risk of £3.4m of trade debtors. However, this risk is not considered significant as major customers are familiar to the Library. The Library has recovered 99% of trade debtors over the last two years. Bad and doubtful debts are provided for on an individual basis. Write-offs in the year for bad debts amounted to £12,911 (£38,153 in 2007/08).

Liquidity risk
As around 75% of the cash requirements of the Library are met through Grant in Aid from the Department for Culture, Media and Sport, financial instruments play a more limited role in creating risk than would apply to a non-public sector body of a similar size. The remaining income is self-generated and is volatile. Remote document supply is the major source of self-generated income and performance has been strong in recent years. The Library has sufficient unrestricted funds to cover its current liabilities.

Market risk
The Library holds some restricted fund balances in unit trust investments, as shown in note 11, and so is subject to a degree of foreign currency risk. In 2008/09, net foreign currency exchange gains of £0.4m were recognised (£0.2m gain in 2007/08). As part of the Library’s Treasury Management Strategy, the risk of fluctuations is managed through a variety of policies including holding bank accounts in foreign currencies to enable us to match our foreign currency transactions as a means of mitigating our currency risk.

Foreign currency risk
The Library has an international customer and supplier base and so is subject to a degree of foreign currency risk. In 2008/09, net foreign currency exchange gains of £0.4m were recognised (£0.2m gain in 2007/08). As part of the Library’s Treasury Management Strategy, the risk of fluctuations is managed through a variety of policies including holding bank accounts in foreign currencies to enable us to match our foreign currency transactions as a means of mitigating our currency risk.

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

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

<table>
<thead>
<tr>
<th>Floating rate</th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Cash trusts</td>
<td>Listed securities</td>
</tr>
<tr>
<td>Sterling</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>32,340</td>
<td>72</td>
<td>7,541</td>
</tr>
<tr>
<td>Dollar</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>71</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Euro</td>
<td>1,830</td>
<td>–</td>
</tr>
<tr>
<td>Yen</td>
<td>28</td>
<td>–</td>
</tr>
<tr>
<td>Total</td>
<td>31,699</td>
<td>72</td>
</tr>
</tbody>
</table>
13. Stocks

<table>
<thead>
<tr>
<th></th>
<th>2008/09</th>
<th>2007/08</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Stocks for resale</td>
<td>588</td>
<td>593</td>
</tr>
<tr>
<td>Raw materials</td>
<td>241</td>
<td>236</td>
</tr>
<tr>
<td><strong>Total stocks</strong></td>
<td><strong>829</strong></td>
<td><strong>829</strong></td>
</tr>
</tbody>
</table>

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

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

14. Debtors and prepayments

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

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

15. Cash at bank and in hand

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

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

16. Creditors

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

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

<table>
<thead>
<tr>
<th>As at 1 April 2008 £000</th>
<th>Transfers to/(from) £000</th>
<th>Expenditure £000</th>
<th>Incoming Realised £000</th>
<th>Realised and unrealised gains and (losses) £000</th>
<th>As at 31 March 2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted funds:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td>6,713</td>
<td>281</td>
<td>(133,835)</td>
<td>133,737</td>
<td>–</td>
</tr>
<tr>
<td>Designated funds (fixed assets)</td>
<td>587,426</td>
<td>(21,285)</td>
<td>826</td>
<td></td>
<td>566,967</td>
</tr>
<tr>
<td>Donated asset reserve</td>
<td>23,060</td>
<td>–</td>
<td>619</td>
<td>–</td>
<td>23,679</td>
</tr>
<tr>
<td><strong>Total unrestricted funds</strong></td>
<td><strong>617,199</strong></td>
<td><strong>281</strong></td>
<td><strong>(155,120)</strong></td>
<td><strong>135,182</strong></td>
<td><strong>597,542</strong></td>
</tr>
<tr>
<td><strong>Restricted funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eccles</td>
<td>8,137</td>
<td>(1)</td>
<td>(231)</td>
<td>342</td>
<td>(1,781)</td>
</tr>
<tr>
<td>Shaw Fund</td>
<td>4,733</td>
<td>–</td>
<td>(200)</td>
<td>307</td>
<td>–</td>
</tr>
<tr>
<td>Planets</td>
<td>1,906</td>
<td>(2,288)</td>
<td>1,473</td>
<td>–</td>
<td>1,091</td>
</tr>
<tr>
<td>Dingwall No. 2</td>
<td>991</td>
<td>–</td>
<td>(58)</td>
<td>35</td>
<td>(248)</td>
</tr>
<tr>
<td>British Library Digitisation Campaign</td>
<td>–</td>
<td>78</td>
<td>–</td>
<td>546</td>
<td>–</td>
</tr>
<tr>
<td>Membership/General Donations</td>
<td>410</td>
<td>(78)</td>
<td>–</td>
<td>136</td>
<td>–</td>
</tr>
<tr>
<td>Centre for Conservation</td>
<td>366</td>
<td>11</td>
<td>–</td>
<td>39</td>
<td>–</td>
</tr>
<tr>
<td>The Sir John Ritblat Gallery: Treasures of the British Library</td>
<td>316</td>
<td>–</td>
<td>(19)</td>
<td>72</td>
<td>–</td>
</tr>
<tr>
<td>Henry VIII</td>
<td>–</td>
<td>(57)</td>
<td>352</td>
<td>–</td>
<td>295</td>
</tr>
<tr>
<td>Consolidated Endowment</td>
<td>330</td>
<td>–</td>
<td>(108)</td>
<td>76</td>
<td>(9)</td>
</tr>
<tr>
<td>Sir Henry Thomas</td>
<td>306</td>
<td>(1)</td>
<td>11</td>
<td>(70)</td>
<td>240</td>
</tr>
<tr>
<td>Greek Manuscripts Digitisation Project</td>
<td>–</td>
<td>(19)</td>
<td>251</td>
<td>–</td>
<td>232</td>
</tr>
<tr>
<td>Chinese Central Asia database</td>
<td>204</td>
<td>–</td>
<td>(423)</td>
<td>444</td>
<td>–</td>
</tr>
<tr>
<td>UKRR – Deduplication</td>
<td>–</td>
<td>–</td>
<td>216</td>
<td>–</td>
<td>216</td>
</tr>
<tr>
<td>JISC: Archival Sound Recordings</td>
<td>162</td>
<td>(38)</td>
<td>(416)</td>
<td>500</td>
<td>–</td>
</tr>
<tr>
<td>European Co-operation Fund</td>
<td>174</td>
<td>–</td>
<td>6</td>
<td>–</td>
<td>180</td>
</tr>
<tr>
<td>Special Exhibitions</td>
<td>156</td>
<td>11</td>
<td>(24)</td>
<td>25</td>
<td>–</td>
</tr>
<tr>
<td>Codex Sinaticus</td>
<td>218</td>
<td>–</td>
<td>(107)</td>
<td>33</td>
<td>–</td>
</tr>
<tr>
<td>Bigot French Acquisitions</td>
<td>132</td>
<td>–</td>
<td>4</td>
<td>–</td>
<td>136</td>
</tr>
<tr>
<td>Endangered Archives</td>
<td>171</td>
<td>(1)</td>
<td>(670)</td>
<td>631</td>
<td>–</td>
</tr>
<tr>
<td>Cataloguing Projects Fund</td>
<td>179</td>
<td>(33)</td>
<td>(48)</td>
<td>29</td>
<td>–</td>
</tr>
<tr>
<td>Business &amp; IP Centre</td>
<td>73</td>
<td>–</td>
<td>–</td>
<td>54</td>
<td>–</td>
</tr>
<tr>
<td>T S Blakeney</td>
<td>152</td>
<td>–</td>
<td>5</td>
<td>(32)</td>
<td>125</td>
</tr>
<tr>
<td>Turning the Pages</td>
<td>113</td>
<td>(1)</td>
<td>(26)</td>
<td>22</td>
<td>–</td>
</tr>
<tr>
<td>JISC: British Newspapers 1620–1900</td>
<td>–</td>
<td>149</td>
<td>(541)</td>
<td>498</td>
<td>–</td>
</tr>
<tr>
<td>Research Information Network</td>
<td>72</td>
<td>–</td>
<td>(1,349)</td>
<td>1,382</td>
<td>–</td>
</tr>
<tr>
<td>Anthony Panizzi Foundation</td>
<td>137</td>
<td>–</td>
<td>5</td>
<td>(34)</td>
<td>102</td>
</tr>
<tr>
<td>Others</td>
<td>3,052</td>
<td>(396)</td>
<td>(2,355)</td>
<td>2,153</td>
<td>(75)</td>
</tr>
<tr>
<td><strong>Total restricted funds</strong></td>
<td><strong>22,484</strong></td>
<td><strong>(310)</strong></td>
<td><strong>(8,935)</strong></td>
<td><strong>9,647</strong></td>
<td><strong>(2,249)</strong></td>
</tr>
<tr>
<td><strong>Other (deficit funds)</strong></td>
<td><strong>98</strong></td>
<td><strong>29</strong></td>
<td><strong>(1,456)</strong></td>
<td><strong>947</strong></td>
<td><strong>(382)</strong></td>
</tr>
<tr>
<td><strong>Transfer to unrestricted fixed asset reserves</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>780</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td><strong>639,781</strong></td>
<td><strong>–</strong></td>
<td><strong>164,731</strong></td>
<td><strong>145,776</strong></td>
<td><strong>(2,249)</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>As at 1 April 2008 £000</th>
<th>Unrealised gains/losses under Fair Value £000</th>
<th>As at 31 March 2009 £000</th>
<th>Reserve / Fund net of Fair Value as at 31 March 2009 £000</th>
<th>Reserve / Fund (including Fair Value) as at 31 March 2009 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eccles FVR</td>
<td>(432)</td>
<td>(1,781)</td>
<td>(2,213)</td>
<td>8,679</td>
</tr>
<tr>
<td>Dingwall No. 2 FVR</td>
<td>(37)</td>
<td>(248)</td>
<td>(285)</td>
<td>1,005</td>
</tr>
<tr>
<td>Consolidated Endowment FVR</td>
<td>(1)</td>
<td>(9)</td>
<td>(10)</td>
<td>299</td>
</tr>
<tr>
<td>Sir Henry Thomas FVR</td>
<td>(10)</td>
<td>(70)</td>
<td>(80)</td>
<td>320</td>
</tr>
<tr>
<td>T S Blakeney FVR</td>
<td>(5)</td>
<td>(32)</td>
<td>(37)</td>
<td>162</td>
</tr>
<tr>
<td>Anthony Panizzi Foundation FVR</td>
<td>(3)</td>
<td>(34)</td>
<td>(37)</td>
<td>139</td>
</tr>
<tr>
<td>Others FVR</td>
<td>(11)</td>
<td>(75)</td>
<td>(86)</td>
<td>2,465</td>
</tr>
</tbody>
</table>

**Restricted Fair Value Reserve**

<table>
<thead>
<tr>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>(499)</td>
</tr>
<tr>
<td>(2,249)</td>
</tr>
<tr>
<td>(2,748)</td>
</tr>
<tr>
<td>13,069</td>
</tr>
<tr>
<td>10,321</td>
</tr>
</tbody>
</table>

The fair value Reserve represents the difference between historic cost and market valuation at the Balance Sheet date.
17. Statement of funds continued

Restricted funds are given to the Library for specific purchases for the collection or for projects which are related to the aims and objectives of the Library. All the funds with balances of over £100,000 at 31 March 2009 are listed above, with a brief description as to the aims of the fund shown below. ‘Other’ restricted funds comprise individual amounts less than £100,000.

The restricted funds in deficit at the year end represent 10 funds for which, due to the administration restrictions of these funds, costs are expended first and then reclaimed from the external funding organisations, and all future income streams should more than cover the shortfall and future costs involved in the projects.

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

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

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

The David and Mary Eccles Centre for American Studies
Founded by the late Viscount and Viscountess Eccles, to further the establishment of a centre for American studies.

Shaw Fund
Established by a Charity Commission order dated 13 September 2000, with the income being available for the general purpose of the British Library Board. At a meeting in September 2003, the Board adopted the following expenditure policy for the Shaw Fund income:

“To be applied as an addition to other sources of funding, for the benefit of the readership of the British Library; for the acquisition of manuscripts and other materials, to support specific projects of a scholarly or research nature, and for other similar purposes as the Board may determine.”

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

Dingwall No. 2
Founded by Dr Eric John Dingwall, for the purchase of fine editions or the subscription of foreign periodicals.

British Library Digitisation Campaign
To raise funds from external sources to support the Library’s Digitisation programme.

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

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

The Sir John Ritblat Gallery: Treasures of the British Library
A donation from Sir J H Ritblat for the Treasures Gallery.

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

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

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

Greek Manuscripts Digitisation Project
A donation from Niarchos to support the creation of content metadata for the Greek manuscripts mass digitisation project.

Chinese Central Asia Database
Contributions to support the ‘International Dunhuang Project’ in its aim to catalogue, digitise and facilitate scholarly research on the Dunhuang manuscripts held by the Library and other institutions in Europe, Asia and USA.
17. Statement of funds continued

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

**JISC: Archival Sound Recordings**
Archival Sound Recordings 2 will digitise, clear and make available online, approximately 24,000 recordings of audio content, supported by images and added value features, to the learning, teaching and research communities of the UK, and the general public by March 2009.

**EC Fund: The European Library**
A collaboration between a number of European national libraries, to establish a professionally designed and maintained single access point to the collections in all the national library partners.

**Special Exhibitions**
Funding for future exhibitions.

**Codex Sinaiticus**
A team of experts from the UK, Europe, Egypt, Russia and the US have joined together to reunite the Codex in virtual form. This unprecedented collaborative approach to achieve reunification involves all four of the institutions at which parts of the manuscript are held: St Catherine’s Monastery, Mt Sinai, the British Library, the University of Leipzig and the National Library of Russia.

**Spratt-Bigot Bequest**
For the purchase of works in French by French authors.

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

**Cataloguing Projects Fund**
A collection of ‘mini’ projects to support scholarship and collection cataloguing activities.

**Business & IP Centre**
The fund was set up to collect donations/sponsorship for the Centre from sources other than the London Development Agency. The funds will be used to further the Business & IP Centre objectives in supporting entrepreneurs.

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

**Turning the Pages™**
To fund the development of the Turning the Pages electronic facsimile and licence to Northumberland County Council.

**JISC: British Newspapers 1620–1900**
To digitise 1.1 million pages of British, regional, local and specialist newspapers from microfilm and to offer access to that collection via a sophisticated searching and browsing interface on the web.

**Research Information Network**
Arising from the recommendations of the Research Support Libraries Group, a new body, the Research Libraries Network has been created. The British Library has three partners in the network: the UK higher Education Funding Council and the National Libraries of Wales and Scotland. The Network’s aim is to develop, prioritise and lead the implementation of a UK-wide strategy for research information provision and is funded for three years.

**Anthony Panizzi Foundation**
Founded in 1982 by an anonymous donor, for the advancement of public education by funding a lecture or series of lectures in the subject of advanced bibliography.
18. Provision for liabilities and charges

A provision has been made in full for employees leaving the organisation under early retirement or early severance terms. The provision represents the estimated future costs to the Library, for both staff that have left and staff that are known to be leaving in 2009/10.

<table>
<thead>
<tr>
<th>Early retirement/ severance provision</th>
<th>Other liability and charges</th>
<th>2008/09 Total</th>
<th>2007/08 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>At 1 April</td>
<td>2,774</td>
<td>150</td>
<td>2,924</td>
</tr>
<tr>
<td>Additional provision</td>
<td>274</td>
<td>–</td>
<td>274</td>
</tr>
<tr>
<td>Utilisation of provision</td>
<td>(1,014)</td>
<td>–</td>
<td>(1,014)</td>
</tr>
<tr>
<td>At 31 March</td>
<td>2,034</td>
<td>150</td>
<td>2,184</td>
</tr>
<tr>
<td>Less: portion included in creditors due within one year</td>
<td>(694)</td>
<td>–</td>
<td>(694)</td>
</tr>
</tbody>
</table>

Amounts falling due after one year 1,340 150 1,490 2,121

19. Commitments under operating leases

<table>
<thead>
<tr>
<th>Land and buildings</th>
<th>Equipment</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td>£000</td>
</tr>
<tr>
<td>Amounts payable within one year relating to operating leases which expire:</td>
<td></td>
</tr>
<tr>
<td>Within one year</td>
<td>32</td>
</tr>
<tr>
<td>Two to five years</td>
<td>1,178</td>
</tr>
<tr>
<td>More than five years</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>1,218</td>
</tr>
</tbody>
</table>

20. Analysis of net assets between funds

| Fund balances at 31 March 2009 are represented by: |
|-------------------|-------------------|-------------------|
| Tangible fixed assets | 552,456 | – | 552,456 |
| Heritage assets | 38,970 | – | 38,970 |
| Investments | – | 7,613 | 7,613 |
| Current assets | 29,022 | 12,999 | 42,021 |
| Current liabilities | (20,636) | (357) | (20,993) |
| Non-current liabilities | 1,490 | – | (1,490) |
| Total net assets | 598,322 | 20,255 | 618,577 |

21. Capital commitments

<table>
<thead>
<tr>
<th>Capital commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
</tr>
<tr>
<td>£000</td>
</tr>
<tr>
<td>Contracted and not provided for</td>
</tr>
<tr>
<td>Authorised, but not contracted for</td>
</tr>
</tbody>
</table>

The capital commitment figures include the contracted and authorised costs (£2.1m) for the moving of collection items into the Additional Storage Building at Boston Spa.
22. Related party transactions

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

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

The Library has also had a number of transactions in the normal course of business and at full arm’s length with a number of DCMS – sponsored bodies: the British Museum, the Geffrye Museum, the Imperial War Museum, the National Portrait Gallery, the Natural History Museum, Royal Armouries and the Victoria and Albert Museum.

During the year a number of Board members have contributed to the Library’s Adopt a Book appeal and Dame Lynne Brindley and Ronald Milne are Trustees of the Gilson and Saga Trusts respectively.

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

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

<table>
<thead>
<tr>
<th>Related party</th>
<th>Nature of transaction</th>
<th>Income 2008/09 £000</th>
<th>Expenditure 2008/09 £000</th>
<th>Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Humanities Research Council</td>
<td>Grant towards the Digital Lives and Royal Illuminated Manuscripts of the Kings and Queens of England Projects.</td>
<td>147</td>
<td></td>
<td>Dame Lynne Brindley, a member of the related party, served as the Chief Executive and Accounting Officer to the British Library.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sir Colin Lucas, an ad hoc member of committees of the related party, served as the Chairman to the British Library.</td>
</tr>
<tr>
<td>Friends of the British Library</td>
<td>Donations towards manuscript purchases and exhibition running costs.</td>
<td>55</td>
<td></td>
<td>Dr Kate McLuskie, a Trustee of the related party, also served as a Trustee to the British Library.</td>
</tr>
</tbody>
</table>

There were no Debtor or Creditor balances for the Related Parties at 31 March 2009.
23. Post Balance Sheet events

There were no adjusting Post Balance Sheet events. The accounts were authorised for issue on 9 July 2009 by the Accounting Officer and Board of Trustees.

24. Contingent liabilities

The British Library has no contingent liabilities.

25. Trust funds (unaudited)

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

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

Portrait photography
Clive Sherlock

Picture credits
Page 7
Vanessa Hutchinson by Elizabeth Hunter

Page 9
The Sound and the Fury exhibition space by Clive Sherlock

Page 12
WiFi at the British Library by Clive Sherlock

Page 16
Additional Storage Building by Stuart Rayner

Page 17
Digitisation Studio by Stuart Rayner

Page 18
TalkScience conference courtesy of Elucian Islands: Nature Publishing Group

Page 30
Jill Finney by Barry Marsden

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Editor
Fiona McCarthy

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

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