



THE HISTORY OF PARLIAMENT

Plan 2013

June 2013

Introduction

The History of Parliament's annual 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 2012 Plan;
- Information on the progress and anticipated completion dates of each of the History's current projects; and
- The History's risk management register

The History of Parliament

The *History of Parliament* is a major research project creating the most comprehensive and authoritative account ever compiled of the personnel and operation of Britain's greatest institution over the more than seven hundred years of its traceable existence.

- The History relates the work of Parliament to the lives of the individuals who composed it and to the political life of the country as a whole. Its main work is intended to provide:
 - 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;
 - surveys of the politics and operation of Parliament as an institution; and
 - introductory surveys analysing the information provided and drawing together themes from its research.

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 is further promoting knowledge and use of, and engagement with the History by anyone interested 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 is governed by an Editorial Board (which closely monitors and ensures the maintenance of the academic standard of its work), and by Trustees who are responsible for overseeing progress overall; it is mainly funded through Grant-in-Aid from the House of Commons and the House of Lords.
- The History's research staff is made up of trained historians, and the History is committed to ensuring the maintenance and further development of their historical skills and knowledge.

The History of Parliament Plan 2013-16

Context and funding

1. The published History now consists of 21,420 biographies and 2,831 constituency surveys in ten sets of volumes (41 volumes in all). They deal with 1386-1421, 1509-1558, 1558-1603, 1604-29, 1660-1690, 1690-1715, 1715-1754, 1754-1790, 1790-1820 and 1820-32. All of these volumes save those most recently published (1604-29) are now available on www.historyofparliamentonline.org. The website is currently receiving around 1,000 visits a day. The History's staff of professional historians is currently researching the House of Commons in the periods 1422-1504, 1640-1660, and 1832-1868, and the House of Lords in the periods 1603-60 and 1660-1832. The three Commons projects currently in progress will contain a further 7,251 biographies of members of the House of Commons and 861 constituency surveys. With what is now published and in progress, the History covers 414 years of the history of the House of Commons. In addition, the House of Lords projects are currently working on 693 biographies covering 1660-1715, and the 458 covering 1603-1660. Besides this, the History has continued steady progress on the current projects on the Commons, 1422-61, 1640-60 and 1832-68, and the Lords, 1660-1715, as well as beginning a new project on the Lords, 1604-60.
2. In common with many public bodies, the History has seen a significant decline in funding. The History's Grant-in-Aid has not increased since 2008-9. In the financial settlement made in December 2010 the History's annual Grant-in-Aid was reduced by 10% for 2011-12, remaining at that level over the three subsequent years (2012-13, 2013-14, 2014-15). As a result of these cuts two posts have been frozen when they became vacant, meaning slower progress on two projects than would otherwise have been the case. It is also requiring the History to reduce its reserves in order to maintain progress on other projects, as well as to pursue its plans for online and print publication. The current situation is not in the long term sustainable. Discussions are now under way covering a financial settlement for 2015-16 and subsequent years.

The History of Parliament's Strategy

3. The History's 2011 Review set an overall ten-year strategy for developing the History further. Its fundamental aims are to ensure that the History is seen not simply as a project, but as a permanent and continuing centre of exceptional work on the history of Parliament and British politics; that it attracts recognition and support commensurate with the achievement of its published work so far and the quality of the current output; and that it is seen by Parliament as a valuable and necessary resource, which contributes signally to its own activities.
4. High quality scholarship into all periods from the thirteenth century to the twentieth century will remain the central concern and purpose of the History. But the History is broadening its work much closer to the present day and is setting the website at the centre of its planning. The website will become central to the delivery of a more sophisticated History which links people, places, events and institutions, to become a complete history of Parliament and its proceedings,

bringing together the Members, constituencies, debates and decisions which all form aspects of its life and work. At the same time The History is engaging much more closely and deeply than it has been accustomed to do with its academic and other audiences, and aim to become a first port of call for anyone concerned with the history of Parliament and parliamentarians.

5. This is an ambitious programme for the History at a time of reduction in the History's Grant-in-aid. Some of it will be funded through use of the History's Reserve. However, at least in the longer term the History can only sustain it through looking towards other sources, including sponsorship and external grants.
6. This plan lays out how we intend to take forward the objectives set out in the Review over the next three years. It is organised around four themes:
 - **Research and publication:** the continuation and completion of existing projects and the further development of research into the history of parliament;
 - **Presentation, interpretation and engagement:** the development of new and established ways of presenting, interpreting and promoting our research, both online and in print, to both established and new audiences; and the promotion of interest in the History, and in parliamentary history more generally, through events and activities aimed at academic, educational and more general audiences;
 - **Funding, accommodation and management:** ensuring that our projects are adequately funded, and that the History and its projects are effectively managed.

RESEARCH AND PUBLICATION

Project	Target by end 2013-16 period (if not otherwise stated)	Detail
Core Projects (Grant-in-Aid funded)		
<i>The History of Parliament: The House of Lords 1660-1715</i>	Publish by May 2015	Publication planned in four or five volumes, including introductory survey (Institutional history to be separate publication). See appendix.
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publish by May 2016	Publication planned in one volume. See appendix.
<i>The History of Parliament: The House of Commons 1422-61</i>	Revisions nearly complete	See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Revisions nearly complete	See appendix
<i>The History of Parliament: the House of Lords 1604-1660</i>		See appendix
<i>The History of Parliament: the House of Commons 1832-67</i>	First drafts ongoing	See appendix
Publication		
Copy editing / proof reading	By mid 2012	Review systems for copy editing used for Lords 1660-1715, and consider cost reduction
Print publication	By end 2014	Agree publication contract for publications for 2016/18
Print publication	By end 2013	Continue to build confidence that XML can be extracted from database and imported to typesetting programme; work with publisher on implementing system for detailed manipulation and correction of typeset pages
New sections	By end 2013	Provide new website sections for projects near completion to hold revised articles, and drive print publication
Other projects (Non-Grant-in-Aid funded)		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, financed by Leverhulme Trust)	Complete research and prepare for publication in 2016/17	Funding from Leverhulme runs out in mid-2014: further work required may need to be met from Yale legacy funding.
Digitisation	Seek further collaborations	Achieve collaborations which enhance the History's aim of linking elements of parliamentary record, and making the History's website a central resource for accessing the record
AHRC funded Collaborative Doctoral	Attract 2 or more	Bid for each annual round (November) with

Awards	projects over the period	appropriate partners.
Harvard/HPT Commons Data Project	Ongoing	Complete and integrate into website Harvard and LSE based project to create database of MP activity in C19th and C20th using (among other data) HPT digitised division lists.
Oral History (Members)	Ongoing	Continue work on oral history project with Dods sponsorship; seek further sponsorship
Oral History (Constituencies)	2013-14	(If HLF bid approved) Ensure successful pilot project

PRESENTATION, INTERPRETATION AND ENGAGEMENT

Project	Target by end 2013-16 period (if not otherwise stated)	Detail
<i>Website (see also under publication above)</i>		
Research	By end 2014	Begin work to add facility for corrections and corrections to articles
Members	By end 2015	Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History
Image Gallery	By end 2014	Increase number of images on the website, including portraits, images relating to elections etc., through partnership with other institutions (NT, PCF, etc) and individuals; overhaul presentation of images on the site
Links	By end 2014	Provide links to other resources, e.g., Oxford DNB, TNA, Millbank Hansard, etc.
Redesign	By end 2015	Revise design of whole site based on current concept
Explore, Parliaments sections	Ongoing	Continue to add new content; complete Parliaments articles
Educational material	By end 2013	Develop material for educational use
Social media	Ongoing	Maintain and further develop social media engagement
<i>Academic engagement (See also Research and Publication)</i>		
Initiate series of annual conferences	Conference to be developed for 2016	Conferences require funding and collaborators
Manage international conference on Magna Carta in 2015	Ongoing: conference planned for June 2015	Conference collaboration with International Commission for the History of Representative and Parliamentary Institutions, and with KCL, RHUL and Parliament
Continue work with EuParl.net on international projects and events	Ongoing	EuParl coordinator in Netherlands working on EU and Dutch bids
Links with university history departments: internships	End 2013	Create policy on undergraduate / postgraduate internships and initiate discussions with interested

		university departments
Links with university history departments: competition	Ongoing	Continue undergraduate dissertation competition
Parliamentary engagement		
Continue annual lecture	Ongoing	Lecturers planned for 2013 and 2014
Continue engagement with parliamentary forums including digitisation group	Ongoing	
Promote further events within Parliament including relating to oral history	Ongoing	
Educational engagement (see also under Research and Publication)		
Continue and improve take up of annual competitions, and link to website	Ongoing	Should be linked to plans to develop package of educational materials derived from history of parliament online website.

FUNDING, ACCOMMODATION AND MANAGEMENT

Project	Target by end 2012-15 period (if not otherwise stated)	Detail
Funding		
Further explore funding options for non-core projects through creation of development programme	Ongoing	Projects include: research and development for website; conferences; revision and consolidation of older articles on the website
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	
Work with publishers to secure increased sales of publications	Ongoing	HPT effort required into publicity campaigns for <i>Honour Interest and Power</i> and other publications
Accommodation		
Further explore and agree accommodation options for period after current lease expires at end 2015	End 2013	Discussions continuing with Institute of Historical Research
Staff		
Review and update History's employment policies	Ongoing	
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	

Performance Report 2012-13

This section of the Plan reports on the History's progress against the objectives set out in last year's 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 2012 to March 2013.

RESEARCH AND PUBLICATION

Project	Target by end 2012-15 period (if not otherwise stated)	Commentary <i>(The original objectives in the Plan are reproduced in roman type; a commentary on performance against the objectives is given in italic type.)</i>
Core Projects		
<i>The History of Parliament: The House of Lords 1660-1715</i>	Publish by end 2014	Estimated publication date delayed due to illness. See appendix
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publish by end 2014	Estimated publication date delayed due to illness. See appendix
<i>The History of Parliament: The House of Commons 1422-61</i>	Complete first drafts of all articles, and most revisions	Revision scoping exercise has refined estimates of publication. See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Complete first drafts of all articles, and most revisions	Revision scoping exercise has refined estimates of publication. See appendix
<i>The History of Parliament: the House of Lords 1604-1660</i>	First drafts ongoing for phase 1 (covering 1604-40)	See appendix
<i>The History of Parliament: the House of Commons 1832-67</i>	First drafts ongoing	See appendix
<i>The History of Parliament: the House of Commons 1509-58: Introductory Survey (externally commissioned project)</i>	Complete and publish	<i>Trustees have agreed, after discussions with the author, to terminate the History's involvement in this project as a result of disagreement about the text. An agreement has been reached with Parliamentary History that they will sponsor the completion and publication of the volume.</i>
Publication		
Copy editing / proof reading	By mid 2012	Introduce new systems for operation with House of Lords 1660-1715 and subsequent projects. <i>Target was met with the recruitment of copy-editors to work with the House of Lords 1660-1715 section on finalising the text of these volumes.</i>

Print publication	By end 2012	Agree publication contract for Lords, 1660-1715. <i>CUP were selected during 2012 as publishers of The House of Lords, 1660-1715 (including the institutional history) following a competitive tendering process.</i>
Print publication	By end 2014	Agree publication contract for publications for 2016/18: <i>Ongoing</i>
Print publication	By end 2012	Ensure that XML can be extracted from database and imported to typesetting programme, and develop systems with IHR; work with publisher on implementing system for detailed manipulation and correction of typeset pages. <i>Progress was partly delayed by the departure of our developer (post shared with the IHR) in 2012 and the recruitment of a new one. A reasonable level of assurance now exists that the XML can be extracted; work with publisher is ongoing.</i>
New sections	By mid 2012	Provide new website sections for projects near completion to hold revised articles, and drive print publication. <i>Progress was partly delayed by the departure of our developer (post shared with the IHR) in 2012 and the recruitment of a new one. Work is now ongoing, concentrating on the completion of a new Lords form.</i>
Other projects		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, financed by Leverhulme Trust)	Complete research	Publication likely to be in 2016, number of volumes to be determined. <i>Progress on the project has been slower than planned as a result of having to incorporate additional material. See appendix.</i>
<i>Wedgwood's Questionnaires</i>	Publish by end 2013	Edited by Priscilla Baines: account of Wedgwood biographical project. <i>This volume was published in the Parliamentary History Texts and Studies series at the end of 2012.</i>
LIPARM project	Complete and publish (joint project)	Project based at KCL, funded by JISC, with IHR/HPT participation, designed to link the parliamentary record together for the first time by creating a unified metadata scheme for all of its key elements. <i>Project completed.</i>
HPT funded PhD at the University of Warwick	Complete	HPT funding ends early 2013. Aim to complete PhD by then or shortly afterwards. <i>PhD submitted early 2013.</i>
AHRC funded Collaborative Doctoral Awards	Attract 2 or more projects over the period	Bid has been submitted for 2012 round. Bid for each annual round (November). <i>Bid submitted by the IHR in 2012 was successful.</i>
Harvard/HPT Commons Data Project	Complete and integrate into website	Harvard and LSE based project to create database of MP activity in C19th and C20th using (among other data) HPT digitised division lists. <i>Project continuing.</i>
Oral History	Ongoing	Continue work on oral history project with Dods

		sponsorship. <i>Project continuing. More than 50 interviews had been completed by the end of 2012-13.</i>
Oral History	End 2012/early 2013	Complete bid to Heritage Lottery Fund for initial pilot project. <i>Bid to HLF was submitted in May 2013.</i>

PRESENTATION, INTERPRETATION AND ENGAGEMENT

Project	Target by end 2012-15 period (if not otherwise stated)	Detail
New post	By end 2012	Appoint new post to manage website and interpretation and engagement projects. <i>Dr Emma Peplow took up post of web and communications officer in Sept. 2012.</i>
Website (see also under publication above)		
Research	Ongoing	Begin work to add facility for corrections and corrections to articles. <i>Not yet begun.</i>
Members	By end 2015	Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History. <i>Not yet begun.</i>
Image Gallery	By end 2013	Increase number of images on the website, including portraits, images relating to elections etc., through partnership with other institutions (NT, PCF, etc) and individuals; overhaul presentation of images on the site. <i>Ongoing.</i>
Links	By end 2012	Provide links to other resources, e.g., Oxford DNB, TNA, Millbank Hansard, etc. <i>Progress was partly delayed by the departure of our developer (post shared with the IHR) in 2012 and the recruitment of a new one. The work will now be scheduled for 2014.</i>
Redesign	By end 2014	Revise design of whole site based on current concept. <i>Ongoing.</i>
Explore, Parliaments sections	Ongoing	Continue to add new content; complete Parliaments articles. <i>Ongoing.</i>
Educational material	By end 2014	Develop material for educational use and trial with appropriate partners. <i>Ongoing in 2013.</i>
‘About us’	By end 2012	Complete transfer of ‘About us’ material to new website and close histparl.ac.uk website. <i>Completed by end 2012.</i>
Social media	By end 2012	Create strategy for social media involvement including blog in which staff participate on a regular basis. <i>Now two blogs routinely added to, with two twitter accounts and one facebook site. 40 blogs published on the main site from Nov. up to end March; 41 blogs on the Victorian</i>

		<i>Commons site from July to end of March; 1,125 twitter followers for twitter/histparl by end of March.</i>
Academic engagement (See also Research and Publication)		
Initiate series of annual conferences	Conferences outlined for 2013 and 2014	Conferences require funding and collaborators. <i>British Academy will organise and fund conference on Parliaments and minorities in 2014 (joint bid to BA by History of Parliament with the Pears Institute for the Study of Antisemitism); 2013 conference in collaboration with Oxford University History Faculty on 'Writing the History of Parliament in Early Modern England'.</i>
Manage international conference on Magna Carta in 2015	Ongoing: conference planned for June 2015	Conference collaboration with International Commission for the History of Representative and Parliamentary Institutions, and with KCL, RHUL and Parliament. <i>Ongoing.</i>
Continue work with EuParl.net on international projects and events	Ongoing	EuParl coordinator in Netherlands working on EU and Dutch bids. <i>Ongoing</i>
Links with university history departments: internships	End 2013	Create policy on undergraduate / postgraduate internships and initiate discussions with interested university departments. <i>Policy created in 2012; 1 undergraduate intern and 3 school pupils worked with us in the summer of 2012. One volunteer worked with the 1640-60 section.</i>
Links with university history departments: competition	Ongoing	Continue undergraduate dissertation competition. <i>Competition run again in 2012.</i>
Parliamentary engagement		
Continue annual lecture	Ongoing	Lecturers planned for 2012 and 2013. <i>2012 lecture postponed due to travel difficulties, finally delivered 2013.</i>
Continue engagement with parliamentary forums including digitisation group	Ongoing	<i>Ongoing.</i>
Promote further events within Parliament including relating to oral history	Ongoing	<i>Exhibition of photographs held in April / May 2013 in Portcullis House.</i>
Educational engagement (see also under Research and Publication)		
Continue and improve take up of annual competitions, and link to website	Ongoing	Should be linked to plans to develop package of educational materials derived from history of parliament online website. <i>Development of materials now underway.</i>

FUNDING, ACCOMMODATION AND MANAGEMENT

Project	Target by end 2012-15 period	Detail
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	(if not otherwise stated)	
Funding		
Further explore funding options for non-core projects through creation of development programme	Ongoing	Projects include: research and development for website; conferences; revision and consolidation of older articles on the website. <i>Ongoing: collaboration under discussion with one sponsor.</i>
Complete and implement investment review	End 2012	<i>Completed.</i>
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	<i>Some income generated through meetings by UCL.</i>
Work with publishers to secure increased sales of publications	Ongoing	HPT effort required into publicity campaigns for <i>Honour Interest and Power</i> and other publications. <i>Continuing.</i>
Accommodation		
Further explore and agree accommodation options for period after current lease expires at end 2015	End 2013	Discussions continuing with Institute of Historical Research. <i>Ongoing.</i>
Staff		
Review and update History's employment policies	Ongoing	<i>Ongoing.</i>
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	<i>5 staff attended conferences or training events paid for through the training and conference budget during the year.</i>

Appendix 1: Project timelines

HOUSE OF COMMONS, 1422-61 (Phase 1 of the House of Commons, 1422-1504)

	Articles to be written / revised	Articles written /revised up to end of previous year	Articles written / revised this year	Articles remaining
Biographies	2850	2814	25	11
Constituencies	144	114	1	2
Total	2994	2866	26	13
Revisions	2994	134	529	2331

The 13 remaining first draft articles will be completed as part of the work of the current reporting period.

Estimated average production per section of revised articles per 6 months: 328 (1.3 days per article).

Estimate of number of reporting periods required to complete revision process (assumes 4 staff working on revisions): 7 [completion Oct. 2016]

Estimate of time required for completion of Introductory survey and proof process: 15 months

Allowance for editorial time during revision: 3 months

Allowance for press stage: 6 months.

Estimated publication date: October 2018

Comment:

Publication date was originally estimated (in 2003) at October 2016; it has been set back by the freezing of one post in the section. The last Plan in 2010 estimated publication at March 2018. During 2012-13 the Editor and other staff of the section carried out an experiment with revision designed to test our assumptions about the number of revisions that can be accomplished in a reporting period. The figures shown here are informed by the results of that exercise. Some additional time has also been allocated for the completion of the survey as a result of our experience with the 1604-29 and 1820-32 sections.

HOUSE OF COMMONS, 1640-1660

	Articles to be written / revised	Articles written / revised up to end of previous year	Articles written / revised this year	Articles remaining
Biographies	1804	1776	20	8
Constituencies	316	310	5	1
Committees	20	8	7	5
Total	2140	2094	32	14
Revisions	2140	0	15	2125

The 14 remaining first draft articles include a number of very significant Members. Two of them are outsourced; the others will be completed as part of the work of the next two reporting periods.

Estimate of amount of time required to complete remaining articles: 3 months

Estimated average production per section of revised articles per 6 months: 356 (1.53 days per article)

Estimate of number of reporting periods required to complete revision process (assumes 5 staff working on revisions): 6 (3 years) [April 2016]

Estimate of time required for completion of Introductory survey and proof process (assumes 5 staff): 9 months

Allowance for editorial time during revision: 3 months

Allowance for press stage: 6 months.

Estimated publication date: Dec. 2017

Comment:

Publication date was originally estimated (in 2003) at August 2016. During 2012-13 the Editor and other staff of the section have begun to work on revision, testing our assumptions about the number of revisions that can be accomplished in a reporting period. This has concentrated on 379 articles completed in the early days of the project, and has identified serious flaws in them. It has been estimated that these will need, on average, 4 days to revise, with later articles taking a day each. The figures shown here are informed by the results of that exercise. Some additional time has also been allocated for the completion of the survey as a result of our experience with the 1604-29 and 1820-32 sections.

HOUSE OF COMMONS, 1832-68

	Articles to be written	Articles written up to end of previous year	Articles written this year	Articles remaining
Biographies	2589	602	187	1800
Constituencies	401	67	26	308
Total	2990	669	203	2108

Required 6 month target for original timetable (first drafts complete by end 2018) to be met: 126 internally written articles plus 30 external contributions.

Current actual average production of first draft articles per 6 months (recorded over last 6 reporting periods): 91 internally written articles plus 20 external contributions.

Estimated time required to complete first drafts (assumes 5 staff working on revisions): 9.4 years [September 2022]

Estimated time required for revision (assumes 5 staff, with 1 day per revision): 1.5 years [Mar. 2024]

Estimate of time required for completion of Introductory survey and proof process (assumes 5 staff): 12 months [Mar. 2025]

Estimated time required for additional publications: 6 months

Allowance for editorial time during revision: 3 months

Allowance for press stage: 6 months.

Estimated date for completion of first drafts: August 2022

Estimated publication date: June 2026

Comment:

A review has been carried out of progress in the section, and the target given in the original timetable (first drafts complete by end of 2018), which required 156 articles to be completed every six months, has proved unrealistic. There are a number of reasons for this:

- Although lower than initially planned (72% of original plan), productivity of permanent staff is high – output is higher than any other section of the History, despite the much greater amount of resources available, and is close to double that achieved by the 1820-32 section. Ambitions for and standards of research and writing have grown since 2009, and it is clear that the original scheme for writing would not produce the richness and value of the articles that are emerging from the section.
- A key element of the original plan was to elicit contributions from external authors. Despite considerable investment of time made in soliciting these, articles written by external contributors have been only 57% of target. There is a large backlog of articles which have been commissioned but not yet delivered.
- New online resources have become available which have been impossible to ignore. These have included new releases of local newspapers, improved versions of *Hansard* online and new collections of pamphlets and c19th books. They have made it possible to do non-archival research of much greater depth and quality, but have required additional time to survey properly.

It should also be noted that all articles for this section are being published online when completed, so the public availability of these articles is not determined by print publication. At present the online publication is password-protected, but it is planned to change this to a registration system.

HOUSE OF LORDS, 1660-1715 (Phase 1 of the House of Lords, 1660-1832)

	Articles to be written / revised	Articles written / revised up to end of previous year	Articles written / revised this year	Articles remaining
Biographies	698	685	6	7
Revision	698	215	357	126
Institutional History chapters (volume 1)	15 (plus 7 appendices)	1	9 (plus 7 appendices)	5

Assuming 5 staff, the 7 remaining first draft articles and 120 revisions should be completed within the current reporting period. [October 2013]

Estimate of time required for completion of Introductory survey (assumes 5 staff working on survey): 6 months

Allowance for editorial time during revision: 3 months

Allowance for press and publication stages: 9 months

Estimated publication date for biographies: March 2015

Estimated publication date for Institutional History: December 2016

Comment:

The publication date was originally estimated (in 2003) at September 2010. It has been set back by the decision to concentrate on a short publication on the House of Lords, to incorporate an Institutional History of the House within the project, and by a long staff vacancy and staff illnesses. The Institutional History (which covers the whole period, 1660-1832) is planned to appear in two volumes. The second volume will appear towards the end of the whole project (i.e., within the third phase of the project covering 1790-1832).

HOUSE OF LORDS, 1603-60 (Phase 1)

	Articles to be written	Articles written up to end of previous year	Articles written this year	Articles remaining
1st phase biographies	299	67	33	199
2nd phase biographies	225	0	0	225

Phase 1 of the project will write biographies for all of those who sat in the House of Lords between the accession of James I and the opening of Short Parliament (including 'half-biographies' for all of the 66 peers and bishops who continued to sit after that date). Phase 2 will write biographies for those who sat in the House between the opening of the Short Parliament and the abolition of the House of Lords in 1649. It is planned that Phase 1 will be completed by the team responsible for the *House of Commons, 1604-29* volumes; Phase 2 will be completed by the team currently working on the House of Commons, 1640-60.

Estimated time required to complete first drafts (assumes 4 staff working on revisions): 3.5 years [October 2016]

Estimated time required for revision (assumes 4 staff, with 2 days per revision): 8 months [May 2017]

Additional time required for work on 1624 diaries project (assumes 4 staff): 3 months [August 2017]

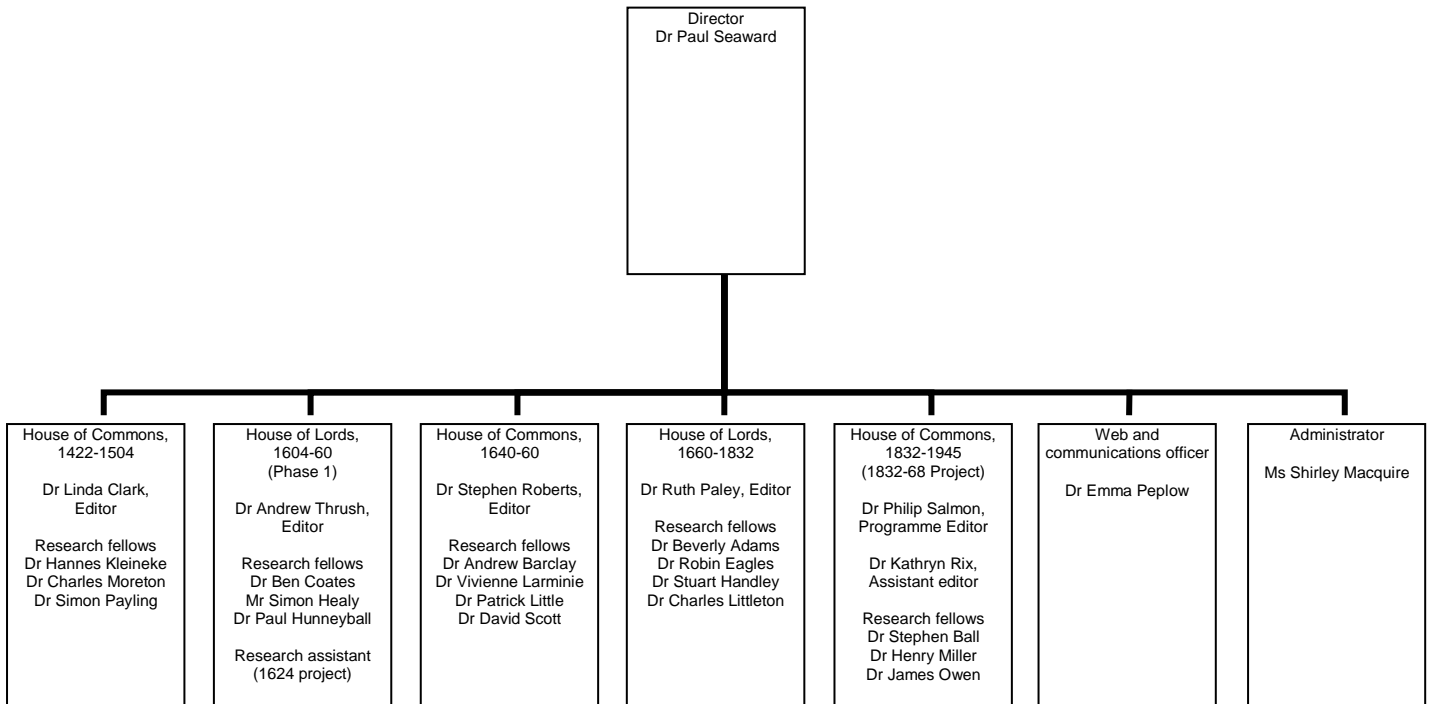
Comment:

The original plan for completion of first drafts by the end of April 2015, with revisions completed by the end of June 2016, was on the basis that the section would be 5 strong; however, the section lost a member of staff at the beginning of the project, thereby considerably extending the project's deadlines. A small amount of time has been used work on and managing the 1624 diaries project.

This section will only be complete following work by the current 1640-60 section, who will not become available until after the completion of that section's revisions. This is planned for around April 2016, though not all staff will begin working on the project immediately. Currently phase two is expected to consist of a drafting stage, lasting 27 months (April 2016 until the end of June 2018); a revision stage lasting 10 months (to the end of April 2019); and a press stage (to the end of September 2019).

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

	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"> Recent review (2011) involved Trustees and Board, signed off by both bodies 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"> Maintain 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 to IHR 	<ul style="list-style-type: none"> Conventions guide promulgated Website now managed by IHR Documentation on website complete 	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 degrades over time through lack of maintenance Failure to update / add to content means site attracts fewer visitors 	Director/ IHR	H	M	<ul style="list-style-type: none"> Maintenance now based at IHR Planned appointment of content manager Programme of continuous improvement funded through reserve 	<ul style="list-style-type: none"> Current developer 2/3 funded by HPT Web and communications officer appointed September 2012 	M
2c	Print publication	<ul style="list-style-type: none"> Print pages can't be generated through Content Management System Lack of capacity for copy-editing and proof-reading 	Director/ IHR	H	H	<ul style="list-style-type: none"> CMS worked previously: begin planning / redeveloping export to XML and import to InDesign within 2012 Close liaison with publishers Careful planning of copy-editing and proof-reading process 	<ul style="list-style-type: none"> Cambridge University Press appointed as publishers for House of Lords 1660-1715 External copy-editors contracted 	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/ Administrator	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 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; revision of handbook in progress Consultation with trade union staff representatives Annual appraisal system 	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 H of P compliance, including risk assessment and remedial action where necessary, including training Health and Safety policy 	<ul style="list-style-type: none"> Health and Safety policy in place 	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 • Illness • 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 • Manage sickness absence and maintain sickness register • 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 • Sickness policy needs review 	L
3d	Premises and property management	<ul style="list-style-type: none"> • Poor/costly service providers 	Administrator	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 	<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
			Trustees					
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 	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 • Insufficient funds in account because of delay in withdrawing money from deposit 	Director	M	M	<ul style="list-style-type: none"> • Monthly management accounts monitored by Director, Secretary, Treasurer • Review management accounts at end of each month to ensure sufficient funds • 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 Loss etc of corporate credit card 	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"> Occasional overview by HoC Internal Review Service of HoP self-assessment [last review conducted 2009] Financial Control procedures reviewed and revised in 2006; updated for addition of corporate credit card in 2011 Financial Memorandum regularly updated. 	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