1. Introduction

The DPC’s current strategic plan runs to the end of December 2014. This, combined with a recent growth in membership and the imminent completion of three major projects (TIMBUS, APARSEN and 4C) means that the next 6 months will be an important point in the development of the Coalition. Moreover, changes in the operational environment of the DPC mean that a discussion of the membership structure is timely. Because the strategic plan is based on the needs of our members, a discussion and review of members’ emerging needs is a necessary component of the planning process.

The purpose of this planning day is to document the changing needs of the membership, to engage members with a review of the last planning period and to encourage members’ own contributions to development of a new strategic plan for the period 2015-18

This document outlines some preliminary options for the Strategic Plan 2015-18 including some constraints and recommendations for discussion. While our strategic objectives may not change significantly, the growth in membership and level of expectation among members means that new mechanisms are needed to ensure their effectiveness. This document sets out initial assumptions for the development of the Coalition and proposes refinements in our strategic objectives and the values of the Coalition, which would be delivered through a series of new mechanisms that have previously been discussed by among the board and members. A number of options are outlined regarding membership and governance of the Coalition to support this strategic plan. All of these proposals are subject to review and discussion.

Attendees at the planning day will participate in a process to review and discuss their own emerging needs; inform and express their expectations from the DPC; review the underlying values of the Coalition; contribute to an outline strategic objectives for the DPC 2015-18; review the mechanisms for delivery of these strategic objectives; discuss tools to ensure ongoing quality improvement. Attendees are also encouraged to contribute to a wider discussion about the membership structure of the DPC including: the pros and cons of internationalisation of the DPC; our engagement with vendors; our relationship with key external partners; our categories of membership; the structure and governance of the Coalition; the balance between subscription and non-subscription revenue; and any other relevant matter which they may wish to introduce.

Those unable to attend the planning day in person are also invited to contribute, whether through direct commentary on this document or by answering the questionnaire that follows. Notes from the meeting will be published and a webinar will be arranged to share outcomes with those who have not been able to participate otherwise.

This is an opportunity for a thorough review of the DPC and to shape its future direction. The final strategic plan will be produced by a small working party. Members may wish to join the working party.

2. Understanding our members and their needs

The DPC was established as a direct response to needs articulated at a series of invitational workshops at Warwick University in the late 1990’s and early 2000’s. This was followed by a concentrated effort to assess the extent of the UK’s digital preservation needs and to offer practical support to meet that need, as described in the ‘Mind the Gap’ report in 2006. In 2008 the DPC introduced its first three-year strategic plan that prioritised member benefits. The Strategic Plan is owned by the members and is updated every three years. The Coalition’s small Executive turns this into a practical work-plan which is reported quarterly to the Board and annually to all members.

The current strategic plan was adopted in 2012 and might be characterized as a response to a number of assertions about the needs of our members. These assertions are assessed on an on-going basis through a variety of formal and informal means such as the number of renewals of memberships; feedback and attendance at events; peer review of published outputs; monitoring requests for help with specific challenges; and a huge volume of direct correspondence between the executive and the members. All our activities are
subject to quarterly review by a Board formed of representatives of the Full members. Members contribute directly to the programme both in content and style. For example, the introduction of the ‘Technology Bytes’ webinars was a direct response to a proposal at the Director’s group in 2013; the Editorial Board (composed of members) considers topics for the Technology Watch Report series; draft outlines of reports are published for members to comment before they are formally commissioned; and the Directors’ Group reviews and contributes directly to the annual work plan. Whilst our activities prioritise benefits to members, in almost every case there is a wider benefit too. For example the ‘Leadership Programme’ provides grants for members to attend training but in doing so it helps to ensure that such courses are viable; members can commission technology watch reports but these are publicly available after a short preview period; and non-members are occasionally invited to participate in our small number of thematic working parties.

Before embarking on a new strategic plan it is important to test the ways in which members’ needs are likely to change in the next 3 years.

The following 5 points are our strategic objectives from the current plan, summarising the Coalition’s response to the needs of its membership since 2012. Although of equal importance these strategic objectives are not equal in terms of the scale of effort required to deliver them nor in terms of their impact.

- **Workforce development and capacity building**
  The DPC will facilitate the development of a workforce with the skills and tools necessary to ensure long-term access to digital collections and will encourage the proliferation and diversity of training necessary to that purpose. It will provide tangible benefits to members in the form of training and will support those who provide quality-assured training in digital preservation which is relevant to the needs of members’ workforces. It will support those colleges and universities which seek to develop curricula in digital preservation and provide authoritative labour market intelligence for employers, students and teachers alike.

- **Knowledge exchange**
  The DPC will be a forum for detailed and timely knowledge exchange between members and for the benefit of the wider community. It will help members to understand and refine their own requirements, provide them with access to world class expertise in digital preservation and help them to communicate lessons learned from development projects. In this way we will ensure that members can progress more quickly in the development of digital preservation solutions.

- **Developing assurance and practice**
  The DPC 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. It will identify and respond to gaps in the current provision of tools, standards and services and will encourage and guide the release of resources so that members and partners can fill these gaps. It will investigate the provision of added value services to members and will support the development of standards and tools that are of benefit to all.

- **Advocacy**
  The DPC will be an advocate for the digital preservation community. It will help key decision makers and opinion formers to understand the opportunities and challenges of long-term access and encourage them to act, ensuring that public and institutional policy, legislation and regulation enable rather than inhibit the development of a stable and extensible digital preservation infrastructure.

- **Partnership and sustainability**
  The DPC will develop 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. In this way we will work to work to discourage fragmentation, ensure the maximum impact for existing and emerging tools, and encourage new contributions to the field. The DPC will continue to monitor and maintain its own relevance, coherence and effectiveness.
Members are invited to consider whether these remain current and whether they have changed. Testing these strategic objectives, members are asked to consider the following:

- If asked to rank these objectives which would come first?
- Are there topics that are no longer relevant?
- Are there topics on which you are no longer willing or able to collaborate?
- Are there barriers to collaboration on these topics? How might these be addressed?
- Which elements of the DPC’s work has your institution benefited from most in the last 3 years?
- Which elements of the DPC’s work could your institution benefit from most in the next 3 years?
- Which elements of the DPC’s work in the last 3 years do you think have had the most impact generally?
- Which elements of the DPC’s work in the last 3 years do you think has had the least impact?
- With respect to these headings how do you imagine your needs will change in the next 3 years?
- Which elements of the DPC’s work could have the greatest impact in the next 3 years?
- Are there needs which are likely to emerge and which fall within the remit of the DPC that could not be met as an action under these strategic objectives?

3. Our Values

Delivery of the strategic plan is shaped by a series of explicit expectations that govern all the DPC’s work. These are distilled from the Coalition’s founding documents and their practical implications have evolved through time. There is no proposal to change these but it is timely to review them, affirm them and to consider the operational implications of how they have been interpreted.

The Strategic Plan 2012-2015 states that in everything we do, the DPC shall:

- Operate as a neutral body.
- Embrace a consultative, innovative and open approach.
- Engage in a collaborative manner with all stakeholders to comprehend and respond to their needs.
- Maintain sound stewardship of the Coalition’s resources.
- Share best practice and enable knowledge transfer with our members to support their local priorities.
- Maintain vendor neutrality.
- Support developments of standards and generic approaches to digital preservation.
- Respond to the needs of members in the delivery of services.
- Be authoritative, current and concise in all our publications and communications.

These statements are not controversial and compliance is relatively simple but they have direct consequences on how we operate. For example, the DPC is not really able to provide specific recommendations about how to ‘do digital preservation’: it operates closer to its core values when it represents a multiplicity of solutions which may be off-putting to those agencies which are highly focussed on solutions. Similarly, the injunction to be authoritative, current and concise can at times be contradictory: authoritative advice requires a meticulous process which in turn provides potentially complicated and slower outcomes. In practice we have tended to privilege authority in our publications. Maintaining ‘sound stewardship’ of the Coalition’s resources might imply a desire to accumulate a large reserve to protect the coalition against lean times but the DPC has always taken the view that our financial reserves are a kind of loan from members which ought to be spent on member benefits. Consequently the DPC tries to avoid accumulating a surplus and tends to operate within tight financial margins. Finally vendor-neutrality certainly hampers the DPC’s potential to gain revenue from subscriptions and sponsorship. Although vendors have always been welcome to sponsor events and activities in practice we tend to favour having a range of vendors to sponsor our activities rather than associating our activities with a single supplier. This, plus the appearance of standoffishness, hampers fundraising activities.

These are only a few examples of how the values have been interpreted. Members are invited to comment on these values and whether our interpretation of them in the last three years has reduced or enhanced the value of membership. For example:

- Are we right to prioritise authority over currency in our publications?
- Should we continue to privilege expenditure for member benefits over accumulating a surplus?
- Should we be more prescriptive about the operation of digital preservation services?
- Should we be more or less willing to engage with vendors?
• Can we identify any changes in our operational context between now and 2018 that might cause us to refine or amend these values?

4. Our Context

The context in which the DPC operates has changed considerably since our foundation and a review is timely. The following list reflects this changing context as we start the new strategic plan:

- Slow improvement in the underlying economic position
- Continuing downward pressure on public-sector budgets
- Continuing deployment of cloud-based preservation services
- Integration of digital preservation into other infrastructure services
- Exponential growths in volume, complexity and value of data
- Continuing growth of the digital preservation community
- Roll out of legal deposit
- Completion of 4C, TIMBUS and APARSEN projects
- Emergence of UNESCO worldwide ‘Digital Preservation Board’ and APARSEN ‘Virtual Centre of Excellence’
- Transition from FP7 to Horizon 2020 programme for EU funding
- New strategic plans and new directors at OPF and NCDD
- Impact of Creative Economy Catapult and Technology Strategy Board funding
- Re-emergence of Heritage Lottery Funds post 2012/4
- Wind-down of BLPAC activities
- Increasing prominence of the ‘right to be forgotten’ agenda
- Greater complexity and tightening of legal regimes for data protection and cyber-security
- Growing recognition of digital preservation among corporate records managers
- Development and refinement of open access policies in research
- Scottish Independence, UK/EU referendum

This list is not exhaustive and members are invited to contribute to this list using the outline taxonomy of a ‘PESTLE’ analysis. Specifically are there changes in Political, Economic, Social, Technological, Legal and Environmental factors for which will affect our members and for which DPC should prepare between now and 2018?

5. Review of DPC 2012-2015

The extent to which the DPC has delivered on its five objectives since 2012 will be more fully evaluated at the Planning Day, though anecdotal evidence suggests that the DPC is in good shape with a strong if increasingly differentiated demand for its activities: specialist events continue to be popular; there is increasing diversification of training opportunities; there are an increasing number of career opportunities in digital preservation; our reports and our insights are highly sought after; the membership continues to grow; while politicians and decision-makers need ongoing reminders to consider the long term when investing in digital infrastructure. The DPC approaches December 2014 larger, more dynamic and with a higher profile than in December 2011, and has grown considerably since December 2008.

The strategic plan outlined a series of specific actions against each objective. Performance indicators for each action were outlined and it is therefore possible to provide a detailed account of performance over the period.

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<thead>
<tr>
<th>Workforce Development</th>
<th>What we said in 2011</th>
<th>What we’ve done since then</th>
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<tr>
<td>Delivering entry level and specialist training events based on members’ needs</td>
<td>Target: 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 and will support a programme of introductory training aimed at new entrants in digital preservation. Success measure: feedback from participants at events, numbers in attendance, requests for repeats, willingness of speakers and</td>
<td>So far we have run or supported 34 events and 7 special subject webinars in the last three years, including 1 major international conference. This excludes numerous invitational presentations at other events. Other events are planned before the end of 2014 including another international conference. All these events have passed attendance thresholds and all but one exceeded attendance targets. The Getting Started Roadshow has been a particular success with numerous requests for repeats. All</td>
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<td>Activity Description</td>
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<td>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</td>
<td>DPC has offered 38 scholarships to attend DPTP (up from 24 in the previous planning period) and offered scholarships to three other providers (UKDA, APARSEN and Digital Futures), thus expanding the network of training providers supported. The DPC participated in the development of the DigCurV framework for which provides an explicit set of criteria for courses and has trialled its application in the assessment of courses. Generic training materials from the ‘Getting started in Digital Preservation’ programme have been shared and training resources from TIMBUS and APARSEN have been made freely available. On all but one occasion the scholarship programme has been significantly over-subscribed.</td>
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<td>Providing support in curriculum development for new educational programmes in digital preservation</td>
<td>DPC has engaged with four different HEIs to support the development of degree level courses in digital preservation and through the APARSEN (and to a lesser extent DigCurV) has helped frame a generic curriculum. The prospect of course accreditation was discussed at the planning day in 2013 and although welcome it was noted that the current frameworks (such as developed by APSREN) are not yet mature enough to support accreditation at this level. This programme of work on the accreditation of degree level courses will be completed under APARSEN in December 2014.</td>
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<td>Undertaking systematic and regular analysis of the digital preservation labour market</td>
<td>DPC has established a “Vacancies” section on the website which has posted 77 job adverts in the period from January 2012 (up from 11 in the previous period. We are routinely contacted by those undertaking recruitment to host their adverts and have been approached by commercial recruitment firms to use DPC as a specialist outlet. This has rapidly become the most popular area of the website. In addition DPC staff have helped with the recruitment of specialist staff in a number of organisations. Although popular it is impossible to tell whether the vacancies section has helped members frame their own job descriptions. The jobs page has not been thoroughly mined to develop comprehensive labour-market intelligence.</td>
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<td>Facilitating student placements and early career training with and for the benefit of members</td>
<td>DPC has made no progress with this activity since 2012.</td>
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<td>Facilitating staff exchanges between members that help career development and help transfer skills</td>
<td>DPC initiated an exchange programme under the APARSEN project in January 2012 which would have enabled two complete exchange programmes in 2013 and 2014. The operational process for the exchange programme was praised by reviewers but was dropped from the project in late 2012 in order to resolve underlying issues with other elements of the project. The draft operational programme remains available to be deployed when the resources become available.</td>
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<td>Understanding and prioritizing member needs</td>
<td>In 2012 the DPC initiated a major study on training needs in digital preservation, undertaken on behalf of the APARSEN project. The report mapped expressions of need against availability of resources and perceptions of best practice. The report, published in January 2013 has since been used to inform such activities as the new edition of the Digital Preservation Handbook, the APARSEN training programme, the revision of DPTP and the DigCurV skills framework for digital preservation.</td>
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## Knowledge Exchange

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<th>What we said in 2011</th>
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<td>Providing frequent, accessible and current communications</td>
<td>A communications plan was drafted at the start of the period and since then has been implemented. The DPC website sees regular updates and twitter following continues to grow.</td>
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<td>Target: the DPC will review its communication plan in the first three months of the new strategic plan. 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. Success measures: Frequency of updates to the web site and number of users as evidenced by analytics, followers on Twitters, citations; production of What’s New on a monthly basis and growth in readership of online publications.</td>
<td>A configuration error with Google Analytics in May 2013 means that it has not been possible to track patterns of traffic to the website effectively. However a couple of snapshots are available and point to growth. In December 2011 the site had 3434 visits and 8804 page impressions; in April 2014 the site had 6501 visits and 15263 page impressions. What’s New continues to be published on an almost-monthly basis though there have been a number of hiatuses during the period. We have since streamlined the editorial process to make production more reliable.</td>
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<td>Providing an expertise and practitioner network</td>
<td>DPC has offered an expertise and practitioner network in the last three years though this has largely been by traditional means and has not been based on online tools.</td>
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<td>Target: the DPC will use web-based tools to create an active practitioner and expert network which will allow members to locate and share expertise and to promote projects and initiatives. Success measure: number of members registered, representativeness of members registered, case studies of knowledge and expertise shared or projects established through such a network.</td>
<td>DPC has published eight technology watch reports in the period, two more are in production and one is in development. A programme for a comprehensive revision to the Digital Preservation Handbook has been initiated and will begin to make material available from Autumn 2014. No specific effort has been made to test the extent of citations of technology watch reports as there is no obvious comparison to base this on. However the series was listed by Library of Congress as one of the ten most important initiatives of 2013 and reports. Reports have been thoroughly peer-reviewed prior to publication and feedback from readers is positive.</td>
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<td>Offering thematic events and networking opportunities</td>
<td>In addition to the 34 events (which includes 11 specialist briefing days) the DPC has offered 3 networking events and 3 planning days in the period. Feedback remains positive and members are frequently highly engaged with the subject matter of the planning days. The challenge is often being able to find the resources necessary to meet members expectations about what can be done as follow up to these events.</td>
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<td>Target: DPC will offer at least six thematic events for members per year, invite members to attend an annual Planning Day and invite full members to send delegates to an annual Directors’ Group. Success measure: feedback from events, willingness of members to share expertise and share problem solving.</td>
<td>The DPC manages two active working parties of its members – the ‘Bedern Group’ and the ‘Robertson Wing Group’ which have each developed terms of reference and work plans of their own and are now following those work plans under. These groups were formed as a direct response to member requests and perception of value among members seems high. Other groups are formed from time to time.</td>
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<td>Supporting thematic task forces and working parties</td>
<td>DPC has moved from informal support to a programme of more formal support to members which has been vetted by the Board and delivered by the head of Research and Practice. This has included topics such as procurement, recruitment, policy building, metadata analysis, analysis of performance indicators and support in reviewing grant applications. The number of requests for this level of support is high and the perception of quality seems to be high also though formal mechanisms to test this are still to be deployed.</td>
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<tr>
<td>Target: the DPC shall respond to member requests to provide a forum for specialist task forces to address specific areas of concern. Success measure: perception of success among members, utility of solutions provided.</td>
<td>In December 2013 the DPC hosted a briefing day on the topic of procurement, inviting vendors to present their tools and members to articulate their requirements. This was followed in 2014 by an 8 point webinar series which allowed members and vendors to discuss their needs (ending in June 2014). The briefing day received some of the best feedback of any event in our history and is why the programme of follow-up webinars was initiated. A survey is about to be commissioned for participants at</td>
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Table: Developing Assurance and Practice

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<td><strong>Reviewing, commenting and supporting the development of standards relevant to digital preservation</strong>&lt;br&gt;Target: the DPC will set up a standards observatory to inform members of emerging standards for preservation and enable members to input into standards development.&lt;br&gt;Success measure: number of standards and draft standards assessed by the observatory function, perception of utility by members.</td>
<td>The DPC continues to support the development of generic standards in digital preservation, though primarily through project work. Via TIMBUS, DPC has contributed significantly to the development of the PREMIS standard; via DigCurV and APARSEN we have contributed to standards for skills; and in 4C we are contributing to discussions about sustainability standards. Other discussions about standards do also arise in the context of the Technology Watch Reports and Briefing Days. While useful this does not fulfill the comprehensive ‘observatory’ function originally proposed.</td>
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<td><strong>Researching, documenting and articulating members’ needs to vendors, developers and funders</strong>&lt;br&gt;Target: the DPC will dedicate one of it planning days to examine members’ technology needs and will compile the results of this study and prioritise them to produce a report that will be placed in front of developers.&lt;br&gt;Success measure: number of participants in study, accuracy of analysis, number of vendors, developers and funders reading and acting on recommendations.</td>
<td>In December 2013 the DPC hosted a briefing day on the topic of procurement, inviting vendors to present their tools and members to articulate their requirements. This was followed in 2014 by an 8 point webinar series which allowed members and vendors to discuss their needs (ending in June 2014). This briefing day received some of the best feedback of any event in our history and is why the programme of follow-up webinars was initiated. A survey is about to be commissioned for participants at these and vendors will also be invited to comment. Recordings of the webinars are also available in the members area of the website. There has been no specific effort from DPC to compile and publish member requirements, though participation in the SPRUCE project has gone some way to documenting and publishing these.</td>
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<td><strong>Enhancing and providing mechanisms to assure the quality of digital preservation facilities and processes</strong>&lt;br&gt;Target: DPC will establish a working party to deliver peer review of preservation facilities and services to enhance member’s practice and improve repository procedures. This working party will consider more formal quality assurance mechanisms.&lt;br&gt;Success measure: number of facilities reviewed, perception of usefulness by members, willingness to participate.</td>
<td>This working party met and recommendations from it were presented to a Planning Day in May 2012. Specific recommendations were made that were intended to help members develop simple accessible partnerships to ensure that members were keeping up with state of the art in preservation. The planning day considered these proposals and decided not to progress them. The work has not progressed since then.</td>
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<td><strong>Enhancing and providing mechanisms to accredit digital preservation training courses and practitioners</strong>&lt;br&gt;Target: DPC will provide free online access to course materials derived from the TIMBUS and APARSEN projects. We will publish explicit criteria to govern the allocation of funds from the DPC Leadership Programme making this a de-facto quality stamp.&lt;br&gt;Success measures: uptake of online materials, number of courses accredited, number of new entrants into training, improving quality and relevance of training as perceived by participants.</td>
<td>Mechanisms to review and accredit training courses were presented to a planning day in November 2013 and recommendations were then taken to the DPC board in April 2014. Although the recommendations are credible and the goal achievable the Board were concerned about the effort involved in their implementation and deferred them in the interim. Consequently there has been no specific deployment of the quality ‘stamp’ initially envisaged, though it is hoped that this can be introduced in a more formal way from August 2014 onwards. A grant application has been submitted for a follow-up to the DigCurV project which includes DPC as a partner, provisionally funded to trial and implement some of this work. Meanwhile training materials from TIMBUS and APARSEN and other DPC events continue to be made available.</td>
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Table: Advocacy

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<td><strong>Target:</strong> the DPC will publish, through case studies, examples of the opportunity and benefits delivered by preservation and the opportunity costs and harm that result from inaction.&lt;br&gt;Success measures: extent to which these case studies can be used in advocacy, perception of credibility of claims made.</td>
<td>This work has been carried forward largely through the SPRUCE project. 2 case studies have been produced on the DPC wiki and a larger number through the OPF who were also partners in the project. SPRUCE has also enabled the production of the ‘Digital Preservation Business Case Toolkit’, a generic guide to making the case for digital preservation. The benefits of preservation are also a significant component of the 4C project.</td>
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<td><strong>Target:</strong> the DPC will respond to all relevant public consultations and will take opportunities to provide informal personal briefings for opinion formers, policy makers and senior managers. DPC will these and vendors will also be invited to comment. Recordings of the webinars are also available in the members area of the website.</td>
<td>DPC has responded indirectly to a small number of public policy consultations by encouraging members to respond directly and providing briefing materials to support those submitting their own...</td>
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### Partnership and Sustainability

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<tr>
<td><strong>Establishing and updating our relationships with existing and emerging partners</strong></td>
<td>The DPC has renewed and deepened its relationship with key digital preservation partners worldwide including NCDD, nestor, the Alliance for Permanent Access (APARSEN), the National Digital Stewardship Alliance, and BLDPAC. New relationships have been formed with the National and State Libraries of Australia. Active collaboration with all of these partners can be identified over the period such as through joint projects or information sharing, though as is to be expected each relationship has a different level of maturity and different degree of effectiveness.</td>
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<tr>
<td>Target: the DPC will review and update its existing set of relationships and establish and formalise new relationships as appropriate with partners</td>
<td><strong>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</strong></td>
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<td>Success measure: successful completion of negotiations, evidence of collaboration</td>
<td>Membership continues to grow with 14 new members joining over the period and 3 leaving – a net gain of 11. The diversity of membership is also expanding with recent entrants including commercial and international partners. The relative proportion of full to associate members is stable (33.15:1). New members include an agency that teaches digital preservation at degree level who entered as an associate in the normal way and no category for education has been introduced at this time. The personal membership category is under-subscribed with less than 10 paying members. Interest in membership remains high though we remain some distance from the ambition to reach ‘all relevant authorities, agencies and services in the UK and Ireland’.</td>
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<td><strong>Consulting with the membership and ensuring that the executive remains accountable and responsive to the changing and diverse needs of members</strong></td>
<td>Staff of the coalition continue a round of meetings with members in their place of work though this has not been possible in every case. All members have been invited to three planning days and full member to three directors’ groups, as well as three AGM’s. Officers of the coalition are elected at the AGM and the board continues to be drawn from members, meeting with three full meetings and one informal meeting each year.</td>
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<td>Target: 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.</td>
<td><strong>Broadening the revenue base of the Coalition through fundraising, sponsorship, consultancy and projects to deliver greater value from member subscriptions</strong></td>
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<td><strong>The DPC organised its own awards ceremony for the first time in 2012 offering 3 prizes for digital preservation and receiving the largest number of applicants to date. This was a considerable effort but it did provoke interesting debate among the digital preservation community and attracted submissions from 3 continents. In spite of efforts, the media impact was limited to specialist publications, but considerable success was reported with the ‘internal advocacy’ inside institutions that participated. The awards are now on track for a repeat in late 2014.</strong></td>
<td>The DPC’s financial dependence on member subscriptions has been transformed by project income, especially from 2012 onwards. Targets for other revenue streams are set by the board each year. Of these events income proves consistently the most successful. Sponsorship and direct fundraising remain promising though have only yielded modest amounts of revenue.</td>
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<td><strong>What we said in 2011</strong></td>
<td>What we’ve done since then</td>
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<td><strong>Target: the DPC will continue to move from complete dependence on subscriptions by developing new revenue streams. 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.</strong></td>
<td><strong>Success measures: number of consultation responses published, perception of impact, number of invitations to comment.</strong></td>
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<td><strong>What we said in 2011</strong></td>
<td>What we’ve done since then</td>
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<td><strong>Developing a policy exchange that will collate and distribute members’ digital preservation policies and practices, deriving generic lessons from these as appropriate, and publishing appropriate elements as case studies of good practice.</strong></td>
<td><strong>Helping members develop and embed policies and regulations that can become examples of good practice within their own communities</strong></td>
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<td>Target: the DPC will create a policy exchange that will collate and distribute members’ digital preservation policies and practices, deriving generic lessons from these as appropriate, and publishing appropriate elements as case studies of good practice. Success measure: willingness of members to supply policy documents, ability to re-use case studies to inform policy.</td>
<td>This work has made only limited progress. Members have sought help with the development of policies and DPC is actively developing (via 4C) a ‘costs exchange’. But there is no core repository of member preservation policies or strategies.</td>
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<tr>
<td><strong>Providing high profile and accessible mechanisms to communicate good practice and innovation in digital preservation to those in cognate groups (such as through the Digital Preservation Awards)</strong></td>
<td><strong>Success measure: number of applications, volume of media coverage generated, perception of value among applicants and judges.</strong></td>
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<tr>
<td>Target: The DPC will offer the Digital Preservation Award every two years, providing a mechanism to celebrate and raise the profile of significant accomplishments.</td>
<td>The awards are now on track for a repeat in late 2014.</td>
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Being clear about core functions of the Coalition and striking an appropriate balance between core functions and opportunities to undertake projects.

Target: 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 10K and will receive written or verbal reports as appropriate.

Success measure: focus on strategic plan

Discharging all appropriate statutory and legal functions and ensuring transparency of governance through an annual independent audit

Target: 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.

Success measure: reports from auditors, perception of satisfaction from Board and other members

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

Target: the DPC staff complement will be reviewed early 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. DPC staff will be employed under clear terms and conditions and a staff handbook will be maintained and updated throughout.

Success criteria: balanced workload and targets, delivery of work plan, reports from staff review.

6. Strategic Objectives 2015-18

Reviewing the current strategic objectives it is apparent that, when set beside the other strategic objectives, ‘knowledge exchange’ is redundant. This does not mean it is unimportant: it is a necessary component of workforce development and capacity building, developing assurance and practice, advocacy and partnership and sustainability. But it has been noted that ‘knowledge exchange’ is not an end in itself.

Consequently it is proposed that the DPC streamlines its strategic objectives 2015-18 by subsuming those actions that associated with knowledge exchange into the other high level objectives. The result would be four high level objectives which refine our current position and which assume knowledge exchange.

The remaining high level objectives may be stated as follows:
- Advocacy for investment in sustainable digital infrastructure and objects
- Enabling workforce development and practical capacity among our members
- Building assurance, practice and capability for our members
- Offering a stable, valuable and trusted vehicle for partnership between our members

7. The Strategic Plan: Practical Constraints and Assumptions

The purpose of the planning day is to assess whether these high level objectives are appropriate and then to help members articulate the actions that they think would best help deliver this as against a relatively fixed resource. Before proceeding to complete the plan however a number of constraints and assumptions should be borne in mind that shape our activities.

- From Key Performance Indicators to Quality Improvement Planning

The strategic plan should include an explicit statement about quality and how it will be measured for every action. Attendees at the planning day are encouraged to think creatively about performance indicators. The current strategic plan has a number of explicit ‘targets’ which are designed to assess the extent to which the
plan is being delivered. Earlier strategic plans used simple ‘key performance indicators’ to achieve the same goal.

While useful this approach is rudimentary. Targets can be overly prescriptive, taking little account of specific challenges or opportunities; they can be set too high or too low in effect becoming a box-ticking exercise with only limited attention to quality; and they can only really be tested on a triennial basis. Moreover the DPC staffing structure has historically made it hard to map personal performance to organisational goals.

Consequently a new approach to quality planning is proposed which is more responsive and which more explicitly embeds organisational roles in the strategic plan. This could involve the creation of an annual strategic quality improvement plan. Each of the strategic objectives would continue to be articulated as a series of actions with targets. DPC staff would turn this into an annual work plan but alongside the work plan, staff would prepare a quality plan for the first year of operation which will be presented to the Board. Because new staff roles are being mapped into the strategic plan, it would become the responsibility of a given member of staff to develop and deliver that quality plan which will be assessed at the end of the year as part of their annual appraisal. In the second year a quality improvement plan would be developed that is responsive to what was achieved in the first year, then again at the end of the second year. This way the DPC can offer an annual quality improvement framework across its entire strategic plan which in turn accumulates to an ongoing quality review of staff and organisation alike.

- Workforce Development
The planning day in November 2013 made three specific recommendations about workforce development. It recommended that the DPC strengthen the Leadership Programme by insisting more forcefully for reports from attendees, by assessing applications more rigorously and by adopting the DigCurv framework to accredit courses. This last action is an element of a second recommendation that DPC offers a mechanism for the accreditation of short courses. Thirdly it proposed that DPC should investigate and develop a tool by which individual staff could develop professional portfolios of work in digital preservation. These three recommendations were considered by the Board in April 2013 which agreed the actions were useful but sought re-assurance that they could be introduced gradually and with appropriate planning of resources to ensure that they are sustainable. Although other suggestions are welcome these three recommendations have been tested among the members recently and should form part of any discussion about how to progress the DPC’s portfolio in relation to workforce development.

- Research and Practice
For some time now the DPC has offered full members an enhanced level of support. This enhanced support is organised annually between the DPC and Full members, through the Head of Research and Practice. It has included DPC staff helping with members articulate their requirements ahead of procurement, assistance with staff recruitment, reviewing state of the art in specific policy or technology areas and support drafting rant applications. These activities sometimes involve connecting expertise from across the coalition and although full members are the principal beneficiaries, reports are available to all so that all benefit as the Coalition’s deposit of expertise grows. These short, highly focussed interactions leverage the expertise of the whole coalition to support members. They have proven immensely popular among the small number of members that have already taken up this offer. This offer of support has existed informally for several years but in 2013 the Board requested that the process be put on a more solid footing. A number of pilot projects were undertaken in late 2013 and a draft procedures manual was circulated to the board in April 2014 which articulated the assumptions and made explicit the process behind the allocation of time to this activity.

Although other recommendations are welcome this ongoing process has been tested and trialled among members in the last twelve months so should be included among the mechanisms for building capability and capacity. Members may also wish to articulate needs in terms of research and development requirements that could be funded externally.

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that could be funded externally.

- **Projects**
The DPC is currently a partner in 4 major projects (4C, APARSEN, E-Ark and TIMBUS) three of which end in the
next 12 months. The completion of these projects will present a practical and financial challenge to the DPC.
A further project with UKDA (funded by ESRC) on the preservation of transactional data and social media are
due to start in late 2014 and a proposal for an extension of the DigCurV project has been submitted which
includes DPC as a funded partner.

At the very minimum the new strategic plan should leave room for DPC to fulfil its existing commitments. It
should also be seen as an opportunity for members to propose and prioritise DPC involvement in externally
funded projects. Members may wish to discuss the balance between project-funded activities and
subscription-funded activities given that members have less direct control of the latter. Finally there is a risk
where major strategic initiatives depend on external funds.

8. **Membership categories**
Members may also wish to consider the following issues relating to membership over the coming years:

- How can the DPC remain properly appraised of member needs and responsive to them, especially as
  the membership grows?
- How might the DPC foster stronger relationship between members?
- Should the DPC continue its drive to extend its membership in the private sector? To what extent is
  this a priority?
- Should the DPC extend its membership internationally? How might this progress?
- What is the correct balance of full, associate, consortial and personal members? Is the balance of
  services supplied appropriate and cost-effective?
- How should the DPC extend its membership among institutions that teach and research issues
  relevant to digital preservation?
- Should the DPC create a category of membership for vendors?
- How should the DPC develop its relationships with allied organisations (NCDD, nestor, Open Planets
  Foundation, National Digital Stewardship Alliance, ICPSR, National Library of Australia, British Library
  Preservation Advisory Centre)?
- How should the DPC develop its relationships with professional bodies with interests in the digital
  preservation domain (CILIP, ARA, BCS, ICON and others)?

9. **Structure and Governance**
The DPC’s membership has grown significantly in numbers and diversity since its foundation but governance
remains largely unchanged. The primary means of control of the DPC are associated with grade of
membership: full members are permitted to appoint a director to the Board while associates are invited to
attend and vote at the Annual General Meeting.

The Board has a fixed limit of 24 directors, which creates a maximum number of 22 full members (ie 22 Non-
executive Directors, Chair and Executive Director). It seems unlikely that the DPC would reach this upper limit
in the short term based on current recruitment, but setting ambitious targets for recruitment would mean that
this threshold could be reached within three years. Moreover, even if this level is not reached, experience
from other organisations shows that as the Board becomes bigger so it may become more difficult to achieve practical consensus while the benefits of full membership become diluted and the work accruing to the officers (ie chair and vice chair) increases. Consequently the Board may wish to review the governance of the Coalition ahead of the new strategic plan.

The size of the Coalition also has an impact on the workload of the staff. It is unlikely that the membership would derive much benefit from an increase in the core programme of events and publications. But the promise of providing direct support for full members and the potential for enhanced workforce development tasks could have a disproportionate impact on workloads. Although the new staff structure is more responsive to strategic requirements, the board should still evaluate whether the coalition has the correct ratio of staff posts to membership, and consider varying the costs of membership or distribution of benefits accordingly.

10. Consultation and Ratification
The Board owns the DPC Strategic Plan so an outline of the new plan was presented to them in April 2014. In order to ensure proper consultation it is proposed that a draft plan is discussed further at the ‘Directors’ Group’ in summer 2014. The Board would be able to review the outputs of these consultations in September 2014 and proceed to adopt the plan in November 2014 and present it at the Annual General Meeting.

- Board Meeting, April 2014, initiates discussion
- Planning Day, June 2014, reviews mechanisms for delivery and discusses needs
- Directors’ Group, July 2014, reviews first full draft and seeks further input about needs and delivery
- Board Meeting, September 2014 reviews final draft
- Board Meeting, November 2014, adopts plan
- AGM, November 2014, plan published

11. About this document

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