

Contents

Our role and responsibilities 2011–15	3
Strategic priorities 2011–15	4
Business priorities 2011–12	7
Departmental expenditure	12
Common areas of spend	13
Information strategy and transparency	14



Our role and responsibilities 2011–15

As the official archive and publisher for the UK government, and for England and Wales, we are the guardians of some of our most iconic national documents dating back over 1,000 years.

Our 21st-century role is to collect and secure the future of the record, both digital and physical, to preserve it for generations to come, and to make it as accessible and available as possible. We deal with millions of customers both in person and online every year – making us one of the largest and most successful archives in the world.

The National Archives is here for the government record, to ensure its past, and future, its use and re-use, keeping it authentic, available and accessible to all.

But in the years ahead, because of new challenges and our responsibilities to the wider archive sector, our business plan will need to transform the kind of organisation we are. While the next four years will be dominated by the funding environment, we hold fast to the view that the cut in funding does not have to mean a cut in service quality.

We are an innovative organisation, and we will use our spirit, dedication, and experience to seek new ways of working and opportunities to generate funding. Of course, we will need to make savings as a result of the Comprehensive Spending Review in October 2010. These will include a net reduction of 6% in staff costs through turnover, and a significant cut in capital investment. We will reduce other costs by 11% partly through more efficient use of the Kew site.

While our responsibility to the government record is the first obligation of The National Archives, we will provide a strengthened leadership role across the wider archive sector, from local to private, business to religious archives, a role that is more significant to archives nationally than ever before.

During the next four years and beyond, transparency will be critical to our culture – both internally and externally. A key role for an archive is to open up information to all who want to access it, in ways that make sense to them. Greater openness in how we operate will also have a positive impact on our relationships with those who use us every day. We will also continue our vital work to enable transparency (leading to greater accountability) across the wider public sector, working with colleagues in government to broaden access to public sector information and open up its re-use.

This document sets out our long-term business plan for 2011–15. In addition, from page seven we include our specific business priorities for 2011–12. This part of the document will be updated annually to ensure that we are open and transparent in our plans, our progress, and most importantly how we are spending public money.

The focus of all of our work over the next four years, from collection and preservation through to access, can be summed up very simply. It is **for the record. For good.**

Strategic priorities 2011–15

We will redefine and collect the future record, transparently and seamlessly

Goals:

- A revised collection strategy setting out the historical record of the future – the records we keep
- Clear standards for record holdings and transfer for the 20-year transition period, efficiently and sustainably
- Identified personal datasets of significant research value but which will remain closed and protected for the right period
- A sustainable model to capture and present more comprehensive updated legislation, and statutory notice publishing

For over 200 years, we have sustained the value of the record of government, allowing those who follow to learn from those who came before. Ensuring the creation, capture and survival of vital public records is the ultimate guarantee of transparency for governments. Without good information management there is no transparency; no records for public scrutiny and use.

Our role is to define clearly what government departments need to keep in the digital era, and to enable government to do it efficiently and effectively even in tough times. This role reinforces us as an enabler for the record across government. It will benefit the public record by helping to ensure information is available and survives for scrutiny both now and in the future. This not only helps to guarantee the survival of the public record, but helps provide transparency which benefits the wider public service and citizen alike.

We will work with archives across the public sector to help ensure that this potential is realised at both local and national levels.

We will innovate to ensure optimal physical and digital preservation

Goals:

- The capacity to capture the main sources of the official record seamlessly, including websites, intranets, email and collaboration and records management systems
- A formal approach to digital records transfer agreed with departments
- Standard business and technical architecture to gain economies of scale, and provide best practice for the wider sector
- Accredited best practice at public and private archives for both physical and digital collections
- A more sustainable balance between preservation, carbon reduction, and space utilisation
- Clear approach to managing the Kew site and offsite storage facilities
- Advice and support for the wider sector on cost-effective preservation in tandem with an accreditation and skills programme

Our collections will always combine paper and digital records – and preservation of both is an obligation we accept willingly.

The different records bring different challenges. Preserving digital records is a complex field, shifting as new formats and technologies emerge. Paper records demand specific environmental conditions and preservation techniques. We will need to balance these demands with requirements to reduce our carbon footprint. And as the balance of accessioned government records shifts from paper to digital, we will more clearly define and provide resources for a digital preservation approach to our collections.

We will widen our funding base to generate more support in tough times

Goals:

- Wider access to charitable funding, in partnership with collaborators
- Sustainable, profitable new revenue streams that fit with our public responsibilities, and use our expertise
- Continued free provision of archive services to the public at Kew
- Value for money for government from official publishing work

The National Archives' commercial innovation has resulted, since 2006–07, in a doubling of revenues to almost £10m in 2009–10. We are committed to similar successes over the next four years. While the family history market has grown significantly in this time and continues to grow, for the future we will also look to provide value-added services that fit with our responsibility to the wider government record too.

Our approach has always fully respected the wider government agenda, and our own role as regulator of public sector information, which we continue to drive strongly, with the new Open Government Licence.

We will be agile and confident, trusted and efficient

Goals:

- A clear set of values guiding our behaviour in all that we do
- Talent and leadership developed at all levels and continued robust performance management

In this climate, the values we work by will be even more important to us. In a world of improving efficiency, and fewer staff, we will need to work together in new ways, but we are confident that we will be able to continue to deliver the very best customer service to both government and public alike. We will retain the trusted and objective way in which we make the record available, but will become more agile and flexible in the way we deliver it. And we will be even more transparent about the way we work and how we perform.

The expertise and enthusiasm of our staff are genuinely our biggest assets, and each and every one of us takes pride in the role we play at The National Archives. This commitment is reflected in the value and the quality of what we do.

We will provide a record that is more open, inclusive and used than ever before

Goals:

- Effective new communities and partnerships supporting archives that shape, enrich and help deliver our public services
- 'Best practice' approaches and technologies, which can be used by the wider sector to build cost effective new services
- Better access to our public services; delivering complementary high quality on site, online and remote content and advice that delights the researcher
- Continued support and robust regulation of open government licensing for public sector information

We provide public access to millions of documents every year for millions of people worldwide, either online or in person at Kew. We also provide access to all UK legislation via legislation.gov.uk. Our legislation publishing services are a cornerstone of how people engage with the nation's legislative framework on a day-to-day basis.

But we also want to grow the breadth and coverage of the record accessible online. We will do this by transforming the way we engage with the public, our private and public sector partners, and volunteers to develop the record together, for all.

This will require investment in new business models to support it, and new ways of working for us. The experience we gain from this innovation will be transferable to the wider archive sector.



Business priorities 2011–12

We will redefine and collect the future record, transparently and seamlessly

Our aim	How we will achieve this	2011–12 due date	2011–15 milestone
Archiving government	Pilot local government and NHS web archiving service	31 March 2012	31 March 2013 for annual archiving of new areas
	Pilot government social media archiving service	31 March 2012	
	Pilot government secure intranet archiving	31 March 2012	
20-year rule response	Consult, plan and obtain approval for 20-year rule implementation plans	31 March 2012	1 January 2013
	Pilot e-discovery/sensitivity technologies to increase efficiency of departmental file reviews	31 March 2012	
	Build new digital accessions process and database on top of The National Archives' existing capabilities	Ongoing	31 March 2014 efficient digital records transfer in place
A new collection strategy for government	Engage on what represents a historical record for government	31 March 2012	30 December 2012
	Identify opportunities for efficiencies on transfer, storage and cataloguing	31 March 2012	30 December 2012
	Implement single, simple performance assessment with regard to core records management	31 March 2012	30 December 2012

We will innovate to ensure optimal physical and digital preservation

Our aim	How we will achieve this	2011–12 due date	2011–15 milestone
A more sustainable Kew	Reduce carbon emissions at Kew by 6% from 2010–11 levels, balancing record preservation and environmental conditions	31 March 2012	Meet Sustainable Development in Government targets
	Reduce total waste by 7%, and paper usage by 10% from 2009–10 levels	31 March 2012	Significant reduction in site expenditure due to 2010–13 investment
	Deliver estates maintenance and capital projects in agreed timetable and budget	31 March 2012	
Accreditation for the archive sector	Build draft accreditation standard and online capability	30 November 2011	Publish final accreditation and online package during 2012–13

We will widen our funding base to guarantee support in tough times

Our aim	How we will achieve this	2011–12 due date	2011–15 milestone
Better online capabilities	Make initial improvements to online commercial systems (DocumentsOnline), including a new Image Library	31 March 2012	31 March 2013 single simple online e-commerce facility
New revenue sources	Conduct a feasibility study to identify market potential and estimated revenue for commercial advisory services around our expertise in digital records (outside the UK archive sector)	30 September 2011	Advisory services implemented where justified by strong return
	Identify market potential and estimated revenue for fundraising activities, pilot on specific projects	31 March 2012	New fundraising launched where justified

We will be agile and confident, innovative and efficient

Our aim	How we will achieve this	2011–12 due date	2011–15 milestone
Our people	Improve the organisational values that guide our behaviour in all that we do	Ongoing	30 April 2012
	Develop a workforce strategy to move to 2014–15 staffing and skills level through staff turnover	Ongoing	30 April 2012
	Introduce a talent and succession strategy at all levels with continued robust performance management	Ongoing	30 April 2012
Our site	Review space planning at Kew, select warehouse management system, and define new total facilities management contract options	30 September 2011	Revised planning and systems in place to improve space and cost-efficiency of site
Better public service for less	Digitise non-commercial, but heavily used, record series and catalogues and, where appropriate, remove the paper indexes and finding aids from the reading rooms	31 March 2012	
	Pilot and put in place new public services approaches, including web chat for more remote advice and self-service book scanning	31 March 2012	
	Review the processes and systems for user engagement and complaints handling	31 March 2012	

We will provide a record that is more open, inclusive and used than ever before

Our aim	How we will achieve this	2011–12 due date	2011–15 milestone
Best practice digitisation	Digitise key records (including First World War regimental diaries)	Key components complete by 31 March 2012	Licensee completion of digitisation of open records 2013–2014
	Digitise a test sample of Home Guards records, and develop a clear transfer policy for large personal data record sets	31 December 2011	
Better maintain UK legislation through wider participation	Develop new technologies and business processes in tandem with the legal community and commercial partners	31 December 2011	Strategy implemented over 2012–13
	Launch wider participation approach and communications plan	31 March 2012	
More participation for communities and volunteers	Develop and commence implementation of a new user participation strategy for The National Archives, bringing in new volunteers, communities and partners	31 March 2012	Tools, technologies and approaches made available
	Share technologies and business processes with the whole archive sector	Ongoing	

Departmental expenditure

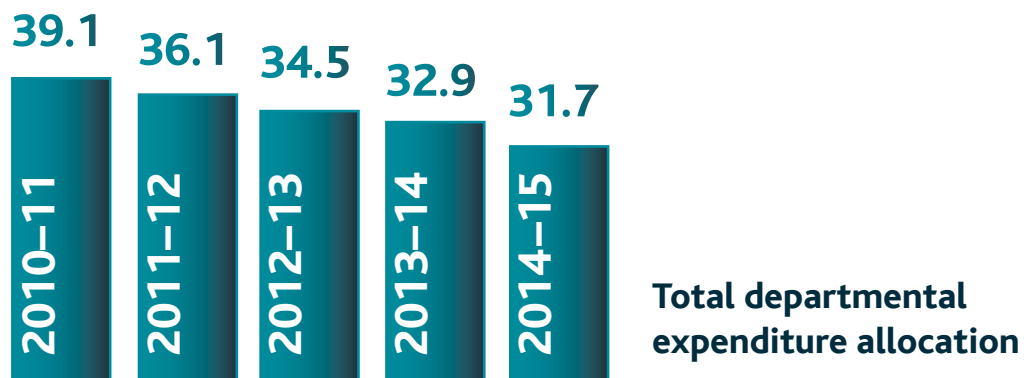
This section sets out how The National Archives is spending taxpayers' money as transparently as possible.

We have included a table to show The National Archives' planned expenditure over the Comprehensive Spending Review period, as agreed with HM Treasury. It is split into money spent on administration (including the cost of running The National Archives), programmes (including the frontline), and capital (for instance, on buildings or new equipment).

Table of spending for 2011–12 to 2014–15

£m	Baseline 2010–11	2011–12	2012–13	2013–14	2014–15
Administration budget ¹	11.9	11.0	10.2	9.5	8.8
Programme budget allocation ¹	25.1	21.2	23.2	22.4	21.7
Capital budget allocation	2.1	3.92	1.08	0.97	1.23
Total departmental expenditure allocation	39.1	36.1	34.5	32.9	31.7

1. Excludes depreciation



Common areas of spend

The indicators below will help the public judge whether The National Archives is being run efficiently, and how it can be compared to other government departments. We will publish this information on our website.

Cost of operating The National Archives

- over time against projected cost as outlined in the table of spending
- for 2011–12 to 2014–15 (see page 12)
- how many people we are employing compared to Comprehensive Spending Review headcount targets

Cost of corporate services: Information and Communications Technology (ICT)

- cost in £, and as a percentage of total organisational running costs, of the ICT function
 - » run and maintain resource, which includes depreciation costs
 - » run and maintain capital
 - » total project costs

Cost of corporate services: Human Resources (HR)

- cost in £, and as a percentage of total organisational running costs, of the HR function
- number of HR staff

Cost of corporate services: Procurement

- cost of procurement function

Cost of corporate services: Finance

- cost in £, and as a percentage of total organisational running costs, of the Finance function
- number of Finance staff

Third party spend

- property cost per square metre and per employee
- total third party spend

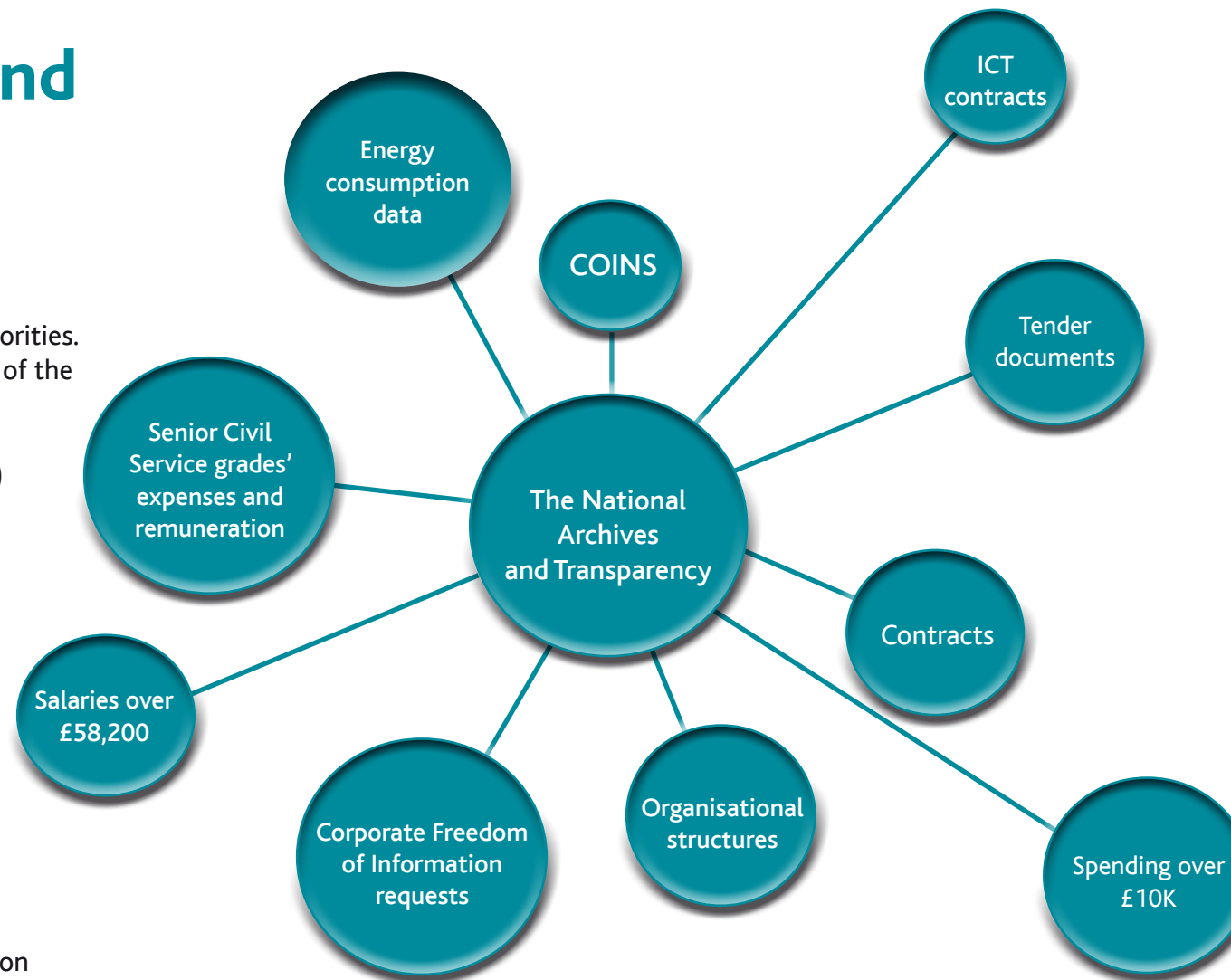
Information strategy and transparency

We want to ensure that The National Archives can be held accountable as it moves forward in delivering its strategic priorities. We publish the following information on our website as part of the government's transparency agenda:

- Historic Combined Online Information System (COINS) spending data
- ICT Contracts (via Contracts Finder – contractsfinder.businesslink.gov.uk)
- tender documents (via Contracts Finder)
- items of spend over £10K
- contracts (via Contracts Finder)
- organisational structures
- corporate Freedom of Information requests
- salaries over £58,200
- Senior Civil Service grades' expenses and remuneration
- energy consumption data

We will additionally publish details of the input and impact indicators outlined below and additional statistical information used by The National Archives' senior management.

We will continue to explore ways to make this information even easier to access and understand.



Input indicators

The indicators set out in this section are just a subset of the data gathered by The National Archives which will be made transparently available as outlined in the Information Strategy. The National Archives will adopt the following input indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Original documents delivered to on site users	Already started	Monthly	Total number delivered
Electronic records delivered to online users	Already started	Monthly	Total number delivered
Staff diversity	Already started	Monthly	Percentage of those self-declaring ethnicity and disability status; women and top management women based on full-time equivalent headcount
Staff engagement	Already started	Annually	Results from the Civil Service Staff Engagement Survey
Time taken to deliver original records to on site users	Already started	Quarterly	An average delivery time for documents delivered on a year-to-date basis
Time taken to respond to Freedom of Information, Data Protection and Environmental Information Regulation requests	Already started	Quarterly	An average based on numbers responded to within statutory targets on a year-to-date basis
Spend compared with prior-year spend	Already started (this information is published in The National Archives' Annual Report and Resource Accounts)	Quarterly	Financial results compared to previous year
Staff sick absence	Already commenced ¹	Annually	The average number of days lost through sickness per full-time equivalent member of staff

1. The annual outcome for this indicator will be published in The National Archives' Annual Report and Accounts for 2010–2011. This will set the baseline for 2011–12. From 2011–12 the annual outcome will be published on the transparency pages of the website.

Impact indicators

Our impact indicators are designed to help the public to judge whether our policies are having the effect they want. The National Archives will adopt the following impact indicators:

Input indicator	When will publication start?	How often will it be published?	How will this be broken down?
Web Continuity	Already started	Monthly	Monthly redirection traffic statistics from broken links in UK Government Web Archive; year-to-date redirects
Sustainable development	Already started (energy consumption statistics published on the transparency pages of The National Archives' website)	Quarterly (achievement of individual components of indicator may be published more frequently when data is available)	Carbon reduction performance; sustainable development; Projects Register (SDPR) status; procurement; travel; waste and water
Organisational running costs	Already started (COINS spending data is published on the transparency pages of The National Archives' website)	Quarterly	Actuals to date plus year-end forecast
Customer satisfaction: on site users	Already started	Annually (as a minimum)	Percentage satisfied
Customer satisfaction: online users	Already started	Annually (as a minimum)	Percentage satisfied
Customer satisfaction: legislation.gov.uk users	Already started ²	Annually (as a minimum)	Percentage satisfied
Records and information management services used across government	Annually from 2011–12	Annually	Assessments of departmental progress in their ability to meet required standards and demonstrate best practice in the management of their records, evidenced and supported by data

2. The annual outcome for this indicator will be published in The National Archives' Annual Report and Accounts for 2010–2011. This will set the baseline for 2011–12. From 2011–12 the annual outcome will be published on the transparency pages of the website.

The National Archives
Kew, Richmond, Surrey TW9 4DU

nationalarchives.gov.uk

FTR2011/01
April 2011

© Crown copyright 2011

You may re-use this document/publication (not including logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence go to <http://www.nationalarchives.gov.uk/doc/open-government-licence/open-government-licence.htm>; or write to the Information Policy Team, The National Archives, Kew, Richmond, Surrey, TW9 4DU; or email psi@nationalarchives.gsi.gov.uk