Report to Council and Forward Plan Dec 2021- March 2022

Context

The DPC reports quarterly to its member on all activities, and it presents the three-month preview workplan. The report is structured around the 7 objectives of the DPC's Strategic Plan:

- Advocacy
- Community Engagement
- Workforce Development
- Capacity Building
- Good Practice and Standards
- Management and Governance
- Scaled to the Global Challenge

Reports for each area are scrutinized by a Sub-Committee of the Board then presented to Council as a prompt for discussion and a record of progress. In so doing we meet two key requirements of the DPC's values: that we are 'transparent in all our dealings' and that we 'respond to the needs of members in the delivery of services'.

Highlights September to December 2021

As usual, it's hard to pick highlights from this report considering the amount and quality of work that it represents. A few themes do emerge however:

- A significant effort has gone into the preparation of iPres 2022. The official invitation was issued on October 21st at the closing ceremony of the previous conference. The website and introductory video were released and well received. A consultation followed which, with the help of a programme committee which has now met 5 times, the Call for Contributions was released on 1st December.

- The Business Development Plan for DPC Australasia and Asia Pacific was completed and shared with members. This consultation draft sets out options for the DPC'c continuing presence in Australia beyond the completion of the two year exploratory project which ends later this year. It was warmly welcomed by Members and a revised version is in hand towards a final draft.

- The DPC's strategic plan 2022-7 has completed a further important milestone, having been revised since the last council meeting, then subject to extensive commentary and consultation through the DPC Sub-Committees. More than 200 comments were received and some significant additions and amendments made.

- The third edition of the BitList was launched on World Digital Preservation Day, 4th November. A significant amount of research was completed and compiled by Amy Currie to bring this popular resource to completion, and the launch at 1200 on World Digital Preservation Day has become a set piece of the day which also saw the launch of several new translations of DPC resources.

- We welcomed two new team members in mid-November – Ellie O'Leary who joins as Administration Manager and Angela Puggioni as Community Engagement Manager. Their presence has already had a significant positive impact on our very substantial workload.

- Work is now progressing on a Skills Framework for Digital Preservation, a long-sought expansion of previous but now quite dated efforts from the Workforce Development programme.

- The DPC completed its Audit and Annual Report for presentation to the Board and AGM. This thorough and independent assessment of our management controls is perhaps less eye-catching than many other elements of our programme but members should take note of the effort involved, and take comfort and confidence in the transparency and accountability which it represents.

- The NDA project has allowed us to scope a new resource describing the core requirements of a digital preservation system. Although designed around the needs of the Nuclear Decommissioning Authority, as with DPC RAM it is likely to be of very wide relevance to members and digital preservation practitioners globally.

Objective 1: Community Engagement

Context
We will enable a growing number of agencies and individuals in all sectors and in all countries to participate in a dynamic and mutually supportive digital preservation community. Building on investments in our infrastructure, and the growth of the Coalition, we will use a broad range of communication channels appropriate to our work to ensure that all members can access and benefit from participation in the DPC wherever they are in the world. We will continue to communicate and foster relationships with organisations outside the Coalition, building our digital preservation community for the benefit of members and non-members alike.

Activities: September – November 2021
Communications Planning
With the start of Angela Puggioni as Community Engagement Manager, co-ordinated Communications Planning has commenced for all of the DPC's major activities including: iPres2022, Digital Preservation Awards 2022 and WDPD2022.

Organizational membership growth
Since the last meeting, the DPC has 2 new Associate Members: The Houses of the Oireachtas (the National Parliament of Ireland) and the J. P. Getty Trust. CLOCKSS have also joined the DPC and their membership will start on 1st January 2022. This brings the current total of members to 122 (31 Full Members and 91 Associate Members). There have also been a number of resignations and downgrades to membership which have affected the total number: DANS have resigned their membership; The British library, UNOG and European Central Bank have all downgraded from Full member to Associate member. In addition, Iron Mountain have become Supporters of the DPC, this is still to be announced.

iPRES2022
The iPres 2022 Conference has now been launched. A conference website is live and contains key information plus links to pre-register. The DPC has also conducted a Community Consultation which yielded a large number of responses (100+), the results of which have now formed a draft Call for Contributions which will be issued on 1st December. The Programme Committee now meets regularly. Angela Puggioni will lead the Community Engagement and communications activity for iPres 2022.

Online fora
#DPConnect returned on a weekly basis from Friday 29th October as a forum for informal conversation relating to digital preservation, open to all. As a new addition, on the last Friday of each month (and thus the first #DPConnect session of the season after a summer break) a themed #DPClinic invited conversation on PDF which proved very popular. The regular #DPConnect sessions have been less well attended so far.

Welcome and Inclusion
Work continues to extend the accessibility of DPC resources through translation. Since the last meeting 2 new language versions of the Digital Preservation handbook in French and Italian were published on World Digital Preservation Day, as well as a Japanese translation of the DPC RAM.

As part of the iPres 2022 planning, investigations continue into attendee accessibility requirements and how these might be met through the conference offering.

In parallel, the DPC continues to work as part of the iPres Working Group to address the recommendations made to improve inclusion and diversity for the conference and its surrounding community, as well as participating in similar work for the archives sector with The National Archives UK and Scottish Council on Archives.

Forward Plan: November 2021 – March 2022

	Objective	Internationalisation impact	Quality measures	Owner	Timeframe	Status
(a)	1.a.1 Remain in frequent contact with members, using a broad appropriate and targeted range of communications channels	No change	• News and updates on the website • Amplified through email list(s) and social media • Weekly digest by email	SLM	Ongoing	5
	1.a.2 Ensure that mechanisms exist to ensure that communication is two-way.	Change possible – a physical presence in-country would make members outside the UK feel closer to the DPC, perhaps more likely to interact?	• Weekly Blogs • #DPConnect • Connecting the Bits	SLM	Ongoing	5
(b)	1.b.1 Review communications (strategic area) activities.	No change - Just awareness of broader audiences and channels used	• New member prospects • Incorporate inclusion and diversity actions	SLM	November 2021	4
	1.b.2 Develop a communications plan to include content development on the website, use of social media, blogs, newsfeeds and other media.	Change possible – esp. outside membership, would require tapping into local networks and checking on methods of communications used	• Development and application of comms plan for new member prospects • Support with Aus communications	SLM	Ongoing	4
	Translations	Positive impact, leading to better engagement	• Completion and release of more translated resources, as per Translations Strategy			
(c)	1.c.1 Organisational membership will grow year on year.	Change possible (more challenging) – will require support from member(s) in a particular region to help identify and communicate with prospective members… should we introduce targets for members outside UK?	• Six new associates and two new full members each year • New Supporter targets	SLM/WK/JW	Ongoing	4

	Objective	Internationalisation impact	Quality measures	Owner	Timeframe	Status
		Change possible (longer than 6 months) – a comms officer to take care of the 'day to day' internal comms with members would allow a broader focus on developing comms outside the membership (and other activities)	• Retain all current members/ Supporters	SLM/WK	Ongoing	
		No change	• Review candidates for honorary personal membership with Board.	WK/Board		
(e)	1.e.1 Welcome and Inclusion	Change possible – awareness raising through newly identified comms channels	• Review of inclusion and diversity across DPC work • Meeting of working group • Review of strategic areas (see above)	All DPC Staff	Ongoing	5

* Scores as below
5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 2: Advocacy

Context
Campaigning for a political and institutional climate more responsive and better informed about the digital preservation challenge, we will raise awareness about the new opportunities that resilient digital assets create. We will identify and celebrate good practice in digital preservation, and seek to engage not just organizations, decision makers and influencers, but the wider public in a dialogue about access to digital material in the long term. We will encourage them to act, ensuring that public and institutional policy, legislation and regulation enable robust digital preservation infrastructures.

Activities: September – November 2021
World Digital Preservation Day (WDPD)
World Digital Preservation Day took place on 4th November 2021. There was good engagement from across the world, particularly with a lot of activity on twitter on through other social media channels although there was far less website traffic, far fewer WDPD events held (online or in person) and there were noticeably fewer 'creative feats.' See attached WDPD impact summary report. Anecdotal feedback cites the ongoing pandemic as a one of the reasons for this.

Bit List
As part of the WDPD celebrations, the DPC published a new edition of the [Bit List of Digitally Endangered Species](#). This was received with interest by the community, although attempts to engage the media were unfortunately unsuccessful. The report has received 2509 downloads from the website.

Amy Currie provided much needed support in consolidating, rationalising the new and existing entries to produce the new revision. Thanks are also owed to the Bit List Jury (comprised largely from the ACE Subcommittee) who gave their time generously to evaluate and review the nominations. A process of developing sustainable stewardship of the Bit List will now begin.

Digital Preservation Awards
While not until 2022, the Digital Preservation Awards forms part of the current planning underway for iPRES2022 as the two events will coincide as part of the DPC's 20th Anniversary celebrations.

Forward Plan: November 2021 – March 2022

	Objective	Internationalisation impact	Quality measures	Owner/ Others	Timeframe	Status
(a)	2.a.1: Develop an executive briefing pack on digital preservation	No change translation by UNESCO to enhance reach	• Continue to engage with language communities to create translations according to strategy • Translations of other resources	SLM	Ongoing	5
(b)	2.b.1: Respond to relevant public consultations	Change possible – would require knowledge of other policy areas from within geographical area	• Respond as opportunities arise • Circulate to DPC members for input/review/ information	WK	As required	4

	Objective	Internationalisation impact	Quality measures	Owner/ Others	Timeframe	Status
(c)	2.c.1 Plan and hold Digital Preservation Awards	Change possible – we can/should continue to cycle the host location to regions around the world. Initially this will be more challenging as we get to grips with organising this remotely, but *should* get easier?	• Incorporate into comms planning for the year and iPres2022 planning	SLM	2022	5
(d)	2.d.1 Update Bit List	No change	• Develop framework for sustainable stewardship of the Bit List	SLM/WK	Publication Nov 2021	5
	2.d.2 Plan and execute WDPD2022	No change	•	SLM	Nov 2022 (out of scope for this report)	5

* Status as below
5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 3: Workforce Development

Context

Providing opportunities for our members to acquire, develop and retain competent and responsive workforces that are ready to address the challenges of digital preservation, we will provide tangible outcomes to our members in the form of training. We will also encourage the proliferation of high-quality training by others; and we will support those training providers that 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.

Activities – September to November

Career Development Fund

In this quarter, four blog posts from grant recipients were published and featured on the DPC Blog and Career Development Fund recipient page to share what was learned from attending the 2021 ASA 'Archives Amplified' and 2021 ARA Virtual conferences. A call for members to submit applications for a self-identified grant opportunity was advertised with an open deadline (applications will be accepted on rolling basis per the Career Development Fund guidelines).

Online opportunities continued to be explored due to conference postponements and cancellations of in-person events. There were plans to advertise two grants for the 2022 AV Winter School in the Netherlands. Due to Coronavirus and other circumstances, the AV Winter School will not take place as originally planned. However, the Netherlands Institution for Sound and Vision has been in early discussions with ICCROM on developing a summer (or winter) school for archives in the global south, and DPC has expressed their interest in providing grants for this opportunity and will continue conversations with the contacts as it develops. Advertised calls for the next quarter include grants to attend the NEDCC Digital Directions training conference (taking place in February 2022) and IDCC (dates TBC).

The openness of language in Career Development Fund guidelines and forms has also been reviewed and will be published on the website after consultation with the sub-committee.

Novice to Know-How (N2KH) Online Training

Routine administration of the N2KH course has continued through this period, although registrations numbers have continued to fall. In Q3 (August-October), 174 people completed the full N2KH learning pathway, and 10 more completed the "Providing Access to Preserved Digital Content" top-up course. In October, the DPC also trialled taking a small "guided cohort" through N2KH on behalf of Southeast Museums Development. Nine learners were provided with access to the course, supported by a webinar towards the beginning of their study and another upon completion. The webinars featured presentations on subjects complementary to those covered in N2KH, and also provided time for learners to ask questions about any of the topics they'd studied. The format worked well and may be added as a service for DPC members.

Training Events

Email preservation training was offered in partnership with colleagues in the USA on 8th-9th September and was a sell out well ahead of the event. The training was well received and a repeat event in likely in 2022. Videos of the presentation sessions were captured and made available on the DPC website, and transfer of the content to an online format will be investigated in early 2022.

Training on Web Archiving for Beginners was held on 5th-6th October in partnership with the IIPC. Registration filled up quickly, ultimately becoming a sell-out, and feedback was positive from attendees. DPC staff have since reviewed the programme based on feedback and experiences of the day.

DPC staff completed their series of five training sessions for the National Library Board of Singapore in mid-October. This activity was carried out as part of NLBS's full member support time. Feedback from contacts at NLBS was very positive, and more detailed feedback is being sought internally from attendees. Any key results will be shared with the DPC.

Digital Preservation Handbook

Italian and French translations of the Second Edition of the Handbook were completed in this quarter. The translated versions were published and released on World Digital Preservation Day, 4th November 2021. The DPC has received offers to translate the Handbook into Portuguese and Thai but will propose that these translations wait until the completion of the Third Edition so that the content is more up-do-date.

Based on the gap analysis of the 2nd Edition, feedback from members, and discussions amongst DPC staff members, a project proposal has been drafted for the creation of the 3rd Edition of the Handbook. The proposal sets out high-level goals for the project, key tasks, risks, and benefits. If the proposal is approved, it is expected that the project will begin in Q2 2022.

NDSA Staffing Survey

Sharon continued to participate in the development of the 2021 NDSA staffing survey, joining a small working group that finalized the questions. The survey was opened on 4th November 2021 and more than 150 responses have been received to date. The survey will remain open until Friday 10th December: https://tinyurl.com/NDSAStaffing

Skills Framework Project

The research phase of the Skills Framework was completed in early September and drafting of the framework was started. Due to other important priorities the project was paused in mid-September, restarting in the 2nd week of November. A pre-Christmas deadline has been set for a 1st draft of the framework. Sharon also presented a lightning talk introducing the Skills Framework project at the iPRES conference.

Online Training Production

Development of new online training courses has begun, with outlines produced for courses covering 'Web Archiving for Beginners' and 'Planning for Continuous Improvement Using Maturity Models'. It is hoped that these courses, plus 'Risk Management for Digital Preservation', will be ready for release in Spring 2022.

Other Activities

- Sharon and Amy presented to UCL students on introductory topics of digital preservation with a live demo of DROID, followed by an informal discussion panel with other DPC staff.
- Amy and William have contributed some teaching to the Information Management and Preservation, and Museum Studies programs for the Information Studies department of the University of Glasgow.
- Sharon participated in a panel session on the challenges of digital preservation training and education at the BitCuratorEdu Forum on 15th October.
- Sharon and Amy also spent significant amounts of time in this period contributing to work under other DPC strategic areas. This has included production of video guides to COPTR and COW for the SEADDA project, contributions to World Digital Preservation Day, and Amy's substantial input to the research and writing of the Bit List.

Forward Plan: November 2021 – March 2022

Objective		Project/Task	Priority	Owner/Others	Timeframe	Readiness for Internationalization	Status
(a)	**Understanding and prioritizing training needs.**	DPC Member Training Survey	Medium	SMM/AC	To be repeated in 2022	No change needed	5
		Online Training Plan	High	SMM/AC /WD Comm	Priorities set, to be reviewed end of 2021	No change needed	4
(b)	**Provide training and training materials.**	Advocacy Training	High	SLM/SMM	Summer 2022	No change needed	4
		Email Preservation Training Event	High	SMM	Completed	Possibility of development as online course	5

		Beginners Web Archiving Training Event	High	AC/SMM	Completed	Planning to repeat for Australasia/Asia Pacific times zones early 2022	4
		Beginners Web Archiving Online Training	Medium	SMM	TBC – Awaiting approval from IIPC	No change needed	4
		Risk Management for Digital Preservation	Medium	AC	End of February 2022	No change needed	4
		Maturity Modelling Online Training	High	SMM	End of January 2022	No change needed	4
		DP Handbook Review	High	SMM/AC	Plan for Q4 Sub-Committee Meeting	No immediate change needed – encourage/ facilitate translations	3
		Online Training Administration	High	JM/SMM /AC	Ongoing	No change needed	4
(c)	**Providing scholarships so that members' workforces can attend training and other career development opportunities**	Advertise Career Development Fund Grants	High	AC/SMM	Ongoing	Change actioned – more international opportunities being offered	4
		Process "On Spec" CDF Grant Applications	High	AC/SMM	Ongoing	No change needed – continued promotion	4
(d)	**Analysis of the digital preservation labour market and facilitating career development.**	Labour market analysis	Medium	AC	TBC 2022		5
		Digital Preservation Skills Framework	High	SMM/AC	Beta release early 2022	No change needed	3
(e)	**Providing support for new educational and workforce development programmes in digital preservation.**	Guest lecture contributions	Medium	AC/SMM /WK	Ongoing	Change needed – require links with non-UK initiatives.	4
		Contribute to BtDG Board	Medium	SMM/WK	Ongoing	No change needed	4
		Contribute to NDSA Staffing Survey	Medium	SMM	Ongoing	Ensure global relevance and promotion	4

* Scores as below
5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 4: Capacity Building

Context

We will provide members with 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.

Activities September-November 2021

- **COPTR Editathon (October 2021)**

As part of the iPRES2021 Conference, a COPTR editathon was held, which brought together around 15 volunteers from around the world to update, manage and expand the coverage of information describing preservation tools in the COPTR registry. The main event was held online for 1.5 hours, but a number of contributors continued working on COPTR throughout the event, with follow up activities still underway. A short wrap up presentation was given at a plenary session on the final day of the conference.

- **Environmentally sustainable digital preservation - moving from theory to practice** (November 2021)

The DPC held a webinar on environmentally sustainable presentation, bringing together 7 speakers from around the world. Feedback gathered after the event was very positive and included:

> "I really liked the wide mix of talks, showed how broad the topic is."

> "I thought it was a very well-rounded discussion and series of talks."

> "Will be interested to see how this is incorporated into DPC handbook and DPC RAM and policy writing guidance"

- **DNA Storage Alliance Membership extended by a year**

As expected, the DPC's membership of the DNA Storage Alliance has been extended by a year.

- **TWEAK Project completed**

The DPC secured funding for, and delivered, a short project in collaboration with the SEADDA Project. TWEAK (Tools and Workflow Exchange for Archaeological Knowledge) was developed to address a need within the SEADDA community to share experiences in using digital preservation tools. TWEAK acted as an introduction for the SEADDA community to the COPTR registry and developed 3 short videos designed to lower the barrier to entry to COPTR by explaining how contributions to the registry could be made. These videos are now online and are linked from the COPTR registry. Further engagement with the SEADDA Project in this area is ongoing.

- **New Technology Watch Guidance Notes:**
  - Exploring ethical considerations for providing access to digital heritage collections by Lisa Smith, Jenny Wood, Greg Oakes & Madalyn Grant
  - Developing an Access Strategy for Born Digital Archival Material by Brian Dietz and Shira Peltzman 2021

- **Computational access workshop**

Plans are underway to run an expert workshop on computational access to digital archives in February 2022. This work is a collaboration with Leontien Talboom of University College London who has an SSI grant to carry out some work in this area. The planned outcome of this work will be a resource for the community that explains key concepts and provides guidance on getting started with this topic.

- **Ongoing member support**

Ongoing Member support, answering queries, and facilitating knowledge exchange with DPC members.

Forward Plan: November 2021 – March 2022

	Objective		Priority	Owner/ Others	Timeframe	Internationalization Status	Status
(a)	**Engagement with cutting edge research and development projects**	4.a.1 Plan, manage, deliver and evaluate projects	High	PRW	Project dependent	N/A	4
(b)	**Undertaking informal consultancy and mutual support for member initiatives**	4.b.1 Provide support to members	High	PRW	Ongoing	Member support possible remotely but travel likely to increase	4
(c)	**Providing accessible but authoritative publications**	4.c.1 Email technology watch report	High	PRW	Complete	N/A	5
		4.c.2 Moving image and sound technology watch report	High	PRW	Ongoing	N/A	5
		4.c.3 Software preservation technology watch report	High	PRW	Ongoing	N/A	5
		4.c.4 Contribute to registries, preservation notes and other reference materials	Low	PRW	Ongoing	N/A	4
(d)	**Delivering specialist briefing days based on members' needs and broadening access to specialist briefing and training events**	4.d.1 Deliver briefing days	High	PRW	Ongoing	Briefing days recorded and live streamed	4
		4.d.2 Deliver webinars	Medium	SM/PRW	Ongoing	Webinars also recorded.	4
		4.d.3 Develop and deliver recording and live streaming	High	PRW/SM	Complete	Implemented to support international members	5
(e)	**Providing expertise and practitioner networking events**	4.e.1 Deliver Connecting the Bits	High	PRW/All	June	Adapted this year to better support international members	5

		4.e.2 Deliver one thematic planning day by 2022	Medium	PRW	Ongoing	N/A	5
(f)	**Supporting thematic task forces and working parties**	4.f.1 Develop and deliver task forces and working parties	Medium	PRW	Ongoing	Dial in possible even for face to face events. Focus could move to support more (local) groups in an international context	4

* Scores as below

5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 5: Good Practice and Standards

Context

We will support efforts to ensure services are tightly matched to shifting requirements, understanding and articulating the needs of our members into relevant development streams, ensuring that emerging standards and accreditation, regulations and that legislation, products and services are realistic, achievable and meet member needs. We will use the Coalition and its members to facilitate the exchange of good practice, ideas and research for benchmarking, peer review and efficiency of effort.

Activities: September-November 2021

- **Reliable Robust and Resilient Digital Infrastructure for Nuclear Decommissioning**

Key activities to report on include tasks initiated in phase one of the project and new work scheduled for phase two:

  - We have started work on developing a set of digital preservation system requirements for the NDA. We anticipate this will generate a useful addition to our procurement toolkit that will be available to all Members.
  - We have received a new draft of the Technology Watch Report on design and construction records from our authors and it has been reviewed by our copy editor. We are working towards publication in the next couple of months.
  - Work is due to commence on our database preservation project shortly. We will be working closely with Sellafield, a range of solution providers and other DPC Members on this project.
  - The DPC wrote a blog post for the NDA for World Digital Preservation Day to celebrate and promote some of the achievements of the project so far.
  - Work continues on supporting the NDA and their subcontractor on their specification and workflow for the digitisation of documents, drawings and photographs.

- **DPC Rapid Assessment Model (RAM)**
  - A Japanese translation of DPC RAM version 2 has now been published and our next 'RAM Jam' workshop is currently being advertised: https://www.dpconline.org/events/members-only-briefing-day-and-webinar/ram-jam-2021
  - We have had a new request for DPC RAM benchmarking statistics from a Member

- **NDSA Fixity Survey**

The final report or the 2021 NDSA Fixity Survey was published in November. This report represents a substantial collaborative effort and includes not only an analysis of the survey results, but also a set of case studies that look in greater depth at fixity practices within specific organizations. The report can be found at https://osf.io/2qkea/ (or read our blog for some quick highlights: https://www.dpconline.org/blog/wdpd/jmitcham-wdpd21)

Forward Plan: November 2021 – March 2022

Objective			Priority	Owner/ Others	Timeframe	International isation impact	Status
(a)	**Informing members of emerging standards for preservation and enabling their input into standards development**	5.a.1 Contribute to relevant standards activities and report	Medium	JM	Ongoing	No change	3
(b)	**Researching, sharing and refining user requirements for long-term access**	5.b.1 Develop and contribute to user requirements activities	Medium	JM	Ongoing	No change	4

(c)	**Articulating members' needs to vendors, developers and funders**	5.c.1 Capture and communicate needs, particularly in relation to Supporter programme	High	PW/JM	Ongoing	No change	4
(d)	**Enhancing and providing mechanisms to assure the quality of digital preservation facilities and processes**	5.d.1 Contribute to and develop services for quality assurance	High	JM/PW	Ongoing	No change (though may require more travel)	4
(e)	**Helping members develop and embed policies and regulations that can become examples of good practice within their own communities**	5.e.1 Deliver the Reliable Robust and Resilient Digital Infrastructure for Nuclear Decommissioning project	High	JM/MP	November 2022	No change	4
		5.e.2 Deliver support and embedding of good practice	High	JM	Ongoing	No change (though may require more travel)	4

* Scores as below
5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 6: Management and Governance

Context

We will ensure the DPC is a sustainable, competent organization focussed on member needs, providing a robust and trusted platform for 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, maximize impact, and welcome new contributions to the field. We will continue to monitor and maintain our relevance, coherence and effectiveness.

Activities September-November 2021

- **Annual Audit**

Thanks to Alyson Campbell for finalising the 2020/2021 return earlier in the year which has been subject to audit during two weeks in November. Our audit review meeting was held on Friday 19th November. There were a couple of minor issues raised but nothing that was material, these were:

  o Some invoices for membership were accounted for in the wrong financial year
  o Slight error on how VAT was being calculated due to partial exemption. This error was under £100 in value and will be rectified in next return. We will engage with our previously contacted VAT consultant to review our calculation to avoid any further occurrences.

Thanks to Alexander Sloan for their assistance and insight with the audit and the annual accounts.

- **Management Accounts, Budgets and Forecasts**

Management accounts to 31st October 2021 have been prepared along with an updated 5-year forecast and will be discussed under a separate item on the agenda.

- **DPC becoming a Charity**

We continue the process of trying to obtain discounts following our successful charity registration. The main savings will be held with our Sage software and Microsoft licenses. These have been delayed as we didn't want to change accounting packages until the end of year audit was complete whilst we are tied in to paying Microsoft until February 2022 at which point, our current agreement ends, and we can move on to the free charity licences.

Alexander Sloan will be providing us with a template for the charity accounts which we be used for the 2021/2022 accounts. Our discussions with them have noted that the actual accounting information will not change greatly. The main difference will be in the narrative along with the figures which can be quite sizeable but should be covered by the information we provide for sub-committees currently.

- **iPRES 2022**

iPres 2022 was launched at the conclusion of iPres 2021 on Friday 22nd October with. Our programme committee has been formed and is meeting fortnightly whilst the local organising committee is also meeting fortnightly. We will be launching our Call for Contributions on around 1st December after a successful Community Consultation was carried out.

- **Internationalization**

Jaye Weatherburn has now complied a full report on the organisational plan for Australasia which will be discussed at the Australasia Stakeholder group on 1st December 2021 before being finalised and circulated. This report gives proposals for the years ahead in terms of member growth, staffing costs etc. This being the case, we have not fully integrated the Australasia office income into the main Management Accounts as yet although the income and expenditure is contained within.

- **Staffing matters**

All staff continue to work at home for the moment with Sarah Middleton and Jen Mitcham working one alternate day a week in our York office. It has not been possible to arrange a face to face all staff meeting. We were hopeful this may be a possibility in December but will consider the current pandemic statistics before

confirming. Angela Puggioni has been appointed Community Engagement Manager whilst Ellie O'Leary has been appointed Administration Manager. Both started their new roles on Wednesday 17th November.

Forward Plan: November 2021 – March 2022

	Objective		Quality measures	Owner/ Others	Timeframe	Readiness for Internationalization	Status
(a)	**Broaden the revenue base of the Coalition**	5.a.1 Develop new revenue streams as appropriate and in line with members' needs.	Project funding secured in line with budget. Consultancy secured in line with budget. New sources of revenue are identified.	JMC/ALL STAFF	Ongoing	Change needed – potential opportunities outwith UK & EU	5
		5.a.2 Calculate an annual target for revenue and ensure that changes in revenue streams are not more than 50% of membership income and compliant with VAT regulations.	Financial records are accurate and timely. Changes in VAT regulations are monitored. DPC takes steps to mitigate the situation if necessary.	JMC/WK	Ongoing	No change needed	4
(b)	**Discharge all appropriate statutory and legal functions**	5.b.1 Maintain and improve current financial and regulatory processes.	Annual returns submitted to Companies House. Monthly returns submitted to HMRC and pension company.	JMC	Ongoing Monthly	Change needed – develop awareness of, and comply with, international regulations	5
		5.b.2 Prepare annual budgets to be published and approved by the Executive Board based on a 5-year forecast.	Annual budgets approved by the Board.	JMC/ WK/ BOARD	Ongoing	Change needed – take account of financial impacts of internationalization and potential to operate in different currencies	5
		5.b.3 Prepare and publish accounts after scrutiny by an independent auditor.	Annual audited accounts prepared Approved by M&G sub-committee and Board	JMC/WK	November 2021	Change needed – consider impact of operation in different currencies	5
		5.b.4 Prepare monthly management accounts for presentation at sub-committee and Executive Board meetings.	Monthly management accounts prepared and reviewed by Executive Director and shared with Chair/Finance Director/Board	JMC/WK	Monthly	Change needed – clearly identify impacts of internationalization	4
		5.b.5	All requirements are met, and	JMC/ WK/ BOARD	Ongoing	Change needed – develop awareness of, and comply	4

Objective			Quality measures	Owner/ Others	Timeframe	Readiness for Internationalization	Status
		Fulfil all other statutory and legal functions.	organization is compliant.			with, international regulations	
(c)	**Ensure good governance**	5.c.1 Board and sub-committees are held regularly and to best practice.	Good Board engagement and participation; Good sub-committee engagement	JMC/ WK/ BOARD	Quarterly	Change needed – potential for additional sub-committees focused on internationalization or as a result of additional DPC offices outwith UK	4
		5.c.3 Ensure a clear and up-to-date portfolio of policies and procedures is maintained.	Effective mix of skills and experience on Board. Review of operation of Executive Board and Representative Council conducted.	JMC/ WK/ BOARD/ RC	Ongoing	Change needed – develop awareness of, and comply with, international regulations	4
		5.c.4 Ensure appropriate training is provided to new and existing board directors.	Articles of Association, Chair and director job descriptions, Terms of Reference for Board and Representative Council are all up-to-date and circulated widely.	CHAIR/ BOARD	Ongoing	Change needed – develop awareness of, and comply with, international regulations	4
(d)	**Ensure that there are appropriate levels of resources to operate by setting realistic targets for income, realistic work plans and undertaking regular assessments of staffing and risk**	5.d.1 DPC staff will be reviewed against the work plan ensuring that all necessary resources are available and optimally deployed.	Skills gaps monitored and relevant action taken.	WK/ ALL STAFF	August 2021	Change needed – take account of potential staff working in other countries/time zones	4
		5.d.2 The DPC will routinely review the risks and opportunities it faces and take the necessary action.	Job descriptions reviewed and revised. Annual appraisals conducted. Progress against work plan continually monitored. Effective tools available to staff to support work.	WK/ SECTION HEADS/ SUB-COMMS/ BOARD	August 2021	Change needed – take account of potential staff working in other countries/time zones; develop awareness of, and comply with, international regulations	4
		5.d.3 When finances permit, the DPC should explore opportunities to	New format Risk and opportunity register in place Updated and reviewed at each	WK	September 2021	Change needed – potentially different parameters would apply to	4

Objective			Quality measures	Owner/ Others	Timeframe	Readiness for Internationalization	Status
		extend and compliment the current staff with new skills to meet member requirements.	sub-committee and Board meeting. Insurance, IT support and protection in place.			international development	
		5.d.4 Explore the establishment of additional DPC bases throughout the world through partnership and secondment	Additional bases established	WK	Ongoing	Change needed – develop awareness of, and comply with, international regulations	4
(e)	**Ensure financial sustainability**	5.e.1 The DPC will maintain a budget planning horizon for 5 years to align with the strategic plan.	Budgets, forecasts and cash flow continually updated and reviewed.	JMC/ WK/ BOARD	Ongoing	Change needed – factor in impact of internationalization	5
		5.e.2 The DPC will carry an appropriate level of reserve and contingency to sustain the organization.	Reserve calculated annually and contingency included in the budget and forecast.	JMC/WK	Ongoing	Change needed – factor in impact of internationalization	5
(f)	**Maintain core skills and capacities**	5.f.1 DPC staff will be employed under clear terms and conditions with a staff handbook that is maintained and updated regularly.	Staff handbook reviewed and updated annually. Awareness of current legislation and good practice maintained.	JMC/WK	February 2021	Change needed – develop awareness of, and comply with, international regulations	4
		5.f.2 Staff will be appraised annually with clear targets for attainment.	Annual appraisals conducted and development objectives identified.	WK/ ALL STAFF	August 2021	Change needed – take account of potential staff working in other countries/time zones	4
		5.f.3 Staff will be encouraged to undertake CPD and to network.	CPD undertaken in line with development objectives. Relevant events attended.	WK/ ALL STAFF	Ongoing	Change needed – take account of potential staff working in other countries/time zones	4

* Scores as below
5 = on target and confirmed or completed already; 4 = on target with work continuing; 3 = off target but fixable or delayed pending other work; 2 = off target and in need of review; 1 = off target and unlikely to succeed; 0 = task abandoned

Objective 7: A Community Scaled to the Global Challenge

Context

Digital preservation is a global concern which needs to be addressed as such. In order to be able to mould services to members' needs and to foster the growth of the global digital preservation community in new markets and geographies, the DPC will be scaled to the extent of the challenge. In 2016, the DPC Board formally adopted an outward international membership invitation on the assumption that new members would be welcome wherever they were based. In 2017 a Strategic Plan was adopted (2018-22) containing a commitment to expand the scope of the Coalition's efforts around the world. In January 2020, the DPC established a new office at the University of Melbourne in order to expand its programme globally while remaining tightly focussed on responding to members' needs.

Activities – September to December 2021

Membership: DPC membership in the Australasian region has held steady at 15 members: AARNet, AIATSIS, Australian Society of Archivists, National Archives of Australia, National and State Libraries Australia, RIMPA, University of Adelaide, Monash University, University of Sydney, University of Melbourne, Public Records Office Victoria, the National Library Board Singapore, and the National Film and Sound Archive of Australia, Queensland State Archives, and the National Library of New Zealand.

Events: Continuing, guided by the 2021 Workplan endorsed at the March 2021 Stakeholder Group meeting, and the DPC events schedule.

Sustainable operations planning: The draft organisational development plan for the DPC in Australasia (2022-2025) was sent to all stakeholder group representatives on 9 November. All members encouraged to read and bring feedback and input to the December stakeholder group meeting ahead of the plan being finalised and shared by end of year, and presented to the DPC Board for endorsement.

Ongoing digital preservation community of practice support: Australasia Preserves Community of Practice: coordination of volunteer co-organisers group and community engagement activities via blogs, the online forum, and social media. Online meetups for the community organised and facilitated: for World Digital Preservation Day, "The Politics of Preservation: Cultural Collections in Dangerous Times" (youtube.com/watch?v=jE5fT4U-T2c).

Ongoing member support: Answering queries, facilitating knowledge exchange with DPC members.

Forward Plan: November 2021 – March 2022

A detailed working proposal has been presented to the DPC Board and DPC Aus Stakeholder Group for discussion and approval.