



THE HISTORY OF PARLIAMENT

Plan 2010-11

October 2010

Introduction

The History of Parliament is widely regarded as one of the most comprehensive and authoritative academic projects within the humanities in the UK. It is compiling a biographical dictionary of Members of the English, British, and United Kingdom Parliaments from their origins in the thirteenth century, together with accounts of politics and elections in each constituency and studies which analyse the biographical and constituency information and consider the development of Parliament as an institution. The History is funded by both Houses of Parliament.

This is the History of Parliament's seventh Plan. Previous plans have covered three year periods. In this year, given uncertainties over the Grant-in-Aid settlement for future years it has been decided to produce a plan covering only the present year, 2010-11. The History will undertake a comprehensive strategic review of its activities during the remainder of the year, which will give it an opportunity to consider fully the impact on its activities of new developments including the completion of its website, and the new publication format pioneered in *Honour, Interest and Power: an illustrated History of the House of Lords, 1660-1715*. This review will be completed in April/May 2011, and will set out the History's strategy for the five years from April 2012. Along with it will go a business plan for the year 2011-12.

Once approved by Trustees, this Plan will go to the House of Commons Commission and the House Committee of the House of Lords for consideration along with the Annual Report and Accounts for 2009-10.

The Plan consists of:

- The Aims of the History;
- An outline of the History's Objectives over the next planning period;
- A Report against the Objectives outlined in the 2008-9 Plan;
- Information on the progress and anticipated completion dates of each of the History's current projects.

The History of Parliament

The *History of Parliament* is the most comprehensive and authoritative account ever compiled of the personnel and operation of Britain's greatest institution over the seven hundred years of its existence

- The History relates the work of Parliament from its origins in the thirteenth century to the lives of the individuals who composed it and to the political life of the country as a whole. The main components of its classic volumes are:
 - biographical details of everyone elected to the House of Commons or who sat in the House of Lords;
 - accounts of local politics and elections in each constituency returning Members;
 - the politics and operation of Parliament as an institution; and
 - introductory surveys analysing the information provided and drawing together themes from its research.
- In its future work, the History will go beyond these core components in its future work, to provide more context and more interpretation of Parliament's history, and more consideration of Parliament as an institution.

The History is a key source for historians of all kinds: professional and amateur historians, historians of 'high' politics and 'low' life, historians of society, culture and literature

- The History is one of a handful of standard sources for historians of Parliament and politics in Britain and is widely used by historians of society, literature and culture and by local and family historians.
- By publishing online, and developing its content, the History will further promote knowledge and use of, and engagement with the History by anyone interested at a professional or amateur level in all aspects of British history.
- The History has a close relationship with Parliament, and is an essential source for those within Parliament who are particularly concerned with holding and disseminating information concerning Parliament's past. It will maintain and develop these through collaborative projects and events.

The History works to the highest standards of historical scholarship and writing

- The History has an extremely high reputation for the depth of its research and the quality of its writing, which it will work to maintain and expand. The biographical and constituency articles in the History of Parliament series:
 - cover every constituency and every Member whose identity can be traced;
 - are as factually accurate as possible, avoiding vague speculation or poorly supported assertion;
 - where possible, concentrate (in biographies) on parliamentary activity, but set this in the context of a public career, and local and other connections;
 - (in biographies) combine a narrative biography with a summary of the individual's career and appointments;

- are based substantially on primary research, and for the periods before 1832 on archival resources;
- are in line with current standards of historical research and scholarship; and
- are internally consistent, and broadly consistent with other articles – they should not contain significantly differing interpretations.

The History of Parliament is an effectively run and clearly accountable organisation

- The History works closely and cooperatively with its partners and funders, and is accountable to and through its Trustees;
- it works on the basis of settled policy; and recognises the value of its staff and their development for its own operation.

The History of Parliament Plan 2010-11

The plan indicates the History's objectives over the current year.

1. Creation of an authoritative and comprehensive work of reference within a reasonable and realistic timescale

- The tables in the Appendix provide information on each Section, the amount of time each project is expected to take, and the anticipated completion date, given current progress. The assumptions used are laid out in the Appendix – in particular, that the section concerned will be fully staffed throughout.
- To maintain progress against the timetable Editors will continue to discuss productivity with members of staff and set targets for their production over the following six months; targets are intended to be challenging but achievable, and may be adjusted in the light of experience over the six month period by agreement.
- Wherever possible, completion dates will be brought forward from those given in the Appendix by using the Commissioned Work budget both to commission articles from external scholars, and to commission other work which will improve the efficiency of our permanent staff in compiling articles. This will need to be done while maintaining the very high academic standards set out in the Aims of the History given above. The Digitisation Budget will continue to be employed to create electronic versions of commonly-used sources to make our use of them more effective and less time-consuming.
- *The History of Parliament: the House of Commons, 1604-29* will be published by Cambridge University Press in November 2010.
- *Honour, Interest and Power: an Illustrated History of the House of Lords, 1660-1715* will be published by Boydell Press in October/November 2010.
- Following a pilot project, the House of Commons division lists for 1836-1910 will be digitised. Discussions are continuing with the House of Commons and others on the hosting of these within the House of Commons Hansard digitisation project.
- The new House of Lords 1604-60 Project will work on compiling notes, databases and resources. It will begin to produce biographies from January 2011.
- Work will continue on the introductory survey for the 1509-1558 Section.
- Work will continue on the planned publication containing Josiah Wedgwood's biographies of MPs, 1885-1918, together with an introduction relating to Wedgwood's questionnaire project created by Priscilla Baines, who has been working on the Wedgwood questionnaires.

2. Effective planning of the work of the History

- Over 2010-11 the History will undertake a comprehensive strategic review of its activities. This will give it an opportunity to consider fully the impact on its activities of new developments including the completion of its website, and the new publication format pioneered in *Honour Interest and Power: an illustrated History of the House of Lords, 1660-1715*. This review will be completed in April/May 2011, and will set out the History's strategy for the

five years from April 2012. Along with it will go a business plan for the year 2011-12.

- The History's full bid to the Leverhulme Trust for resources to complete an edition of the *Proceedings of the 1624 Parliament* will be submitted at the beginning of December. The application has passed the first stage of the Leverhulme Trust's bidding process. The Trustees have agreed that the History will aim to complete and publish this work, begun at the Yale Center for Parliamentary History, by 2017. Because it is beyond the original remit of the History, Trustees have determined not to request additional funding from Parliament for this work, but to seek funding elsewhere.

3. Developing the History's publishing strategy and exploiting new modes of publication

- The History's publication strategy will be further considered as part of the History's strategic planning process over the second half of 2010-11.
- The Online version of the History will be fully available to the public from December 2010.
- The online version of the History will carry additional articles which may also be published in print later in various formats. Further articles will be completed during the year.
- The History will continue to work with the Institute of Historical Research on British History Online, the digital library which has been created using funds provided by the Andrew W. Mellon Foundation. It will continue to use its digitisation budget to digitise sources relevant to parliamentary history, working both with British History Online and with the Parliamentary authorities working on digitisation; work in this field will include bringing the text of the Parliament Rolls of Medieval England into British History Online during 2009. It will continue to pursue collaboration with other bodies involved in the digitisation of parliamentary material to discuss ways of ensuring common standards within these projects to ensure inter-operability.

4. Publicising the work of the History and working to build new audiences:

- The History's publicity strategy will be revised as part of the strategic planning process over the second half of 2010-11.
- The History will continue to offer a prize for schools, and a prize to the best dissertation on a subject relating to British or Irish parliamentary or political history by an undergraduate at a UK university.
- The History will continue to have input into initiatives by parliamentary bodies relating to parliamentary history, including Parliament's heritage website, and exhibitions mounted by the Parliamentary Archives and by the office of the curator of works of art.
- Publicity and marketing for the History's backstock will be undertaken together with our sales agents, Boydell and Brewer Ltd. A particular publicity effort will be undertaken in connection with the publication of the 1604-29 volumes of the History and the new illustrated volume on the House of Lords.
- The History will continue to raise its academic profile through lectures and other activities. It will continue to promote engagement among the academic

community with the work we plan to do in the period after 1832. It will aim for a wide degree of participation by our research staff in academic conferences relating to their work at the History. Another special edition of the journal *Parliamentary History*, containing articles by members of History of Parliament staff related to their work for the History, will be published in 2010.

- The History will continue to promote its work within Parliament: the annual History of Parliament lecture and associated events will be our principal means of achieving this. A conference is being planned in collaboration with the Parliamentary Archives to mark 500 years of the House of Lords Journal. The 2010 lecture will be given by Professor Harry Dickinson, of the University of Edinburgh, on George III and Parliament.
- We will continue to respond to queries from members of the public, allowing them where appropriate to see articles in draft, on completion of a copyright declaration form.

5. Maintenance and development of the History's relationship with its staff

- The training and development budget will be used to ensure that opportunities to maintain and widen their academic, professional and technical competence are available to all staff. Particular attention will be paid to the opportunities for staff on short fixed-term contracts to develop their academic careers.
- The History will review its staff annual reporting system.

6. Efficient and effective administration of the charity

- The History will continue to maintain a good working relationship with the Treasurer and Secretary of the Trust, the Department of Resources in the House of Commons and the Finance Department in the House of Lords, and with its payroll providers.
- The History will review its administrative needs during the year.

Performance Report 2009-10

This section of the Plan reports on the History's progress against the objectives set out in the 2009-10 Plan. It should be noted that the objectives in the Plan cover three years unless otherwise stated: this plan covers our progress towards them during the year April 2009 to March 2010. The original objectives in the Plan are reproduced in roman type; a commentary on performance against the objectives is given in italic type.

1. Creation of an authoritative and comprehensive work of reference within a reasonable and realistic timescale

- The tables in the Appendix provide information on each Section, the amount of time each project is expected to take, and the anticipated completion date, given current progress. The assumptions used are laid out in the Appendix – in particular, that the section concerned will be fully staffed throughout.
 - *The 7 volumes of 1820-32 were published in December 2009, having been typeset in-house from text captured onto our content management system. This marks the final completion of a project which began following the publication of 1790-1820 in 1986.*
 - *Work continued on preparing the 6 volumes of 1604-29 for the press, capturing the articles onto our content management system, producing proof pages and correcting them.*
- Work will begin on the new 1604-60 House of Lords project following the completion of the 1604-29 Commons project, expected in June 2009.
 - *As the preparation of the text and checking of 1604-29 took rather longer than anticipated Work began on the detailed planning of and research for the House of Lords project late in the year.*
- To maintain progress against the timetable Editors will continue to discuss productivity with members of staff and set targets for their production over the following six months; targets are intended to be challenging but achievable, and may be adjusted in the light of experience over the six month period by agreement.
- Wherever possible, completion dates will be brought forward from those given in the Appendix by using the Commissioned Work budget both to commission articles from external scholars, and to commission other work which will improve the efficiency of our permanent staff in compiling articles. This will need to be done while maintaining the very high academic standards set out in the Aims of the History given above. The Digitisation Budget will continue to be employed to create electronic versions of commonly-used sources to make our use of them more effective and less time-consuming.
 - *A pilot project was undertaken to digitise a proportion of the division lists of the House of Commons, 1836-1910, with Innodata Inc. These have already been used by the 1832-68 project to assist with the creation of their biographies.*
 - *Further volumes of the House of Lords Journal were digitised and have now been placed online by British History Online.*
- The introductory survey for the 1509-1558 Section will be completed in 2009-10.

— *A draft of the survey was sent to Cambridge University Press and is now under review.*

- A publication is planned containing Josiah Wedgwood's biographies of MPs, 1885-1918, together with an introduction relating to Wedgwood's questionnaire project created by Priscilla Baines, who has been working on the Wedgwood questionnaires.

— *Discussions have been held with Parliamentary History on the publication of this volume within their Texts and Monographs series.*

2. Effective planning of the work of the History

- This Plan will be used for the planning of the History's financial requirements.
- A project plan for the 1832-68 project, part of the 1832-1945 programme, will be presented to the Editorial Board and Trustees in June/July 2009.

— *The project plan was approved by the Editorial Board and Trustees in June and July 2009*

- The History will bid for external resources to complete an edition of the *Proceedings of the 1624 Parliament*. The Trustees have agreed that the History will aim to complete and publish this work, begun at the Yale Center for Parliamentary History, by 2017. Because it is beyond the original remit of the History, Trustees have determined not to request additional funding from Parliament for this work, but to seek funding elsewhere.

— *The History's outline bid to the Leverhulme Trust has been approved by the Trust. The History is now working on a full application for submission by 1 Dec. 2010.*

- Further preparatory work will be done for future parts of the History, including pre-1386, where we will be revising and completing a database of members which may become part of the listing of members and constituencies on our website.

— *It has not been possible to undertake further preparatory work on future sections.*

- A project to create an Oral History of the House of Commons will be taken forward in discussions with the House of Commons Library and other Parliamentary bodies.

— *The History participated in further discussions with the House of Commons Library and the Parliamentary Archives on Oral History interviewing during. Some work was undertaken by staff of the Archives and the Library over the election period.*

3. Developing the History's publishing strategy and exploiting new modes of publication

- The History's publication strategy will be revised and presented to Editorial Board and Trustees in October/November 2009 or January 2010: this document will govern the strategy for the History's schedule of publication and exploitation of the website in the period after its completion.

— *A revision of the publication strategy has been postponed, and will now go alongside the future consideration of the History's overall strategy.*

- A contract with Cambridge University Press for print publication of the 1604-29 Section will be agreed in 2009. The volumes will be typeset in-house from text captured into our Content Management System.
— *The 1604-29 volumes have now been completed and typeset and sent to press. Publication is scheduled in November 2010.*
- The Online version of the History will be fully available to the public from December 2009.
— *This was not achieved. Delays in completing work on the typesetting of the 1604-29 volumes delayed the final work on the online version of the History, which was also affected by technical issues.*
- The online version of the History will carry additional articles which may also be published in print later in various formats. The initial articles will be commissioned during 2009-10.
— *A number of articles were commissioned and delivered and integrated within the website. More articles will be added during the current year.*
- Discussions will continue with the appropriate authorities on possible links between House of Commons/House of Lords projects and the History of Parliament online project.
- The shorter volume on the House of Lords, 1660-1715, containing some of the fruits of our research so far, will be published in the course of 2010. This will be designed for a wider audience than the normal publication, and will be illustrated.
— *Publication of this volume is expected in October / November 2010.*
- The History will continue to work with the Institute of Historical Research on British History Online, the digital library which has been created using funds provided by the Andrew W. Mellon Foundation. It will continue to use its digitisation budget to digitise sources relevant to parliamentary history, working both with British History Online and with the Parliamentary authorities working on digitisation; work in this field will include bringing the text of the Parliament Rolls of Medieval England into British History Online during 2009. It will continue to pursue collaboration with other bodies involved in the digitisation of parliamentary material to discuss ways of ensuring common standards within these projects to ensure inter-operability.
— *The Parliament Rolls of Medieval England were published on British History Online in October 2009. Ten volumes of the House of Lords Journal were placed online during the year, taking coverage up to the 1770s.*

4. Publicising the work of the History and working to build new audiences:

- The History's publicity strategy will be revised and presented to Editorial Board and Trustees in January 2010.
— *An update of the publicity strategy was postponed pending completion of the History of Parliament online*
- The Online version of the History will provide the opportunity to build a set of resources on the history of Parliament suitable for teaching use in schools and other educational contexts, and designed to be of interest to a wide variety of users. During 2009-10 the History will start to create new content of this kind for publication on the website; this will continue over the following two years,

though it will be published progressively. We will seek a consultant to assist us with the planning and content of these resources, and will also aim to work closely with the Education Unit in the House of Commons and agencies involved in delivering elements of Citizenship education, and if available particular schools through the History's prize competition.

— *Some additional material was created during 2009-10 for the website, explaining Parliament and parliamentary politics in various different contexts. We have not yet moved forward with creating material specifically for teaching use in schools.*

- The History's prize for schools is again being offered in 2009-10, with one prize for 11-16 year-olds and another for 16-18 year olds. The History will also offer a prize to the best dissertation on a subject relating to British or Irish parliamentary or political history by an undergraduate at a UK university.
 - *The prize in the undergraduate dissertation competition to was awarded to a student from the University of York. The prize was given at the lecture on 18 November. The prize in the sixth form essay competition was awarded to a student from Lancaster Grammar School.*
 - *The response the 11-14 competition was disappointing, and no prize was awarded this year.*
- The History will continue to have input into initiatives by parliamentary bodies relating to parliamentary history, including Parliament's heritage website, and exhibitions mounted by the Parliamentary Archives and by the office of the curator of works of art.
 - *The History contributed advice and comment to the new 'Houses of History' website, part of the Education section of the Parliament website.*
- Publicity and marketing for the History's backstock will be undertaken together with our sales agents, Boydell and Brewer Ltd. A particular publicity effort will be undertaken in connection with the publication of the 1820-32 volumes of the History.
 - *Publicity secured for the launch of 1820-32 included: an interview with Philip Salmon and Miles Taylor on BBC Radio 4's Today programme; interview on 'The Record Review' on BBC Parliament; comment article by Tristram Hunt in The Guardian.*
- The Annual Review, this Plan and the reporting on last year's performance against the Plan, and the website will continue to be our central means of communicating progress in the History to the general public.
 - *The Annual Review was published and circulated in June. The 2008-9 Plan is available on the History's website.*
- The History will continue to raise its academic profile through lectures and other activities. It will continue to promote engagement among the academic community with the work we plan to do in the period after 1832. It will aim for a wide degree of participation by our research staff in academic conferences relating to their work at the History. Another special edition of the journal *Parliamentary History*, containing articles by members of History of Parliament staff related to their work for the History, will be published in 2010. A volume of papers given at the joint History of Parliament/*Parliamentary History* conference on the Speakership in April 2008 will also be published in 2010 as a special edition of *Parliamentary History*. A small conference at Bloomsbury Square on 1659 is planned for

July 2009, and one to discuss our plans for the 1832-1868 project is planned for the first half of 2010.

— *The Special Edition of Parliamentary History was published in early 2010.*

— *The 1659 conference took place as planned in July 2009.*

- The History will continue to promote its work within Parliament: the annual History of Parliament lecture and associated events will be our principal means of achieving this. A conference on the 1710 trial in Westminster Hall of Dr Henry Sacheverell is being planned with the University of Warwick for March 2010; the 2009 lecture will be given by Professor Miles Taylor, Director of the Institute of Historical Research.

— *The Sacheverell conference was held in the Jubilee Room, off Westminster Hall, on 23 March 2010. Professor Miles Taylor's lecture was held on ?*

- The History will continue to build a new audience among family historians through articles in family history magazines; attendance at family history conferences and events and other contacts with family history groups and societies.
— *No activity specifically for a family history audience was undertaken during the year.*
- It will continue to respond to queries from members of the public, allowing them where appropriate to see articles in draft, on completion of a copyright declaration form.
— *Draft articles were sent to sixteen enquirers to help with projects including articles, theses, family histories, National Trust guidebooks, and biographies.*

5. Maintenance and development of the History's relationship with its staff

- The training and development budget will be used to ensure that opportunities to maintain and widen their academic, professional and technical competence are available to all staff. Particular attention will be paid to the opportunities for staff on short fixed-term contracts to develop their academic careers.
— *Staff attended and spoke at conferences including The Fifteenth Century conference at St Andrews in September; the International Medieval Conference at Leeds in July; the Bangor Restoration conference on the 1680s in July; a conference in November on 'Slavery and the English Country House'; the annual conference of the Society for the Study of Labour History; and the Social History Society at Glasgow University in April.*
- The History will keep under review its practice on the staff annual reporting system.
— *An interim appraisal was conducted for staff in 2009, in between our now biennial full appraisals.*

6. Efficient and effective administration of the charity

- The History will continue to maintain a good working relationship with the Treasurer and Secretary of the Trust, the Department of Resources in the House of Commons and the relevant authorities in the House of Lords, and with its accountants and payroll providers.

- The Staff Handbook will be reviewed and a new edition promulgated within 2009.
 - *The review of the staff handbook was not achieved during 2009-10 due to other pressures on administrative staff, and a decision not to replace an administrative assistant.*
- The History will keep under review its administrative needs: its Information Technology needs will be kept under review in the context of its accommodation arrangements and the development of a new publishing strategy.
 - *It was decided to leave the position of administrative assistant vacant at present. The issue of administrative support for the History has been discussed and will be addressed within 2010-11.*

Appendix 1: Project timelines

The following tables show expected timelines for the three mature projects. Timelines for the new projects, Commons, 1832-68 and Lords, 1604-60, will be developed and included in next year's plan.

Commons, 1422-1461 (Phase 1 of 1422-1504)	Total	Remaining at April 2010	Commissioned externally at April 2010	Average productivity expected per 6 month period	Months (years and months) required to complete: 2003 estimate	Months (years and months) required to complete: 2010 estimate
<i>First drafts</i>	3007	324	19	67	105 (8.9)	28 (2.4)
First draft biographies	2863	292	19			
First draft constituency articles	144	32	0			
<i>Revision & Survey</i>				440	40 (3.4)	47 (3.11)
Revision	3007	3007	0		33	40
Survey					4	4
Editing during revision					3	3
<i>Press stage</i>					18 (1.6)	18 (1.6)
Copy-edit, proof etc.					18	18
<i>Total</i>					163 (13.7)	95 (7.11)
Estimate of publication date at July 2003						Oct 2016
Estimate of accumulated lost time since 2003						0 months
Estimate of publication date at October 2010						Mar. 2018

The extended estimate is entirely due to the changed assumption of working with four, rather than five staff.

Commons, 1640-1660	Total	Remaining at April 2010	Commissioned externally at October 2010	Average productivity expected per 6 month period	Months (years and months) required to complete: 2003 estimate	Months (years and months) required to complete: 2010 estimate
<i>First drafts</i>	2132	198	0	49.5	102.5 (8.6)	24 (2)
First draft biographies	1796	154	0			
First draft constituency articles	316	30	0			
Committee articles	20	14	0			
<i>Revision & Survey</i>	2132				38.2 (3.2)	38 (3.2)
Extensive revision	382			228	10	10
Ordinary revision	1750			519	20.2	20.2
Survey					5	5
Editing during revision					3	3
<i>Press stage</i>					18 (1.6)	18 (1.6)
Copy-edit, proof etc.					18	18
<i>Total</i>					158.7 (13.2)	80 (6.8)
Estimate of publication date at July 2003						August 2016
Estimate of accumulated lost time since 2003						1
Estimate of publication date at July 2009						December 2016

Lords, 1660-1715 (Phase 1 of Lords, 1660-1832)	Total	Remaining at April 2010	Number of articles to be commissioned externally	Average productivity expected per 6 month period	Months (years and months) required to complete: 2003 estimate	Months (years and months) required to complete: 2009 estimate
<i>Biographies</i>						
First drafts	688	80		25 ¹	70 (5.10)	19 (1.7)
Revision	688	688		272.5 ²		15 (1.3)
Survey						6 (0.6)
Press stage						9 (0.9)
<i>Total</i>						49 (4.1)
<i>Estimate of accumulated lost time since 2003</i>						12 ³ (1)
<i>Publication date</i>					Sept. 2010	Apr. 2014
<i>Institutional History part 1</i>						
First drafts						30 (3.6)
Revision						6 (0.6)
Press stage						9 (0.9)
<i>Total</i>						45 (3.9)
<i>Publication date</i>					2012	Dec. 2013
<i>Phase 2 start date</i>						
<i>Publication date for Phase 2 biographies</i>						<i>December 2013</i>
						<i>June 2021⁴</i>

¹ Assumes that the editor of the section is working principally on the institutional history.

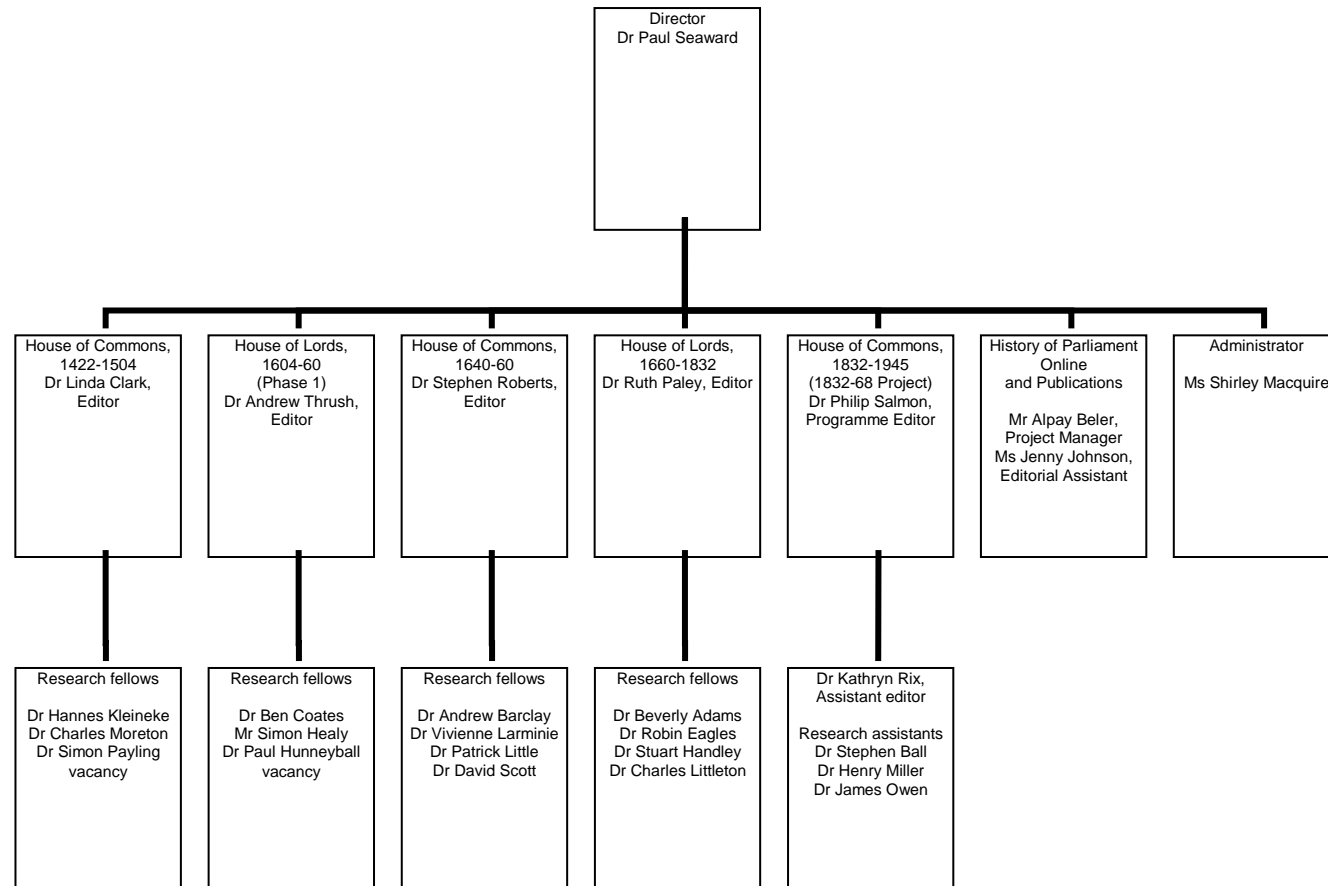
² Allows two days for revision of each article.

³ The Section was one member short of full strength from May 2003 to Feb. 2004, and from Sept. 2008 to April 2009. Further time was lost due to illness, work on *Honour, Interest and Power*; and visits to the Huntingdon Library and the Beinecke Library.

⁴ Assumes 100 out of 780 articles outsourced, and that the section following the completion of the first volume of the institutional survey is completing 50 articles per six month period.

Appendix 2: Staff structure

The History is governed by Trustees, with the advice of an Editorial Board of historians, who advise the Trustees and Director on the History's academic policy and practice and matters related thereto, and guarantee the intellectual rigour and scholarly standards of the History.



Appendix 3: Risk register

An assessment of the risks to which the History of Parliament is exposed was carried out in 2003 and reflected in the statements made in the accounts in 2002-3 and in subsequent years. The Risk Assessment was reviewed and updated in 2009.

	Risks	Potential problems and impact	Risk owner	Probability	Impact	Control and mitigation procedure	Current status of mitigation activities	Residual overall risk
1.	Governance & Management							
1a	Planning	<ul style="list-style-type: none"> Poor project specification and unclear timetable, leading to uncertainty, projects dragging/creeping, deterring funders, poor relationship with partners, additional costs 	Director	M	H	<ul style="list-style-type: none"> New projects clearly and closely defined in terms of quality and quantity Plan reviewed and agreed annually by Trustees and Editorial Board; Gaining staff commitment to plans and specification Plan to be made public, and distributed to partners Clear project timetables and firm pre-production planning arrangements 	<ul style="list-style-type: none"> Plan is published via website Plan contains project timetable Plans created for sections approaching completion Ongoing process of project planning for new projects 	M
1b	Trustees/Editorial Board	<ul style="list-style-type: none"> Trustees/Board not kept aware of what is going on; Trustees/Board have different views about management/direction of project 	Secretary/ Director	M	H	<ul style="list-style-type: none"> Firm agreement between Trustees and Board on role of Board Effective six monthly and annual reporting processes Occasional joint meetings to review programme of research and publication 	<ul style="list-style-type: none"> Two joint meetings have been held to review programme of research and publication Seminar re post 1832 projects involved Trustees and Board Terms of reference of Board agreed Reporting processes now routine 	L
1c	Key staff	<ul style="list-style-type: none"> If lost, contact base and corporate knowledge also lost 	Director/ Editors	M	M	<ul style="list-style-type: none"> Produce documentation on systems, plans, projects etc. Involvement of other staff in processes, so that section staff aware of editorial and other procedures For website, spread knowledge of project beyond the history to contractors and IHR 	<ul style="list-style-type: none"> Conventions guide promulgated Work undertaken on website by external contractors, Blue Bag 	L
2	Research activities							

2a	Research & Production of articles	<ul style="list-style-type: none"> Over-elaborate research which may lead to Falling behind targets on production Quality of production slips down or slides up Discovery of new material delays production Articles become too long, leading to increased costs at publication stage 	Editors	H	M	<ul style="list-style-type: none"> Director and Editorial Board to read representative selection of articles Six-monthly reporting system against specified targets; section editors and director to be warned of any slippage within period Introduction of timetable which is rigorously followed Setting of bands for article length which are rigorously followed 	<ul style="list-style-type: none"> Six-monthly reporting system Annual Plan and Annual Review Convention guide includes guidance on specification for articles 	M
2b	Online Publication	<ul style="list-style-type: none"> Online publication project goes over-budget and behind schedule Online publication fails to satisfy client base New techniques for managing publication resisted by staff 	Director/ Project Manager	H	M	<ul style="list-style-type: none"> Detailed project plans monitored by Project Board Testing of online publication with interested groups built into project plans Staff involvement in developing templates etc for writing to publication 	<ul style="list-style-type: none"> Project plan under development Project Board established History staff group established to advise on development 	M
2c	Print publication	<ul style="list-style-type: none"> Online publication system fails to have functionality to deliver print publication 	Director/ Project Manager	H	H	<ul style="list-style-type: none"> As above Close liaison with publishers Ensure paper-based publication systems can still be used to set copy 	<ul style="list-style-type: none"> Discussions will begin with Cambridge University Press shortly 	M
3	Operational risk							
3a	Employment issues	<ul style="list-style-type: none"> Employment disputes Employment claims (injury, stress, harassment, unfair dismissal, equal opportunities, etc.) 	Director	M	H	<ul style="list-style-type: none"> Clear contractual rules/guidance/procedures for staff and managers on all aspects of employment at the History Recognition of trade union representation Training for managers and staff Appraisal system for staff/managers to provide early warning of problems/issues and identify training needs 	<ul style="list-style-type: none"> New contracts of employment and Staff Handbook issued in Spring 2005 Consultation with trade union staff representatives Annual appraisal system Staff Handbook to be amended in Autumn 2007 (new premises, new pay structure from 1st August 2007; redundancy policy; H&S procedures) 	L
3b	Health and Safety	<ul style="list-style-type: none"> Failure to comply with legislation Injury 	Administrator	L	H	<ul style="list-style-type: none"> Review of H of P compliance, including risk assessment and remedial action where necessary, including training Health and Safety policy 	<ul style="list-style-type: none"> Following move to Bloomsbury Square, fire risk assessment completed November 2006; remedial action and essential training delivered; other Health and Safety risks identified for consultation with union Autumn 2007. 	L

3c	Staff turnover and recruitment	<ul style="list-style-type: none"> • Too rapid loss of staff disrupts programme and timetable of research and adds to costs of training and recruitment; potential impact on morale • Lack of applicants of sufficient quality for advertised vacancies • Rapid loss of staff towards end of a programme of work 	Director	L	H	<ul style="list-style-type: none"> • Use appraisal system to review where difficulties with staff are emerging • Staff development programme to ensure that staff concerns about their own development met • Particular attention to staff concerns when sections are nearing completion; consider this as criterion for future projects 	<ul style="list-style-type: none"> • Annual appraisal system in place • Staff development budget • Redundancy policy formulated and approved by Union and Trustees 	L
3d	Premises and property management	<ul style="list-style-type: none"> • Poor/costly service providers • Steep rise in rent at rent break point in lease 	Administrator Trustees	M	M	<ul style="list-style-type: none"> • Appointment of reputable professionally or trade qualified service providers on firm costed service/performance agreements • Regular review of performance and costs • Lease provides for market rent at renewal. Engagement of professional advisers as necessary. 	<ul style="list-style-type: none"> • Member of London University Purchasing Consortium through which main service contract (cleaning) awarded after competitive tender; monitored quarterly against KPI's. • Smaller contracts awarded subject to H& S legislation, competitive estimates, KPI's and/or specific repair resolution. 	L
3e	Disaster	<ul style="list-style-type: none"> • Destruction /damage to property, equipment, records 	Administrator	L	H	<ul style="list-style-type: none"> • See IT/records below • Insurance cover • Create disaster recovery plan for alternative accommodation 	<ul style="list-style-type: none"> • Draft disaster recovery plan for Bloomsbury Square in progress pending actioning of item 5a (and possibly 3b) 	M
4	Financial risk							
4a	Funding	<ul style="list-style-type: none"> • Loss, reduction or delay in funding from Lords/Commons 	Trustees	L	H	<ul style="list-style-type: none"> • Reserves policy indicates use of reserve as cushion if necessary • Development of financial planning process to indicate level of funding required over longer period • Regular reporting to funders 	<ul style="list-style-type: none"> • Quarterly reports to members of Finance Committee • Planning process and financial planning process brought together • Annual Review and reports to House of Commons Commission and the Lords 	M
4b	Budgeting	<ul style="list-style-type: none"> • Overspending/ • Underspending 	Director	M	M	<ul style="list-style-type: none"> • Monthly management accounts monitored by Director, Secretary, Treasurer • Bi-annual meeting of Finance Committee • Budgeting set annually using fullest possible information 	<ul style="list-style-type: none"> • Monthly management accounts in place. • Quarterly reports on expenditure, income and budget to members of Finance Committee 	L
4c	Payroll	<ul style="list-style-type: none"> • Payroll provider's systems fail 	Administrator	L	H	<ul style="list-style-type: none"> • Payroll can be administered manually by Administrator at H of P 	<ul style="list-style-type: none"> • Payroll provider working efficiently and reliably 	L

4d	Fraud & Error	<ul style="list-style-type: none"> • Fraud/error at H of P • 	Administrator	L	M	<ul style="list-style-type: none"> • Financial memorandum • Financial control procedures • Authorisations for expenses • Asset register • Internal Review system 	<ul style="list-style-type: none"> • Annual overview by HoC Internal Review Service of HoP self-assessment • Financial Control procedures reviewed and revised in 2006 	L
4e	Banking	<ul style="list-style-type: none"> • Error at bank 	Secretary	M	H	Bank reconciliations by Administrator	<ul style="list-style-type: none"> • Online read-only access to bank accounts enabling regular checks • Bank reconciliations prepared monthly 	L