DPC Planning Day: Our Strategic Plan 2018 – 2023

Briefing Note

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1. Introduction

The DPC's strategic plan is our mandate. It comes from our members and frames all of the coalition's activities over a defined period.

Our current strategic plan was endorsed by the members in 2014 and continues to the end of December 2017. It has been a period of radical change for the DPC: a significant growth in membership; a more concerted international outlook; a new formalised Commercial Supporter programme through which to engage solution providers more productively, not to mention a comprehensive overhaul of our corporate infrastructure. These factors alone mean that the new Strategic Plan will permit the DPC to take some new directions. Moreover, significant recent changes in our operating environment mean that an update to our mandate 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 2018-2023.

This document outlines some preliminary options for the Strategic Plan 2018-2023 including some recommendations for discussion. 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, based on a review of the current plan and considering the context expected for the next 5 years.

Attendees at the DPC Planning Day on 3rd April 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 outline strategic objectives for the DPC 2018-2023;
- review the mechanisms for delivery of these strategic objectives;
- discuss mechanisms to ensure ongoing quality improvement in the DPC programme.

Attendees are also encouraged to contribute to a wider discussion about the membership structure of the DPC including:

- Developing the internationalization of the DPC;
- Optimising engagement with vendors through the Commercial Supporter Programme;
- Our relationship with key external partners;
- Our categories of membership;
- The structure and governance of the Coalition;
- Developing non-subscription revenue;
- 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 accompanying survey. 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. DPC: focus on members

The DPC's mandate comes from its members.

The DPC was established as a direct response to needs articulated at a series of invitational workshops at Warwick University in the late 1990s and early 2000s. This was followed by a concentrated effort to assess the extent of the UK and Ireland'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 has been updated every three years, although this time the Board has chosen to look further ahead and create a plan for the next 5 years – thus creating greater assurance in what are unquestionably uncertain times, as well as applying resources to their best advantage by removing the need to repeat the planning process so frequently. The new plan will be subject to continuous review however, and in the event of internal or external factors affecting the Coalition, the Board has asked for there to be a check point fixed after 3 years.

The Coalition's small Executive will turn the Strategic Plan 2018-2023 into a practical work-plan which will be reported quarterly to the Board and annually to all members.

The current strategic plan was adopted in 2014 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 a more informal 'Connecting the Bits' unconference and networking event that reviews the annual programme and is open to both Full and Associate Members, was a direct response to a proposal from members; the Editorial Board (composed of members) considers topics for the Technology Watch Report series; draft outlines of reports are published for members to comment on before they are formally commissioned; members participate in specialist subcommittees that review and plan our work each quarter. 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 5 years.

3. Shared 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 fundamentally, but it is timely to review and update them to reflect the current economic and political environment.

The Strategic Plan 2015-2018 states that in everything we do, the DPC shall:

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

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.

Previously, maintaining 'sound stewardship' of the Coalition's resources meant that the DPC had taken the view that financial reserves are a kind of loan from members which ought to be spent on member benefits. The DPC had always tried to avoid accumulating a surplus; operating within tight financial margins. Under renewed guidance, the Coalition now recognises that our existence is itself a member benefit, and therefore seeks to build a financial reserve proportionate to our activities and resources. Our attitude to this sustainability extends beyond the membership, to consider sound stewardship of the environment required for us and our members to do our jobs.

The DPC has always prided itself in its openness to working with all stakeholders to address the common challenge of digital preservation. In light of recent political and economic events worldwide, it now feels appropriate to add that the DPC will actively foster inclusivity, tolerance and mutual respect within its membership.

Finally, the DPC's position on vendor neutrality is well understood, but it has had the practical effect of discouraging any long-term relationships with solution providers. Experience has shown us that solution providers, quite reasonably, seek an ongoing relationship with DPC members and would prefer to support our activities on a longer-term basis rather than one-off activities as they do at present. Moreover, we know that DPC members are keen to know more about products in this rapidly emerging global market. Our events have been enhanced by the presence of vendors who contribute commercial perspectives into our discussions. But such activities are ad hoc and have the unintended consequence of being less transparent and potentially more open to abuse than a more carefully structured, properly articulated and longer term relationships. The addition of Commercial Supporters to the Coalition will in no way diminish the DPC's position on vendor neutrality, rather it is designed to facilitate better and more meaningful communication between members and solution providers on 'neutral' ground, and in a way that all parties work more closely, effectively and harmoniously.

How are we doing?

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?
- Do you agree with our proposal that DPC should additionally 'foster inclusivity, tolerance and mutual respect within its membership'
- Do you agree with our proposal to include a concern with the environment in the exploitation of resources?
- Should we continue to accumulate a surplus to ensure stability of the Coalition over a strict adherence to operating as non-profit?
- Should we be more prescriptive about the operation of digital preservation services?
- Can we identify any changes in our operational context between now and 2023 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:

- 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 General Data Protection Regulations
- Reduction of EU funding opportunities through Horizon 2020
- Change of organisation at OPF and NCDD
- 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
- Political turbulence with respect to 'BREXIT' and related movements
- Changes in the relationship between UK and Republic of Ireland
- Changes to employment law
- Radical changes to public sector agencies in the US (NEH, IMLS, NSF etc)
- Volatility in financial markets and diminishing value of sterling
- Return of Inflation

Have we missed anything vital?

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 which will affect our members and for which DPC should prepare between now and 2023?

5. Strategic objectives

The following 4 points represent the DPC's strategic objectives from the current plan, summarising the Coalition's response to the needs of its membership since 2015. 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.

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

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

- **Research & Practice: 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.

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

Are we pointing in the right direction?

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 benefitted from most in the last 3 years?
- Which elements of the DPC's work could your institution benefit from most in the next 5 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 5 years?
- Which elements of the DPC's work could have the greatest impact in the next 5 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?

6. Review of Strategic Plan 2015-2018

The extent to which the DPC has delivered on its four objectives since 2015 will be more fully evaluated at the DPC Planning Day on 3rd April, 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 2018 larger, more dynamic and with a higher profile than in 2015.

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.

Advocacy & Communications		
Detailed objective	**Description**	**Level fulfilled**
1.1 Engaging proactively with public policy development.	The DPC will respond to relevant public consultations and will take opportunities to provide informal personal briefings for opinion formers, policy makers and senior managers. DPC will develop an executive briefing pack (EBP) on digital preservation. This activity is essential but is hard to quantify and impact takes time to emerge. Moreover the timing is largely outside of the DPC's control. Responses to public policy consultations will be approved by the board in a timely manner and will be published to members.	This objective has two parts which have seen different levels of activity and fulfilment. There have been few opportunities to take part in public policy consultations, and this continues to be an ad hoc activity. A more definite deliverable is sought in the development of an EBP. An outline for this has been achieved and may be further developed by members in a 'booksprint' style event. Other work to support members' internal advocacy has taken place through participation in meetings and events with members and external bodies, e.g. ARA/IRMS/Preservica.

		It is proposed that this objective is split into: 'policy response' and 'enabling members' advocacy efforts.'
1.2 Providing high profile and accessible mechanisms to communicate good practice and innovation in digital preservation.	The DPC will offer the Digital Preservation Awards every two years, providing a mechanism to celebrate and raise the profile of significant accomplishments. This activity is expensive and impact needs to be carefully assessed. Presuming that the awards run in 2016 we will need to review the number of awards, the subject matter and the processes to maximise impact.	In 2016 the Digital Preservation Awards exceeded expectations. More nominations were received than ever from around the world, a capacity audience attended, additional categories were offered, the process was fully funded, trending on twitter, follow up webinars scheduled. *It is proposed to add more targets for media coverage and that other additional campaigns are considered in the 'off' years between the Awards.*
1.3 Providing frequent, accessible and current communications.	The DPC will review its communications activities in the first three months of the new strategic plan and develop a work plan for communications. This will include plans for content development on the DPC web site, use of social media, and the aggregation of content from members' blogs, newsfeeds and other media. expensive and impact needs to be carefully assessed.	This objective may be considered to incorporate two audiences for DPC communications: members and non-members. Member communications continue to be successful, now supported by a newly launched website which incorporates a blogging platform and other means for members to connect. Non-member communications focused on membership development are ongoing with some success, and now incorporate conversations with prospective international members as well as Commercial Supporters. *It is proposed that this objective is split into internal (member) and external (membership development) communications.*
1.4 Helping members develop and embed policies and regulations that can become examples of good practice within their own communities.	The DPC will offer a policy exchange to collate and distribute members' digital preservation policies and practices, deriving generic lessons from these as appropriate	The support mechanism to help members exchange information of digital preservation policy and practice has been achieved through the implementation of the new DPC website, and this functionality will be rolled out in due course. *It is proposed that the development and embedding of policies and regulations*

		themselves, would be better supported under a different strategic objective.
1.5 Researching, sharing and refining user requirements for long-term access.	The DPC will publish case studies and examples of the opportunity and benefits delivered by preservation and the opportunity costs and harm that result from inaction.	The mechanism to enable the publishing of case studies has been achieved through the implementation of the new DPC website and the addition of a prominent blogging platform. *It is proposed that the research and refinement of user-requirements for long term access themselves, would be better supported under a different strategic objective.*

Workforce Development		
Detailed objective	**Description**	**Level fulfilled**
2.1 Delivering specialist briefing days based on members' needs	Each year the DPC will aim to deliver or collaborate in the delivery of six specialist briefing events per year which are matched to the needs of the members.	*The DPC has consistently met the goal of six briefing days each year and has worked to fit the programme to both members needs and emerging trends in the field. This has also included an number of partnership events which allow the DPC to widen the scope of the events, create efficiencies in funding and access a wide range of speakers.*
2.2 Providing scholarships so that members' workforces can attend specialized, difficult-to-obtain career development, in this way also reducing the risks to those who provide that training	The DPC will offer a range of scholarships to appropriate training events organised by others. We will publish quality criteria to ensure relevance of training being supported and will provide training materials to encourage new providers to create training opportunities for members. Members will be invited to propose courses. We will aim to exceed those offered in 2012-4. We aim for training to be more diverse in content and from a wider range of providers.	*The DPC has regularly offered scholarships to members on a variety of training courses as they are available and the programme was extended in 2016 to include other forms of development opportunities. The first of these calls resulted in a very high response rate of quality applications and 4 scholarships offered for members to attend iPRES 2016. Plans for the remainder of 2016/17 will see the highest number and widest variety of scholarships offered to date.*
2.3 Provide training and training materials	The DPC will provide generic introductory training events and materials in digital preservation like the 'Digital Preservation Handbook' and the 'Getting	*The second edition of the 'Digital Preservation Handbook' was released in June 2016 and has been very well received by the community, as well as having*

	Started in Digital Preservation' acting as a guide or introduction to more advanced training or more specialist advice and aimed at new entrants in digital preservation.	*recently been nominated for an IRMS award.* *The training offerings have been extended in this strategic period to offer a 'Making Progress' course alongside 'Getting Started'. Content for both courses was completely reworked in 2016 in line with the new edition of the handbook and to put a greater emphasis on practical skills. Both courses remain very popular and were ranked as 'very good' or 'excellent' by 99% of attendees.*
2.4 Broadening access to specialist briefing and training events	We will do this by improving and increasing the use of online webinars and fora so that members can attend and participate without having to be physically present. Online materials will allow members to recap or review at their convenience. We will aim to record at least the key note of each briefing to a quality that engages listeners and encourages repeat visits.	*The DPC has continued to make slides and other event resources available online after training courses and briefing days and has extended this to also include capturing the Twitter stream from events. Staff have been working to establish and test procedures for streaming live video content from events and it is expected this will become a standard offering in 2017.*
2.5 Sharing best practice through short, accessible thematic webinars	We will use the DPC's video conference platform so that members can participate in short interactive online presentations on themes proposed by members.	*The webinar series has been going from strength to strength, with speakers drawn from a wide variety of fields and sectors. The process for advertising new webinars and making them available online have also been streamlined and recordings are consistently available for those unable to attend from the following day. The programme has also included a number of collaborative webinars with NCDD, increasingly their scope and reach.*
2.6 Providing support in curriculum development for new educational programmes in digital preservation	The DPC will engage with higher and further education providers, encouraging library, archive, records management, computing and cognate departments to incorporate high quality teaching in digital preservation within their programmes. The DPC will aim to	*The DPC's student conference has been more popular than ever in recent years and is now firmly established as a full day event that regularly draws around 100 attendees.*

	accredit at least one such course, or collaborate in this accreditation as appropriate.	*Work on course accreditation has been postponed as other priorities have emerged.*
2.7 Understanding and prioritizing training needs	The DPC will continue to monitor the training needs among members and use this to shape workforce development and knowledge exchange.	*The DPC participated in a joint training survey with CoSector at the University of London and the DCC in 2015, providing a rich insight into the current training and development needs of the digital preservation community. Feedback from events is also a key source of this information and the DPC continues to consistently collect and analyse this.* *The establishment of Workforce Development sub-committee has also been an important step in regularly consulting members on their workforce development needs and has shaped workplans in this period. Consultation is also regularly undertaken at events such as the Connecting the Bits unconference.*
2.8 Undertaking systematic and regular analysis of the digital preservation labour market	The DPC will harvest representative labour market information for digital preservation roles. It will share these resources with members seeking to recruit their own staff and use this intelligence to support the development of training materials and qualifications for digital preservation practitioners.	*The DPC has increased activity in relation to job advertisements in this strategic period, with the number of jobs listed on the DPC website doubling. However, a systematic analysis of the information contained within these has yet to be carried out.* *The DPC has also supported recruitment processes for its members on a number of occasions.*
2.9 Facilitating career development for staff and students with and for the benefit of members through exchange programmes	The DPC will investigate the establishment of exchange programmes that match the practical needs of members with the training needs of students in HEIs or the professional development needs of our members' workforces.	*This objective was identified as a lower priority by members at the previous redevelopment of the strategic plan. As such, other tasks have taken precedence in this period.*
2.10 Enhancing and providing mechanisms to accredit digital preservation training	DPC will publish explicit criteria to govern the allocation of funds from the DPC Leadership Programme making this a de-facto quality stamp.	*As mentioned above, course accreditation has not been tackled in this period as other priorities have arisen.*

| courses and practitioners | | *Numerous discussions have taken place around the subject of how the DPC can support CPD but a formal plan has yet to be developed.* |

Research & Practice		
Detailed objective	**Description**	**Level fulfilled**
3.1 Providing accessible but authoritative publications	The DPC will continue to commission and publish high-value and high-impact Technology Watch Reports, will continue to publish case notes. We will aim to equal the number of reports commissioned in the previous period and we will monitor and report on the numbers of downloads for each report. We will aim to grow the readership, measuring this via downloads per report per month.	We have published 3 technology watch reports (Social media, transactional data and personal digital archives) and have almost completed the review of an outstanding earlier report (on PDFs). Processes are in place to begin an update and review of 2 other reports (JP2K and Preserving Email), and budget has been allocated to the commissioning of a new report (database preservation). Readership remains strong.
3.2 Reviewing, commenting and supporting the development of standards relevant to digital preservation	The DPC will use appropriate communications channels to inform members of emerging standards for preservation and enable members to input into standards development.	The DPC wiki was used to help members participate in the review of OAIS.
3.3 Researching, documenting and articulating members' needs to vendors, developers and funders	The DPC will establish a programme of dialogue with members to understand the details of their needs and will use this knowledge to prioritise and profile research and development work.	We have tried a number of mechanisms here. An annual member's needs survey has been piloted with mixed success: but the subcommittees structure has strengthened and formalised interaction with members. Simultaneously the erosion of EU funding has been replaced with more 'member-funded' or 'member-partner' projects in the last 3 years, so although the outcome has been unevenly distributed our current list of externally funded projects are tied more directly to member needs.
3.4 Providing expertise and practitioner networking events	DPC will provide an annual networking event specifically so that members can meet each other and invite members to send delegates to a least one thematic	Unconference has run each year and remains popular.

		planning day each year on topics of shared interest.	
3.5 Providing an online expertise and practitioner network	The DPC will provide an online register of members allowing members to locate and share expertise and to promote projects and initiatives.	New website has been rolled out but this element has been delayed.	
3.6 Undertaking informal consultancy and mutual support for member initiatives	The DPC will be available to provide informal consultancy for members such as sitting on project boards, helping to find partners, problem solving for specific themes, advising and supporting grant applications and helping with procurement and policy. This benefit will be prioritised for full members who will have privileged access to DPC's own staff complement. Consultancy will be offered annually to full members and reported back to them. Full members should be able to draw on the equivalent of five days work per year and each activity should be reported through a dedicated blog.	This activity is incredibly popular. Direct support to full members has been particularly welcome though demand has at times exceeded capacity to deliver, and has drawn resource away from completion of other objectives in this section of our work. Also the feedback loop through which all members should benefit from this kind of support has been only partially successful, though the recent re-invention of the DPC blogging platform seeks to address that.	
3.7 Enhancing and providing mechanisms to assure the quality of digital preservation facilities and processes	The DPC will encourage members to share digital preservation know-how and in this way deliver peer review of preservation facilities and services to enhance member's practice and improve repository procedures. This will prepare those members who require it to consider more formal quality assurance mechanisms.	Members have shared their knowledge and experience through the webinar and blogging programme. A number of parallel initiatives have supported our aspirations to support quality assurance though these have been piecemeal.	

Partnership & Sustainability		
Detailed objective	**Description**	**Level fulfilled**
4.1 Maintaining and deepening relations with members	DPC will remain in frequent contact with members. We will use a broad appropriate and targeted range of communications channels to ensure that existing members can chose how to receive updates from us, and we will ensure that mechanisms exist to ensure that communication is two-way.	This objective has been fully achieved as part of Objective 1.3. *It is proposed that this objective is reassigned to 'Advocacy & Communications' and amalgamated with the relevant current and ongoing activities.*
4.2 Maintain and updating	The DPC will review and update its existing set of relationships and	This objective has been fully achieved.

our relationships with existing and emerging partners	establish and formalise new ones as appropriate with partners and colleagues.	
4.3 Supporting thematic task forces and working parties	The DPC will respond to member requests to provide a forum for specialist task forces to address specific areas of shared concern between members or subsets of the membership.	This objective has been fully achieved through the provision of working groups like the Bedern Group and the Princes Street Group. *It is proposed that these groups are encouraged to meet on a regular basis.*
4.4 Expanding the core membership to include all relevant authorities, agencies and services with an operational interest in long-term access to data in the UK and Ireland	The DPC will grow its organisational membership by at least two new agencies per year retaining all of its current members. The relative proportions of associate to full members (circa 2:1) will be maintained. The personal membership category will be reviewed. We will establish closer relationships with the Institute for Conservation, the Technology Strategy Board, the British Computer Society, the Chartered Institute for Library and Information Professionals, the Information and Records Management Society, the Museum Association, and others as the opportunity arises. We will work to establish new and mutually beneficial relationships with those institutions of higher education who teach information management in its broadest sense to ensure that they can access up-to-date and high quality research and teaching materials for digital preservation.	This objective has been partially achieved and is ongoing as part of the current Objective 1.3. Personal Membership has been reclassified to an honorary privilege which is assigned at the discretion of the Board. While ambitions to develop closer relationships with the agencies listed within this objective remain, their inclusion by name may be seen to exclude others. *In the interests of openness and inclusivity, it is proposed that agencies with which the DPC seeks to develop relationships is left open.* *It is also proposed that this objective is reassigned to 'Advocacy & Communications' and amalgamated with the relevant current and ongoing activities.*
4.5 Consulting with the membership and ensuring that the executive remains accountable and responsive to the changing and diverse needs of members	The officers and staff of the DPC will meet all of the members of the Coalition face to face and in their own places of work at least once during the operation of the plan. Members will be invited to the planning day and the directors' group and receive reports and elect officers at the Annual General Meeting. The Board will continue to be drawn from the full	This objective has been largely achieved. All members have been invited to the Directors Groups, Planning Days and more latterly the Connecting the Bits Unconference and Networking event as a means to facilitate review and comment upon the DPC's activities. *It is proposed that the first part of this objective may be supported*

	members. It will meet regularly and provide oversight, scrutiny and support to the executive.	*by and more complimentary to 'Research & Practice.'*
4.6 Broadening the revenue base of the Coalition through fundraising, sponsorship, consultancy and projects to deliver greater value from member subscriptions	The DPC will ensure a broad base of revenue, developing new revenue streams as appropriate. However, new revenue streams will only be adopted where they enhance our capacity to deliver benefits to our members, are congruent with members' needs, are consistent with our values, and are aligned with our strategic objectives.	To date this objective has been achieved, with revenue outside subscriptions generated through project work and additional sponsorship. A target for additional revenue will be calculated annually based on an assumption that it should not exceed 50% of subscription income, and should further be compliant with VAT regulations.
4.7 Being clear about core functions of the Coalition and striking an appropriate balance between core functions and opportunities to undertake projects.	The DPC will derive a proportion of its income from projects but will assess all projects against their relevance to the strategic plan. The Board will must approve any projects with an income greater than 20K per annum and will receive written or verbal reports as appropriate.	This objective has been achieved under objective 4.6 above. With a reduced dependency on project work through a broadened revenue base, concern around striking an appropriate balance between core functions and opportunities to undertake projects is also reduced. *It is proposed that this objective is incorporated into objective 4.6 above.*
4.8 Discharging all appropriate statutory and legal functions and ensuring transparency of governance through an annual independent audit	The DPC will maintain its current financial and regulatory processes. Annual budgets will be published and approved by the Board, and annual accounts will be published, scrutinised by an independent auditor and made available to all members at the AGM and through an annual report. Monthly management accounts will be filed, made available to the Board on request, and will be presented at each meeting of the Board. All other statutory and legal functions will be maintained.	This objective has been fully achieved and no change is proposed.
4.9 Ensuring good governance	The Board will ensure its own relevance and competence by reviewing its operation at least once within the three years of this plan, by maintaining a clear and up-to-date portfolio of policies and procedures, and by providing appropriate training to new board directors.	This objective is ongoing. During the period of this plan, two Board skills audits have been carried out, role descriptions created for the Chair, Vice-Chair, Financial Director and Directors, the Staff Handbook has been regularly updated and reviewed and the Articles and Memorandum of

		Association are currently being redrafted.
4.10 Ensuring that we have the appropriate levels of resources to operate effectively by setting realistic targets for income, realistic work plans and undertaking regular assessments of staffing and risk	The DPC staff complement will be reviewed in the period of the strategic plan against a workplan which will be delivered by the Executive Director, ensuring that all necessary resources are available and optimally deployed. The DPC will routinely review the risks it faces and it will act to implement any actions that arise from such analysis.	The current staff structure has been able to successfully achieve each of its set objectives. *While initial changes are proposed, should the finances of the Coalition allow – within the next 5 years – the DPC would seek to explore opportunities to extend and complement the current staff with new skills to meet member requirements.*
4.11 Ensuring financial sustainability	The DPC will extend its budget planning horizon from 12 months to 36 months to enable better alignment between the Strategic Plan to its financial planning. It will continue to carry an appropriate level of reserve in each financial year which will be assessed independently and approved by the board, and it will continue to set aside a contingency in each financial year as a proportion of income.	This objective has been fully achieved and has enabled the budget planning horizon to be extended further still, for 5 years from 2018.
4.12 Maintaining core skills and capacities	DPC staff will be employed under clear terms and conditions and a staff handbook will be maintained and updated throughout. A proportion of time and resource will be set aside to support staff development and encourage retention, and staff will be appraised annually with clear targets for attainment. We will ensure that DPC staff are properly trained and networked with an appropriate mix of expertise in the topic.	This objective has been fully achieved. In relation to objective 4.10 above, staff skills will continue to be monitored against member needs in order to identify opportunities to introduce new skills and capacity for the benefit of members.

7. Strategic Objectives 2018 - 2023

When reviewing the current strategic objectives, it appears that they have been largely achieved. Therefore, with the exception of the one or two which could be better supported under different headings, little change is proposed and our objectives can remain:

- 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

However, that is not to rule out any change within the five years of the Strategic Plan. During this time staff skills will continue to be monitored against member needs and available finances, in order to identify opportunities to introduce new skills and capacity for the benefit of members.

The opportunity to refine and redistribute our objectives is welcome, but it may lack ambition. There may be new objectives which would extend the DPC's reach, relevance or impact. A number of proposals have been made and members are invited to reflect or expand on these:

- Tools and services: the DPC to offer direct access to digital preservation tools and services which we manage collectively on behalf of the community
- Roadmapping: the DPC to draft and find external resources to deliver a technical or organisational roadmap for digital preservation, putting pressure on funders and vendors to concentrate on these areas.
- Community development: DPC to build closer relationships outside of the core membership ensuring that all relevant agencies are brought into dialogue with the Coalition
- Community reinforcement: DPC to focus on closer collaboration between members
- Campaigning: DPC to lobby and raise awareness about the importance of digital preservation and attendant development of tools, skills and policy.

Which if any of these would you like the DPC to add? Which ones do you think would be a mistake? What services already exist to deliver these objectives and how should we interact with them?

8. 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.

- Quality Improvement Planning - The strategic plan includes an explicit statement about quality and how it will be measured for every action. Each of the strategic objectives will continue to be articulated as a series of actions with targets. DPC staff will turn this into an annual work plan and an accompanying quality plan for the first year of operation, which will be presented to the Board. It is the responsibility of a given member of staff to develop and deliver their corresponding quality plan to 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, until the end of the Strategic Plan. 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 remain open and continue to 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 is proposed that this continue.

- Projects - the new strategic plan is focused on the DPC fulfilling its commitment to members, but leaves room 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, particularly where major strategic initiatives depend on external funds.

9. 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?
- How should the DPC enhance its membership proposition for international members?
- 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?
- How should the DPC develop its relationships with allied organisations?
- How should the DPC develop its relationships with professional bodies with interests in the digital preservation domain (CILIP, ARA, BCS, IRMS and others)?

10. 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 30 directors, which creates a maximum number of 28 full members (ie 28 Nonexecutive Directors, Chair and co-opted Finance Director). It is likely that the DPC would reach this upper limit based on current recruitment. So the Board is actively reviewing the governance of the Coalition ahead of the new strategic plan.

In addition the DPC has introduced a new series of sub-committees in recent years, one for each of the strategic objectives of the organisation. These were established to ensure that growth did not compromise transparency or member-focus. It is proposed that this structure is retained though the

chairs and members of the subcommittees are actively encouraged to review their performance and new members are invited to participate.

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.

11. Consultation and Ratification

The Board owns the DPC Strategic Plan so an outline of the new plan was presented to them in March 2017. In order to ensure proper consultation, it is proposed that a draft plan is discussed further at the Connecting the Bits Unconference in June 2017. The Board would be able to review the outputs of these consultations in September 2017 and proceed to adopt the plan in November 2017 and present it at the Annual General Meeting.

- Board Meeting, March 2017, initiates discussion
- Planning Day, April 2017, reviews mechanisms for delivery and discusses needs
- Connecting the Bits, June 2017, reviews first full draft and seeks further input about needs and delivery
- Board Meeting, September 2017reviews final draft
- Board Meeting, November 2017, adopts plan
- AGM, November 2017, plan published