

BRITISH LIBRARY REVIEW

TERMS OF REFERENCE

OVERALL AIM

To review the continuing need for the functions carried out by the British Library and whether those functions are best carried out by an NDPB; and to review the efficiency and effectiveness of the way in which the Library delivers its services.

FIRST STAGE: PRIOR OPTIONS

To examine whether the British Library's functions are still necessary, whether its status as an NDPB is the best option for delivering its services and how the delivery of its services might be improved in the future.

In the course of this to consider specifically:

- the role and functions of the British Library, and how these functions contribute to the delivery of wider DCMS and Governmental objectives; and
- how the British Library's services can best be delivered, and whether there is scope for other organisational options, including discontinuing, contracting-out, market testing, merging or rationalising, privatising, or restructuring internally, some or all of its functions.

SECOND STAGE: MAIN REVIEW

1. To review the findings of the 1997 report by Sir Terence Heiser, the British Library's Strategic Review and Zero-Based Review, and the Department's Comprehensive Spending Review, in order to identify outstanding issues and monitor the implementation of these reviews.

2. Taking account of the above, to consider how the Library's services and functions could be provided more efficiently and effectively in the future.

3. To consider particularly:

- the Library's aims and objectives and the part they play in delivering wider DCMS and Governmental objectives;
- performance targets and whether they are sufficiently comprehensive and stretching, and properly reflect the Library's aims and objectives;
- the Library's past performance;
- the structure and effectiveness of the Library's organisation, its staffing, management and personnel policies;
- partnership arrangements and opportunities for joint working with other bodies to deliver a more efficient and effective service;
- how the Library can make better use of new technology to improve the delivery of its services and functions;
- the Library's relationship with its customers and its customers' views on how it can improve the way in which it delivers its services and functions;
- whether there is scope to increase the current level of efficiency savings and income and to improve the utilisation of assets;
- whether the Library needs different freedoms or flexibilities to improve the delivery of its services; and
- whether the roles and reporting arrangements of the Library, the Department and Ministers need clearer definition and whether they provide proper support for operational and policy work.

4. To summarise the findings of the review in a report to a format agreed with the Department, including a set of recommendations.

5. The Review of the British Library will also include a Better Quality Services review. This involves reviewing how services and functions are delivered and - by consulting widely with users, by benchmarking and by open

competition - identifying the best supplier in each case. The focus will be on end results and service standards, rather than simply on process. The aim is to secure the best quality and value-for-money for the taxpayer.