

# **Digital Preservation Coalition (DPC)**

## **Annual Company Report**

**23 July 2002 - 31 July 2003**

# The Digital Preservation Coalition

## Mission and Goals

The aim of the **Digital Preservation Coalition** is to secure the preservation of digital resources in the UK and to work with others internationally to secure our global digital memory and knowledge base. In order to achieve this aim, the Coalition has the following long-term goals:

1. Producing, providing, and disseminating information on current research and practice and building expertise amongst its members to accelerate their learning and generally widen the pool of professionals skilled in digital preservation.
2. Instituting a concerted and co-ordinated effort to get digital preservation on the agenda of key stakeholders in terms that they will understand and find persuasive.
3. Acting in concert to make arguments for appropriate and adequate funding to secure the nation's investment in digital resources and ensure an enduring global digital memory.
4. Providing a common forum for the development and co-ordination of digital preservation strategies in the UK and placing them within an international context.
5. Promoting and developing services, technology, and standards for digital preservation.
6. Forging strategic alliances with relevant agencies nationally and internationally, and working collaboratively together and with industry and research organisations, to address shared challenges in digital preservation.
7. Attracting funding to the Coalition to support achievement of its goals and programmes.

## Chair's Introduction

This is the first annual company report produced by the DPC and covers the period from incorporation on 23 July 2002 to 31 July 2003. It has been a very significant year for the DPC building on the achievements since the initiation of the Coalition in August 2002.

In June 2002 the DPC board set the following objectives for the period:

- (i) Development of the DPC business plan for 2003-6.
- (ii) Recruitment of a DPC Co-ordinator.
- (iii) Complete a survey of industry vendors and encourage industry participation in our agenda.
- (iv) Maintenance and development of the DPC public website, publicity materials, and dissemination with PADI.
- (v) Development of private members website and email list and value-added benefits of membership. Areas to be developed on the private website for DPC documents, member documents, and technology watch.
- (vi) DPC member forums in October, March and June.
- (vii) DPC contributions to conferences and joint seminars.
- (viii) Develop member training events based around the Preservation Management of Digital Materials: a Handbook.
- (ix) Advocacy and PR campaign - keeping digital preservation in the public consciousness and on the agenda over the next 12 months via PR consultancy.
- (x) Additional international activity - monitoring and develop links with US NDIIPP and Europe, particularly any digital preservation opportunities that might emerge under the European Union FP6 programme.
- (xi) Develop technology watch for members.
- (xii) Develop a proposal for a UK digital preservation survey/report.
- (xiii) Establish a DPC web-archiving special interest group.

This report sets out the achievements made against these objectives over the year for the DPC membership and in advancing the cause of digital preservation for which the DPC was established.

It is important to note that since August 2002 our work has relied critically on the Joint Information Systems Committee (JISC)'s substantial indirect support for the DPC through part-time release of Neil Beagrie to work as Secretary on DPC business. This has allowed the DPC to develop rapidly through a combination of his voluntary work and use of a number of external consultants and services. It has also allowed the DPC to create reserves essential for employing a member of staff and covering the liabilities of future development. As a result during the course of the year we have been able to advertise for our first member of staff and in May 2003 we were very fortunate to secure Maggie Jones' services as the first DPC Co-ordinator.

The DPC has also been ably supported by members of the DPC Board who have given their time as directors to help support the Coalition's work. Equally DPC events and activities owe their success to the active participation of the membership.

On behalf of the members I would like to thank all those who have contributed to the notable achievements and work of the Coalition over the past year.

Lynne Brindley Chair, Digital Preservation Coalition

## Achievements – Highlights from the Year

### **DPC Advocacy Campaign**

#### PR and Media

Prior to the launch of the DPC a critical weakness in digital preservation work was a widely perceived lack of recognition of the existence of a serious problem amongst the general public and key stakeholders. Awareness raising had not spread beyond a handful of professionals in archives, data centres and libraries. A search of national newspaper coverage had shown one reference to digital preservation in the previous five years – a finding which dramatically underlined the scale of the challenges in raising awareness.

For a cause which relies almost entirely on the collaboration of data creators, intermediaries, and public funds this was a crucial barrier to future progress. A key aim of the Coalition since its launch therefore, has been to raise the profile of digital preservation in national and specialist media on behalf of all its members. The key element has been a professional PR and Media campaign, which has been highly successful. Given our limited resources, national press coverage has proved a cost-effective way of reaching many key stakeholders in funding bodies, government, and industry.

Over the period covered by this report 25 articles on digital preservation have appeared in the national media as a result of the DPC campaign. A full list of media coverage achieved to date by the DPC is available in the advocacy section of the DPC website at:

<http://www.dpconline.org/graphics/advocacy/>

Initially the DPC has focussed on stories such as web-archiving or the BBC Domesday Disk. These are easily understood by the public and have helped to introduce what are often complex problems to non-specialists. These articles have also proved useful to members at local level in their outreach work to other colleagues and stakeholders.

The DPC has contracted with Anna Arthur PR, a professional Media and PR agency, to handle media relations and place relevant stories. The agency has worked with the coalition since its launch in February 2002 to create a broad public awareness of digital preservation as an issue, and of the work and aims of the DPC. We have secured press coverage across print, television and radio. A strong presence in the Guardian's Online supplement has provided the main platform for the information campaign. Other positive coverage has been secured through BBC Television News, specialist journals and web editorials.

#### Representation and Advocacy

The DPC advocacy campaign has many strands including working with international bodies such as UNESCO and the European Commission, and conference and seminar presentations.

During the year the DPC contributed to the drafting of the EU Council resolution on preserving tomorrow's memory and the UNESCO resolution on the preservation of the digital heritage. The DPC also submitted a response focussing on digital issues to the Archives Taskforce draft report.

A seminar for publishers on digital archiving was co-organised by the Association of Learned and Professional Society Publishers (ALPSP) and the DPC in November 2002. This provided a valuable and timely forum for discussion between libraries and publishers in the lead up to the parliamentary bill extending legal deposit to electronic publications.

Other advocacy contributions and meeting presentations made by the Secretary, Co-ordinator, or Directors, on behalf of the DPC over this period include:

Conference of European National Librarians (CENL) conference September 2002  
 Medical Research Council Horizons Workshop October 2002  
 Deutsche Bibliothek Workshop on digital preservation collaboration within Germany 29/30 October 2002  
 Public Record Office Northern Ireland/Dept of Culture, Arts and Leisure Workshop October 2002  
 Hybrid Scotland seminar November 2002  
 British Records Association conference December 2002  
 Book Industry Communication/National Information Standards Organisation digital preservation seminar December 2002  
 Erpanet Workshop January 2003  
 Natural Environment Research Council Data Management Group Feb 2003  
 International Council on Archives/The National Archives Practical Experiences in Digital Preservation conference April 2003  
 Chief Librarians Metropolitan Public Libraries meeting, April 2003  
 CAB International Meeting, May 2003  
 Computer Suppliers Federation conference June 2003  
 Manchester Information & Associated Services (MIMAS) Open Forum July 2003  
 Yorkshire Rose e-science workshop July 2003

#### Digital Preservation Award

The DPC has developed and grant aided this year a new digital preservation award as part of the Pilgrim Trust Conservation Awards. The first winner of the award will be announced in June next year. We hope that the award and accompanying publicity will help raise the profile of and public support for, the many examples of excellent work in digital preservation being undertaken by institutions.

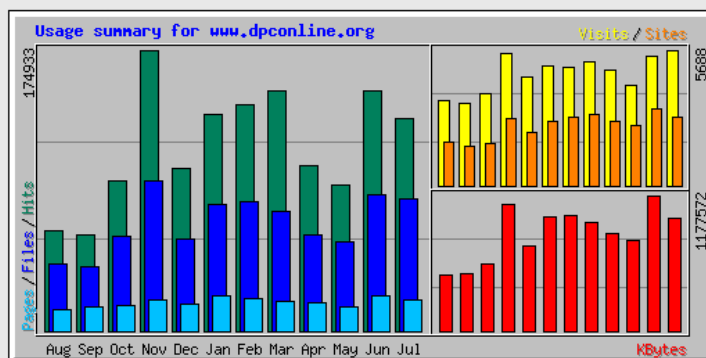
#### **Dissemination and Current Awareness**

##### DPC Website

The DPC website has received 58,000 visitors and 1.3 million hits over this period: a very high figure for a recently established and specialised site. A particularly valued part of the site is the online edition of *Preservation Management of Digital Materials: A Handbook*. In its first year the print edition has sold over 1200 copies worldwide and is widely cited as one of the leading resources on the topic. The DPC online edition provides the latest updates and urls to the print edition. By providing the text and tools electronically, the online edition also acts as a “one stop shop”, providing easily accessible reference information and overviews. It is accessible via any computer with an internet connection.

## Usage Statistics for www.dpconline.org

Summary Period: Last 12 Months  
Generated 31-Jul-2003 12:00 BST



Summary by Month

Summary by Month										
Month	Daily Avg				Monthly Totals					
	Hits	Files	Pages	Visits	Sites	KBytes	Visits	Pages	Files	Hits
<a href="#">Jul 2003</a>	4277	2652	620	183	2892	977133	5688	19234	82215	132609
<a href="#">Jun 2003</a>	4995	2841	729	180	3201	1177572	5407	21881	85257	149855
<a href="#">May 2003</a>	2926	1796	484	134	2535	783007	4180	15020	55699	90717
<a href="#">Apr 2003</a>	3418	1994	580	160	2694	847379	4828	17405	59849	102567
<a href="#">Mar 2003</a>	4831	2415	601	166	2992	947692	5166	18656	74877	149762
<a href="#">Feb 2003</a>	5021	2880	736	177	2861	1000939	4977	20628	80656	140591
<a href="#">Jan 2003</a>	4339	2546	695	162	2719	988572	5040	21575	78937	134523
<a href="#">Dec 2002</a>	3265	1850	547	146	2262	743890	4550	16962	57375	101238
<a href="#">Nov 2002</a>	5831	3113	658	184	2821	1102043	5521	19768	93398	174933
<a href="#">Oct 2002</a>	3002	1906	517	125	1799	587477	3883	16038	59086	93084
<a href="#">Sep 2002</a>	1997	1327	494	116	1655	501079	3481	14838	39833	59922
<a href="#">Aug 2002</a>	2004	1361	420	116	1837	488289	3598	13029	42192	62128
<b>Totals</b>						<b>10145072</b>	<b>56319</b>	<b>215034</b>	<b>809374</b>	<b>1391929</b>

In addition to the public webpages, a private members only area was established on the website and holds DPC information for members (summaries of DPC board minutes, Memorandum and Articles, DPC logos etc), shared member documents (preservation plans, presentations, etc) and technology reports.

Content of the DPC website has been overseen by the DPC Secretary, with maintenance and design supported by Brett Scillitoe. A report and photographs of the October Forum and other updates were prepared for the website by Stewart Granger.

### What's New in Digital Preservation

Increased activity, information overload and time constraints mean many staff now find it difficult to keep on top of the latest developments in digital preservation on a day to day basis. This is particularly true for those in senior roles or those whose responsibilities cover many different areas.

*Whats New in Digital Preservation* was developed as a quarterly publication by the Digital Preservation Coalition and the Preserving Access to Digital Information (PADI) gateway specifically to address these problems. The publication is a quarterly summary of selected recent activity in the field of digital preservation compiled from recent additions to the PADI Gateway, the digital preservation and padiforum-I email lists and other publications.

The DPC produced three issues of "What's New in Digital Preservation" in collaboration with the National Library of Australia (NLA) over this period. Compilation on behalf of the DPC was contracted out to Michael Day at UKOLN and editorial direction was provided by Neil Beagrie. Compilation on behalf of NLA has been undertaken by Gerard Clifton

New editions of Whats New in digital preservation are produced both in html for online browsing and as a pdf for printing and circulation offline. The current issue and back issues are available on the DPC website at:

<http://www.dpconline.org/graphics/whatsnew/index.html>

#### The Digital Preservation and DPC-DISCUSSION email lists

The digital Preservation list on JISCMail grew to 880 members and was listed as the top digital preservation resource in Google searches throughout the year. The list is moderated by the DPC Secretary and Co-ordinator and carries regular announcements and information on activities relevant to the preservation and management of digital materials. It is also used to disseminate public information on the work the Digital Preservation Coalition and related initiatives.

Previous messages posted to the list are accessible from the list archive. The archive and a joining the list web-form is available at:

<http://www.jiscmail.ac.uk/lists/digital-preservation.html>

A private DPC discussion (DPC-DISCUSSION) list for members has also been created.

#### DPC Information Leaflets

The DPC updated and re-printed its information leaflets on *About the Digital Preservation Coalition* and *Introduction to Digital Preservation*. Two new information leaflets were also prepared on *Advocacy, Media and PR* and *Key DPC Information Resources*. Copies of DPC information leaflets have been circulated to members and made available at various events. Design and printing of the DPC Information materials was undertaken by Nimbus Design.

#### **DPC Events**

##### DPC Forums

The DPC Forums are critical to the operation of the DPC, providing a key mechanism for educating members on current developments, fostering contacts between the membership, and catalyzing future activities. The DPC has held three forums over this period in October, March, and June, focusing on the themes of e-learning and cost/business models, infrastructure and current research, open-source software and archiving dynamic databases. Demonstrations of D-Space and the OCLC Digital Archive were also organised for members.

The DPC Forum programmes have been organised by the DPC Secretary and supported initially by JISC staff but from March 2003 by contracted administration from Complete Support Ltd. All three DPC Forums were well attended and highly rated by participants. The forums are free to DPC members but a small number of places are also made available to non-members for which an attendance fee of £150 per person is charged.

Reports and presentations from the DPC Forums have been made available on the DPC website.

Examples of evaluation feedback from participants at DPC Forums include:

“Excellent thank you”

“Very useful; targeted; nice sized group; practical”

“A really interesting range of speakers and topics”

“Everyone seemed eager and willing to share experiences and ideas”

### DPC Training Workshops

Two one-day training workshops on developing institutional strategies were held in London and Edinburgh respectively. The workshops were presented by Neil Beagrie, Maggie Jones, and Kevin Ashley and based around *Preservation Management of Digital Materials: a Handbook* and other customised presentations and materials. A third workshop planned for Belfast has been held over to next year due to other commitments and funding to support training activity will be carried forward into next year.

Both DPC training events received extremely high evaluation marks and feedback from participants.

### **DPC Survey of Industry Vendors**

This study was conducted between July and October 2002 in furtherance of the Digital Preservation Coalition's (DPC) aim of working with industry. It was undertaken as a consultancy by Philip Lord under the direction of Neil Beagrie.

A cross-section of 35 large, medium and small companies was approached with an e-mailed questionnaire, which contained an invitation to proceed to a telephone interview. Twenty one (68.6%) companies completed the e-mail questionnaire, and seventeen (48.6%) were subsequently interviewed by telephone. The survey was limited to suppliers of information technology products, specialist consultancies and professional and trade bodies. Consumers of IT products and services were not surveyed.

The survey's objectives were to:

- Establish the extent of industry's awareness and perception of its need to become more aware of / engaged with issues of digital longevity; and their views on how the DPC can interact with industry, improve awareness, and foster partnerships.
- Establish their interest in sponsorship, membership, or alliances with the DPC, including estimating the demand for such activities, and identifying areas which may be of particular interest to industry.



- Make recommendations to the DPC board on potential DPC conditions/criteria for industry sponsorship or collaborative projects with the DPC.

The edited public version of the survey report is available on the DPC website at:

<http://www.dpconline.org/graphics/reports>

and the full version is available to DPC members on the private DPC member pages.

The major findings were as follows:

- There was a perception among those responding that there was insufficient awareness of the digital longevity problem in industry, though most claimed to pay attention to it in their own products or services.
- About half had already heard of the DPC; nearly all expressed an interest in knowing more about its work.
- It was emphasised that companies respond to market requirements: promoting awareness amongst the public and vendors' customers was therefore one of the most effective ways of influencing the vendors themselves.
- Customers of these vendors do not, in general, seem to be demanding digital longevity except in areas subject to specific pressures (e.g. regulatory or legal), or in specific markets. There is however a perception that customer awareness is increasing.
- Regarding participating in the DPC's work there is a lot of goodwill to do this, though there are some questions about the DPC's role and objectives in relation to industry. A theme emerging was the need to see some benefit in collaborating, such as access to potential customers. It was noted that the current economic climate is not favourable to cash sponsorship.
- Overall the findings point to in-kind collaboration rather than membership. There was interest in sponsorship of events where there was an opportunity to meet potential customers.

As a result of the Industry Survey the DPC has explored further collaboration with the Computer Suppliers Federation and the DPC Secretary made a presentation to the CSF Annual Conference. A joint Forum between the DPC and CSF is also being considered for 2004.

### **UK National Needs Survey on Digital Preservation**

Two key strategic goals of the Digital Preservation Coalition are that it should promote digital preservation among key stakeholders, and act to increase funding for the nation's investment in digital resources. To help achieve these, members at the DPC summit in December 2002 identified a UK national needs survey on digital preservation as a crucial deliverable which should be included in the DPC business plan. The DPC proposes to develop this as a project in association with members and others, and seek additional funding to support its completion.

The UK national survey of digital preservation needs commenced with preparation of a survey form in July 2003 to send out to DPC members. This work is being supported by consultancy from Duncan Simpson under the direction of the DPC Co-ordinator.

The end-product, we hope, of the survey will be a persuasive analysis and assessment of the national needs in the UK. The purpose of this document will be to enable members, and others, collectively and individually, to press their case for a higher profile and increased resources for digital preservation on the national and government agendas.

Our initial work shows that we can probably assemble sufficient grant and other help, in small packages, to progress our national assessment of need in 2003-4 as proposed in the Business Plan.

### **DPC Technology Watch**

A number of existing project and technology reports have been placed on the DPC members' private area of the website. The DPC board also set aside funding to complete a series of new DPC Technology Watch reports. Completion of the Technology Watch report series has been carried over into next year due to other commitments. However the brief for the series was prepared and topics and potential authors for three reports identified. Funding will be carried forward for completion of the reports in 2003-4.

### **Business Plan and Staffing**

A three year business plan for 2003-6 has been prepared with assistance from Duncan Simpson. The outline of the business plan was discussed and agreed at a specially convened DPC members' summit in December 2002.

The DPC reached agreement with King's College London (KCL) and the JISC office in KCL on the establishment of the DPC registered office and the recruitment of a full-time member of staff for the DPC. As a result the DPC co-ordinator (Maggie Jones), the DPC's first member of staff, took up appointment in May 2003.

### **Member activity**

#### Web-archiving

Following the DPC Forum on web-archiving, DPC members established a DPC Web-archiving Special Interest Group, chaired by Deborah Woodyard. Six DPC members interested in using the National Library of Australia's PANDORA software are establishing a consortium to fund a two year UK testbed of this software. They hope to establish the testbed in 2004.

#### EU FP 6 Programme

DPC members worked with the Dutch National Library (KB) on the creation of a European FP6 consortium (PATCH) to bid for an Integrated Project under the FP5 Programme. The bid involved significant UK participation from DPC members and related organisations. Although the bid was not ultimately successful it did receive positive feedback and indication that the EU was now committed to seeing further activity to support digital preservation in future EU programmes.

#### Digital Curation Centre

The JISC and e-science core programme have jointly agreed to fund development of a Digital Curation Centre. Discussion at the DPC Forum on Digital Curation and the DPC Industry Forum in the previous year provided a significant catalyst for this activity.

## People

### Neil Beagrie

Neil Beagrie is the JISC programme director for digital preservation and has worked in a voluntary capacity as the Company Secretary for the DPC. JISC has kindly released around 60% of his time to help direct and support the development of the DPC over this period.

### Maggie Jones

The DPC co-ordinator (Maggie Jones), the DPC's first member of staff took up appointment in May 2003. Maggie will already be familiar to many DPC members for her long involvement in digital preservation. Prior to joining the DPC she prepared the Archiving e-journals report for JISC and was project manager for the final year of the Cedars Project.

### Anna Arthur PR

Anna Arthur PR is a professional PR and Media company which has been engaged by the DPC to support its Advocacy Campaign. The company provides a key role in contacting the media and assisting the DPC in obtaining relevant coverage.

### Complete Support Ltd

Complete Support is a professional events organising and support company. They have been contracted to provide registration and administrative support for the DPC Forums and training events.

### Michael Day

Michael Day is employed as a research assistant at UKOLN in Bath and is well known for his work on preservation metadata and bibliographies of digital preservation. He has been contracted by the DPC to work with Preserving Access to Digital Information (PADI) on compilation of *What's New in Digital Preservation*.

### Stewart Granger

Stewart Granger is currently a freelance consultant and keen amateur photographer. He prepared the meeting report and photographs for the October DPC Forum.

### Philip Lord

Prior to establishing the Digital Archiving Consultancy, Philip Lord worked as Records Manager for Glaxo Smith Kline. He was contracted by the DPC to conduct the DPC Survey of Industry Vendors.

### Nimbus Design

James Hewett at Nimbus Design designed the DPC logo for our launch and has since been used for the design and production of the DPC Information leaflets.

### Brett Scillitoe

Brett Scillitoe is a freelance website developer and designed the DPC website. Over this period he has been contracted for updating, additions, and maintenance of the DPC website.

### Duncan Simpson

Duncan Simpson was formerly Corporate Planner and Director of Government Services at the Public Record Office (PRO) and a director of the DPC up to his retirement from the PRO. Following his retirement he was contracted by the DPC to work with the membership and DPC officers to develop a draft business plan for the DPC for 2003-6 and scope the National Needs Survey.

## **DPC Board of Directors**

The following individuals have been directors of the DPC in the period 23 July 2002- 31 July 2003. Dates are shown where individuals have resigned or been appointed during the course of the year.

Lynne Brindley (chair)	British Library
Reg Carr (vice chair)	HEFCE (Joint Information Systems Committee)
Clare Jenkins (to 25/6/03)	Consortium of University Research Libraries
Richard Ovenden (from 26/6/03)	Consortium of University Research Libraries
Prof Tony Hey (from 26/11/02)	Department of Trade and Industry (e-science core programme)
Alison Horsburgh	National Archives of Scotland (NAS)
Duncan Simpson (to 7/10/02)	The National Archives (formerly Public Record Office)
David Ryan (from 3/12/02)	The National Archives (formerly Public Record Office)
Meg Bellinger (to 20/5/03)	Online Computer Library Center (OCLC)
Lorcan Dempsey (from 26/6/03)	Online Computer Library Center (OCLC)
Gerry Slater	Public Record Office Northern Ireland (PRONI)
Chris Batt	Resource: the Council for Museums, Archives and Libraries
Kevin Ashley	University of London (University of London Computer Centre)

## **Membership**

Participation in the Coalition is open to all sectors including commercial, cultural heritage, educational, central and local government, and research. Members of the Coalition must be collective or not for profit organisations who can subscribe to the public mission, goals and principles of the Coalition but other organisations can participate in alliances. Membership is also open to other "membership organisations" with UK members.

There are three classes of participation: Full Members, Associate Members, and Allied Organisations or Individuals. Organisations can also sponsor Coalition activities, or projects and events to be undertaken by the Coalition.

New full members during this period were the e-science core programme, and new associate members were the Arts and Humanities Data Service, the Data Archive, Ministry of Defence, and the Natural History Museum. A full list of DPC members is available on the DPC website.

## **DPC Meetings over the Year**

15 October 2002	DPC Forum
16 October 2002	DPC Board of Directors
9 December 2002	DPC Web-archiving Special Interest Group
9 December 2002	DPC Members summit on DPC business plan
27 January 2003	DPC Officers meeting
25 February 2003	DPC Web-archiving Special Interest Group
11 March 2003	DPC Board of Directors
12 March 2003	DPC Forum
6 June 2003	DPC training workshop Edinburgh
24 June 2003	DPC Forum
26 June 2003	DPC Board of Directors
30 June 2003	DPC training workshop London

## Summary Financial Statement

	£	£
<b>Income:</b>		
Membership subscriptions		125,000
Non-members forum fees		<u>1,800</u>
		126,800
<b>Expenditure:</b>		
Salaries	10,293	
Other staff costs	1,410	
Postage and printing	4,258	
Travelling	2,271	
Audit and accountancy	750	
Consultancy	23,458	
Computer software	56	
Grant to Conservation Awards	5,500	
Web site costs	4,126	
Interview costs	119	
Public relations	17,901	
Forums and meetings	10,945	
Staff training	<u>134</u>	
		<u>81,221</u>
		45,579
<b>Depreciation:</b>		
Computer equipment		<u>622</u>
<b>Net incoming for the year</b>		£44,957
Designated funds for Training and Technology Watch		22,442
Added to General Reserves		<u>22,515</u>
<b>General Reserves:</b>		
Reserves brought forward from 2001-2		68,509
Reserves added 2002-3		<u>22,515</u>
		91,024

### DPC Reserves Policy

The DPC board will seek to maintain prudent levels of general reserves for its activities and liabilities. The directors will review the reserves policy each year, and take the advice of its auditors annually on the appropriate level of general reserves to maintain.

Under the terms of its agreement with JISC and King's College London for the establishment of the DPC Registered Office and employment of the DPC Co-ordinator, the DPC has agreed to maintain reserves to cover the liabilities under the agreement including one year's salary and running costs for DPC Co-ordinator. These are currently budgeted at £56,000 per annum in the DPC business plan.

The DPC will also need to hold general reserves for other operational activities and potential liabilities. Currently we are advised by our auditors that the DPC should maintain reserves equivalent to 6 months operational activities.

The DPC board will therefore seek to maintain general reserves at a level equivalent to £56,000 plus 50% of annual expenditure on other non-staff operational activities.

### DPC General Reserves 2002-3

At 31 July 2003, the DPC general reserves stand at £91,024. The reserves policy would indicate a target figure of £90,700 for the year.