

ARCHIVES INSPIRE

2015-19

 The National Archives

The National Archives is many things to many different audiences.

For government we are the custodian of the public record and trusted experts in managing, preserving and using information.

For the public we provide free access to more than 1,000 years of the nation's history and connect people with the millions of stories contained in our collection.

For the wider archives sector we give leadership and support, helping archives to build the skills and capacity needed to sustain the nation's archival heritage.

For the academic community and others engaged in scholarly research we offer opportunities for collaboration and partnership across a broad range of disciplines.

Four years ago we set ourselves the goal of building the infrastructure needed by a modern national archive. As a result, we are more efficient, more sustainable and more effective than ever before. But we aren't content to stop there. Over the next four years we will need to think and organise ourselves differently, to meet the needs of each of our major audiences and to tackle our biggest strategic challenge – digital.

We know that the funding climate will continue to be tough. But we also know that nothing is gained or achieved without ambition.

Our new strategic priorities and goals point to an exciting future for The National Archives. Come with us.

We will provide expert advice and scrutiny to government, making sure that the record survives and thrives

The National Archives is both the custodian of the public record and the Government's expert in the management, preservation and use of information.

We are uniquely placed, by virtue of our history, responsibilities and expertise to provide trusted and independent advice and services across government and the wider public sector.

Over the next four years we will foster increased cooperation between departments, making sure that innovation, experience and expertise is more widely shared. We will encourage and facilitate greater government transparency and public scrutiny, and we will provide government and legislative bodies with the tools to work more efficiently and effectively than ever before.

Goals

Explore shared service innovations and good practice in information management, and pilot solutions for the transfer of digital records

Provide a government network for knowledge and information management leaders, to enhance capability

Hold government departments to account for their record handling, to keep the transition to the 20-year rule on track

Enable greater government transparency, an increasingly open record and innovation in the use, re-use and sharing of data

Shape and deliver outstanding legislative platforms and services which underpin the responsibilities of the UK Parliaments and Assemblies

We will inspire the public with new ways of using and experiencing our collection

The National Archives is a window on more than 1,000 years of the nation's history and our collection at Kew is open to everyone, for free. Our users come from many different backgrounds and have a wide range of interests. We have built a strong reputation for our expert advice, the efficiency of our services and our work to bring the record to life.

Many of our users tell us that visiting The National Archives is a life changing experience. We want to give even more people the chance to have that same feeling, whether they set foot on our site at Kew or encounter us online. To make this happen we will reshape the services we offer and we will devise fresh and exciting ways to reach out to and involve our users, both old and new. Over the next four years we will change the way you think about archives.

Goals

Grow our audience by connecting with new users

Provide a joined-up experience on site and online and use technology to make our routine services more efficient

Develop new and exciting public programmes and services which rival those of other pre-eminent institutions

Inspire curiosity about The National Archives and the hidden gems in our collection

Re-imagine and reconfigure our Kew site to be a vibrant and welcoming learning environment

We will be an effective leader and partner for the archives sector, to sustain and develop the nation's collection

The nation's collection is made up of thousands of archives, each with its own unique history. The richness of our archives is the result of generations of careful stewardship by countless individuals and institutions, including local authorities, families, businesses, religious groups and charities. We lead the wider archive sector in England and perform the Historical Manuscripts Commission's functions in relation to records in private ownership. We sit at the heart of a diverse network of archives and our approach to leading and supporting this network will reflect that diversity.

Over the next four years we will actively support archives of all kinds to secure the best possible long-term future for their collections. We will help them to identify new funding opportunities and better ways of working. Together we will make the case for archives as a vital part of the nation's heritage.

Goals

Influence the future through a new strategic approach which actively promotes the archival health of the nation

Be a strong advocate for the sector to raise awareness of the importance and potential of archives

Engage and collaborate with other archives to sustain vibrant collections and services

Develop the funding and investment capacity and opportunities of the sector to increase its financial sustainability

Encourage creativity, good practice and the sharing of knowledge through programmes, surveys, tools and guidance

We will advance knowledge through exemplary academic liaison and outstanding interdisciplinary research

The National Archives is one of the world's most valuable resources for academic research. We have strong links with the academic sector and we have set ourselves clear research priorities centred on the challenges we face. Our staff are engaged in collaborative projects on the cutting edge of physical and digital record preservation, historical research and data science. But we believe we can and should do more.

Over the next four years we will reinvigorate our approach. We will invest in our capacity and skills. We will reinforce our Kew site as a recognised hub for archival research. We will pursue new partnerships and collaborations. We will ensure that in every serious discussion about researching and solving the toughest problems facing the archives sector, we are leading the conversation.

Goals

Expand our national and international reputation for pioneering research and collections management in line with our status as an Independent Research Organisation

Enhance our current research reputation to develop funding success

Shape a programme of world class digital research

Establish a renowned research centre to coordinate and galvanise our long-term research programme

Respond to the changing needs of the academic and research sector

We will become a digital archive by design

The National Archives is constantly evolving. Digital technology has changed forever what it means to be an archive and over the last few years we have responded to these changes in ways that have benefitted each of our key audiences. We have created Discovery – the first comprehensive national online catalogue. We have constructed a Digital Records Infrastructure capable of holding the future government digital record. We have collaborated on ground-breaking research into working with digital records. Through our pioneering commercial partnerships we have made millions of records available online to a worldwide audience.

But we know that to meet the needs of our key audiences and guarantee our long-term sustainability we will need to make some important changes to the way we think and work. Over the next four years we will increase our ability to recognise and exploit new digital and commercial opportunities.

Goals

Lead a transformation in how digital records are managed at scale, from creation to presentation

Build partnerships, including with commercial partners, which provide innovative online services to our users

Make Discovery the primary destination for anyone wanting to access archives in the UK

Provide platforms and tools which help other archives put more of their collections online

Meet changing customer expectations in a digital world

Business Priorities 2018-19

We will provide expert advice and scrutiny to government, ensuring the record survives and thrives

| How we will achieve this | By 31 March 2019 |
|--|--|
| <p>We will drive compliance with the Public Records Act and associated legislation</p> | <p>We will support government departments and other public bodies to deliver on their statutory obligations under the 20-year rule (including the transfer of records of local interest to places of deposit)</p> <p>We will continue to work in partnership with the Cabinet Office and the Government Digital Service to deliver an effective cross-government response to the challenges of digital</p> <p>We will enhance current systems and processes enabling government to make effective use of the public record</p> <p>We will lead work to revise the section 46 Code of Practice on the management of records</p> |
| <p>We will deliver outstanding legislation services to support the UK leaving the European Union</p> | <p>We will support government departments in their preparation and policy making by providing drafting tools and services for legislating pre- and post-exit</p> <p>We will fulfil the Queen's Printer's new duties for publishing retained European Union legislation as currently set out in the European Union (Withdrawal) Bill</p> <p>We will aid legal certainty, post-exit, with up-to-date content on legislation.gov.uk for users and data services for re-users</p> |

We will inspire the public with new ways of using and experiencing our collection

| How we will achieve this | By 31 March 2019 |
|---|---|
| <p>We will identify and engage priority audiences through the delivery of inspiring public programmes and imaginative services</p> | <p>We will innovate and experiment, testing ways to please and captivate new and existing audiences</p> <p>We will develop fresh and impactful ways to successfully exhibit archival material</p> |
| <p>We will create a fundraising strategy to enable The National Archives to raise funds to deliver its objectives set out in Archives Inspire</p> | <p>We will launch and establish The National Archives' Foundation, and support its mobilisation so that we can begin to secure funding, including via applications to major funders</p> |

We will be an effective leader and partner for the archive sector, to sustain and develop the nation's collection

| How we will achieve this | By 31 March 2019 |
|--|--|
| <p>We will implement the vision, Archives Unlocked and deliver our part of the government's ambitious Culture is Digital project</p> | <p>We will agree and begin the implementation plan for the Workforce Development Strategy, in order to foster a flexible, skilled and confident sector workforce</p> <p>We will take forward the Digital Capacity Strategy via the Archives Unlocked Board to address gaps in skills, theory and practice</p> <p>We will investigate new ways to demonstrate the impact that archives make in order to develop audiences, influence thinking and advocate for the value of archives</p> <p>We will lead a taskforce taking a new strategic overview of the digitisation of the nation's cultural heritage as part of the government's Culture is Digital project</p> |

We will advance knowledge through exemplary academic liaison and outstanding interdisciplinary research

| How we will achieve this | By 31 March 2019 |
|---|---|
| <p>We will grow and deliver first-rate research infrastructure, academic programmes and funding</p> | <p>We will successfully run a programme of doctoral, fellowship and secondment schemes in order to provide research opportunities for staff and partners</p> <p>We will launch and embed The National Archives' Research Priorities in order to deliver focussed and targeted research and academic engagement programmes</p> <p>We will develop our research infrastructure and further expand our events programme to demonstrate our role as a research leader and convenor, enabling the formation of relevant new research partnerships</p> <p>We will demonstrate a new funding impetus to show a managed flow of funding bids and applications developed and designed towards increasing funding from the 2015-16 baseline</p> |

We will become a digital archive by design

| How we will achieve this | By 31 March 2019 |
|---|---|
| <p>We will develop our capability as a world leading digital archive</p> | <p>We will improve the workflows for ingesting born digital and digitised records into our Digital Records Infrastructure so we can load more records more quickly</p> <p>We will refresh the hardware of our Digital Records Infrastructure to protect and preserve digital records</p> <p>We will investigate certification of the digital archive using the Core Trust Seal by conducting a self-assessment and identifying a peer reviewer</p> <p>We will develop our people's skills in new technologies such as cloud computing and machine learning, through apprenticeships, training, study time and learning events</p> |
| <p>We will research and develop radical and innovative new archival practices for the digital archive</p> | <p>We will research and develop new archival practices for accessing, assuring and contextualising digital records</p> <p>We will develop a Digital Preservation Risk model so we can better understand and respond to digital preservation risks</p> <p>We will engage with other archives, in the UK and around the world, to share ideas, knowledge and skills about digital archiving practice</p> |

Supporting priorities for 2018-19

| How we will achieve this | By 31 March 2019 |
|---|---|
| <p>We will develop our future workforce to deliver the appropriate skills and resources to deliver our strategic priorities</p> | <p>We will continue to think and organise ourselves differently to meet the needs of our major audiences and to face our biggest challenge, digital by realigning staff resources and recruiting new posts in key areas of the organisation</p> <p>We will focus on leadership and career development by introducing new leadership and management training programmes and developing apprenticeships and other non-standard entry routes across a range of functional areas</p> |
| <p>We will maintain the Kew site to safeguard the records, our facilities and the services we provide</p> | <p>We will protect and preserve the archives by completing the first phase of work to refurbish the roof and upgrade the repository windows of the 1977 Kew 1 building</p> |
| <p>We will implement the commercial strategy to maximise income</p> | <p>We will deliver the first phase of the Arabian Gulf Digital Archive</p> <p>We will appoint the successful bidder for the 1921 Census digitisation project. The next surviving census is not until 1951 so this truly marks a once in a generation opportunity</p> <p>We will commence the procurement of a new concessionary contract for the Gazette</p> <p>We will build new, and grow existing commercial services across the organisation, to support our digital and engagement ambitions</p> |

Departmental expenditure

This section sets out how we are spending taxpayers' money.

We have included a table to show our forecast outturn and planned expenditure for 2018-19, compared with 2017-18 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 2018-19¹

| £m | HM Treasury Funding 2017-18 | HM Treasury Funding 2018-19 |
|---|-----------------------------|-----------------------------|
| Administrative budget allocation | 8.5 | 8.5 |
| Programme budget allocation | 20.3 | 21.4 |
| Capital budget | 1.3 | 3.5 |
| Total departmental expenditure allocation | 30.1 | 33.4 |

1. Excludes depreciation

Information strategy and transparency

We want to ensure that we can be held accountable as we deliver our strategic priorities

We publish the following information on our website as part of the government's transparency agenda:

- new contracts of £10k or more (via Contracts Finder – gov.uk/contractsfinder)
- items of spend over £10k
- organisational structures
- corporate Freedom of Information requests
- the number of staff paid above the minimum band for senior civil servants
- grants funded
- energy consumption data
- customer complaints and compliments
- Customer Satisfaction survey data
- Government Procurement Card spend
- the percentage of invoices paid by The National Archives within 30 days
- gender pay gap data.

We will also publish details of the input and impact indicators outlined below and additional statistical information used by our senior management.

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

Input and impact indicators

The input and impact indicators set out in this section are just a subset of the data gathered by The National Archives, which is available on our website including our Annual Report.

| Indicator | How often will it be published | How will this be broken down? |
|--|---------------------------------------|--|
| Time taken to respond to FOI and EIR requests | Monthly | Percentage of those responded to within statutory targets on a year-to-date basis |
| Number of physical records accessioned (the number of physical records transferred and added to Discovery, our online catalogue) | Annually | Total number of individual items newly accessioned and total meterage of new accessions |
| Original documents delivered to on site users | Monthly | Total numbers delivered |
| Time taken to deliver original records to on site users | Quarterly | Percentage of original documents delivered within 30 minutes in the reading rooms |
| Electronic records delivered to online users | Monthly | Total numbers delivered |
| Staff engagement (Civil Service survey) | Annually | Results from Civil Service Staff Engagement survey |
| Staff Diversity | Quarterly | Percentage of those self declaring ethnicity and disability status; women and top management women based on full time equivalent headcount |
| Staff sickness absence | Monthly | Average number of days lost through sickness per full time equivalent member of staff |

| Indicator | How often will it be published | How will this be broken down? |
|-------------------------|---|---|
| Customer satisfaction | As when there are surveys (normally at least one each year) | Percentage respondents satisfied: <ul style="list-style-type: none"> • Online users • On site users • Legislation.gov.uk • UK Government web archive |
| Sustainable Development | Annually | Percentage reduction compared to baseline: <ul style="list-style-type: none"> • Carbon emissions from energy use in our buildings • Carbon emissions from business travel • Operational (business as usual) waste • Water consumption • Domestic flights |



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