

Digital Preservation Coalition, Annual General Meeting 2014

Arrangements

The Twelfth Annual General Meeting of the Digital Preservation Coalition (DPC) will be held at **16.15 on Monday the 17th of November** 2014 in the Dale Room, **Wellcome Collection**, 183 Euston Road, London NW1 2BE. The meeting is expected to end at approximately 1715. Tea and coffee will be available before the meeting.

The AGM is being chaired by Laura Mitchell, Chair of the Digital Preservation Coalition.

Agenda

1. Welcome (Laura Mitchell)
2. Introduction and formal notice of meeting
3. Apologies
4. Minutes of the Eleventh AGM, held on Thursday 5th December 2013, National Records of Scotland, Edinburgh (DPCAGM14B)
5. 2013-4 Annual Report of the DPC (William Kilbride – Verbal Report)
 - a. DPC Core Programme 2013-4
 - b. Major Projects 2013-4
6. The 2013-14 Annual Accounts of the DPC (Jackie Senior, G&E) (DPCAGM14C)
7. DPC Strategic Plan 2015-18 (DPCAGM14D)
8. Election of Officers of the DPC
 - a. Election of Chair: Laura Mitchell nominated
 - b. Election of Vice Chair: Kevin Ashley nominated
9. Any Other Business

1715 (approx.) Close

Digital Preservation Coalition, Annual General Meeting 2013

Minutes

The Eleventh Annual General Meeting of the Digital Preservation Coalition (DPC) was held at **15.00 on Monday 5th December 2013** at the National Records of Scotland, Edinburgh in the HM General Register House. The AGM was chaired by Kevin Ashley, Acting Chair of the Digital Preservation Coalition.

In Attendance

William Kilbride, DPC; Sarah Norris, DPC (minutes); Nicky Whitsed, Open University; Heather Stanley, PRONI; Daryl Mead, NLS; Lee Hibberd, NLS; Laura Mitchell, NRS; Angela Dappert, DPC; Emily Nimmo, RCAHMS; John Scally, University of Edinburgh; Jenny Hunt, NRS; Susan Corrigan, NRS

On the phone

Grant Young, Cambridge University; Carol Jackson, DPC; Jackie Senior, Garbutt & Elliott.

Agenda

1. Welcome

Kevin Ashley opened the meeting.

2. Introduction and formal notice of meeting

KA called the meeting to order.

3. Apologies

Maureen Pennock, BL; Neil Grindley, Jisc; Tim Gollins, TNA; Bo Middleton, University of Leeds; Herve L'Hours, UK Data Archive; Ed Pinsent, ULCC; Dave Thompson, Wellcome Trust; Sarah Higgins, University of Aberystwyth; Juan Bicarregui, RCUK; Neal Beagrie; Wolfram Horstmann, Oxford University.

4. Minutes of the Tenth AGM, held on Monday 3rd December 2012, Wellcome Library, London

Minutes of the previous AGM were approved as a correct record of events. There were no actions and no matters arising.

5. The 2012-13 Annual Report of the DPC

William Kilbride (WK) gave a brief presentation on this year's Annual Report. Highlights include:

Core programme

- Events –
 - Promised 6, delivered 16: 5 introductory, 11 thematic, 9 co-sponsored, 7 DPC only, at a range of locations around the country
 - We have also delivered a large training event in the form of the Advanced Practitioner Certificate Training
 - Also targeted events on PREMIS & METS, file formats etc
 - We have also presented work on digital preservation through other non-DPC platforms

- Their popularity and the feedback received points to demand and reputation
- Publications –
 - Published 5 Technology Watch Reports in the last year, that's more than in the first 6 years of the DPC
 - Making progress with other new titles
 - 50,000 downloads of these reports
- Training –
 - Grants provided for 9 places at APC in July and 5 for DPTP
- Also –
 - Produced 7 sets of conference notes
 - Lots of news releases
 - 29 job adverts and 33 job posts
 - Webex
 - Wiki
 - Twitter
 - Two email discussion lists with a reach of 200 + members
- Digital Preservation Awards 2012 –
- Members –
 - 2 new - University of Edinburgh and DRI
 - 1 suspended – PLS
- New friendship agreement with NESTOR
- New people –
 - Sarah Norris in April 2013
- Major projects –
 - TIMBUS extended to December 2014
 - APARSEN extended to December 2014
 - Addition of 4C Project until February 2015

6. The 2011-12 Annual Accounts of the DPC

The DPC auditor Jackie Senior (JS) of Garbutt and Elliott gave a short presentation on the annual accounts and audit report. Highlights included:

- Income
 - Growth with the addition of the 4C Project and the qualification for research institute status resulting in a 60% uplift in funding.
- Expenditure
 - Admin costs are well maintained despite increased spending through the DPA and additional bookkeeping services
 - Project costs have increased, but they are all fully reclaimable
 - Wages and salaries have also increased with the addition of SN, also reclaimable

Overall this means that DPC is operating at a surplus and the balance sheet shows and overall increase in members funds.

There have been significant fluctuations due to timing of grant applications and receipt of monies into the DPC account. The increase of the strategic reserve has therefore been extremely valid in light of cash flow, approval processes and the delay to receipt of funds.

JS made some recommendations for improvements to internal systems and controls in light of Carol's absence and matters identified as a result. CJ is now back in post and working to make sure these are implemented.

Garbutt & Elliott's (G&E) report makes three recommendations:

(a) and (b) refer to the production of information for Form C, and the information directly available to the auditors – particularly in the case of TIMBUS, where errors were identified and corrections to the Form C needed to be submitted. Recommendation is that this information is generated on a monthly basis.

(c) refers to subsidising of APARSEN events.

JS concluded that at the end of 2012/13 DPC is in a healthy financial position, and finances have been managed incredibly smoothly under the circumstances.

7. Election of Chair and Vice-Chair of the DPC

Further to the resignation of Richard Ovenden as Chair of the DPC Board, KA makes the nomination for Laura Mitchell to stand as the new Chair, this is seconded by DM.

There is no dissent – and LM is elected as the new Chair of the DPC. KA hands over the chair for the meeting, and LM continues.

KA is re-elected as the vice chair of the DPC.

LM has asked that the DPC's thanks to KA for serving as Acting Chair for the past 9 months be recorded in the minutes.

8. 4C – the Collaboration to Clarify the Costs of Curation (Sarah Norris)

- The 4C consortium consists of 13 partners in 7 countries, all from different kinds of organisations, such as archives and libraries, research institutes, digital curation centre, IT-solution enterprises, IT-security...
- Project lifetime: 2 yrs, Feb 1 2013 – Jan 31 2015
- Five work packages under the (project) coordination of Jisc

4C in brief:

- The 4C project will help organisations across Europe to more effectively invest in digital curation and preservation
- The purpose is to help make digital curation a lean investment
- Making an investment inevitably involves costs; existing research on cost modelling therefore provides the starting point for the 4C work

Vision - Create a better understanding of digital curation costs through collaboration.

Mission - Provide useful, useable resources which support the process of cost management in digital curation.

Values

- To treat all stakeholder data confidentially

- To allow the outcomes of the project to be driven by the results of two-way stakeholder engagement
- To encourage comment, debate, and discussion in order to develop the project outcomes
- To be an 'open and social' project and to listen to the needs of the digital curation community

Understanding the costs of curation can:

- support strategic planning
- support tactical decision making
- support decision making on a political level
- increase the ability to manage the digital assets over time and
- enable to create new cost-effective solutions

The project draws from earlier work into cost modelling undertaken by a range of different organisations.

The cost models out there are ok, but these were all created for a specific purpose, by a specific organisation for a specific organisation...so they are hard to reuse or transfer. And we don't want to create another all singing all dancing cost model either...

4C wants to consult with a broad range of stakeholders to understand their digital curation needs, as well as their perception of the cost models available.

We want to put this information together to identify the gaps, and then devise supporting tools and resources to help you use what's already out there.

9. Any Other Business

None.

Meeting closed at 15:XX

Company Registration No. 04492292 (England and Wales)

Digital Preservation Coalition

(Limited by Guarantee)

Directors' Report And Financial Statements

For The Year Ended 31 July 2014

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
COMPANY INFORMATION**

Directors

Dr J Bicarregui
Mrs H Stanley
Mrs N J Whitsed
Mr N J Grindley
Mr K G Ashley
Mr D K Mead
Mr T J Gollins
Mrs L M Mitchell
Mrs M E Pennock
Mr G A Young
Mr E H Pinsent
Miss A M Archer (Appointed 1 January 2014)
Mrs S McInnes (Appointed 1 October 2013)
Ms B H I Sisk (Appointed 21 March 2014)

Secretary

Dr W Kilbride

Company number

04492292

Registered office

Innovation Centre
York Science Park
Heslington
York
YO10 5DG

Auditors

Garbutt & Elliott Audit Limited
Arabesque House
Monks Cross Drive
Huntington
York
YO32 9GW

DIGITAL PRESERVATION COALITION

(LIMITED BY GUARANTEE)

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DIGITAL PRESERVATION COALITION

(LIMITED BY GUARANTEE)

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 JULY 2014

The directors present their report and financial statements for the year ended 31 July 2014.

Principal activities

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.

Directors

The following directors have held office since 1 August 2013:

Dr J Bicarregui	
Mrs H Stanley	
Mrs N J Whitsed	
Mr N J Grindley	
Mr K G Ashley	
Mr D K Mead	
Mr T J Gollins	
Mrs L M Mitchell	
Mrs M E Pennock	
Mr G A Young	
Dr W Hortsman	(Resigned 25 March 2014)
Mr E H Pinsent	
Miss A M Archer	(Appointed 1 January 2014)
Mrs S McInnes	(Appointed 1 October 2013)
Ms B H I Sisk	(Appointed 21 March 2014)

Auditors

Garbutt & Elliott Audit Limited were appointed auditors, replacing Garbutt & Elliott LLP, and in accordance with section 487 (2) of the Companies Act 2006 are deemed to be reappointed annually.

Statement of directors' responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2014**

Statement of disclosure to auditors

So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware. Additionally, the directors have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

By order of the board

.....
Dr W Kilbride
Secretary
.....

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 JULY 2014**

		2014	2013
	Notes	£	£
Income		488,777	446,854
Cost of sales		(202,540)	(165,542)
Gross surplus		286,237	281,312
Administrative expenses		(287,470)	(226,275)
Operating (deficit)/surplus	2	(1,233)	55,037
Other interest receivable and similar income	3	171	87
(Deficit)/surplus on ordinary activities before taxation		(1,062)	55,124
Tax on (deficit)/surplus on ordinary activities	4	(34)	(17)
(Deficit)/surplus for the year	11	(1,096)	55,107

DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
BALANCE SHEET
AS AT 31 JULY 2014

	Notes	2014 £	£	2013 £	£
Fixed assets					
Tangible assets	5		4,380		3,233
Current assets					
Debtors	6	165,549		147,428	
Cash at bank and in hand		257,495		209,253	
		<u>423,044</u>		<u>356,681</u>	
Creditors: amounts falling due within one year	7	<u>(174,306)</u>		<u>(105,700)</u>	
Net current assets			248,738		250,981
Total assets less current liabilities			<u>253,118</u>		<u>254,214</u>
Reserves					
Other reserves	11	122,015		158,245	
General reserve	11	131,103		95,969	
Members' funds			<u>253,118</u>		<u>254,214</u>

These financial statements have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Approved by the Board for issue on

.....
 Mrs L M Mitchell
Director

Company Registration No. 04492292

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 JULY 2014**

1 Accounting policies

1.1 Accounting convention

The financial statements are prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

1.2 Turnover

Income comprises of subscriptions receivable for providing services to members and grants receivable.

1.3 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	33% straight line
Fixtures, fittings and equipment	20% straight line

1.4 Pensions

The company contributes to the private pension scheme of its employees. Contributions payable are charged to the profit and loss account in the year they are payable.

2 Operating (loss)/profit	2014	2013
	£	£
Operating (loss)/profit is stated after charging:		
Depreciation of tangible assets	1,978	1,658
Auditors' remuneration	2,970	2,400
	<u> </u>	<u> </u>
3 Investment income	2014	2013
	£	£
Bank interest	171	87
	<u> </u>	<u> </u>
	<u>171</u>	<u>87</u>
	<u> </u>	<u> </u>
4 Taxation	2014	2013
	£	£
Domestic current year tax		
U.K. corporation tax	34	17
	<u> </u>	<u> </u>
Total current tax	<u>34</u>	<u>17</u>
	<u> </u>	<u> </u>

HM Revenue & Customs have confirmed that, since the Digital Preservation Coalition is not a profit-making organisation, the subscriptions received from members are outside the scope of corporation tax. It is the opinion of the directors that the grant income is not derived from carrying on trading activities and therefore this is also not subject to corporation tax. Investment income received during the period is chargeable to corporation tax at the prevailing rates.

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2014**

5 Tangible fixed assets

	Plant and machinery etc
	£
Cost	
At 1 August 2013	10,984
Additions	3,125
	<hr/>
At 31 July 2014	14,109
	<hr/>
Depreciation	
At 1 August 2013	7,751
Charge for the year	1,978
	<hr/>
At 31 July 2014	9,729
	<hr/>
Net book value	
At 31 July 2014	4,380
	<hr/> <hr/>
At 31 July 2013	3,233
	<hr/> <hr/>

6 Debtors	2014	2013
	£	£
Trade debtors	2,878	-
Other debtors	162,671	147,428
	<hr/>	<hr/>
	165,549	147,428
	<hr/> <hr/>	<hr/> <hr/>

7 Creditors: amounts falling due within one year	2014	2013
	£	£
Taxation and social security	6,912	6,258
Other creditors	167,394	99,442
	<hr/>	<hr/>
	174,306	105,700
	<hr/> <hr/>	<hr/> <hr/>

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 JULY 2014**

8 Pension costs

Defined contribution

The company contributes to the private pension schemes of its employees. The pension cost charge represents contributions payable by the company to the fund.

	2014	2013
	£	£
Contributions payable by the company for the year	16,368	12,843
	<u>16,368</u>	<u>12,843</u>

9 Control

The directors do not consider there to be an ultimate controlling party.

10 Share capital

The company, being limited by guarantee, has no share capital. Every member is liable to contribute a sum not exceeding £1 in the event of the company being wound up whilst a member or within one year thereafter.

11 Statement of movements on reserves

	Other reserves (see below)	General reserve
	£	£
Balance at 1 August 2013	158,245	95,969
Deficit for the year	-	(1,096)
Movement during the year	(36,230)	-
Transfer between general reserve and other reserve	-	36,230
	<u>122,015</u>	<u>131,103</u>
Balance at 31 July 2014	<u>122,015</u>	<u>131,103</u>
Other reserves		
Reserve provided for by the Articles of Association		
Balance at 1 August 2013	158,245	
Reserve movement	(36,230)	
	<u>122,015</u>	
Balance at 31 July 2014	<u>122,015</u>	

Digital Preservation Coalition
(Limited by Guarantee)
Management Information
For The Year Ended 31 July 2014

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 JULY 2014**

		2014		2013
	£	£	£	£
Income				
Subscriptions		204,423		183,773
Grants		250,109		256,343
Events income		9,584		4,300
Minor project income		24,661		2,438
		<u>488,777</u>		<u>446,854</u>
Cost of sales				
Timbus project costs	81,950		73,810	
Aparsen project costs	48,548		79,667	
4C project costs	46,926		12,065	
E-Ark project costs	7,529		-	
Minor project costs	17,587		-	
		<u>(202,540)</u>		<u>(165,542)</u>
Gross surplus	58.56%	286,237	62.95%	281,312
Administrative expenses		<u>(287,470)</u>		<u>(226,275)</u>
Operating (deficit)/surplus		(1,233)		55,037
Other interest receivable and similar income				
Bank interest		171		87
(Deficit)/surplus before taxation		<u><u>(1,062)</u></u>		<u><u>55,124</u></u>

**DIGITAL PRESERVATION COALITION
(LIMITED BY GUARANTEE)
SCHEDULE OF ADMINISTRATIVE EXPENSES
FOR THE YEAR ENDED 31 JULY 2014**

	2014	2013
	£	£
Administrative expenses		
Wages and salaries	142,950	86,352
Employer's N.I. contributions	9,623	8,819
Staff pension costs	16,368	12,843
Recruitment costs	434	-
Rent	11,842	12,050
Insurance	407	450
Printing, postage and stationery	3,045	1,840
Publicity and promotion	4,708	3,022
Telephone	2,088	1,810
Computer costs	68	90
Internet costs	2,002	1,322
Travelling expenses	20,525	25,250
Member events	19,159	18,758
Legal and professional fees	4,500	-
Web site maintenance and development	3,035	3,268
Accountancy	5,259	2,143
Audit fees	2,970	2,400
Bank charges	1,026	881
Bad and doubtful debts	-	10,000
Leadership programme	11,480	10,926
DP award	1,126	12,214
Member publications	22,877	10,179
Depreciation on fixtures, fittings and equipment	347	335
Depreciation on computer equipment	1,631	1,323
	<hr/>	<hr/>
	287,470	226,275
	<hr/> <hr/>	<hr/> <hr/>

DPC Strategic Plan 2015-18

Introductory Note

The following document is the full text of the DPC's Draft Strategic Plan 2015-8. A summary will be distributed in hard copy at the meeting.

The DPC's current strategic plan expires in December 2014 and a new one is desired for the 1st January 2015. Therefore since the start of 2014 the Coalition has been involved in an extended process of consultation and drafting of a new plan. The attached document is the outcome of that process, intended for adoption by the Board at its meeting on 17th November and endorsement at the AGM which follows immediately thereafter.

The following consultations actions have taken place:

1. Initial draft based on discussion among DPC staff (Feb 2014)
2. Presentation and Preliminary Discussion at DPC Board Meeting (April 2014)
3. Analysis of priorities and impact at Planning Day (June 2014)
4. Open period for comment and review
5. Discussion at 'Directors' Group meeting (July 2014)
6. Full draft reviewed at DPC Board Meeting (September 2014)
7. Full review by Working Party (October 2014)
8. Final comments from DPC staff (October 2014)
9. Final comments from DPC members (October 2014)

Our digital memory accessible tomorrow:

DPC Strategic Plan 2015-18

Our Vision

The Digital Preservation Coalition (DPC) exists to make our digital memory accessible tomorrow.

Our Mission

We enable our members to deliver resilient long-term access to digital content and services, helping them to derive enduring value from digital collections and raising awareness of the attendant strategic, cultural and technological challenges they face. We achieve our aims through advocacy, workforce development, capacity-building and partnership.

Our Values

At the core of our values is the belief that thoughtful preservation creates the conditions in which optimal value can be delivered from digital collections. Therefore digital preservation is a necessary and achievable social and organisational good, requiring specific and shared action. However, as a cross-sector body, we recognise that different requirements in different contexts mean that there are different paths to ensuring our digital memory is accessible tomorrow. So we encourage dialogue and collaboration based on mutual respect. In order that we can speak with authority and integrity, we shall:

- Maintain neutrality in respect to solutions, approaches, sectors and vendors.
- Amplify the needs and successes of our members.
- Be open to all stakeholders.
- Maintain sound stewardship of the Coalition's resources.
- Respond to the needs of members in the delivery of services.
- Be authoritative, current and concise in all our publications and communications.

Our Scope

Our scope is defined in four ways:

- *By our members:* we invest considerable energy in framing a programme that responds to members' needs.
- *By topic:* we define digital preservation as the managed activities necessary to ensure continued access to digital materials for as long as necessary, including all of the actions required to maintain access beyond the limits of media failure, technological obsolescence or community change. We engage in and with any and all of the people, tools, services, agencies and activities that serve this purpose.
- *By sectors:* we are a cross-sector, inter-disciplinary body, open to all who need to ensure continuing access to digital collections, irrespective of purpose.
- *By locale:* our geographical scope is primarily the UK and Ireland, however recognising the international scale of the digital preservation challenge and the global response which has ensued, DPC engages internationally. We welcome memberships, partnerships and collaborations with agencies and individuals around the world.

Our Context

The urgency of awareness-raising about digital preservation has lessened since the DPC was founded. The greatest strength of the DPC is our breadth of membership who carry the message about digital preservation

forward. Our members represent national memory institutions, higher education institutions, broadcasters, strategic investors and funding bodies, banks and professional bodies, and we continue to grow.

Working through and on behalf of our members on EU funded and other projects, the DPC is well placed to review, amplify, consolidate and disseminate research, developments or innovations that are likely to benefit the Coalition.

In the context of a changing landscape for digital preservation and with the strength of the Coalition today, it is now possible and necessary to articulate more subtle messages about the benefits that accrue from a properly-planned digital legacy, and therefore why and how citizens, agencies and governments should work together to achieve that goal.

The environment within which we operate influences the effectiveness of achieving that goal however, particularly certain factors:

- Data deluge - The proliferation of data and associated challenges of capture, management access and security are set against fixed or falling budgets. Therefore in practice agencies need to work smarter year on year simply to stand still.
- Economic outlook - Responding to an improving outlook, business and industry seek to refine smarter and more responsive products and services to deliver higher value results on fixed or reduced budgets. DPC is well placed to extend its membership into these sectors.
- Regulation - DPC and its members operate in an increasingly sophisticated regulatory environment. The upward trends in data creation and consumption are further complicated by changing requirements in information governance as politicians, security services and courts adapt to emerging expectations about data retention, privacy and intellectual property.
- Technology trends - DPC and its members are heavily influenced by trends in data storage, data creation and data consumption. DPC also recognises that whereas the last decade saw a transition from paper to electronic record keeping in many organisations, the next decade will see a shift to 'digital first' – a transition that has already been completed in many sectors. If digital is the norm, then digital preservation will move to the mainstream. Digital preservation skills will need to be embedded across an entire workforce; and digital preservation actions will need to be embedded within entire workflows.
- Tools and services - The last decade has seen a proliferation of digital preservation tools and services, delivering great benefit in ensuring the longevity of digital resources. But the fragmentation and impenetrability of digital preservation research is an impediment and disincentive to those who need solutions urgently. Tool developers can find it hard to reach a market meaning their solutions are under-deployed and their investment under-exploited; standards developers can struggle to achieve consensus meaning their approaches are under-consulted or ignored; and problem-owners can find it hard to locate solutions, increasing the short-term risks of data loss and the long-term costs of deployment.

Data and systems now form a distinctive element of corporate and personal identity. In the context of burgeoning digital resources, a determined effort to identify, document and retain data of enduring value means that the right data is available to the right people at the right time in the right format: it brings efficiencies of scale and scope to corporations, agencies and individuals. It enables planned disposal and deletion. Digital preservation enables the consolidation of legacy systems: without it, agencies are forced to maintain and repair a profusion of redundant systems which add cost and reduce effectiveness. In the last decade we have learned that digital preservation is not simply an investment in data: it is an investment in distinctiveness, competence and competitiveness.

We will retain and develop our relationships with partners overseas to facilitate an interlocking set of supports for practitioners, teachers, researchers and policy makers. We welcome the development of new partnerships and analogous membership bodies and will continue to share with them, especially nestor (Germany), Digital Stewardship Alliance (USA), NCDD (The Netherlands), the Archives and Records Association and the Open Preservation Foundation (OPF). We welcome and commit ourselves to collaboration with the range of

specialist agencies who work across our borders to deliver specific research and of the digital preservation supply chain including UNESCO, the Alliance for Permanent Access, the International Internet Preservation Consortium, the Preservation and Archiving Special Interest Group and the Storage Network Industry Association.

Our Objectives

Responding to the current digital preservation landscape, in the three years from January 2015 to December 2018 we will pursue four strategic objectives:

- *a political and institutional climate responsive to the need for digital preservation.*
- *competent and responsive workforces ready to address the challenges of digital preservation.*
- *enabling better tools, smarter processes and enhanced capacity in digital preservation.*
- *closer and more productive collaboration within and beyond the Coalition.*

We seek a political and institutional *climate responsive to the need for digital preservation*. This requires a commitment to advocacy on behalf of the digital preservation community. We will help key decision-makers and opinion-formers understand the opportunities and challenges of long-term access to digital collections and encourage them to act, ensuring that public and institutional policy, legislation and regulation enable robust digital preservation infrastructures. We will understand and articulate the needs of our members, encouraging and supporting the development of tools, services and standards that are of benefit to all.

We will develop *competent and responsive workforces ready to address the challenges of digital preservation* for our members. This requires a commitment to skills, training and professional development. We will provide tangible outcomes to our members in the form of training; we will encourage the proliferation of high-quality training by others; and we will support those colleges and universities which seek to develop curricula in digital preservation. We aim to provide authoritative labour market intelligence for employers, students and teachers alike, enhancing the relevance of training and extending the competence of staff. In this way the DPC will become a forum for detailed and timely knowledge exchange between members for the benefit of all.

We will enable *better tools, smarter processes and enhanced capacity in digital preservation*. This requires a commitment to research and development. We will help members to understand and refine their own requirements, connect them to world class expertise in digital preservation and help them to communicate lessons learned from development projects. We will facilitate and support the development of tools and methods that offer credible and achievable routes to long-term preservation for digital resources managed and created by members and their partners. In this way we will ensure that members can progress more quickly in the development of digital preservation solutions.

We will enable *closer and more productive collaboration within and beyond the Coalition*. This requires good governance, transparency and trustworthiness on behalf of the DPC; and a commitment to openness, respect and mutuality from members. We will develop, foster and maintain partnerships so that all agencies involved in providing or enabling long-term access to digital resources can flourish and benefit from an effective and productive relationship with the DPC. We will encourage coherence, maximise impact, and welcome new contributions to the field. We will continue to monitor and maintain our relevance, coherence and effectiveness.

Our Activities

These activities will be described in more detail in our relevant work plans where they will be associated with clear quality measures and will be assessed on a quarterly basis.

Towards a political and institutional climate responsive to the need for digital preservation.

- *Engaging proactively with public policy development.*

The DPC will respond to relevant public consultations and will take opportunities to provide informal personal briefings for opinion formers, policy makers and senior managers. DPC will develop an executive briefing pack on digital preservation. This activity is essential but is hard to quantify and impact takes time to emerge. Moreover the timing is largely outside of the DPC's control. Responses to public policy consultations will be approved by the board in a timely manner and will be published to members.

- *Providing high profile and accessible mechanisms to communicate good practice and innovation in digital preservation.*

The DPC will offer the Digital Preservation Awards every two years, providing a mechanism to celebrate and raise the profile of significant accomplishments. This activity is expensive and impact needs to be carefully assessed. Presuming that the awards run in 2016 we will need to review the number of awards, the subject matter and the processes to maximise impact.

- *Providing frequent, accessible and current communications.*

The DPC will review its communications activities in the first three months of the new strategic plan and develop a work plan for communications. This will include plans for content development on the DPC web site, use of social media, and the aggregation of content from members' blogs, newsfeeds and other media.

- *Helping members develop and embed policies and regulations that can become examples of good practice within their own communities.*

The DPC will offer a policy exchange to collate and distribute members' digital preservation policies and practices, deriving generic lessons from these as appropriate.

- *Researching, sharing and refining user requirements for long-term access.*

The DPC will publish case studies and examples of the opportunity and benefits delivered by preservation and the opportunity costs and harm that result from inaction.

Delivering competent and responsive workforces ready to address the challenges of digital preservation

- *Delivering specialist briefing days based on members' needs*

Each year the DPC will aim to deliver or collaborate in the delivery of six specialist briefing events per year which are matched to the needs of the members.

- *Providing scholarships so that members' workforces can attend specialized, difficult-to-obtain career development, in this way also reducing the risks to those who provide that training*

The DPC will offer a range of scholarships to appropriate training events organised by others. We will publish quality criteria to ensure relevance of training being supported and will provide training materials to encourage new providers to create training opportunities for members. Members will be invited to propose courses. We will aim to exceed those offered in 2012-4. We aim for training to be more diverse in content and from a wider range of providers.

- *Provide training and training materials*

The DPC will provide generic introductory training events and materials in digital preservation like the 'Digital Preservation Handbook' and the 'Getting Started in Digital Preservation' acting as a guide or introduction to more advanced training or more specialist advice and aimed at new entrants in digital preservation.

- *Broadening access to specialist briefing and training events*

We will do this by improving and increasing the use of online webinars and fora so that members can attend and participate without having to be physically present. Online materials will allow members to recap or review at their convenience. We will aim to record at least the key note of each briefing to a quality that engages listeners and encourages repeat visits.

- *Sharing best practice through short, accessible thematic webinars*

We will use the DPC's video conference platform so that members can participate in short interactive online presentations on themes proposed by members.

- *Providing support in curriculum development for new educational programmes in digital preservation*

The DPC will engage with higher and further education providers, encouraging library, archive, records management, computing and cognate departments to incorporate high quality teaching in

digital preservation within their programmes. The DPC will aim to accredit at least one such course, or collaborate in this accreditation as appropriate.

- *Understanding and prioritizing training needs*
The DPC will continue to monitor the training needs among members and use this to shape workforce development and knowledge exchange.
- *Undertaking systematic and regular analysis of the digital preservation labour market*
The DPC will harvest representative labour market information for digital preservation roles. It will share these resources with members seeking to recruit their own staff and use this intelligence to support the development of training materials and qualifications for digital preservation practitioners.
- *Facilitating career development for staff and students with and for the benefit of members through exchange programmes*
The DPC will investigate the establishment of exchange programmes that match the practical needs of members with the training needs of students in HEIs or the professional development needs of our members' workforces.
- *Enhancing and providing mechanisms to accredit digital preservation training courses and practitioners*
DPC will publish explicit criteria to govern the allocation of funds from the DPC Leadership Programme making this a de-facto quality stamp.

Enabling better tools, smarter processes and enhanced capacity in digital preservation

- *Providing accessible but authoritative publications*
The DPC will continue to commission and publish high-value and high-impact Technology Watch Reports, will continue to publish case notes. We will aim to equal the number of reports commissioned in the previous period and we will monitor and report on the numbers of downloads for each report. We will aim to grow the readership, measuring this via downloads per report per month.
- *Reviewing, commenting and supporting the development of standards relevant to digital preservation*
The DPC will use appropriate communications channels to inform members of emerging standards for preservation and enable members to input into standards development.
- *Researching, documenting and articulating members' needs to vendors, developers and funders*
The DPC will establish a programme of dialogue with members to understand the details of their needs and will use this knowledge to prioritise and profile research and development work.
- *Providing expertise and practitioner networking events*
DPC will provide an annual networking event specifically so that members can meet each other and invite members to send delegates to a least one thematic planning day each year on topics of shared interest.
- *Providing an online expertise and practitioner network*
The DPC will provide an online register of members allowing members to locate and share expertise and to promote projects and initiatives.
- *Undertaking informal consultancy and mutual support for member initiatives*
The DPC will be available to provide informal consultancy for members such as sitting on project boards, helping to find partners, problem solving for specific themes, advising and supporting grant applications and helping with procurement and policy. This benefit will be prioritised for full members who will have privileged access to DPC's own staff complement. Consultancy will be offered annually to full members and reported back to them. Full members should be able to draw on the equivalent of five days work per year and each activity should be reported through a dedicated blog.
- *Enhancing and providing mechanisms to assure the quality of digital preservation facilities and processes*
The DPC will encourage members to share digital preservation know-how and in this way deliver peer review of preservation facilities and services to enhance member's practice and improve repository procedures. This will prepare those members who require it to consider more formal quality assurance mechanisms.

Facilitating closer and more productive collaboration within and beyond the Coalition

- *Maintaining and deepening relations with members*
DPC will remain in frequent contact with members. We will use a broad range of communications channels to ensure that members can choose how to receive updates from us, and we will ensure that mechanisms exist to ensure that communication is two-way.
- *Maintain and updating our relationships with existing and emerging partners*
The DPC will review and update its existing set of relationships and establish and formalise new ones as appropriate with partners and colleagues. We will establish closer relationships with the Institute for Conservation, the Technology Strategy Board, the British Computer Society, the Chartered Institute for Library and Information Professionals, the Information and Records Management Society, the Museum Association, and others as the opportunity arises. We will work to establish new and mutually beneficial relationships with those institutions of higher education who teach information management in its broadest sense to ensure that they can access up-to-date and high quality research and teaching materials for digital preservation.
- *Supporting thematic task forces and working parties*
The DPC will respond to member requests to provide a forum for specialist task forces to address specific areas of shared concern between members or subsets of the membership.
- *Expanding the core membership to include all relevant authorities, agencies and services with an operational interest in long-term access to data in the UK and Ireland*
The DPC will grow its organisational membership by at least two new agencies per year retaining all of its current members. The relative proportions of associate to full members (circa 2:1) will be maintained. The personal membership category will be reviewed.
- *Consulting with the membership and ensuring that the executive remains accountable and responsive to the changing and diverse needs of members*
The officers and staff of the DPC will meet all of the members of the Coalition face to face and in their own places of work at least once during the operation of the plan. Members will be invited to the planning day and the directors' group and receive reports and elect officers at the Annual General Meeting. The Board will continue to be drawn from the full members. It will meet regularly and provide oversight, scrutiny and support to the executive.
- *Broadening the revenue base of the Coalition through fundraising, sponsorship, consultancy and projects to deliver greater value from member subscriptions*
The DPC will ensure a broad base of revenue, developing new revenue streams as appropriate. However, new revenue streams will only be adopted where they enhance our capacity to deliver benefits to our members, are congruent with members' needs, are consistent with our values, and are aligned with our strategic objectives.
- *Being clear about core functions of the Coalition and striking an appropriate balance between core functions and opportunities to undertake projects.*
The DPC will derive a proportion of its income from projects but will assess all projects against their relevance to the strategic plan. The Board will approve any projects with an income greater than 20K per annum and will receive written or verbal reports as appropriate.
- *Discharging all appropriate statutory and legal functions and ensuring transparency of governance through an annual independent audit*
The DPC will maintain its current financial and regulatory processes. Annual budgets will be published and approved by the Board, and annual accounts will be published, scrutinised by an independent auditor and made available to all members at the AGM and through an annual report. Monthly management accounts will be filed, made available to the Board on request, and will be presented at each meeting of the Board. All other statutory and legal functions will be maintained.
- *Ensuring good governance*
The Board will ensure its own relevance and competence by reviewing its operation at least once within the three years of this plan, by maintaining a clear and up-to-date portfolio of policies and procedures, and by providing appropriate training to new board directors.

- *Ensuring that we have the appropriate levels of resources to operate effectively by setting realistic targets for income, realistic work plans and undertaking regular assessments of staffing and risk*
The DPC staff complement will be reviewed in the period of the strategic plan against a workplan which will be delivered by the Executive Director, ensuring that all necessary resources are available and optimally deployed. The DPC will routinely review the risks it faces and it will act to implement any actions that arise from such analysis.
- *Ensuring financial sustainability*
The DPC will extend its budget planning horizon from 12 months to 36 months to enable better alignment between the Strategic Plan to its financial planning. It will continue to carry an appropriate level of reserve in each financial year which will be assessed independently and approved by the board, and it will continue to set aside a contingency in each financial year as a proportion of income.
- *Maintaining core skills and capacities*
DPC staff will be employed under clear terms and conditions and a staff handbook will be maintained and updated throughout. A proportion of time and resource will be set aside to support staff development and encourage retention, and staff will be appraised annually with clear targets for attainment. We will ensure that DPC staff are properly trained and networked with an appropriate mix of expertise in the topic.

Financial Plan, Work Plan and Quality Measures

The Strategic Plan is the DPC's mandate, adopted by our Board and endorsed by our members. Operational responsibility for delivering the Strategic Plan falls to the DPC's staff. Therefore the Strategic Plan will be supported by a Work Plan and a Financial Plan which will be published in the first quarter of 2015.

The DPC's financial planning has for some time now been based on five working assumptions. These will form the basis of the Financial Plan 2015-8

- The DPC will be prudent competent and transparent in all its financial dealings. It will comply with all relevant statutes and regulations and furnish its members with an annual independent audit.
- The DPC shall operate a process of monthly, quarterly and annual financial reporting. Budgets will be approved annually by the Board and reviewed quarterly.
- As a membership organisation, the DPC's financial resources are held on behalf of the membership and should be spent on member benefits.
- The DPC should carry sufficient financial reserves to ensure that it can fulfil its obligations but should not seek to develop a surplus. Any surplus should be spent for the benefit of members.
- DPC should develop a diverse revenue base, finding an appropriate balance between member subscriptions, project funds, consultancy and events. The Board ultimately should decide where the balance lies.

A master work plan will be prepared each year and reviewed quarterly. Rather than publish key performance indicators, the DPC will commit to ongoing quality improvement over the duration of the strategic plan. This will enable a closer assessment of performance, motivate innovation, increase flexibility and encourage continuous development. This approach will:

Embed ongoing quality improvement: Instead of a formal evaluation at the end of the planning period, in the next three years the DPC will evaluate performance explicitly on a quarterly basis. This will be done by writing quality plans for each of our four strategic objectives, and reporting performance against these to the Board, allowing them to suggest new goals or calibrate expectations as required. This will build into the DPC's operations an assumption that quality can and will be improved year on year, rather than simply reported at the end and it enhances the DPC's commitment to provide high quality services to members. Our quality plan will be published in the first quarter of 2015.

Enable fuller reporting and member engagement: This change recognises that the DPC's outputs have expanded tremendously in recent years and that it is no longer reasonable to expect the Board to receive and

digest detailed reports on each aspect of the DPC's work. However, recognising the risk to transparency, the DPC will establish a small series of working parties drawn from members to advise and support each of our four strategic objectives. These working parties, chaired by Board members, will enable DPC staff to draw upon a wider range of expertise, enable engagement of a growing membership, and deliver our commitment to ever greater transparency in the use of our precious resources.

Align skills with outputs: Because the DPC staff structure has recently been re-modelled in line with the Strategic Plan, our quality plans will allow for clearer setting of objectives, closer assessment of performance, and more responsive investment in training. Therefore staff development, modelled to support these objectives, means becomes a transparent investment in the excellence of our support to members.