



THE HISTORY OF PARLIAMENT

Plan 2022

First draft June 2022

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1. Aims

The Charitable objects of the History of Parliament Trust are to advance the education of the public in general on the subject of the history of parliament through:

- scholarly and historical research on the parliament of the United Kingdom and its predecessors (the parliaments of England up to 1707 and of Great Britain between 1707 and 1801), those who have been members of these bodies, parliamentary constituencies and elections, and parliamentary politics and institutions;
- disseminating and interpreting the results of this research to the widest possible audience;
- the encouragement of research by others on the history of parliament and parliamentary institutions; and
- the promotion of related scholarly and educational activities.

The Trust pursues these objects in the following ways:

RESEARCH

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

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

- The History aims 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 its website 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

The History aims 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

The History aims 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 2022-25: 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, 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 the future.
2. The History's staff of professional historians is currently researching the House of Commons in the periods 1461-1504 and 1832-1868, and the House of Lords in the periods 1558-1601, 1640-1660 and 1715-1790. A third Commons project, 1640-1660, is being prepared for the press. Details on progress in each of these projects is given in Appendix 4.
3. The current funding year, 2022-23, is the last of three years covered by a flat funding financial settlement from the House of Commons and the House of Lords. Grant-in-Aid was £1.674m in 2022-23. The History will also receive £60,000 in 2022-23 from its current contract with publishing company St James's House, which expires in September 2023. Under its current and previous contracts, the Trust is also due royalties from St James's House of over £290,000, which will be paid in instalments over the course of the next three years. The Trust has now agreed a new contract with St James's House, which will begin from the expiry of the old one in September 2023, and will provide a total of £480,000 over five years. The Trust also receives 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. The plans outlined in this document are based on consolidating and taking further the strategy pursued since 2018, and which are in part traceable to the review of the History of Parliament's activities commissioned from Professor Michael Braddick in 2017 by the House of Commons and House of Lords commissions. They are focused around the four objects outlined above, and the governance and administration of the charity. In the course of 2021-22, the History reviewed its governance, staff structure and staff development; took a decision on a new project to replace The House of Commons 1640-1660; and began work on bring its oral history project more closely in line with the

current suite of research projects. It is committed to making further progress on mapping out the future of its publications, and public engagement programmes.

Performance

6. 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 2021-22.
7. In future years, progress against the objectives outlined in this Plan will be reported annually in the Plan.

3. The History of Parliament Plan: Performance 2021-22 and Objectives 2022-24

RESEARCH

Project	Objective	Target and performance in 2021-22	Target in 2022-24
Core Projects			
<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	See appendix
<i>The History of Parliament: The House of Commons 1461-1504</i>	See appendix.	See appendix	See appendix
<i>The History of Parliament: The House of Commons 1640-60</i>	Completion and publication: see appendix	Target was: Publication by the end of 2022. Performance: Delays have occurred in developing systems to convert word documents into our database, and in checking and ensuring the consistency of the text.	Publication in April/May 2023
<i>The History of Parliament: the House of Lords 1558-1601</i>	See appendix		See appendix
<i>The History of Parliament: the House of</i>	See appendix		See appendix

<i>Commons 1832-68</i>			
<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.	Target was: A decision to be taken in 2021 on initiating a new project to succeed HC 1640-60. Performance: It was agreed in 2021-22 to follow up the Commons project with a Lords project covering the same period. Staff were retained on the new project, and a new editor selected.	See appendix
<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.	Target was: 60 new interviews (20 a year). Performance: Continued COVID restrictions delayed re-opening oral history interviewing until early 2022. Three new interviews have been completed. A new cohort of interviewers have been trained and a new cohort of interviewees have accepted invitation to take part. A new outline strategy was presented to the Board and Trustees in April/May, just outside the 2021-22 financial year.	60 new interviews (20 a year).

DISSEMINATION

Project	Objective	Target and Performance in 2021-22	Target in 2022-24
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Print publication			
Publication of main History of Parliament research project series (currently 56 volumes published)			
The House of Commons 1640-1660	Publication in H of P series. Cambridge University Press will be approached for 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	Target was Print publication by end 2022: Performance: A tender was held for print publication of these volumes, which was won by Boydell and Brewer Ltd. A system has been developed for conversion of XML text through BehMeh media and freelance staff formerly from IHR. Publication delayed (see above)	Print publication in April/May 2022; publication on 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)	Target was: Report and decision on future publication strategy by end 2022. Performance: Target has been stretched, to ensure that experience from publication of 1640-60 will be recognised	Report and decision on future publication strategy by end 2023
Historyofparliamentonline.org			
The History's website, containing all content published in print up to 2010. Rebuild and redesign currently in progress			

Migration	Migration of site from Drupal 6 to Drupal 9 required as Drupal 6 no longer supported	Target was: for migration by end 2021. The completion of the migration process has been held up by completing the process for ensuring print publication of The Commons 1640-60.	Migration by end 2022
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)	Target was: for rebuild and redesign on current plan to be complete by end of 2022. Performance: Issues with ensuring print publication for Commons 1640-1660 have also delayed these plans.	Rebuild and redesign on current plan complete by mid-2023
Content creation	Following rebuild and redesign, review and extend current content (see below under Engagement)	No specific target: no substantial progress on this aim	Ongoing
<i>Other online projects</i>			
<i>Additional content created by the History or as part of the History's overall content</i>			
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	Target was: new peerage database available by end 2021. Database was built by end of 2021, though not made publicly available until May 2022, due to some data issues.	incorporation of post-1832 members into Historyofparliamentonline by end 2023; incorporation of peerage database by end 2024

	databases into Historyofparliamentonline		
Voting explorer (divisions database 1836-1910)	See below, under Development		

DEVELOPMENT

Project	Objective	Target and performance in 2021-22	Target for 2022-24
<i>Collaborative doctoral awards: 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</i>			
Current CDAs	Help to see through current three CDAs to completion of PhDs	CDAs ongoing	CDAs begun in 2020 to be completed by end 2024/CDAs begun in 2021 to be completed by end 2021
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	Target was: Two additional CDAs if feasible projects can be found which fit criteria. Performance: One bid for a CDA project unsuccessful in 2020-21	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	Ongoing	Report in 2022
<i>HoP other projects:</i>			

Projects that arise from HoP major research projects, not funded under grant in aid, for which the HoP may search for external funding etc.			
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 target set	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 target set	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,	Target was: funding secured by 2022, project completed by 2024. Performance: Funding bid made to Wolfson Foundation unsuccessful.	Continue search for funding; but project could be begun with our own funding for digital projects; aim to completed initial stage by 2024.

	and completion), in line with vision of linking to geographical resources; carry through rebuild project.		
<p>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.</p>			
Current projects	Provide continued support and assistance to current slate of four collaborative projects, and others within the pipeline	No target set. Performance: Engagement continued with existing projects; HoP also partner in Letters of Richard Cobden AHRC bid, was successful in 2022.	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 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.	No target set. Performance: RHUL bid not successful. Other funding streams being sought.	No target currently relevant
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	No target set. Performance: Discussions have taken place with colleagues at University of Durham, University of East Anglia and Oxford University on potential projects.	No target relevant

	current projects		
St James's House: <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.	Target was: these two books to be published and the contract complete by September 2023. Performance: Second book under current contract published in September 2021.	Continued payment of royalties and fee under current contracts; final book under current contract brought forward to be published in December 2022; first book under new contract in late 2023.
Future relationship	Discuss with St James's House and Trustees the future of the relationship beyond 2023	Target was: discussion concluded by end 2022. Performance: new contract agreed with SJH to begin from September 2023 and cover four books. Arrangements agreed with SJH for payment of royalties under 2018 contract.	No target relevant

ENGAGEMENT

Project	Objective	Target and performance in 2021-22	Target for 2022-24
Engagement strategy			
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	Target: Strategy to be presented to Ed. Board/Trustees in Oct./Nov. Performance: an interim review was presented to Ed. Board/Trustees in Feb. 22, as the departure of a	Develop further the points referred to in the review, including parliamentary history festival, events, etc. over 2022-24; appoint replacement for PE manager leaving in 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	member of staff made it expedient to leave a fuller re-examination to later. Review though started the process of developing further the public engagement activity of the History.	
Publications publicity <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 1422-1461, 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 for effective publicising of 1640-60 on publication in 2022	Target was: Strategy for publicising of 1640-60 to exist by end 2021, together with publisher. Performance: Publicity plans have been set in train with publisher and others, but full plans delayed as a result of putting back the publication date.	Complete plans for publicity for 1640-1660 by end of 2022. Continue to seek further opportunities to promote 1422-61 and 1604-29 projects, particularly when incorporated into historyofparliamentonline.org.
Social media, video, podcasts, blogs <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>			
Social media	Maintain and further develop social media engagement (at end of March 2021 three twitter	Target was: year on year increases in number of visitors to blogs, website and twitter followers and	Aim to maintain and develop social media engagement, and review at end of 2022-23 to confirm whether decline temporary or trend.

	accounts had total of 25.7k followers; twitter impressions 11.6m in 2020-21)	impressions. Social media figures were down in 2020-21 on previous year, though it is unclear whether this was a common, pandemic-related experience, or to do with our own operation.	
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)	Target was: additional 12 videos added in 2021-22; year on year increases in number of views. Performance: The departure of our PE manager, and capacity at our collaborators Royal Holloway limited the number of videos we have been able to upload this year to six	Continue with occasional video series: target for 3-4 HoP produced videos to be published during 2022-3; more to be produced if RHUL are able to find additional capacity.
Podcast	Build expertise in podcasting and develop podcasting series: overall approach to podcasting and how distinctive from videos to be outlined in strategy (above)	Target was: 1 podcast series with 5-6 episodes to be delivered in 2021-22. See above for strategy. Performance was limited by departure of member of staff in mid-year, so only one episode was delivered.	Podcast experiment to continue, with 3-5 episodes to be delivered in 2022-3: review outcome and reach of podcasts thereafter
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)	Target was: At least 150 blogposts to be added in 2021-22; Year on year increase in number of views / visitors to blogs. Performance: 131 blogposts added in 2021-22 with total of 155,000 views, a reduction from previous years (see above concerning social media statistics in 2021-22)	Maintain and develop current blog series, and deliver at least 130 blogposts in 2022-23. Review in 2023-4 if figures don't recover.

Academic, university and professional and media engagement			
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			
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	Target: Undergraduate and schools competitions launched and awarded each year; increased number of entries. Performance: Undergraduate and A level competitions run and awarded. [No. of entries?]	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 in university teaching	No specific target set. Performance: Involvement at Sheffield Hallam continued; discussion begun with other universities.	Continued involvement with Sheffield Hallam; seek further opportunities in 2022-23
Seminars and	The History will continue to	No specific target set. Performance:	Conferences planned for 2022-23 include Women MPs

workshops	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)	Seminar continues; strategy review set out considerations involved, but further work required.	with QMUL; Ballot Act with IHR; other plans under development for future years.
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 and expand the service that HoP can offer to media and others on parliamentary History	Performance: strategy review set out considerations involved, but further work required.	See above on strategy
Events			
<i>HoP runs 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	Performance: No public in-person events hosted purely by HoP took place in 2021, though it was a partner in events hosted by St	In-person events, including revival of annual lecture to take place in 2022-23. Aim for series of in-person and virtual events to be planned on two-year ahead basis. Work on proposal for parliamentary history festival

	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)	James's House, and held a launch for recently published volumes in Speaker's House by invitation; longer-term programming disrupted by both coronavirus and departure of PE manager. Further programming disrupted by uncertainty re restrictions and capacity in parliament.	
<i>Parliament and other partners</i> <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: History is a member of the Parliamentary Exhibitions and Events group, with regular meetings with partners at Parliamentary Archives, Collections, etc. through which contact is maintained. History worked with Archives and Collections on a number of events during the year, including those marking anniversary of Lords Privileges Committee/Standing Orders; annual women's day lecture.	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	No specific target set: work especially with Royal Holloway on video series	No specific target set: see other headings for work in partnership

	Archives) seek new partners for specific projects such as during history months		
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GOVERNANCE AND ADMINISTRATION

Project	Objective	Target and performance in 2021-22	Target
<i>Governance</i>			
Governance review	The HoP's governance arrangements have 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.	Target was: Undertake review of governance by end 2021; implement findings over 2021-24. Performance: Review of governance completed and Trustees agreed to convert to CIO status in 2021, new draft constitution agreed by end of 2021-22; implementation underway	Submit new constitution to Charity Commission by end of 2022.
<i>Funding and finance</i> <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	Target was: Budgets submitted and grant in aid agreed annually: Performance: Grant-in-aid remained flat under previously agreed arrangement for flat funding over three years.	Budgets submitted and grant in aid agreed annually
IRS review	Implement agreed findings of Internal Review Service Review of 2020 with respect	Target (1) Agreement of this plan in 2021; (2) for discussion over course of 2021/22; (3 & 4) VFM and academic	Continue annual preparation of H of P plan; continue collecting VFM/value evidence and publishing it in annual report; continue monitoring reserve through

	to (1) creation of an annual plan; (2) reserves; (3) value for money; (4) academic and cultural value; (5) measures of website usage	and cultural value proposals to be presented in course of 2021; (5) measures of website usage to be incorporated into current rebuild; Performance (1) plan published in July 2021; (3 & 4) Value report presented in October 2021, details incorporated in future annual reports; (5) waiting on progress with website rebuild. Reserve level continuously monitored and reviewed with finance committee on a regular basis	finance committee and internally.
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.	Target was: Routine meetings with official members of finance committee to be held in Sept. 2021, Jan. 2022. Performance: routine meetings held as planned as well as normal meetings of the finance committee	Continue routine meetings with finance committee as well as formal meetings of finance committee
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.	Target: Revive planning for fundraising and new strategy by the end of 2022; Performance: royalties from contracts with St James's House will now return an additional £290k to the History over three years to 2025; it is anticipated that royalties will help us to fund (among other things) future fundraising.	Strategy for fundraising to be in place by the end of 2022

Accommodation			
<i>The current lease on 18 Bloomsbury Square 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	Target ongoing	No dilapidations charged in 2025
Plan for 2025 move	Progressively reduce holdings of books, archive, etc. Implement move of main archive to British Library	Target was: Move main archive holdings to British Library in the course of 2021/22 when restrictions lifted; Performance: not achieved within 2021/22 because of continued COVID and continuing work on reviewing and copying; will be moved in 2022/23	Move main archive holdings to British Library in the course of 2022/23
Staff			
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.	Target was: Review to be reported to Trustees by at least Jan./Feb. 2022. Performance: Review was reported to Trustees in October 2022; changes to staff structure implemented from beginning of 2022-23 FY, including appointment of Deputy Director, formalisation of Assistant Director post, creation of 'Collateral research projects'	Review left two issues re. diversity to be further developed – in particular proposed system of internships and making effective use of volunteers. These will be developed and plans created in course of 2022-23.

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. Details as at 1 July 2022.

Trustees:

Chris Bryant MP
Rt. hon. The Lord Clark of Windermere
Mrs Sarah Davies (Clerk assistant, House of Commons)
Mr Jonathan Djanogly MP
Lord Gardiner of Kimble (Senior Deputy Speaker, House of Lords)
Rt. hon Kwasi Kwarteng MP
Rt. hon Dame Eleanor Laing MP (Chairman of Ways and Means)
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Mr Gordon Marsden
Dame Clare Moriarty (Treasurer)
Professor The Lord Norton of Louth (Chair)
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Editorial Board:

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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) (Chair)

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) (to 31 July 2022)
	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 1640-1660	Dr Andrew Barclay (Editor) Dr Patrick Little (Assistant Editor) Dr David Scott (Senior Research Fellow)
	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>
	Contemporary History	Dr Emma Peplow (Head of Oral History) Emme Ledgerwood (Oral History coordinator) <i>Ms Katy Tanner (Collaborative Doctoral Studentship with Keele and Manchester Universities, from autumn 2021)</i>
DISSEMINATION		Mr Alex Monaghan (Drupal developer)
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
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 prepared and agreed by Trustees in 2021; this document for 2022 	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 Non-attendance and/or vacancies among Trustees and Editorial Board 	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 Plan for recruiting and maintaining commitment of members 	<ul style="list-style-type: none"> Review of governance in 2021 resulted in decision to create new CIO. New Trustees to be considered as part of that process. 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 Website procedures documented 	<ul style="list-style-type: none"> Conventions guide promulgated Website inhouse redesign currently underway to migrate to Drupal 10 will involve rationalisation of design. 	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	H	H	<ul style="list-style-type: none"> Current project to rebuild website; website developer member of staff; project includes addition of new content to site 	<ul style="list-style-type: none"> Website rebuild in progress 	M
2c	Print publication	<ul style="list-style-type: none"> Print pages can't be generated through Content Management System Lack of capacity for copy-editing and proof-reading 	Director	H	H	<ul style="list-style-type: none"> CMS now used 5 times to generate proofs successfully Close liaison with publishers Careful planning of copy-editing and proof-reading process In-house developer to manage process of extracting XML from website 	<ul style="list-style-type: none"> IHR has transferred knowledge and documentation to HPT; personnel from former IHR publications team now involved in systems for publication Copy-editing and proof-reading now largely undertaken in-house. 	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 manager / 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 Staff Handbook developed 2018 Consultation with trade union staff representatives Annual appraisal system recently reviewed New staff development opportunities implemented 	L
3b	Health and Safety	<ul style="list-style-type: none"> Failure to comply with legislation Injury 	Director/ 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 Policies reviewed in context of 2020-21 pandemic and against HSE guidance; specific guidance issued and procedures introduced. 	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; new development opportunities created in 2021-22 • Redundancy policy in place • Policies reviewed in new Staff Handbook in 2018. • Changes to staff structure in 2022-23 include Deputy Director position 	L
3d	Premises and property management	<ul style="list-style-type: none"> • Poor/costly service providers 	Office 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"> • Monitored quarterly against KPIs. • Smaller contracts awarded subject to H& S legislation, competitive estimates, KPIs and/or specific repair resolution. 	L
			Trustees					
3e	Disaster	<ul style="list-style-type: none"> • Destruction /damage to property, equipment, records 	Administrator	L	H	<ul style="list-style-type: none"> • 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 • 6 monthly meetings of Finance committee, with additional meetings with budget holders in commons and Lords • Annual Review and reports to House of Commons Commission and the Lords 	<ul style="list-style-type: none"> • Agreement with budget holders in Commons and Lords to hold regular meetings in between Finance Committee meetings. 	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 & cash forecasts at end of each month to ensure sufficient funds • Bi-annual meeting of Finance Committee • Budgeting set annually using fullest possible information • Cash flow monitoring implemented 	<ul style="list-style-type: none"> • Draft 2022/23 to 2024/25 budgets 	L
4c	Payroll	<ul style="list-style-type: none"> • Payroll provider's systems fail 	Finance manager / Office manager	L	H	<ul style="list-style-type: none"> • Payroll can be administered manually by Finance Manager 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 manager/ Office 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 Parliamentary Internal Review Service of HoP self-assessment [last review conducted 2020] • Financial Memorandum last reviewed 2019 	L
4e	Banking	<ul style="list-style-type: none"> • Error at bank 	Finance manager/ Office manager	M	H	Bank reconciliations by Office Manager	<ul style="list-style-type: none"> • Online access to bank accounts enabling regular checks • Bank reconciliations prepared monthly 	L

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	Complete up to Sept. 2019	Output in 6 months to Sept. 2019	Output in 6 months to Mar. 2020	Output in 6 months to Sep. 2020	Output in 6 months to Mar. 2021	Output in 6 months to Sept. 2021	Output in 6 months to Mar. 2022	Remaining at Apr. 2021
Articles (first draft)									
Biographies	1325	0	0	50	50	47	46	43	1047
Constituencies	148	0	0	0	1	1	1	4	141
Total	1473	0	0	50	51	48	47	47	1188
Other activities									
Blogs			12	13	13	11	12	6	
Publications			2	2	2	2	0	4	
Events			2	2	2	7	9	5	

There are 3 external commissions in progress.

At the current rate of progress of c. 95 articles a year, the project can be expected to take around a further twelve 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 (1)***

Vivienne Larminie (editor)

Recent progress and timeline

The project began in 1983, and is currently being prepared for publication. It will be published in 2023.

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	Remaining at April 2019	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	Output in 6 months to Oct 2021	Output in 6 months to April 2022	Remaining at Oct 2021
<i>First draft articles</i>									
Biographies	2,591	870	95	70	53	53	52	57	490
Constituencies	401	196	8	14	10	4	8	11	140
Total	2,992	1,066	103	84	63	57	60	68	630
<i>Other activities</i>									
Blogs			13	12	14	15	16	10	
Publications			2	1	3	0	0	2	
Events			12	8	9	15	16	18	

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 the target set in 2021 (c. 120 articles a year) it will take around 5 years 4 months to complete the first drafts of all articles (i.e. September 2027). This does not include revision and the publication process. Achieving faster progress 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. It should be noted that the section in 2021-22 was coming close to that, with a total of 128 articles completed.

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	Output in 6 months to Oct. 2021	Output in 6 months to April 2022	Remaining at April 2022
Articles (first draft)						
Biographies	246*	1	18	28	33	166

Other activities						
Blogs		7	6	6	6	
Publications		0	1	0	0	
Events		0	1	7	1	

There are 12 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 should 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. At present the section is falling behind this target, with a total in 2021-22 of 61 articles completed (51 internal and 10 external). It has proved difficult to commission external authors in sufficient numbers to meet the planned rate of progress. At the current progress, the completion of first drafts will be delayed by around nine months, to mid-2025. The fifth year of the project is devoted to revision and the compilation of an introductory survey.

THE HOUSE OF LORDS, 1640-1660

Current staff (3)

David Scott (editor), Patrick Little (assistant editor), Andrew Barclay (senior research fellow)

Timeline for completion

This project began in 2022, after completion of the Commons 1640-1660 project. It has not yet begun work on compiling biographies. There is a total of 255 biographies to be written, including those who were not eligible to sit in the House of Lords until after 1649, when the House was abolished. The project is planned for completion in 5 years (except for proof and press stages). Year 1 (the current year) will be spent in collecting resources, creating databases, establishing conventions, finding external contributors, along with some biography writing. Years 2 to 4 will be spent on writing biographies, and year 5 on revision and the completion of the survey.

	Year 1 (to Mar. 2023)	Year 2 (to Mar. 2024)	Year 3 (to Mar. 2025)	Year 4 (to Mar. 2026)	Year 5 (to Mar. 2027)	Press and publication
Peers eligible to sit 1640-9 to be written in-house (60)	10	18	18	14		
Peers eligible to sit 1640-9 to be written in-house or outsourced (100)	25	25	25	25		
Peers eligible to sit 1640-9 to be outsourced	2	10	12	12		
Bishops (36)	2	10	10	7		
Peers who inherited or were created after 1649 (30)		15	15			
Articles to be completed by the end of the year	39	117	197	255		

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	Remaining at April 2019	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	Output in 6 months to Oct. 2021	Output in 6 months to Apr. 2022	Remaining at Oct. 2018
Articles (first draft)									
Biographies	928	848	41	38	33	36	35	38	630
Other activities									
Blogs			9	7	13	11	10	8	
Publications			2	4	2	3	0	4	
Events/media			2	1	2	1	4	4	

There are currently 6 externally-commissioned articles in progress.

At the current average rate of production of around 74 articles a year, the project will take about 8.5 years to complete first drafts (Sept. 2030). 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. There are currently 8 articles commissioned from external scholars. The section's target is to increase production to 86 a year by April 2024.

Appendix 5: Timelines

Research targets to 2029-30:

	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																
C1461																																				
C1640																																				
C1832																																				
L1559																																				
L1640																																				
L1715																																				

Green: first drafts

Blue: revision

Dark blue: survey and proofs/press

Other Plan targets to 2024-25:

	2022-23	2023-24	2024-25	2025-26
Research				
Dissemination	Database migration by end of 2022	Publication of 1640-60 in April/May 2023		Publication of 1640-60 online
		Report and decision on print strategy by end 2023		

	2022-23	2023-24	2024-25	2025-26
		Database rebuild and redesign by end of 2023 Incorporation of post-1832 members into website by end 2023	Incorporation of peerage database into the main website by end of 2024	
Development	Review collaborative doctoral awards by end 2022		CDAs begun in 2020 to be complete by end 2024	
			complete initial stage of voting explorer project by end 2024	
	St James's House 3 rd book under 2018 contract to be published	St James's House 1 st book under 2022 contract to be published		
Engagement	Appoint public engagement manager		Strategy to be implemented up to 2024, including parliamentary history festival	
	Review social media at end of 2022-23			
	3-4 videos to be produced in 2022-23			
	Deliver at least 130 blogposts Undergraduate and schools competitions; conferences as planned			
Administration	Archive holdings to move to BL in 2022/23		Governance changes to be complete by end 2024	
	Strategy for fundraising by end 2022			