



THE HISTORY OF PARLIAMENT

Plan 2014

June 2014

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 2013 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

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

- The History relates the work of Parliament to the lives of the individuals who composed it and to the political life of the country as a whole. Its main role is to provide:
 - biographical details of everyone elected to the House of Commons or who sat in the House of Lords;
 - accounts of local politics and elections in each constituency returning Members;
 - surveys of the politics and operation of Parliament as an institution; and
 - introductory surveys analysing the information provided and drawing together themes from its research.

The History is a key source for historians of all kinds: professional and amateur historians, historians of politics at all levels, historians of society, culture and literature.

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

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

- The History has an extremely high reputation for the depth of its research and the quality of its writing, which it will work to maintain and expand. The biographical and constituency articles in the History of Parliament series:
 - cover every constituency and every Member 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.

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 2014-17: Context and Strategy

Context and funding

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

The History of Parliament's Strategy

3. The History's 2011 Review set an overall ten-year strategy for developing the History further. Its fundamental aims are to ensure that the History is seen as a permanent and continuing centre of exceptional work on the history of Parliament and British politics; that it attracts recognition and support commensurate with the achievement of its published work so far and the quality of the current output; and that it is seen by Parliament as a valuable and necessary resource, which contributes signally to its own activities.
4. High quality scholarship into all periods from the thirteenth century to the twentieth century 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.

3. The History of Parliament Plan 2014-17: Objectives

RESEARCH PROGRAMME

Project	Target by end 2014-17 period (if not otherwise stated)	Detail
Core (Grant-in-Aid funded) Projects		
<i>The History of Parliament: The House of Lords 1660-1715</i>	Complete by end 2014	Publication planned in four or five volumes, including introductory survey (Institutional history to be separate publication). See appendix.
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Complete by mid 2016	Publication planned in one volume. See appendix.
<i>The History of Parliament: The House of Commons 1422-61</i>	Revisions completed	See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Revisions completed	See appendix
<i>The History of Parliament: the House of Lords 1604-1660</i>	Phase two underway	See appendix
<i>The History of Parliament: the House of Commons 1832-67</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 2016/17	Current researcher funding ends Dec. 2014, with parts of project remaining to be completed. Secure additional funding for completion of project.
Oral History (Members)	Ongoing	Continue work on oral history project with Dods sponsorship; seek further sponsorship. Consider discussions with universities for partnership in certain areas of the country
Oral History (Constituencies)	March 2015	Ensure successful completion of current Devon project; bid to HLF South West for continuation of project in Cornwall; open discussions with HLF concerning national project
Collaborations		
DiLiPad project	June 2015	Contribute expertise to DiLiPad project
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
AHRC funded Collaborative Doctoral Awards	Attract 2 or more projects over the period	Bid for each annual round (November) with appropriate partners.

DISSEMINATION PROGRAMME

Project	Target by end 2014-17 period (if not otherwise stated)	Detail
Core project publication		
<i>The History of Parliament: The House of Lords 1660-1715</i>	Publish July 2015	Publication planned in four or five volumes, including introductory survey (Institutional history to be separate publication). See appendix.
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publish by Dec. 2016	Publication planned in one volume. See appendix.
Copy editing / proof reading	By end 2015	Review experience of publication of Lords 1660-1715 and determine strategy for future copy-editing
Print publication	By mid 2015	Agree publication contract for publications for 2017-19 (Commons 1422-61, 1640-60, Lords 1603-60)
New sections	By end 2015	Provide new website sections for projects near completion to hold revised articles, and drive print publication
Other projects (Non-Grant-in-Aid funded)		
<i>Proceedings of the Parliament of 1624</i> (to complete unfinished Yale project, financed by Leverhulme Trust)	Publish in 2016/17	Agree publication contract by end 2015
Website		
Harvard/LSE/HPT Commons Data Project	By end 2014	Complete and integrate into website Harvard and LSE based project to create database of MP activity in C19th and C20th using (among other data) HPT digitised division lists.
Research	By end 2014	Begin work to add facility for corrections and corrections to articles
Members	By end 2015	Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History
Image Gallery	By end 2014	Increase number of images on the website, including portraits, images relating to elections etc., through partnership with other institutions (NT, PCF, etc) and individuals; overhaul presentation of images on the site
Links	By end 2014	Provide links to other resources, e.g., Oxford DNB, TNA, Millbank Hansard, etc.
Redesign	By end 2015	Revise design of whole site based on current concept

OUTREACH PROGRAMME

Project	Target by end 2014-17 period (if not otherwise stated)	Detail
Website (see also under Dissemination above)		
Explore, Parliaments sections	Ongoing	Continue to add new content; complete Parliaments articles
Educational material	By mid 2015	Develop new section for educational use
Social media	Ongoing	Maintain and further develop social media engagement
Academic engagement (See also Research above)		
Initiate series of annual conferences	Conference to be developed for 2016	Conferences require funding and collaborators
Manage international conference on Magna Carta in 2015	Ongoing: conference planned for June /July 2015	Conference collaboration with International Commission for the History of Representative and Parliamentary Institutions, and with KCL, RHUL and Parliament: Funding required to be raised.
Continue work with EuParl.net on international projects and events	Ongoing	EuParl coordinator in Netherlands working on EU and Dutch bids
Links with university history departments: internships	Ongoing	Revisit policy on undergraduate / postgraduate internships and continue contacts with interested university departments
Links with university history departments: competition	Ongoing	Continue undergraduate dissertation competition
Parliamentary engagement		
Continue annual lecture	Ongoing	Lectures already planned for 2014 and 2015
Continue engagement with parliamentary forums including digitisation group, 2015 anniversary group	Ongoing	Outreach and communications officer involved in various projects; advice being provided on Magna Carta, Agincourt and First World War commemorations
Promote further events within Parliament including relating to oral history	Ongoing	Discussions with Dods ongoing
Educational engagement (see also under Research and Publication)		
Continue and improve take up of annual competitions, and link to website	Ongoing	Should be linked to plans to develop package of educational materials derived from history of parliament online website.

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	Ongoing	Projects include: research and development for website; conferences; revision and consolidation of older articles on the website
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	
Work with publishers to secure increased sales of publications	Ongoing	HPT effort required into publicity campaigns for <i>Honour Interest and Power</i> and other publications
Accommodation		
Further explore and agree accommodation options for period after current lease expires at end 2015	End 2014	Discussions continuing with Institute of Historical Research, Bedford Estates and others
Staff		
Review and update History's employment policies	End 2014	Partly contingent on decision re accommodation
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	

4. Performance Report 2013-14

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

It should be noted that the objectives in the Plan cover three years unless otherwise stated: this plan covers our progress towards them during the year April 2012 to March 2013.

Project	Target by end 2013-16 period (if not otherwise stated)	Status
Core Projects (Grant-in-Aid funded)		
<i>The History of Parliament: The House of Lords 1660-1715</i>	Publish by May 2015	<i>Publication now expected July 2015. See appendix.</i>
<i>The History of Parliament: an Institutional History of/Companion to The House of Lords 1660-1832</i>	Publish by May 2016	<i>Publication now expected July 2016. See appendix.</i>
<i>The History of Parliament: The House of Commons 1422-61</i>	Revisions nearly complete	See appendix.
<i>The History of Parliament: The House of Commons 1640-60</i>	Revisions nearly complete	See appendix
<i>The History of Parliament: the House of Lords 1604-1660</i>		See appendix
<i>The History of Parliament: the House of Commons 1832-67</i>	First drafts ongoing	See appendix
Publication		
Copy editing / proof reading	By mid 2014	Review systems for copy editing used for Lords 1660-1715, and consider cost reduction <i>Task scheduled for after completion of work on volumes</i>
Print publication	By end 2014	Agree publication contract for publications for 2016/18 <i>Now scheduled for 2015, following completion of work on volumes at end of 2014</i>
Print publication	By end 2013	Continue to build confidence that XML can be extracted from database and imported to typesetting programme; work with publisher on implementing system for detailed manipulation and correction of typeset pages <i>First element broadly achieved: further work required in late 2014 as material available to be incorporated into the website</i>
New sections	By end 2013	Provide new website sections for projects near completion to hold revised articles, and drive print publication. <i>Achieved with new section for House of Lords 1660-1715 project.</i>
Other projects (Non-Grant-in-Aid funded)		
<i>Proceedings of the Parliament of 1624 (to complete unfinished Yale project, financed by Leverhulme Trust)</i>	Complete research and prepare for	Funding from Leverhulme runs out in mid-2014: further work required may need to be met from Yale legacy funding. <i>Yale legacy funding</i>

	publication in 2016/17	<i>committed for continuation of project to end 2014.</i>
Digitisation	Seek further collaborations	Achieve collaborations which enhance the History's aim of linking elements of parliamentary record, and making the History's website a central resource for accessing the record. <i>DiLiPad initiated in collaboration with IHR, KCL, Universities of Toronto and Amsterdam, beginning Jan. 2015.</i>
AHRC funded Collaborative Doctoral Awards	Attract 2 or more projects over the period	Bid for each annual round (November) with appropriate partners. <i>Bid for CDA with Univ. of Edinburgh unsuccessful in 2013.</i>
Harvard/HPT Commons Data Project	Ongoing	Complete and integrate into website Harvard and LSE based project to create database of MP activity in C19th and C20th using (among other data) HPT digitised division lists. <i>Currently in progress</i>
Oral History (Members)	Ongoing	Continue work on oral history project with Dods sponsorship; seek further sponsorship. <i>Dods has agreed continuation of sponsorship for 2014-15.</i>
Oral History (Constituencies)	2013-14	(If HLF bid approved) Ensure successful pilot project. <i>HLF bid approved: project ongoing 2013-15</i>

PRESENTATION, INTERPRETATION AND ENGAGEMENT

Project	Target by end 2013-16 period (if not otherwise stated)	Detail
<i>Website (see also under publication above)</i>		
Research	By end 2014	Begin work to add facility for corrections and corrections to articles <i>Not begun: rescheduled for 2015.</i>
Members	By end 2015	Secure and complete pilot project for rewriting articles where individuals appear in more than one section of the History <i>Ongoing</i>
Image Gallery	By end 2014	Increase number of images on the website, including portraits, images relating to elections etc., through partnership with other institutions (NT, PCF, etc) and individuals; overhaul presentation of images on the site. <i>Not substantially begun: progress for 2015</i>
Links	By end 2014	Provide links to other resources, e.g., Oxford DNB, TNA, Millbank Hansard, etc.
Redesign	By end 2015	Revise design of whole site based on current concept <i>Not progressed in 2013-14: Ongoing.</i>
Explore, Parliaments sections	Ongoing	Continue to add new content; complete Parliaments articles <i>Not progressed in 2013-14:</i>

		<i>ongoing</i>
Educational material	By end 2013	Develop material for educational use <i>Reformation section for schools completed in 2013-14. Further section planned for 2014-15.</i>
Social media	Ongoing	Maintain and further develop social media engagement <i>History now has large presence on social media: see Annual Review for details</i>
<i>Academic engagement (See also Research and Publication)</i>		
Initiate series of annual conferences	Conference to be developed for 2016	Conferences require funding and collaborators <i>Conference planned with QMUL for 2016</i>
Manage international conference on Magna Carta in 2015	Ongoing: conference planned for June 2015	Conference collaboration with International Commission for the History of Representative and Parliamentary Institutions, and with KCL, RHUL and Parliament <i>In progress: conference space agreed with Parliament, some funding raised.</i>
Continue work with EuParl.net on international projects and events	Ongoing	EuParl coordinator in Netherlands working on EU and Dutch bids <i>Bid to EU under COST programme unsuccessful.</i>
Links with university history departments: internships	End 2013	Create policy on undergraduate / postgraduate internships and initiate discussions with interested university departments. <i>Policy created and internships ongoing. Three undergraduate interns in 2014</i>
Links with university history departments: competition	Ongoing	Continue undergraduate dissertation competition <i>Prize awarded 2014</i>
<i>Parliamentary engagement</i>		
Continue annual lecture	Ongoing	Lecturers planned for 2013 and 2014 <i>Two Lectures in 2013 because of postponement of 2013 lecture</i>
Continue engagement with parliamentary forums including digitisation group	Ongoing	<i>Continuing membership of and engagement with digitisation group</i>
Promote further events within Parliament including relating to oral history	Ongoing	<i>Discussions initiated with Dods in April 2014</i>
<i>Educational engagement (see also under Research and Publication)</i>		
Continue and improve take up of annual competitions, and link to website	Ongoing	Should be linked to plans to develop package of educational materials derived from history of parliament online website. <i>New package of educational material on website completed in 2013-14: competition substantially based on this</i>

FUNDING, ACCOMMODATION AND MANAGEMENT

Project	Target by end 2012-15 period	Detail
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	(if not otherwise stated)	
Funding		
Further explore funding options for non-core projects through creation of development programme	Ongoing	Projects include: research and development for website; conferences; revision and consolidation of older articles on the website. <i>Work continuing on developing fundraising strategy.</i>
Seek income through use of Common Room for meetings for appropriate organisations	Ongoing	<i>Not progressed in 2013-14.</i>
Work with publishers to secure increased sales of publications	Ongoing	HPT effort required into publicity campaigns for <i>Honour Interest and Power</i> and other publications <i>Campaign for Christmas 2013</i> among MPs/Peers produced some sales.
Accommodation		
Further explore and agree accommodation options for period after current lease expires at end 2015	End 2013	Discussions continuing with Institute of Historical Research <i>Not finalised by end 2013: discussions with IHR and other options continue</i>
Staff		
Review and update History's employment policies	Ongoing	<i>In progress in light of accommodation options</i>
Ensure maintenance of staff academic engagement through training and conference budget	Ongoing	<i>Seven members of staff attended conferences or courses funded through budget.</i>

Appendix 1: Project timelines

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

	Articles to be written / revised	Articles written /revised up to end of previous year	Articles written / revised this year	Articles remaining
Biographies	2850	2839	8	3
Constituencies	144	142	1	1
Total	2994	2979	9	4
Revisions	2994	529	626	1705

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

Estimate of number of reporting periods required to complete revision process (assumes 4 staff working on revisions): 5.2 [completion Nov. 2016]

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

Allowance for editorial time during revision: 3 months

Allowance for press stage: 6 months.

Estimated publication date: November 2018

Comment:

Publication date was originally estimated (in 2003) at October 2016; it has been set back by the freezing of one post in the section.

HOUSE OF COMMONS, 1640-1660

	Articles to be written / revised	Articles written / revised up to end of previous year	Articles written / revised this year	Articles remaining
Biographies	1804	1796	4	4
Constituencies	316	315	0	1
Committees	20	15	3	2
Total	2140	2126	7	7
Revisions	2140	37	124	1979

Estimate of amount of time required to complete remaining articles: 1.5 months

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

Estimate of number of reporting periods required to complete revision process (assumes 5 staff working on revisions): 5 (2.5 years) [October 2016]

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

Allowance for editorial time during revision: 2 months

Allowance for press stage: 6 months.

Estimated publication date: June 2018

Comment:

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

HOUSE OF COMMONS, 1832-68

	Articles to be written	Articles written up to end of previous year	Articles written this year	Articles remaining
Biographies	2589	789	188	1612
Constituencies	401	93	25	283
Total	2990	882	203	1895

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

Most recent production of first draft articles per 6 months (recorded over last reporting period): 63 internally written articles plus 29 external contributions.

Estimated time required to complete first drafts (assumes 4 staff): 10 years [April 2024]

Estimated time required for revision (assumes 5 staff, with 1 day per revision): 1.5 years [Oct. 2025]

Estimate of time required for completion of Introductory survey and proof process (assumes 5 staff): 12 months [Oct. 2026]

Estimated time required for additional publications: 6 months

Allowance for editorial time during revision: 3 months

Allowance for press stage: 6 months.

Estimated date for completion of first drafts: April 2024

Estimated publication date: Dec. 2027

Comment:

A review was carried out in 2013 of progress in the section following indications that the original targets were not being met. Progress on the section is being closely monitored by the Editorial Board, but has been further reduced by the decision that it was not practicable to replace a departing member of staff in 2013.

One of the proposed strategies for reducing the time taken for completing each article, the creation of an online database of MPs' voting records, is currently underway and expected to be available this year. The specification of articles has been revised further to reduce the time taken in compiling them, which it is expected will lead to some improvement in productivity.

The proposed financial plan allows for the replacement of the post lost in 2013 in the course of 2016-17.

Note that the figure above assumes 4 staff during the process of completion of first drafts; 5 staff for revision and other stages.

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

All but two articles have now been completed: 40 articles remained to be revised during the current reporting period. Further tasks include final copy-editing of articles, incorporation into the content management system, and conversion to XML, creation of a proof, and completion of the Introductory Survey.

Work on the Institutional History will be concluded following publication of the biographies.

Estimated publication date for biographies: July 2015

Estimated publication date for Institutional History: December 2016

Comment:

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

HOUSE OF LORDS, 1603-60 (Phase 1)

	Articles to be written	Articles written up to end of previous year	Articles written this year	Articles remaining
1st phase biographies	299	100	45	154
2nd phase biographies	225	0	0	225

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

Estimated time required to complete first drafts (assumes 4 staff working on drafts): 2.5 years [April 2017]

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

Additional time required for work on 1624 diaries project (assumes 4 staff): 3 months March 2018]

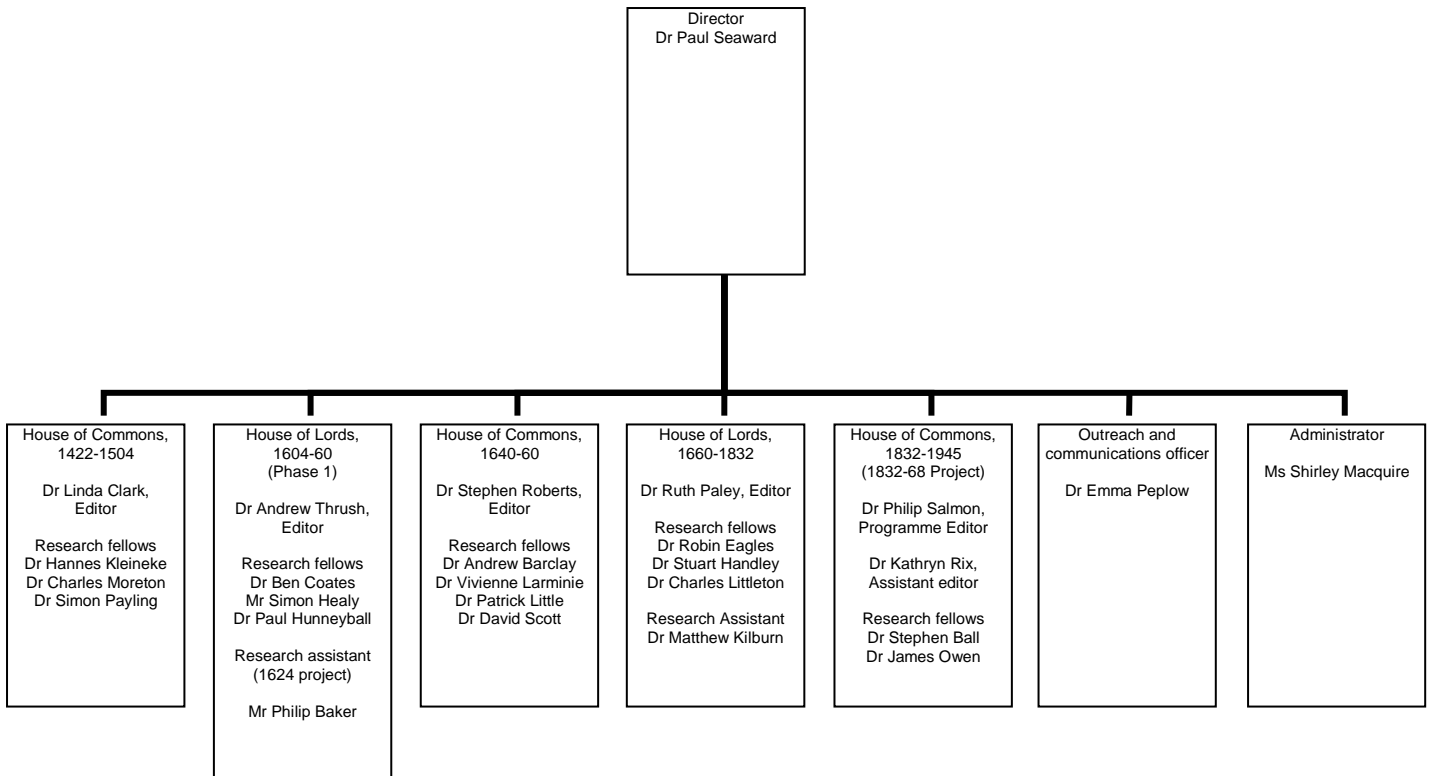
Comment:

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

This section will only be complete following work by the current 1640-60 section, who will not become available until after the completion of that section’s revisions. This is planned for around Oct. 2016, though not all staff will begin working on the project immediately. Currently phase two is expected to consist of a drafting stage, lasting 27 months (Oct. 2016 until the end of Dec. 2018); a revision stage lasting 10 months (to the end of Oct. 2019); and a press stage (to the end of June 2020).

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 appointed September 2012 	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 worked previously: export to XML and import to InDesign worked on 2013/14 by IHR with assistance of CUP Close liaison with publishers Careful planning of copy-editing and proof-reading process 	<ul style="list-style-type: none"> Cambridge University Press appointed as publishers for House of Lords 1660-1715 External copy-editors contracted 	M
3	Operational risk							
3a	Employment issues	<ul style="list-style-type: none"> Employment disputes Employment claims (injury, stress, harassment, unfair dismissal, equal opportunities, etc.) 	Director/ Administrator	M	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 issued in Spring 2005; revision of handbook in progress Consultation with trade union staff representatives Annual appraisal system (under review, 2014) 	L
3b	Health and Safety	<ul style="list-style-type: none"> Failure to comply with legislation Injury 	Administrator	L	H	<ul style="list-style-type: none"> Review H of P compliance, including risk assessment and remedial action where necessary, including training Health and Safety policy 	<ul style="list-style-type: none"> Health and Safety policy in place 	L

3c	Staff turnover and recruitment	<ul style="list-style-type: none"> • Too rapid loss of staff disrupts programme and timetable of research and adds to costs of training and recruitment; potential impact on morale • Illness • Lack of applicants of sufficient quality for advertised vacancies • Rapid loss of staff towards end of a programme of work 	Director	L	H	<ul style="list-style-type: none"> • Use appraisal system to review where difficulties with staff are emerging • Manage sickness absence and maintain sickness register • Staff development programme to ensure that staff concerns about their own development met • Particular attention to staff concerns when sections are nearing completion; consider this as criterion for future projects 	<ul style="list-style-type: none"> • Annual appraisal system in place • Staff development budget • Redundancy policy formulated and approved by Union and Trustees • Sickness policy needs review 	L
3d	Premises and property management	<ul style="list-style-type: none"> • Poor/costly service providers 	Administrator	M	M	<ul style="list-style-type: none"> • Appointment of reputable professionally or trade qualified service providers on firm costed service/performance agreements • Regular review of performance and costs 	<ul style="list-style-type: none"> • Member of London University Purchasing Consortium through which main service contract (cleaning) awarded after competitive tender; monitored quarterly against KPI's. • Smaller contracts awarded subject to H& S legislation, competitive estimates, KPI's and/or specific repair resolution. 	L
3e	Disaster	<ul style="list-style-type: none"> • Destruction /damage to property, equipment, records 	Administrator	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"> 2015/16 to 2017/18 budget under discussion Transfer of funds to bank account for more rapid access 	L
4c	Payroll	<ul style="list-style-type: none"> Payroll provider's systems fail 	Administrator	L	H	<ul style="list-style-type: none"> Payroll can be administered manually by Administrator at H of P 	<ul style="list-style-type: none"> Payroll provider working efficiently and reliably 	L
4d	Fraud & Error	<ul style="list-style-type: none"> Fraud/error at H of P Loss etc of corporate credit card 	Administrator	L	M	<ul style="list-style-type: none"> Financial memorandum Financial control procedures Authorisations for expenses Asset register Internal Review system 	<ul style="list-style-type: none"> Occasional overview by HoC Internal Review Service of HoP self-assessment [last review conducted 2009] Financial Control procedures reviewed and revised in 2006; updated for addition of corporate credit card in 2011 Financial Memorandum awaiting updating in 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