

The Power of Partnership
Thirty-ninth Annual Report
and Accounts 2011/12

LEAFSTORY



British Library

The Power of Partnership
Thirty-ninth Annual Report and Accounts 2011/12
Presented to Parliament pursuant to section 4(3) of the British Library Act 1972.

Ordered by the House of Commons to be printed on 11 July 2012
Laid before the Scottish Parliament by the Scottish Ministers 11 July 2012
Laid before the National Assembly for Wales by the [First Secretary] 11 July 2012
Laid before the National Assembly for Northern Ireland 11 July 2012

© British Library (2012)

The text of this document (this excludes, where present, the Royal Arms and all departmental and agency logos) may be reproduced free of charge in any format or medium providing that it is reproduced accurately and not in a misleading context.

The material must be acknowledged as British Library copyright and the document title specified. Where third party material has been identified, permission from the respective copyright holder must be sought.

Any enquiries regarding this publication should be sent to customer-services@bl.uk

This publication is available for download at www.official-documents.gov.uk

This document is also available from our website at www.bl.uk/annualreport2011-12

ISBN: 9780102976212

Printed in the UK for The Stationery Office Limited on behalf of the Controller of Her Majesty's Stationery Office.

ID: 2482008 07/12

Printed on 100% recycled paper.



Recycled
Support the
use of forest resources

Cert no. T -
www

i ii

The Power of Partnership

Contents

Chairman's statement	5
Chief Executive's statement	7
The Power of Partnership	
– Transforming access to historic newspapers	9
– Acquiring the earliest intact European book	11
– Reaching out with the BBC	13
– A co-ordinated approach for research data	15
– Developing our collections for researchers	17
Overview of the Library's main achievements	18
Delivering our strategic priorities	24
Action Plan for 2012/13	29
Key Performance Indicators	30
Statistics	32
Governance and leadership: Directorate Structure	34
Grants and Donations	36
Annual Accounts 2011/12	40



Welcome to the British Library's Annual Report and Accounts 2011/12.

The *Power of Partnership* focuses on the Library's work with leading partners in both the commercial and public sectors to broaden our range of services for users and offer greater access to our collections.

Chairman's statement

The British Library makes an essential contribution to the UK's intellectual, social, economic and cultural life, supporting key sectors of education and research. With its unique, world-class collections and its unrivalled expertise and services, both onsite and online, the Library is an essential resource for research and it occupies an important place in the cultural life of the nation. The British Library is an innovative public sector organisation that underpins the knowledge economy.

The theme of this year's Annual Report is *The Power of Partnership*. In the pages of this Report, you will find many examples of how the British Library is working with leading partners, in both the commercial and public sectors, to provide a broader range of services for users and greater access to the collections. In particular, major digitisation programmes are being carried out at no cost to the public purse, extending reach and adding value.

The Library has performed strongly during 2011/12 against the targets set in its Corporate Business Plan, and it has achieved good progress towards the Board's *Strategy 2011–15*.

This Report describes many highlights of the year. I was particularly pleased in November to welcome Her Majesty The Queen and His Royal Highness The Duke of Edinburgh to the Library for the opening of our exhibition *Royal Manuscripts: The Genius of Illumination*. The exhibition, the first to display richly-illuminated manuscripts from our Royal collection in such large numbers, included 154 colourful and gilded handwritten books, dating between the 9th and 16th centuries and previously belonging to the kings and queens of England. I am indebted

to the Pigott family for their generous support; we would not have been able to create such a dazzling and successful exhibition without their commitment.

The Board welcomed the establishment during the year of an independent charitable trust, the British Library Trust. The objects of this charity are to advance and support the objectives of the British Library Board and to advance and support the efficient management of other libraries, library facilities and information services, the support of which is conducive or complementary to the work of the British Library.

It has been a challenging year for fundraising due to the difficult economic climate. Nevertheless, a remarkable year of activity enabled us to reach our target of £9 million to acquire the St Cuthbert Gospel for the nation. This success was made possible thanks to the generosity of many hundreds of donors from across the world and I am extremely grateful to them for enabling us to buy the Gospel. Particular thanks are due to the National Heritage Memorial Fund, the Garfield Weston Foundation, the Catherine Cookson Charitable Trust and the Art Fund who, together, resoundingly endorsed the acquisition of the Gospel.

Exhibition sponsorship continues to be a key focus for us and I am grateful to Atkins for their generosity in sponsoring *Writing Britain: Wastelands to Wonderlands*. A generous grant from the Paul Hamlyn Foundation has also enabled us to invite a number of young adults from four partner libraries across the country to help curate this exhibition. This is a tremendously exciting initiative for us and I am delighted that the Paul Hamlyn Foundation has agreed to support it. Finally, the

Patrons' Programme has recruited a record number of new members and I very much look forward to welcoming more new Patrons to the group in the year ahead.

I should like to take this opportunity to pay tribute to Lynne Brindley who will step down after 12 years as Chief Executive of the British Library at the end of July 2012. Under her outstanding leadership, the British Library has developed as an important major cultural and scholarly institution in its flagship building at St Pancras and she has made the Library much more accessible to researchers, business users, and the public. She has led a wide-reaching strategic development and modernisation programme to ensure that the Library is relevant, innovative and accessible in the digital age. We wish her well in all that she goes on to do, and we welcome her successor Roly Keating, who will start here in September 2012.



Baroness Blackstone
Chairman



In my review this year, written as I prepare to step down as Chief Executive of the British Library, I propose to set the achievements and successes of the past year in the broader context of all that the Library has achieved strategically and operationally during the period of my appointment.

The most essential task of national libraries, and the one that more than any other makes them what they are, is that they are responsible for acquiring, preserving and making accessible the publications – of all kinds – of the country. Therefore it follows that legal deposit – the objective of which is to build a collection of the national literature – must be of fundamental importance.

In my first Chief Executive's Review in 2000/01, I wrote: "We need a system of legal deposit for the electronic age if the British Library is to maintain its contribution to national life. Future generations will judge us severely if electronic publications of all kinds have not been preserved for posterity". Subsequently I warned of the danger of creating a 'digital black hole' for future historians and writers unless urgent action was taken to preserve websites and other digital records, to ensure that our digital future can be a rich goldmine and not a void.

The Legal Deposit Libraries Act 2003 created a framework in which Regulations could be made to extend

the system of legal deposit to cover various non-print works. During the year the Government announced that it was committed to delivering Regulations and that it intended to develop Regulations for offline content and for online content that can be obtained through a harvesting process. As I write, the Government's *Consultation on the Draft Legal Deposit Libraries (non-print works) Regulations 2013* has just closed and we are hopeful that Regulations will be passed in 2012/13.

We have created a technical capability and infrastructure in readiness to enable acquisition and ingest, storage and preservation, and discovery and access of material received under these Regulations. At the heart of this architecture is the creation of a preservation-quality Digital Library System to store content assets that need to be held securely and in perpetuity. This store currently maintains four replicated nodes in St Pancras, Boston Spa, Aberystwyth and Edinburgh to ensure the long-term integrity of this content. This architecture is proven and is readily scalable for the volumes of data anticipated within the foreseeable future.

Digitisation provides a critical means by which we can open up our collections for much wider access and to the benefit of the economy and society and the enrichment of cultural life. This year, we took further important steps to increase the amount and range of collection

material that is freely accessible in digital format, through innovative digitisation programmes.

November 2011 saw the launch of the British Newspaper Archive website which, by the end of the year, provided online access to over four million pages of newspapers from the Library's collection. This was the first outcome of the Library's ten-year Public Private Partnership initiative to digitise over 40 million pages from the national newspaper collection in partnership with brightsolid online publishing. This ten-year agreement is set to deliver the most significant mass digitisation of newspapers the UK has ever seen, making large parts of this unparalleled resource available online for the first time.

Also, the Library announced an important partnership with Google to digitise 250,000 out-of-copyright books (40 million pages) from the Library's collections over a period of five years. The material will be selected by the British Library and digitised by Google, with Google covering all digitisation costs. This project will digitise a huge range of printed books, pamphlets and periodicals dated 1700 to 1870, in a variety of major European languages, and will focus on books that are not yet freely available in digital form online. The content will be freely accessible through Google Books and the British Library's website.

During my time as Chief Executive, we have taken major steps to address

Chief Executive's statement

the legacy issues of the Library's collection storage facilities in order both to improve the quality of storage and also to enable the progressive concentration of the Library's physical collection. In December 2009, we opened a major new storage building for printed books at Boston Spa, providing capacity for the equivalent of 262 linear kilometres of traditional shelving in high density, preservation-standard storage, with fully-automated retrieval systems operating in a low-oxygen environment, and growth space for the next decade. A programme of collection moves, involving the transfer of approximately seven million items into the new facility, was completed in early 2012.

During the year, construction also began on a new Newspaper Storage Building at Boston Spa, to be completed in 2013. This will hold the Library's newspaper collection in the best of archival conditions, and permit the vacation of our current Colindale site in North London. The construction of this new storage building is one element of the Library's newspaper strategy – the Library's ambition is to digitise the best of its historical collections, to open up the collections and make them much more widely accessible on the web.

The British Library is numbered among the greatest libraries of the world. The challenge before us is how to sustain that position. The strength of a great research library derives from the richness of its collection and so I am pleased that we have sustained world-leading levels of purchasing research materials and proud to report further significant acquisitions this year. We were successful in raising £9 million from over 400 donors to secure the acquisition of the 7th century St Cuthbert Gospel. Public ownership has enabled us to take measures to conserve and digitise this remarkable text which will, in turn,

enable greater access to it. During the year, under our innovative partnership with institutions in Durham, we also advanced plans for the display of the Gospel there alongside the Lindisfarne Gospels and other treasures from the Library's collection in 2013.

The Library also acquired the draft score of 'The Young Person's Guide to the Orchestra', one of the most famous compositions of Benjamin Britten and the archive of the great British actor Sir Alec Guinness, which joins the theatrical archives of Sir John Gielgud, Sir Ralph Richardson, and Sir Laurence Olivier already in the national collection.

During my time at the British Library, we have seen some highly successful and distinctive exhibitions. *Sacred: Discover what we share*, in 2007, displayed some of the world's earliest and most important religious texts from the Jewish, Christian and Muslim faiths. *Taking Liberties: The struggle for Britain's freedoms and rights*, in 2008, 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.

During the year under review, the critically-acclaimed *Royal Manuscripts: The Genius of Illumination*, opened by Her Majesty The Queen, was a particular highlight. The exhibition was significant also for the fact that it was underpinned by a major three-year research project funded by the Arts and Humanities Research Council. In another collaborative highlight of the year, BBC Four broadcast a three-part television series, *Illuminations: The Private Lives of Medieval Kings*, to coincide with the exhibition.

It is important to recognise that the backdrop to the achievements set out here and detailed elsewhere in

this Annual Report has been the challenging public funding environment we have been operating under. 2011/12 was the first year of the Government's current Spending Review which resulted in our Grant in Aid revenue funding reducing by 15% over four years, on top of the immediate in-year 3% cut announced in May 2010, and a 50% cut in our core capital funding for 2011/12 from the previous CSR settlement. We have worked hard to protect frontline services, but have had to make some difficult decisions, the major areas for savings being staffing, acquisitions, facilities management and preservation, and major and continuing cuts in our running costs.

During my 12 years as Chief Executive, the Library has reached out to a wider public to ensure that all who need to use us more easily can. I am proud to have led such a wonderful institution and pleased that today the Library is so widely-recognised as a national treasure and a world leader. I have been privileged to have worked with so many talented, committed and able people and I am incredibly proud of all that we have achieved together. I would like to finish by thanking all Library staff for their dedication and commitment to the Library and for their support both this year and throughout my time at the British Library.



Dame Lynne Brindley
Chief Executive



'The Burning of Chicago - Firemen at work' taken from *TL* Saturday, October 21, 1871.

The Power of Partnership

Transforming access to historic newspapers

The Library's partnership with brightsolid, a leading online publisher, is making millions of pages accessible online for the first time and preserving them for the future.

The launch of the British Newspaper Archive website provides access to over four million pages from one of the greatest collections of historic newspapers in the world. It was the first outcome of the Library's ten-year partnership with the online publisher brightsolid to digitise over 40 million pages in the biggest programme of its kind ever undertaken in the UK.

The partnership is a key step in achieving the Library's strategic goal of securing long-term preservation and access to its newspaper collections, which span three centuries and include 52,000 local, regional, national and international titles. Original copies of the newspapers, many of them fragile, will be moved from the existing building at Colindale in north London to the Library's new Newspaper Storage Building at Boston Spa in Yorkshire.

At the launch in November 2011, the website contained 65 million stories from more than 200 newspaper titles from all parts of the UK and Ireland, mainly dating from the 19th century. They include news articles, family notices, letters, obituaries and advertisements. Content is being constantly added as the work of scanning the newspapers progresses. Also included will be three million pages originally funded through a £3 million contribution from JISC. The website is free to use in the British Library's Reading Rooms.

Users elsewhere can subscribe to a range of payment options. The resources will be of particular interest to historians, genealogists, researchers, students and anyone interested in their family history.
www.britishnewspaperarchive.co.uk

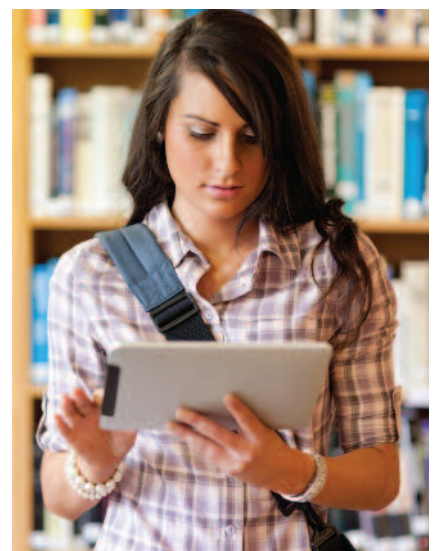
Brightsolid has based a team at Colindale to scan up to 8,000 digital images per day from the original bound newspaper pages. The method makes it possible to scan even the rarest and most fragile newspapers in the collection. High quality digital images are archived while electronic text is generated and indexed in a large database.

Digitisation makes searching for content far easier. Searches can now be made by keyword, name, location, date or title. Results appear in an instant, compared with hours of work to search manually through hard copies or microfilm.

Among those to applaud the outcome was Bob Satchwell, Executive Director of the Society of Editors. "Thank goodness ageing newspapers are being brought back to life through new partnerships and modern, accessible media, to enthral new generations," he commented.

"It's a great example of the public and private sectors collaborating to deliver something that neither party could have delivered by themselves."

Ed Vaia MP
Minister for Culture,
Communications and
Creative Industries



Wavebreakmedia / Photos.com



The St Cuthbert Gospel, displayed by our Lead Curator of Medieval and Earlier Manuscripts.
Opposite: Illumination from *Life of St Cuthbert*, Durham c.1200.

The Power of Partnership

Acquiring the earliest intact European book

The largest and most successful fundraising campaign in the Library's history paved the way for the acquisition of a crucially important 7th century manuscript.



The Library and its partners raised £9 million to acquire the oldest European book to survive fully intact – the miraculously well-preserved St Cuthbert Gospel. The record breaking fundraising partnership brought together national funding bodies, charitable trusts and foundations and hundreds of individual donors to save the precious manuscript for the public.

Among the major donors, the National Heritage Memorial Fund made a £4.5 million grant, the largest the Library has ever received. Other major donations were given by the Art Fund, Garfield Weston Foundation, Catherine Cookson Charitable Trust and the Foyle Foundation.

Before its acquisition by the Library, the manuscript copy of the Gospel of St John, dating from the Anglo-Saxon period, had been regarded as the most important manuscript still in private hands anywhere in the world. Placed in St Cuthbert's coffin in Lindisfarne in 698, the pocket Gospel is outstanding in retaining its appearance, inside and out, right down to the original red leather binding. It was discovered in the saint's coffin in the 12th century and kept at Durham Cathedral during the Middle Ages.

Special arrangements will now preserve the close association with Durham and the North East of England for future generations. A formal partnership between the Library, Durham University and

Durham Cathedral, ensures the book will be displayed to the public equally in London and the North East.

The Gospel is an important addition to the Library's collections, both in terms of the early history and culture of Britain and texts related to the world's great faiths. Its acquisition enabled the Library to go ahead with investment in long-term preservation and improved access through digitisation and display and the full manuscript is now digitised and available online through the Library's Digitised Manuscripts webpage. The Gospel can now be seen, free in the Sir John Ritblat Gallery.

"I am delighted that the fundraising campaign has been so successful," said Chris Higgins, Vice-Chancellor of Durham University. "Durham University is proud to partner with the British Library and Durham Cathedral in the conservation, display and interpretation of the St Cuthbert Gospel."

"This was a once-in-a-lifetime opportunity to secure the Gospel for the nation and we were both grateful and touched that so many people felt moved to support our campaign," added Dame Lynne Brindley.

"I want to pay tribute to the heroic efforts of the British Library in achieving this wonderful outcome. It has been a privilege to be associated with this fundraising campaign."

**The Very Reverend
Michael Sadgrove**
Dean of Durham

Footnote: Following the successful fundraising programme in 2011/12, the acquisition of the St Cuthbert Gospel was officially announced on 16 April 2012.



Dr Janina Ramirez at the British Library examining the Quadripartite Indenture for Henry VIII's Chapel from 1504. Part of the BBC Four series, *Illuminations: The Private Lives of Medieval Kings*. © Oxford Film and TV.

The Power of Partnership

Reaching out with the BBC

The Library's partnership with the BBC is making the content of both organisations more widely available to researchers and the public.

The Library's partnership with the BBC bore fruit in an increasing number of ways, fulfilling the promise of the Memorandum of Understanding to develop new opportunities to integrate access to the content of both institutions.

One of the year's most ambitious new ventures was *The Listening Project*, in which BBC Radio 4, local and national radio stations joined with the British Library to capture the nation in conversation. People across the UK are invited to share intimate conversations about topics of their choice, such as a moment of joy, sadness or reflection. Some of the conversations are being broadcast by the BBC and the majority are being curated and archived by the Library to build a unique picture of British life today.

"The British Library will be making the recordings available in perpetuity for the public and researchers to listen to for generations to come, ensuring that they become an invaluable part of our Oral History collections," said Lead Oral History curator Rob Perks.

Medieval royal manuscripts were the focus for another collaborative highlight of the year. Coinciding with the Library's exhibition *Royal Manuscripts: The Genius of Illumination* (see page 17), BBC Four broadcast a three-part television series, *Illuminations: The Private Lives of Medieval Kings*. Many important illuminated manuscripts from the Library's collection were



captured on film for the first time for the series, which overall had more than 1.85 million viewers. The series was presented by renowned art historian, Dr Janina Ramirez, whose aim was to decode and contextualise the manuscripts helping to bring the monarchy of the Middle Ages back to life. She was supported by Library experts and series consultant Dr Scot McKendrick, the Library's Head of History and Classics.

British Library treasures, including the newly acquired St Cuthbert Gospel, illustrated the international story of writing in the BBC Radio 4 series *In Our Time: The Written World*. Five programmes examined landmarks ranging from Chinese oracle bones more than 3,000 years old to the invention of moveable type with the Gutenberg Bible.

The Library's curators contributed expert insights to the presenter, Melvyn Bragg, with media reaction very positive. "He visited the British Library to see the earliest complete edition of the New Testament, and I relished the way he and an expert brought the book to life for listeners," wrote Elisabeth Mahoney in the *Guardian*.

"It is a privilege to be able to offer viewers the first chance to see these manuscripts in all their glory on television."

Richard Klein
Controller of BBC Four,
speaking about the TV series,
Illuminations: The Private Lives of Medieval Kings.



The Power of Partnership

A co-ordinated approach for research data

The Library is working with international partners through the DataCite initiative to make research data easier to find, access and re-use.

As a founding member of the international DataCite initiative, the Library is helping to create a co-ordinated approach for researchers to find, access, cite and re-use scientific data. DataCite is a not-for-profit organisation whose members are working together to achieve this goal. Leading research libraries and technical information centres from across the world share a common vision and develop best practice. Each member works with data centres or other organisations responsible for managing data in their own countries or regions.

The initiative is important because currently many datasets are not found by commonly-used search engines such as Google. Researchers may be unaware of their existence. Additionally, links may break and responsibility for the data may move.

“Enabling researchers to cite data, along with journal articles and other references, is becoming increasingly important,” said Adam Farquhar, the Library’s Head of Digital Scholarship and current president of DataCite. “However, it has been difficult to discover and re-use data since it is not published in the same way as research articles. DataCite is addressing these issues.”

The service requires data centres to provide a minimum level of metadata – the vital information that tells researchers what the data is. As a member of DataCite, the British Library is working with data centres to enable them to assign identifiers known as DOIs (Digital Object Identifiers) to datasets. These are then used for citing data and to provide a stable link so that researchers will be able to discover it easily.

A public ‘landing page’ helps those searching for data to decide whether it will be of use to them. It provides easy access, with information about the dataset and a direct link. Data centres can also let researchers know if there are any access restrictions or other requirements.

During 2011, the Library worked with a number of data centres to pilot the method of assigning DOIs to datasets in preparation for the introduction of formal arrangements. The Science, Technology and Medicine Team is responsible for taking these arrangements forward. Lee-Ann Coleman, Head of Science, Technology and Medicine, said, “It’s been a great privilege to work in partnership with many of the UK’s world-renowned data centres and to participate in a global initiative that makes data more open and accessible.”

“Being involved in the DataCite initiative is ensuring that the Library plays an important role in supporting the infrastructure and setting best practice for managing research data in the UK.”

Adam Farquhar
Head of Digital Scholarship



Tetra Images / Alamy



God creates heaven and earth (detail); from the *Bible historiale*, 1411.

Opposite page; Her Majesty the Queen and Claire Breay at the opening of the *Royal Manuscripts* exhibition. Detail of *Carmina regia* c.1335.

The Power of Partnership

Developing our collections for researchers

Our relationship with the Arts and Humanities Research Council developed strongly in 2011/12.



© Clare Kendall 2011

When the Library's landmark exhibition *Royal Manuscripts: The Genius of Illumination* opened in 2011, it marked the culmination of a major three-year research project, which was funded with a grant of £265,000 by the Arts and Humanities Research Council (AHRC).

Opened by Her Majesty the Queen, the exhibition was a centrepiece marking the increasingly strong partnership with the AHRC, which is having a significant impact in achieving the Library's strategic aims of increasing access for researchers and a wider audience. Over 68,000 paying visitors came to see the exhibition, which displayed 154 richly illuminated manuscripts that once belonged to the kings and queens of England. Public and media reaction was overwhelmingly positive. "Beautiful, informative and timely," was one press comment.

The associated research project, led by the British Library in co-operation with the Courtauld Institute of Art, focused on reinterpreting more than 600 manuscripts from the Old Royal Library, which was given to the nation in 1757 and are now in the British Library.

The Library also shares the AHRC's strategic focus on India. The year's projects included a contribution to the third in a series of workshops on climate change held in Bangalore. The AHRC continued to support *Beyond The Frame*, a joint British Library/Open University exhibition celebrating the history of the Indian presence in Britain, which toured Northern and Southern India.

The Library is a partner in the AHRC's £4 million *Creativeworks London* project to create a knowledge exchange hub for the creative economy in the capital. A key aim is to carry out collaborative research, encompassing business models, policy and skills development. Work will also investigate how to enhance interaction with national cultural institutions such as the Library.

The AHRC made a grant of £412,000 under an e-infrastructure scheme for a range of projects. These include the opening of speech archives to researchers through speech-to-text technology; and another enhancing the research potential of Buddhist manuscript material.

The AHRC is also funding a six-month Wikipedian-in-Residence post to provide online content for Wikipedia and explore issues raised by open content. It was awarded grants for future research partnerships to carry out multidisciplinary research into the Hans Sloane collections and to transform understanding of the *Magna Carta*.

"The Arts and Humanities Research Council is one of the British Library's most important partners in developing our offering for and with researchers."

Dr Kristian Jensen
Head of Arts and Humanities



The year's main achievements



Moving millions of items to safeguard their future

A massive project successfully transferred more than 175 linear kilometres of items from the Library's collections at St Pancras in London to the new state-of-the-art storage facility at Boston Spa in Yorkshire.

Approximately seven million books, journal parts, magazines and sound recordings were moved. It was the biggest operation of its kind since the Library moved into its St Pancras building in 1998 and a major step in achieving the strategic priority to integrate storage and preservation of physical collections.

The Boston Spa storage facility is one of the largest and most technologically advanced library repositories in the world. It fulfils the long-standing need to move material that has been held for years in off-site stores to an environment where they can be better preserved. The new storage facility provides full control of temperature and humidity to maintain the items in archival standard conditions and drastically extend their life span.

The move to Boston Spa has enabled the Library to rationalise existing storage, whilst providing space for future growth to safeguard the national collections. Three London buildings – Woolwich, Micawber Street and 120 Colindale Avenue – have been cleared and vacated, achieving annual savings of more than £1.75 million. Large amounts of material have also been moved out of St Pancras to Boston Spa, making space for new and more high-use content.

Before materials were moved to Boston Spa, everything was meticulously documented in a huge data collection exercise. The removal operation transferred a grand total of 205 kilometres of materials within the Library. A fleet of articulated trucks completed 1,100 runs, each of around 400 miles. Items were packed in more than 200,000 sealed crates and handled by a carefully vetted team established by the contractor, Premier Moves. Staff from all parts of the Library in London and Yorkshire played critical roles in the successful team effort.

The work was completed within budget and removal speed exceeded planning expectations by 50%. This

made it possible to compensate for delays in building construction so that the whole relocation programme was completed on time and within budget.

Increasing digital access

The Library's continued commitment to digitisation of content extended access to users around the UK and the world in new and innovative ways.

- **Launch of eBook Treasures**

The Library's new series of eBook Treasures enables iPad users to download entire manuscripts as high resolution digital facsimiles, complete with text, video and audio interpretation. Among the 52 titles are Shakespeare's First Folio, Lewis Carroll's *Alice's Adventures Under Ground*, the *Luttrell Psalter* and Mercator's *Atlas of Europe*. Developed in partnership with Armadillo Systems, the technology provides realistic page-turning and pinch-to-zoom features. There were more than 28,700 downloads through iTunes.

- **Partnership with Google**

The Library announced a partnership with Google in June 2011 to digitise 250,000 out-of-copyright books from its collections over a five-year period. The project will focus on books that are not yet freely available online. They will be selected by the Library from its collection of books, pamphlets and periodicals published between 1700 and 1870. Google will meet all digitisation costs. The partnership will help to achieve the Library's commitment to increase access to anyone who wants to do research. Digitised content will be available free through Google Books and the Library's website. It will be stored in perpetuity in the Library's digital archive.

- **UK PubMed Central**

The Library continued to play a key role in UK PubMed Central, the free information service for biomedical and health researchers supported by major UK funders. It successfully completed the original five-year contract to run and develop the service, which was led by the Library in partnership with the European Bioinformatics Institute and the University of Manchester. During the term of the contract, website visits increased more than 40-fold and 14 million biomedical research papers were downloaded. The Library participated in a successful bid to run the service until 2016 and will continue to lead on engagement with users and the provision of a helpdesk service.
ukpmc.ac.uk

- **Social Welfare at the British Library**

Work began on development of a new website, Social Welfare at the British Library. The new site will provide a single point of access to print and digital collections of research and information on the development, implementation and evaluation of social welfare policy and practice. Following positive feedback from user testing, preparation went ahead for the formal launch in September 2012. The Library is collaborating with the Social Care Institute for Excellence (SCIE) and the aim is to integrate the portal with the SCIE's Social Care Online service by 2013.
www.socialwelfare.bl.uk

- **Voices of the UK**

Voices of the UK is a new resource funded by the Leverhulme Trust that will contribute greatly to the understanding of varieties of spoken English in the UK. It gives access to the BBC Voices Recordings, 283 group conversations about language, accent and dialect recorded by BBC Nations and Regions in 2005.

Audiences worldwide can now access the conversations at British Library Sounds (<http://sounds.bl.uk>) together with detailed linguistic descriptions of each recording. The content provides a unique record of spoken English in the UK at the start of the 21st century for both academic linguists and non-specialist audiences.



- **Images Online**

British Library Images Online launched its new e-commerce website at the Centre of the Picture Industry (CEPIC) conference in Istanbul. The resource is used by picture buyers, graphic designers and publishers who can license more than 21,000 high quality digital images from the Library's collections. New features greatly improve functionality for users, optimise search engine performance and make the site quicker for staff to update. Since the launch, images have been added from the ITN stills archive and the Lessing Archive.

New services

In addition to the launch of the British Newspaper Archive website (see page 9) the Library added a range of new services.

- **Resource Discovery**

Explore the British Library became the main search system for the majority of the British Library's collections following the switch-off of the old Integrated Catalogue. Readers can search, view and order items from the main catalogue and also search the Library's website. The catalogue contains approximately 60 million records of items including books, journals, maps, music scores and recordings, images and articles.
<http://explore.bl.uk>

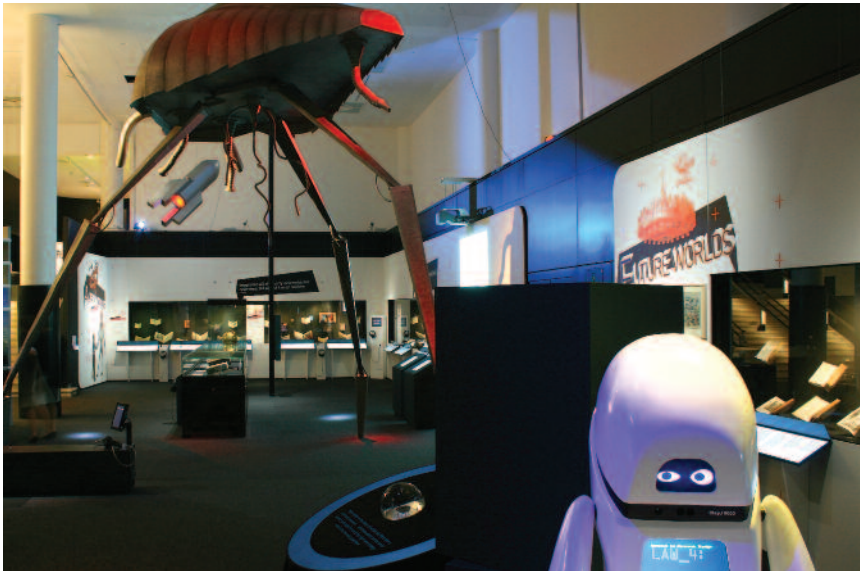
- **Early Music Online**

Early Music Online makes many of the Library's internationally renowned 16th century music books freely available to all. The JISC-funded partnership between the Library, Royal Holloway and University of London, has digitised approximately 10,000 rare and important pieces of music published in 16th century printed anthologies. They are now individually listed and indexed, with links to sheet music images. The records have been exported to other major catalogues to maximise awareness of this important repertory of vocal and instrumental music among performers and researchers.
www.earlymusiconline.org

Top left: *Mr. Lunardi's new balloon, ascending in 1785.* From a collection of broadsides, and cuttings from newspapers. Courtesy of Images Online.

Overview

The year's main achievements



Major exhibitions

In addition to the critically acclaimed *Royal Manuscripts: The Genius of Illumination* exhibition, opened by Her Majesty the Queen (see page 17), a number of other notable exhibitions took place.

- **PACCAR Gallery**

Out of this World: Science Fiction but not as you know it was the Library's first exhibition to explore science fiction through literature, film, illustration and sound. It challenged perceptions of the genre and featured items ranging from the earliest science fiction manuscripts to the latest bestsellers. Attendance totalled 114,000 visitors. Exhibition media partner the *Discovery Channel* showed a selection of sci-fi premieres during the opening month and developed a partnership website. This exhibition was generously supported by the British Library Patrons.

- **Folio Society Gallery**

The Worlds of Mervyn Peake explored the work of the accomplished painter, playwright, illustrator and poet, best known as the creator of *Gormenghast*.

The exhibition celebrated Peake's centenary and was accompanied by a book containing a selection of short stories, poems, nonsense verse and drawings.

Marking the bicentenary of Charles Dickens' birth, *A hankering after ghosts: Charles Dickens and the supernatural* brought together works from across the Library's rich collections. It explored the many ways in which Dickens used supernatural phenomena in his works and why he developed such a fascination with the macabre. Press interest was high and the exhibition and related events were well received.



Key acquisitions

The Library added a number of important acquisitions to its collections in addition to the St Cuthbert Gospel (see page 11).

- **Wendy Cope**

The archive of critically and popularly acclaimed poet Wendy Cope contains poetic and other literary drafts spanning her entire career. The items include personal and professional correspondence and material relating to her early life and years as a teacher. At the core of the archive are 67 poetry notebooks dating from 1973 to the present day, which give an insight into her creative process.

- **James Berry OBE**

The acquisition of the James Berry archive extends the Library's growing resources, illustrating the impact that Caribbean writers have made on Britain's cultural life. It complements the archive of Andrew Salkey, the founder of the Caribbean Artists Movement, of which Berry was a member, and the Library's extensive printed and sound collections relating to the Caribbean diaspora.

- **Sir Alec Guinness**

The archive of Sir Alec Guinness contains an exceptional range of diary entries and correspondence. In addition to material relating to acting and the stage, there is also much that sets Guinness' film and theatrical life in a wider context. Thanks to a generous donation from the Friends of the British Library, the archive will be catalogued and made available to researchers within six months of the acquisition.

Top: Image from the *Out of this World* exhibition by Tony Antoniou. Left: Illustration by Mervyn Peake from *Ride a Cock-Horse and other nursery rhymes*, 1940. By kind permission of the Mervyn Peake Estate.

Future planning

- **Newspaper Strategy Programme**

The Newspaper Strategy Programme aims to improve preservation of and access to the national newspaper collection, currently stored at Colindale in North London. Between November 2013 and October 2014, the Library will move the collection to a new high-density automated preservation storage building at Boston Spa in Yorkshire. It will integrate discovery and access to newspaper content with services already offered at St Pancras.

Good progress was made with construction of the Newspaper Storage Building, which started in July 2011. By April 2012 the external fabric was well-advanced and the automated retrieval system had been designed and tested. Contractors were on track to deliver the building ready for content to be loaded by the end of 2013.

International development

- **Remembering the First World War**

Work began to create a substantial digital collection of material from national libraries and other partners from eight countries on different sides of the conflict. Funded by the Commission of the EU, the *Europeana Collections 1914–18* will make more than 400,000 sources freely available online for the first time. The British Library will work with its partners to digitise content ranging from books, newspapers and photographs to song-sheets, trench newspapers and propaganda dropped by balloon over Germany.

Preservation Intern

Friends of the British Library funded a three-month placement for a conservator from Argentina, who undertook a wide range of conservation activities within the Library's Preventive Conservation department.

Partnerships

A growing range of partnership agreements helped to increase access to collections and services. The Library also shared research expertise with partners in the international DataCite initiative (see page 15).

- **Business & IP Centres**

Plans went ahead to extend the model established by the Library's Business & IP Centre in London to other city libraries across the UK. In partnership with the Intellectual Property Office (IPO), the aim is to establish a branded network of centres in Birmingham, Leeds, Liverpool, Manchester and Sheffield, adding to the pilot scheme that is already underway in Newcastle. The IPO provided seed-funding for the Library to develop a model for other cities in partnership with city librarians. The project aims to support start-ups and small businesses and trigger a step change in entrepreneurial activity.

- **Patients Participate!**

The *Patients Participate!* project asked patients, the public, medical research charities and the research community how to make sense of scientific literature and open up research findings for everyone who is interested. The Library's science team worked in partnership on the project with the UK Office for Library and Information Networking (UKOLN) and the Association of Medical Research Charities (AMRC). Based on the findings, the project recommends publishing a lay summary alongside every research article.

- **Management Book of the Year**

For the second time, the Library joined forces with the Chartered Management Institute (CMI) to run the Management Book of the Year Award. The competition supports the Library's work in management, a priority subject area, and has led to the development of a new retail partnership with Waterstones. The winning book was *The Cult of the Leader* by Christopher Bones.

- **Preservation Learning Project**

Jointly funded by Research Libraries UK (RLUK), the three-year Preservation Learning Project culminated in the successful launch of an online induction resource, *Caring for Collections*. The course aims to build a culture of care and includes information on how to care for physical library and archive items. More than 200 representatives from 32 RLUK institutions attended training events during the programme.

The year's main achievements

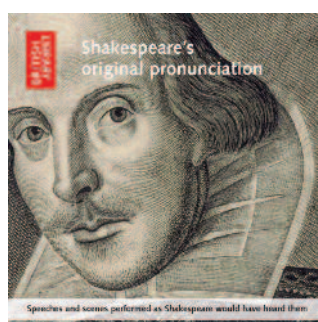
- **READ International**

The Library continued its association with READ International, the educational charity that has been its corporate community initiative since 2009 and whose aims are to enhance literacy in East Africa and develop youth leadership. The Library provides logistical and marketing support and the chance for its staff to volunteer. Projects included the development of a book sorting app to identify appropriate books to ship to East Africa and a guide to inspire East African communities to develop local libraries. Staff donated more than 4,500 of their own books through the Library's collection points.

Other notable achievements

- **Spring Festival**

The Library held its first-ever festival for the creative industries. Spring Festival was a five-day celebration of creativity, fashion and design aimed at designers and makers. It opened up the Library's collections to showcase creative talent. Highlights included a Spring Market and a range of supporting events with big names including illustrator Quentin Blake, Gorillaz co-creator Jamie Hewlett and ceramics designer Emma Bridgewater. Nearly 1,700 people took part and virtually all said they planned to return to the Library in the future.



- **Publishing**

In a notably successful year for British Library Publishing, more than 30 new books and audio CDs were published. Highlights included the first publication of Arthur Conan Doyle's lost first novel, *The Narrative of John Smith*, which sold 7,000 copies, with five foreign language rights sales negotiated and a 5-CD audio set; *Shakespeare's Original Pronunciation* audio CD; *Medieval Cats* by Kathleen Walker-Meikle; *The Golden Age of Flowers* by Celia Fisher; *Love Letters: 2000 Years of Romance* by Library curator Andrea Clarke. The exhibition catalogue *Royal Manuscripts: The Genius of Illumination* sold 9,000 copies.

- **Eccles Centre Writer in Residence**

The first-ever writers in residence were appointed at the British Library's Eccles Centre for American Studies. The awards were open to writers resident in the UK and working on a full-length book that would require substantial use of the British Library's collections relating to North America. The recipients were the respected feminist scholar Sheila Rowbotham and Naomi Wood, author of the critically acclaimed debut novel *The Godless Boys*. They took part in various Library events and Naomi Wood became an Ambassador for the Young Patrons Scheme.

- **Digital Literacy for students and teachers**

Today's students need new skills to research information online and use digital media effectively as part of their studies. In Autumn 2011 we began piloting a new digital learning programme at the Library, using the recently-built Harry M Weinrebe Learning Centre. The programme is delivered through taught sessions in the Learning Centre, and nationally through the use of video conferencing. Tasks include the effective use of search engines, how to assess the reliability of online content, and discussion on copyright and plagiarism issues.

- **IMPACT Project**

The Library hosted an international conference to discuss the culmination of a four-year project of co-operation and research in the field of optical character recognition (OCR) and language technology. In the IMPACT project (Improving Access to Text) it worked with 25 partners from across Europe on the digitisation of historical texts. To continue the work, the Library became a founding member of the new IMPACT Centre of Competence.

- **Open Innovation Project**

The Library contributed to the EU-funded Open Innovation Project, which brings together a partnership of local governments, universities, business support services and other public bodies across the UK, France, Germany, Ireland and Belgium. The three-year project aims to apply collaborative open innovation models to create and develop new products and services. The Library's contribution included editing and input of all website content, hosting an open innovation conference and providing other assistance.

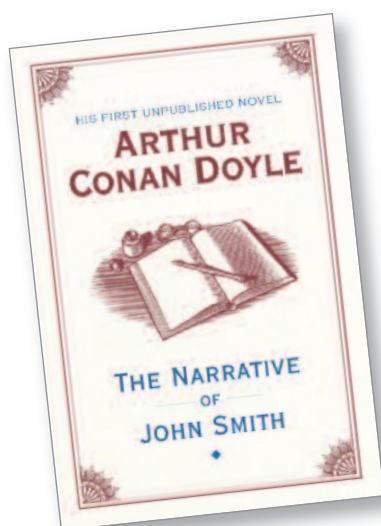




Image taken from our 'Late at the Library' event: ILLUMINATE!
A Celebration of Illustration, part of the Spring Festival © Luca Sage.

Delivering our strategic priorities

Progress made against the Library's strategic priorities, focusing on activities in the Library's Action Plan for 2011/12

1. Guarantee access for future generations

Continue to work towards arrangements for legal deposit, storage and preservation of UK digital publications

During the year, the Government adjusted its plans for regulation, which will not now be in place before April 2013. At the point of writing, a public consultation is underway. Micro-businesses, which make up an estimated 83% of all UK publishers, have been excluded from some of the draft regulations. However, we continue on track with our programme of creating a 'virtual legal deposit' environment, using negotiated voluntary agreements, to ensure that the Library is prepared to meet its obligations. We continue to pursue options for collecting internet and social media coverage of significant events, such as Scotland's referendum on independence.

Provide access to Non-Print legal deposit content in the Library's Reading Rooms

The Library's Integrated Catalogue has been replaced by Explore the British Library, with the search facility providing a new single point of access to around 60 million records held in the Library. During the year we upgraded our technical platform via a technology refresh project and so improved the IT facilities in the Reading Rooms. In preparation for the anticipated Regulations, our Non-Print Legal

Deposit Programme (LDP) has successfully identified and demonstrated a workable technical solution for implementing the 'single concurrent access' restriction within the Regulations, and this will be piloted and further tested during 2012/13.

Commence construction of the dedicated Newspaper Storage Building (NSB) at Boston Spa Kier Northern was appointed as our building contractor and started on site in July 2011. For the first few months, they focused on implementing a remediation plan after discovering asbestos contamination on the construction site. The programme then commenced in full with the foundations laid and the structural steel frame substantially complete by the end of March 2012. At the point of writing, design and pre-installation testing of the automated retrieval system is on track.

2. Enable access to everyone who wants to do research

Continue to work in partnership with brightsolid on the digitisation of newspapers, making large parts of the Library's unparalleled newspaper resource available online for the first time. Launch access to brightsolid's service, including the provision of free access for British Library Readers Full-scale ingest into the Digital Library Store (DLS) has been underway since December 2010. In November 2011, our partner

brightsolid launched the British Newspaper Archive service, providing online access to pages from more than 200 mainly 19th century newspaper titles from all parts of the UK and Ireland. By the end of the year, up to 4 million newspaper pages had been digitised. The service is offered commercially, but is freely available to users in British Library Reading Rooms.

Increase the visibility of the Library's collections by making the British Library main catalogue data available as 'open data' for others to integrate into new information resources

During the year, we copied the British National Bibliography (BNB) dataset onto an experimental 'linked data' platform (bnb.data.bl.uk) in order to allow its use in semantic web development activities and for review by the wider development community. By the end of the year we had users from more than 524 organisations in 74 countries, a 94% satisfaction rate, with the number of user transactions on BNB-linked data systems increasing to 6 million per month. We have contributed to the UK Government consultation on Open Data through presentations at the Semantic Technology Conference, Online Conference and Chartered Institute of Library and Information Professionals Executive briefings. Discussions are underway with a number of external organisations concerning potential wider usage of the British Library/British National Bibliography data model.

Through our Customer Management Programme (CMP), continue to develop an integrated view of customers and provide increased opportunities and incentives for registration

Our single customer database continues to grow, with customer data from both the British Library Document Supply Service (BLDSS) and our newly implemented Box Office, being fully integrated this year. We have also tested the integration of other systems such as our Social Welfare Portal. Further developments are planned for next year including integration of our core Reader data. Once delivered, this will bring together the majority of our customer data within the same source database, enabling customers to use the same account name and password when signing into our services. Customers of the Management and Business Studies Portal, the Box Office and BLDSS can now sign on using a single account. More services will be included over time as other customer data is migrated to the core database.

Develop and implement the Library's digital scholarship strategy, one of the key initiatives from the 2009/10 review of the Scholarship and Collections directorate

New programmes have been set up allowing users to discover, access, share and re-use our public domain digital content and to discover and access rights-cleared digital content through a seamless user experience. We will support innovative research through our content and services. The programmes will transform the end-to-end processes for handling digital content, from ingest into the Digital Library System (DLS) through to delivery to end-user devices. During the year, metadata editing capability has been delivered and we have had some success with a streamlined ingest solution. The Integrated Catalogue, which provided

access to much of the British Library's print collections, was replaced this year with Explore the British Library which provides access to much more of the collections, allowing customers to search across print and digital material and to access them from one point.

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

Subject to the availability of funding, work in partnership with Newcastle City Council, Newcastle Science City, Northumbria University and others to pilot a new business support centre in the North East, based on the British Library's Business & IP Centre for start-ups and growth businesses

Early in the year we submitted a bid to the Department of Business, Innovation & Skills for the Regional Growth Fund (RGF) to roll out the Centre model to six cities in the UK. Unfortunately our bid was not successful. However, building on our successful feasibility study in Newcastle, Newcastle City Library launched the 'Science of Success' events programme in September to capitalise on the momentum in the North East, and they will submit a European Regional Development Fund (ERDF) bid to fund the Centre next year. Seed-funding from the Intellectual Property Office (IPO) of £100,000 will fund the development of a blueprint and roll-out plan to Birmingham, Leeds, Liverpool, Manchester, Newcastle and Sheffield. We are also pursuing private funding opportunities in the regions. Throughout the year we have: developed initial branding and operational guidelines; conducted a training programme; and set up quarterly review meetings. Throughout 2011/12, the Centre delivered business advice and skills training to 1,686

new individuals and businesses, a significantly higher total than the London Development Agency target of 1,250.

Work with Microsoft to develop the Research Information Centre (RIC) for bioscience researchers, providing them with a virtual research environment framework for managing the increasingly complex range of tasks involved in carrying out research

In an increasingly complex research environment, many researchers are collaborating with others, managing multiple projects, analysing data and needing to keep track of funding proposals and publications. The Library's Science team partnered with Microsoft Research to explore our role in supporting the information needs of biomedical researchers. During the course of a three-year project, software that we helped to develop was released publicly, an active community of developers and researchers was established and we increased our understanding of the information services used by biomedical scientists.

Work with UK Living with Environmental Change, a partnership of 22 major UK public sector organisations, to develop an online demonstrator to enhance access to environmental information, with an initial focus on 'flooding' research

The Science team developed an online demonstrator to showcase how we could enhance access to information of benefit to environmental science researchers. Working closely with the Living with Environmental Change (LWEC) partnership, our initial focus has been on research into 'flooding'. We have tested the prototype with potential users which has helped us to develop it based on their feedback. A new business case will start in 2012/13 which will enable us to develop the demonstrator into a pilot service.

Delivering our strategic priorities

Explore the possibilities for an innovative and focused service offering for the creative industries

The Library has a role to play in helping people in the creative industries to be more innovative and sustainable, through its collections, expertise and Business & IP Centre. As a result of focus groups, market research and surveys, we have created an engagement strategy targeting fashion designers, film makers, designers and writers. In March 2011, we ran the Library's first Spring Festival and 1,700 people attended. Highlights included a pop-up market and exhibition, an event with Quentin Blake and Jamie Hewlett, digital graffiti and vintage knitting. Sponsorship was subsequently received for a jewellery designer in residence.

Develop and test a demonstration Social Welfare portal. This portal will offer access to British Library-owned content and will use the technical architecture and web page designs developed for our Management and Business Studies portal www.mbsportal.bl.uk

At the beginning of the year, the proof of concept and portal build took place, based on completed architecture specification and agreement regarding timings in line with the Customer Management Programme (CMP). User testing sessions were held between January and March 2012 which confirmed acceptability of the design and content. Deposit of pdfs began in October 2011, proceeding at 200 per month. Our marketing plan has been developed and Customer Record Management integration with the live site is scheduled for June 2012. Build is now completed and we remain on schedule for soft beta launch in July and full formal launch in September.

4. Enrich the cultural life of the nation

Deliver an onsite public programme which includes two major temporary exhibitions:

Out of this World: Science Fiction but not as you know it

A major exhibition challenging visitors' perceptions about science fiction, showcasing the history, variety and art of the genre. The *Out of this World* exhibition closed with visitor numbers 15% above target at 114,000 and customer enjoyment rating exceeding targets by 8%. The website received 91,000 visitors in its first eight weeks.

Royal Manuscripts: The Genius of Illumination

A blockbuster exhibition presenting a selection of illuminated manuscripts from the collections of the kings and queens of England, from Alfred the Great to Henry VIII. By year-end, visitor numbers were 16% above target at 68,000 (exceptional figures as it was our first charged exhibition since 2009). The customer enjoyment rating for this exhibition also exceeded targets by 9%.

Deliver an exciting programme of workshops, activities and resources for teachers and learners around the Library's two major temporary exhibitions

For *Out of this World*, 3,228 students took part in workshops; 79 teachers attended Professional Development events; and 496 participants came to family events. For *Royal Manuscripts*, 1,440 students took part in workshops; 179 teachers attended Professional Development events; and 230 participants came to family events.

Overall, by the end of the year we had 1,286,000 unique visitors to the Learning website against a target of 1,257,000. Individual learners who attended educational sessions increased and reached 18,578 against a target of 17,000.



Top right: *Out of this World* poster.
Right: Gallery shot of *Royal Manuscripts* exhibition, photograph by Tony Antoniou.

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

Develop the Library's strategic partnerships and collaborative arrangements with a range of stakeholders including publishers, aggregators and rights holders, the BBC, the British Film Institute (BFI) and JISC:

Publisher community

Negotiations were completed to exit from the overseas library privilege model and move customers to a non-commercial fee paid model. A contract was agreed with Gale Cengage Learning for the digitisation of selected high value 19th century content. An onsite digitisation facility has been created and is now fully operational.

As part of our value for money and cost reduction exercises, we successfully reduced the subscription costs for our acquisitions and achieved the full anticipated savings. We continue to progress options for access to 20th century materials which has been made possible by the Government Review of Intellectual Property (The Hargreaves Review).

BBC

Our Memorandum of Understanding (MoU) has facilitated a number of broadcasting successes including Melvyn Bragg's *In Our Time: The Written World*; *The Listening Project* and *Illuminations: The Private Lives of Medieval Kings*.

BFI

After signing our MoU this new partnership will look at how the Library and the BFI can meet the challenges of collecting, preserving and providing contemporary and long-term access to their unique collections in the digital age, for the benefit of research and the wider public.

JISC

The Library has continued to build on this strategic partnership, working together on a range of developments in information and digital technology, of particular relevance for the higher education sector. In a year of unprecedented change in UK universities, the partnership has continued to deliver a range of projects that will inform future developments and respond to sector-wide challenges at a time when an integrated digital environment is becoming increasingly important for UK research.

This year we have worked together to complete Researchers of Tomorrow, a joint three-year research project, representing the UK's largest survey in research behaviours of doctoral students, involving 17,000 doctoral students from more than 70 universities. This research has provided new evidence regarding the range of issues affecting research behaviours of doctoral students from their use of the latest technology and tools, to their training needs and uptake of open access publishing channels. We will continue to work with JISC to use this evidence to inform UK policy direction, resource development and provision necessary to ensure that the UK remains at the forefront of international research.

Our partnership work with JISC has also grown through the continuing work of the *Strategic Content Alliance Group*, across different sectors to align vision on the UK's digital content holdings, to encourage good practice, and to co-ordinate resources to ensure better return on public investment. This year the Alliance has grown to include new partners and it now brings together the British Library, JISC, Arts Council England, the BBC, the Heritage Lottery Fund and the Wellcome Library.

Work in partnership with the higher education sector, focusing on: **Development of a new EThOS (Electronic Thesis Online Service) membership funding model to establish the service on a self-sustaining basis.**

EThOS exceeded its target of 75% take-up by institutions. The new model focuses on e-theses, harvesting and linking to institutions' own repositories. However, 8,000 paper theses were still digitised by the Library in response to user requests, indicating that this remains an important part of the EThOS service. The EThOS Board which now oversees implementation of the new model and development of EThOS, met three times to review progress and ensure that the model will deliver a sustainable service in the longer term.

Continued development of the UK Research Reserve (UKRR) – a collaborative distributed national research collection of low-use print research journals.

De-duplication of low-use print research journals remains a high priority for UK higher education institutions. During 2011/12 we continued to collaborate with UK universities and the Higher Education Funding Council for England (HEFCE) through a well-established partnership model for the UKRR. UKRR has the ambitious target to release 100 kilometres of shelf space during Phase Two of the project (2009–2014). The service operates on six-month cycles and in one cycle this year, the team processed 6,592 titles which occupy 7,804 metres of shelf space. This work translates in immediate and tangible benefits for the participating universities, helping to improve the use of library space and thus the quality of service offered to students, as well as to achieve increased efficiency and reduce costs.

Delivering our strategic priorities

Implement the Library's international engagement strategy, focusing on:

Implementation of the strategy with India

The Library was part of the Ministerial visit to India (New Delhi) where significant contacts were made. A panel exhibition on the contribution of South Asians to Britain toured India, in conjunction with the Open University, the British Council, and the Arts and Humanities Research Council (AHRC). A report on the work of the Library in South Asia since the signing of the Memorandum of Understanding with the Indian Ministry of Culture in June 2009 was completed in Spring 2012.

Developing further the strategy with China.

A senior delegation from the National Library of China visited the Library in October. The delegation wanted to learn more about the Library's collection of ancient Chinese books and its techniques of preserving them, and about the Library's offsite collection storage facilities.

Completing the scoping study for partnership project with the Qatar Foundation

Library staff made a successful presentation to Her Highness Sheikha Mozah in Doha, to demonstrate the type of online resource that could be developed. Final negotiations are underway for an overarching framework agreement for a long-term programme. The agreement was signed in June 2012.

Additional information

The Chairman of the Egyptian National Library visited the Library with clear ambitions for rebuilding the institution after years of neglect by the previous regime.

Presentations on the International Survey on non-print Legal Deposit were made both at the Conference of Directors of National Libraries (CDNL) and in the main International Federation of Library Associations (IFLA) Conference. Meetings were held with the US, Germany, Singapore, South Korea, China, New Zealand, Australia, Greece and other national libraries during the IFLA Conference.

6. Optimise organisational capacity and capability

Continue to develop an integrated talent development framework
Leadership Development and Leading Change & Transition workshops were delivered during the year to support staff as we adapt to a significant reduction in resources. We undertook a reappraisal of the Organisation Talent Review and proposed changes for 2012/13. We also undertook a skills audit and began implementation of our Digital Skills Strategy to ensure staff have the skills, knowledge and confidence to meet our ambitious vision for 2020 to be a leading hub in the global information network.

Continue to develop and implement the Library's diversity strategy to build a diverse workforce and increase engagement with wider communities

The British Library is committed to supporting, developing and promoting equality and diversity in all of its practices and activities. We aim to establish an inclusive culture, based upon the values of dignity, respect and courtesy at work. Over the year we continued to deliver on our Unified Equality Scheme. We also created Action Plans including implementing transitional processes

to support the move to no retirement age from October 2011 and undertaking national benchmarking with 44 organisations on performance in Race and Culture in workforce and service areas, attaining high level Silver Banding. With useful feedback from our benchmarking and our review of progress in all diversity areas, we developed, and are ready to implement, our new Equality and Diversity Framework and Equality Objectives. Also during the year we ran our Staff Survey to understand what matters most to our staff about working at the Library.

Deliver the Library's cost reduction programme to ensure savings are achieved and income/margins maintained, in line with targets agreed, in order to manage:

- A 15% reduction in resource Grant in Aid by 2014/15
- A halving of our core baseline capital budget over the next four years, 2011/12 to 2014/15 from the previous CSR settlement.

During the year, we delivered aggregate salary reductions by reducing the actual full-time equivalent staff number by just over 10%, from 1,737 to 1,554. Simultaneously we significantly reduced our acquisitions budget by renegotiating with publishers and have made recurrent budget reductions across a broad range of operating budgets, including reducing the value of the Library's Mechanical and Engineering and Cleaning contracts whilst seeking to maintain defined service standards.

Action plan for 2012/13

1. Guarantee access for future generations

Continue working towards arrangements for legal deposit, storage and preservation of born-digital UK publications with the aim of agreeing an e-books legal deposit strategy and test acquisition and ingest processes with volunteer publishers.

Complete the first phase of construction of the Newspaper Storage Building at Boston Spa.

2. Enable access to everyone who wants to do research

Implement our digital scholarship strategy, increasing engagement with new and existing communities, anticipating researcher needs and embracing new opportunities offered by technology.

Develop a Multimedia Research Service increasing the availability of digital sound and moving image content, both online and in our Reading Rooms.

Develop and implement digital initiatives for non-legal deposit content increasing both the range and volume of content, developing the infrastructure required and sustainable processes for ingest and storage and providing our users with improved search results and delivery services.

Commence work with Google to digitise 250,000 out-of-copyright books from our 1700 – 1870 collections.

Continue to implement our Discovery, Access and Delivery programme to improve search, presentation, analysis and delivery of content for researchers.

Through our Customer Management Programme, continue to develop an integrated view of customers, building on our Single Sign-On capabilities.

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

Support the growth of more than 50 companies through our Business & IP Centre's intensive 'Innovating for Growth' programme, creating employment for the London economy.

Continue working with the Social Care Institute for Excellence (SCIE) to provide a single point of access to our social welfare content to more than 500 registered users.

4. Enrich the cultural life of the nation

Deliver an onsite public programme which includes two major temporary exhibitions:

Writing Britain: Wastelands to Wonderlands – examines how our greatest authors have been inspired by the spaces and places of Britain.

Mughal India: Art, Culture and Empire – a major exhibition on the Mughal Empire showcasing the Library's extensive collection of manuscripts, album painting and literature, revealing the dramatic stories behind one of the world's great civilisations.

Deliver a programme of workshops and activities based around the two exhibitions for more than 750 teachers and 17,000 participants.

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

Develop our strategic partnership with Gale Cengage Learning to digitise a selection of 19th Century content and provide access via the Reading Rooms.

Key Performance Indicators

	Target 2011/12	Actual 2011/12	Actual 2010/11	Actual 2009/10
Quality				
Reading Room user satisfaction: percentage of Readers rating the services and facilities they used as either 'very satisfied' or 'quite satisfied'	92%	92%	92%	94%
Exhibition visitor enjoyment rating: percentage of visitors rating the enjoyment of their visit as either 'excellent' or 'good'	90%	98%	98%	96%
UK remote user satisfaction: percentage of users who are 'totally satisfied' with the Document Supply service	87%	90%	90%	89%
Web usage satisfaction: percentage of website users rating www.bl.uk as 'excellent', 'very good' or 'good' ¹	90%	85%	88%	92%
Throughput				
Number of visitors to the Library's Learning website ²	1,257,500	1,285,948	1,262,477	1,238,811
Number of learners attending educational sessions ³	17,000	18,578	29,992	19,779
Number of visitors to the Library's onsite and virtual public access facilities ⁴	2,170,000	2,286,256	2,482,012	1,885,853
Number of items supplied/consulted remotely and onsite ⁵	9,942,500	11,007,710	10,296,845	10,870,262
Number of visits to Reading Rooms ⁶	527,300	511,044	519,788	527,341
Number of items received ⁷	865,000	828,751	874,393	916,509
Percentage of UK legal deposit material acquired ⁸	90%	98%	84%	88%
Percentage of material delivered electronically ⁹	75%	80%	78%	71%

- 1 A new long-term web strategy has identified the need for significant redevelopment of the Library's website. This was reflected in the decline in user satisfaction during 2010/11. Work is commencing on the major changes required. A new home page was implemented in July 2011 to improve the user experience in the interim. This led to improved user satisfaction figures in the next two quarters. In January 2012 the Integrated Catalogue, the Library's long standing online catalogue, was replaced with Explore the British Library, an expanded and more up-to-date service. Reactions from users familiar with the Integrated Catalogue was mixed, leading to a decline in user satisfaction in the final quarter of 2011/12. Enhancements are being made to Explore the British Library in response to user feedback. A further review of the Library's search engine will take place during the longer term Web Redevelopment Project.
- 2 The Learning website at www.bl.uk/learning provides educational resources, primary source material and interactive activities to support teaching and learning in secondary English, History, Media Studies, Citizenship and Religious Education.
- 3 Our onsite educational sessions include student workshops for all ages, projects, teacher conferences, and community and family activities. Participants in our Regional programme (i.e. our work with public libraries across the UK) are not included, nor are visitors to touring exhibitions. The high number of learners attending educational sessions in 2010/11 was due to the extraordinary popularity of the school workshops associated with the *Evolving English* exhibition.
- 4 The high number of onsite visitors in 2010/11 was due to the huge success of the *Magnificent Maps* and *Evolving English* exhibitions.
- 5 Items supplied/consulted includes access to the collections through our Reading Rooms, Remote Document Supply services and access to digitised images on our website. In line with the British Library strategy to provide more access to its digital collections, items consulted on the Library's website increased by 16% during 2011/12 whilst items accessed through the Reading Rooms increased by 2%. Documents accessed remotely through the Document Supply service continued to decline and were also impacted by embargos within storage areas and changes to copyright application in Europe.
- 6 Over recent years the Library has experienced a long term upward trend in Reader visits which has resulted in Reading Room capacity becoming stretched during busy periods. As a consequence efforts have been made to help manage this situation through an improved registration process allied to a range of external messaging and closer links with London higher education institutions. The small decline in Reader visits in 2011/12 is therefore a reflection of these measures.
- 7 The number of items received is lower than in previous years for a number of reasons. These include a higher than anticipated speed of migration of legal deposit serials and newspapers from print (where we are entitled to receive content) to digital formats (where we currently have no entitlement), a reduction in intake as a result of subscription cancellations, fewer backfiles being taken under voluntary deposit arrangements for digital content and the legislative timescales relating to the deposit of digital content having slipped significantly.
- 8 The percentage of UK legal deposit material acquired now excludes US Distributors. This more accurately reflects the proportion of UK published material received, where we know there is an instance of publication and where the items are not subject to any British Library exclusion policy.
- 9 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).

Percentage
of material
delivered
electronically
80%

Number of
items supplied
and consulted
11,007,710

	Target 2011/12	Actual 2011/12	Actual 2010/11	Actual 2009/10
Throughput				
Exhibition loans to other institutions ¹⁰	40	40	36	57
Items acquired ¹¹				
Monographs	181,600	190,448	193,148	233,087
Serial titles ¹²	–	79,557	89,578	93,406
Newspaper issues	135,000	138,235	136,631	150,631
Patent specifications ^{12,13}	–	1,588,921	2,656,695	3,232,627
Other special materials	9,400	6,092	6,254	7,376
Electronic	58,000	42,321	41,420	37,784
Cataloguing backlogs ¹²	–	826,302	844,507	866,047
Catalogue records created ^{12,14}	–	322,966	354,058	478,951
Digital images created ^{12,15}	–	1,962,568	579,447	412,779
Efficiency				
Document supply and monograph lending fulfilment rate	70%	71%	75%	82%
Percentage of material held onsite delivered in St Pancras Reading				
Rooms within 70 minutes	93%	94%	96%	96%
Average sick leave in working days per staff member	7.5	7.39	6.80	6.38

¹⁰ Loans to individual institutions, not numbers of items lent.

¹¹ Figures reflect acquisition by purchase, exchange and legal deposit.

¹² No overall target was set for 2011/12.

¹³ Patent specifications are lower in 2011/12 due to a number of countries who now submit patent specifications via the web only.

¹⁴ Additional funding was provided in 2009/10 to boost the number of catalogue records created.

¹⁵ The increase in 2011/12 is mainly due to the British Newspaper Archive project with brightsolid which is now in full production.

Statistics

WEBSITE USAGE

	2011/12	2010/11
Use of www.bl.uk		
Unique hosts served ¹	7,073,470	6,355,368
Successful requests for pages (page hits) ²	85,529,464	83,815,342

SERVICE IN THE READING ROOMS

	Reader desks	Other provision ¹
Seats available for users at 31 March 2012		
Humanities Floor 1 and 2 Reading Rooms	448	67
Rare Books & Music Reading Room	293	76
Maps Reading Room	49	22
Asian & African Studies Reading Room (formerly known as Oriental and India Office Reading Room)	83	50
Manuscripts Reading Room	72	28
Philatelic Collections	1	0
Science Reading Rooms	129	60
Business & IP Centre	145	62
Social Sciences Reading Room	59	25
Newspapers (Colindale)	75	78
Boston Spa Reading Room	84	14
Total	1,438	482

BIBLIOGRAPHIC SERVICES

	2011/12	2010/11
Records in British Library catalogues and databases at 31 March 2012		
Explore the British Library ^{1,2}	13,358,541	13,140,982
Archives and manuscripts ²	1,869,951	1,852,513
Asia, Pacific and Africa Collections – Japanese and Chinese ^{2,3}	71,272	70,093
Allied and Complementary Medicine (AMED)	262,400	251,039
British National Bibliography (BNB)	3,201,792	3,064,637
Sound & Moving Image Catalogue ^{2,4}	3,263,991	3,216,580
English Short Title Catalogue (ESTC) ²	480,529	479,234
Incunable Short Title Catalogue (ISTC) ²	30,300	30,184
Electronic table of contents ^{2,5}	42,014,745	40,047,972
International Standard Serial Numbers (ISSN) UK Centre	422,839	418,342
Newspapers ²	59,270	59,047
Register of Preservation Surrogates	221,563	220,385
Total	65,257,193	62,851,008

Website Usage

- 1 The unique number of browsers accessing the site as defined by comScore, the Library's website analytics package, (excluding staff users).
- 2 The total number of pages accessed from the website (excluding staff usage).

Service in the Reading Rooms

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

Bibliographic Services

- 1 The British Library Integrated Catalogue has now been replaced by Explore the British Library.
- 2 Available from the Library's website.
- 3 All other Asia, Pacific and Africa Collection material, except for Japanese and Chinese material, is included in Explore the British Library.
- 4 This was previously referred to as the Sound Archive Catalogue.
- 5 A database listing articles and conference papers by title, derived from the top 28,000 research journals. The database is available through British Library Direct and to higher education through zetoc.mimas.ac.uk

The British Library Integrated Catalogue has now been replaced by Explore the British Library

COLLECTION DEVELOPMENT

	2011/12	2010/11
Collection Holdings at 31 March 2012		
Monographs ¹	14,333,167	14,118,401
Serial titles (all) ²	872,787	874,228
Manuscripts (single and volumes)	357,986	355,767
India Office records ³	413,497	413,147
Philatelic items	8,273,558	8,268,432
Cartographic items	4,570,018	4,564,212
Music scores	1,614,063	1,611,424
Sound discs	1,503,465	1,487,869
Sound tape items	253,845	253,725
Digital Audio Files	48,185	46,512
Videos	36,755	36,699
Digital Video Files	4,560	3,783
Prints and drawings	33,185	33,173
Photographs	309,784	302,284
Patent specifications	66,352,307	64,763,386
Reports in microform	10,407,313	10,376,410
Theses ⁴	223,953	213,515
Total	109,608,428	107,722,967
ITEMS RECEIVED ON LEGAL DEPOSIT		
	2011/12	2010/11
Monographs	124,146	121,951
Serial issues	262,992	232,856
Maps and atlases	1,652	1,774
Music scores	1,531	1,790
Newspaper issues	127,233	124,749
Playscripts	274	353
Total	517,828	483,473
Serial titles received	36,256	36,668
Claims for items not automatically deposited	240,520	246,635
STORAGE		
Kilometres of shelving and percentage occupied	2011/12	2010/11
Working capacity: linear km ¹	798	798
Extent of collection: linear km	677.5	668.0
Percentage occupied	85%	84%
PRESERVATION		
	2011/12	2010/11
Preservation funding	000	000
Grant in Aid ¹	4,216	5,332
Donations/external funds	415	321
Sales income ²	–	220
Total	4,631	5,873
Items preserved³		
Conservation and/or rebinding, new binding and minor repairs	39,429	36,873
Boxing/other work	12,817	14,614
Preservation microfilming ^{4,5}	921	3,306
Total	53,167	54,793
Preservation microfilming⁶		
Newspapers: frames of film ⁵	–	3,711,149
Books, periodicals, record volumes, manuscripts: frames of film	726,660	265,567
Total	726,660	3,976,716
Digitisation⁷		
Books, periodicals, maps, manuscripts etc. :shots	23,765	–
Total	23,765	–

Collection Development

- The figure for monographs is based on the number of records in the relevant catalogues. This figure includes an estimate of items covered by card catalogues.
- The figure for serials titles is based on the number of records in the relevant catalogues. Changes of title are therefore counted as separate titles. This figure includes an estimate of items covered by card catalogues.
- The archives of the India Office (1858–1947) and its predecessors, including the East India Company (1600–1858). The 2010/11 figure has been restated to correct an overstatement of India Office maps in the previous year.
- Theses are now created, stored and supplied electronically on Electronic Theses Online System (EThOS).

Storage

- Working capacity represents the linear length of the solid stock, plus the associated growth spaces without which the collection could not be used and added to effectively.

Preservation

- The decrease in 2011/12 reflects the impact of the British Library's response to Government cuts in its Grant in Aid funding.
- The sales income in 2010/11 related to income from the Parliamentary Archives, with a contribution from the House of Lords Library. This contract ended in March 2011 and the staff transferred under TUPE on 1 April 2011 to the House of Lords.
- Fluctuations in figures are due to the normal variations which occur annually when treating a wide range of non-standard items with variable resources and priorities.
- This figure is the approximate number of volumes equivalent to the frames shown under the heading 'preservation microfilming'.
- The decrease from the previous year is due to a policy decision on the future of microfilming programmes including the decision to close the microfilming unit at Colindale during 2010/11.
- One frame equates to one camera exposure. These generally represent either a single or double page of a monograph 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.
- Digitisation is a new activity with records now captured from 2011/12. This activity reflects the Library's strategy to move from microfilming to digitisation processes as a source of archived surrogates and to enable more digital access.

Governance and leadership

Directorate Structure



Richard Boulderstone
Director, e-Strategy and Information Systems

Architecture and Development
Applications Development
Architecture
Service Support

Digital Library Technology
Digital Preservation
Datasets

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

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

**STM (Science, Technology
and Medicine)**
Content and Collections
Relationships Team
Products and Services Development
UK PubMed Central



Steve Morris
Director, Finance and Corporate Services

Financial Operations
Financial Accounting
Invoice Processing
Payroll
Financial Systems Development
Internal Audit
Compliance

Management Accounting
Central Management Accounts
Directorate Finance Managers
Corporate Performance and Delivery

Strategy and Planning
Corporate Information Governance
Corporate Strategy

Corporate Procurement
Tendering and Purchasing
Contract Management
Legal and Contract Services

Estates
Engineering and Construction
Facilities and Property

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



Mary Canavan
Director, Human Resources

Integrated Risk Management
Risk Strategy
Business Continuity
Emergency Planning
Health and Safety
Library Security

Organisation Development (OD)
OD Strategy
Learning and Development
Talent and Career Development
Recruitment Strategy
Employer Brand
Staff Engagement
Wellbeing
Corporate Social Responsibility

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



Caroline Brazier

Director, Scholarship and Collections

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

Collection Care
Conservation
Preventive Conservation
Conservation Research
Preservation Advisory Centre (PAC)

Content Strategy, Research and Operations
Content Strategy and Collections Policy
Legal Deposit
Research Strategy
Cultural Property Management
Business Planning and Business Support
Training, Development and Continuous Improvement
Digital Content Ingest/Discovery
Access and Delivery Programme

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

Social Sciences
Services and Content Development
Society and Politics
Business, Economy and Welfare
Digital Social Research and Datasets
American and Australasian Studies
Eccles Centre for American Studies

Frances Brindle

Director, Strategic Marketing and Communications

Business and Research Audiences
Higher Education
Business Marketing
Creative Industries

Commercial Services
Shop and Publishing
E-Commerce
Commercial Sales and Licensing

Communications
Corporate Communications
Internal Communications
Press and Public Affairs

Development
Fundraising

Digital and Marketing Operations
Web Services
Audience Development and Brand
Membership Marketing and Customer Relationship Management (CRM)
Events

Public Engagement and Learning
Exhibitions
Learning
Public Marketing and Events
Multimedia Production

Phil Spence

*Acting Deputy CEO from 1 March 2012
Director, Operations and Services*

Document Delivery and Customer Services (Boston Spa)
Global Document Supply Service
Library wide Customer Services

Collection Acquisition and Description (London and Boston Spa)
Collection Processing
Content Development
Implementation
Metadata Services
Resource Discovery Operations
Digital Ingest Management and Operations
UK Research Reserve Services Management
Electronic Content Relationship Management

Reader and Reference Services (London)
Reader and Visitor Services
Reference Services
Research and Business Development
Imaging Services
Newspaper Operations

Implementation of the British Library Newspaper Modernisation Programme

Implementation of Non-Print Legal Deposit Regulations

Oversight of the Library's partnership with the Qatar Foundation

Grants and donations

Below is an outline of some of the initiatives that have been made possible this year thanks to the generosity of our donors and supporters.

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

Despite the current gloomy economic environment, the number of philanthropic donors has grown this year, for which we are truly grateful. This is reflective both of their generosity and also the clear value of the work they are supporting.

Acquisition of the St Cuthbert Gospel

The biggest fundraising campaign ever undertaken by the Library reached its successful conclusion at the end of March, thanks to the individuals and charitable trusts who generously enabled us to bring this remarkable 7th century manuscript into public ownership. Donors from across the world responded to an appeal led by eminent broadcaster, Melvyn Bragg, who featured the Gospel in his radio series *In Our Time: The Written World*.

Royal Manuscripts: The Genius of Illumination

Thanks to the generosity of the Pigott family, this winter exhibition was a dazzling highlight of the year, bringing together for the first time 154 beautifully illuminated manuscripts from the Royal collection. We were honoured to welcome Her Majesty The Queen and His Royal Highness The Duke of Edinburgh, who opened the exhibition and met many of the Library's major donors and friends.

Although the majority of the items on show came from our own collections, we were fortunate to have a small number of objects on loan to us. One of these was a magnificent tapestry from the Burrell Collection which had been expertly conserved thanks to a generous gift from the Helen Hamlyn Foundation. The exhibition also received support from the late Melvin R Seiden, the D'Oyly Carte Charitable Trust and an anonymous donor. Together, they enabled us to present one of the most successful exhibitions in the Library's history.

Young people curating the British Library

A generous grant from the Paul Hamlyn Foundation has enabled us to partner with four regional public libraries and a London-based community arts group for an exciting new youth engagement project, designed to engender a greater appreciation of libraries and local collections, of curatorial practice, and increased knowledge and awareness of how to programme and run events.

Between 2012 and 2014, groups of ten 16–24 year olds at each venue will work alongside local writers, visual artists and creative experts to produce new work (such as photography, paintings and drawings, videos and creative writing) linked to the key themes of *Writing Britain: Wastelands to Wonderlands*, the Library's summer exhibition and its object list. They will also work alongside staff in the venues to co-curate a display based on the themes and containing their new work, alongside items from local collections and possibly loans from the British Library. The group at the British Library will plan and market an event aimed at their peers. The longer-term aim is to develop a continuing relationship that brings a youth voice and direction into the planning and programming of major exhibitions and events.

Iran Heritage Foundation Persian Manuscripts Project

Partnership funding from the Iran Heritage Foundation and the Bahari Foundation has enabled the Library to begin a project to enhance access to, and raise the profile of, its Persian manuscripts. The collection is one of the largest and most significant collections in the world, featuring many rare texts and some of the most famous miniature paintings of the Persian and Mughal schools. Over three years, we will catalogue the collection to modern standards, and digitise 50 key manuscripts in full. We will convene a group of experts representing institutions in the UK with significant Persian collections or leading scholarship in this area, with the aim of sharing learning and to collaborate strategically on activities to enhance the accessibility, use and awareness of these collections.

Europeana 1914 18

To mark the centenary of the outbreak of the Great War 1914–18, in 2014, a consortium of ten European national libraries from eight countries are collaborating to make an unparalleled collection of more than 400,000 rare items relating to the First World War freely available to the public for the first time through the *Europeana* online portal. Funded by the EU, this project will bring together rare and unique material from across Europe from countries on either side of the conflict, reflecting the first hand experiences of the different ethnic, linguistic, political, social and religious communities as well as those opposed to the war. This digital resource will be supported by high-quality learning activities, developed

and led by the British Library, and aimed at young people in formal education and at life-long learners.

A comprehensive dissemination programme will also ensure that people are made aware of, and are encouraged to access, this unique resource.

www.europeana.eu

Folio Society Gallery

The Folio Society has renewed its support for the British Library with sponsorship of the space on the Entrance Hall mezzanine, known as The Folio Society Gallery, for a further two years. The partnership will be re-launched in the Autumn of 2012 with the opening of an exhibition on The Beats poets.

The gallery will host three exhibitions a year. After discussion with The Folio Society, topics for the 2013 exhibition programme include Crime Fiction and the marking of the centenary of the birth of composer Benjamin Britten. Also under discussion is a presentation on Children's Illustration to coincide with the appointment of the next children's laureate and the release of a Folio Society special edition of Rudyard Kipling's *Just So Stories*.

BL Labs Digital Scholarship Initiative

The Library is to undertake a major new two-year project, funded by the Andrew W Mellon Foundation, to change the way we provide access to our digital collections. Starting later in 2012, the two-year project will move the Library towards a new licence framework for digital materials and open up access to content in a way that allows researchers to analyse collections in their entirety. The creation of BL Labs will permit scholars to work intensively with the Library's digital collections, curators and IT staff to select and create new tools and to shape services that enable new forms of digital scholarship. The project will afford the Library an opportunity to gain a deeper understanding of researchers' needs, and to overcome some of the challenges and obstacles.

Patrons

This year saw a record number of new Patrons join the group, which provides much-needed funding for many projects across the Library. This year, our Patrons enabled us to present *Out of This World: Science Fiction but not as you know it*, an exploration of alternative ideas about science, politics, society, the future and the nature of reality itself. We welcomed a record number of Patrons for our events throughout the year, including a fascinating 'show and tell' celebrating the public and private lives of Horatio Nelson, where Patrons were able to examine the scandalous love letters he exchanged with Emma Hamilton, together with key documents from Nelson's remarkable naval career.

Grants and donations

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

Partners

Indian Ministry of Culture
Qatar Foundation

Donors and Supporters

The American Trust
for the British Library
Anonymous donor given through
Durham Cathedral
The Arcadia Fund
The Art Fund
The Arts & Humanities Research
Council
Arts Council England
The Bahari Foundation
The BAND Trust
Joanna and Graham Barker
The British Academy
The British Council
BP Plc
Paul Chrzanowski
Catherine Cookson Charitable Trust
The John S Cohen Foundation
Steve and Lindsey Cottam
The CPF Trust
Dr Naim E Dangoor, The Exilarch's
Foundation
The Gladys Kriebel Delmas
Foundation
The D'Oyly Carte Charitable Trust
The Dorset Foundation
S.F.I.A. Educational Trust
The Esmée Fairbairn Foundation
European Community
The Foyle Foundation
The Friends of the British Library
Friends of Durham Cathedral
The Friends of the National Libraries
J Paul Getty Jnr Charitable Trust
Graham Guest
The Helen Hamlyn Trust
Paul Hamlyn Foundation
Professor Deborah Harkness
The Headley Trust
The Institute of Education
Intellectual Property Office
The International Research Institute
of Advanced Buddhology at Soka
University, Japan
Iran Heritage Foundation

The Kirby Laing Foundation
Research Institute of Korean Studies,
Korea University
The Leverhulme Trust
London Development Agency
Mark and Liza Loveday
The Michael Marks Charitable Trust
The Andrew W Mellon Foundation
The National Heritage Memorial Fund
Stavros Niarchos Foundation
Dr Claude I Palmer
Mark Pigott OBE
The Pilgrim Trust
The PF Charitable Trust
Rangoonwala Foundation
Paul and Jill Ruddock
The Dr Mortimer and Theresa
Sackler Foundation
Cynthia Lovelace Sears
International Partners Charity Fund
in memory of Melvin R Seiden
Sir Siegmund Warburg's Voluntary
Settlement
The Sino-British Fellowship Trust
John Wates Charitable Trust
Garfield Weston Foundation
Stephen and Chantry Westwell
The World Collections Programme

British Library Patrons

– Austen Patrons

David and Kate Barclay
Judith Bollinger
Dr Naim E Dangoor, The Exilarch's
Foundation
The Clore Duffield Foundation
The Hon Simon Eccles
Lord and Lady Egremont
Mercedes and Michael Hoffman
Michael G Katakis and
Dr Kris L Hardin
Clive Richards OBE DL
The Salomon Oppenheimer
Philanthropic Foundation
Stephen and Chantry Westwell
– **Woolf Patrons**
Jonathan and Shani Abrahams
The Andor Charitable Trust
William Arah
Sir David Arculus, Chair Advisory Board
Mr Edgar Astaire
Sirdar Aly Aziz
The Nicholas Bacon Charitable Trust
The BAND Trust

Mrs S Brada
Dame Lynne J Brindley
The Lord Browne of Madingley
David Buckley
Alison Carnwath and Peter Thomson
Lord Charles Cecil
Lillian and Lincoln Chin
The John S Cohen Foundation
Mr Gordon Dawes
Michael and Bell Diamond
Sarah and Louis Elson
Sam Fogg
Helena Frost
Jacqueline and Jonathan Gestetner
Lady Hamlyn
Mr and Mrs Edward Harley
Bill and Britt-Marie Harris
Derek Hendriksen
Dr R C and Mrs H Herron
Stephen and Felice Hodges
The Inchcape Foundation
H J Jackson
Terence Jagger
Lesley and Brian Knox
L Lane Fox
Mark and Liza Loveday
Kate McLuskie
Joanna and Nigel Newton
Michael Palin CBE
Dr Jean R Perrette
Brian Pomeroy CBE and
Dr Hilary Pomeroy
Theresa Sackler
Christopher Saul
Henri Schiller
Ms Louisa Service OBE
Philip ten Bosch and Catharina de Haas
Mr and Mrs Michael Wilson
William Zachs
Dr Allen Zimble
– **Wilde Patrons**
Shirley Nzeh

Adopt a Book Benefactors

Lara Atkin
Binnie Mobsby
In loving memory of
David Anthony Parker
Annie Robson
Isabel and John T Rutherford
And many others.

Corporate Sponsors

Atkins

Barclays
The Folio Society
RBS Nat West

Legacies

Dr Edward Pennington Abson
Dr Dione Rose Clementi
Dr Henry D Ginsburg
In memory of Miss Margaret
Elizabeth Heald Jenkins
David and Mary Medd
Dr Joyce I Skinner
James W Stone

Patrons and Benefactors of National Life Stories

The Arcadia Fund
Arts Council England
The Baring Archive
Bob Boas
Charlotte Bonham-Carter
Charitable Trust
Booker Prize Foundation
Lawrence Christensen
Dixon Jones Limited
Heathside Charitable Trust
Matthew Hodder Charitable Trust
Andrew McIntosh Patrick
The PF Charitable Trust
Thomson Reuters
Ludmila and Hodson Thornber
The Worshipful Company of
Armourers and Brasiers
Yale Center for British Art

American Trust for the British Library

Chairman's Council
Mrs George B Adams
Mrs Charlotte P Armstrong
Ms Katherine Ashton and Mr Brian
D Young
Mrs Caroline Bacon
Mr Roger S Baskes
Mr R Dyke Benjamin
The Hon Simon Eccles
Ms Emily H Fine
Mr William B Ginsberg
Mrs Catherine Morrison Golden
Ms Sibyl R Golden
Mr Michael G Katakis and
Dr Kris L Hardin
Mr Lansing Lamont
Mr Jon A Lindseth
Mr R David Parsons
Mr Howard Phipps Jr
Mr David N Redden
Mrs Ruth E Robinson
Mr James B Sitrick

Mr Stephen Stamas
Mrs Lisa von Clemm
Mr William J Zachs
Ms Christine Zuromskis

President's Circle

Mr Stanley Stillman

Benefactor

Mr and Mrs Robert Ashton
Mrs Elizabeth A R Brown
Ms Eileen M Curran
Ms Davida Deutsch
Mr Richard M Edelman
Mrs Roxanne Levy
Mr and Mrs Daniel Rose
Mrs Jane Gregory Rubin
Mr Brian Wruble

Patron

Mr Ronald R Atkins
Mr Samuel Butler
Mr Richard Button
Mr and Mrs George Cooney
Mr and Mrs Daniel Cowin
Ms Priscilla Cunningham
Dr and Mrs Paul Cushman Jr
Mr and Mrs Daniel Davison
Mr and Mrs Peter Dunn
Mr Richard M Edelman and
Ms Anne C Holbach
Ms Florence Fearington
Ms Nancy B Fessenden
Mr and Mrs Michael E Gellert
Mr Edmond Gong
Mr Robert D Graff
Mr William Griswold
Mr and Mrs Gurnee Hart
Mr Peter N Heydon
Ms Cheryl Hurley
Mr and Mrs Madison Jones
Mr Alistair Kirkpatrick
Mr Anthony Knerr
Ms Gillian Lindt
Mr William Matteson
Mr and Mrs Lester S Morse Jr
Mr Andre Newburg and
Ms Susan Baring
Mr James W Needham
Mr William S Phelan Jr
Mr Andrew Quale Jr
Mr David Alan Richards
Ms Phyllis Rose
Dr Caroline Rubinstein and
Mr Phillip Winegar
Mr Joseph W Rumbough
Mr and Mrs Stanley D Scott
Mrs Tessa Smith
Mr David Solo

Mrs Szilvia Szmuk-Tanenbaum
Mr Winston Tabb
Mr and Mrs Humphrey Taylor
Mr J Thomas Touchton
Mrs Sue Ann Weinberg
Mr and Mrs George H White III

Bequests

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

Foundations and Matching Gifts

Baskes Family Foundation
The Bay and Paul Foundations
Caritas Foundation of Western
Kansas
The Edelman Foundation
The ExxonMobil Foundation
The Harry Frank Guggenheim
Foundation
The John A Hartford Foundation
Hunter Museum of American Art
The Johnson-Stillman Family
Foundation
David L Klein Jr Foundation
The Gladys Kriebel Delmas
Foundation
The Greater Kanawha Valley
Foundation
The Morse Family Foundation
The Mosaic Foundation
The Samuel Kress Foundation
Peck Stacpoole Foundation
The Elizabeth and Stanley D Scott
Foundation Inc

The Friends of the British Library

Friends Council
The Lord Hameed of Hampstead
CBE DL
Dr Christopher Wright
Graham Allatt FCA
Jean-Anne Ashton
Peter Barber
Peter Beal
Dr Ruth Coman
Nina Evans
Frances Hawkins
Stephanie Kenna
Ed King
Robert Kirton
Michael Leapman
Kate McLuskie
David Shaw
Paul Stevenson
And others who wish to remain
anonymous

British Library Annual Accounts 2011/12

Financial Review	42
Sustainability Report	46
Remuneration Report	48
Board and Accounting Officer's Responsibilities	51
Governance Statement 2011/12	52
Risk Assessment 2011/12	56
The Certificate and Report of the Comptroller and Auditor General to the Houses of Parliament and the Scottish Parliament	60
Statement of Financial Activities	61
Balance Sheet	62
Cash Flow Statement	63
Notes to the Accounts	64

Financial Review

Constitution

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

Objectives

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

Board membership

Details of Board members who served between 1 April 2011 and 31 March 2012 are as published in the Annual Report.

Accounting conventions

The basis on which the Accounts have been prepared is stated on page 64 at note 1a.

Financial results

In relation to Section 5(3) of the Act, the Board shall keep proper accounts and other records and shall prepare in respect of each financial year statements of account to be submitted to the Secretary of State and shall be transferred by him to the Comptroller and Auditor General (C&AG), who shall examine and certify the statements and lay copies thereof, together with his report, before each House of Parliament.

The Accounts provide a Statement of the Financial Activities (SOFA) of the British Library during the year ended 31 March 2012. 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 61. 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 2011/12 was £140.1m (£137.9m 2010/11), of which £101.9m (73%) was Grant in Aid (GIA) from the Department for Culture, Media and Sport. £87m (£96.4m 2010/11) of this was revenue Grant in Aid, with the balance of £14.9m (£9.4m 2010/11) for capital programmes.

Income from the provision of services from unrestricted funds was down to £16.7m from the previous year (£18.5m), and restricted funds down from £1.4m to £0.9m. Voluntary Income fell to £6.7m (£11.8m 2010/11) but investment income rose slightly to £0.5m (£0.4m 2010/11) in continuing difficult market conditions. Document Supply income continued to be the Library's principal source of commercial revenue, despite ongoing market pressures exacerbated by the downturn in the economy, changes in overseas licensing rules and the impact on delivery resulting from the need to place parts of the Document Supply collection out of use during asbestos remediation works.

There was an increase in resources expended under the Charitable Activity 'Guarantee access for future generations' from £105.9m in 2010/11 to £116.6m in 2011/12 as a result of significant expenditure under the asbestos remediation programme (£9.7m). The reduction in resources expended under the 'Lead and collaboration in growing the world's knowledge base' Charitable Activity from £13.3m to £10.7m was largely due to the completion of the transfer of collection items from St Pancras to the Additional Storage Building at Boston Spa, which had accounted for £1.6m in 2010/11.

The Library's continued focus on efficiency has contributed to the delivery of the significant financial savings required in order to match reductions in Government funding in this and future financial years. The Library budgeted to make savings of £10.5m, with the biggest savings made through reductions in acquisitions and salary spend (the latter delivered through a substantial headcount reduction facilitated by a voluntary exit programme). The budgeted savings were delivered in full, and additional in-year savings were redirected to priority areas of spending including the asbestos remediation programme.

The Government's revised spending controls, which had been co-ordinated and driven by the Efficiency and Reform Group (ERG) in Cabinet Office, were announced in March 2011. This, combined with the impact of HM Treasury Clear Line of Sight Project, resulted in even tighter control on expenditure as well as increased reporting for the Library. The combination of reducing resources and increased reporting continues to present significant challenges.

Discoveries of low levels of asbestos contamination made in areas of the Colindale and (in particular) Boston Spa sites required the Library to undertake urgently a substantial programme of remediation work in full compliance with Health and Safety regulations. Due to the scale and complexity of the Boston Spa works, a formal governance programme was established to oversee these works.

After initially awarding the work in stages, in line with available funding, the Library was able to identify the resources necessary to fund the balance of the programme fully in March 2012. As a consequence, all works will be complete by Autumn 2012.

In July 2011 work began on the construction of the Library's new Newspaper Storage Building at Boston Spa. Despite initial delays caused by the previously unidentified need for ground remediation works, good progress on the construction has been made, with the main building construction scheduled to complete in November 2012 prior to the commencement of the automation programme. The building is scheduled to come into full operation in late 2014.

The total number of visits to the Library exceeded targets by an impressive 48% with 669,916 visits against a target of 450,000.

Out of this World: Science Fiction but not as you know it was the Library's first exhibition to explore science fiction through literature, film, illustration and sound, and an impressive 114,878 people attended, exceeding target by 14%. The *Out of this World* website had 58,552 visitors.

Royal Manuscripts: The Genius of Illumination was opened by Her Majesty The Queen in November 2011. It marked the start of the Library's policy to charge admission, with visitors paying £9. The visitor numbers exceeded the target of 60,000 by 16% with the final total reaching 69,802. The *Royal Manuscripts* website was viewed by 88,392 visitors. An accompanying curator's blog on Digitised Manuscripts received 68,257 page views,

averaging at just under 4,000 views per week. Seven Facebook albums were created as a virtual exhibition. These received 2,918 'likes' and 198 'shares'. We also added 45,000 followers to our Twitter account during the exhibition.

Reading Room average occupancy was at 77%. The Reading Room usage was 511,044 against a target of 527,300.

Revenue expenditure on acquisitions for the collections was £15.1m (£16.5m 2010/11), and Capital expenditure was £1.3m (£10.0m 2010/11).

There was a net decrease in the movement of funds after revaluation in the year of £1.4m, of which £3.7m was due to a decrease in the unrestricted funds and an increase of £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 73% 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 non-restricted 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 the quarterly financial monitoring process. The Reserves Policy, and the financial provision to be made within it, are reviewed annually by the British Library Board within the context of the financial and business planning environments and taking account of assessed levels of risk.

The target level of reserves will be maintained in a range of between 2% and 10% of annual non-restricted fund expenditure. General Reserves at 31 March 2012 were £22.1m. This includes £10.6m from the prior year adjustment in 2010/11 and

leaves cash reserves of £11.5m which is 8% of the year's non-restricted expenditure and within the Library's target level

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 2012, 86% of invoices were paid within 30 days (90% 2010/11).

Bankers, External Auditors, Solicitors and Investment Managers

The following organisations were the Library's principal suppliers of professional financial, legal and investment services during 2011/12:

Lloyds Bank plc
39 Threadneedle Street
London EC2R 8AU

Treasury Solicitor
1 Kemble Street
London WC2B 4TS

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

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

Investments

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

The impact of the sub-prime mortgage crisis and the onset of UK recession had reduced fund values to £7.6m in 2009 by 20%. The 2011/12 Trustees' Report indicated a steady increase in fund values by 7% in the December 2011 quarter and a further 4.4% in the final quarter to March 2012, netting to 3.6% over the year, and totalling £11.6m.

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

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

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

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

Equality and diversity

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

The Library aims to have a diverse workforce, possessing a complex blend of knowledge and skills in managerial, technical, scholarly and specialist disciplines, where individual contributions are valued. The Library's Employment Policies, such as those for recruitment and selection, training, pay, performance management, career development and promotion are in line with diversity policy and with expectations and requirements for fair treatment and equality in the workplace. The Library also has a policy and process for Equality Impact Assessment and has a Framework for delivering Equality and Diversity strategy with expectations for Equality Information, and Equality Objectives to progress in

line with Library Strategy and with the requirements of the Equality Act 2010 and Public Sector Duty.

Staff sickness data

The absence average for the British Library for the 12-month period ending 31 March 2012 is 7.39 days (6.8 days in 2010/11). This figure is calculated using the number of week days lost over headcount and is based on absence data for all active staff but excluding unpaid absence and maternity leave.

Pensions

Staff of the British Library are entitled to join one of the Principal Civil Service Pension Schemes (or Nuvos scheme for those joining after 30 July 2007) or a partnership pension account (for those joining post 1 October 2002). Full details of pensions and contributions are given in note 7a on page 68.

Environmental matters

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

Data protection

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

There are no Data Protection incidents to report for 2011/12, and the Library will continue to monitor and assess its information risks in order to identify and to address any weaknesses and to ensure continuous improvements of its systems.

Health and Safety

Under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR), the Library is required to report to the Health and Safety Executive (HSE) any work-related accidents, diseases and dangerous occurrences which involve death, major injury or accidents resulting in over three days off work. Within the Library, RIDDOR reports are predominantly generated from the 'over three day injury' trigger level.

- The number of RIDDOR reports generated in 2011/12 was 10 (16 2010/11)
- The total number of accidents involving members of staff reported in 2011/12 was 49 (52 2010/11)
- The total number of accidents involving non-staff members (visitors, contractors, etc) reported in 2011/12 was 30 (46 2010/11).

The number of reported accidents affecting visitors (30) may be viewed against the backdrop of an annual footfall in excess of 1.3 million. Equally, the number of accidents affecting Library staff (49 in 2011/12) equates very broadly to one accident for every 8,250 working days.

Staff and managerial awareness is being steadily enhanced and underpinned by a comprehensive suite of training programmes and educational initiatives aimed at long-term cultural change.

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 on pages 24 to 28.

Related Party Transactions

Details of related party transactions are disclosed on page 84 at note 23.

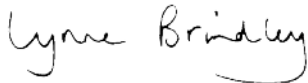
Code of Good Practise on Corporate Governance

In accordance with HM Treasury Code of Good Practice and the revised Chapter 3 of *Managing Public Money*, the Annual Governance Statement is included on pages 52 to 55.

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



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
28 JUNE 2012



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
28 JUNE 2012

SUSTAINABILITY REPORT

GREENHOUSE GAS EMISSIONS

	2009/10	2010/11	2011/12
Non-Financial indicators (1,000 tCO₂e)			
Gross emissions Scope 1 (direct)	4.1	3.7	2.5
Gross emissions Scope 2&3 (indirect)	19.4	19.4	18.4
Total gross emissions	23.4	23.1	20.9
Total net emissions	23.4	23.1	20.9
Related energy consumption (million kWh)			
Electricity: Non-renewable	34.4	34.5	33.3
Electricity: Renewable	–	–	–
Gas	14.7	12.5	9.4
Gas Oil	4.5	4.1	2.9
Other	–	–	–
Financial indicators (million)			
Expenditure on energy	2.9	2.8	3.1
CRC license expenditure (2011–12 onwards)	–	–	0.3
Expenditure on accredited offsets	–	–	–
Expenditure on official business travel	0.8	0.5	0.5

Performance commentary

The British Library has a target to reduce its greenhouse gas emissions by 25% by 2015 from a 2009/2010 baseline, for our estate and business-related transport. This includes targets to cut the number of domestic business travel flights by 20% by 2015 from a 2009/2010 baseline; cut business rail journeys by 20% by 2015 from a 2009/2010 baseline and cut collection transport from/to London and Boston Spa by 20% by 2015 from a 2009/2010 baseline.

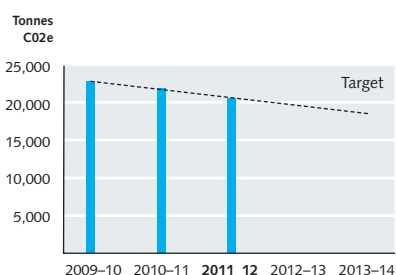
Controllable impacts

The main direct impacts for carbon emissions for the Library are electricity, gas and oil consumption. An energy saving Action Plan is in place and progress is being made as opportunities and budgets allow for investment in energy saving plant and lighting. Considerable progress has been made, resulting in a reduction of our Display Energy Certificate for St Pancras from 'G' in 2009/10 to 'E' in 2010/11 and 2011/12. Domestic business flights and rail journeys have significantly reduced from baseline year. The Library was awarded a London Green 500 'Gold' award in 2009 and 'Platinum' Award in 2010.

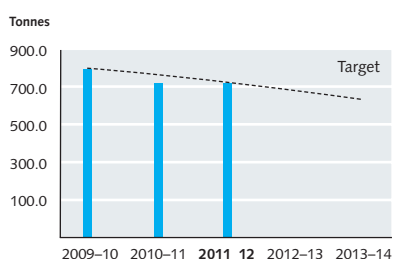
Overview of influenced impacts

The target assumes one major energy saving plant replacement project will be funded and installed within the target period. The Library complies with the Department for Culture Media and Sport (DCMS) / GPS sustainable procurement policies, but existing Library contracts do not yet contain requirements for supply chain reporting.

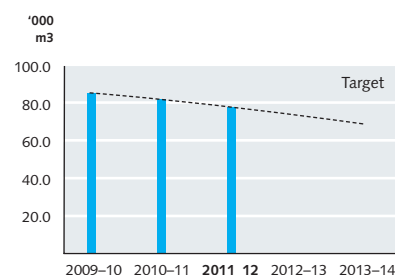
GREENHOUSE GAS EMISSIONS



NON-HAZARDOUS WASTE VOLUMES (EXCLUDING CONSTRUCTION WASTE)



WATER USAGE



WASTE

	2009/10	2010/11	2011/12
Non-Financial indicators (tonnes)			
Hazardous waste	1.1	37.4	90.0
Non-Hazardous waste			
Construction waste to landfill	–	–	2,509.6
Landfill	–	–	–
Reused/recycled	582.9	505.1	518.0
Composted	–	–	–
Incinerated with energy recovery	239.2	208.5	197.8
Incinerated without energy recovery	–	–	–
	823.1	751.0	3,315.4
Financial indicators (million)			n/a

Performance commentary

The British Library has a target to reduce the amount of waste we generate by 25% from a 2009/10 baseline. This includes targets to cut our white copier/printer paper use by 10% in 2012/13 from a baseline of 12.73M pages; implement 'closed loop' recycled paper in office areas in 2012 (via Banner stationery contract) and ensure redundant IT equipment is responsibly recycled and audited. There are no financial indicators for the waste element as these costs are embedded in service contracts and the actual element that relates to the removal of the waste is not identified separately. During 2011/12 the library started construction work on a new building which is reflected in the increase of construction waste. The Library has also undertaken an asbestos removal programme at its Boston Spa site which is reflected in the increased hazardous waste figures.

Controllable impacts

The main direct impacts for waste for the Library are staff and public areas.

Overview of influenced impacts

A Managed Print Service to be implemented in 2012/13 by e-IS will achieve at least 10% reduction target. The requirements for redundant IT equipment are in place.

FINITE RESOURCE CONSUMPTION

	2009/10	2010/11	2011/12
Non-Financial indicators (tonnes)			
Water consumption			
Supplied	87.7	82.5	77.7
Abstracted	–	–	–
Collected	–	–	–
	87.7	82.5	77.7
Financial indicators (million)			
Water supply costs	179.8	155.4	152.3

Performance commentary

The British Library has a target to reduce water consumption from a 2009/10 baseline.

Controllable impacts

Office benchmarks for water consumption and reduction are not suitable for St Pancras, as 60% of water used is for cooling of reading rooms, collection storage areas, public exhibition spaces and conference centre.

Overview of influenced impacts

The St Pancras building has some designed-in Climate Change Adaptations. Our Boston Spa premises has biodiversity and natural environment features. We seek to achieve appropriate BREEAM ratings for new buildings; the British Library Centre for Conservation building at St Pancras is rated Excellent and the Newspaper Storage Building which is under construction at Boston Spa is on track for a Very Good rating; this building incorporates a small Tri-Generation plant.

REMUNERATION REPORT

Remuneration policy

The Remuneration policy for the Library's senior managers is set by the Board 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:

Dawn Airey (Chair)
Baroness Blackstone
David Barclay
Professor Kate McLuskie

In attendance:

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

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

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

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

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

Within the context of the Library's funding settlement and financial constraint, the Chief Executive and the Executive Team decided last year to waive team and individual bonus payments. The Executive Team have again waived their right to be considered for their individual and team bonuses for 2011/12.

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 6-month notice period; other senior managers have a 3- month notice period. All are members of the Principal Civil Service Pension Scheme and as such early termination of their contract would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme.

Remuneration and pension entitlements (audited)

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

Bonuses are based on performance levels attained and are made as part of the appraisal process. They relate to performance in the previous year.

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

Hutton Fair Pay Review Disclosure

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

The banded remuneration of the highest paid director in the organisation in the financial year 2011/12 was £160-165k. This was 7.2 times the median remuneration of the workforce, which was £22,551.

In 2011/12 no employees received remuneration in excess of the highest paid director. Total remuneration includes salary, non-consolidated performance related pay and benefits in kind. It does not include employer pension contributions and the cash equivalent transfer of pensions.

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

		Remuneration paid to 31 March	Bonus Paid in year	Real increase in pension at age 60	Total accrued pension at age 60 as at 31 March	Cash Equivalent Transfer Value		
						CETV as at 1 April ¹	CETV as at 31 March	CETV Real Increase
		000	000	000	000	000	000	000
Baroness Blackstone, Chairman (from 1 Sept 2010)	2011/12 2010/11 (FTE 35 – 40)	35 – 40 20 – 25						
Dame Lynne Brindley DBE, Chief Executive	2011/12 2010/11 Plus lump sum of	160 – 165 ² 155 – 160 Plus lump sum of	– 15 – 20	0 – 2.5 0 – 2.5 (2.5 – 5)	80 – 85 160 – 165 75 – 80 160 – 165	1,691 1,579	1,748 1,689	– 17
Richard Boulderstone, Director	2011/12 2010/11	115 – 120 115 – 120	– 10 – 15	0 – 2.5 0 – 2.5	30 – 35 30 – 35	504 416	581 491	17 21
Caroline Brazier, Director (from 1/4/11) Associate Director to 31/3/11	2011/12 2010/11 Plus lump sum of	120 – 125 90 – 95 Plus lump sum of	– 0 – 5	0 – 2.5 5 – 7.5 0 – 2.5	10 – 15 35 – 40 5 – 10 25 – 30	182 149	244 179	45 16
Frances Brindle, Director	2011/12 2010/11	120 – 125 120 – 125	– –	2.5 – 5 2.5 – 5	5 – 10 5 – 10	38 19	60 45	16 21
Mary Canavan, Director	2011/12 2010/11	105 – 110 105 – 110	– 10 – 15	– 0 – 2.5	55 – 60 55 – 60	934 829	1,011 910	– 7
Steve Morris, Director	2011/12 2010/11	125 – 130 125 – 130	– 10 – 15	0 – 2.5 0 – 2.5	60 – 65 60 – 65	898 831	1,038 913	61 8
Philip Spence, Director	2011/12 2010/11	120 – 125 120 – 125	– 10 – 15	0 – 2.5 0 – 2.5	10 – 15 5 – 10	118 77	152 105	20 18

1 The actuarial factors used to calculate CETVs were changed in 2011/12. The CETVs at 31/3/11 and 31/3/12 have both been calculated using the new factors, for consistency. The CETV at 31/3/11 therefore differs from the corresponding figure in last year's Report which was calculated using the previous factors.

2 During 2011/12 Lynne Brindley received a contractual payment for her untaken annual leave entitlement due at 31/3/12; this has been included in the remuneration figures.

Cash Equivalent Transfer Values

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

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

Real increase in CETV

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



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
28 JUNE 2012



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
28 JUNE 2012

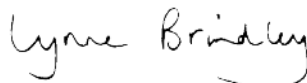
BOARD AND ACCOUNTING OFFICER'S RESPONSIBILITIES

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

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



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
28 JUNE 2012



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
28 JUNE 2012

GOVERNANCE STATEMENT 2011/12

Corporate Governance

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

The Chairman and members of the Board are all appointed by the Secretary of State for Culture, Olympics, Media and Sport, with the exception of one member who is appointed by Her Majesty 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 open competition and to the provisions of 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' terms and conditions of appointment can be found on the British Library website. 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 are encouraged to attend the National School of Government's Training for Board Members of Non-Departmental Public Bodies and also an induction programme covering all aspects of the Library's operations. Board members also receive regular updates on changes and developments in the Library and its operating environment.

There is a clear division of responsibility between the Chairman and the Chief Executive. The Chairman is responsible for the leadership of the Board, ensuring its effectiveness on all aspects of its role. She facilitates both the contribution of the Board members and also constructive relations between the Board and the Executive. She represents the Library to its external stakeholders at the highest levels. The Chief Executive has responsibility for the overall organisation, management, and staffing of the Library, for the formulation

of strategy, and for the successful delivery of results. As Accounting Officer she is responsible for its procedures and controls in financial and other matters.

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

The Board meets six times a year, and one of 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 to prepare for meetings.

The Board has delegated certain responsibilities to a number of committees. The standing committees of the Board are the Board Audit Committee, the Remuneration Committee, the Construction Projects Committee, and the Board Investment Committee. The minutes of the meetings of the Board Audit Committee, the Construction Projects Committee, and the Board Investment Committee are made available to all the Members of the Board on a timely basis. The Board has not established a Nominations and Governance Committee; instead an annual private meeting session for the non-executive Members of the Board is held as a means of engaging all Members in considerations of Board effectiveness, Committee structure, succession planning and development needs analysis.

The terms of reference for the Board Committees are available on the British Library website at: www.bl.uk/aboutus/governance/blboard/boardcommittee.pdf

A Register of Interests of Members of the Board is maintained and is reviewed twice-yearly by the Board Audit Committee. As part of the agenda for all Board and committee meetings, Members are invited to declare any relevant interests or conflicts pertinent to the issues to be discussed in the meeting. On specific issues where there may be a potential conflict of interest, Members are required to declare their interest and withdraw from the meeting. The register is on our website at: www.bl.uk/aboutus/governance/blboard/RegisterofBoardInterests2011.doc

British Library Board Membership 1 April 2011 31 March 2012

Chairman

The Rt Hon Baroness Blackstone PC (Chair of Great Ormond Street Hospital and a Trustee of the Royal Opera House. Was formerly Vice Chancellor of the University of Greenwich). [Baroness Blackstone's first, four-year term of appointment expires on 30 August 2014]

Members

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

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

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

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

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

The Rt Hon Lord Fellowes GCB GCVO QSO PC (After retiring from the post of Private Secretary to Her Majesty The Queen, he served as Chairman of Barclays Private Bank and as a non-executive director of SAB Miller plc) was appointed to the Board by HM The Queen. [Lord Fellowes' second four-year term expires on 29 September 2015]

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

Dr Mike Lynch OBE (Chief Executive of Autonomy Corporation plc) was appointed to the Board for his extensive experience of the digital content industry. [Dr Lynch's first four-year term of appointment commenced on 26 January 2011. Dr Lynch has been granted a one-year sabbatical from his duties as a British Library Board member with effect from 1 January 2012. Consequently his term end date has been extended to 25 January 2016].

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

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

term expires on 31 March 2015]
Dr Stephen Page (formerly global Managing Director for Strategic IT Effectiveness, Accenture) was appointed to the Board for his experience in Operational IT management. [Mr Page's first four-year term of appointment expires on 25 January 2015]

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

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

Highlights of the coverage of the work of the Board during 2011/12 are set out below:

- A key consideration for the Board during the period under review related to the recruitment of a successor to Dame Lynne Brindley who announced in November 2011 that she was to step down at the end of July 2012 after 12 successful years as Chief Executive.
- During 2011/12, the Board endorsed strategies for: IT, Fundraising, Web, Higher Education and Arts & Humanities.
- The Board received regular reports on: the development of the Library's partnership with the Qatar Foundation; progress in the development of regulations for the legal deposit of non-print works under the provisions of the Legal Deposit Libraries Act 2003; and on the establishment of an independent British Library Trust.

During the year, the Board undertook an assessment of its own effectiveness on the basis of a self-assessment questionnaire. This survey confirmed that the Board has good skills-based membership, is generally effective, with sound processes, and is effectively supported. A new, annual private meeting session for the non-executive Members of the Board has been introduced to facilitate: self-assessment and review; needs assessment and succession planning; assessment of development and training needs; agenda planning; scrutiny of governance arrangements and review of the committee structure; and to receive a report from the Chair of the Remuneration Committee.

The survey also confirmed that Board Members agree, or strongly agree, that they receive timely and accurate information for all areas for which they are responsible and have confidence in the robustness of this data. Internal Audit provides assurances on the quality of management information through individual audit reviews as part of the cyclical three year programme.

The Library complies with the requirements of Corporate governance in central government departments: Code of good practice 2011 as adapted to the circumstances of the Library as a Non-Departmental Public Body.

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 2011/12 was:

Sir Kenneth Calman (Chair)
David Barclay
Eileen Mackay (until 16 July 2011)
Lord Fellowes
Stephen Page
Member with relevant professional experience: Berenice Smith (Non-Executive Director and Chair of Audit Committee, Bettrys & Taylors of Harrogate, and formerly Finance & Commercial Director, University of Leeds)

The Board Audit Committee (BAC) has written terms of reference that are available on our website. 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. BAC approves the three-year Strategic Internal Audit Plan and Annual Operational Internal Audit Plans. It receives reports on the reviews completed and it monitors progress made in completing the annual internal audit plan and also advises the Board on the appointment of the institution's internal auditors. BAC receives reports on the External Audit, it monitors progress in implementation of actions arising, and it recommends the adoption of the Annual Accounts by the Board for signature by the Chief Executive and Chairman. The Chief Executive, the Director of Finance and Corporate Services, and the Director of Human Resources attend the meetings together with, when appropriate, other executive directors and further executives of the Library. The Board Audit Committee also meets the Internal Auditors and the External Auditors without members of the Executive present. During 2011/12, the Board Audit Committee met four times to discharge its responsibilities.

During the course of its work in 2011/12, the Audit Committee has not identified any particular issues that it would wish to draw to the attention of the Board and/or Accounting Officer.

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 2011/12 was:

Dawn Airey (Chair)
David Barclay
Baroness Blackstone
Professor Kate McLuskie

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. During 2011/12, the Remuneration Committee met twice to discharge its responsibilities.

Further details of the work of the Committee are given in the Remuneration Report on pages 48 to 51.

Construction Projects Committee

At its meeting in May 2005 the Board agreed to establish a limited-life Construction Projects Committee. The Committee has written terms of reference that are available on our website. The Committee comprises at least two non-executive Members of the Board, one of whom acts as Chair of the Committee, and the Chief Executive. Membership during 2011/12 was:

Eileen Mackay (Chair, until 16 July 2011)
Professor Kate McLuskie (Acting Chair, from 17 July 2011)
Dame Lynne Brindley
Robin Broadhurst (until 31 December 2011 and subsequently on a co-opted basis)
Member with relevant professional experience: Paul Goffin, Director of Estates, University of Oxford

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 multi-million pound construction projects, currently the Additional Storage Programme and the

Newspaper Programme. During 2011/12, the Committee met four times to discharge its responsibilities. During the year under review the main focus of the Committee's oversight was the Newspaper Programme and, following completion of a carefully-managed programme close-down and successful transfer of operational responsibility, the Committee received a final report on the Additional Storage Programme at its meeting in February.

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. Membership during 2011/12 was:

Baroness Blackstone (Chair)
Dame Lynne Brindley
Robin Broadhurst (until 31 December 2011)
Mike Lynch
Eileen Mackay (until 16 July 2011)
Member with relevant professional experience: Danny Truell (Chief Investment Officer, Wellcome Trust)

The role of the Committee is to recommend to the Board the appointment of Investment Managers and to keep their performance under review, and also to formulate and keep under review the investment policy and strategy and spending policy arrangements governing the Board's trust funds, taking due account of associated areas of risk and to make recommendations to the Board. During 2011/12 the Committee met twice to discharge its responsibilities.

ATTENDANCE

Board meetings 2011/12

	May	July	Sept	Nov	Feb
Baroness Blackstone	•	•	•	•	•
Sir Kenneth Calman	•	•	•	•	•
Dame Lynne Brindley	•	x	•	•	•
Dawn Airey	•	x	•	•	•
David Barclay	•	•	•	•	•
Robin Broadhurst	•	•	•	•	–
Lord Fellowes	•	•	•	•	•
Dame Wendy Hall	•	x	•	•	x
Mike Lynch	•	x	x	x	–
Eileen Mackay	•	–	–	–	–
Prof Kate McLuskie	•	•	x	•	•
Stephen Page	•	x	•	•	•
Maggie Semple	•	•	x	•	x

Board Audit Committee meetings 2011/12

	May	June	Nov	Feb
Sir Kenneth Calman	•	•	•	•
David Barclay	x	•	•	•
Lord Fellowes	•	•	•	•
Eileen Mackay	•	x	–	–
Stephen Page	•	•	•	•
Berenice Smith	•	•	•	•

Remuneration Committee meetings 2011/12

	June	Dec
Dawn Airey	•	•
Baroness Blackstone	•	•
David Barclay	•	
Prof Kate McLuskie	•	•

Construction Projects Committee meetings 2011/12

	May	June	Nov	Feb
Eileen Mackay	•	–	–	–
Prof Kate McLuskie	•	•	•	•
Dame Lynne Brindley	•	•	•	x
Robin Broadhurst	•	•	•	•
Paul Goffin	x	•	•	x

Board Investment Committee meetings 2011/12

	May	Nov
Baroness Blackstone	•	•
Dame Lynne Brindley	•	•
Robin Broadhurst	•	•
Eileen Mackay	•	–
Mike Lynch	x	x
Danny Truell	•	•

RISK ASSESSMENT 2011/12

Internal Control Framework

The Chair is responsible to the Secretary of State for ensuring that the Library fulfils its statutory purpose as set out in its founding legislation, that it complies with charity law, that where relevant the British Library policies are consistent with those of the Secretary of State, and that the British Library's affairs are conducted with probity. In preparing the Annual Governance Statement the Board assesses the risks facing the Library and satisfies itself that the risk management and internal control systems are effective.

The Accounting Officer is personally responsible for the Annual Governance Statement and for making sure that a sound system of internal control exists and is maintained and that the public funds and assets for which she is personally responsible are safeguarded in accordance with the responsibilities assigned to her in Managing Public Money; and for ensuring compliance with the requirements of the British Library's Management Statement and Financial Memorandum.

Managing risk

The Library aims to manage risk to a reasonable level rather than to eliminate all risks to achievement of its policies, aims and objectives. The Annual Governance Statement therefore can 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 2012 and up to the date of the approval of the Annual Report and Accounts, and it accords with HM Treasury guidance.

Capacity to handle risk

The Library is clear about its responsibility for good governance and 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.

• Internal audit reviews to confirm robust controls

For the 12 months ending 31 March 2012, based on the work undertaken, internal audit provided a positive opinion regarding the adequacy of and effectiveness of the Library's arrangements for governance, risk management and control. The Internal Audit Assurance Statement is based on a RAG (red, amber and green) traffic light rating. A 'green' rating was awarded to each of the three categories for 2011/12. The internal audit programme is based on a three-year strategy which was produced following discussions with the Executive Team and taking into account concerns identified by the audit committee as well as changes in the Library's risk profile.

In 2011/12 the 'green' opinion was informed by positive assurance opinions in the following areas:

- Budget Monitoring
- Risk Assurance Stocktake
- Production and Use of Management Information
- Digital Initiatives Investment
 - Governance Arrangement
- Health and Safety
- Business Impact of Funding Cuts/ Budget Reduction reviews
- Collection Security
- Equality and Diversity
- Document Supply – Reduction in Demand Strategy.

The 'green' Risk Management opinion was informed by:

- The 'green' level of assurance from Assurance Stocktake review
- Brought forward positive assurances in previous reviews of Risk Management
- Internal Audit attendance at Board Audit Committee meeting where Risk Management is a regular agenda item
- Internal Audit attendance at Departmental Senior Management Team meetings where the management of risks is regularly discussed.

The 'green' Control opinion was informed by 21 assurance audits completed in 2011/12, of which a 'green' opinion was given in 14 reports, four reports were 'amber-green' and three were 'amber-red.'

The Internal Audit Annual Report for the year ended 31 March 2012 established that the overall opinion may be used by the Accounting Officer in the preparation of the Annual Governance Statement.

• Enhancing anti-fraud and corruption measures in line with the Bribery Act 2010

The Bribery Act 2010 provided further opportunity for the Library to reinforce anti corruption measures. In June 2011, the Audit Committee was alerted to the key issues within the Act which may impact on the Library, together with proposals aimed at combating fraud and corruption. Specific actions taken during the year included an internal audit health check and review of current policies and procedures, a risk assessment workshop for the Executive and Senior Leadership teams and a training and communication strategy.

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

With the support of external specialists, the Library has undertaken a fundamental review of payment card processes. A PCI policy has been produced, software installed to ensure full auditability of the system and training has been carried out across all business areas affected. The Library expects to complete the PCI Self-Assessment Questionnaire by the end of the first quarter of 2012/13.

• Providing assurance across major programmes and projects

The Library continues to develop and embed portfolio management of its programmes and projects through the Portfolio Dashboard as part of the wider strategic performance reporting. Assurance is provided to our Portfolio Board in line with Major Projects Authority (MPA) principles of the Gateway Review Process. The Library's Corporate Performance & Delivery team works with colleagues across the portfolio of programmes and projects, ensuring value is clearly demonstrated through robust benefits, risks and resource management.

• **Business Continuity planning**

Business Continuity Management (BCM) complements the Library's risk management framework by adding to the understanding of risks to the Library's operations and enhancing resilience.

Through BCM the Library seeks to mitigate the impacts of any disruptions to operations and to maintain the safety of its staff and visitors.

Business continuity activity is underway in each of the Library's directorates where planning is based on Business Impact Analyses (BIA) which are subject to regular review. Additionally the Library has established crisis management plans to assist in dealing with any major incident. These plans are subject to both regular review and rehearsal.

The Library's business continuity framework has continued to be reviewed and developed to ensure that it remains up to date, robust, fit for purpose, flexible and able to respond to incidents as required. Specifically the Library has been planning for the forthcoming Olympic Games and Paralympics to provide confidence in our ability to secure and protect the Library, its personnel, reputation and brand.

Risk strategies have been devised for risks to continuity including failure to maintain services as well as to secure the Library and personnel in a period of heightened security as a result of the Olympic Games. As part of the response to this risk, the Executive Team established the Olympic Business Continuity and Risk Management Working Group.

• **Efficiency reviews**

The Library has undertaken a number of crosscutting Value For Money (VFM) reviews and continuous improvement programmes. Latterly this work has focused on the maintenance of services at reduced cost in light of the budget reductions required of the Library. As a result, a Voluntary Exit programme took place during the year which resulted in a number of restructuring exercises across the organisation. Internal Audit completed reviews into the impact of funding cuts on two out of six directorates, concluding that the Board can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective. Audit reviews of the remaining four directorates will be completed as part of the 2012/13 audit programme.

• **Government transparency agenda**

In line with the Government's agenda for greater transparency, during 2010/11 the Library established a regular means of publishing the following information:

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

The Library began publishing this information during 2011/12 in line with Government directives.

• **Asbestos Remediation Programme**

As a result of the Library's asbestos management programme, findings made in areas of both the Colindale and Boston Spa sites, required the Library to undertake urgently a substantial programme of remediation work in full compliance with Health and Safety regulations. These works have been completed at Colindale and, due to the significant scale and complexity of the Boston Spa works, a formal programme has been established to oversee the remaining works.

After awarding the work in stages the Library was able to fund the asbestos programme fully in March 2012. A methodology for parallel cleaning of the collection storage floors in Building 6 reduced the Tender programme by three and a half months and reduced costs by £300k. Further refinement of the programme, together with the ability to instruct all of the remaining works in their entirety, has reduced the overall Tender programme by eight and a half months and saved a total of £750k on the post-Tender project plan. All works will be complete by the Autumn of 2012.

• **Health and Safety**

Health and Safety is embedded within the Integrated Risk Management function. The Health and Safety team continues to embed the management guidance outlined in the Health and Safety Executive document HSG65 (Managing for Health and Safety).

The broad thrust of initiatives continues to concentrate on the substantive cultural change from reactive to proactive management of Health and Safety within the Library which is underpinned by a number of objectives completed in 2011/12 and will be further progressed in 2012/13.

Reviews were undertaken during 2011/12 of the quality and content of those workplace risk assessments and Health and Safety inspections which fall under the responsibility of line managers. Trends identified as a result of these reviews form the basis of a number of key objectives for 2012/13.

• **Annual stewardship reports**

The Board Audit Committee received annual stewardship reports on:

- Information compliance (covering Data Protection Act 1998 and Freedom of Information Act 2000)
- Security
- Pension administration
- Reported losses
- Health and Safety
- Collection security

The risk and control framework

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

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

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

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

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

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

Risks are reviewed:

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

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

During the year, risk management was the subject of an Internal Audit review which concluded that “There are no fundamental or significant recommendations that we consider to be receiving inadequate management attention.” (January 2012)

Managing principal risks during the year

The Library defines the *Strategic Risk Register* as ‘Those business risks that, if realised, could fundamentally affect the way in which the organisation exists or provides services in the next one to five years. These risks will have a detrimental effect on the organisation’s achievement of its key business objectives. The risk realisation will lead to failure, loss or lost opportunity’.

The *Strategic Risk Register* is regularly reviewed and updated by the Directors as the owners of the risks and is reviewed by the Board Audit Committee at each of its meetings. The Library’s approach to risk is contained within the Risk Management Policy and Strategy which outlines the roles and responsibilities in managing risks and includes a statement of the Library’s risk appetite levels.

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

Other principal risks contained within the *Strategic Risk Register* during the year have included:

- *A smooth, timely and effective succession to the role of CEO is not achieved.*

This concerns the recruitment of a new CEO following the decision of Dame Lynne Brindley to stand down. The effect on the Library if the risk were to be realised would be discontinuity in institutional leadership, loss of momentum in progress towards strategic goals and business plan milestones, ineffective institutional leadership, sub-optimal corporate performance, loss of confidence of key stakeholders and associated reputational damage.

- *Local and national disputes with unions lead to industrial action by staff.*

The impact of industrial action at the Library resulting from the public sector pension dispute has been managed effectively with services maintained as a result of effective risk mitigation planning.

- *The Library does not adequately protect its assets including collections, property and systems.*

The effect of this risk is loss and/or damage to collection items, property or other assets leading to financial loss and reputation damage and has been mitigated by focus on collection risk governance and security infrastructure enhancements.

Managing information risk

In 2009, the Library set up the Corporate Information Governance Group to raise the profile of, and to co-ordinate, the Library’s work on information governance. The Library’s work on information governance covers information compliance, information management and information security. During the past year, achievements have included the development of:

- Information Compliance
 - A privacy statement for customers – which provides information about how their data will be used and protected by the Library
 - A post-contract questionnaire for completion by suppliers who process personal information on the Library’s behalf to monitor compliance with a contractual clause relating to privacy and information security
 - A Privacy Impact Assessment process to help project managers identify aspects of a project which may have an impact on individuals’ privacy or have implications for the Library’s compliance with privacy-related legislation
- Information Management
 - An information asset management policy – this sets out the roles and responsibilities for the management of the Library’s information assets
 - Continuous improvements to records management on a prioritised basis
- Information Security
 - A high-level information security policy – this sets out guiding principles and axioms as the basis for more detailed policies, procedures and guidelines designed to manage specific security issues
 - A policy on third party access to the Library’s IT infrastructure
 - Internal guidelines on the sharing of personal or other sensitive information

In order to embed these developments, we have run an awareness-raising campaign on specific themes across the Library.

Review of effectiveness of the system of internal control

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

Additional assurance is gained from:

Internal Audit

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

External Audit

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

Board

The Board is responsible for ensuring that there are effective arrangements for risk management, and for scrutiny of and obtaining assurance on, key risks.

Board Audit Committee (BAC)

The Board Audit Committee advises the Board on:

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

Construction Projects Committee (CPC)

The Construction Projects Committee assists the Board to obtain assurance in respect of risks relating to the project management of the Library's multi-million pound construction projects.

Board Investment Committee (BIC)

The Board Investment Committee assists the Board to obtain assurance in respect of the adequacy and effectiveness of the management of the Library's investments.

Executive Team

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

Managers

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

All staff are required to complete a Register of Interest declaration on taking up employment with the Library. There is a requirement on all staff to declare any subsequent changes and senior managers within the Senior Leadership Team are required to make an annual declaration.



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
28 JUNE 2012



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
28 JUNE 2012

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

I certify that I have audited the financial statements of the British Library for the year ended 31 March 2012 under the British Library Act 1972. These comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. These financial statements have been prepared under the accounting policies set out within them.

I have also audited the information in the Remuneration Report that is described in that report as having been audited.

Respective responsibilities of the Board, the Accounting Officer and auditor

As explained more fully in the Board and Accounting Officer's Responsibilities, the Board and Chief Executive as Accounting Officer are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

My responsibility is to audit, certify and report on the financial statements in accordance with the British Library Act 1972. I conducted my audit in accordance with International Standards on Auditing (UK and Ireland). Those standards require me and my staff to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

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

statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my certificate.

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

Opinion on Regularity

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

Opinion on Financial Statements

In my opinion:

- the financial statements give a true and fair view, of the state of the British Library's affairs as at 31 March 2012 and of its incoming resources and application of resources for the year then ended;
- the financial statements have been properly prepared in accordance with the British Library Act 1972 and Secretary of State directions issued thereunder with HM Treasury's approval.

Opinion on other matters

In my opinion:

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

Matters on which I report by exception

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

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

Report

I have no observations to make on these financial statements.

Amyas C E Morse
Comptroller and
Auditor General

4 July 2012

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

THE BRITISH LIBRARY BOARD
Statement of Financial Activities

FOR THE YEAR ENDED 31 MARCH 2012

	Notes	Unrestricted funds	Restricted funds	Total 2011/12	Total 2010/11 Re-stated
		000	000	000	000
Incoming resources					
Incoming resources from generated funds					
Voluntary income	3	666	6,072	6,738	11,774
Investment income	5	152	379	531	418
Incoming resources from charitable activities					
Provision of services	4	16,674	945	17,619	19,906
Other incoming resources					
Other Income	6	13,339	–	13,339	–
Grant in Aid	6	101,873	–	101,873	105,847
Total incoming resources		132,704	7,396	140,100	137,942
Resources expended					
Costs of generating funds					
Costs of generating voluntary income		496	–	496	342
Investment Management costs		–	18	18	17
Charitable activities					
Guarantee access for future generations		112,079	4,502	116,581	105,910
Enable access to everyone who wants to do research		16,104	2,143	18,247	17,810
Support research communities in key areas for social and economic benefit		14	10	24	119
Enrich the cultural life of the nation		382	13	395	13
Lead and collaborate to grow the world's knowledge base		12,346	(1,677)	10,669	13,343
Governance costs		715	33	748	667
Total resources expended	7	142,136	5,042	147,178	138,221
Net increase / (decrease) in resources before transfers					
Transfer between funds	18	(9,432)	2,354	(7,078)	(279)
		163	(163)	–	–
Net (outgoing) / incoming resources before recognised gains and losses	8	(9,269)	2,191	(7,078)	(279)
Other Recognised gains / (losses)					
Unrealised gain / (loss) from fixed asset investments	12	–	78	78	537
Revaluation of fixed assets	10	5,548	–	5,548	11,071
Net movement in funds after revaluation and gains / (losses)		(3,721)	2,269	(1,452)	11,329
Reconciliation of Funds					
Fund balances brought forward at 1 April		586,864	13,662	600,526	589,197
Fund balances carried forward at 31 March		583,143	15,931	599,074	600,526

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 64 to 85 form part of these accounts.

THE BRITISH LIBRARY BOARD

Balance Sheet

FOR THE YEAR ENDED 31 MARCH 2012

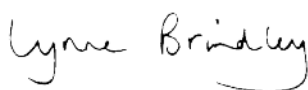
	Notes	2011/12 000	2010/11 Re-stated 000
Fixed assets			
Intangible assets	9	73	–
Tangible assets	10	503,516	510,698
Heritage assets	11	52,820	51,769
Investments	12	11,600	11,196
		568,009	573,663
Current assets			
Stocks	14	841	843
Debtors and prepayments	15	11,968	14,679
Cash at bank and in hand	16	45,309	39,493
		58,118	55,015
Current liabilities			
Creditors: amounts falling due within one year	17	(25,178)	(27,179)
Provisions: amounts falling due within one year	20	(1,651)	(368)
		(26,829)	(27,547)
Net current assets		31,289	27,468
Total assets less current liabilities		599,298	601,131
Provision for liabilities and charges	20	(224)	(605)
Net assets		599,074	600,526
Represented by:			
Income funds			
Restricted funds	18	15,931	13,662
Unrestricted funds			
Fixed Asset reserves	18	334,251	340,432
Revaluation Reserve	19	197,582	197,286
Donated Asset reserve	18	24,503	24,749
Designated Funds	18	4,695	5,219
General funds	18	22,112	19,178
Total funds		599,074	600,526

The notes on pages 64 to 85 form part of these accounts.

The financial statements on pages 61 to 63 and accompanying notes on pages 64 to 85 were approved by the Board/Trustees on 19 June 2012, and were signed on their behalf by:



RT HON BARONESS BLACKSTONE PC
CHAIRMAN
28 JUNE 2012



DAME LYNNE BRINDLEY DBE
ACCOUNTING OFFICER
28 JUNE 2012

THE BRITISH LIBRARY BOARD

Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2012

	000	2011/12 000	000	2010/11 000
Reconciliation of net movement in funds to net cash inflow from operating activities				
Net movement in funds	(1,452)		11,329	
Depreciation	24,222		15,667	
Donated Assets	(284)		(647)	
Loss on asset disposals	24		901	
Unrealised (gain) / loss on investments	(78)		(537)	
Revaluation of Property and Plant and Machinery	(5,548)		(11,071)	
Provision for liabilities and charges greater than one year	(381)		(315)	
(Increase) / Decrease in stocks	2		(41)	
Increase / (Decrease) in debtors	2,711		(535)	
Increase / (Decrease) in creditors and provisions less than one year	(718)		6,367	
Net cash inflow from operating activities		18,498		21,118
Capital expenditure and financial investment				
Purchase of intangible fixed assets	(87)		-	
Purchase of tangible fixed assets	(10,972)		(9,424)	
Purchase of heritage assets	(1,297)		(10,046)	
Purchase of investments	(326)		(320)	
Net cash outflow from capital expenditure and financial investment		(12,682)		(19,790)
Increase in cash in the year		5,816		1,328
Reconciliation of net cash flow to movement in net funds				
Increase in cash in the year		5,816		1,328
Net funds as at 1 April		39,493		38,165
Net funds as at 31 March		45,309		39,493

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

NOTES TO THE ACCOUNTS

1. Accounting policies

a) Accounting convention

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

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

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

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

b) Incoming resources

Grant in Aid received from the Department for Culture Media and Sport (DCMS) is allocated to unrestricted funds in the year in which it is received.

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

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

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

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

During 2011/12 the Library started charging for some of the exhibitions it holds and this income is recorded in the Provision of Services on a cash received basis.

c) Taxation

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

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

d) Valuations

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

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

e) Fixed Assets

The threshold for capitalising assets is £10,000.

The British Library holds and conserves a number of collections made up of books, journals, newspapers, magazines, sound and music recordings, patents, databases, maps, manuscripts and much more. In accordance with the Financial Reporting Manual, FRS 15 and FRS 30 (Heritage Assets), assets acquired before 1st April 2001 have not been capitalised, since reliable estimates of cost or value are not available on a cost benefit basis. Additions to the collection acquired since 1 April 2001 are capitalised and recognised in the

Balance Sheet under Heritage Assets.

The assets are classified by whether the items were bought by, or donated to, the Library. The cost or value of the acquisition is used where such a cost or valuation is reasonably obtainable. Such items are not depreciated or revalued. Collection items with values below the capitalisation threshold are expensed when the expenditure is incurred.

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

An overview of the scope of the British Library collections is set out at Note 11.

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

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

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

Freehold buildings

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

Plant and Machinery, office and computer equipment

3 to 25 years.

Computer equipment

3 to 5 years.

Motor vehicles

4 years.

Assets in the course of construction

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

Intangible/licences

3 years.

f) Government grant

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

g) Stocks

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

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

h) Foreign currencies

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

i) Operating leases

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

j) Fund accounting

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

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

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

Restricted funds are charged for any Library services they utilise.

k) Financial instruments

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

Financial Assets

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

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

Financial Liabilities

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

l) Resources Expended

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

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

b. Charitable Activities are based on the five Strategic Priorities as set out in *Growing Knowledge: The British Library's Strategy 2011–2015*

- i. **Guarantee access for future generations** includes all costs associated with opening a state-of-the-art facility for the storage of physical newspapers and refreshing our content strategy.
- ii. **Enable access to everyone who wants to do research** represents the cost of providing multimedia access to news content by digitising the Library's newspaper collection.

- iii. **Support research communities in key areas for social and economic benefit** include costs associated with securing the future of the Business & IP Centre and developing and launching a range of new products and service concepts.
- iv. **Enrich the cultural life of the nation** costs are those incurred in developing and enhancing the Library's website and delivering two major exhibitions onsite each year.
- v. **Lead and collaborate to grow the world's knowledge base** represents the cost of continuing to implement our international engagement strategy and also increasing the visibility of our collections by making catalogue data available as 'open data'.

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

2. Restatement of Comparatives

Revaluation Reserve

During 2011/12 the library has identified its correct revaluation reserve position and the historic entries relating to the reserve, these calculations have been fed through the accounts which has resulted in the Balance Sheet for 2010/11 being restated for additional disclosures to show the revaluation reserve opening balance at 1/4/11.

Charitable Objectives

Within the Accounts, the prior year figures in the Statement of Financial Activities (SOFA) have been restated, this is to show the reclassification of costs against the current Charitable Objectives which are taken from *Growing Knowledge: The British Library's Strategy 2011–2015*. No other changes have been reflected in the SOFA.

3. Voluntary income

	2011/12 Unrestricted 000	2011/12 Restricted 000	2011/12 Total 000	2010/11 000
Donated assets	284	–	284	647
Other donations and grants	382	6,072	6,454	11,127
Total voluntary income	666	6,072	6,738	11,774

4. Provision of Services

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

A) CLASSES OF BUSINESS

	2011/12 000	2010/11 Re-stated 000
Guarantee access for future generations	10,783	13,304
Enable access to everyone who wants to do research	3,709	3,360
Support research communities in key areas for social and economic benefit	222	228
Enrich the cultural life of the nation	–	1
Lead and collaborate to grow the world's knowledge base	305	692
Other	2,600	2,321
	17,619	19,906

B) GEOGRAPHICAL SEGMENTS

	2011/12 000	2010/11 000
United Kingdom	11,415	12,962
Overseas	6,204	6,944
	17,619	19,906

5. Investment Income

	2011/12 000	2010/11 000
Interest receivable	188	78
Dividends receivable	343	337
Total investment income	531	415

6. Other Incoming Resources

Grant in Aid

Total Grant in Aid drawn down by the British Library Board was £101.9m, with £14.9m being allocated for capital projects/improvements (£105.8m received in 2010/11, £9.4m re capital). This money is available for running costs, capital improvements and collection purchases.

Other Income

During the year the Library successfully challenged the VAT treatment of photocopied printed matter supplied by its Document Supply service and this resulted in a repayment from HM Revenue and Customs (HMRC) of £13.3m for overpaid VAT.

7. Net cost of resources expended

	Staff	Other direct costs	Depreciation	Allocated support costs	Total cost	Income	Allocated support income	2011/12 Net cost ¹	2010/11 Total cost Re-stated
	000	000	000	000	000	000	000	000	000
Direct costs									
Costs of Generating funds	370	126	–	–	496	–	–	496	327
Investment Management Fees	–	18	–	–	18	–	–	18	17
Guarantee access for future generations	24,988	22,893	4,145	64,555	116,581	(13,686)	(14,161)	88,734	85,730
Enable access to everyone who wants to do research	7,170	2,010	111	8,956	18,247	(5,301)	(1,965)	10,981	12,544
Support research communities in key areas of social and economic benefit	–	16	–	8	24	(246)	(2)	(224)	(119)
Enrich the cultural life of the nation	61	132	–	202	395	(36)	(44)	315	12
Lead and collaborate to grow the world's knowledge base	4,118	759	270	5,522	10,669	(1,575)	(1,211)	7,883	6,948
Governance costs ²	163	585	–	–	748	–	–	748	667
	36,870	26,539	4,526	79,243	147,178	(20,844)	(17,383)	108,951	106,126
Support costs									
Corporate services	3,933	1,880	470	(6,283)		(92)	92		–
Information systems	20,411	33,323	19,226	(72,960)		(17,291)	17,291		–
	61,214	61,742	24,222		147,178	(38,227)		108,951	106,126

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

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

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

A) STAFF COSTS

	2011/12 Library staff 000	2011/12 Agency 000	2011/12 Total 000	2010/11 000
Wages and salaries	44,418	1,282	45,700	51,004
Social security costs	3,490	-	3,490	3,850
Pension disbursements	8,167	-	8,167	9,116
Voluntary redundancy/restructuring programme for former employees				
In-year exit costs	3,535	-	3,535	2,711
	59,610	1,282	60,892	66,681
Board Members' remuneration (See i) Board Members' remuneration on page 65	322	-	322	329
	59,932	1,282	61,214	67,010

During the year £1.6m (£1.6m 2010/11) of staff costs have been capitalised as part of the Digital Library Programme (£835k) (£835k 2010/11) and the Newspaper Storage Building (AICC) (£803k) (£796k 2010/11) and are therefore not included in the above figures.

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

	Number of compulsary redundancies		Number of other departures agreed		Total number of packages by cost band	
	2011/12	2011/12	2010/11	2011/12	2010/11	2010/11
Exit package cost band						
< £10,000	-	8	4	8	4	4
£10,000 – £25,000	-	36	32	36	32	32
£25,000 – £50,000	-	48	27	48	27	27
£50,000 – £100,000	-	15	12	15	12	12
£100,000 – £150,000	-	1	2	1	2	2
£150,000 – £200,000	-	-	-	-	-	-
Total number of exit packages	-	108	77	108	77	77
Total Resource cost		3,513,010	2,600,964	3,513,010	2,600,964	2,600,964

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

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

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

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

Pension disbursements relate to:

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

For 2011/12, employers' contributions of £8,107,588 were payable to PCSPS (2010/11 £9,047,846) at one of four rates in the range 17.1% to 25.5 % of pensionable pay, based on salary bands. The scheme's Actuary reviews employer contributions every four years following a full valuation. From 2009-10, the salary bands were revised but the rates are in the range 16.7% to 24.3%. The contribution rates are set to meet the cost of the benefits accruing during 2010-11 to be paid when the member retires, and not the benefits paid during this period to existing pensioners.

Employees joining after 1 October 2002 could opt to open a partnership pension account, a stakeholder pension with an employer contribution. Employers' contributions of £59,480 were paid to one or more of the four appointed stakeholder pension providers (2010/11 £68,354). Employer contributions are age-related and range from 3% to 12.5 % of pensionable pay. Employers also match employee contributions up to 3% of pensionable pay. In addition, employer contributions of 0.8% of pensionable pay, were payable to PCSPS to cover the cost of the future provision of lump-sum benefits on death in service and ill-health retirements of these employees.

i) BOARD MEMBERS' REMUNERATION

	2011/12	2010/11
	000	000
Fees and salaries	293	300
Social Security Costs	29	29
	322	329
Remuneration for non-pensionable Board Members:		
Dawn Airey	9.0	9.0
Robin Broadhurst CVO CBE (until 31 Dec 2011)	7.0	9.0
Sir Kenneth Calman	9.0	9.0
Lord Fellowes	9.0	9.0
Professor Dame Wendy Hall DBE	9.0	9.0
Eileen Mackay CB (until 16 July 2011)	3.0	9.0
Professor Kate McLuskie	9.0	9.0
Dr Maggie Semple OBE	9.0	9.0
Dr Stephen Page (wef 26 Jan 2011)	9.0	2.0
Dr Michael Lynch OBE (wef 26 Jan 2011 to 31 Dec 2011)	8.0	2.0
Mr David Barclay (wef 26 Jan 2011)	9.0	2.0
Professor Sir Robert G Burgess (until 19 Jan 2011)	–	7.0
Sheila Forbes CBE (until 19 Jan 2011)	–	7.0
	90.0	92.0

The Board Members' remuneration total above includes all Board Members, the Chairman, the Chief Executive and the list of Board Members below. Details of the Chairman and Chief Executive's remuneration can be found in the remuneration report on page 48.

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 £7,356 (£6,401 in 2010/11) was paid to four (seven in 2010/11) Board Members for travel expenses.

ii) SENIOR EMPLOYEES' REMUNERATION

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

	2011/12	2010/11
	No.	No.
Remuneration range		
£60,001 – £70,000	17	13
£70,001 – £80,000	7	2
£80,001 – £90,000	1	3
£90,001 – £100,000	2	–
£100,000 – £110,000	–	–
£110,000 – £120,000	1	–

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

AVERAGE FULL TIME EQUIVALENT (FTE) STAFF DURING THE YEAR

	Staff directly employed by the British Library	Agency	2011/12 Total (FTE)	2010/11 Total (FTE)
Chief Executive's Office	7	–	7	7
e-Strategy and Information Systems	137	1	138	170
Finance and Corporate Services	107	2	109	119
Human Resources	113	3	116	128
Operations and Services	890	20	910	994
Scholarship and Collections	261	–	261	311
Strategic Marketing and Communications	92	3	95	108
	1,607	29	1,636	1,837

B) OTHER DIRECT COSTS

	2011/12 000	2010/11 000
Acquisitions for the collections	15,109	16,508
Conservation and binding services	1,110	1,335
Administration, equipment, supplies and services	44,957	36,314
Non-recoverable VAT (net)	542	486
Loss on disposal of fixed assets	24	901
	61,742	55,544

The above table is exclusive of staff costs.

8. Resources expended

THIS IS STATED AFTER CHARGING

	2011/12 000	2010/11 000
External Auditors' remuneration	57	57
Rent on land and buildings	81	1,096
Lease/rental payments on equipment	261	218
Depreciation on other fixed assets	24,222	15,667
Bad debt provision movement	58	(58)
Stock Provision movement	(140)	(58)

The auditors' remuneration is for the audit of the Annual Report and Accounts: there was no non-audit work performed during 2011/12.

9. Intangible Assets

	Licences 2011/12 000
Cost	
At 1 April	802
Additions	87
Disposals	
At 31 March	889
Depreciation	
At 1 April	802
Charge for year	14
Disposals	
At 31 March	816
Net Book Value at 31 March	73

Intangible assets comprise of development work and technical architecture costs for the British Library website. All intangible assets have been valued on the basis of purchase price. The assets are all depreciated over a period of three years which is consistent with the IT equipment policy.

10. Tangible fixed assets

A) MOVEMENTS

	Land and buildings 000	Plant and Machinery 000	Office equipment 000	Motor vehicles 000	Computer equipment 000	AICC 000	Total 000
Cost or valuation							
At 1 April 2011	408,573	193,635	10,688	41	12,813	8,671	634,421
Additions	132	1,536	(128)	–	878	8,554	10,972
Adjustment	(221)	58	163	–	333		333
Revaluation	7,053	(1,769)	(162)				5,122
Disposals	(15)	(335)	(12)	(31)	(214)	–	(607)
At 31 March 2012	415,522	193,125	10,549	10	13,810	17,225	650,241
Depreciation							
At 1 April 2011	21,771	86,668	10,144	28	5,112	–	123,723
Charge for year	5,193	13,354	139	7	4,985	–	23,678
Adjustments	–	–			–		–
Revaluation	90	(183)					(93)
Disposals	(15)	(329)	(12)	(25)	(202)	–	(583)
At 31 March 2012	27,039	99,510	10,271	10	9,895	–	146,725
At 31 March 2012	388,483	93,615	278		3,915	17,225	503,516
At 31 March 2011	386,802	106,967	544	13	7,701	8,671	510,698

Assets in the Course of Construction [AICC] represent work on the design, build and planning of the Newspaper Strategy Programme at Boston Spa and the development of an Integrated Request Management and Delivery System [IRMDS].

The Modified Historic Cost Accounting indices for the land and building adjustments are provided by the Department for Culture, Media and Sport and for the Building Structural Fit Out adjustment the indices are taken from the *Producer Prices Index (MM22) March 2012* available from the Office for the National Statistics for Plant and Machinery.

In May 2011 the British Library completed a land swap of approximately 253 square metres (356 square metres gross) at the rear of the St Pancras site with UKCMRI in exchange for the construction of an access road and security fencing. The Library's valuers Drivers Jonas adopted the Depreciation Replacement Cost (DRC) Method of Valuation for Financial Reporting which required them to consider a Modern Equivalent Asset (MEA) rather than the asset itself. As a result of the approach used in their valuation, Drivers Jonas are of the opinion that there would be no impact in the value of the entire asset as the site assumed was different by a factor of less than 1%. The actual existing site area was 9.19 acres.

B) VALUATIONS

The land and buildings as at 31 March 2012 include two properties at Boston Spa and one at Colindale valued at £60,678,000 on 31 March 2009 and one building, St Pancras, valued at £453,380,000 (including £119.5m of mechanical equipment that has been classified as Plant and Machinery) on 31 March 2010. In addition to the main St Pancras building, the St Pancras Centre for Conservation was valued at £15,335,000 on 31 March 2010, for which title has been vested in the British Library Board

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

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

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

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

11. Heritage assets

The British Library

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

Heritage Assets in the British Library

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

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

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

Preservation and management of the Library's assets

The Preservation Department's role is to safeguard the collections from harm while enabling continued and appropriate access to them. The Department comprises a small team of trained professionals and support staff who manage and supervise preservation work streams and initiatives across all Library sites. All activities are underpinned by the Library's core preservation principle of risk management and mitigation. The general public can learn more about this by visiting the Preservation web pages.

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

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

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

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

Acquisitions

Within the Library's acquisition policies there is a distinction made between unique heritage items and contemporary research level academic publications. In our Heritage Acquisitions Policy, heritage items are defined as items acquired to be used preponderantly as primary sources for research, forming part of the Library's collection of unique materials. This includes historic printed materials which

can no longer be acquired from the creator or the publisher and which are marketed as unique opportunities to acquire single, individual items. Heritage items are therefore distinguished from contemporary research level academic publications which are preponderantly acquired to be used as support for research and from modern compilations of source materials which are acquired while the material is still in print.

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

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

Catalogues

The Library has a duty to catalogue items in the collection and for this there is a planned programme of work. All catalogues are listed on the website and can be accessed by the public. With our new online catalogue service 'Search our Catalogue Archives and Manuscripts' the public can search and view the details of the Library's archive and manuscript collections together in one catalogue for the first time. The major manuscript and archival databases have been migrated to this new catalogue. Remaining smaller legacy databases and some catalogues which are not yet online, will be converted and migrated to the new service as resources permit.

To search the Library's other collections of books, journals, newspapers, conferences, maps, scores, electronic resources, sound archive items, users can follow the website's normal 'search' facility.

British Library Collection Areas:

Arts and Humanities

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

Science, Technology and Medicine

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

Social Sciences

The Library's collections in the field of Social Sciences reflect the full history of official publishing in the UK and its constituent parts. The Library has 12,000 volumes of House of Commons sessional papers from the 19th and 20th centuries, containing more than 185,000 parliamentary papers. There are 2,400 volumes of UK parliamentary debates, all available on open shelves in the Social

Sciences Reading Room. Government publications from across the world include records of legislatures, censuses and other official statistics. The Library has all print communications from the United Nations, European Union and Organisation for Economic Co-operation and Development as well as other inter-governmental bodies such as the World Bank. Collecting from around the world covers economic, political, social and cultural development and includes many rare items. The Library's collections of trade literature and market research are amongst the most comprehensive in the world, including over 62 million patent specifications from across the world. The Library continues to collect across the range of Social Science subjects from countries in all continents. The Social Sciences Reading Room has more than 10,000 books published in the UK in the last four years across a range of subjects, and recent issues of 700 journal titles.

Specialist format collections

The Library holds many specialist format collections including:

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

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

Valuation of Heritage Assets

Heritage Assets are valued as part of the acquisition process as they are added to the collections. We do not have a systematic retrospective programme of valuing heritage items which have been in our collections for many years, although such valuations are carried out for individual items in specific circumstances e.g. items on loan to us. The cost of such a programme of valuation would be prohibitive, both in terms of direct cost and time to complete.

For items where copies exist in other institutions or collections, it can take many days to identify if there are relevant market valuations from records of auction prices or sales catalogues. For rare or unique materials no such market valuation exists, so individual expert valuation is required. Commercial rates for such expert valuation can be of the order of £750 per day. Rare heritage items can take many days (if not weeks, in the case of manuscript collections) of expert work to arrive at a valuation, so a systematic retrospective programme of such work would be prohibitively expensive.

HERITAGE ASSETS PURCHASED

	Cost 000	2011/12 Number of Items	Cost 000	2010/11 Number of Items	Cost 000	2009/10 Number of Items	Cost 000	2008/09 Number of Items	Cost 000	2007/08 Number of Items
At 1 April	27,020	223	16,974	204	15,291	189	12,841	161	10,478	129
Additions	1,297	7	10,046	19	1,683	15	2,450	28	2,363	32
Disposals			–	–	–	–	–	–	–	–
At 31 March	28,317	230	27,020	223	16,974	204	15,291	189	12,841	161

HERITAGE ASSETS DONATED

	Valuation 000	2011/12 Number of Items	Valuation 000	2010/11 Number of Items	Valuation 000	2009/10 Number of Items	Valuation 000	2008/09 Number of Items	Valuation 000	2007/08 Number of Items
At 1 April	24,749	26	24,102	21	23,679	19	23,060	15	21,657	11
Additions	284	5	647	5	423	2	619	4	1,403	5
Disposals			–	–	–	–	–	–	–	–
Impairment	(530)									
At 31 March	24,503	31	24,749	26	24,102	21	23,679	19	23,060	16

12. Investments

	2011/12 000	2010/11 000
Market Value at 1 April	11,196	10,339
Acquisitions funded by dividends reinvested	326	320
Unrealised Gain / (Loss)	78	537
Market Value at 31 March	11,600	11,196
Analysed by		
Listed Securities	11,526	11,123
Cash Trusts	74	73
	11,600	11,196
Geographical Analysis		
United Kingdom Investments	11,147	10,728
Overseas Investments	453	468
	11,600	11,196

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

13. 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 £2.6m 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 £63k (£3k in 2009/10).

Liquidity risk

As around 73% 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 12, and so is subject to some market risk. An unrealised gain of £0.08m has been recorded this year compared to a £0.5m gain in 2010/11. Additional information on the Library's Investment Policy is given in the Trustees Annual Report.

Foreign currency risk

The Library has an international customer and supplier base and so is subject to a degree of foreign currency risk. In 2011/12, net foreign currency exchange losses of £0.004m were recognised (£0.07m loss in 2010/11). 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 0.5% below the Bank of England base rate.

Investment income profile

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

	Floating rate	Cash trusts	Listed securities	2011/12 Total	2010/11 Total
	000	000	000	000	000
Sterling	44,310	74	11,526	55,910	48,238
Dollar	560	–	–	560	1,073
Euro	273	–	–	273	720
Yen	166	–	–	166	658
Total	45,309	74	11,526	56,909	50,689

14. Stocks

	2011/12	2010/11
	000	000
Stocks for resale	666	623
Raw Materials	175	220
Total Stocks	841	843

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

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

15. Debtors and prepayments

	2011/12	2010/11
	000	000
Amounts falling due within one year		
Trade debtors	2,620	1,861
Other debtors	2,655	2,600
Prepayments and accrued income	6,693	10,218
	11,968	14,679

For the purpose of the Whole of Government Accounts (WGA), there is a debtor with HM Revenue and Customs of £2.3m relating to the repayment of VAT and a debtor of £0.19m with the Higher Education Funding Council (HEFCE) for a grant payment. Other balance debtors for intra-government categories are; central government bodies £68,000, and public corporations £16,000. All other debtor balances are external to the Government.

16. Cash at bank and in hand

	2011/12	2010/11
	000	000
Restricted funds	4,384	2,902
Monies held on deposit for customers	3,508	3,751
Cash balances	14	15
General funds	37,403	32,825
	45,309	39,493

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

17. Creditors

	2011/12	2010/11
	000	000
Amounts falling due within one year		
Trade creditors	12,103	12,090
Monies held on deposit for customers	3,508	3,751
Other creditors	2,010	2,748
Accruals	6,501	8,320
Deferred income	1,056	270
	25,178	27,179

For the purpose of the Whole of Government Accounts (WGA), there is a creditor with HM Revenue and Customs of £1.08m; this includes £0.525m NI contributions and £0.56m PAYE deductions retained by the Library as part of the PAYE process and a creditor with the Cabinet Office of £0.75m for pension contributions. Other creditor balance for intra-government categories are; local authorities £7,000, and public corporations £3,000. All other creditor balances are external to the Government.

18. Statement of funds

	As at 1 April 2011 000	Transfers to/(from) 000	Expenditure 000	Incoming resources 000	Realised and unrealised gains and (losses) 000	As at 31 March 2012 000
Unrestricted funds:						
General funds	19,178	(1,301)	(127,874)	132,109	-	22,112
Designated Funds (Fixed Assets)	537,718		(11,596)	5,548		531,670
Designated funds						
Shaw Fund	4,092	-	-	145	-	4,237
Collection Care Restoration Fund	476	-	(22)	1	-	455
Others	25	-	(25)	3	-	3
Membership / General Donations	626	(27)	(761)	162	-	-
Donated Asset Reserve	24,749	-	(530)	284	-	24,503
Total unrestricted funds	586,864	(1,328)	(140,808)	138,252		582,980
Restricted funds						
David and Mary Eccles Centre for American Studies	9,029	-	(249)	296	105	9,181
Dingwall No.2	1,112	-	(2)	33	(14)	1,129
Ginsburg Legacy	758	-	(31)	139	-	866
British Library Digitisation Campaign	533	-	-	2	-	535
Skinner Legacy	-	285	(6)	116	-	395
The MEDD Fund	360	-	-	1	-	361
Sir Henry Thomas	351	-	(1)	10	(4)	356
The Sir John Ritblat Gallery: Treasures of the British Library	330	-	(38)	1	-	293
Chinese Central Asia Database	246	(2)	(313)	265	-	196
Business & IP Centre	183	-	-	-	-	183
Consolidated Endowment	218	-	(28)	31	(1)	220
EC Fund: The European Library	183	(2)	-	1	-	182
T S Blakeney	177	-	-	4	(2)	179
Anthony Panizzi Foundation	151	-	(2)	5	(2)	152
English Online Project	2	-	(13)	151	-	140
Spratt-Bigot Request	122	-	-	1	-	123
British Library Centre for Conservation	90	-	20	7	-	117
Endangered Archives	114	(1)	(617)	610	-	106
Others	3,013	(543)	(3,289)	3,392	(4)	2,569
Other (deficit funds)	(3,310)	1,591	(1,964)	2,331	-	(1,352)
Total restricted funds	13,662	1,328	(6,533)	7,396	78	15,931
Transfer to unrestricted Fixed Asset reserves	-		163			163
Total funds	600,526		(147,178)	145,648	78	599,074

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

	As at 1 April 2011 000	Unrealised gains/ losses under Fair Value 000	As at 31 March 2012 000	Reserve / Fund net of Fair Value as at 31 March 2012 000	Reserve / Fund (inc. Fair Value) as at 31 March 2012 000
Eccles FVR	95	105	200	8,981	9,181
Dingwall No 2 FVR	49	(14)	35	1,094	1,129
Consolidated Endowment FVR	2	(1)	1	220	221
Sir Henry Thomas FVR	14	(4)	10	346	356
T S Blakeney FVR	7	(2)	5	174	179
Anthony Panizzi Foundation FVR	9	(2)	7	145	152
Others FVR	14	(4)	10	2,559	2,569
Restricted Fair Value Reserve	190	78	268	13,519	13,787

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

Restricted funds are given to the Library for specific purchases for the collection or for projects which are related to the aims and objectives of the Library. Designated funds are monies which have been identified by the British Library Board for a specific purpose. All the funds with balances of over £100,000 at 31 March 2012 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 17 funds for which, due to the administration restrictions of these funds, costs are expended first and subsequently reclaimed from the external funding organisations. Future income streams should more than cover the shortfall and future costs involved in the projects.

Included within the Restricted Fund and Designated Fund expenditure are costs in relation to the purchase of fixed assets totalling £163,000. These assets have been transferred from the restricted funds reserve to the unrestricted fixed asset reserve.

The transfers of £1.3m relate to internal charges or income applied to the restricted funds for the use of Library facilities and services.

Designated Funds

Shaw Fund

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

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

Collection Care Restoration Fund

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

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.

Restricted Funds

The David and Mary Eccles Centre for American Studies

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

Dingwall No. 2

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

Ginsburg Legacy

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

British Library Digitisation Campaign

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

Skinner Legacy

A legacy from Dr Joyce Skinner to be used for conservation

The MEDD Fund

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

Sir Henry Thomas

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

The Sir John Ritblat Gallery: Treasures of the British Library

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

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 the US.

Business & IP Centre (BIPC)

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

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.

EC Fund: The European Library

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

Collection and Preservation Fund

Donations and grants to assist preservation.

T S Blakeney

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

Anthony Panik 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.

English Online Project

Philanthropic donation from the Exilarch's Foundation for development of online learning resources to support the teaching and study of English literature.

Spratt-Bigot Bequest

For the purchase of works in French by French authors.

British Library Centre for Conservation

Funds raised from external sources to assist with the running of activities at the British Library Centre for Conservation.

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

19. Revaluation Reserve Movement

	000
As at 1 April 2011	197,286
Arising in a year	5,284
Realised	(5,081)
Backlog	93
As at 31 March 2012	197,582

20. Provision for liabilities and charges

A provision has been made in full for employees leaving the organisation under early retirement or Civil Service Compensation Schemes 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 2011–12.

	Early retirement/ severance provision 000	Other liability and charges 000	2011/12 Total 000	2010/11 Total 000
At 1 April	823	150	973	1,431
Additional Provision	30	1,400	1,430	110
Release of Provision	–	(150)	(150)	–
Utilisation of Provision	(378)	–	(378)	(568)
At 31 March	475	1,400	1,875	973
Less: Provisions falling due within one year	(251)	(1,400)	(1,651)	(368)
Amounts falling due after one year	224		224	605

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

The additional provision of £1.4m in year represents the estimated future costs to the Library following the repayment of VAT relating to the successful challenge on the treatment of printed matter.

21. Analysis of net assets between funds

	Unrestricted funds 000	Restricted funds 000	Total 000
Fund balances at 31 March 2012 are represented by:			
Intangible fixed assets	73	–	73
Tangible fixed assets	503,516	–	503,516
Heritage assets	52,820	–	52,820
Investments	–	11,600	11,600
Current assets	53,784	4,334	58,118
Current liabilities	(26,826)	(3)	(26,829)
Non-current liabilities	(224)	–	(224)
Total net assets	583,143	15,931	599,074

22. Capital commitments

	2011/12 000	2010/11 000
Contracted and not provided for	10,225	8,477
Authorised but not contracted for	7,016	16,954

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

23. Related party transactions

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

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

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

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

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

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

RELATED PARTY TRANSACTION

Related Party	Nature of Transaction	Income 2011/12 000	Expenditure	Relationship
House of Lords	Conservation work	17	–	Baroness Blackstone Chairman of the British Library Board and Lord Fellowes a Board Member of the British Library are members of the related party
City University	Document Supply Transactions	5	–	Dame Lynne Brindley a member and Visiting Professor of the related party, served as the Chief Executive and Accounting Officer to the British Library
University of Glasgow	Document Supply Transactions Grant payment for the Planets Project.	58	149	Sir Kenneth Calman Chancellor of the related party, served as a Board Member of the British Library
University of Southampton	Document Supply Transactions	50	–	Dame Wendy Hall DBE employed by the related party, served as a Board Member of the British Library
BBC	Document Supply Transactions	21	–	Michael Lynch, a Non Executive Director of the related party, served as a Board Member of The British Library
London South Bank University	Document Supply Transactions	11	–	Maggie Semple OBE Governor of the related party, served as a Board member of the British Library
Arts and Humanities Research Council	Grants towards the Royal manuscripts, Chinese Central Asia database, Botany in British India and the Raffles Collection projects.	469	–	Dame Lynne Brindley a member of the related party, served as the Chief Executive and Accounting Officer to the British Library
University of Cambridge	Document Supply Transactions	50	–	Dawn Airey a fundraiser for the related party, serves as a Board Member of the British Library
American Trust for the British Library	Donation towards the purchase of the St Cuthbert Gospel	64	–	Dame Lynne Brindley a Trustee of the related party, served as the Chief Executive and Accounting Officer to the British Library
The British Library Trust	Grant payment from the British Library Board to The British Library Trust		936.5	Lord Fellowes a Board Member of the British Library and Dame Lynne Brindley the Chief Executive and Accounting Officer to the British Library are both Trustee of the related party

24. Post Balance Sheet events

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

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

25. Contingent liabilities

British Library Newspaper Digitisation project

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

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

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

26. Trust funds (unaudited)

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

	2011/12	2010/11
	000	000
Income	9	8
Expenditure	(18)	(13)
Unrealised gains / (losses) on investments	14	9
Surplus / (deficit) for the year	5	4
Investments	314	299
Short Term Deposits	5	5
Net Debtors / (Creditors)		–
Cash at Bank	92	82
Net Assets	411	386

Report produced in-house © British Library Board 2012

Editor – Sarah Maskell

Design – John Overeem

Photography – Elizabeth Hunter, Chris McGlashon

Print – Spellman Walker

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

The British Library

96 Euston Road

London NW1 2DB

T +44 (0)843 2081144

www.bl.uk/annualreport2011-12



Published by TSO (The Stationery Office)
and available from:

Online
www.tsoshop.co.uk

Mail, Telephone Fax and email

TSO
PO Box 29, Norwich, NR3 1GN
Telephone orders/General enquiries 0870 600 5522
Order through the Parliamentary Hotline
Lo-Call 0845 7 023474
Fax orders: 0870 600 5533
E-mail: customer.services@tso.co.uk
Textphone: 0870 240 3701

The Parliamentary Bookshop

12 Bridge Street, Parliament Square,
London SW1A 2JX
Telephone orders/ General enquiries: 020 7219 3890
Fax orders: 020 7219 3866
Email: bookshop@parliament.uk
Internet: <http://www.bookshop.parliament.uk>

TSO@Blackwell and other Accredited Agents

ISBN 978-0-10-297621-2



9 780102 976212