

Counter proposals for making 10% budget cuts at TNA worth £4.2m

Based on the limited information at our disposal, the following proposals are put forward as the start of a discussion paper. It is impossible to cost them, since we are not fully aware of all the calculations used to arrive at TNA's projected figures.

#### Savings and enhanced public service

##### (a) Review of senior management

- Reduction of management board to former size, with Directors responsible for Operations and Services; Finance and Performance; and Information Management. This would produce a saving of c.£260,000 per annum
- Appointment of independent Chair for Management Board to ensure CIPFA good practice guidelines are met
- Full review of senior management pay scales, with immediate removal of market supplements and no further appointments to mid or high band. Strict code of conduct to be introduced for pay assessment
- Alternative staff structure to be introduced with clear senior management roles in accordance with TNA's core remit

##### (b) Monday closure

- Review of opening hours with proposals to be put forward to preserve 6 day opening week that include:

###### MODEL A

- no specialist records advice before 11 but general records advice only; OR
- 'browse only' access to Open Reading Room and online services before 11am, with only directional advice via Information Point
- invigilation service only for Document Reading room 9am-11am for TNA ticket holders with documents held overnight, no new productions or Document Delivery staff on public duty, only Security presence required
- clear 'Duty Rota' system for specialists to be on call but not necessarily on duty, freeing up more time for staff with general enquiry knowledge to be public facing whilst permitting specialist staff to undertake development or cataloguing work
- SAVING: reduction in staffing hours for Specialist / General Advice and Document Delivery to 42 hours per week, from 50.5 hours

###### MODEL B

- site to be fully closed, with no public access, according to the following opening hours:
  - Monday 11 – 5                      ordering 11 - 4
  - Tuesday 10 – 7                      ordering 10 – 4.45
  - Wednesday 11 – 5                      ordering 11 - 4
  - Thursday 10 – 7                      ordering 10 – 4.45
  - Friday 11 – 5                          ordering 11 – 4
  - Saturday 10 – 5                      ordering 11 – 3
- SAVING: reduction in opening hours to 43 hours per week, from 50.5 hours; reduction in ordering hours to 33.5 hours

##### (c) Review of Open Reading Room

- Immediate return of Library to a closed area, with Librarians on duty at all times. Librarians who wish to answer general enquiries to receive specific records training
- Introduction of periodical headcounts; or alternative means of assessing user numbers in Open Reading Room.
- Periodical surveys of surrogate material use, with no immediate withdrawal of surrogates from Open Reading Room
- Collection of statistics on use of online content viewed onsite, and displayed as a proportion of total downloads
- Clearer identification of staff whilst on public duty through use of badges, showing specialist records advisor; general records advisor; orientation and new reader services; and librarians
- Review of space in Open Reading Room (eg seminar rooms, currently unused)

- (d) Review of staffing structure and job descriptions
- As part of a full review of TNA staffing, core roles will be defined and focus shifted back onto key archival functions:
    - Directorate for Information Management, including the acquisition, management and preservation of new material; digital record access and preservation; consultancy services to sector professionals and Government (to be charged for as SLA)
    - Directorate for Operations and Services to undertake full career progression exercise, skills and expertise audit, and creation of accurate job descriptions based on peer reviews; work plan for subject teams that incorporate cataloguing, generation of new interpretive content, contributions to funding bids, external recognition and representation
    - Directorate of Finance and Performance to incorporate Business Development Unit, with tighter financial controls over commercial policy linked to profit margins and risk assessment
- (e) Review of running costs
- Negotiation for new energy contracts to obtain cheaper fuel bills
  - Urgent review of cooling plant facilities, to ensure proper public safety measures are in place and to obtain energy efficiency savings
  - Preparation of 'special interest' case, with offsetting proposals, for CO2 emissions given the potential conflict with BS5454 to ensure proper document storage

## Revenue Generation

- (a) Digitization
- Review of revenue generated by existing licence deals required, with due diligence to be performed on means of access requirements
  - Funding of future in-house digitization projects to be dependent on funding from commercial deals
  - Clear accounts for net revenue generation for in-house projects required, so an assessment about future projects can be taken
  - Re-instatement of Grants Manager with remodeled remit to create a programme of grant-funded projects that recover costs of the role, whilst bringing a wide range of high-profile academic digital publishing projects to a new audience
- (b) Publications
- Review of publication strategy to produce products that are saleable in a wider mass-market
  - Creation of new range of products for educational audience, for digital download, to supplement existing free to view content
- (c) Record copying
- Abandonment of existing strategy that makes a substantial loss, return to cost recovery copying with digital images created for future sale
  - Greater exploitation of image library contents
- (d) Events
- Introduction of consumer-focused events that use TNA as an education resource for mass markets such as family history, local history
  - Day schools, workshops and online courses are several examples that can be developed commercially
- (e) Consultancy
- Limited cost recovery or profitable consultancy can be introduced, such as digital record keeping; specialist records advice; media requests for services.
  - Full cost recovery on all other outreach services.
- (f) Education
- Development of business case to establish proper academic status for TNA, with attendant budgets, for Postgraduate studies in academic and popular history fields (eg medieval history, family history)

- Potential future development to acquire University status for separate Academic division, based on research into its holdings akin to 'Centre for Archival Studies' at Dundee University