

INCREASING OUR VALUE THROUGH MODERNISATION

"The British Library is one of the institutions of which we have every right to be very proud. It contributes to the whole range of British activity."

Rt Hon Estelle Morris

Minister of State, DCMS

Response to Parliamentary Question, 5 January 2004

FACT FILE

- **The British Library has met Government's strategic priorities to**
 - Ensure policy making is forward looking
 - Provide quality public services
 - Make public services responsive
 - Use new technology to improve the delivery of public services
 - Value modernising the Civil Service as an employer
- **Since 2000 the British Library has undertaken a transformational modernisation programme**
 - Appointed a new CEO
 - Simplified the entire management structure
 - Set a rigorous strategic agenda
 - Driven cultural change by embedding mission statement and core competencies across the Library
 - Completely reengineered the largest information supply service in the world
 - Secured electronic legal deposit legislation
- **The British Library is making existing resources go further**
 - Since 2000, achieved efficiency savings of £17 million which have been reinvested in our services
 - Overall programme of reform and service improvement estimated to realise £65 million by 07/08
- **The British Library is an outstanding investment for public funds**
 - Ground-breaking research shows that the Library conservatively generates £363 million value for the UK economy each year
 - Equivalent to £4.40 for every £1 of public money invested.

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INTRODUCED EFFICIENCIES

- Removed layers of management and streamlined structure
- Introduced competency based performance management system
- Currently developing new pay and grading system
- Introduced leadership development programmes for senior and middle managers
- Introduced British Library induction programme for new staff
- Developed needs-based training programmes for all staff – IT skills, customer service, financial awareness and project management
- Improved internal communications – 70% of staff (03) feel informed vs 56% (99).

REENGINEERED DOCUMENT SUPPLY

- Built flexible integrated technical platform to support electronic document delivery, cross database searching and expert information service provision
- Increased 48 hour turnaround for 95% of requests (03/04) vs 65% (01/02)
- Secured permissions from rights owners to launch copyright fee-paid and library privilege electronic delivery on demand directly to users' desktops
- Developed secure electronic delivery technical solution with Elsevier and Adobe
- Established sales and marketing teams and assigned account managers to major accounts
- Forecast cumulative cost savings of £12.7 million (07/08).

ACHIEVED ADDITIONAL COST SAVINGS

- Forecast headcount reductions of 370 achieving cumulative cost savings of £20.6 million (07/08)
- Reviewed portfolio of priced services leading to closure of 12 loss-making services
- Replaced multiplicity of IT systems with Integrated Library System (ILS)
- Transferred estates and facilities contracts to single suppliers across all sites
- Outsourced internal print function to deliver faster service and higher quality products
- Excluding cost savings achieved through headcount reduction, forecast cumulative cost savings of £32.1 million (07/08).

REALIGNED SERVICES TO USERS

- Developed demand led strategies for five key user groups
- Launched British Library Catalogue Online – generated 8.9 million online searches (02/03) – 65% increase (99/00)
- Introduced secure electronic delivery to users' desktops
- Opened new Readers' Admissions Office and introduced facilities to complete applications online – over 90% of applications are now processed within 20 minutes
- Digitised over 100,000 unique and rare items as part of *Collect Britain*
- Launched *21st Century Citizen* website to underpin National Curriculum
- Improved Library exhibition programme attracting record visitor numbers of 380,000 (02/03)
- Maintained very high levels of user satisfaction during period of considerable change.