



## **THE HISTORY OF PARLIAMENT**

**Plan 2021**

**July 2021**

## **Contents**

1. Aims
2. Context and Strategy
3. Objectives
4. Appendices:
  - 1: Staff structure
  - 2: Risk register
  - 3: Project progress

# 1. Aims

The Aims of the History of Parliament Trust are:

## **RESEARCH**

**To undertake historical research on the UK parliament and its predecessors, those who have been members of these bodies, parliamentary constituencies and elections, and parliamentary politics and institutions:**

- The History of Parliament is 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. It 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, by biographers, by local and family historians and many others.
- In its main research projects, 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, through providing accounts of the careers 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.

## **DISSEMINATION**

**To disseminate the results of this research to the widest possible audience in print, online and via other media:**

- The History aims to continue to publish the output of its research projects in print with a commercial or academic publisher; but it will continue to monitor the value of print publication in both economic and scholarly terms.
- Published work will also be presented through [Historyofparliamentonline.org](http://Historyofparliamentonline.org), with articles available online no sooner than two years after print publication.
- The History aims to develop the website into the main source for over 750 years of the history of Parliament and politics in England, Britain and the UK.
- The History will develop other outputs and formats to bring its work to new and wider audiences.

## **DEVELOPMENT**

**To develop understanding of the history of parliament through collaborative research and the encouragement and promotion of research by others**

- The History uses partnerships with other academic and non-academic bodies in order to extend the range and impact of its research. It works 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 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.

### ***ENGAGEMENT***

#### **To promote the public understanding of and engagement with the history of parliament from the earliest times to the present through scholarly and educational activities.**

- The History will use the website and social media to increase the impact of its research.
- The History will work to increase the effectiveness of its own engagement and impact activities in order to encourage interest in its published and current work.
- The History will continue to develop its multi-media channels in order to improve its value to existing audiences as well as reach underserved ones.
- 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.
- Additionally, it will seek to nurture existing and foster new partnerships across academia and the heritage sector to diversify its offerings to increase reach and impact.

## 2. The History of Parliament Plan 2021-24: Context, Strategy and Performance

### *Current position and funding*

1. The published History now consists of 22,135 biographies and 2,831 constituency surveys in thirteen sets of volumes (56 volumes in all). They deal with the House of Commons 1386-1421, 1422-1461, 1509-1558, 1558-1603, 1604-1629, 1660-1690, 1690-1715, 1715-1754, 1754-1790, 1790-1820 and 1820-1832, and the House of Lords 1604-1629, 1660-1715. All of the volumes published up to 2010 are now available on the History's website, [www.historyofparliamentonline.org](http://www.historyofparliamentonline.org), and the more recent publications (House of Commons 1422-61, House of Lords 1604-29 and House of Lords 1660-1715) will be placed online in due course.
2. The History's staff of professional historians is currently researching the House of Commons in the periods 1461-1504, 1640-1660, and 1832-1868, and the House of Lords in the periods 1558-1601 and 1715-1790. Details on progress in each of these projects is given in Appendix 4.
3. The History's current financial settlement from the House of Commons and the House of Lords covers three years: 2020-21, 2021-22 and 2022-23, and therefore we expect grant-in-aid to remain at the same level as previously (£1.674m) in 2022-23. The History will also receive £60,000 in 2021-22 from its contract with publishing company St James's House (detailed in the Objectives below), and some income from tenants who lease the top floor of the building in Bloomsbury Square which the History leases from Bedford Estates.
4. The History is governed by a Board of Trustees, who are advised by an Editorial Board of academic historians. Full details of the governance of the Trust can be found in the Annual Report and Accounts.

### *Strategy*

5. In 2017 the House of Lords Commission and House of Commons Commission commissioned a Review of the History of Parliament Trust as a joint exercise. The review, undertaken by Professor Michael Braddick FBA, was delivered in early 2018. Its conclusions, which built on existing trends in the activities of the Trust, helped to inform significant new initiatives in 2018 and subsequently. These were in particular a substantial expansion of the History's programme of events and engagement activities, and the beginnings of a major redesign and redevelopment of the website to enable it to host new projects, including those covering the Lords, and to expand its capacity to act as a hub for political and parliamentary history.
6. The plans outlined in this document are based on consolidating and taking further the strategy pursued since 2018. They are focused around the four objects outlined above, and the governance and administration of the charity. They outline a series of initiatives

that are designed to review and renew many aspects of the way in which the History works. In particular, the History will be reviewing in the course of 2021-22 its governance, staff structure and staff development, publications, and public engagement programme. It will be taking a decision on a new project to replace *The House of Commons 1640-1660*, to be completed in 2021/22; and it expects to make significant changes to its oral history programme to bring it more closely in line with the current suite of research projects.

***Performance***

7. The performance of the History's research projects over the past year is summarised in Appendix 3 to this document. More details of performance can be found in the History's Annual Review and in the Annual Report and Accounts for 2020-21.
8. In future years, progress against the objectives outlined in this Plan will be reported annually in the Plan.

### 3. The History of Parliament Plan: Objectives 2021-24

#### RESEARCH

Project	Objective	Target
<b>Core Projects</b>		
<i>The History at present has five core funded projects, plus the oral history project, run so far as a largely volunteer exercise</i>		
<i>The History of Parliament: The House of Lords 1715-90</i>	See appendix.	See appendix
<i>The History of Parliament: The House of Commons 1461-1504</i>	See appendix.	See appendix
<i>The History of Parliament: The House of Commons 1640-60</i>	Completion and publication: see appendix	Publication by end 2022
<i>The History of Parliament: the House of Lords 1558-1601</i>	See appendix	See appendix
<i>The History of Parliament: the House of Commons 1832-68</i>	See appendix	See appendix
<i>Successor to House of Commons 1640-60</i>	A decision will be taken in 2021 on whether to initiate a new project to succeed The House of Commons 1640-60.	Decision by end 2021; project (if any) to begin 2022
<i>Oral History</i>	The oral history project will be relaunched in 2021 when COVID restrictions allow, with training for a new cohort of interviewees. Over the course of 2021-22 and 2022-23, we will draw up a new strategy for developing the project into a core and more fully funded activity, seeking wherever possible to attract additional external funding, and to arrange collaborative projects to expand beyond our current base of interviewers.	60 new interviews (20 a year); new strategy to be ready by the end of 2021-22 year

#### DISSEMINATION

Project	Objective	Target
<b>Print publication</b>		
<i>Publication of main History of Parliament research project series (currently 56 volumes published)</i>		
The House of Commons 1640-	Publication in H of P series. Cambridge University Press will be approached for	Print publication by end 2022; publication on

1660	publication of the next set of volumes, following on from the present contract; secure means of handling publication process following the dispersal of team at Institute of Historical Research who formerly did so. Text to be made available on historyofparliamentonline.org two years after publication	historyofparliamentonline.org two years after print publication
Print publication	Review current strategy for print publication in the light of the rebuild of the website, changing academic publishing practice and changing academic and public approaches to print publication and use; report to Trustees in advance of next section for publication (HL 1559-1601)	Report and decision on future publication strategy by end 2022
<b>Historyofparliamentonline.org</b> <b>The History's website, containing all content published in print up to 2010. Rebuild and redesign currently in progress</b>		
Migration	Migration of site from Drupal 6 to Drupal 9 required as Drupal 6 no longer supported	Migration by end 2021
Rebuild and redesign	Rebuild of site, including redesign, to ensure incorporation of latest volumes, including the House of Lords, additional functionality and enhanced searchability; and to rationalise text (see also below re. Voting Explorer)	Rebuild and redesign on current plan complete by end 2022
Content creation	Following rebuild and redesign, review and extend current content (see below under Engagement)	Ongoing
<b>Other online projects</b> <b>Additional content created by the History or as part of the History's overall content</b>		
Post-1832 (Rush) and Peerage database (created with the Parliamentary digital service)	Maintain in collaboration with Parliamentary digital service and House of Commons Library the database of Members from 1832 to present; build new database of peerage in collaboration with House of Commons digital service and House of Lords library; work to incorporate both databases into Historyofparliamentonline	New peerage database available by end 2021; incorporation of post-1832 members into Historyofparliamentonline by end 2023; incorporation of peerage database by end 2024
Voting explorer (divisions database 1836-1910)	See below, under Development	

**DEVELOPMENT**

Project	Objective	Target
<b>Collaborative doctoral awards:</b>		

<b>UKRI PhD studentships, awarded via University consortia to proposals coming from a University and a non-university institution. Main supervision is through the university concerned: HoP provides co-supervision and the opportunity to work within the HoP community. Potentially valuable contributions to HoP research reach, and help to integrate HoP into wider research community</b>		
Current CDAs	Help to see through current three CDAs to completion of PhDs	CDAs begun in 2020 to be completed by end 2024
Future CDAs	Consider initiating / collaborating on additional CDAs where current projects not already engaged on them, and where they will provide an identifiable contribution to current projects	Two additional CDAs if feasible projects can be found which fit criteria
CDA review	Review current experience of CDAs, and report to Editorial Board and Trustees	Report in 2022
<b>HoP other projects: Projects that arise from HoP major research projects, not funded under grant in aid, for which the HoP may search for external funding etc.</b>		
1624 Diary project (edition of texts of informal journals of parliamentary proceedings)	Text originally inherited from Yale Center for Parliamentary History, and edited with Leverhulme funding. Text only published already online on British History Online. Seek funding, collaboration or voluntary work to deliver completion of editorial apparatus and print publication, ideally building on expertise existing among current 1559-1601 Lords team	No current target practicable
1640s Diary project (edition of texts of informal journals of parliamentary proceedings)	Seek funding, collaboration or voluntary work to produce edition of legacy material from 1640-60 project, ideally building on expertise existing among current 1640-1660 Commons team	No current target practicable
Voting explorer (Divisions database 1836-1910)	Seek funding to rebuild and connect Voting explorer into historyofparliamentonline website (improvement of Voting Explorer important for 1832-68 publication online, and completion), in line with vision of linking to geographical resources; carry through rebuild project.	Funding secured by 2022; project completed by 2024.
<b>Collaborative projects: Projects funded by funding councils or foundations (AHRC, ESRC, Leverhulme, etc.) with usually a university-based researcher as Principal Investigator, and HoP as partner. HoP element normally small, but collaborations help to integrate the HoP community with the broader academic community, and demonstrate the esteem of the wider community for HoP expertise and knowledge base.</b>		
Current projects	Provide continued support and assistance to current slate of four collaborative projects, and others within the pipeline	No target relevant
RHUL 'Towards a national collection' project	HoP is a partner in RHUL's bid to the 'Towards a National Collection' funding programme led by the AHRC. RHUL has gone through to stage	No target currently relevant

	2 of the competition: were it to be successful, this would involve HoP work in contributing text and curations to the online resource which will be created.	
Future projects	Consider initiating / collaborating on additional CDAs where current projects not already engaged on them, and where they will provide an identifiable contribution to current projects	No target relevant
<b>St James's House:</b> <i>The History's relationship with PR and publishing company SJH is based around the production of a series of books on themes to do with the history of the British parliament and parliamentary politics. The history contributes the main text; St James's House sell to companies and organisations the opportunity to contribute text about their own activities and achievements. The History receives from St James's House a regular fee for its collaboration.</i>		
Current contract	The current contract, which involves 3 books, extends to 2023; the second of the three is currently in progress, for launch in September 2021; the third is to be published in 2023.	These two books to be published and the contract complete by September 2023
Future relationship	Discuss with St James's House and Trustees the future of the relationship beyond 2023	Discussion concluded by end 2022

## ENGAGEMENT

Project	Objective	Target
<b>Engagement strategy</b>		
Strategy	A strategy for public engagement was produced and agreed by Trustees in Sept. 2020, with a target of reviewing it again in Sept. 2021. The 2021 review will produce a new strategy, building on the findings of the 2018 Braddick review, and designed to take forward and go beyond the aim of embedding public engagement as a core practice within the HoP	Strategy to be presented to Ed. Board/Trustees in Oct./Nov.
<b>Publications publicity</b> <i>Our main publications are normally reviewed in academic journals on publication, and noticed in academic circles, but have sometimes received wider attention as well</i>		
HC 1461-1504, HC 1640-1660, HL 1604-29	These three projects were/will be published in 2020, 2021, 2022: so far publicity has been relatively muted as a result of the pandemic. Achieve more publicity for each of these projects through ensuring reviews, placing articles wherever possible, and additional social media etc. publicity. Create a strategy	Strategy for publicising of 1640-60 to exist by end 2021, together with publisher

	for effective publicising of 1640-60 on publication in 2022	
<p><b><i>Social media, video, podcasts, blogs</i></b>  <b><i>The core of HoP's public engagement activity is its Twitter account and its five regular blog series. In addition, the History has been developing a series of resources for different, key audiences, including video presented through You Tube, and a new podcast series</i></b></p>		
Social media	Maintain and further develop social media engagement (at end of March 2021 three twitter accounts had total of 25.7k followers; twitter impressions 11.6m in 2020-21)	Year on year increases in number of visitors to blogs, website and twitter followers and impressions.
Video	Further develop current video series (15 videos currently available), including with Royal Holloway. Since the start of the You Tube channel in March 2019 the videos have been viewed 18,000 times. Overall approach to videos to be outlined in strategy (above)	Additional 12 videos added in 2021-22; year on year increases in number of views. See above for strategy
Podcast	Build expertise in podcasting and develop podcasting series: overall approach to podcasting and how distinctive from videos to be outlined in strategy (above)	1 podcast series with 5-6 episodes to be delivered in 2021-22. See above for strategy.
Blogs	Maintain and develop current blog series (total views in 2020-21 is 207,441; visitors is 126,437), including through greater use of guest blogs: overall approach to blogging to be outlined in strategy (above)	At least 150 blogposts to be added in 2021-22 Year on year increase in number of views / visitors to blogs. See above for strategy
<p><b><i>Academic, university and professional and media engagement</i></b>  <b><i>As well as through formal research collaborations (see above under Development), The History seeks to engage with universities through its relationship with university teaching programmes, workshops and seminars. Many of the latter are carried out through staff on a voluntary basis, but are of value in maintaining the History's connection with professional historians. The History's staff are also regularly called on by the media and for professional advice</i></b></p>		
Competition	The History will continue to run its annual competition for the best undergraduate dissertation in British and Irish political and parliamentary history, and to ensure that the competition is widely known among university teachers of history; in 2020 the A level essay prize was relaunched and proved popular during the pandemic; it is being run again in 2021	Undergraduate and schools competitions launched and awarded each year; increased number of entries.
Teaching	The History will continue its experiment with involvement in university teaching courses, evaluate its experience so far as a partner heritage institution with Sheffield Hallam BA course module 'communicating history', and consider, as part of its strategy discussion, whether and how to extend its participation	See above on strategy

	in university teaching	
Seminars and workshops	The History will continue to support the Institute of Historical Research 'Politics, Parliaments and people' seminar, and to support workshops and conferences initiated by staff where they fall within the HoP's areas of interest. The History's engagement strategy will consider whether and how to promote routine or regular conferences attracting both academic and other audiences (see also Events below)	See above on strategy
Media and other professional activities	Assist media where requested in finding appropriate expertise; support individual members of staff in their contacts with media organisations; consider how to maintain an expand the service that HoP can offer to media and others on parliamentary History	See above on strategy
<b>Events</b> <i>HoP has in recent years run a series of events, many in parliament, many with partners from within parliament and elsewhere, on themes in the history of parliament and politics</i>		
Approach and programme	Decide in summer on basis of govt. advice and advice from partners on whether and how to mount in-person events in autumn/winter 2021; draw up programme of in person/online/hybrid events for autumn and winter; and outline annual cycle of events for longer term within strategy (as above)	Decision in summer 2021 for remainder of 2021; longer-term programme to be incorporated into strategy (above)
<b>Parliament and other partners</b> <i>HoP works closely with partners both within and outside parliament: in parliament these are the Curator's Office; the Parliamentary Archives; Visitor Services; the House of Commons Library. We have worked with many different partners outside parliament, depending on subject and event</i>		
Parliamentary partners	Maintain and build on close relationship with partners, particularly over events, and information services	No specific target set: see other headings for work in partnership
Other partners	Maintain and build on close relationship with core partners (e.g. IHR, British Library, Royal Holloway, the National Archives) seek new partners for specific projects such as during history months	No specific target set: see other headings for work in partnership

## GOVERNANCE AND ADMINISTRATION

Project	Objective	Target
<b>Governance</b>		
Governance review	The HoP's governance arrangements have	Undertake review of governance by

	not been updated since the mid-1990s; recent changes to charity law and guidance, and changes in the nature of the Trust and its work make a review of those arrangements desirable.	end 2021; implement findings over 2021-24
<b>Funding and finance</b> <i>The History's main source of income is Grant in Aid from the House of Commons and House of Lords; other sources include the current arrangements with St James's House (see above, under Development) and our sub-lease (see below, under Accommodation)</i>		
Grant in Aid	Annual budgeting process to secure Grant-in-Aid on continuing basis	Budgets submitted and grant in aid agreed annually
IRS review	Implement agreed findings of Internal Review Service Review of 2020 with respect to (1) creation of an annual plan; (2) reserves; (3) value for money; (4) academic and cultural value; (5) measures of website usage	Agreement of this plan in 2021; for discussion over course of 2021/22; VFM and academic and cultural value proposals to be presented in course of 2021; measures of website usage to be incorporated into current rebuild
Relationship with HC/HL	Maintain relationship with financial authorities of HC and HL through finance committee and through routine meetings with official members of finance committee in between finance committee meetings.	Routine meetings with official members of finance committee to be held in Sept. 2021, Jan. 2022
Additional income streams	Develop strategy for additional income streams from grants, fundraising and additional sponsorship; review grant-giving and other bodies with a view to supporting additional HoP work as above under development.	Revive planning for fundraising and new strategy by the end of 2022
<b>Accommodation</b> <i>The current lease lasts until 2025, when we expect to move to smaller premises. The current sub-lease also lasts until 2025, with a break clause at the second anniversary in 2023</i>		
Manage lease and sub-lease;	Manage building to avoid as far as possible dilapidations charges on move out of premises	No dilapidations charged in 2025
Plan for 2025 move	Progressively reduce holdings of books, archive, etc. Implement move of main archive to British Library	Move main archive holdings to British Library in the course of 2021/22 when restrictions lifted
<b>Staff</b>		
Staff structure	Review staff structure to account for changes in the aims of the HoP and expansion of engagement activities; the more variable teams required for smaller research projects; to consider longer term issues including the fostering of diversity and development.	Review to be reported to Trustees by at least Jan./Feb. 2022

## Appendix 2: Governance and 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.*

### *Trustees:*

Chris Bryant MP  
Rt. hon. The Lord Clark of Windermere  
Mrs Sarah Davies (Clerk assistant, House of Commons)  
Mr Jonathan Djanogly MP  
Rt. hon Kwasi Kwarteng MP  
Rt. hon Dame Eleanor Laing MP (Chairman of Ways and Means)  
Lord Lisvane KCB DL  
Mr Gordon Marsden  
Dame Clare Moriarty (Treasurer)  
Professor The Lord Norton of Louth (Chair)  
Lord Palmer of Childs Hill (Deputy Chairman of Committees, House of Lords)  
Mr Chris Skidmore MP  
Dr Philippa Tudor (Clerk of Committees, House of Lords)

### *Editorial Board:*

Professor Richard Cust (University of Birmingham)  
Dr Paul Cavill (University of Cambridge)  
Dr Perry Gauci (University of Oxford)  
Professor Julian Hoppit (University College, London)  
Professor John Morrill (University of Cambridge)  
Professor Helen Parr (University of Keele)  
Professor Gordon Pentland (University of Edinburgh)  
Professor Jane Winters (School of Advanced Study, University of London)

DIRECTOR	Dr Paul Seaward	
RESEARCH	House of Commons 1461-1504	Dr Hannes Kleineke (Editor) Dr Charles Moreton (Senior Research Fellow) Dr Simon Payling (Senior Research Fellow)
	House of Commons 1640-1660	Dr Vivienne Larminie (Editor) Dr Andrew Barclay (Senior Research Fellow) Dr Patrick Little (Senior Research Fellow) Dr David Scott (Senior Research Fellow)
	House of Commons 1832-1868	Dr Philip Salmon (Editor) Dr Kathryn Rix (Assistant Editor) Dr Stephen Ball (Research Fellow) Dr Martin Spychal (Research Fellow)
	House of Lords 1559-1601	Dr Andrew Thrush (Editor) Dr Paul Hunneyball (Assistant Editor) Dr Ben Coates (Senior Research Fellow)  <i>Ms Emma Hartley (Collaborative Doctoral Studentship, with Sheffield University, from autumn 2021)</i>
	House of Lords 1715-1790	Dr Robin Eagles (Editor) Dr Stuart Handley (Senior Research Fellow) Dr Charles Littleton (Senior Research Fellow)  <i>Ms Helen Wilson (Collaborative Doctoral Studentship, with the Open University, from autumn 2020)</i>
	Oral History project	Dr Emma Peplow, Head of development (Part time; maternity leave 2021-22)/ Emme Ledgerwood (Part time, maternity cover 2021-22)  <i>Ms Katy Tanner (Collaborative Doctoral Studentship with Keele and Manchester Universities, from autumn 2021)</i>
DISSEMINATION		Mr Alex Monaghan (Drupal developer)
DEVELOPMENT		Dr Emma Peplow (Head of development) (Part time; maternity leave 2021-22)
ENGAGEMENT		Dr Emma Peplow (Part Ms Sammy Sturgess, Engagement manager Ms Connie Jeffrey, Engagement officer
ADMINISTRATION	Administration	Mr Adam Tucker (Office manager)(part time)
	Finance	Mr Jonathan Comber (Finance manager) (part time)



## 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
<b>1.</b>	<b>Governance &amp; Management</b>							
1a	Planning	<ul style="list-style-type: none"> <li>Poor project specification and unclear timetable, leading to uncertainty, projects dragging/creeping, deterring funders, poor relationship with partners, additional costs</li> </ul>	<b>Director</b>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>New projects clearly and closely defined in terms of quality and quantity</li> <li>Plan reviewed and agreed annually by Trustees and Editorial Board;</li> <li>Gaining staff commitment to plans and specification</li> <li>Plan to be made public, and distributed to partners</li> <li>Clear project timetables and firm pre-production planning arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Current review of Strategic Planning process underway to create new agreed strategic plan for summer 2021</li> </ul>	<b>M</b>
1b	Trustees/Editorial Board	<ul style="list-style-type: none"> <li>Trustees/Board not kept aware of what is going on; Trustees/Board have different views about management/direction of project</li> <li>Non-attendance and/or vacancies among Trustees and Editorial Board</li> </ul>	<b>Secretary/Director</b>	<b>M</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Firm agreement between Trustees and Board on role of Board</li> <li>Effective six monthly and annual reporting processes</li> <li>Occasional joint meetings to review programme of research and publication</li> <li>Plan for recruiting and maintaining commitment of members</li> </ul>	<ul style="list-style-type: none"> <li>Current Strategic Plan process involves review of roles of Trustees and Editorial Board, based on reviewing progress against 2018 Braddick Report, as well as more general governance review</li> <li>Reporting processes now routine</li> </ul>	<b>L</b>
1c	Key staff	<ul style="list-style-type: none"> <li>If lost, contact base and corporate knowledge also lost</li> </ul>	<b>Director/Editors</b>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Maintain documentation on systems, plans, projects etc.</li> <li>Involvement of other staff in processes, so that section staff aware of editorial and other procedures</li> <li>Website procedures documented</li> </ul>	<ul style="list-style-type: none"> <li>Conventions guide promulgated</li> <li>Website inhouse redesign currently underway to migrate to Drupal 10 will involve rationalisation of design.</li> </ul>	<b>L</b>
<b>2</b>	<b>Research activities</b>							

2a	Research & Production of articles	<ul style="list-style-type: none"> <li>Over-elaborate research which may lead to falling behind targets on production</li> <li>Quality of production slips down or slides up</li> <li>Discovery of new material delays production</li> <li>Articles become too long, leading to increased costs at publication stage</li> </ul>	<b>Editors</b>	<b>H</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Director and Editorial Board to read representative selection of articles</li> <li>Six-monthly reporting system against specified targets; section editors and director to be warned of any slippage within period</li> <li>Introduction of timetable which is rigorously followed</li> <li>Setting of bands for article length which are rigorously followed</li> </ul>	<ul style="list-style-type: none"> <li>Six-monthly reporting system</li> <li>Annual Plan and Annual Review</li> <li>Convention guide includes guidance on specification for articles</li> </ul>	<b>M</b>
2b	Online Publication	<ul style="list-style-type: none"> <li>Online publication degrades over time through lack of maintenance</li> <li>Failure to update / add to content means site attracts fewer visitors</li> </ul>	<b>Director</b>	<b>H</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Current project to rebuild website; website developer member of staff; project includes addition of new content to site</li> </ul>	<ul style="list-style-type: none"> <li>Website rebuild in progress</li> </ul>	<b>L</b>
2c	Print publication	<ul style="list-style-type: none"> <li>Print pages can't be generated through Content Management System</li> <li>Lack of capacity for copy-editing and proof-reading</li> </ul>	<b>Director</b>	<b>H</b>	<b>H</b>	<ul style="list-style-type: none"> <li>CMS now used 5 times to generate proofs successfully</li> <li>Close liaison with publishers</li> <li>Careful planning of copy-editing and proof-reading process</li> <li>In-house developer to manage process of extracting XML from website</li> </ul>	<ul style="list-style-type: none"> <li>Withdrawal of IHR from collaboration because of reorganisation requires adjustment to systems: mitigated by experienced developer in place at HPT</li> <li>IHR will transfer knowledge and documentation to HPT; discussions ongoing with former IHR publications team</li> <li>Copy-editing and proof-reading now largely undertaken in-house.</li> </ul>	<b>M</b>
<b>3</b>	<b>Operational risk</b>							
3a	Employment issues	<ul style="list-style-type: none"> <li>Employment disputes</li> <li>Employment claims (injury, stress, harassment, unfair dismissal, equal opportunities, etc.)</li> </ul>	<b>Director/ Finance manager / Administrator</b>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Clear contractual rules/guidance/procedures for staff and managers on all aspects of employment at the History</li> <li>Recognition of trade union representation</li> <li>Appraisal system for staff/managers to provide early warning of problems/issues and identify training needs</li> </ul>	<ul style="list-style-type: none"> <li>New Staff Handbook developed 2018</li> <li>Consultation with trade union staff representatives</li> <li>Annual appraisal system recently reviewed</li> </ul>	<b>L</b>

3b	Health and Safety	<ul style="list-style-type: none"> <li>Failure to comply with legislation</li> <li>Injury</li> </ul>	<b>Director/ Administrator</b>	<b>L</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Review H of P compliance, including risk assessment and remedial action where necessary, including training</li> <li>Health and Safety policy</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety policy in place; compliance issues reviewed and addressed by Facilities manager in 2016-17</li> <li>Policies reviewed in context of 2020-21 pandemic and against HSE guidance; specific guidance issued and procedures introduced.</li> </ul>	<b>L</b>
3c	Staff turnover and recruitment	<ul style="list-style-type: none"> <li>Too rapid loss of staff disrupts programme and timetable of research and adds to costs of training and recruitment; potential impact on morale</li> <li>Illness</li> <li>Lack of applicants of sufficient quality for advertised vacancies</li> <li>Rapid loss of staff towards end of a programme of work</li> </ul>	<b>Director</b>	<b>L</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Use appraisal system to review where difficulties with staff are emerging</li> <li>Manage sickness absence and maintain sickness register</li> <li>Staff development programme to ensure that staff concerns about their own development met</li> <li>Particular attention to staff concerns when sections are nearing completion; consider this as criterion for future projects</li> </ul>	<ul style="list-style-type: none"> <li>Annual appraisal system in place</li> <li>Staff development budget</li> <li>Redundancy policy formulated and approved by Union and Trustees</li> <li>Policies recently reviewed in new Staff Handbook.</li> <li>Review of staff structure planned for 2021-22</li> </ul>	<b>L</b>
3d	Premises and property management	<ul style="list-style-type: none"> <li>Poor/costly service providers</li> </ul>	<b>Administrator</b>  <b>Trustees</b>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Appointment of reputable professionally or trade qualified service providers on firm costed service/performance agreements</li> <li>Regular review of performance and costs</li> </ul>	<ul style="list-style-type: none"> <li>Monitored quarterly against KPIs.</li> <li>Smaller contracts awarded subject to H&amp; S legislation, competitive estimates, KPIs and/or specific repair resolution.</li> </ul>	<b>L</b>
3e	Disaster	<ul style="list-style-type: none"> <li>Destruction /damage to property, equipment, records</li> </ul>	<b>Administrator</b>	<b>L</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Insurance cover</li> <li>Disaster recovery plan for alternative accommodation</li> </ul>	<ul style="list-style-type: none"> <li>See also IT / records below</li> </ul>	<b>M</b>
<b>4</b>	<b>Financial risk</b>							

4a	Funding	<ul style="list-style-type: none"> <li>Loss, reduction or delay in funding from Lords/Commons</li> </ul>	<b>Trustees</b>	<b>L</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Reserves policy indicates use of reserve as cushion if necessary</li> <li>Development of financial planning process to indicate level of funding required over longer period</li> <li>Regular reporting to funders:                             <ul style="list-style-type: none"> <li>Quarterly reports to members of Finance Committee</li> <li>6 monthly meetings of Finance committee, with additional meetings with budget holders in commons and Lords</li> <li>Annual Review and reports to House of Commons Commission and the Lords</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Agreement with budget holders in Commons and Lords to hold regular meetings in between Finance Committee meetings.</li> </ul>	<b>M</b>
4b	Budgeting	<ul style="list-style-type: none"> <li>Overspending/</li> <li>Underspending</li> <li>Insufficient funds in account because of delay in withdrawing money from deposit</li> </ul>	<b>Director</b>	<b>M</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Monthly management accounts monitored by Director, Secretary, Treasurer</li> <li>Quarterly reports on expenditure, income and budget to members of Finance Committee</li> <li>Review management accounts &amp; cash forecasts at end of each month to ensure sufficient funds</li> <li>Bi-annual meeting of Finance Committee</li> <li>Budgeting set annually using fullest possible information</li> </ul>	<ul style="list-style-type: none"> <li>Transfer of funds to bank account for more rapid access</li> <li>Draft 2021/22 to 2024/25 budgets produced</li> </ul>	<b>L</b>
4c	Payroll	<ul style="list-style-type: none"> <li>Payroll provider's systems fail</li> </ul>	<b>Finance manager / Administrator</b>	<b>L</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Payroll can be administered manually by Finance Manager at H of P</li> </ul>	<ul style="list-style-type: none"> <li>Payroll provider working efficiently and reliably</li> </ul>	<b>L</b>
4d	Fraud & Error	<ul style="list-style-type: none"> <li>Fraud/error at H of P</li> <li>Loss etc of corporate credit card</li> </ul>	<b>Finance manager/ Administrator</b>	<b>L</b>	<b>M</b>	<ul style="list-style-type: none"> <li>Financial memorandum</li> <li>Financial control procedures</li> <li>Authorisations for expenses</li> <li>Asset register</li> <li>Internal Review system</li> </ul>	<ul style="list-style-type: none"> <li>Occasional overview by Parliamentary Internal Review Service of HoP self-assessment [last review conducted 2020]</li> <li>Financial Memorandum last reviewed 2019</li> </ul>	<b>L</b>
4e	Banking	<ul style="list-style-type: none"> <li>Error at bank</li> </ul>	<b>Finance manager/ Administrator</b>	<b>M</b>	<b>H</b>	Bank reconciliations by Office Manager	<ul style="list-style-type: none"> <li>Online read-only access to bank accounts enabling regular checks</li> <li>Bank reconciliations prepared monthly</li> </ul>	<b>L</b>

## Appendix 4: Project progress

### THE HOUSE OF COMMONS, 1461-1504

#### *Current staff (3)*

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

#### *Recent progress and timeline*

The project began in 2019.

	Total no. of articles	Output in 6 months to Sept. 2019	Output in 6 months to Mar. 2020	Output in 6 months to Sept. 2020	Output in 6 months to Mar. 2021	Remaining at Mar. 2021
<b>Articles (first draft)</b>						
Biographies	1325	0	50	50	47	1136
Constituencies	148	0	0	1	1	146
Total	1473	0	50	51	48	1330
<b>Other activities</b>						
Blogs		12	13	13	11	
Publications		2	2	2	2	
Events		2	2	2	7	

There are 3 external commissions in progress.

At the current rate of progress of c. 100 articles a year, the project can be expected to take a further thirteen years to complete all first drafts (not counting revision, survey, production). Increasing this rate substantially will be dependent on the project's ability to commission a sufficient number of qualified external contributors. The target is to increase production of articles to 115 a year by April 2024.

### THE HOUSE OF COMMONS, 1640-60

#### *Current staff (4)*

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

#### *Recent progress and timeline*

The project began in 1983.

	Total no. of articles	Output in 6 months to Oct. 2019	Output in 6 months to Mar. 2020	Output in 6 months to Sept. 2020	Output in 6 months to Mar. 2021	Remaining at Mar. 2021
<b>Articles (first</b>						

<b>draft)</b>						
Biographies	1806	4	0	0	0	0
Constituencies	316	0	0	0	0	0
Committees	20	0	0	0	0	0
Total	2142	4	0	0	0	0
<b>Articles (revision)</b>						
Biographies	1806	178	75	78	51	23
Constituencies	316	47	9	10	6	3
Committees	20	6	4	0	0	6
Total	2142	233	88	88	57	32
<b>Other activities</b>						
Blogs		7	7	10	8	
Publications		3	3	2	1	
Events		5	4	2	3	

The project target is completion by the end of 2021-22, and publication in 2022.

*Successor project*

Discussions are proceeding on a successor project to the Commons 1640-60.

**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

	Total no. of articles	Output in 6 months to Oct 2019	Output in 6 months to April 2020	Output in 6 months to Oct 2020	Output in 6 months to April 2021	Remaining at April 2020
<b>First draft articles</b>						
Biographies	2,591	95	70	53	53	599
Constituencies	401	8	14	10	4	159
Total	2,992	103	84	63	57	758
<b>Other activities</b>						
Blogs		13	12	14	15	
Publications		2	1	3	0	
Events		12	8	9	15	

Around a third of articles are externally commissioned for this project. There are 87 external commissions currently in progress. About three-quarters of the first draft articles have now been written. At current rates of progress (c. 120 articles a year) it will take around 6 years 4 months to complete the first drafts of all articles (i.e. September 2027). Going beyond that will be difficult: with many of the shorter pieces completed, the project is now dealing with some of the more challenging and longer articles covering major politicians; it is also now tackling more constituency articles, which are on average around three times longer than the biographies; the project is also maintaining a high profile in external engagement. To maintain the current rate of outsourcing (25% of articles will require 101 new commissions). All of this means that it will be difficult to increase the current rate of progress substantially. The project’s target over the period up to April 2024 has therefore been set at achieving an average of 130 articles a year.

**THE HOUSE OF LORDS, 1559-1601**

*Current staff (3)*

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

Timeline for completion

The project began in 2020.

	Total number of articles	Output in 6 months to Oct. 2020	Output in 6 months to April 2021	Remaining at April 2021
<b>Articles (first draft)</b>				
Biographies	246*	1	18	227
<b>Other activities</b>				
Blogs		7	6	
Publications		0	1	
Events		0	1	

There are 16 externally commissioned articles currently in progress.

This project is working to a plan that delivers completion in five years. The first year (October 2020 to September 2021) was dedicated to planning and data collection. All biographies will be drafted in years 2, 3 and 4. This will mean the completion of first drafts by September 2024. To meet this target the section will need to produce 50 internal and 33 external articles a year. The fifth year of the project is devoted to revision and the compilation of an introductory survey.

**THE HOUSE OF LORDS, 1715-90**

**Current staff (3)**

Robin Eagles (editor), Stuart Handley, Charles Littleton (Senior Research Fellows).

**Timeline for completion**

This project began work after completion of Phase one in 2016.

	Total no. of articles	Output in 6 months to Oct. 2019	Output in 6 months Apr. 2020	Output in 6 months Oct. 2020	Output in 6 months Apr. 2021	Remaining at Oct. 2018
<b>Articles (first draft)</b>						
Biographies	928	41	38	33	36	703
<b>Other activities</b>						
Blogs		9	7	13	11	
Publications		2	4	2	3	
Events/media		2	1	2	1	

There are currently 6 externally-commissioned articles in progress.

At the current average rate of production of 74 articles a year, the project will take another 9.5 years to complete first drafts. Further time will be required for revision and the preparation of an introductory survey. The principal way of increasing production will be via increasing the number of outsourced articles, and is dependent on finding people who are able to research and write to the necessary standard. The section's target is to increase production to 86 by April 2024.

## Appendix 5: Timelines

### Research targets to 2029-30:

	2021-22				2022-23				2023-24				2024-25				2025-26				2026-27				2027-28				2028-29				2029-30							
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																
C1461	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green							
C1640	Dark blue																																							
C1832	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue							
L1559	Green	Green	Green	Green	Green	Blue	Blue	Blue	Blue	Dark blue	Dark blue	Dark blue	Dark blue																											
L1715	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue							

Green: first drafts

Blue: revision

Dark blue: survey and proofs/press

### Other Plan targets to 2024-25:

	2021-22	2022-23	2023-24	2024-25
<b>Research</b>	Decision on succession to 1640-60 by end 2021; project to begin in 2022			
<b>Dissemination</b>	Database migration by end of 2021;	Publication of 1640-60 by end 2022;		
		Print strategy by end of 2022		
		Database rebuild and redesign	Incorporation of Rush database	Incorporation of peerage

	2021-22	2022-23	2023-24	2024-25
		by end of 2022	into main website to be complete by end of 2023	database into the main website by end of 2024
	Peerage database project to be complete and online by end 2021;			
<b>Development</b>		Review collaborative doctoral awards		
		Secure funding for voting explorer by 2022		complete voting explorer project by end 2024
	St James's House 2 <sup>nd</sup> book published	Determine future relationship with St James's house by end 2022	St James's House 3 <sup>rd</sup> book published	
<b>Engagement</b>	Public engagement strategy in Oct./Nov. 2021			
	Publicity for 1640-60 determined by end 2021			
	First podcast series to be completed 150 blogposts to be completed in 2021-22	12 videos to be produced by the end of 2022		
	Decision on events for autumn 2021			
<b>Administration</b>	Review of governance by end of 2021			Governance changes to be complete by end 2024
	Responses to IRS: review of cultural and academic value by Oct./Nov.			