



THE HISTORY OF PARLIAMENT

Plan 2017

July 2017

Introduction

The History of Parliament's annual Plan consists of:

1. The Aims of the History;
2. An outline of the History's Objectives over the next planning period;
3. A Report against the Objectives outlined in the 2015 Plan;
4. Information on the progress and anticipated completion dates of each of the History's current projects; and
5. The History's risk management register

1. Aims

RESEARCH

- A. 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 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.
 - 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 role is to provide:
 - biographical details of everyone elected to the House of Commons or who was entitled to sit 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.
- B. The History will also seek to work collaboratively and innovatively to develop new ways of researching and presenting the history of Parliament.**
- The History is already using oral history and developing online databases to create new ways of exploring parliamentary history, as well as encouraging innovation in the use of digital approaches. It will continue to seek to exploit different methods and tools in addition to its present biographical and prosopographical focus.
 - The History will seek partnerships with other academic and non-academic bodies in order to extend the range and impact of its research.
- C. 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 main biographical and constituency articles in the History of Parliament series:
 - cover every constituency and every Member of the House of Commons whose identity can be traced, and every person entitled to sit in the House of Lords;
 - 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.

DISSEMINATION

The History is a hub for work on political and parliamentary history, a key source for historians of all kinds: professional and amateur historians, historians of politics at all levels, historians of society, culture and literature.

- The History aims to make its website into the main source for over 750 years of the history of Parliament and politics in England, Britain and the UK.
- The History promotes understanding and engagement with Britain's parliamentary and political history through its publications and website, and aims to develop these further.
- The History aims to promote the expertise of its individual staff, and its collective expertise on the history of Parliament and its leadership in the field of the history of British politics and political institutions; in particular, it will continue to support Parliament, the media and others by offering expertise where required.

OUTREACH

The History aims to encourage interest in and engagement with its own research, and with the history of Parliament in Britain and beyond, both in an academic and in a wider context

- The History will use the website and social media to increase the impact of its research.
- The History has a close relationship with Parliament, and is an essential source for those within Parliament who are particularly concerned with using Parliament's past to engage with the public. The History will seek opportunities to work closely with Parliament on further engagement activities.
- The History will work to increase the effectiveness of its own engagement and impact activities specifically in order to encourage interest in its published and current work.

ADMINISTRATION

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.

2. The History of Parliament Plan 2017-20: Context and Strategy

Current position and funding

1. The published History now consists of 22,135 biographies and 2,831 constituency surveys in eleven sets of volumes (46 volumes in all). They deal with the House of Commons 1386-1421, 1509-1558, 1558-1603, 1604-29, 1660-1690, 1690-1715, 1715-1754, 1754-1790, 1790-1820 and 1820-32, and the House of Lords 1660-1715. All of the volumes except the last to be published (*The House of Lords, 1660-1715*) are now available on the History's website, www.historyofparliamentonline.org. The website is currently receiving around 2,000 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. A project on the House of Lords 1603-29 is working on the production of 286 articles. A team is currently beginning work on the House of Lords in the period 1715-90, and is seeking to develop a new model for working on the Lords after 1715.
2. In common with many public bodies, the History has seen a significant decline in funding, while accommodation costs have also increased and investment and publication income has declined. Savings have been made by not replacing staff, and accommodation costs have been controlled through letting the top floor of 18 Bloomsbury Square. The History has been reducing reserves in order to maintain progress on other projects. The History's financial settlement from the House of Commons and the House of Lords included a small, 1.5%, inflationary increase. However, it is clear that the current situation is not in the long term sustainable, and it is recognised that significant reductions in staffing and projects will need to be made as projects are completed over the next few 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 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. This plan and its predecessors is fundamentally based on that strategy.
4. High quality scholarship into all periods from the thirteenth century to the twentieth century is the central concern and purpose of the History. The History is also, however, broadening its work to take it 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 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 aims 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 when the History's Grant-in-aid has been reduced and is now broadly static. Although the History's Reserve has enabled some of it to happen, 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 programmes:
 - **Research programme:** the continuation and completion of existing projects and the further development of research into the history of parliament.
 - **Dissemination programme:** the presentation, interpretation and promotion of our research, both online and in print, to both established and new audiences.
 - **Outreach programme:** 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.
 - **Administration:** the provision of effective support for the History's research and its researchers.

Further development of the History's strategy

7. At the end of 2016 the House of Lords Commission and House of Commons Commission jointly announced that there would be a Review of the History of Parliament Trust as a joint exercise. The review is expected to occupy the summer/autumn of 2017. The History will need to work closely with the Review, and to respond to its conclusions, and to any consequential decisions by both Commissions following the completion of the review. A number of decisions on future projects and staffing will need to await the outcome of the Review. Once the Review and any follow-up is completed, the History will begin the process of reconsidering and revising its strategy for the period after 2021.
8. In the meantime, The History is already considering and developing several new approaches to its work. One of these is the development of a series of bids to the Heritage Lottery Fund, to explore alternative funding models and engagement with volunteers, particularly to expand its oral history work. A bid for funding under their 'resilience scheme' is currently under consideration by the HLF. This would allow us to further investigate the contribution that might be made by volunteers; fundraising opportunities; and additional engagement activities.
9. The award to the Director, Dr Paul Seaward, of one of the four British Academy/Wolfson Foundation research professorships awarded in 2017, is seen by the Trustees and Editorial Board as an opportunity to develop the History's remit and activities beyond the current model, as well as to attract greater parliamentary and academic collaboration and public attention, and as a mark of recognition for the History. The project, a study of Parliament as an institution over five hundred years, is designed to result in a series of publications which will offer new ways of thinking about the History of Parliament, and fully to exploit and draw attention to the History's existing work.

3. The History of Parliament Plan: Objectives 2017-20

RESEARCH PROGRAMME

Project	Target by end 2017-20 period (if not otherwise stated)	Detail
Core (Grant-in-Aid funded) Projects		
<i>The History of Parliament: The House of Lords 1715-90</i>	Project underway using new approach currently under development	See appendix.
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publication	Project is being done on a contract basis by former editor on a chapter by chapter basis.
<i>The History of Parliament: The House of Commons 1422-61</i>	Publication	See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Publication	See appendix
<i>The History of Parliament: the House of Lords 1604-1629</i>	Publication	See appendix
<i>The History of Parliament: the House of Commons 1832-68</i>	First drafts ongoing	See appendix
<i>The History of Parliament: the House of Lords 1640-60</i>	First drafts ongoing	See appendix
[Other project]	Early 2018	Successor to House of Lords 1604-29, if any, to be determined
Other (Non-Grant-in-Aid funded) projects		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, part-financed by Leverhulme Trust)	Complete research and prepare for publication in 2018/19	Editorial work on the text is now complete, and the final elements of the text will be uploaded to British History Online in the summer of 2017. Notes and appendices and other material to be completed by House of Lords 1604-29 (Phase 1) staff on completion of that project in late 2017 / early 2019. A decision on whether to publish in print, and finance for the print edition, would need to be taken at around that time.
Oral History (Members)	Ongoing	Target to achieve at least 30 interviews a year, and expand current programme of accompanying photographs.
Development projects and collaborations		
Oral History (Constituencies)	Dependent on project funding	There is a current funding bid to support this activity to HM Treasury, as part of the overall bid managed by Royal Holloway, University of London, to the fund set up to mark the

		anniversary of the 1918 Representation of the People Act. The outcome should be known during the summer or early autumn.
Digitisation	Ongoing	The History aims to increase the amount of parliamentary sources available on the internet in order ultimately to link elements of parliamentary record, and making the History's website a central resource for accessing the record. We will continue to seek funding opportunities to carry this forward.
University Collaborations	Ongoing	Three possible bids are under discussion, in partnership with various bodies (Newcastle University; Warwick University; German Historical Institute). Aim for one of these to be submitted by the end of 2017-18.
British Academy/Wolfson	2018-20	Director's three year project for thematic history of Parliament: substantial elements of the project, including at least one volume, to be complete by end 2020.

DISSEMINATION PROGRAMME

Project	Target by end 2017-20 period (if not otherwise stated)	Detail
Core project publication		
Print publication	By mid-2018	Agree publication contracts for publications for 2018-21 (Commons 1422-61, 1640-60, Lords 1604-29, House of Lords institutional history)
Database	By Sept. 2017	Complete preparation of database to receive text for Commons 1422-61 and 1640-60 and Lords 1604-29, in partnership with IHR
Publicity for projects	Ongoing	Seek further publicity for House of Lords 1660-1715 publication (2016), and other backlist; prepare advance publicity for House of Commons 1422-61 and 1640-60 and House of Lords 1604-29.
Other projects (Non-Grant-in-Aid funded)		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, financed by Leverhulme Trust)	Full text only publication online with British History Online complete by October 2017; publish in print in 2018/19	Seek funding to support print publication; Agree publication contract by mid 2018
Website		
'Voting explorer'	Ongoing as funds	Improve operation of vote explorer and fully

	permit	integrate into 1832-68 project website.
Research	Ongoing as funds permit	Add facility for corrections and corrections to articles (this now included in HLF bid rework of website).
Members	Ongoing as funds permit	Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History (this now included in HLF bid rework of website).
Image Gallery	Ongoing as funds and time permits	Seek volunteer help to 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 (part included in HLF bid rework of website)
Links	Ongoing as time permits	Provide links to other resources, e.g., Oxford DNB, TNA, Millbank Hansard, etc.; use work by wikidata to enable identification of individuals where there is more than one biography.
Redesign	Ongoing as funds and time permits	Revise design of whole site based on current concept (this now included in HLF bid rework of website)

OUTREACH PROGRAMME

Project	Target by end 2017-20 period (if not otherwise stated)	Detail
Website (see also under Dissemination above)		
Explore, Parliaments sections	Ongoing as time permits	Continue to add new content; complete Parliaments articles
Social media	Ongoing	Maintain and further develop social media engagement, year on year increases in number of visitors to blogs, website and twitter followers.
Academic and public engagement (See also Research above)		
Initiate series of annual conferences	Conferences in Sept. 2017 and in 2018	Work with Univ. of Durham and People's History Museum on conference for 2017; plan conference for 2018 on women and Parliament with Vote 100 project and University of Westminster. Conferences for 2019 and 2020 to be arranged.
Continue work with EuParl.net on international projects and events	Ongoing	EuParl site now hosted by HPT; possible participation on women and parliament conference.
Volunteers/internship	Ongoing	Using volunteers for aspects of HPT work a theme of current HLF funding bid. Revisit policy on undergraduate / postgraduate

		internships and continue contacts with interested university departments
Competition	Ongoing	Continue undergraduate dissertation competition
Parliamentary engagement		
Continue annual lecture	Ongoing	Plan lectures for each year
Continue engagement with existing parliamentary forums	Ongoing	Engagement with Vote 100 project for 2018 exhibition, including St James's House sponsored book for the exhibition.
Create new forms of engagement with Parliament		Promote a series of events within Parliament focused on anniversaries etc; use Director's British Academy/Wolfson Foundation Professorship to enhance and increase involvement within Parliament
Educational engagement (see also under Research and Publication)		
Review educational engagement	Ongoing	Review of educational engagement included within HLF bid

ADMINISTRATION

Project	Target by end 2014-17 period (if not otherwise stated)	Detail
Review		
Work with reviewer appointed by two Houses of Parliament and handle outcome	Review expected to report by end 2017	Assist and support reviewer and discuss findings with parliamentary authorities.
Funding		
Further explore funding options for non-core projects through creation of development programme	Ongoing	Work on fundraising options included in HLF resilience funding bid.
St James's House collaboration	Mid-2018	Complete work involved in collaboration on book to be published mid-2018 in connection with Representation of the People Act anniversary
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	
Work with publishers to secure increased sales of publications	Ongoing	Seek further publicity for House of Lords 1660-1715 publication (2016), and other backlist; prepare advance publicity for House of Commons 1422-61 and 1640-60 and House of Lords 1604-29.
Accommodation		
Manage lease and sub-lease; plan for post-2020 move	Ongoing	Progressively reduce holdings of books, archive, etc.
Staff		
Management of Director's absence	End 2020	Create new administrative structure to ensure the

over 2018-20		opportunity is taken to develop new staff and build capacity in the History.
Review and update History's employment policies and handbook	End 2017	
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	

4. The History of Parliament Plan: Performance report 2016-17

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 2016 to March 2017.

RESEARCH PROGRAMME

Project	Target by end 2016-19 period (if not otherwise stated)	Progress
Core (Grant-in-Aid funded) Projects		
<i>The History of Parliament: The House of Lords 1715-90</i>	A decision will be made by the end of 2016-17 on whether there is sufficient funding to proceed with this project. In the meantime preparatory work is being undertaken, which will be publishable online in the event of a decision not to proceed. Should a decision be taken to go ahead, a project plan will be developed in the last quarter of 2016-17.	It has been decided to proceed with the project at present pending the completion of the Review announced by both Houses of Parliament in December 2016. Work is proceeding on the basis of a scheme developed in the last quarter of 2016-17 and presented to the Editorial Board in April 2017.
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Complete by mid 2017	This work is being done on a contract basis by the former editor, Dr Ruth Paley. No chapters delivered in 2016-17
<i>The History of Parliament: The House of Commons 1422-61</i>	Publication	See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Publication	See appendix
<i>The History of Parliament: the House of Lords 1604-1629</i>	Publication	See appendix
<i>The History of Parliament: the House of Commons 1832-68</i>	First drafts ongoing	See appendix
<i>The History of Parliament: the House of Lords 1640-60</i>	First drafts ongoing	See appendix
Other (Non-Grant-in-Aid funded) projects		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, part-financed by Leverhulme Trust)	Complete research and prepare for publication in 2018/19. Editorial work complete on the text in summer 2016; notes and appendices to be completed and other material to be completed by House of Lords 1604-29 (Phase 1) staff on completion of that project.	The last elements of the text were completed on a contract basis by the former project researcher, Philip Baker. The other work remains to be completed as stated.
Oral History (Members)	Ongoing. Seek further sponsorship. Consider	X interviews have been completed. The project is one of our key targets

	discussions with universities for partnership in certain areas of the country.	for seeking sponsorship. Partnership discussions have taken place primarily in relation to the constituencies and our HLF project (see below)
Oral History (Constituencies)	Project to begin late 2017 and run to 2018/18: Complete discussions with partners for national HLF project; bid to HLF in June 2016 for project to begin late 2017	A bid to the HLF was presented in June, but was not successful. We are currently instead pursuing a bid under the HLF's resilience fund scheme.
Collaborations		
Digitisation	Ongoing: 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	No new funding opportunities were identified in 2016-17
AHRC funded Collaborative Doctoral Awards	Attract 2 or more projects over the period: Bid for each annual round (November) with appropriate partners.	Collaborative doctoral award scheme has now changed which has made this more difficult to achieve. Attention has shifted to alternative schemes (see below)
Other projects	Ongoing: Work with partners on developing other joint bids to academic and other funders.	There have been discussions with the German Historical Institute, the University of Newcastle and the University of Warwick on potential joint projects. Work on the bid with Newcastle covering aspects of eighteenth century electoral culture is continuing; a bid was entered to the Leverhulme Trust on Parliament and news culture in the early eighteenth century, part of a potential collaboration with the German Historical Institute.

DISSEMINATION PROGRAMME

Project	Target by end 2016-19 period (if not otherwise stated)	Detail
Core project publication		
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publish by Dec. 2017 Publication planned in one volume. See appendix.	This is now being undertaken on a contract basis for the former editor, and is not yet prepared for publication (see above)

Copy editing / proof reading	By beginning 2017 Appoint part time copy-editor to work on 1640-60 project	It has been decided to postpone the appointment of a copy-editor for financial reasons.
Print publication	By mid-2018 Agree publication contracts for publications for 2018 and after (Commons 1422-61, 1640-60, Lords 1603-60)	No work required on this in 2016-17
New sections	By Sept. 2016 Provide new website sections for projects near completion to hold revised articles, and drive print publication	New websites for 1422-61 and 1640-60 biographical articles were completed in early 2017. Constituency article forms still under development.
Other projects (Non-Grant-in-Aid funded)		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, financed by Leverhulme Trust)	Full text only publication online by October 2016; publish in print in 2018/19; Seek funding to support print publication; Agree publication contract by end 2017	Progress on completion of text delayed by other commitments of contracted editor; all text complete by May 2017, to be uploaded to British History Online during the summer.
Website		
‘Voting explorer’	By end 2016 complete and integrate into website database of MP activity in C19th and C20th using HPT digitised division lists.	Voting explorer operational within 1832-68 website; further work needed on presentation and some data issues.
Research	By end 2017, begin work to add facility for corrections and corrections to articles (this now included in HLF bid rework of website).	HLF bid not successful. Project requires funding
Members	By end 2017 Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History (this now included in HLF bid rework of website).	HLF bid not successful. Project requires funding.
Image Gallery	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 (part included in HLF bid rework of website)	HLF bid not successful. Project requires funding.
Links	By end 2016 Provide links to other resources, e.g., Oxford	Part dependent on work underway by wikidata on creating single list of

	DNB, TNA, Millbank Hansard, etc.	MP articles. Will wait for this to be complete before commissioning further development.
Redesign	By end 2018 Revise design of whole site based on current concept (this now included in HLF bid rework of website)	HLF bid not successful. Project requires funding.

OUTREACH PROGRAMME

Project	Target by end 2016-19 period (if not otherwise stated)	Detail
Website (see also under Dissemination above)		
Explore, Parliaments sections	Continue to add new content; complete Parliaments articles	No new content added in these sections in 2016-17
Social media	Maintain and further develop social media engagement	Twitter followers increased by c. 1000 in 2016-17; blog views increased by c. 1000 a month.
Academic engagement (See also Research above)		
Initiate series of annual conferences	Conferences in Sept. 2017 and in 2018 Work with Univ. of Durham on conference for 2017; plan conference for 2018 on women and Parliament Conferences require funding and collaborators	Planning of these conferences ongoing
Continue work with EuParl.net on international projects and events	Ongoing. EuParl site now hosted by HPT; EuParl coordinator will work on EU bid from Jan. 2017	Ongoing.
Links with university history departments: internships	Revisit policy on undergraduate / postgraduate internships and continue contacts with interested university departments	Ongoing
Links with university history departments: competition	Continue undergraduate dissertation competition	Ongoing. Joint winners awarded in 2016
Parliamentary engagement		
Continue annual lecture	Plan lecture for 2017	Ongoing
Continue engagement with parliamentary forums	Engagement with Vote 100 project for 2018 exhibition	Continues. Text for St James's House Vote 100 book commissioned.
Educational engagement (see also under Research and Publication)		
Continue and improve take up of	Integrate more with	Decision taken to suspend KS3

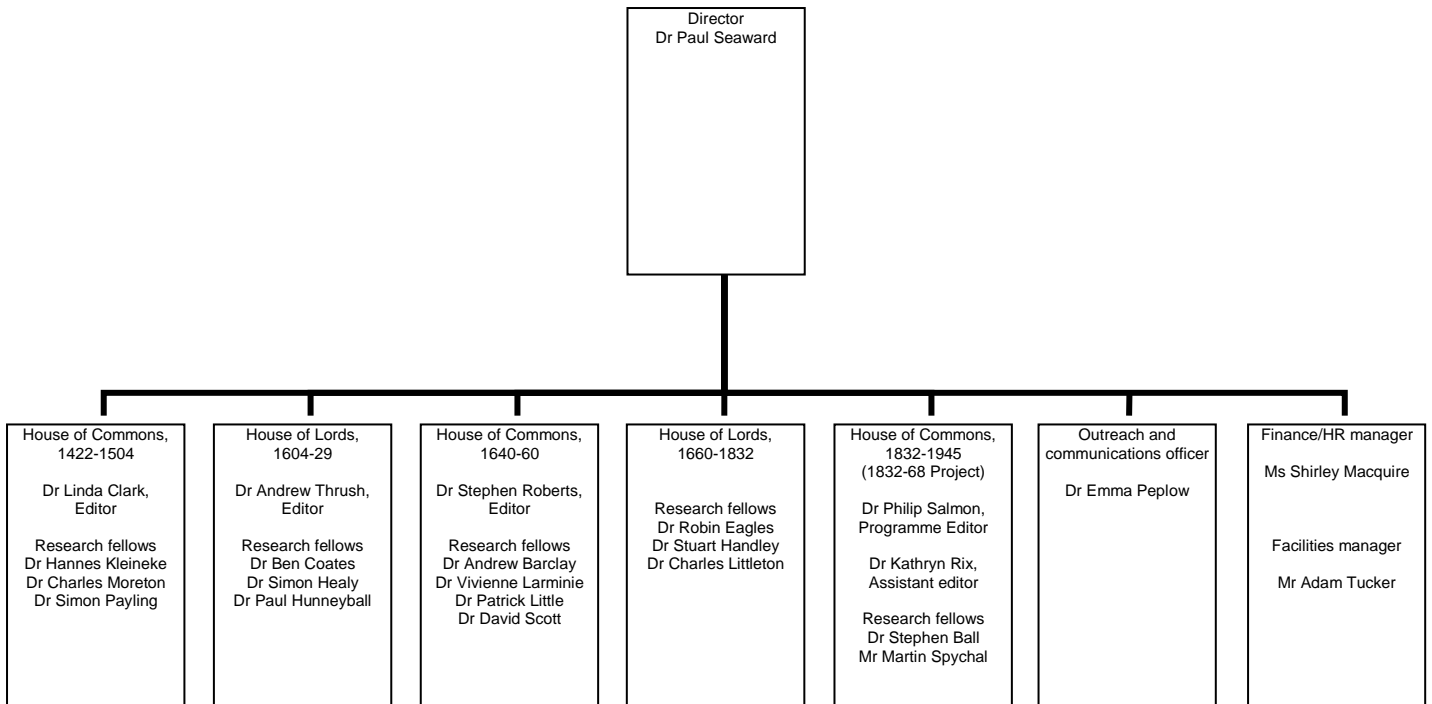
annual competitions, and link to website	educational material on website and promote these materials. Further develop if possible.	competition for 2017-18 and review, seeking advice from HA etc. Now integrated into planned HLF project
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ADMINISTRATION

Project	Target by end 2014-17 period (if not otherwise stated)	Detail
Funding		
Further explore funding options for non-core projects through creation of development programme	Projects include: research and development for website; conferences; revision and consolidation of older articles on the website. Take forward work with Trustees' panel on fundraising.	Ongoing. Commissioned consultancy report in early 2017, its findings incorporated into bid to Heritage Lottery Fund 2017 as basis for further planned work.
Second St James's House collaboration	Agree with St James's House a collaboration on book marking 2018 anniversary, involving substantial sponsorship	Contract signed December 2016, sponsorship began same date. Articles for book commissioned.
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	Small amount of income secured through hire mainly by sub-tenants.
Work with publishers to secure increased sales of publications	HPT effort required into publicity campaigns for <i>Honour Interest and Power</i> and other publications: campaign planned alongside publication of House of Lords 1660-1715	Ongoing. During the year a move of our backlist agent's stock to a new distributor necessitated a review and reduction of our stock holdings. This was completed in June, lowering our stock costs.
Accommodation		
Manage lease and sub-lease; plan for post-2020 move	Ongoing. Progressively reduce holdings of books, archive, etc.	Ongoing. Some archive material digitised and some duplicated material destroyed.
Staff		
Ensure adequate administrative provision	Develop new administrative structure by end 2016-17	Administrator went part-time and became finance manager; new facilities manager appointed in August.
Review and update History's employment policies	End 2016	Revision of handbook in progress, but remains to be completed.
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	

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	Pr ob ab ilit y	Im pa ct	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 Outreach and communications officer to manage new content Programme of continuous improvement funded through reserve 	<ul style="list-style-type: none"> Current developer 2/3 funded by HPT Web and communications officer in place 	L
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 now used 3 times to generate proofs successfully Close liaison with publishers Careful planning of copy-editing and proof-reading process 	<ul style="list-style-type: none"> Current IHR website manager moving on shortly: HPT having input to appointment of his replacement. Copy-editor appointment has been planned but has not been taken forward for financial reasons. To be further considered. 	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/ Finance and HR manager	M	M	<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 Consultation with trade union staff representatives Annual appraisal system recently reviewed 	L
3b	Health and Safety	<ul style="list-style-type: none"> Failure to comply with legislation Injury 	Director/Facilities manager	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; compliance issues reviewed and addressed by Facilities manager in 2016-17 	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 • Policies under review in revision of staff handbook. 	L
3d	Premises and property management	<ul style="list-style-type: none"> • Poor/costly service providers 	Facilities manager	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
3e	Disaster	<ul style="list-style-type: none"> • Destruction /damage to property, equipment, records 	Facilities manager	L	H	<ul style="list-style-type: none"> • Insurance cover • Disaster recovery plan for alternative accommodation 	<ul style="list-style-type: none"> • See also IT / records below 	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 • Progressive reduction in Grant-in-Aid means this no longer available as a cushion 	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 • Quarterly reports on expenditure, income and budget to members of Finance Committee • 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"> • Transfer of funds to bank account for more rapid access 	L
4c	Payroll	<ul style="list-style-type: none"> • Payroll provider's systems fail 	Finance / HR manager	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 	Finance/HR manager	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 last reviewed 2011 • Financial Memorandum last reviewed 2014 	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

PROJECT STATUS, 2017/18 TO 2022/23

	2017-18				2018-19				2019-20				2020-21				2021-22				2022-23			
quarters	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
C1422/ L1461	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black
C1640/ L1640	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black
C1832	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black
L1604	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	?successor project?											
L1715	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black	Black

Black: first drafts
Heavily shaded: revision
Lightly shaded: survey and proofs/press

THE HOUSE OF COMMONS, 1422-61

Current staff (4)

Linda Clark (editor); Hannes Kleineke, Charles Moreton, Simon Payling (senior research fellows)

Timeline for completion

The project began in 1993. At April 2017 first drafts of all 2,988 articles had been completed. All biographies had been revised; 26 out of 144 constituency articles remained to be revised. The survey remained to be written.

Publication would be scheduled for the first quarter of 2019-20, i.e. April-June 2019

	2017-18				2018-19				2019-20				2020-21			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
revisions	Constituency	Survey	Survey	Survey	Survey/Proofs	Survey/Proofs	Survey/Press	Press	Press/publish							

Successor project

The project was initially conceived as covering 1422 to 1504: a decision was taken to split it at 1461 in 2010. It is expected that the project staff will continue to work on the second phase on completion of 1422-61. There are 1440 articles (1292 biographies/148 constituencies) in this period, of which 46 have already been done, leaving 1394 to be completed.

The House of Commons 1422-61 project has achieved, over the course of its life, an average output per person of around 34 articles a year, without making any allowances for disruption caused by illness, etc. It is assumed that this rate should be possible to maintain. In which case:

- With four people, all biographies could be completed within 10.25 years.
- With three people, all biographies could be completed within 13.6 years.

THE HOUSE OF COMMONS, 1640-60

Current staff (5)

Stephen Roberts (editor); Andrew Barclay, Vivienne Larminie, Patrick Little, David Scott (senior research fellows)

Timeline for completion

The project began in 1983. At April 2017 all first drafts of the 2119 articles had been completed, and the revision process was about two thirds of the way through. 1321 articles remained to be revised. At a rate of 600 a year, the revision process would be complete by the end of the first quarter of 2019-20. Publication would be scheduled for the fourth quarter of 2020-21, i.e., January-March 2021

2017-18				2018-19				2019-20				2020-21			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Revision	Revision	Revision	Revision	Revision	Revision	Revision	Revision	Revision	Survey	Survey	Survey/Proofs	Survey/Proofs	Survey/Press	Press	Press/Publish

Successor project

It is anticipated that the project staff would continue to work on The House of Lords, 1640-60 on completion of this project.

THE HOUSE OF COMMONS, 1832-68

Current staff (4)

Philip Salmon (editor); Kathryn Rix (assistant editor); Stephen Ball, Martin Spychal (research fellows)

Progress and timeline

The project began in 2009. It is working on 2,589 biographies and 401 constituency articles, 2,990 articles in total. At April 2017 there remained first drafts of 1,134 biographies and 227 constituency articles to be written, a total of 1,361. The project is therefore well over the half way mark.

Currently, the project has 4 members of staff, against the 5 originally planned. This has meant that progress has been somewhat slower than intended. Around a third of the articles are being written

by external contributors. The project is completing an average of 178 articles a year, which would mean completion of all first drafts in about 7.6 years (2024/5). All articles are made available via the project's website, which may be accessed free on application to the project staff.

THE HOUSE OF LORDS, 1604-29

Current staff (4)

Andrew Thrush (editor); Ben Coates, Simon Healy, Paul Hunneyball (senior research fellows)

Timeline for completion

The project began in 2010. At the end of March 2017 first drafts of all but 6 of the 286 articles had been completed, and 24 had already been revised. It is expected that all articles will be revised by the end of the calendar year.

Publication should take place in the summer of 2019

2017-18				2018-19				2019-20				2020-21			
1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Revision	Revision	Revision/ Survey/1624	Survey/1624	Survey/Proofs	Survey/Proofs	Survey	Press	Press/Publish							

Successor project

There is no direct successor project. The possibility of a project on the Elizabethan House of Lords is currently under discussion.

THE HOUSE OF LORDS, 1715-90 (Phase two of the House of Lords 1660-1832)

Current staff (3)

Robin Eagles, Stuart Handley, Charles Littleton (Senior Research Fellows). No editor has as yet been appointed for this project.

Timeline for completion

This project began work after completion of Phase one in 2016: however, it has been understood that its continuation will depend on funding, and will now depend on the outcome of the current Review and on the response to it by the House of Lords in particular. If it is kept on it is unlikely that it will be possible to provide more staff than at present. It may, as a result, be impractical as well as undesirable to expect it to produce biographies on the same scale and model as was done for its predecessor project, 1660-1715.

This project is currently working therefore on developing a different approach to its task, involving more summary biographies and complementary work on the proceedings and politics of the House of Lords. However, confirmation that it will go ahead is partly dependent on the outcome of the current Review of the History of Parliament. Detailed plans will be created over the next year, as firmer decisions are taken on the long-term future of the project. We expect to map out the approach and to test it with a suite of results from part of the period covered, by the end of the 2017-18 financial year.

ROADMAP 2018 TO 2020

2017	
May-July onwards	Electronic capture of all text for Commons 1422-61 project
May-June	Work on 'Vote 100' book in conjunction with parliamentary archives, for completion by June
?June-November?	Review process
May/June onwards	Process of annual plan to include consideration of future for staff of three projects coming to completion, and the House of Lords project covering 1715-90 just starting. Consideration by Trustees of plan in July should give indication of projects over the next five years. May include indication of likely trajectory of projects over 2018-19, including redundancies/new posts
June/July/August	Work with St James's House on production of Vote 100 book
June/July?	Input into IHR work on securing new Manager for IHR digital operations (this is a critical post, though not directly under our control, for our website; current manager likely to leave June/July)
September onwards?	HLF Resilience Fund Grant: if our bid to the HLF is successful, implementation of the project (work with consultants on reviewing/consulting the website audience; investigating potential for using volunteers for our projects; working with consultants on developing plans for fundraising). To last for 9 months (though start may be delayed). Project manager currently expected to be Communications and Outreach officer. (Bid provides funding for backfilling this post temporarily)
September onwards?	Tender for House of Lords 1604-29 and House of Commons 1422-61 publication. Decision on tenders to be made by c. January 2018
November /December	Review is reported? Decision on funding of H of P for 2018-19? Discussion by House of Commons and House of Lords commission of review?
November / December	Completion of revision process, followed by electronic capture of all text for Lords 1604-29 project
December onwards	Beginning of work on 1624 Diaries project for some staff working on 1604-29 project (further scoping needs to be done earlier than this on the scale of the work required); editor to work on survey, with assistance from other staff where required.
2018	
January	Beginning of Wolfson professorship
January	Review implementation? Decisions to be taken on what is required to carry findings forward.
January	If 'Vote 100' bid is successful, project will begin. Involves coordination for three contributory locally-based projects. Bid provides funding for project manager; but oversight provided by Communications and Outreach officer
End March	Possible redundancy(ies) in 1604-29 project take effect. Planning process to start for 2019-20 funding round (this time with outcome of the review in mind)
April- June	Consideration of future of 1422-1504 section. Assumption is that those who have been working on 1422-61 project will continue to work on 1461-1504. If different decision (i.e. to close down project altogether), decisions will need to be made.
April-June	HLF-funded resilience project: final stages and end. End report, and decisions on next steps: further project for HLF funding? Push for more fundraising? If so,

	what projects.
April-June (and before that too)	Planning for Vote 100 / St James's House book. St James's House event in June.
April-September	Completion of 1624 diaries project, and work on proofreading text of 1604-29 project. Possibly further redundancy(ies) from the 1604-29 section, depending on decision
May/June onwards	Annual plan process.
September	?Completion of survey for 1422-61 project; probable that current editor will retire at this point. Typesetting needs to be procured for survey, and for final stages of biographical and constituency volumes. Work on proofreading/ preparing for publication. If 1461-1504 successor publication goes ahead, work begins on this project.
September	Vote 100 conference with University of Westminster / Vote 100 Palace of Westminster team
December	Publication of 1624 Diaries project (if it is decided to do this as a print publication, rather than online only)
December	Completion of Vote 100/Royal Holloway led projects (if bid is successful)
2019	
January-March	Publication of 1422-61 project.
January-March	Completion of Survey for Lords 1604-29 project; press stage to begin; further redundancy(ies) possible / change to Elizabethan Lords project if this is decided.
January/February	Tender for publication of House of Commons 1640-60 project.
May/June	Annual plan process
June	Completion of revision phase of 1640-60 project. Work begins on survey. There may be an opportunity to review staffing at this point of the project, and/or to begin work, if desired, on a 1640-60 House of Lords project if it was agreed to carry on with this. Possible redundancy(ies) / new appointments at a more junior level at this point.
June-September	Publication of Lords 1604-29
2020	
January	Planning to begin for 5 year breakpoint of lease: decisions required in first 6 months of year on whether to continue with second half of lease or move; if to continue to lease, whether/how to generate other income through further sub-lets; if to move, where to (IHR/Parliament/other commercial option).
May/June	Annual plan process
June/July	Completion of Survey for Commons, 1640-60 project; press stage to begin. Further redundancy(ies) possible / change to Lords 1640-60 project if this is decided.
August onwards	Plans re move to be advanced: lease expires end of November – plans etc. for move; negotiations with Bedford estates and surveyors/lawyers over dilapidations.
August onwards	Planning for end of interim directorship.
2021	
January	Change of directorship
January-March	Publication of House of Commons 1640-60

