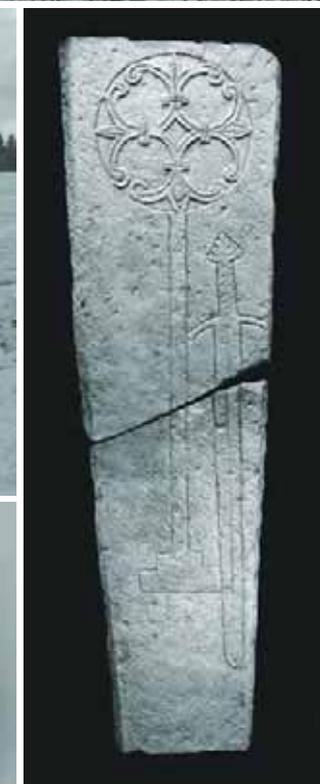


HEADLAND ARCHAEOLOGY

ANNUAL STATEMENT

2013/14





PROFILE

WHO ARE WE?

Headland Archaeology was founded in 1996 by four like-minded archaeologists with a strong commitment to commercially-focused client delivery. In a business traditionally dominated by the not-for-profit sector, Headland Archaeology is one of the UK's leading privately-owned providers of heritage services to the development and construction industries. We offer a wide range of consultancy and contracting archaeological services covering the life cycle of a project from design through to construction. Our pragmatic and professional approach has earned us multiple awards and an industry-leading reputation for delivering on time and within budget. This ethos is applied to all projects, whether we are working on a fast-track road or rail project, a multi-phase housing development or quarry, a wind farm in a complex upland or lowland landscape setting or a cable-laying operation in international waters.

We are respected within the industry for successfully balancing the cultures of business and heritage, and we lead from the front, encouraging innovation and excellence in all aspects of our work.

WHERE ARE WE?

Headland supports the development and construction sectors throughout the UK from three offices – Edinburgh, Luton and Hereford. Our regional network means that we can offer our clients essential local knowledge, whilst our national coverage means we can offer our clients a consistent product and customer service no matter where their development is in the UK.



SECTORS WE WORK IN

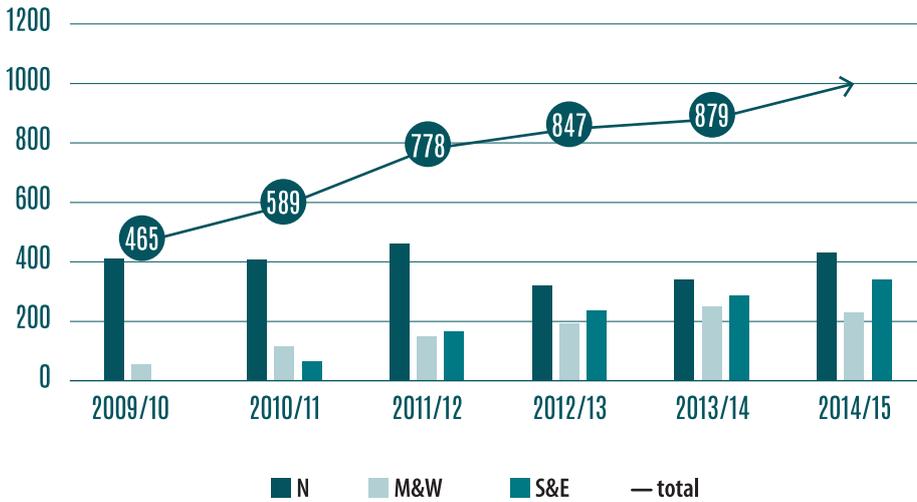
- RENEWABLES
- UTILITIES

- CIVILS & CONSTRUCTION
- EXTRACTION

- HOUSING & COMMERCIAL PROPERTY
- LAND MANAGEMENT

ACHIEVEMENTS

SALES

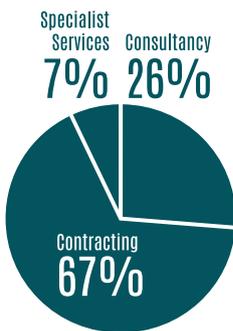


average contract value 2013/14

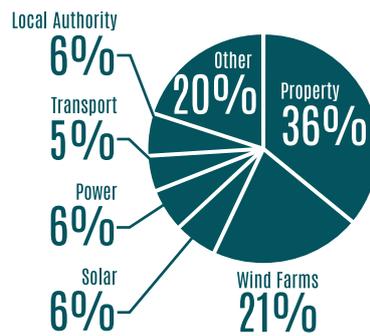


new business value 2013/14

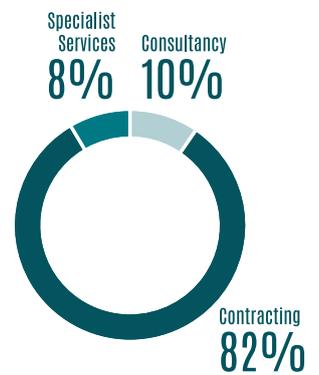
SERVICES



SECTORS



STAFF



N	M&W	S&E
60	16	18

GEOGRAPHIC COVERAGE



NEW STAFF



MICHAEL WALSH | PRINCIPAL MARITIME CONSULTANT NORTH
BA (Hons) MA PhD MIFA FSA Scot

Michael joined Headland last year and now heads up the Maritime Section of the Consultancy Division. He has directed many large-scale geophysical and archaeological surveys in the United Arab Emirates, including one of the largest geophysical surveys ever undertaken in Abu Dhabi. He is currently leading a team searching for the wreck of a missing Roman galley in the Thames estuary and is in the process of preparing a monograph on the project for publication by British Museum Press later this year.

MICHAEL TIERNEY | PROJECT MANAGER SOUTH & EAST
BA (Hons) MA

With 30 years' experience as an archaeologist, Michael brings a real wealth of skills to the company. Michael has extensive fieldwork experience from many years working in Ireland before turning to academia and a lectureship at the University of Lampeter. His publication record is excellent, covering numerous individual projects as well as picking up on more expansive, regional themes.



TOM JANES | HERITAGE CONSULTANT NORTH
MA (Hons)

Tom has more than 15 years' experience in commercial archaeology, working as a field archaeologist, site director and project manager in the UK and Ireland. While working for Headland Archaeology (Ireland) from 2005 to 2011, he managed a number of large-scale field projects and also carried out desktop assessments and Environmental Impact Assessments. He therefore brings a broad range of knowledge and experience to the Consultancy Division.

SAM FOX | HERITAGE CONSULTANT NORTH
BA (Hons) MLitt PifA

Sam joined Headland from Historic Scotland where he completed an IfA/HLF-funded workplace-learning bursary based with the Scheduling, Marine and Battlefields Team. He brings considerable knowledge of heritage policy, having worked on assessing EIAs and SEAs with Historic Scotland's Area and Strategic Casework Teams.



EMMA TETLOW | SENIOR ARCHAEOLOGIST SOUTH & EAST
BSc MPhil PhD MIFA

Emma has recently returned from a 4-year period working in Qatar. She has extensive experience as a field archaeologist, running complex large projects. Emma is also a highly accomplished environmental archaeologist and geoarchaeologist with an impressive publication track record in both subjects. Currently, Emma is leading the works on the Staffordshire Area Improvements (Rail) scheme.

BRENKLEY LANE SURFACE MINE, NEWCASTLE

client | Banks Mining
contract value | £105K

Brenkley Lane Surface Mine is one of the largest surface coal mines in the UK. Working on behalf of Banks Mining, Headland's excavations, undertaken between August and October 2013, revealed a sprawling Iron Age settlement centred on four roundhouses within a double rectangular enclosure. The results have added to the growing corpus of Iron Age sites around Newcastle suggesting a dynamic Iron Age landscape of interrelated settlements.

The last minute discovery of rare breeding birds delayed the start date of the 5.2ha topsoil strip. Headland's team were on standby for much of the summer but our in-house resources meant

that we were able to remobilise within one week of the all clear which would otherwise have triggered a new ecology survey.

As the excavated area also lay within an active coal mine, it was important that our team cooperated closely with Banks Mining to ensure that archaeological excavations were carried out safely and that our work did not interfere with the operational workings of the mine. Working to a strict deadline, our team completed the excavation with minimal impact on the mine operations and to the satisfaction of both the local authority archaeologist and client.

The team has just begun post-excavation analysis on the project, with a view to submitting the completed publication report to a local archaeological journal in 2015.



EDDIE BAILEY

Project Manager North and H&S Manager, managed the Brenkley excavations.



BUSINESS STRUCTURE

CORE DIVISIONS

Our business is structured around three core divisions

1 CONSULTANCY

The Consultancy team is focused on **identifying and managing potential risk**. Dealing with heritage issues early on in the life of a development can save valuable time and cost.

Our aim is to get our clients through the planning process. We advise on current planning legislation, support project and design teams with heritage assessments and negotiate specifications with local and statutory authorities for archaeological work pre- and post-planning. We then advise on likely costs and timescales to help our clients design programmes and budgets. Our consultancy work is of the highest standard in the industry and our track record in defending our work in public inquiries proves this.

Our services cover on and offshore developments and include early stage risk appraisals and feasibility studies, masterplanning, heritage statements, desk-based assessments, environmental impacts assessments and expert witness.

2 CONTRACTING

The Contracting team is focused on **delivering appropriate archaeological services in advance of construction work on time and on budget**.

Our philosophy for contracting services is to provide value for money as heritage can be a significant cost in any development budget. As one of the UK's largest contractors, we offer a full range of non-invasive and invasive surveys and have the scale and resources to get teams onto development sites anywhere in the UK, often at short notice. Our network of regional offices enables us to move resources around the country to meet demand. Our experience as principal contractor on large-scale infrastructure projects means we have a clear understanding of our contractual responsibilities in delivering on time and on budget and to agreed specifications and, in doing so, the importance of creating and maintaining a safe working environment.

Our services include a range of pre- and post-planning determination services such as geophysical survey, fieldwalking, topographic survey, coring and historic building recording, as well as trial-trenching, excavation and watching briefs.

3 SPECIALIST SERVICES

Our Specialist Services team is focused on **adding value to our clients' developments through the input of some of the UK's leading heritage specialists**.

We employ a full team of in-house specialists to support the work of our Consultancy and Contracting teams, providing a fully integrated service. Their knowledge and experience means our clients can be sure they have met industry best-practice but also that the work that we recommend is appropriate to their development.

Site works are only part of potential heritage costs; post-fieldwork analysis and reporting also represent significant cost. Our experts can alert you as to what is a rare and important discovery, sometimes in a blaze of unexpected publicity. Conversely, they will also point out what is routine and commonplace and will recommend dealing with these sites quickly, dispensing with the need for unnecessary and expensive work both in the field and in reporting. Our team of specialists can save you time and money both on and off site.

Our services include geoarchaeology, palaeo-environmental and archaeobotanical studies, maritime archaeology, geophysics, photogrammetry, historic building recording, artefact analysis, human and faunal remains, graphics and publication.

case study | CONTRACTING MIDLANDS & WEST

HOME FARM, FAIRFORD

client | Bloor Homes
contract value | £140K

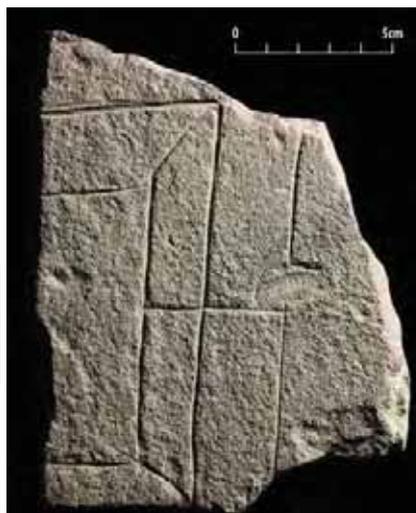


Neolithic and Iron Age burials, and early Saxon houses uncovered at Fairford

case study | CONTRACTING MIDLANDS & WEST

KILPECK CASTLE, HEREFORDSHIRE

client | Mann Williams
contract value | £13K



Dear Shareholder,

Performance

The heritage sector has changed significantly over the last five years. Many archaeologists have left the discipline, companies have ceased trading and others have merged or have been taken over. While everyone has had to downsize to some extent, Headland has weathered the recession better than most. The Renewables sector, both on and off shore, and our decision to invest in the South East of England have provided a reliable income stream that has enabled us not just to maintain our core team but to continue our planned programme of business development. I believe that Headland has used the quieter period of the recession well, improving our market share significantly. As a result we are in great shape to take advantage of the economic upturn.

In summary:

- We now offer clients full national coverage from our bases in Edinburgh, Luton and Hereford.
- We have continued to invest in marketing and technology, adding geophysics and photogrammetry to our portfolio of services.
- We are one of very few companies that have been able to keep salaries abreast of the cost of living and continue to deliver on our commitment to profit-related bonuses and dividends for staff and shareholders.
- We have invested heavily in staff, IT and fleet vehicles and with the improved efficiency are on track for a period of managed growth.

Culture

I'd like Headland to be a progressive organisation, good to work with and good to work for. As a fully commercial company our 'can-do' culture sets us apart from many of the charitable trusts, universities or local authority units we routinely compete against. We operate with the same financial constraints as our clients and, like them, are able to quickly respond to opportunities and threats as they arise.

We find ourselves in a volatile economic climate and this in itself presents challenges. We need to spend time to become familiar with the needs of our expanding list of clients and we will inevitably have to attract the best staff to help service them. We have a clear vision of what working for Headland means and maintaining quality in a growth cycle is therefore one of our top priorities for the year. The Headland team will see training and mentoring at all levels and, alongside our improved internal systems, our robust management structure will continue to provide clients with a rewarding experience.

Outlook for 2014–15

We are anticipating that our core work will increase by a factor of 20% in the coming year with expansion in both our contracting and consultancy services particularly in the housing and aggregates sectors. One of Headland's great strengths is, however, also in the management of large infrastructure projects. We have completed road and rail projects to the value of over £30M in recent years. There is a real skill to managing these alongside our day to day workload but we have specifically retained both the experience and financial reserves that are needed to deliver on projects of this type. The next few years will see some very large projects such as HS2 being commissioned and our offices are well-positioned to assist our clients take full advantage of these new opportunities.



TIM HOLDEN
Managing Director

WOBURN RESERVOIR, BEDFORDSHIRE

client | Bedford Estate

contract value | £200K

The construction of a reservoir on land adjacent to the famous Woburn Golf and Country Club prompted a programme of archaeological investigations. Geophysical survey allowed us to map the distribution of potential archaeological features, identifying hot spots, and trial-trenching was employed to test the initial findings. These preliminary stages of work also enabled us to agree a programme of mitigation works with the local planning authority.

Open-area excavation subsequently revealed several phases of late Iron Age and Roman activity including a cremation cemetery, agricultural field systems, drove ways and stock enclosures – all fairly typical for the area. Most surprising and wholly unexpected was the scale of Roman

industrial activity which including metal-working furnaces and ten pottery kilns of 2nd to 3rd century AD date.

Post-excavation analysis is now focusing on the type of kilns and the style of pottery being made here and why this place was chosen to be a centre of production. We know that the site is located on the Greensand Ridge which has evidence of human occupation from the Mesolithic period onwards, and considerable evidence of Roman activity including a number of Roman roads in the vicinity, the nearest of which is Watling Street. However, the nearest known Roman settlement is Magiovinum, 3km to the WNW.

The pottery recovered from Woburn was of a new type, not previously identified in regional

ceramic series, which means that the site will be of particular interest to Roman pottery specialists throughout the UK. It will have much to tell us about trading networks and changing styles of kiln construction and pottery.



MICHAEL TIERNEY

Project Manager South & East, is managing the post-excavation programme for Woburn Reservoir.



FORTH REPLACEMENT CROSSING, EDINBURGH

client | Transport Scotland
contract value | £313K

This year marked the culmination of the archaeological works associated with the Forth Replacement Crossing. Pre-construction works included geophysical survey, topographical survey, historic building recording, trial-trenching and finally mitigation excavations. Since 2011, we have been preparing the final report for publication on the results of our work which focuses on the two Mesolithic settlement sites we excavated on the north and south shores of the Forth estuary. These attracted national publicity at the time as they are, to date, the earliest known domestic houses in mainland Scotland and evidence of the exploitation of the Forth shoreline in the Mesolithic period.

Both sites generated significant quantities of information on plant and animal remains, soils and sediments and large numbers of worked stone tools. Our in-house specialists worked closely to ensure that all this information was brought together to provide an integrated picture of life amongst Scotland's earliest settlers. The publication entitled 'Built to last: Mesolithic and Neolithic settlement at two sites beside the Forth estuary, Scotland' is due to be published in November 2014 in the Proceedings of the Society of Antiquaries of Scotland.

Headland continues to provide archaeological support services to the construction team building the bridge and access roads.

There will soon be three iconic bridges over the River Forth as the 1890 cantilevered Forth Rail Bridge, currently being assessed for World Heritage status, and the 1964 road suspension bridge are joined by a third bridge.

JULIE LOCHRIE

Finds Specialist, undertook the analysis of the stone tools.



FINANCIAL REVIEW

BACKGROUND AND RESTRUCTURE

This report represents our first commentary on the business since our last report which looked back to 2009/10. The intervening period has seen the Group and Company consolidate its activities and accelerate back into a growth phase following the end of recession.

When we made our last report in 2010 we highlighted a number of issues, all pointing to our drive to increase our business efficiency, drive down costs and deliver a cost effective service to our client-base. We have achieved these goals and continue to deliver on efficiency and cost control whilst continuing to invest in our tangible asset base and minimising debt.

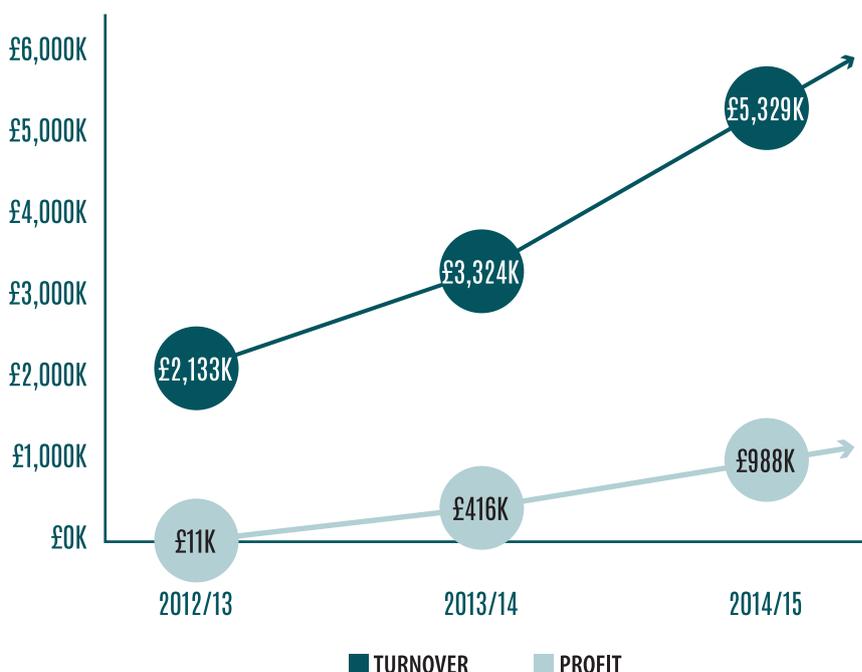
Our first major operational review carried out post-2010 identified that the biggest drain on UK resources was our loss-making subsidiary in Eire, then trading as Headland Archaeology (Ireland) Limited, now trading as Rubicon Heritage Services Limited. We entered into negotiations with the management of the subsidiary company and finally sold the company to management in late 2011. In our annual accounts to May 2011 we explained the transaction as *'In accepting this offer (for Headland Archaeology (Ireland) Limited) the Directors of the Company (Headland Group Limited) have recognised the exceptionally difficult trading conditions in Ireland, that the subsidiary was continuing to accrue substantial trading losses, and that the sale has released the parent company from a substantial guarantee obligation.'*

TABLE A*
HEADLAND ARCHAEOLOGY (UK) LIMITED TRADING RESULTS

	2012/13 (£K)	2013/14 (£K)	TARGET 2014/15 (£K)	4 MTHS TO SEP 2014 (£K)
TURNOVER	2,133	3,324	5,329	2,197
DIRECT COSTS	1,445	2,188	3,556	1,394
MARGIN GENERATED	688	1,136	1,773	803
INDIRECT OVERHEAD	677	720	785	252
PRE TAX PROFIT	11	416	988	551

* Source: unaudited management accounts

PERFORMANCE GROWTH



The year to May 2011 also saw two other significant events. The final absorption of our other subsidiary, Archaeological Investigations Limited, into the mainstream trading of Headland Archaeology (UK) Limited where this now forms the basis for our successful Midlands & West branch trading from Hereford, and the opening of our branch serving the South & East, now based in Silsoe, near Luton.

As a result of these changes the function of Headland Group Limited has become largely that of the administration of shareholder interests. Costs are covered by a management fee from Headland Archaeology (UK) Limited. Headland Group Limited continues to be a vehicle available for further acquisitions and consolidations.

CURRENT TRADING

After a period of consolidation the Group is starting to accelerate in terms of turnover and performance following the release of a number of large infrastructure projects which allows the company to maximise the use of our commercial expertise in this area, whilst retaining a commitment to supporting core archaeology projects. Table A below demonstrates our growth from 2013 through to our target for 2015 and we include our unaudited management results for the 2014/15 year to date to show that we are demonstrably on course to meet our targets, with the highlights being:

- Turnover growth from £2.133M in 2012/13 rising to our target of £5M + for 2014/15
- Pre-tax profit growth from break-even in 2012/13 to £1M for 2014/15
- Indirect overheads reduced from 32% of turnover in 2012/13 to 15% in 2014/15

VALUE GENERATION AND RETENTION

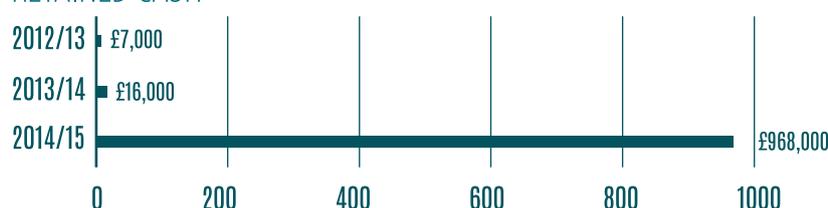
The company is utilising profitability to continue to invest in our infrastructure, with a spend of approximately £140K on technology, vehicles and equipment over the last 12 months; and a build-up in our liquid cash balances to fund future growth and support the working capital requirement of a growing company. Our consolidated balance sheets for the same periods as above reflect this, as shown in Table B below, with the highlights being:

- Net assets growing from £0.3M at May 2013 to a projected £1.5M by May 2015
- Cash retained growing from a nominal £7K May 2013 to a projected £968K by May 2015

VALUE GROWTH



RETAINED CASH



DAVID BETTS
Finance Director



TABLE B
HEADLAND GROUP LIMITED CONSOLIDATED BALANCE SHEET

	2012/13 (£K)	2013/14 (£K)	TARGET 2014/15 (£K)
TANGIBLE ASSETS WDV	33	75	130
CURRENT ASSETS			
DEBTOR/WIP BALANCES	677	1,308	1,449
CASH BALANCES	7	16	968
	684	1,324	2,417
CURRENT LIABILITIES	399	680	974
NET CURRENT ASSETS	285	644	1,443
TERM BORROWINGS			
ASSET FINANCE	(1)	(22)	(86)
PROVISIONS			
DEFERRED TAX		(8)	(8)
NET ASSETS	317	689	1,479
REPRESENTED BY			
SHARE CAPITAL/PREMIUM	45	45	45
RETAINED PROFITS	272	644	1,434
	317	689	1,479

FURNESS ABBEY, BARROW, CUMBRIA

client | English Heritage

contract value | £285K

Many of our projects are long running, requiring us to retain key staff and to carefully plan our resources to provide continuity. Headland has recently completed its third phase of archaeological works at Furness Abbey for English Heritage. The works have been carried out over several years as part of a complex scheme of underpinning and essential repairs to this scheduled monument.

Since 2011 we have undertaken both excavation, where we have been the main contractor, and also the monitoring of other contractors' works. Given the fluid and dynamic nature of the works, a key element of our role was the coordination of the various specialists who responded rapidly

to variations in the scope of what was essentially a complex engineering project. This required us to scale up the field team, often at short notice as and when necessary, so that the project ran smoothly and without delay to the overall programme.

Projects such as Furness not only provide us with the chance to utilise the full suite of our in-house survey capabilities, such as traditional measured drawing, EDM digital survey and laser scanning, but also offer an opportunity to develop new techniques such as photogrammetry. Reflecting our ethos to provide both the best service and value for clients, we are now making a real investment in photogrammetry as a

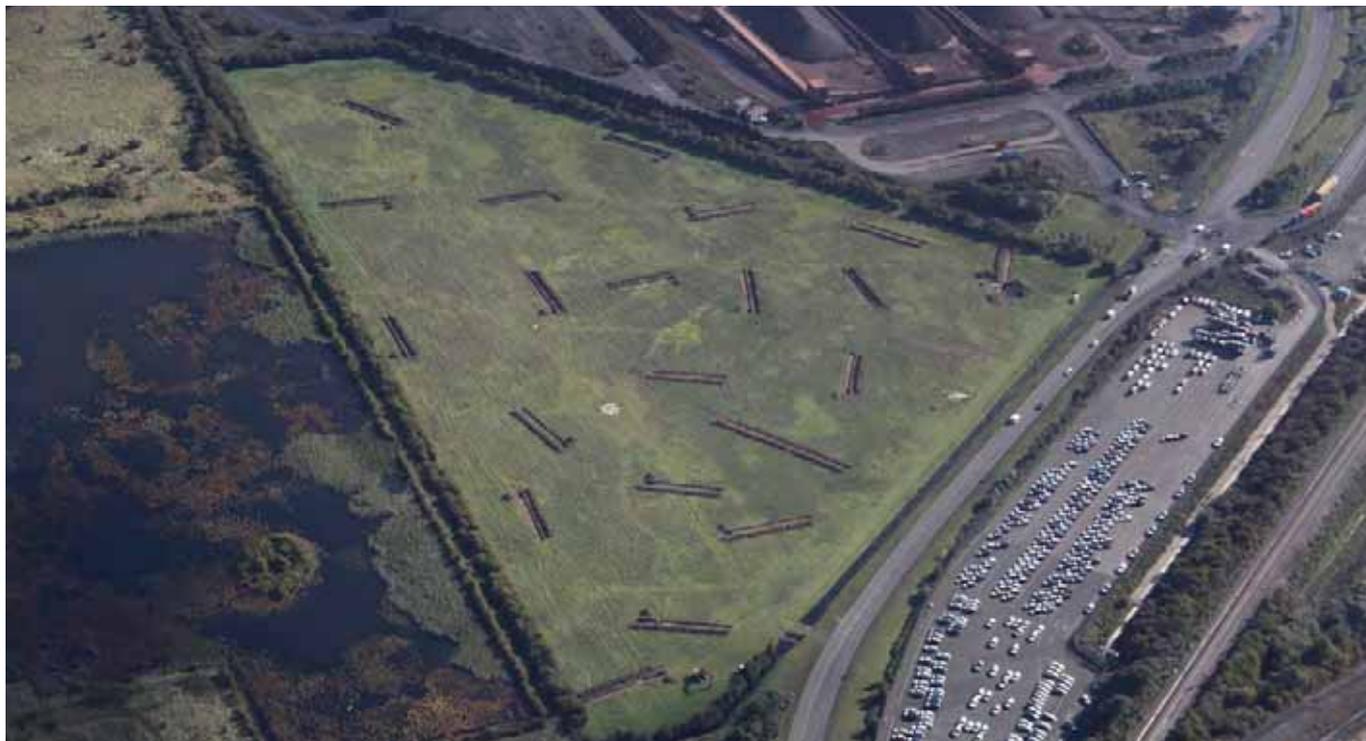
new service – a faster and cheaper alternative to standard building recording techniques. We ran trials that directly compared photogrammetry with laser scanning and we can now offer our clients potentially significant savings.



ALISTAIR ROBERTSON

Project Manager North, is Project Manager for Furness Abbey.





BUSINESS REVIEW

BUSINESS MANAGEMENT

Over the last 2 years we have had the opportunity to review and improve all our systems: financial, procurement, recruitment, sales and inter-departmental communications, as well as investing in business development, IT, marketing, H&S and training.

In terms of investment, most pressing was our vehicle fleet and IT. We are pleased to report that all our IT equipment (servers, terminals and laptops) have now been replaced across all offices and that we have a fleet of new vehicles. Moreover, we have added more dGPS survey kits to meet growing demand from the field teams.

As a result, we are now more efficient and better resourced than ever. Whilst we will continue to improve communications and reporting between departments and regional offices, our capital investments should be minimal over the next 2–3 years.

BUSINESS DEVELOPMENT

On a different note, we have also been working hard on our business culture, communicating a shared vision and with customer service at the fore.

We have continued to invest in maintaining relationships with existing clients, and creating new ones with developers and consultants in our core markets. We have also made some real progress into the growing solar market and also rail transport projects.

One of our target markets over the next few years is large-scale infrastructure projects, a market we have had considerable experience of in the past. With several infrastructure projects looming large, most notably HS2, we have been investing time in raising our profile with potential partners. With our South & East and Midlands & West offices located close to the route, we believe that we are ideally placed to be involved in this important project.

We have also identified several other large infrastructure projects which should be coming to market in the next year or so. With capacity in the industry much reduced after a severe recession, we are again ideally placed as we have managed to maintain and increase scale and retain skilled personnel who will be essential in delivering these high profile projects on time for clients.

For the year ahead, we have identified some new markets and new sectors and will focus our efforts on developing these.

SALES

Sales enquiries have been rising steadily and are now approaching the 1000 mark annually with conversions around 40%. We have recruited additional managers to cope with the increase in sales enquiries. Average contract values are also rising. Over recent years, we have experienced some marked differences in our regional markets, with the North office seeing mostly renewables and infrastructure projects and small-scale but intermittent housing activity, whereas Midlands & West and South & East regions have seen a deluge of housing, often large-scale multi-phase sites, with some renewables.

Solar enquiries have been growing steadily for pre-planning and post-consent studies and aggregates is also starting to pick up with many mothballed quarries now being reactivated. Again we are ideally placed for aggregates along the Thames and Severn valleys.

Given the year-on-year increases in the volume of sales enquiries, we are currently reviewing our procedures and will be looking to technology for efficiencies so we can pass these savings to our clients.

MARKETING

We continue to attend and exhibit at key trade shows such as Aberdeen All Energy, and RenewableUK events in England and Scotland. We also attended solar, aggregates and HS2 events.

The focus of the last couple of years has been our engagement with, and investment in, social media: Twitter, LinkedIn and Facebook, as well as our own website. From humble beginnings, these have now become the mainstay of our marketing strategy, appealing to clients, potential new staff and fellow industry professionals.

The year ahead will see a wholesale revamp of our website and a redesign of our brochures and capability statements. We are also supporting our regional offices with local and sector-specific marketing campaigns.

TRAINING

As fieldwork picked up this year, we recruited staff at all levels on either permanent contracts or project-based, fixed-term contracts. Training this year focused on these new recruits, many of whom come to us with different backgrounds and levels of competency. We designed a training package for them to ensure that all our work, across all three offices, is done to a consistent and uniform high standard.

Most notably we launched our own CPD Passport Scheme which offers all our staff an opportunity to record their training wherever they happen to be, as well as training they have been given at Headland. An article to accompany its launch in the IfA Members Handbook gave it maximum publicity and many of our competitors have since adopted the scheme themselves.

Looking ahead, we plan to introduce a package of higher level training for Supervisors and Project Officers next year. In addition, we will re-launch our series of CPD lunch-time talks; featuring not only our staff talking about their recent discoveries, but also external experts, which will help us keep abreast of new developments in our industry.



A1 & A4/5 NORTHERN IRELAND

client | Roads Service Northern Ireland
contract value | £2.79M

Major projects require us to have teams in the field for many months, sometimes longer, whilst post-fieldwork writing-up and publishing the findings can take several years. This dual road contract for initial site investigations leading to mitigation works on the A1, Newry and A4/5, Dungannon started in 2005 and was completed in late 2007. Numerous sites were excavated along the route most notably a complete ring fort with two souterrains, a complex of burnt mounds with a variety of wooden and stone troughs and a large ceremonial henge-like monument. Final reports were submitted for the schemes throughout 2009 and 2010.

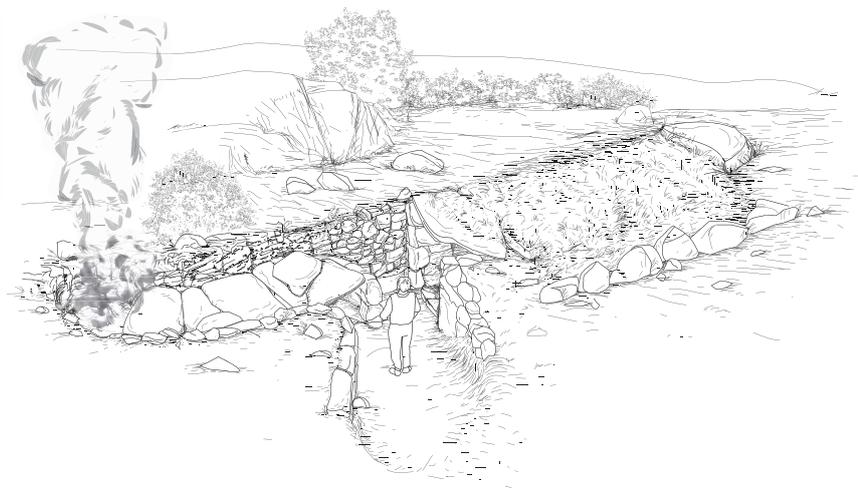
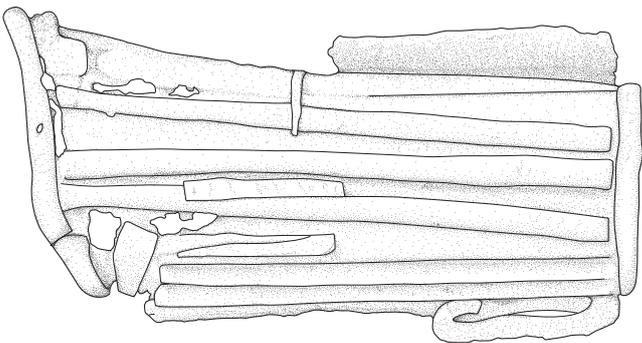
One of the largest of the sites excavated by Headland was Carnmeen Ring Fort, near Newry. This site is to be the subject of the first digital report in Northern Ireland to be published by the Ulster Archaeological Journal in 2015. The publication will comprise the main text, with figures and plates, a series of appendices where the reader can find all the detailed specialist reports and, uniquely, a series of schedules where researchers can gain access to original data produced during the post-excavation analyses to use for their own research purposes, including spreadsheets, Access databases, CAD drawings and digital reconstructions. Headland worked closely with Michael Avery, Archaeological Associates, archaeological consultant to Roads Service NI.



CAROLINE NORRMAN

Graphics Manager, co-ordinated all the illustration work for Northern Ireland's first internet publication.

BARREL PADLOCK



STAFFORDSHIRE AREA IMPROVEMENTS

client | Staffordshire Alliance

contract value | £180K

delivering Network Rail's £250million Stafford Area Improvements Programme which will provide improved capacity and performance on the Stafford section of the West Coast Mainline. There are three key projects – line speed improvements, resignalling Stafford station and the surrounding area and the construction of six miles of new railway including a new flyover, road/river/footpath diversions, 10 new bridges and one bridge enhancement, the diversion of two high pressure gas pipelines by National Grid and major environmental mitigation works.

Our contract has been to monitor topsoil stripping in the first instance for enabling works including site compounds, haul roads and excavation of footings for temporary bridge crossings, as well as preparation work for re-routing a gas pipeline and the excavation of a settling lagoon and attenuation pond. The works involve complex timetabling and multi-layered communication across the team. We are

now working on the construction phase of the project.

The Health and Safety (H&S) and environmental implications of such a large and complex project were recognised from the outset and Health and Safety and Environmental management was planned into the work undertaken. Headland's H&S Manager coordinates the production of site specific H&S documents but we also employ external H&S advisors to assist us in auditing, site inspection and document drafting on major projects.

We regularly review all our systems and procedures through site inspections and annual external audits (Achilles B2 Verify Audit) co-ordinated by Headland's H&S Manager and implemented by our H&S Manager and on-site H&S Officers as appropriate.

Headland has undertaken many of the largest road schemes in the UK in recent years and we are now transferring our skills in dealing with linear schemes to the rail sector.

We have been working closely with the rail industry's first 'pure alliance' – a new collaborative contract that will help transform the delivery of rail infrastructure projects in the UK.

The Staffordshire Alliance (Atkins, Laing O'Rourke, VolkerRail and Network Rail) is

JOE ABRAMS

Regional Manager South & East, is Project Manager for the Staffordshire Rail Alliance.



EDINBURGH CENTRE FOR CARBON INNOVATION

client | University of Edinburgh

contract value | £105K

The Old High School, is one of Edinburgh's finest buildings. Built in 1777 and now part of the University of Edinburgh, it has recently been converted into the Edinburgh Centre for Carbon Innovation.

In February 2013, following a three year programme of pre-planning assessments and post-condition surveys which included desk-based assessment, trial-trenching, historic building recording and archaeological monitoring, Headland made an unexpected discovery. During groundworks being undertaken in the car park, the remains of the 13th-century Dominican Friary were discovered which led to the targeted excavation of these medieval remains. Careful design allowed much of the site to be preserved in situ within or below the new development.

The discovery included the foundations of the friary buildings as well as that of the later Royal High School built in 1578 on top of the friary following its destruction during the

Reformation in 1559. The Royal High School was replaced with the Old High School in 1777. In addition, nearly 100 burials were uncovered, most notably a rare carved grave slab of a knight in full regalia that dates to the early 13th century. The detail of the sword was so clear that a specialist craftsman was able to make a replica of the sword.

The skeletons have now been examined and fully recorded. A total of 90 individuals were recovered in situ, comprising males, females, children and adolescents. Several cases of debilitating pathology were recorded including infectious diseases such as tuberculosis, pneumonia/pleurisy and possible leprosy. One young male showed signs of the spread of secondary tumours in the bones of the skull. A child skeleton demonstrated multiple fractures, probably due to the congenital condition osteogenesis imperfecta, also known as brittle bone disease.

Some charnel material – scattered bone fragments overlying the graves - has been identified as having been cut and sawn. It is likely that these bones were deposited in the area of the original High School building by the anatomists at the nearby Infirmary and Surgeons' Hall. Similar material has been recovered from two other nearby sites on Infirmary Street.

The Centre was officially opened by HRH Princess Anne in 2013. We are now moving into full analysis of the findings with a view to publishing the results in 2015.



ROSS MURRAY

Senior Archaeologist North, directed the excavations at The Old High School.



LONDON BRIDGE + IPSWICH CHORD RAIL PROJECTS

client | Soil Engineering/Spencer Group Ltd

contract value | £11K / £11K

Environmental archaeology has been at the heart of Headland's work since the company was established in 1996. Geoarchaeology has a particularly useful role on sites which are in coastal areas or near rivers where it is often logistically difficult to excavate exploratory trenches by machine due to depth and other H&S issues.

As part of the upgrade to London Bridge train station, Headland was commissioned to undertake Phase 2 of the geotechnical monitoring work (with Soil Engineering Geoservices Ltd) and geo-archaeological investigation of the buried sedimentary sequence within the development area. Using the data to produce a series of 2D and 3D deposit models which recorded the presence of organic clays within the boreholes, we were

able to assess the archaeological potential of the site and predict the risk of encountering archaeological remains during construction.

The location of peat deposits around the edge of the former 'Guy's Channel', suggests they have medium to high potential to contain wooden trackways and platforms of Neolithic to Roman date extending into the channel, such as those recorded at St Christopher's House. Such information proved very useful in assessing risk as the project moved ahead.

Headland undertook a similar programme of geo-archaeological investigation during the construction of a new rail track connection between the LTN1 main line and the ESK line (Ipswich Chord) on behalf of Spencer Group Ltd. A geo-archaeological study of a borehole

sample taken through peat deposits allowed radiocarbon dating of the base of the peat formation which was subsequently dated to the Early Holocene with build-up continuing into the Post-Roman period. The results have also enhanced the geo-archaeological record in this part of Suffolk.



EMMA TETLOW

Senior Archaeologist and Environmental Archaeologist,
South & East.



HEALTH & SAFETY

2013/14 has been a busy year for our dedicated Health & Safety team. The increase in field projects has meant that we had to deal with an increasing number of projects with significant Health & Safety requirements, including the UK's largest active surface coal mine at Brenkley, Newcastle, extensive open area topsoil stripping operations at Swindon and Aberdeen Western Peripheral Route and dealing with the potential for unexploded ordnance such as Bicton wind farm.

Despite these challenges we are pleased to report that no RIDDOR reportable accidents occurred

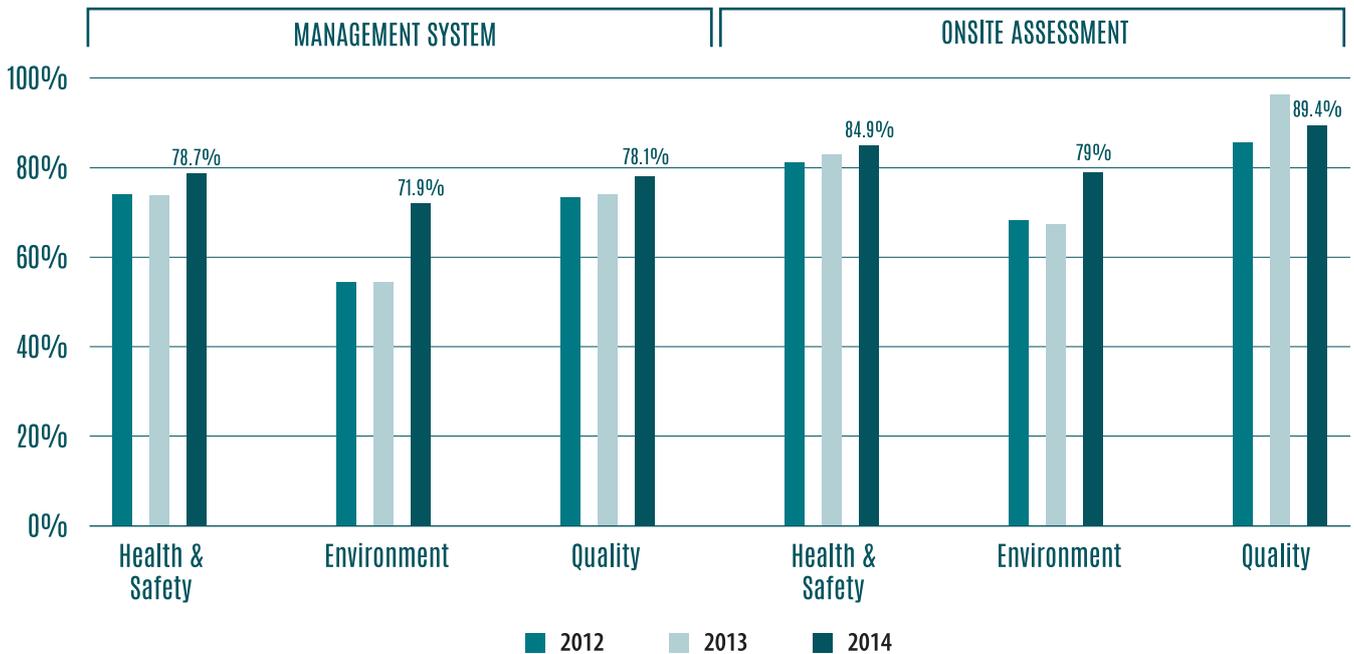
during the year and our accident statistics indicate that, as a company, we are working as safely as ever. This reflects increased investment by the company in Health & Safety, which includes improved training for all field staff (e.g. CSCS training), training of the Health & Safety Manager to NEBOSH Certificate level and the implementation of a training programme that will see all Senior Archaeologists receive IOSH Managing Safely training. In addition, all field-based Project Officers now receive First Aid training. Other internal Health & Safety initiatives include staff quizzes, site posters and toolbox talks.

Analysis of accident records has also enabled us to target areas for improvement; for example

manual-handling and driving have been responsible for the majority of minor accidents. This has enabled us to target our training and Health & Safety mitigation measures.

The increased investment in Health & Safety is also reflected in the company's Achilles results which are on an upward trend, to the point where further increases (above 90%) will only be achievable through ISO status, something that we are targeting for the end of the 2014/15 year.

ACHILLES RESULTS



	ACCIDENT REPORTS			RIDDOR						
	INJURY ACCIDENTS	NEAR MISSES	DAMAGE ONLY ACCIDENTS	> 3 DAY	> 7 DAY	MAJOR INJURIES	OCCUPATIONAL DISEASES	SERVICE APPARATUS INCIDENTS	FATALITIES	DANGEROUS OCCURRENCES
2008	4	0		1		2	0	0	0	0
2009	2	0		1		0	0	0	0	0
2010	0	0		0		0	0	0	0	0
2011	6	0		1		0	0	0	0	0
2012	3	2			0	0	0	0	0	0
2013	4	2	2		0	0	0	0	0	0
2014	4		3		0	0	0	0	0	0

UNIVERSITY OF BEDFORDSHIRE, LUTON

client | University of Bedfordshire
contract value | £50K

Headland has been working closely with the University of Bedfordshire on the construction of a new library at Park Street, Luton. This was the site of a castle belonging to a powerful Anglo-Norman called Fulk de Breauté, one of King John's favourite knights. Fulk was of obscure Norman parentage and there are a number of colourful stories about his life. He was mentioned as being a ruffian, responsible for illegally holding castles and upsetting the peace of the realm, his acts even coming to the attention of Pope Honorius III.

Built between 1216 and 1221, the castle is described in historic documents as being surrounded by a rectangular moat and an earthen bank. Our investigation found that the upper section of the moat had been removed during post-Medieval development on the site, but

its lower levels had survived 2m below the current ground level, together with a number of timbers preserved for 800 years in the peaty soil. These timbers included the remains of the original drawbridge which show signs of French carpentry. Large fragments of carved stone, cut to Norman dimensions, have been recovered from the site, typical of masonry we would expect from a castle. Other finds recovered from the moat include a French jeton (coin).

History tells us that when the very moat we have been excavating was first filled in the early 13th century, Fulk overfilled it damaging the local Abbot's barn and stock of corn. True to form, he was unrepentant.

The findings go beyond the site itself. The discovery of a drawbridge at this location is very significant for our

understanding of both the castle and the layout of roads into and out of medieval Luton. The bridge is located adjacent to present-day Park Street, still the main street into Luton and on the south-west edge of the castle precinct. This entrance faces towards the main road into the town and away from the contemporary Church of St Mary to its immediate northwest. Our graphics and illustration team used the results of the excavation to prepare an artist's impression of what the castle may have looked like.



JAKE STREATFEILD-JAMES

Project Officer South & East, directed the excavations at the University of Bedfordshire.



COMMONHEAD, SWINDON

client | Redrow Homes and Persimmon Homes

contract value | £220K

on a major housing development adjacent to the Great Western Hospital, Swindon. The team uncovered later prehistoric round houses, Bronze-Age field systems and an early Bronze Age monumental ring ditched enclosure with no apparent entrance or internal features.

Finds include loom weights, Beaker pottery and a pygmy urn. The most notable find was an Iron Age sword-shaped currency bar. Used as trading currency in later prehistory, they can be found as single items or in hoards. They were commonly deposited as acts of ritual rather than being accidentally lost, either in hoards placed in the ramparts of hill forts or in boundary ditches around settlements. The

Commonhead currency bar was found in a small ring-ditch.

As Main Contactor, Headland regularly undertakes large earthwork contracts as part of our services to developers. At Commonhead, this involved stripping and stockpiling spoil from a total area of 4.5ha, fencing off the site and creating compounds for ourselves and our sub-contractors. A public right of way also ran through the middle of the site and to maintain this whilst controlling and restricting public access into the working site, this was fenced off with designated crossing points and formal procedures for staff and plant.

ROBERT BLACKBURN

Project Officer Midlands & West, supervised the excavations at Commonhead, Swindon.



Working closely with consultants CgMs for developers Redrow and Persimmon Homes, the team uncovered archaeological remains dating back over four and a half millennia



VINE FARM SOLAR PV

client | UK Solar Provider Ltd

contract value | £70K

Headland has been at the forefront of the renewables sector since the early 2000s when we first started working on the first generation of wind farms in Scotland. We now work on renewables projects across the UK, on and offshore. Solar is a new and growing sector which we are pleased to add to our services.

Planning permission has recently been granted for a large solar PV farm in Cambridgeshire. The scheme will cover 88ha and lies in a landscape known for its dispersed Iron Age / Roman settlements and Saxon villages. Above ground (setting) issues were

also considered with a nearby WWII airfield (from which the famous Memphis Belle bomber flew), registered parks and medieval moated sites requiring assessment.

Our team of consultants worked closely with the development team (including Landscape Architects LDA Design) to identify these heritage assets early on, weigh up their significance, recognise potential impacts and help modify the design to reduce any likely impacts. As a result, the most sensitive archaeological remains will

be preserved in situ, while above ground impacts have been mitigated by design and by screening.



JENNIFER RICHARDS

Heritage Consultant South & East, undertook the impact assessment for Vine Farm, Solar PV.



HVDC WESTERN LINK MARINE CABLE ROUTE

client | Searoc Ltd/Prysmian

contract value | £42K

Offshore projects involve not just our maritime teams but also our in-house geophysics and environmental teams. Headland prepared the EIA for the Western Link HVDC marine cable project which runs from Scotland to the Wirral peninsula, a distance of some 369km, and through the territorial waters of Scotland, Northern Ireland, Isle of Man, Wales and England and UK international waters. The assessment included baseline survey, geophysical and geotechnical survey analysis, written schemes of investigation, protocols for archaeological discoveries and the environmental statement for marine archaeology.

One of our key roles is to examine the geophysical data in both processed and raw form. On the Western

Link we focused in on an unidentified wreck site lying at the northern end of the North Channel between Scotland and Northern Ireland at a water depth of approximately 100m. The UKHO database records a 'small wreck' in this location of unknown origin, as there were no documented losses in the area. Our analyses of the bathymetric and side-scan sonar images clearly show the wreck to be a probable German type II U-boat.

On the North Wirral peninsula, the landfall for the Western Link, we also encountered a submerged forest and peat deposits at several locations within the intertidal zone which are considered to be of national importance.



MICHAEL WALSH
Maritime Consultant,
manages the Western
Link Project.





BUSINESS SUPPORT

The team had another busy year supporting up to 100 staff across our three offices. Fieldwork teams were supported by procuring temporary staff and organising accommodation, vehicles and other admin tasks. Managers were supported by accurate financial data allowing expenditure and budgets to be continually monitored. Active credit control ensured cash flow at all times.

A number of improvements and investments have been made to help the working environment in all our offices, most notably

the purchase of additional workstations to cope with the influx of new staff. The team also helped South & East region in their move to larger premises.

All PCs across the business were replaced during the year and all three offices have new servers, allowing data to be shared across the company. In terms of software, all PCs were upgraded to 'Windows 7' and 'Office 365'. Continuing with investment, a fleet of six new vehicles were purchased and allocated between the offices.

Looking ahead, it is going to be business as usual with Human Resources, payroll, credit control, fleet management and project support part of the daily routine. More specifically, in conjunction with IT, a more streamlined system for processing timesheets is currently being assessed as this has become increasingly time consuming with a growing workforce. The steady growth in staff, permanent and temporary, will also mean continual reorganization of existing offices to create additional workspace.

KEADBY WIND FARM, NORTH LINCOLNSHIRE

client | SSE Renewables
contract value | £115K

On the back of providing a similar service in advance of construction of the Griffin and Calliachar wind farms, near Aberfeldy (Perth & Kinross), Headland was brought in by the Keadby Project Team to design a programme of archaeological works which would address the various conditions which had been placed on the consent. In August 2013 we completed a Programme of Archaeological Works including auger survey, archaeological evaluation, palaeoenvironmental coring, excavation and monitoring.

The nature of the landscape meant that standard evaluation techniques were not practical due to deep deposits of peat. Auger surveys and coring

identified four chronologically distinct peat layers, with the earliest dating to the Early Holocene, approximately 11,500 years ago. Peat deposits dating to the period ranging from the Neolithic to the Iron Age survived on site and therefore there was potential for the survival of worked wood within the peat and evidence of burning events associated with clearance in the Neolithic/ Bronze Age period. Watching briefs on turbine construction and subsequent excavation revealed the remains of post-medieval drainage systems including a warping channel sluice inlet and the foundations for a pumping station. Charcoal horizons, which may relate to natural fire or prehistoric burning events, such as slash

and burn agriculture, were also observed beneath the peat.

Currently we are progressing with post-excavation works on the project with a view to publishing the results in 2015.



LAURA BAILEY
Environmental Archaeologist North,
undertook archaeobotanical analysis at
Keadby Wind Farm.





BUSINESS OPERATIONS

CONSULTANCY

The consultancy side of the business not only weathered the recession but positively came out of it with more work on the books, across a wider range of development sectors. By leveraging our connections with existing clients and contacts, we have been able to diversify into other areas of the renewables market – particularly solar – as well as developing our profile among developers and their agents in housing and commercial property.

The past year has been extremely busy, involving the full range of consultancy work, from expert advice and feasibility studies to heritage assessments and Environmental Impact Assessments, through to representation at appeals and public inquiries. In all, over 115 projects were taken forward by the consultancy teams in our Edinburgh and Luton

offices in 2013/14 and the new year shows no sign of letting up. Meanwhile, on the back of many years' work with RES (UK & Ireland) Ltd, on a range of onshore and offshore projects, we are very pleased to be able to confirm our recent appointment on a framework with them for a range of consultancy and public inquiry work.

MARITIME

Our Maritime team continues to focus on supporting clients with assessments for planning submissions, agreeing scopes of work with statutory authorities pre- and post-planning and, subsequently, monitoring work during construction. Wind farms, tidal arrays and cable laying operations are the mainstay of our work.

With a new Project Manager, Dr Michael Walsh, joining the team, this was another busy year which

saw the team engaged in surveys and assessments for two new submarine interconnector cable routes; one between the Republic of Ireland and France for Intertek on behalf of Eirgrid and RTE, and another between Scotland and Northern Ireland for Intertek on behalf of Moyle Interconnector Ltd. EIA work also continues on a number of major offshore windfarms including Triton Knoll off the East Anglian coast for RWE Innogy Ltd, Neart na Gaoithe in the Firth of Forth for Mainstream, Beatrice in the Moray Firth for SSE and SeaEnergy, Rampion off the West Sussex coast for RSK Environmental on behalf of E.ON Climate and Renewables UK and First Flight off the Northern Irish coast for RES/First Flight Wind Ltd. The team has also completed EIA work for the Mull of Kintyre tidal demonstration project for RES (UK) Ltd.

To meet increasing demand, a new Consultant has been recruited to join the team in January 2015.

CLYDE WIND FARM, SOUTH LANARKSHIRE

client | Clyde Wind Farm Ltd

contract value | £865K

One of our newest services, Headland now provides Archaeological Clerks of Works for major construction projects such as wind farms and road schemes.

Headland has been involved in this development, one of the largest wind farms in Europe, since 2003 when we first prepared the environmental impact assessment and then subsequently successfully defended it in a public inquiry. After 6 years of preliminary studies, construction of the 157 turbine site started in 2009. Headland provided a team of three Archaeological Clerks of Works who were resident on the site throughout the 4 year construction programme,

working closely with the client's Ecology and Environmental teams.

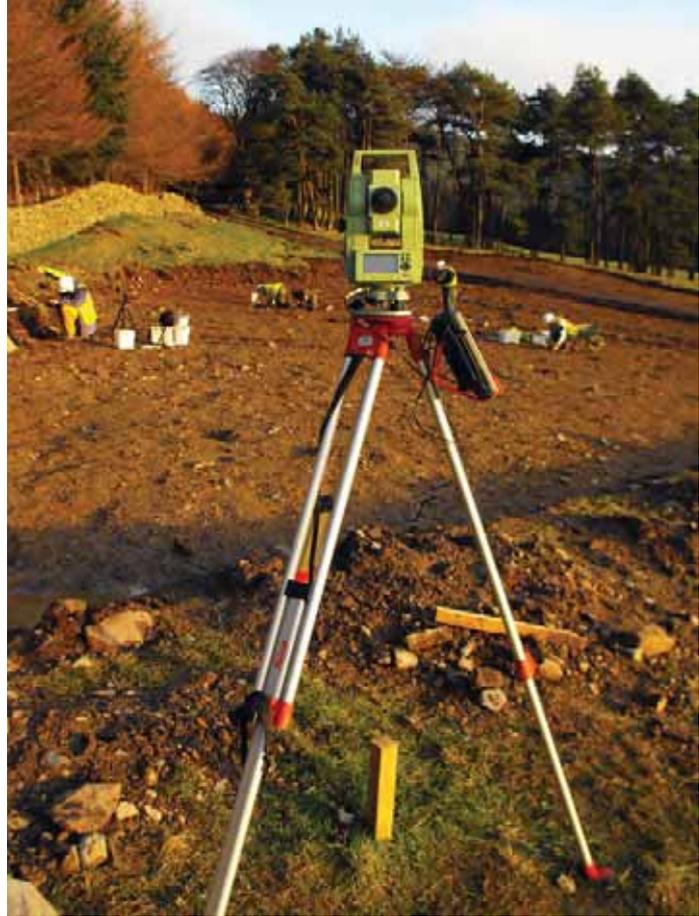
The vast majority of known heritage assets was avoided through the design of the wind farm and by micro-siting. However, we were required to undertake walkover surveys, site investigations, excavations and monitoring where buried, previously unrecorded archaeological sites and features would be impacted upon and could not be avoided. Headland provided additional resources to undertake these works. Since coming off site in 2013, we produced Contractors' Guidelines and the Risk Register for the operational phase of the wind farm and a Post-Excavation Research Design

to bring the results of 4 years' work to publication. We are currently writing up the results which will focus on the development through time of this well preserved later prehistoric upland landscape.



KIRSTY DINGWALL

Senior Archaeologist North, was Lead ACoW for Clyde Wind Farm.



KING'S SUTTON, NORTHAMPTONSHIRE

client | Environmental Dimension Partnership for Barwood Developments
contract value | £75K



JULIA BASTEK

Illustrator, produced the illustrations of the Iron Age settlement Headland uncovered at King's Sutton, Northamptonshire.



RIVER FROME MILLS, GLOUCESTERSHIRE

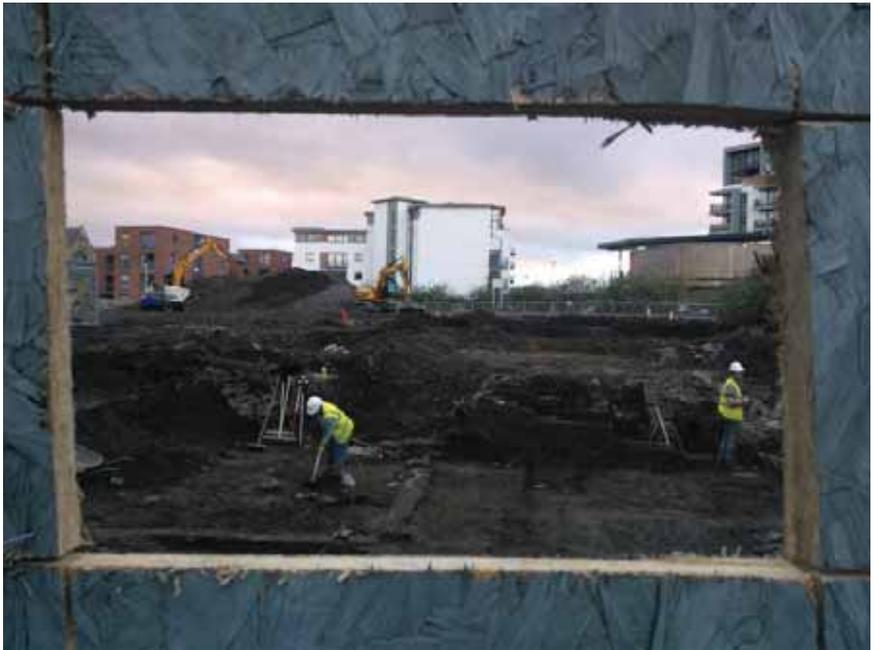
client | Environment Agency
contract value | £12K



ANNA SZTROMWASSER

Illustrator, produced the illustrations designed to assist the Environment Agency with creating fish passages on the River Frome in Gloucestershire to help fish navigate obstacles such as the mill structures at Fromebridge mill shown here.





CONTRACTING

This year, and the start of 2014–15, has seen Contracting getting back to the levels we saw before the recession. The past three years has seen year on year growth in our new regional offices in Hereford and Luton and together they now represent almost 44% of our turnover, up from c 16% in 2012. Looking ahead, the increase in sales enquiries we saw through 2014 are being converted and we now have confirmed contracts that take us well into 2015.

NORTHERN REGION

Aberdeen Western Peripheral Route (Transport Scotland/City of Aberdeen Council/Jacobs), was the largest single project serviced by the Northern (Edinburgh) office which also covers Scotland and Northern England. Keeping the rest of the team busy was a typical mix of site evaluations, historic building recording and watching briefs in amongst a batch of medium-sized excavations including the A96 Park and Choose Scheme (Aberdeenshire Council, AECOM), Brenkley Quarry (Banks Mining), Furness Abbey (English Heritage),

student accommodation in Edinburgh (Watkin Jones), a major programme of improvements to Haymarket and Waverley Stations (Scotrail/CH2M), a multi-phase housing development in Inverurie, near Aberdeen (Barratt Homes) and a new electrical substation at Spittal, Caithness (ABB/RSK at Spittal).

RUSSEL COLEMAN

Director, responsible for business development and contracting.



ABERDEEN WESTERN PERIPHERAL ROUTE

client | Jacobs for Transport Scotland & Aberdeen City Council

contract value | £235,776 (non-invasive surveys) & £1.9M est (invasive surveys)

Major infrastructure projects, which require extensive resources, great team spirit and good skills in project management, are at the core of Headland's business.

Headland returned to Aberdeenshire this year to undertake a third phase of works on the Aberdeen Western Peripheral Route, 46km of new dual carriageway. Our involvement on the AWPR project began in 2012 when we were awarded the single contract to undertake the Non-Invasive Surveys of the four sections which make up the AWPR (Northern, Southern, Fastlink, and Balmedie-Tipperty) as well as two associated schemes: the Third Don Crossing and the A96 Park and Choose Scheme. The programme comprised numerous different survey techniques along the road corridor. The main component of the surveys was a 520ha geophysical survey, one the largest undertaken in the UK in recent years, supplemented by topographical surveys, historic building surveys, field-walking and environmental coring. Following on from this phase, we were retained as the Archaeological Clerk of Works on the GI contract.

In the spring-summer of 2013 we were subsequently awarded the Invasive Archaeological Investigations

contract for two of the largest sections (Northern and Southern Legs) as the scheme had been broken down into four separate contracts. This involved machine excavating some 83,000 sq m of trenches alongside hand excavation of 17 known sites. Critically, all reporting was completed on time and budget allowing the mitigation stage of the works to be designed.

The most recent phase (April-November 2014) involved targeted topsoil stripping of 45 sites amounting to over 105,000m³ of material being removed across 24 hectares. This topsoil stripping operation uncovered a number of archaeological sites which have since been fully excavated. Successfully mitigating the impact of the scheme on the archaeological resource, the works were designed to reduce the risk of unexpected archaeology being discovered during the construction phase which would have caused major disruption and incurred significant additional costs to those budgeted for.

As Principal Contractor, some of the issues Headland's teams managed successfully included agreeing access with over 100 landowners on the scheme; dealing with areas of deep peat; programming the work around

crops and livestock in order to minimise disturbance to the farmers affected by the works; securing permissions from statutory bodies and utilities; coordinating the work of sub-specialists on the scheme such as GI contractors and ecologists; and all traffic management. However, key to the success of the project was working very closely with the client's consultants, Jacobs, designing appropriate methodologies to the sites under investigation as well as working closely with our trusted sub-contractors (e.g. plant, ecology) which helped us to overcome challenges along the way.



SORINA SPANOU

Project Manager North, managed both AWPR contracts.



HEREFORD CATHEDRAL

client | Dean and Chapter of Hereford Cathedral
contract value | £750K

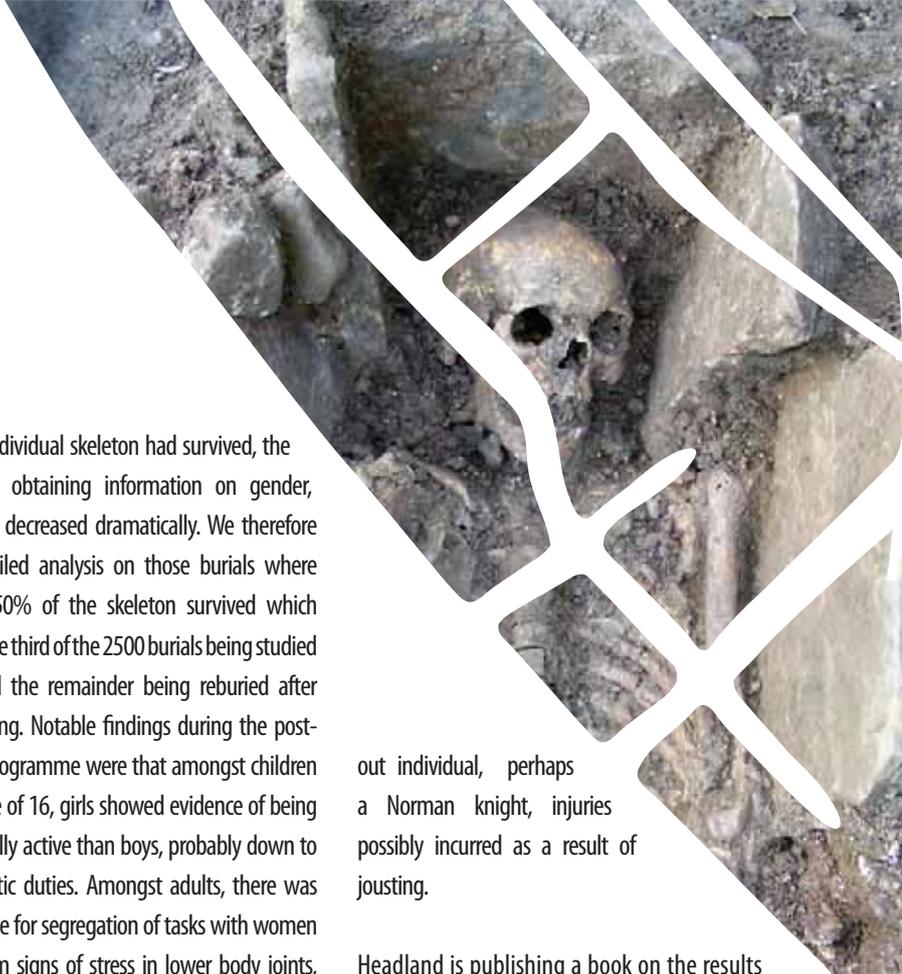
A Heritage Lottery funded programme of landscaping around one of England's finest cathedrals prompted one of the largest archaeological excavations in the region in recent years. In total, some 2,500 medieval burials were carefully recorded and removed between 2009 and 2011 from the former graveyard around the cathedral, now built over.

The results of the work have shed new light on the origins and development of the Saxon settlement including the find of a possible Saxon palace. Faced with several thousand skeletons to study, we employed a sampling strategy in order to achieve best value which involved a detailed examination of 100 skeletons from the early months of the excavation to gauge the potential for pathological analysis. The results showed that where less than

50% of an individual skeleton had survived, the potential for obtaining information on gender, age and diet decreased dramatically. We therefore focused detailed analysis on those burials where more than 50% of the skeleton survived which resulted in one third of the 2500 burials being studied in detail and the remainder being reburied after initial recording. Notable findings during the post-excavation programme were that amongst children up to the age of 16, girls showed evidence of being more physically active than boys, probably down to more domestic duties. Amongst adults, there was good evidence for segregation of tasks with women suffering from signs of stress in lower body joints, suggesting cooking and cleaning activities closer to the ground and men with upper body injuries caused by, for example, lifting. Analysis of the skeletons also revealed evidence for leprosy and, for one stand-

out individual, perhaps a Norman knight, injuries possibly incurred as a result of jousting.

Headland is publishing a book on the results of this work, which should be available in early 2015 and is aimed at a wide audience, ranging from academics to interested members of the public.



LUKE CRADDOCK-BENNETT

Senior Archaeologist Midlands & West, is the key author and director of the excavations at Hereford Cathedral.





SOUTH & EAST REGION

This year was our third year of operation and the hard work of the first two years really made a difference to our market share in the South & East Region (Luton). Having started Year 1 with a small team to test the market, we gradually added capacity in line with demand. Investment in business development and marketing led to new client relationships and ensured that existing repeat clients followed us from established offices to work alongside them in this region.

Our numbers have grown significantly; we have additional management capacity, consultancy

and new specialist staff, replacing services outsourced or supplied from our other offices. We also have additional field staff resources at all levels from permanent supervisory to temporary site staff. Our new premises at Wrest Park now handle soil sample and finds processing and there is extensive storage space for equipment and for archives awaiting deposition. We are now in a position to offer the same range of services as our other, more established offices.

The core of our work has been site evaluations on aggregate extraction sites such as Colemans Farm (Phoenix Consulting), property-led projects such as Broadmead (O&H Q7) and

renewable energy sites such as Trinity Hall solar farm (Smiths Gore) and Vine Farm solar farm (LDA Design/OSP). A developing area for us is the larger rail and other infrastructure projects and we have been working with Atkins and ARUP on such schemes.

Many of our earliest contracts have now worked their way through and our first published articles are now in print allowing our clients to discharge the planning conditions that triggered our involvement. This third year marks the end of the beginning for this regional office, from now on we look to build on that first stage, benefitting from central investment in our growth.

THE WEST MIDLANDS' REVIVAL

client | St Modwen, Salhia Investments & BAM Construction

contract value | £15K for initial Consultancy work

Headland has an ongoing involvement in one of the most high profile regeneration projects in the country, that of the former British Leyland and Rover car plant at Longbridge. Our Midlands and West team provided heritage services to assist St Modwen in the massive undertaking that involved reclaiming the site of the former factory as part of a £1 billion scheme to inject life and work back into the communities that suffered so badly at the collapse of the factory in the mid 2000s. One interesting discovery was the site of an

underground hospital from the Second World War. Another prestigious project in the centre of Birmingham is the 27 storey Beorma Quarter skyscraper. Headland was brought on board to assist BAM Construction with their work on the listed Coldstore and new hotel on the site and are continuing to work with Alistair Grills Associates and the main client Salhia Investments on the project. With HS2 on the horizon, these projects underline the strategic location of Headland's Midland and West office.



ANDY BOUCHER

Director and Regional Manager Midlands & West, provided consultancy advice on these projects.



HAYMARKET & WAVERLEY STATION IMPROVEMENTS, EDINBURGH

client Morgan Sindell and C Spencer Ltd/Network Rail
contract value £8K

Waverley Station. A second tunnel was added in 1894. There were major renovations in 1894 and 1984. Waverley Station is the collective name for three earlier stations – North Bridge, General and Canal Street stations – built between 1846–7. They were subsequently demolished in 1868 and amalgamated as Waverley Station. The main station building was constructed between 1898–1902.

In contrast, monitoring work revealed a number of features relating to the 19th century railway station, including an earlier, abandoned railway cutting and track which had been infilled with rubble during the redevelopment of the station in the early 1980s. The sandstone foundations for the platform area at the end of this line and those of a building connecting the original station building to the train shed and pedestrian overbridge were also uncovered. Similarly, at Waverley Station, two former platforms relating to earlier lines were uncovered.

With both projects being undertaken in 'live' railway stations, our teams had to work closely with Network Rail and their contractors to ensure not only their own safety but the safety of the thousands of rail passengers who used the stations each day.

Major refurbishment works at Edinburgh's Haymarket and Waverley Rail Stations, partly associated with the new rail/tram interchange at Haymarket, prompted a programme of historic building surveys and monitoring of duntakings and groundworks.

Haymarket Station, an A-Listed building, was built between 1840–42. It was extended eastwards in 1846 with a tunnel connecting it to what became

Works at Haymarket focused in and around the main station building, a two storey, 7-bay building. The end product of the historic building survey was a detailed record floor by floor and room by room of the modifications made to the main 1842 building. These can for the most part be dated to one or other of the two main renovations undertaken in 1894 and 1984. Despite the many structural and decorative changes the building has been subjected to, its basic appearance and function have remained relatively intact.

JÜRGEN VAN WESSEL

Project Officer North, undertook the HBR study.



CORRIEGARTH WIND FARM, FORT AUGUSTUS, HIGHLAND & INVERURIE, ABERDEENSHIRE

client | North British Wind Ltd (Corriegarth) and Barratt Homes (Inverurie)

contract value | £26K (Corriegarth) & £62K (Inverurie)

Headland continues to apply new technologies to archaeology both to make us more efficient, enabling us to complete our works more quickly and allow development to progress, and in being more competitive, we can to pass those savings on.

Digital photogrammetry techniques have gone through a rapid development over the last 10 years and it is now possible to create accurate 3D models of objects, structures and landscapes based on photos taken by digital camera. We are now in the process of adapting the technique for routine use on field projects. The technique offers huge benefits, both in terms of efficiency and quality in the recording of structures in the field.

At Corriegarth Wind Farm, we excavated a mid-19th-century croft that lay on the only access route into the site. Normally the stone walls, fireplace and cobbled surfaces would have been recorded manually using planning frames and tape

measures to create an accurate scaled record. A process that would normally be counted in days can now be captured by photogrammetry in a matter of hours. The resultant 3D model of the site was then scaled and georeferenced through reference points located within National Grid using a Total Station.

From the 3D model of the building, it is possible to generate not only the plan of the site but also elevations of the wall footings, profiles across it and sections of any excavated features. These are far more accurate and contain much more detail than a standard drawing showing the outline of stones and objects. Back in the office, there are similar cost savings. Whereas the manually produced site plan would have to go through the drawing office to be converted into a digital drawing, with photogrammetry much of the work is already done.

Excavations at a housing development near Inverurie, Aberdeenshire uncovered a rare

cremation pit, part of a later prehistoric settlement site. The cremation pit had a very rare, possibly unique, multi-level construction not previously known, comprising four stacked cremation deposits within a stone cist separated by successive levels of flagstones. To record the cist, each of the successive cremation deposits was excavated in plan with levels recorded in 3D through photogrammetry taking just a few minutes. The resulting 3D model provided an accurate and detailed record of the cist and its contents that would not have been possible using conventional recording methods, and in a fraction of the time.



MAGNAR DALLAND

Technical Services Manager, directed excavations at Corriegarth and Inverurie and has been developing photogrammetry as a recording technique for Headland.





MIDLANDS & WEST REGION

The Midlands and West office has reaped the rewards of its strategic location enabling access to a core area of work focused on the M5/M6 corridor. During the year this included the main West Midlands conurbations where it serviced projects for Sandwell Metropolitan Borough Council as well as various private clients. Projects spanned from its work with Chester Zoo and Laing O'Rourke in the north, through sites scattered from the north to south coast of Wales, and other work as far south as Somerset and as far east

as Northampton. The scope of over 75 projects undertaken during the year ranged from large-scale excavations (e.g. Commonhead, Swindon) through EIA and consultancy work (e.g. Starbold Wind Farm), historic building and topographic/geophysical survey (e.g. Rogerston/Kilpeck Castle), extensive evaluations with sites containing up to 200 trenches, as well as a wide range of watching briefs including night-shift work on new road layouts in Hereford as part of the Edgar Street Grid redevelopment. It also coordinated the company's geophysics and was responsible for

hosting a CBA community archaeology bursary over the latter part of the financial year enabling it to form new relationships with local interest groups and take archaeology into local schools.

The regional office also contributes a wide range of staff skills to the company as a whole with a strong tradition of historic building recording and geophysics. The team is also involved in the production of Conservation Plans and heritage statements and in the preparation of evidence for expert witness.

CASTLE HILL, BANFF

client | Aberdeenshire Council

contract value | £17K

For some projects, the key to the story is in the finds which is where our team of in-house specialists provide added value. Over the last two centuries, fishing has been a major industry along the Moray Coast but now we know the origins go back hundreds of years. During an excavation on the site of a proposed pumping station at the foot of Castle Hill in the Aberdeenshire town of Banff, a 13th-century midden deposit of surprising quality and content was discovered. The midden clearly represented the waste from a small fishing settlement at the mouth of the River Deveron, on the shores of the Moray Firth and in the shadow of the medieval castle. Contained within the midden were animal and fish bones, marine shells, pottery jugs, iron knives and the largest collection of medieval fish hooks ever discovered in Scotland. The site was deemed of national importance and funding for publication was provided by Aberdeenshire Council Archaeology Service.

Fishing was an important part of the development of Banff, particularly salmon fishing. Curiously though there was no evidence for salmon remains in the midden but historical evidence suggested that salmon were caught at a weir about a mile up river from the town. Instead, the midden remains focused on the sea, with cod, haddock, ling and even whale remains present. One of the whale bones had been fashioned into a roof truss, probably part of one of the fishermen's huts. The shellfish were probably used for bait.

The finds were investigated by Headland's in-house specialist Julie Franklin and proved to be no less interesting. While nets may have been used for smaller fish such as herring, most fish would have been caught on baited lines. Out of a total of several hundred, the 24 fish hooks we analysed in detail came in a variety of sizes, between about 5 and 10cm in length,

all with barbed tips. There were also several knives, possibly used in fish gutting or line repair. A specialist leatherworking knife may have been used in the removal and processing of shark or ray skins.

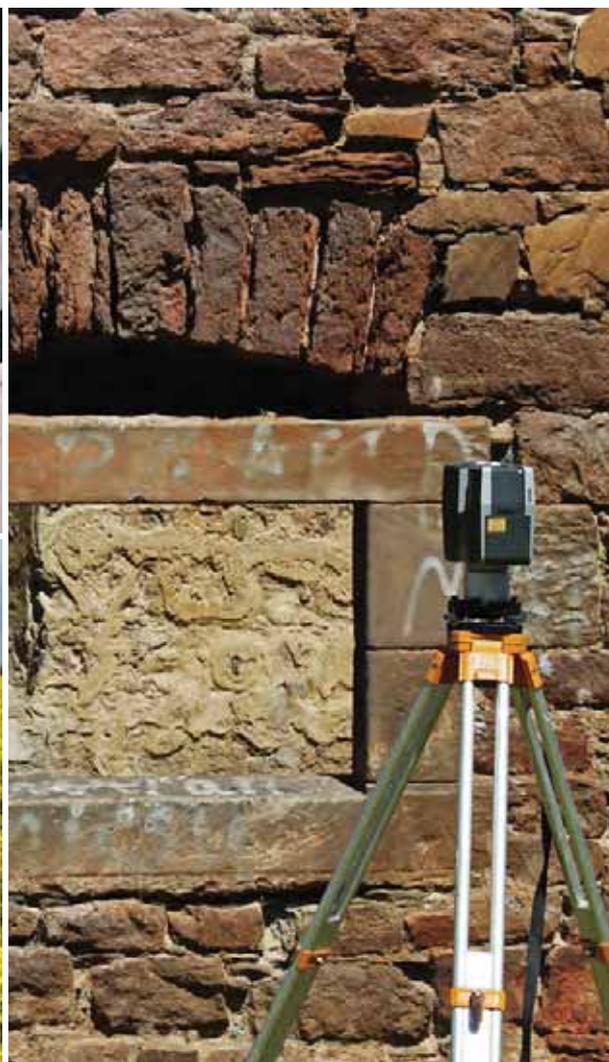
The pottery sherds were the remains of jugs used to transport water for washing or perhaps beer for refreshment. The jugs were unremarkable in form but the dating of the midden means this may be the earliest dated assemblage of Scottish medieval redware.



JULIE FRANKLIN

Finds Manager, reported on the medieval finds from Banff.





SPECIALIST SERVICES

With so much new fieldwork on the horizon, Specialist Services made a big push on existing post-excavation projects with a view to clearing some capacity. The year ahead will see a number of these moving to publication including Hereford Cathedral, Forth Replacement Crossing, A1 Northern Ireland, Culduthel Iron Age Village and Edinburgh Trams. With the fieldwork for Aberdeen Western Peripheral Route completed in November 2014, and Clyde Wind Farm also now completed in the field, the team will be embarking on a new batch of nationally significant reporting and publication programmes.

1 ENVIRONMENTAL ARCHAEOLOGY

Environmental archaeology has been a strength of the company since its inception in 1996. In addition to supporting assessment reports for evaluations and excavations, we have seen an increase in the demand for auger surveys and topographic modelling for terrestrial and offshore wind farms.

The department has continued to invest in staff, improved systems and infrastructure with the following:

- Appointment of a sedimentologist to our core team (Dr Emma Tetlow);
- Installation of environmental processing facilities in all offices;
- Integration of environmental data into all site databases;
- Preparation of environmental guidance, tool box talks and prompt cards for field staff;
- Formal training in animal bone and other environmental assessments.

The Department continues to offer rapid feedback and specialist advice to Headland's field teams, providing clients with a relevant and proportionate response to environmental issues whenever they arise.

2 HISTORIC BUILDING RECORDING

The Historic Buildings team has been busy with the resurgence of activity in the property market. In particular, the renovation of farm and industrial buildings has come back on the radar and we are now able to bring into action some of the techniques we have been developing over the last couple of years. Digital photogrammetry in particular offers a rapid method of building survey that ultimately provides a detailed 3D record. We feel that this could have a much wider use for architects so we will be trialling this on increasingly complicated historic buildings over the coming months. More Headland staff are currently being trained in this skill and we will be looking for opportunities to present the results to a wider audience of existing and new clients.

STARBOLD WIND FARM, WARWICKSHIRE

client | Broadview Energy Ltd
contract value | £43K

The layout of wind farms are very flexible and it is usually possible to avoid known archaeological sites by design or through micro-siting but sometimes unexpected discoveries can create a significant obstacle for our clients. At Starbold wind farm in Warwickshire we identified the remains of a Romano-British farmstead during preliminary site investigations which the local authority asked to be preserved in situ. However, these remains lay on the direct

path of the only feasible access into the site. Headland's Midland and West team assisted the engineers to produce a virtually impact-free construction design and method for the track. As a result the archaeological site no longer formed an area of contention and it was dropped as an issue at the subsequent public inquiry where Headland also provided expert witness on setting issues.



MIKE KIMBER

Project Manager, Midlands & West, provided consultancy for Broadview Energy on buried archaeological remains.



TURNCOLE WIND FARM, BURNHAM-ON-SEA, ESSEX

client | RES (UK & Ireland) Ltd

contract value | £11K

Turncole Wind Farm, a seven-turbine development by RES, was initially refused planning permission by Maldon District Council in 2011 for six reasons including cultural heritage. An appeal against this decision was heard at public inquiry in 2013 but, as is the case with most wind farms at present, the appeal was recovered by the Secretary of State. The final decision did not emerge until February 2014 when the appeal was allowed and planning permission granted.

Headland provided expert advice to RES throughout the appeal and gave evidence at the public inquiry. Onshore wind farms continue to be highly contested developments and cultural heritage matters frequently feature both in the cases of objectors and in reasons for refusal of planning permission. They are therefore a proving ground for both heritage policy and professional practice.

Turncole was no exception and the heritage topic at inquiry was focused on harm to the setting of Listed Buildings adjacent to the appeal site. The weight to be given to any harm to Listed Buildings is currently a key issue in light of the judgements in the High Court and Court of Appeal regarding the Barnwell Manor Wind Farm appeal in East Northamptonshire. Heritage evidence for Turncole also had to address the potential for cumulative harm to heritage assets arising from operation of two or more wind farms in combination. This is an increasingly common issue as more wind farms are consented; Turncole adjoins the consented Middlewick Wind Farm and is also relatively close to the operational Bradwell Wind Farm. Evidence from the heritage witnesses also exposed the continuing debate regarding the interpretation of 'substantial harm', a term used but not defined in the NPPF. Government has now issued guidance in the March 2014 PPG, bringing a greater degree of clarity on this matter.

Supporting our clients through the planning process often ends up with us providing expert witness at planning appeals. Headland has a full-time dedicated Expert Witness.

We are continuing to work with RES (UK and Ireland) Ltd on a variety of renewable energy projects throughout England, Wales and Scotland. In the past year we have provided a range of services from environmental impact assessment and archaeological evaluation through to expert advice at planning appeals.

STEPHEN CARTER

Senior Heritage Consultant, provided expert witness at the Turncole Wind Farm public inquiry.



OLD RIVER DON WIND FARM, NORTH LINCOLNSHIRE

client | LDA Design for REG Wind Power

contract value | £36K

The effect on the settings of heritage assets in the surrounding landscape is often the determining factor in whether a wind farm will be consented. Despite the flexibility in design, which allows turbines and other infrastructure to avoid known archaeological sites and features, direct impacts can still be a determining factor in rejecting planning applications for wind farms.

The Old River Don site, near Crowle in North Lincolnshire, is in an area which already features a large number of wind farms, and new developments are under intense scrutiny as a result. Nevertheless, we were able to convince all our consultees that none of the potential setting issues they had raised were significant. However, the Council's archaeological advisor remained concerned about the potential effects on buried archaeology.

Located partially within an alluviated floodplain, and partially within a former raised mire wetland which was reclaimed in the 19th century by 'warping' (ie channelling floodwaters to deposit silt on top of the peat), the Old River Don site presents unusual challenges for archaeological evaluation. Finding a cost-effective way of assessing the potential for archaeology that might be buried beneath peat or alluvium will be crucial to overcoming the current objection to the development. With that as our brief, we have designed a programme of non-invasive surveys including EM31 conductivity survey, augering and fieldwalking, the results of which will allow us to present a convincing assessment of the archaeological potential of the site and the risk of impacts on any currently unknown archaeological remains.

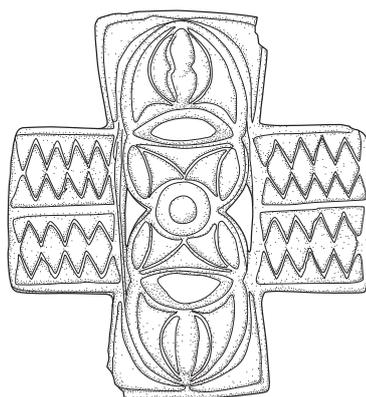
This project shows the range of expertise we can draw on between our regional offices, and the interdependence of the consultancy and contracting sides of the business. Crucial to the success of this project is the fact that we were able to devise and implement a programme of investigation appropriate to the site and acceptable to both the client and the planning authority.



PAUL MASSER

Heritage Consultant North, undertook the heritage assessment for Old River Don Wind Farm.





3 FINDS

The Finds department continues to provide in-house support to our Contracting division, as well as providing an external post-excavation service for other companies. We have specialists who cover a wide range of artefact types and periods and have a network of local sub-contracting specialists covering other, more specialist fields. We can co-ordinate all aspects of finds work, from initial spot dating, finds first aid and assessment, through conservation and analysis to illustration and publication.

We have been busy this year, with a steady stream of assessment work from all over the country, including significant assemblages from a Roman pottery manufacturing site at Woburn Golf Club, Bedfordshire, a prehistoric ritual landscape at Commonhead Swindon, Wiltshire, a medieval castle at the University of Bedfordshire and an enclosed Iron Age settlement site at Brenkley Lane Opencastr, Newcastle. We have also undertaken the analysis and publication of artefacts from a Mesolithic house at Forth Replacement Crossing and a medieval fishing settlement at Castle Hill Banff, Aberdeenshire.

Over the course of the next year, we look forward to analysis and publication of many of the above sites.

4 GRAPHICS

The Graphics department is dedicated to producing high quality designs for both print- and web-based media. We aim to provide meaningful illustrations and graphic design solutions to match needs throughout the company. Our ultimate goal is to provide our clients with spot-on technical artwork which enhances their understanding of a project. The team is experienced in graphic design solutions but it also has skills and qualifications in other areas which add value to their work.

The department has experienced numerous surges in workload throughout the year as clients' deadlines compete with other projects. To deal with this we have directed a substantial amount of effort to refining project set-up and management in order to deal smoothly with workload fluctuations.

Graphics is involved in most projects which pass through Contracting and Consultancy, meaning our

work is one of the most varied and unique within the company, leading to a very dynamic year for the team. The majority of our 2014 workload has taken the form of site illustrations for grey literature reports, which typically comprises locational maps, photographs and feature illustrations. Notably within the last year, one of our projects included the publication artwork on the potentially oldest Mesolithic House in Britain at the Forth Replacement Crossing.

We have also taken the time to develop an exciting new in-house capability. Working together with the Technical Services department we have produced procedures and best practice guidance for the use of digital photogrammetry. This will be used on site as a recording method and the graphics department will handle the data processing and subsequent development into final illustrations.

Looking ahead, the publication phase of projects will not only facilitate the needs of the Contracting division but will also provide opportunities within the Graphics department to expand and showcase its skills.

HEREFORD & LUDLOW ELECTRICAL INFRASTRUCTURE

client | Western Power Distribution

contract value | £25K

As one of only five statutory designated Areas of Archaeological Importance in England, the City of Hereford perhaps enjoys a greater degree of protection than other historic urban centres. Western Power Distribution contracted Headland to monitor and record groundworks during the laying of new mains. These works included cable runs passing the former city prison as well as Blackfriars Priory, a Scheduled Monument. A number of medieval pits and other features were identified during the work near this latter site.



SIMON MAYES

Project Officer Midlands & West, supervised the groundworks on the Ludlow to Craven Arms Scheme.





5 TECHNICAL SERVICES

The main focus over the last year has been the development and testing of digital photogrammetry for use on excavations, building recording and wider landscape surveys. When we introduced our current digital field recording techniques in 2005 the bulk of the drawn site record was transferred from paper to direct digital recording on CAD. However, we still record certain types of features on paper such as sections, skeletons, walls etc. Photogrammetry will now allow us also to record these type of features digitally where appropriate. It is faster in the field and produces a much more metrically accurate result than a pencil drawing. All three offices now have a 'photogrammetry kit' comprising a 5m high photo-pole, a digital SLR camera with a wireless remote control unit. Over the last year we have also purchased additional Trimble dGPS instruments, increasing our kits to five.

Another project that has the potential of significantly increasing the efficiency and quality of our field record is the introduction of GIS into our field recording and post-excavation methodologies. The transition of site databases to SharePoint offers real potential for a live connection between them and the relevant survey data. Some work has been done on this already and over the next year we are aiming to finalise a prototype for testing.

Other improvements have also been undertaken, including equipment maintenance, additional team meetings to discuss workflows and quality control, preparation of a training course in Surfer contouring software for the Graphics team and the testing of the Soil Pick for cleaning stone structures on site.

6 GEOPHYSICS

We have continued to develop our geophysics capabilities over the past few years. The key focus of the service is a problem-oriented approach from inception through to interpretation on both terrestrial and marine landscapes.

The company provides much more than just technical data processing and reporting. On numerous occasions, the additional level of quality control at the interpretation stage has identified significant risks. One such example was a site where we successfully identified a Neolithic enclosure, originally misinterpreted as a modern trackway. This could have led to major delays and unexpected costs at construction stage. In a similar vein, we have been able to combine survey results with geoarchaeological assessment of bore-holes to inform future trenching. This has been the case where complex Holocene geomorphology might obscure artefact-bearing horizons, as in the example of a recent site in Herefordshire.

Other specialist services included the processing and interpretation of Lidar data. In the Frome Valley, Gloucestershire historic landscape features could be clearly identified, enabling a significant late 17th-century navigation channel to be traced amongst earlier meanders of the river. This allowed the significance of assets to be assessed so as to inform the Environment Agency on mitigation strategies and potential heritage conflicts relating to a scheme to develop fish passages in the area.

Our geophysics team also specialises in the application of electromagnetic methods to archaeology and has established the use of methods such as conductivity survey in intertidal zones to complement maritime surveys undertaken at sea. An example of such a survey on the north coast of Wales successfully identified historic inlets and channels within the beach as well as a pipe-line that was previously not known about and would have caused considerable issues to the proposed development. It also identified potential targets of heritage significance, such as variations in intertidal silting that might be caused by buried decayed wrecks.

WHITE ROSE CARBON CAPTURE AND STORAGE (CCS) PROJECT, DRAX, NORTH YORKSHIRE

client | Capture Power Ltd

contract value | £34K

Impacts upon the setting of cultural heritage assets are a key issue in large infrastructure developments, especially where there are Scheduled Monuments close by. Increasingly, in accordance with NPPF, planning authorities are also requesting archaeological works are undertaken pre-consent which is an issue for budgets, programme and also creates landowner and access issues.

Headland has been working with Capture Power Limited, a consortium of Alstrom, BOC and Drax Power Limited, on the cultural heritage PEIR and Environmental Reports for the proposed carbon capture and storage facility at Drax Power Station. This is a nationally significant infrastructure project (NSIP) involving the burial of CO₂ beneath the North Sea which grabbed the headlines in July 2014 when it became the first CCS project to secure European Union funding through the NER300 scheme.

Headland's involvement with the project came on the back of our earlier work at Drax in connection with a previous biomass scheme in 2008 – 2010 and a light aggregate facility (2010/11). Work on all three Environmental Assessments was undertaken by the same team; the continuity that we were able to bring to the new project was an important element in bringing the project in on time and ensuring consistency.

The key issue at the site concerns Drax Augustinian priory, a Scheduled Monument which would lie immediately adjacent to the development. Founded in the early 12th century and suppressed at the Reformation in the early 16th century, the monastic site survives today as a series of low earthworks. By clearly demonstrating how the setting of the asset contributes to its significance, the statutory consultees were able to concur with our assessment that the development would

not give rise to a significant effect on the setting of the monument. Similarly, geophysical survey of the surrounding fields and intrusive evaluation of those to the south of the scheduled area meant that we could also provide a robust characterisation of the archaeological potential of the area. Additionally, we were also able to successfully negotiate a programme of post-consent evaluation once it became clear that any further pre-determination investigations would not be possible given the presence of crops and the DCO timetable.



CHRIS LOWE

Director and Consultancy Manager, has co-ordinated all the cultural heritage assessments for the various projects at Drax.





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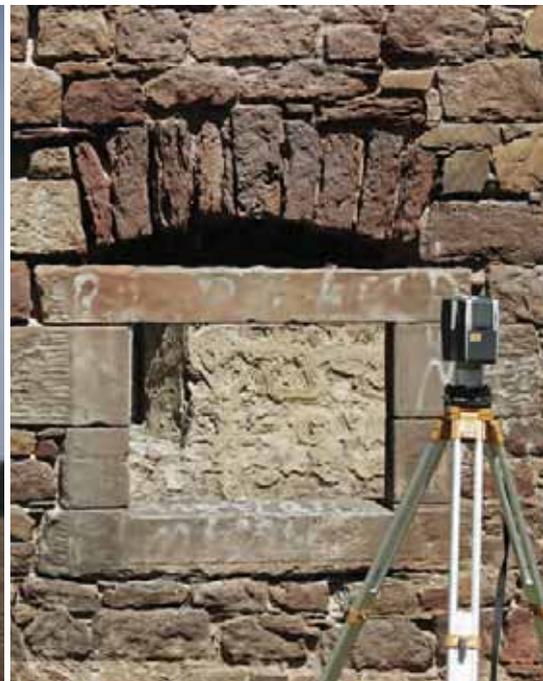
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