ANNUAL STATEMENT 2014 2015

HEADLAND ARCHAEOLOGY

HEADLAND ARCHAEOLOGY












CONTENTS

THIS YEAR'S CONTRIBUTORS

JOE ABRAMS
Regional Manager South & East

MANO KAPAZOGLOU
Illustrator

EDWARD BAILEY
Project Manager Scotland

MIKE KIMBER
Project Manager Midlands & West

DAVID BETTS
Finance Director

CHRIS LOWE
Consultancy Director

ANDY BOUCHER
Regional Manager Midlands & West

CAROLINE NORRMAN
Graphics Manager

STEPHEN CARTER
Principal Heritage Consultant

SORINA SPANOU
Project Manager Scotland

RUSSEL COLEMAN
Sales and Contracting Director

TONY WALSH
Project Manager South & East

TIM HOLDEN
Managing Director

ALISTAIR WEBB
Regional Manager North

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.

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 four offices – Edinburgh, Luton, Hereford and Leeds. 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

Transport

LETTER FROM THE MANAGING DIRECTOR

Dear Stakeholder,

This year has been a good one for Headland. You will see from the case studies presented here the diversity of the projects and sectors that we have been involved with, as well as the quality of the archaeology we have brought into the public domain. We have built upon the success of last year with further large projects, most notably the award of a large excavation contract at St Peter's church in Blackburn and an 890-house residential scheme at Commonhead, Swindon. These have enabled us to better our targets for the year and strengthen the business with improved financial reserves, updated equipment and the appointment of key personnel.

There is every indication that the coming two years will see the start of major infrastructure projects such as HS2 and Thames Tideway Tunnel, together with a renewed programme of housebuilding. It is essential that Headland is fully resourced to deliver to the rejuvenated construction sector. Our newly-opened office in Leeds was specifically located to provide quick access to the Midlands and North of England via the excellent motorway network. We have also invested heavily in our geophysics capability so that we can now offer clients the full suite of heritage services from environmental impact assessments through to site evaluation and mitigation.

At the start of each financial year Headland's senior managers meet to consider company priorities. Every office and department is asked to incorporate these into their own annual plan to ensure that the whole company is pulling in the same direction. In summary, our focus has been on the following:

- **Ahead of the game** – *Headland already has a reputation for being a progressive, forward-thinking company. This is most apparent in our proactive business development but you will have noticed the revitalised website and use of social media to promote Headland's culture to clients and prospective employees. Behind the scenes, our technical teams are developing new ways of improving efficiency with, for example, integrated photogrammetry and survey methodologies. Deep within the company too, investment in ISO9001 accreditation and the replacement of our bespoke project database with a construction industry-standard will give us the financial and logistical control needed to run a continuingly successful and larger operation.*
- **Quality** - *The Company is expanding. We are recruiting at all levels and have a strong reputation to maintain. It is therefore essential that we keep quality at the heart of what we do. We are investing in training at all levels. This includes tuition on the more practical aspects of archaeology but also on such things as contract law, people management and Headland's culture and systems.*
- **People** – *Staff retention, recruitment and training are all going to be important to us over the coming year as we seek to become the 'company of choice' for experienced hands and new recruits alike. We have proactively improved our links with the universities this year with a view to attracting graduate archaeologists. Our terms and conditions have been improved for staff and if you follow us on Facebook you will see the evidence that Headland is a rewarding place to work and that a career awaits.*

External observers have highlighted the flexibility that saw Headland ride out the recession in good shape. This flexibility will also see us prosper in the future. The regional offices now provide us with bases across the UK and we can draw upon a pool of experienced staff to cover both our core projects and the infrastructure 'elephants' that can crop up anywhere in the country. Where clients are keen to spread risk on larger projects we are also able to draw on Joint Venture arrangements with other major players or companies with regional expertise. Everything is in place for a fantastic year to come.

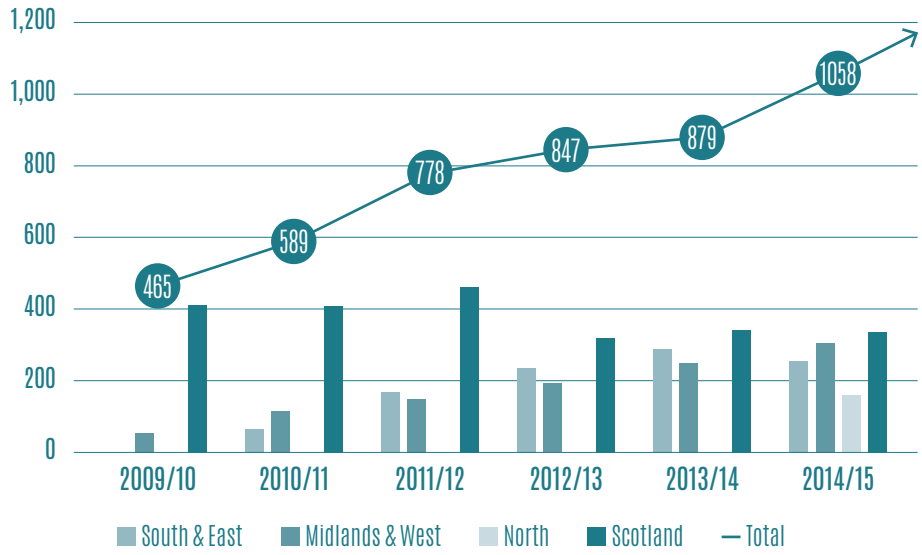
Yours,

Tim Holden

Managing Director, Headland Archaeology (UK) Ltd

ACHIEVEMENTS

SALES



*based on number of sales enquiries

34%

£16,581

average contract value 2014/15

18%

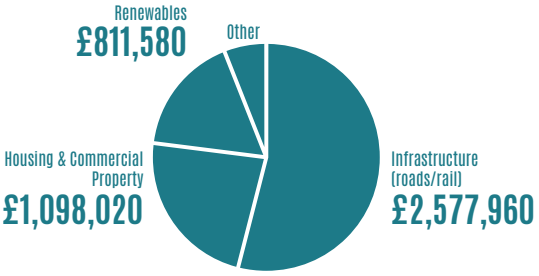
£4.51M

new business value 2014/15

SERVICES

*based on number of projects won

SECTORS



*based on turnover

GEOGRAPHIC COVERAGE

2012/13 2013/14 2014/15

SPOTLIGHT ON GEOPHYSICS

We are very pleased to announce that Headland is now offering an in-house geophysical survey specialism. A key objective in setting up the geophysics team was to provide the final link to a fully integrated, in-house service which encompasses all aspects of commercial archaeological works from desk-based and environmental impact assessment to geophysical survey and seamlessly onto evaluation trenching and open area excavation. So far, the teams have been extremely busy throughout the country surveying sites for solar farms, road corridors and housing developments.

We believe the key to a successful project outcome for the client is the speed at which the survey data is processed and interpreted and the need for any further archaeological work established. To ensure that this gap is minimised we process the data on a daily basis and will advise on any significant archaeology as soon as it is identified. We believe that this speed of delivery is essential to providing the client with an early assessment of the likely scope of any further archaeological works.

There is no substitute for knowledge and experience. Headland understands that experienced staff will produce a more informed and informative report which in turn allows clients and other stakeholders to place a high degree of confidence in the results and interpretation of the data. We believe that an enhanced product allows a more focused approach at the intrusive stage and ultimately means the archaeological potential of a site is understood sooner rather than later, saving the client both time and money.

Our experience is founded on comparing excavation results with survey data, something many survey companies fail to achieve, and we insist that all excavation reports include a paragraph assessing the geophysical survey interpretations against the physical evidence. We believe this approach is more likely to reduce the scale of follow-on fieldwork.

Our staff also understand that each site is unique and that soils, geology, topography and recent land use all impact on the quality and interpretability of the data. We are therefore well-placed to advise on the most effective remote sensing techniques and methodologies to evaluate a site. Headland does NOT adopt a one-size-fits-all approach. We will not undertake survey work where we believe a more effective, alternative approach is available and will always negotiate on our clients' behalf to achieve the most cost-effective and robust strategy, even if this does not involve a geophysical survey.

> *"We offer a fully integrated, in-house, service which encompasses all aspects of commercial archaeological works from desk-based and environmental impact assessment to geophysical survey and seamlessly onto evaluation trenching and open area excavation.*

Headland offers a range of remote survey services and has experience of operating less frequently-used equipment such as electro-magnetic conductivity meters, as well as more conventional equipment such as fluxgate magnetometers, earth resistance meters and ground penetrating radar. If we cannot offer a particular service in-house, we will seek out external specialists and we have the knowledge to know when to do so and how to manage the project.

The geophysics service is run by **Alistair Webb** who has more than 25 years' archaeological experience working with geophysical surveys nationwide. He is based in our new regional office in Leeds but works throughout the UK. A team of highly experienced geophysicists has been recruited who have a combined experience of more than 30 years carrying out and interpreting geophysical surveys in the United Kingdom and Ireland. Key staff are **Sam Harrison** and **David Harrison**, both formerly of Archaeological Services WYAS.

NEW STAFF

ALISTAIR WEBB

Regional Manager North / Geophysics Lead

We were delighted to welcome Alistair in May 2015 as the regional manager of our new office in Leeds. Alistair, with more than 25 years' experience in the area but also a recognised expert in geophysical surveys leads our brand new geophysics team, operating from our Leeds office but providing national coverage. With an in-house geophysics capability, Alistair will ensure that our clients get the benefits of using one contractor for all their archaeology needs.

SAM HARRISON

Project Manager North Geophysics

Sam has over 11 years' experience in archaeological geophysics, having previously managed some of the largest surveys undertaken in the UK, such as a 680-hectare survey along a pipe corridor from West Yorkshire to the North Sea. He has substantial experience in shallow sub-surface archaeological prospection techniques including magnetometry and earth resistance, as well as ground penetrating radar and electro-magnetic methods.

DAVID HARRISON

Senior Geophysicist North

David is a senior geophysicist who joined Headland in May 2015 after 10 years' experience of geophysical surveys in Yorkshire and Ireland. David undertook over 100 surveys across Ireland ranging from small independent developments to pipelines, as well as regional and national infrastructure projects.

ANTONY WALSH

Project Manager South & East

Tony has worked for 27 years in commercial archaeology, having directed projects of all periods for clients throughout the UK. He joined the project management team at Headland in 2015. He brings a wealth and diversity of experience to Headland where he is responsible for tendering, designing and managing archaeological projects for our busy South and East office in Luton.

KATE BAIN

Senior Archaeologist Midlands & West

Kate has over 15 years' experience working on sites in the UK and abroad. Kate held the role of Archaeological Clerk of Works for Clyde wind farm, the largest terrestrial wind farm in northern Europe which entailed the management of all aspects of archaeological works. After a period of working in Qatar, Kate returned to Headland and is currently based in Hereford running excavations for our Midlands & West office.

STEPHEN THOMPSON

Project Officer Midlands & West

Steve has been involved in commercial archaeology since 2009 with extensive experience of urban, greenfield and wetland sites. Steve has also undertaken projects with Dyfed Archaeological Trust, the National Museum of Wales, Cornwall SMR and other organisations in the UK. He joined Headland Archaeology in May 2014.

RAFAEL MAYA-TORCELLY

Illustrator

Rafael joined Headland as a member of our Graphics team. He has been working in archaeology since 1996 and has experience across a wide range of site-types, including historic buildings. He brings to Headland a suite of skills including CAD and GIS applications alongside a portfolio that includes site illustrations, artefact drawing and 3D reconstructions.

Our QHSE management systems are integrated with everything we do. We are committed to a safe working environment for all our staff, sub-contractors and visitors, ensuring that our activities have a minimal impact on the environment and that we deliver our services to a consistently high standard. As a company we seek to minimise workplace accidents in our operations with the ultimate aim to achieve a zero accident rate.

QUALITY, HEALTH & SAFETY AND ENVIRONMENTAL

CDM REGULATIONS

The launch of the Construction (Design and Management) Regulations 2015 towards the end of the 2014/15 financial year, replacing the 2007 regulations, led to some controversy among the archaeological community. The 2007 regulations were open to interpretation and lacked the necessary clarity as to whether archaeological work was to be included, causing much ambiguity when it came to preparation for construction projects. With the introduction of the new Regulations, it has been confirmed that archaeological works lie outwith CDM 2015.

Whilst the previous regulations were very unclear on the specifics, Headland Archaeology has always maintained that the principles of the regulations were adopted, in order to ensure best practice for matters relating to Health and Safety. Because of this, we believe that a positive safety culture has been created within our organisation and that a greater understanding of the implications of our work, with regards to health and safety, has been established throughout all levels of the business. Headland Archaeology will continue to operate in accordance with the CDM Regulations 2015, as we believe that this is the best way to maintain the positive safety culture that we are proud to have achieved.

Whilst archaeology is no longer deemed to be considered as 'construction work' and is excluded from the CDM Regulations, employers still have a duty of care to their employees, other contractors and visitors, as well as the general public, for matters relating to their health and safety. Following the direction given by the regulations ensures that these areas remain covered and that safety will remain a high priority throughout the entirety of the works.

The work undertaken by ourselves includes the use of plant working in areas with pedestrian traffic and the use of heavy machinery in assistance with the creation of excavations, operations which are some of the main causes of accidents on a construction site. Although no longer covered by CDM 2015, we feel that by continuing to adhere to the CDM Regulations we will provide a safer working environment for all staff working on our sites.

In 2014/15 Headland again undertook a number of projects which required significant health and safety investment; foremost of these was the >£3million archaeological mitigation works required to be undertaken for the Aberdeen Western Peripheral Route (AWPR) in advance of its construction. Operating under the CDM Regulations as Principal Contractor, the archaeological works associated with the AWPR involved successfully dealing with several health and safety-related challenges, as well as constant monitoring of H&S performance of our teams and sub-contractors. In particular the use of heavy plant to undertake large area strips, with some sites requiring the use of up to six plant including 20t excavators and Moxy-type dumpers working within close vicinity of each other and archaeologists, required careful traffic management and co-ordination. We also had to deal with a number of sensitive ecological issues where we successfully minimised the impact of our operations.

ACCIDENTS

As in previous years, analysis identified manual-handling and minor vehicle collisions as the predominant (minor) accident types. There was also an increase in reporting of minor accidents following an initiative to encourage staff to report these (see poster 'what to do in the event of an accident'). We recognised that minor accidents were being under-reported by staff, which was hampering our ability to identify specific training needs, and to implement safer systems to prevent those minor accidents becoming major.

One RIDDOR accident was recorded last year. This involved a sub-contractor on one of our sites suffering an injury following a fall from height. Investigation of the accident identified that company procedures for dealing with sub-contractors were insufficient and, as a result, we commissioned our H&S consultant, HSE Solutions, to provide 'Managing Contractors' training to all Project Managers and senior field staff; this included a section on CDM Regulations.

TRAINING

We have continued to develop our suite of internal training resources with the addition and revision of toolbox talks and site posters addressing the most common risks associated with our industry. These included manual-handling, safe driving, working in the sun and asbestos awareness. These supplemented the formal training provided to our staff which includes IOSH Managing Safely training for Senior Archaeologists, First Aid training for all Project Officers, CSCS cards for all field operatives and Asbestos Awareness training for field staff.

CERTIFICATION

Our commitment to maintaining a high quality management system is recognised in the external certification that the company continues to meet, confirming the appropriateness of our systems. This includes Achilles UVDB Verify certification and SMAS Ltd certification.

In the coming year we are looking to expand on the above and are targeting ISO 9001 certification and membership of an additional SSIP scheme, including CHAS Certification, to meet specific client requirements.

ENVIRONMENT AND SUSTAINABILITY

Although our standard operations have a minimal impact on the environment, it is part of our philosophy of continuous improvement that there is always room to get better. This year we have begun to implement a programme of measuring our carbon footprint in order to set future targets. We have also developed a waste-reduction policy in order to minimise the small amount of waste we do create.

OUTLOOK FOR THE FUTURE

Looking ahead there are several exciting prospects for the company in 2016. These include HS2, together with other key infrastructure projects, as well as a number of major road schemes, projects that, given their size and nature, carry a higher level of risk to our staff. As such we are accelerating our training programme to ensure that our staff exceed the minimum health and safety requirements for these high-profile jobs. This includes extending our IOSH Managing Safely programme to include all managers as well as Senior Archaeologists. Many of these projects may involve Joint Ventures, creating another layer of potential risk. We are confident that through working closely and cooperatively with our JV partners we can share our experiences and knowledge so that we are all able to work towards achieving zero accidents on JV projects.

See more at:
http://www.headlandarchaeology.com/about-us/health-safety/

	injury accidents	near misses	damage only accidents	> 3 day	> 7 day	major injuries	occupational diseases	service apparatus incidents	fatalities	dangerous occurrences	person hours
2008	4	0	0	1	0	2	0	0	0	0	
2009	2	0	0	1	0	0	0	0	0	0	
2010	0	0	0	0	0	0	0	0	0	0	
2011	6	0	0	1	0	0	0	0	0	0	127,942
2012	3	2	0	0	0	0	0	0	0	0	96,446
2013	4	2	2	0	0	0	0	0	0	0	95,332
2014	6	2	3	0	1	0	0	0	0	0	127,815
2015	4	2	2	0	0	0	0	0	0	0	
	ACCIDENT REPORTS			RIDDOR							

FINANCIAL REVIEW

BACKGROUND TO OUR YEAR

2014/15 has been another eventful year in the business cycle of the Headland Group. We have had a further consolidation in the shareholding of the Group, having bought out the interest of one of the founder members of the company who, whilst still having an active and high profile role within the heritage sector through Headland, no longer has an interest in the management of the Group. We are happy to report that the member received a very considerable return on the original investment and it shows that participation in a well-run SME can be beneficial to someone of an entrepreneurial nature.

This year also saw a further expansion of the Group portfolio with the opening of our North office based in Leeds and the launch of our specialist Geophysics unit. This has the twofold impact of both increasing the technical services we make available to our clients, and gives a wider geographic spread to our capability. Once again we have been able to fund this expansion from our own retained reserves and we have again invested in our infrastructure, our people and leading-edge equipment.

As a commercial company we continue to balance the returns we give to our three core 'users': to our clients by delivering cost-effective and efficient projects; to our staff by returning enhanced conditions; and as demonstrated above, a return to our investors for their commitment to the Group. We achieve this by careful budgetary control and monitoring of our performance to ensure we manage the business to meet delivery of these three objectives.

CURRENT TRADING

Our year to May 2015 did not quite meet our final target with a delay in starting times for some larger contracts towards the end of the year. Notwithstanding this, we did meet our target of increasing overall activity as shown in Table A. Our overheads increased with the cost of the establishment of our new branch and services coming forward into 2015, and also with an enhancement to pension provision for staff members. Additionally, we have conducted a review of all directly employed staff members to ensure that Headland Group meets the minimum requirements as a Living Wage employer.

COMPETITION

We monitor the performance of our major competitors in the field of commercial archaeology, albeit that most of our competitors are constituted as charities and have certain advantages over our business in terms of taxation, etc. We believe that this makes us concentrate on delivering a more efficient service to overcome the commercial disadvantage. For 2014/15 we achieved a pre-tax return of £0.8m (16.7%) on a £4.8m turnover and we compare this to an aggregate surplus by our main competitors of £1.16m (3.4%) on a turnover of £33.8m

(source: Charities Commission) which we believe demonstrates the efficiency of our delivery.

A

HEADLAND ARCHAEOLOGY (UK) LTD TRADING RESULTS

	2012/13	2013/14	2014/15	2015/16
turnover	£2,133,000	£3,324,000	£4,774,000	£5,500,000
direct costs	£1,445,000	£2,188,000	£3,136,000	£3,800,000
margin generated	£688,000	£1,136,000	£1,638,000	£1,700,000
indirect costs	£677,000	£720,000	£836,000	£900,000
pre tax profit	£11,000	£416,000	£802,000	£800,000
	ACTUAL			TARGET

B

HEADLAND GROUP LTD CONSOLIDATED BALANCE SHEET

	2012/13	2013/14	2014/15	2015/16
tangible assets wdv	£33,000	£75,000	£143,000	£215,000
	CURRENT ASSETS			
debtor/wip balances	£677,000	£1,308,000	£1,231,000	£1,250,000
cash balances	£7,000	£16,000	£588,000	£990,000
current assets	£684,000	£1,324,000	£1,819,000	£2,240,000
current liabilities	£399,000	£680,000	£740,000	£630,000
net current assets	£285,000	£644,000	£1,079,000	£1,610,000
asset financing	(£1,000)	(£22,000)	(£29,000)	(£120,000)
	PROVISIONS			
deferred tax	–	(£8,000)	(£23,000)	(£30,000)
net assets	£317,000	£689,000	£1,170,000	£1,675,000
	REPRESENTED BY			
share capital/premium	£45,000	£45,000	£43,000	£35,000
revenue reserves	£272,000	£644,000	£1,127,000	£1,640,000
	£317,000	£689,000	£1,170,000	£1,675,000
	ACTUAL			TARGET

FORWARD PLANNING

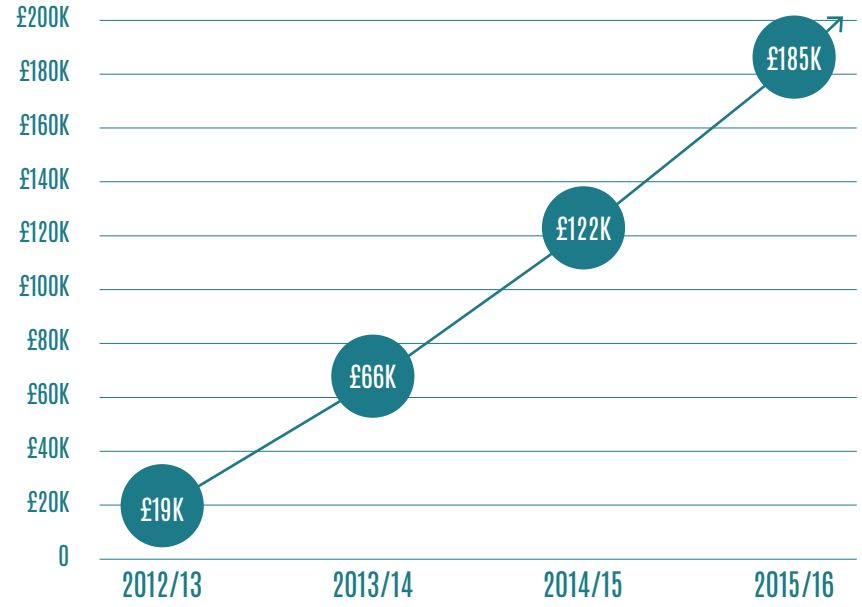
For 2016 we are targeting an increase in turnover to £5.5m and a pre-tax profit of £0.8m. We note that our profit forecast remains flat in comparison to 2015 despite an increase in turnover; however, we anticipate an increase in our overhead with three main areas of cost increase, each planned to increase the efficiency of the business and enhance the services we offer for the future:

+ Firstly, full year costs coming through for our new North office in Leeds and our enhanced Midlands & West office in Hereford which will open in November 2015;
+ Secondly, a higher asset depreciation charge following the launch and expansion of our Geophysics unit;
+ Thirdly, the cost of a significant investment in a new project management system designed to enhance our control of projects, improve our delivery of service and project resourcing.

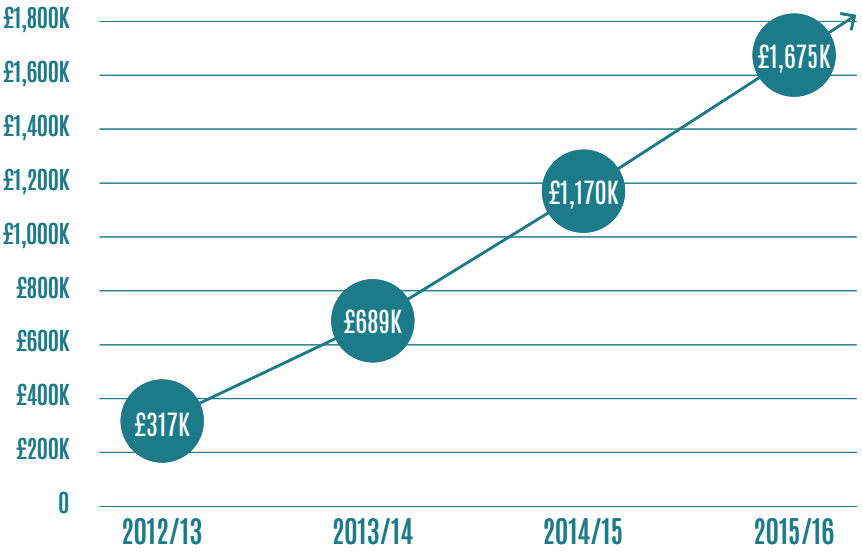
VALUE GENERATION AND RESOURCING

As a Board the management of Headland Group consider it important that we continue to be run as a profitable business to enable us to generate and retain the resources to grow our business, our staff and the services we offer. We acknowledge that our main 'rivals' in the provision of archaeological services in the UK are primarily charities which derive certain benefits from their charitable status in terms of a favourable tax regime but we believe that this makes us work harder and smarter to compensate and offer an enhanced and competitive service to our clients. We believe that our continued investment in our technical plant and infrastructure and our investment in providing an enhanced benefits package to our staff keep us at the forefront of commercial archaeology in Britain today. Table B shows our continuing commitment to retaining value within the Group.

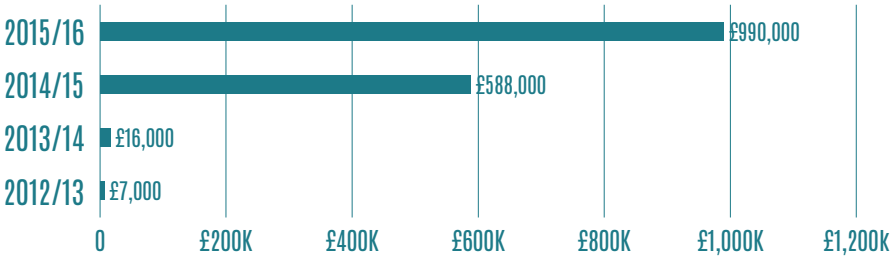
INFRASTRUCTURE INVESTMENT



VALUE GROWTH



RETAINED CASH



BUSINESS STRUCTURE

Our business is structured around three core divisions: Consultancy, Contracting and Specialist Services.

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 include early stage risk appraisals and feasibility studies, masterplanning, heritage statements, desk-based assessments, environmental impact assessments and expert witness.

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. The importance of creating and maintaining a safe working environment, is also paramount.

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.

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 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. 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, photogrammetry, historic building recording, artefact analysis, human and faunal remains, graphics and publication.

BUSINESS REVIEW

BUSINESS MANAGEMENT

Last year (2013/14) saw a major increase in turnover. This allowed us to make significant investments in IT, fleet vehicles and technical equipment anticipating an even greater period of growth. Indeed, 2014/15 turned out to be a busy year with turnover more than doubling in two years. New investments included the launch of a regional base in Leeds and the provision of a new in-house service (geophysics). We are very pleased to report that both investments have got off to a flying start.

In addition, we have invested considerable time in getting our quality systems and procedures up to ISO 9001 standard. One of the many benefits should be more efficient processes (e.g. preparing PQQs). All the systems, procedures and protocols have been put in place and we have completed a series of internal audits. We should be ISO-registered by late 2015.

On a similar theme, we have been trialling new software – a single, web-based platform for finance, timesheets, and client data – to replace the various customised systems that have developed organically over the years. This will save valuable time spent manually inputting data. It will also allow better inter-office documentation as well as more efficient remote working for the teams on long-running infrastructure projects.

Finally, we have also made the decision to move to larger premises in Hereford (Headland Midlands & West), having outgrown the old office. The move should be complete in late 2015 but we will retain the old premises for another year as a finds and environmental processing unit.

BUSINESS DEVELOPMENT

The focus for the year has been on raising our profile for up and coming, mainly large infrastructure projects, along with promoting the new regional office in Leeds and our expanded capabilities such as our new in-house geophysics service.

Throughout the year we have been attending several HS2 workshops and supplier events as well as making contact with Tier One contractors, generating PQQs and Supplier Questionnaires in the process. In response to both HS2 and Thames Tideway Tunnel we have also been exploring JV partnerships with like-minded companies. We also attended several business breakfasts during the year and gave CPD sessions to clients on heritage matters.

As we have done for many years now, we continued to attend trade shows, as both exhibitors and as delegates. There are many benefits but we mostly enjoy the opportunity it gives us to meet some of our clients in a more informal environment.

The opportunity arose to bring on board some of the geophysics team from West Yorkshire Archaeological Service (WYAS) after a Council restructure. We have links with Archaeological Services WYAS going back many years and, regarding their geophysical capability as the best in the business, we jumped at the chance to acquire this skill-set. We believe we can

offer the market something new which combines the skills and experience of the geophysics team with our full UK coverage and other services to provide clients with a one-stop shop. The back end of the year was spent promoting the new office and the new service to existing and new clients. The geophysics team is based in Leeds and has now been joined by a rapidly growing contracting team, offering a full range of site investigation services.

Marketing communications

The main objective for the year for the Marketing team was the new website. This was planned to come on stream to coincide with increased marketing activity in the run up to HS2 and other large infrastructure projects. Visitors to the site can now find case studies, CVs and corporate information as well as a guide to the full range of services we offer. We are very pleased with the final product and we look forward in updating it with company news and project examples. The Frequently Asked Questions on our new careers page has been particularly well-received. A new set of company brochures and capability statements using the same design as the website is now in production.

Social media continues to be a mainstay of Headland's communications strategy with Twitter, Facebook and LinkedIn, each offering a different take on what we do.

Last year's Annual Statement was the first for several years. Many clients and stakeholders contacted us to say how much they enjoyed it and how it accurately reflected the positive and business-like culture of the company. We hope they enjoy this year's just as much.

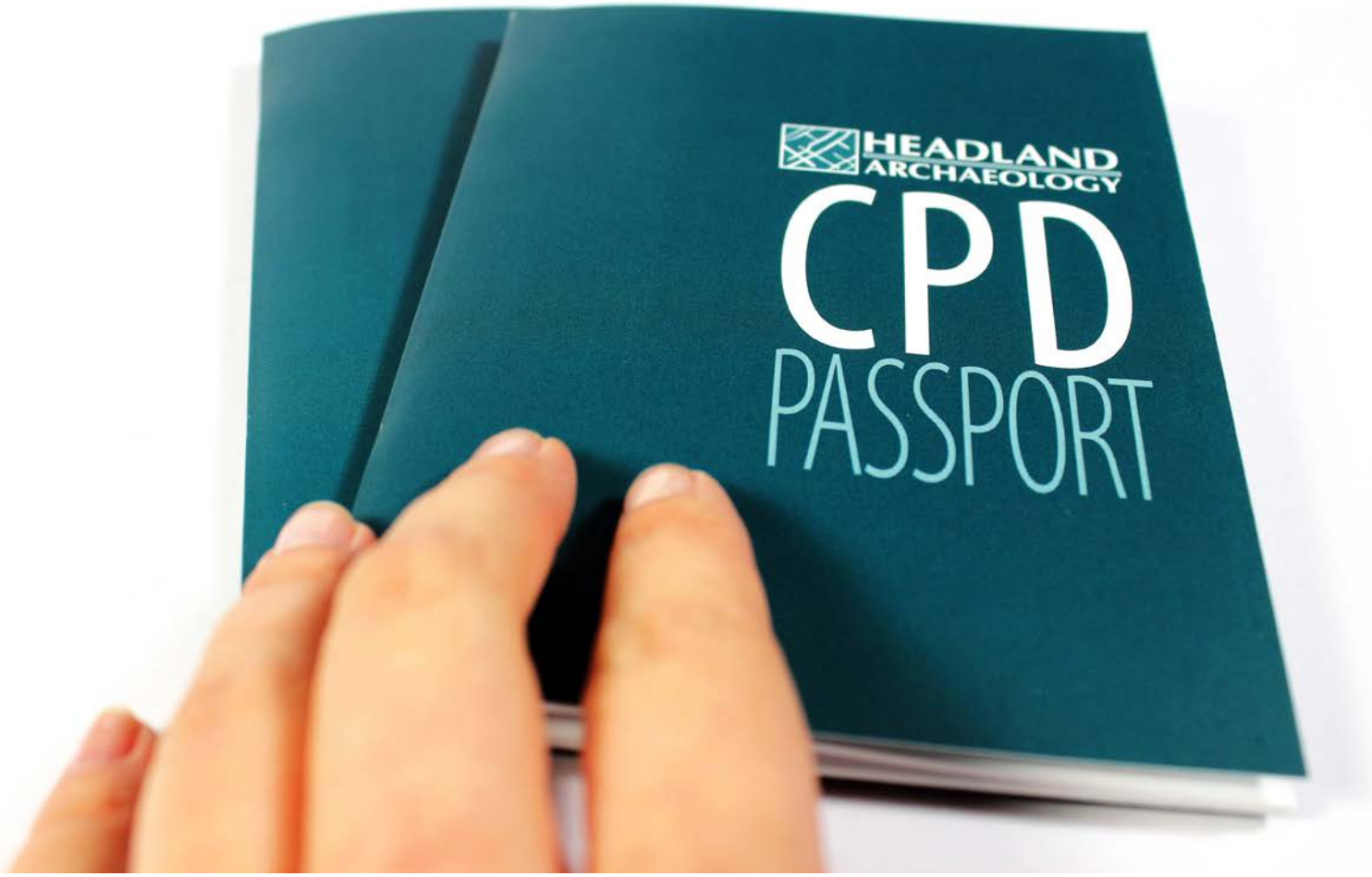
Several projects attracted media interest. Amongst them we note the facial reconstructions of medieval burials, uncovered during excavations for the Edinburgh Trams; the Iron Age settlement uncovered at the A96 Park and Choose and works at Staffordshire Area Rail Improvements. However, the biggest news story of the year for Headland was the jousting knight we identified amongst almost 3000 other burials at Hereford Cathedral. The story made the news in the UK and across the world on TV, radio and newsprint. The launch of our book on the excavation, often a low key event, attracted an audience of several hundred at the Hay on Wye Book Festival in June as we rubbed shoulders on the day with the likes of Alan Yentob and the Archbishop of Westminster.

As part of our training and recruitment drive, we attended various career events including those at the Universities of Edinburgh and York. We talked to students about pursuing a career in commercial archaeology and were surprised at how little they know of the commercial sector. As a result we now have a growing interest in the opportunities we can offer and a number of interns working with us. Continuing with the theme of marketing to other archaeologists, we again took the back page of the CIfA Yearbook, with this year's theme of how many corners of the British Isles we get to on our travels.

Sales

Our prediction of over 1000 sales enquiries at the beginning of the year proved to be accurate, as we logged over 1050 tenders for the year across all four offices, compared with 879 last year.

Several external factors affected sales during the year. We saw a slowdown in Scotland in the run up to the Scottish Independence referendum as businesses



waited to see the outcome before making investment decisions. Incentives for first-time buyers have met with strong demand for new homes in England, particularly in the south and south-west where we are well-established, but markedly less so in Scotland. Political support for renewables in Scotland and investment in road and rail infrastructure made up for a lack of housing activity. Conversely, political interference in on-shore wind farms in England has created a marked slowdown in opportunities going forward once existing schemes are built. Changes to the subsidies also saw surges of activity to meet deadlines.

In addition to the usual commercial sector opportunities we also received numerous invitations to tender for community-led archaeology projects (e.g. funded by Heritage Lottery). Unfortunately, despite our best efforts we have found it almost impossible to win these and make any sort of margin. Unless these projects start coming with a budget that reflects the scope of works and return a profit, we will leave them to the charitable sector.

Although there were seasonal cycles, Scotland received 32% of all sales, with South & East on 24%, Midlands and West on 29% and our new Northern region on 15%. There have been some interesting changes to the mix of sectors we see sales enquiries from – with housing now standing at 42%, commercial property at 10%, wind farms sliding to 15% and solar rising to 9%. Our new geophysics service has struck a chord with clients and from a standing start has already generated 12% of all sales enquiries.

Pleasingly, and in line with our target, 40% of all sales enquiries were converted, adding £4.5M of new business during the year in addition to existing contracts. The average contract value of converted sales has also increased to £16,581. The increase in the volume of sales meant we have again added to our Management team which now stands at 14 Project Managers.

Whilst reviewing all our systems for ISO 9001 compliance, we decided to revamp all our sales tools – costing spreadsheets and fee proposal templates and to give them a makeover. Our fee proposals have been especially well-received by clients and consultants as they give detailed breakdowns of our costs, whilst assumptions and caveats are clearly set out. This transparency helps busy clients compare tenders and is especially useful for when the scope of work changes or when additional works are required.

Training

With so many new staff, some with little commercial experience, larger projects provided a useful platform for delivering a range of on-site training in basic site recording and surveying. Our CPD Passport also proved a handy tool to record this training, especially for temporary staff who moved on to other companies at the end of the project. We were pleased to see British Archaeological Jobs and Resources' (BAJR) recent Skills Passport and have since adopted it as a training tool.

We continued with our popular lunchtime seminar series which is a mix of in-house and external speakers. Talks included SUERC on dating techniques and Bayesian analysis, speakers from RCAHMS and local authority curatorial services, Headland's Dr Stephen Carter on soil formation processes, geophysical strategies from Headland's Andy Boucher and Alistair Webb and uses for photogrammetry by Headland's Magnar Dalland and Jürgen van Wessel.

We also ran a programme of hands-on workshops on finds, covering aspects such as first aid and conservation, prehistoric to post-medieval pottery, and lithics. Other practical workshops included report-writing.

We will be appointing a dedicated Training Manager in late 2015 to co-ordinate training, internal and external, mentoring, internships and an apprenticeship programme in the run-up to HS2.

BUSINESS OPERATIONS

Consultancy

It was yet another busy 12 months for the consultancy team, with approximately 100 projects taken forward during the course of the year, with a value of just over £0.4M in all. Commissions from the renewables sector, and particularly wind power, remained buoyant over the first half of the year, tailing off towards the end of 2014/15 as a result of the changes to the Renewables Obligations Certificate scheme that were announced in the Budget. Even so, 2014/15 saw us take on a bigger slice of the solar consultancy market, with projects in the east of England and eastern Midlands.

The year has also seen a large number of referrals from existing clients and their agents which has allowed us to move seamlessly into other key development sectors, including housing and commercial property schemes. Increased numbers of heritage assessments and Environmental Impact Assessments, as well as expert witness services, have been commissioned for a variety of urban and greenfield developments.

It has also been a busy year for our expert witness service; a staple of wind farm inquiries in England, Wales, Northern Ireland and Scotland was augmented by appeal work for housing schemes in Sussex and Northamptonshire.

The year also saw the start of the Framework with RES (UK & Ireland) Ltd for the provision of a range of consultancy and public inquiry work, with a number of wind farm and solar schemes in progress.

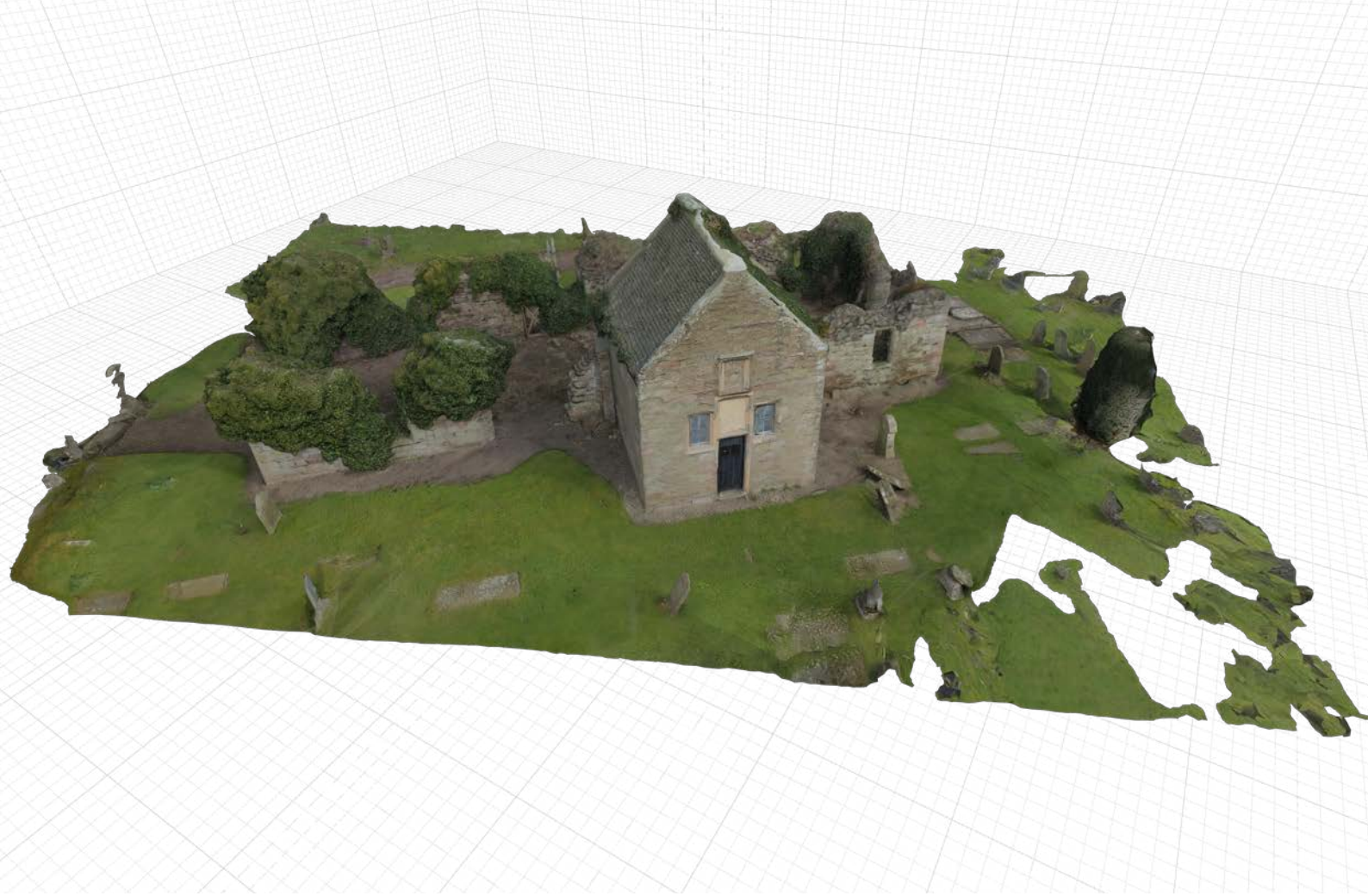
Contracting

Scotland For our Scottish region, 2014/15 continued in the same vein as the previous year.

Following on from the extensive site investigations and surveys we carried out in 2013/14, our involvement in the Aberdeen Western Peripheral Route continued with an 8-month programme of topsoil stripping and mitigation excavations. We came off site in December 2014, and started work on the assessment reporting, first drafts of which were submitted in summer 2015. Further analyses leading to the final publication of the results will be undertaken over 2016/17.

We were also involved in other road schemes including the A9 Dualling where, on behalf of the client, we monitored contractors' compliance. We also undertook site investigations and mitigation excavations along the realignment of the A96 in Aberdeenshire.

Another major project of the last few years – Clyde Wind Farm – also continued. This, the largest consented wind farm in Europe, was given planning consent to extend the existing scheme with an additional 54 turbines. We again provided an Archaeological Clerk of Works during enabling works and helped design the scope of works for the construction phase. As with the previous phases, avoidance has largely been achieved through design. The main focus will be on mitigating the



impact of the cabling operations with excavations planned for late 2015.

Two smaller but still intriguing projects were Perth Prison and Kinfauns Church, both in Perthshire. We have been regular visitors to Perth Prison as improvements to the complex, built for Napoleonic prisoners of war, reveal burials as well as earlier layouts of the prison. This year, we relocated some burials to other areas of the prison where they will not be disturbed and we also recorded a section of the original early 19th century perimeter wall which is being replaced. At Kinfauns, we undertook a photogrammetric survey of this late medieval church built in the 1400s and remodelled in the late 16th century, with a new church built adjacent in 1870. There is also an interesting collection of graveyard slabs dating to the 1700s. We used the survey data to create a digital 3D model for Perth and Kinross Heritage Trust.

Continuing with ecclesiastical sites but on a grander scale, we returned to Furness Abbey, Cumbria to monitor contractors' underpinning works.

Housing developments, the mainstay of our regional offices in England, have been small and intermittent north of the border. Nevertheless, we undertook a second phase of excavation at Inverurie, Aberdeenshire where yet more prehistoric round houses were uncovered. The two phases have now revealed a sizeable later prehistoric settlement together with a souterrain and burials. Student housing has been a more consistent source of work in and around the capital. At Gorgie Road, Edinburgh site investigations have revealed remains of the 19th century mill complex. Further excavations are planned for the end of year.

Other developments we were involved in include overhead line replacements in the Scottish Borders, Gremista Wind Farm in Shetland, quarries at Ballachulish and Duntilland, several small-scale hydro schemes and a new waterfront public realm plan at Gourock.

North We were pleased to welcome our fourth regional team, this time based in Leeds. The new North team offer geophysics and contracting services. The key members of the team are Alistair Webb, Regional Manager, who also heads up our new geophysics service; Sam Harrison, Geophysics Project Manager; David Harrison, Senior Geophysicist; and Alex Schmidt, Geophysicist who all came across from Archaeological Services WYAS. Headland's Andy Boucher, our Regional Manager for Midlands and West and an eminent geophysicist himself, has been helping Alistair and the team to set up the new service.

Starting in April, they got off to a flyer with surveys for wind and solar farms. In between contracts, we have been working hard on promoting the new office and new service, meeting clients up and down the UK, and developing a new hand-held system that will increase productivity, particularly on larger sites. Our new service has been well-received and we believe we can offer the marketplace something new.

We are starting to build up the contracting services which typically follow on from geophysical surveys and now have a team in place. This team is likely to grow quite fast as a number of contracts for evaluations and excavations in advance of housing developments have already been secured keeping the team busy through to early 2016 and providing opportunities for the other offices.

Midlands & West This has been the most successful year to date for Andy Boucher and his Hereford team largely driven by a significant upturn in housing activity alongside considerable numbers of wind and solar projects. Much of this work was focused in Herefordshire, Gloucestershire, Warwickshire and Worcestershire. However, the office also serviced projects across Wales, northern England and Ireland.

Work on Commonhead Swindon, the team's largest project of 2014, continued off-site with the production of the assessment report. Work also continued in 2015 in an Archaeological Clerk of Works role prior to a second phase of mitigation excavation planned for late 2015. Regional staff also undertook excavations as part of a number of large housing developments in Gloucestershire, including sites at Bishop's Cleeve and Fairford. Senior staff continued their involvement in designing and scoping a prestigious, major city centre property development in Birmingham. The team was also involved in a number of surveys on significant heritage sites, such as English Bicknor Castle, Bledffa Castle and Gloucester Cathedral.

The excavations at Hereford Cathedral were published by Headland and the authors were invited to launch the book at the Hay Festival of Literature. This followed a period of intense media publicity which focused on a medieval jousting knight's grave. The long-running community engagement project at Ewyas Harold continued with 'Dig Ewyas', a whole village dig. Other public archaeology was delivered for the Staffordshire Area Rail Improvements.

It's been a busy year for staff also. Mike Kimber has moved across to the Consultancy team while Luke Craddock-Bennett has moved up to Project Manager. Kate Bain has joined as Senior Archaeologist and Catherine Longford has joined as Finds and Environmental Supervisor.

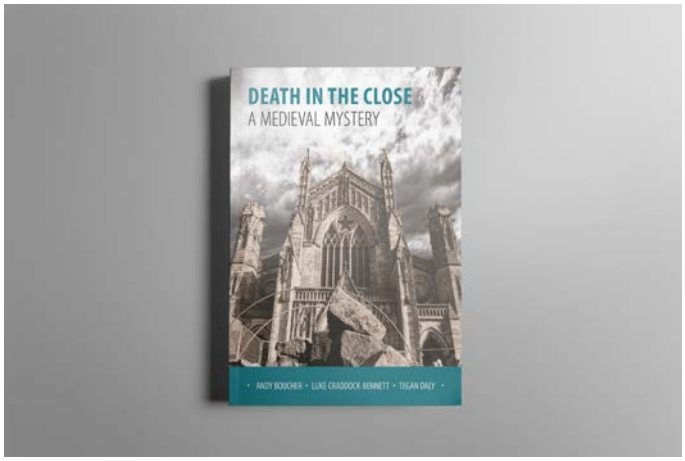
Our new premises and growing client base across the West Midlands and Wales have already got 2015/16 off to a good start and we expect to be even busier next year.

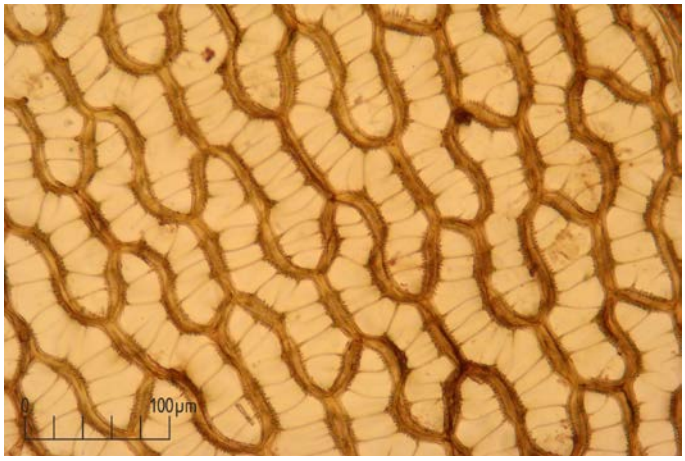
South & East Our South and East team, led by Joe Abrams, has seen a steady mix of commercial and residential property, as well as solar and wind farms. In addition, we have been busy with rail infrastructure projects. Our core area has been Cambridgeshire, Northamptonshire, Bedfordshire, Buckinghamshire and Leicestershire.

We are particularly pleased to have been involved in providing a range of archaeological services for a number of rail schemes including Staffordshire Area Rail Improvements and East Kent Signalling, Rochester. A team has been resident at the former, monitoring topsoil stripping and then undertaking mitigation excavation where necessary. They worked closely with the contractor, Staffordshire Alliance – Laing O'Rourke, Volker Rail and Atkins – to ensure there were no delays and we were able to scale up and down according to the needs of the project.

We have started working on the Eight20 framework, with an alliance of partners (Skanska, MWH and Balfour Beatty) working on behalf of Thames Water. This promises to bring significant new work in the coming months.

Solar farms continue to be erratic. Quiet for the first half of the year, they came on strong, stalled again and at the time of writing are in full flow again. We were





involved with some very large schemes in the east of England and our new geophysics service has helped us get involved earlier than normal. Wind farms were also strong but have since tailed off and we remain unconvinced they will return to the levels of activity we have seen over the last decade.

Much of our workload has been large site evaluations in advance of property and renewable developments including Allimore Lane (CH2M Hill), Trinity Hall, Vine Solar Farm (Baywa), Reading and Stopsley Schools (Interserve).

Some of these and others also progressed to mitigation excavation stage. We returned to the University of Bedfordshire for a second phase of excavations on the site of the medieval moated castle. At Cawston Extension, near Rugby, we excavated 10 separate areas to a tight deadline early in 2015. We will also be returning to Allimore Lane late in 2015 for a significant excavation.

Off-site, work continued on a number of excavations from 2013/14 including Woburn, Haverhill and Broadmead. In between site investigations, excavations and report-writing, we invested some time in report-writing skills, with a specific emphasis on assessment reports as well as Updated Project Designs, in order to ensure the new staff are producing a consistent product.

The start of the year also saw us moving to larger premises within the same business estate, with Antony Walsh joining the management team.

Specialist Services

It can take some time to get projects ready for publication so it is always a pleasure to see them finally leave the building. With two major projects published and a number of smaller articles published in regional journals, it was a very satisfying year for our Specialist Services and Publications team.

The highlight of the year was the publication of 'Death in the Close: a medieval mystery' the results of our Midlands and West regions excavations at Hereford Cathedral (authored by Andy Boucher, Luke Craddock-Bennett and Tegan Daly). It was launched at the Hay-on-Wye Book festival and details the findings from 3000 burials recovered during the dig, including the now famous jousting knight. All the specialist analyses including the osteological analysis were done in-house and the book itself, including over 130 illustrations, was also produced in its entirety by our in-house Graphics team. The finished product is an attractive book which condenses a large and complex site into a very reasonable lengthy and readable format, without compromising professional scientific standards. Since this publication, our new format is being actively promoted as the way forward in terms of balancing academic standards with the readership of a wider general public audience.

The second major publication of the year – 'Built to last: Mesolithic and Neolithic settlement at two sites beside the Forth estuary' is an account of our excavations in advance of the New Forth Replacement Crossing, near Edinburgh. One of the sites turned out to be the earliest yet dated domestic structure on the British mainland, a sort of tepee-like shelter. For these very early sites, the emphasis for the Specialist Services team was on the detailed study of the stone

tools and the environmental evidence which included wild boar, deer, wolf and marine shellfish and hazelnuts.

We have typically over 40 reports and publications on the go at any one time. These involve a wide range of specialists drawn from finds, environmental and graphics. Environmental studies look at animal and plant remains to shed light on diet and living conditions as well as helping us to reconstruct ancient landscapes. Finds can tell us a lot about trade and economy, but also add a more personal insight into wealth, status and daily life. The study of human bone adds yet more detail on health and well-being of past communities and where they came from. The skill is in pulling all this information together and making sense of it. Our Publications Manager, Julie Franklin, helps to keep all this post-excavation work on track, ensuring that the resulting analyses are of high quality and are appropriately integrated in the final report.

BUSINESS SUPPORT

With staff numbers back over the 100 mark, two new office moves and the administrative work-load of the new pensions regulations, it was a busy year for the Business Support team who took on another assistant to help out.

At the start of the year we helped the South and East team, based at Silsoe near Luton, move to larger premises. Fortunately, we found another property in the same business estate. The move also gave us the chance to set up a full finds and environmental processing system, as previously we had been transferring them across to Edinburgh.

The business support team worked hard to complete the opening of our fourth office and to set up the regional team in Leeds, an ideal location giving good motorway connections via the M62 across to Manchester and the north-west, and north/south via the A1(M).

The new pension regulations created a lot of work for us in setting up and administering the new scheme for temporary employees and creating terms and conditions for each of the two schemes – the existing stakeholder scheme and the new Nest scheme.

Looking ahead, we will be helping with the setting up of a new project – the Blackburn Link Road project – where we need to find accommodation for the team for a 4 month project. At the same time the business support team will be starting work on customising the new administrative and financial software package we have adopted.

AGARD SOLAR FARM

LOCATION
Nailstone, Leicestershire

SECTOR
Renewables (Solar)

CLIENT
Suncredit UK Ltd

CONTRACT VALUE
£15K

SERVICES
Trial Trench Evaluation / Archaeological Management Plan

PROJECT HIGHLIGHTS

+ Prompt submission of reports
+ Early discussion of an appropriate mitigation strategy, including re-design to facilitate exclusion of archaeologically-sensitive areas
+ Production of a management plan

In recent years there has been a rapid expansion in the number of solar farm projects in the United Kingdom with an attendant increase in the requirement for archaeological works prior to the consenting of these schemes. Changes in government policy and in the tariff paid for solar-generated electricity has led to peaks and troughs in the sector, meaning that proposals often need to be consented very quickly in order to avoid missing out on subsidies which might otherwise affect the economic viability of the development.

PROJECT DETAILS

Such a fast-tracked scheme was Agard solar farm, a 10 ha site near Nailstone, Leicestershire where there was a very short window in which to get the scheme consented and all planning conditions met before changes in subsidy came into force. Essential to the successful delivery of this project, and in order to meet the client's timeframe, was the rapid completion of the archaeological trenching and submission of the evaluation report to the LPA following agreement of a scope of works. A flexible approach to working was necessary in order to get the trenching completed on schedule, including shift or flexible working for our staff. Also key to a successful outcome was establishing a good working relationship with the curatorial body of Leicestershire County Council and this phase of work was successfully completed within a four-week window.

In turn, this allowed for the early discussion of an appropriate mitigation strategy and subsequently a re-design of the scheme layout enabling archaeologically-sensitive areas to be left beyond the areas of disturbance. An Archaeological Management Plan was then produced (by Headland) to satisfy the final archaeological condition ensuring that archaeological remains are protected, not just during the construction of the solar farm, but during its operation and decommissioning in 25 years' time as well. This allowed our client to satisfy the planning conditions relating to the archaeology well before the change in tariffs. We understood that missing this deadline would have caused financial problems for our client that could have meant the scheme was no longer economically viable.

ALLIMORE LANE

LOCATION
Warwickshire

SECTOR
Property (Residential)

CLIENTS
Pettifer Development LLP / Bloor Homes / JJ Gallaghers Ltd

CONSULTANT
CH2M Hill

CONTRACT VALUE
c. £100K to date

SERVICES
Trial Trench Evaluation / Mitigation Excavation

A balanced and well-designed evaluation is crucial to understanding development risk. Our approach to evaluations takes into account our clients' commercial considerations whilst offering targeted and tailored solutions.

PROJECT HIGHLIGHTS
+ Utilised the trial trench evaluation to identify land containing significant remains
+ Reported the results of the evaluation in a timely way in order to ensure that mitigation works could be scoped, costed and then implemented in a suitable timescale

PROJECT DETAILS
The development area occupies 6.3 ha of open arable fields to the west of Alcester, Warwickshire. The entire application area was subject to evaluation via geophysical survey and trial trenching. Alcester itself is a Roman town (*Alauna*) and the site lies adjacent to the Alcester-Droitwich Roman Road. Romano-British settlement activity, comprising ditches, pits, a stone wall foundation, and a human burial were recorded during an earlier trial trenching evaluation. The Headland Archaeology 2015 trial trenching evaluation revealed further evidence for Romano-British settlement activity. This consisted of a series of ditches and other features in the central part of the Development Area, on the outskirts of settlement.

Our contracting staff expertly identified the remains present at the site and characterised them in a report for the development team. The archaeological consultant then used this report to negotiate a scope of works with the local authority archaeological officer. We have now embarked on the mitigation stage of works and are revealing significant Romano-British and other remains as a result.

ENGLISH BICKNOR PRIMARY SCHOOL

LOCATION
English Bicknor, Gloucestershire

SECTOR
Local Authority

CLIENT
Gloucestershire County Council

CONTRACT VALUE
c. £15K

SERVICES
Consultancy / Trial Trench Evaluation / Monitoring / Mitigation Excavation

PROJECT HIGHLIGHTS
+ Staged Scheduled Ancient Monument consent applications
+ Liaison with Historic England
+ Unexpected discovery of remains of national significance
+ Excavation of castle remains
+ Input to design

The quality of the work Headland undertakes can stand in good stead when it comes to having to deal with unforeseen circumstances on heritage assets that have both a high significance and sensitivity. In this case we worked very closely with the school, local authority, parish and English Heritage to overcome what initially appeared to be an insurmountable problem.

PROJECT DETAILS
English Bicknor Primary School needed to redevelop a number of temporary classrooms prior to the start of the 2014/15 school year. In this instance the classrooms lay within a scheduled monument area of the castle and moat. Prior evaluation suggested that there was only minimal impact, but work uncovered the remains of a medieval tower. This tested the skills and experience of Headland's consultancy team, but ended with an expedient resolution.

English Bicknor Primary School is located within the bailey and moat of a castle that once dominated a ridge overlooking the Wye valley. Headland initially became involved in the project after being approached by Gloucestershire County Council to produce a desk-based assessment. Due to the fact that most of the school grounds lie within a scheduled monument, Headland's main tasks at the initial stages of the project included obtaining relevant statutory consents to evaluate the area and assist with other ground investigations for engineering purposes. However, following the results from these our team also had the more complicated job of obtaining consent on behalf of our client for the construction of the new building within the grounds of the scheduled monument. Our consultants have an excellent track record in this type of work and routinely produce high quality assessments that meet the standards of Historic England and English Heritage. As a result, the negotiations with the statutory bodies and the discussions with regards the various options went very smoothly.

Buried archaeology can be a very disruptive 'discovery' and, with a tight construction deadline, the sudden appearance during the monitoring of the site strip of a castle tower base was a cause for concern to our client. Headland's response was fast and balanced. An emergency meeting was arranged with Historic England and other stakeholders within less than 24 hours of the discovery at which point it became apparent that the tower lay within the footprint of the new classrooms. Luckily the lightweight units designed by Pod Space were capable of taking minor adjustments to foundation design and, with a small amount of relocation, it was possible to construct the new build with one part of it supported by the medieval remains themselves. Headland assisted in decision-making and problem-solving throughout this process. In addition the detailed records that Headland's field team produced formed part of a solution that had less than a few centimetres' lee-way.

GLOUCESTER CATHEDRAL RADAR SURVEY

LOCATION
City of Gloucester

SECTOR
Heritage

CLIENT
Gloucester Cathedral

CONSULTANT
Richard K. Morriss

CONTRACT VALUE
c. £4K

SERVICES
Radar Survey

PROJECT HIGHLIGHTS

+ Use of Radar to assist with planning landscape design
+ Specialist consultancy on use of technology
+ Time-slicing of results

Headland provides high level problem- solving and consultancy skills with respect to sub-surface surveys. It commonly advises on the applicability of the use of ground penetrating radar for archaeological survey. In this case a survey was carried out across an area of the cathedral precinct to assist with plans for landscaping this important site. Apart from burials there was also a consideration that the method might locate buried Roman remains beneath these.

PROJECT DETAILS

The City of Gloucester is well known for its Roman origins and the Cathedral sits within the walled area of this early settlement. Remains can be buried anywhere between 0.5m and 2m beneath the ground surface.

In this case years of burial will have raised the ground level and the site contains substantial numbers of inhumations associated with the Cathedral. One of the challenges was to try to identify areas that were likely to have less dense burial within them. The survey results could clearly identify the locations of burial vaults, both known and unknown. Within the resolution of the equipment and survey, identification of areas of burial were less easily distinguished although it was possible in places to identify undisturbed layers within the site. The remains of a structure that might be of Roman date were identified to the south of the site. Data was inspected both in section and also in plan as time-slices through the site.

GORGIE ROAD, EDINBURGH

LOCATION
Edinburgh

SECTOR
Property (Commercial)

CLIENT
UK Student Accommodation 1 Limited

CONSULTANT
Coldspring Asset and Developments

CONTRACT VALUE
£55K

SERVICES
Desk-Based Assessment / Historic Building Recording / Trial Trench Evaluation / Mitigation Excavation

PROJECT HIGHLIGHTS

+ Urban excavation of c. 1000 m^2
+ Identification of 23 timber-lined tanning pits
+ Records of a mill here go back to at least the 13th century
+ Other industries included a tannery and a glue factory dating to 1798

Urban archaeology presents a particular set of logistical challenges. Our priority is always to make sure that our projects are completed safely in what can often be constrained or deep spaces. The need to work closely with the client and ground contractor is paramount. The experience of our teams in such environments means we can carefully tailor our strategy to the specific needs of each site, ensuring the most cost-effective outcome while maintaining the highest standards of quality.

PROJECT DETAILS

Our long-standing involvement with the re-development of the former mill site at Gorgie Road, Edinburgh began in 2007 with the completion of a desk-based assessment followed by trial trenching in 2011. In 2014/15, additional phases of work were undertaken including historic building recording, further trial trenching and mitigation excavation.

The proposed commercial re-development of a site that had once thrived with mill works and associated industries required a varied programme of archaeological investigations to address the associated planning condition.

The trial-trench evaluation was carried out while demolition works were ongoing and neighbouring businesses were still active. This brought with it the need to ensure the team operated in a safe zone while minimising delays to the ground contractors. From the outset, close communication with the client meant our work was programmed between demolition episodes, therefore any access or H&S issues were quickly resolved.

The trial trenching identified remains associated with the 18th–19th century mill, tannery and glue works despite modern development on the site. In order to fully characterise the deposits, it was necessary to undertake targeted mitigation excavation to allow the re-development of the site to progress. Understanding that time constraints were a significant factor for the project, we were able to call on our extensive resources to scale up the team and progress rapidly straight into the excavation phase. In addition careful selection of strategy and equipment, such as the use of photogrammetry and dGPS on site, meant that the archaeology could be recorded in the most efficient and least time consuming way.

HOMELANDS FARM, BISHOP'S CLEEVE

LOCATION
Gloucestershire

SECTOR
Property (Residential)

CLIENTS
Taylor Wimpey / Bovis Homes / Linden Homes

CONSULTANT
Environmental Dimension Partnership (EDP)

CONTRACT VALUE
£250K

SERVICES
Mitigation Excavation

PROJECT HIGHLIGHTS
+ Project logistics; liaison with clients and consultant
+ 6.8 ha of open-area excavations, involving 28,000 m^3 of material removed
+ Regionally rare Bronze Age enclosure site

Housing developments require tight programming, budget control and, above all, good communication with the client and other sub-contractors involved in the project. This is a sector Headland has a lot of experience in, best demonstrated through our repeat business with house-builders and their consultants.

PROJECT DETAILS
Headland was engaged to excavate archaeological features in targeted areas of the development to a scheme designed by the client's consultants, the Environmental Dimension Partnership (EDP). Three separate developers were involved in the project and each had priority areas to clear early in the programme. A small team of experienced archaeologists monitored two teams of excavators and dumpers for four weeks, stripping a total of 6.8 ha in six separate areas. A team of up to 10 archaeologists then worked for 11 weeks to clear defined mitigation areas prior to the first houses being built on the site.

The programme was designed to release areas of land for building in a sequence that allowed the clients to construct their access and show-homes early in the process. This required good communication with the clients' consultant and the archaeological advisor to confirm which areas had been excavated to the required standard. Close communication with the clients' contractors was then needed to ensure that they worked only within the signed-off areas.

The excavation work uncovered a group of rectangular ditched enclosures of Bronze Age date, a very unusual find for Gloucestershire, where most known Bronze Age sites relate to burial and ritual practices. They may have been defensive in nature, or connected to stock management; there was also evidence of occupation in the form of a possible round house, and evidence for animal butchery. Also present on the site was a scatter of Iron Age pits and post-holes, associated with shallow linear features thought to form part of an Iron Age or Romano-British field system.

Post-excavation work is currently in progress by our in-house specialists; a publication will be produced in 2016.

JAVELIN PARK

LOCATION
Haresfield, Gloucestershire

SECTOR
Renewable Energy (EfW)

CLIENT
Urbaser Balfour Beatty

CONSULTANT
Axis PED

CONTRACT VALUE
£19K

SERVICES
Expert Witness

Development proposals for large structures in rural areas are often controversial, generating considerable debate and opposition. This is particularly true in recent years for onshore wind farms where the setting of designated heritage assets has regularly featured in reasons for objecting to or refusing planning permission. With many of these applications ultimately determined at public inquiries, heritage setting has been the subject of intensive scrutiny and debate. Headland has been closely involved with this debate and the continuing evolution of professional good practice in the assessment of setting.

PROJECT DETAILS

Urbaser Balfour Beatty (UBB) had applied for planning permission to construct and operate an Energy from Waste facility near Haresfield in Gloucestershire. This was designed to handle the residual waste from Gloucestershire which UBB had been contracted to handle by Gloucestershire County Council (GCC). The application was refused by GCC, with reasons for refusal that included harm to the setting of designated heritage assets, a position supported by advice from Historic England. UBB appealed against this decision.

At this stage, Headland Archaeology's Stephen Carter was invited by UBB to give advice on heritage matters and went on to give evidence at the public inquiry. The Council's heritage case was based on harm to the setting of a variety of assets, all examples of rural building types typically cited in these cases: medieval parish churches, country houses with designed landscapes, and historic farmhouses. The appeal was recovered by the Secretary of State and the recommendation by the Inspector that the appeal be allowed was subsequently endorsed by the SoS.

Whilst the positive outcome of the appeal was highly gratifying for UBB and an endorsement of our evidence, the Inspector's report has particular importance from a cultural heritage perspective. This is because the Inspector took the unusual step of reaching conclusions about methods of assessment relating to setting: typically inquiry reports are restricted to a commentary on specific assets and avoid general methodological principles. The relevant text can be read in full in the Inspector's report (Land at Javelin Park, near Haresfield, Gloucestershire, APP/T1600/A/13/2200210, paras 1169-1193) but key points include the need to fully explain how setting contributes to the significance of a heritage asset and how a proposed development would affect that contribution.

The setting of heritage assets remains an evolving area in cultural heritage practice; Headland will continue to engage in the debate and refine its own approaches to this key topic.

LAND AT COVENTRY ROAD, CAWSTON, RUGBY

LOCATION
Warwickshire

SECTOR
Property (Residential)

CLIENTS
William Davis Homes / Hallam Land Management / Gallagher Estates

CONSULTANT
Orion Heritage

CONTRACT VALUE
c.£120K to date

SERVICES
Mitigation excavation

PROJECT HIGHLIGHTS

+ Utilised detailed knowledge of area to identify key risks
+ Liaised with all parties in a respectful manner in order to emphasise the urgency of works while ensuring we followed site-specific rules on access
+ Project Manager planned the work carefully to ensure the objective was achievable, and then worked closely with the on-site team in order to ensure that weekly targets were met for stripping and investigation

A programme of archaeological mitigation was urgently needed by a consortium of housing developers in order to ensure that their development schedule remained on track. Their archaeological consultant had agreed a scope of works with the local authority archaeological advisor and we were contracted to complete that within a challenging timescale. The development site is located close to Rugby and lies in a landscape of relatively well understood archaeological remains, dating largely to the late Iron Age – Roman periods. The site had already been evaluated and remains of these periods were expected.

PROJECT DETAILS

Previous evaluation had identified two late Iron Age enclosures, some broadly contemporary field boundary ditches and isolated prehistoric or early Saxon features. Similar remains were likely to be recorded in the mitigation works. The fieldwork was commissioned in late January and all works had to be completed prior to the end of February 2015.

Our contracting staff expertly identified the risk to timescale posed by major utilities close to and within the scheme. They procured plant in a timely way and arranged access, in liaison with the client and the archaeological consultant, with tact and respect in order to ensure that works could commence. The main constraint on timescale was the seasonal sensitivity of Great Crested Newts and this represented a non-negotiable deadline for the completion of all major groundworks. Working back from this deadline required 2.2ha of land to be stripped and nine excavation areas to be opened. The works were successfully completed and signed off by the archaeological consultant and local authority archaeological officer within the agreed timescale.

Investigation recorded a late Iron Age round-house. The form of the building consisted of an exterior drainage ditch, surrounded by an interior ring of post-holes, and some evidence of internal erosion. Samples for AMS dating were recovered from charcoal in the external ditch, and from the post-pipes of the internal post-ring.

Pits associated with possible Saxon mortuary practice were excavated and recorded, and small traces of burnt bone and charcoal were also recovered. Those features excavated during the evaluation were re-excavated to confirm their depth in relation to surrounding features. The results of these works have been assessed and a proposal for their publication is now under consideration by the clients' archaeological consultant.

NORWOOD FARM, NORTHAMPTON

LOCATION
Northampton

SECTOR
Property (Residential)

CLIENT
Barwood Securities

CONSULTANT
Environmental Dimension Partnership (EDP)

CONTRACT VALUE
£82K

SERVICES
Geophysics / Trial Trench Evaluation

PROJECT HIGHLIGHTS

+ 105 ha of land subject to geophysical survey; completed within a four-week window
+ Production of initial data interpretation within 1 week of completion on site
+ Identification of up to 7 distinct areas of archaeological activity

We offer a fully integrated in-house service which encompasses all aspects of commercial archaeological works from desk-based to geophysical survey and seamlessly onto evaluation trenching and open area excavation.

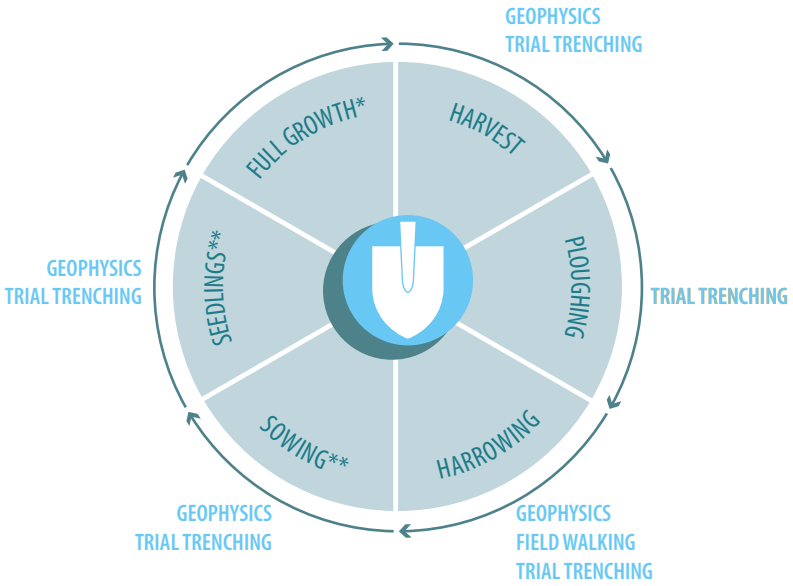
PROJECT DETAILS

The 100 ha site at Norwood Farm was the first large-scale geophysical survey undertaken by our new in-house geophysics team (see page 6). The site was proposed for a 3500-house residential development on the south-western fringes of Northampton. It is one of several surveys recently undertaken by Headland for clients represented by the Environmental Dimension Partnership (EDP).

Due to the tight timescale and large area, the survey had to be carried out as soon as the cereal crops on the site had been harvested. The timings for the data processing and interpretation were also important in order to ensure that an appropriate scheme of trial trenching could be designed, costed, approved and carried out soon after completion of the geophysical survey. Under normal circumstances the survey report would need to be completed and submitted for approval before any further scope of works was agreed. However, Headland always provides frequent consultant/client updates on the progress of the survey and also immediately 'flags up' any areas of archaeological sensitivity. From Day One anomalies clearly indicative of archaeological activity were identified and within a week it was apparent that this activity covered large parts of the site. As processing and interpretation was ongoing throughout the survey this enabled an initial interpretation of the results to be produced within a week so that proposals for the trenching scheme were already finalised before the geophysical survey report was completed, thus saving valuable time, and ensuring a smooth transition through to the trial trenching phase.

Having an in-house geophysics team means that all managers in the regional offices have access to specialist advice, which can be particularly important when using third-party data to assess risk when costing evaluations or excavations. At the same time because the results of all excavations are fed back to the geophysics teams, it enables us to get immediate feedback on all our own surveys, allowing us to constantly refine our knowledge and improve the accuracy of our interpretations. This gives confidence to our Project Managers to put together a competitive cost for the trial trenching which means that the client/consultant can be assured of both continuity of service and a competitive price for each job.

DO YOU HAVE TIME FOR ARCHAEOLOGY?



Many construction projects on greenfield sites are within economically productive agricultural land. The investigations required for planning permission can cause disruption to farmers and loss of production. Use this guide to help you plan your application timetable.

ARCHAEOLOGICAL FIELDWORK AND THE AGRICULTURAL CYCLE

A programme of pre-determination archaeological work might contain some or all of the following:

+ Desk-based assessment
+ Geophysical survey
+ Fieldwalking
+ Trial Trenching
+ Environmental Impact Assessment

Headland offers these services either as an integrated package of expert advice or as stand-alone items to assist an independent cultural heritage consultant.

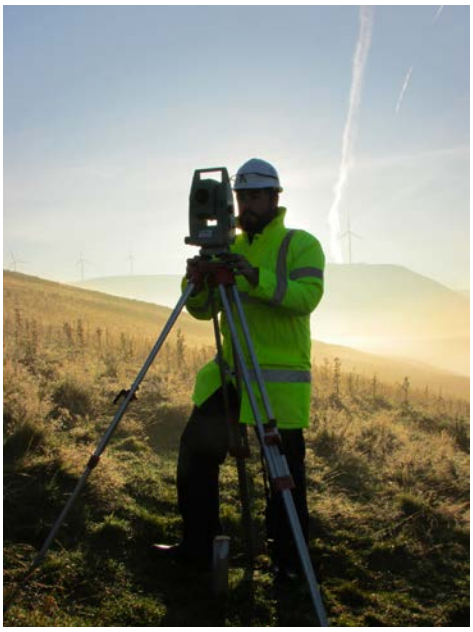
* Trial trenching or geophysical survey may be possible in this period but could require up to 100% compensation for lost crop.

** Trial trenching may require crop compensation for trench and spoil-heap footprints.

TYPICAL CONSTRAINTS

+ Is the land tenanted? Make sure the tenant knows what is planned and when.
+ Obtaining information on buried and overhead services can cause delay – always allow time to obtain in advance and to agree wayleaves with service providers.
+ Agricultural use of land will influence which types of work can be undertaken when
+ Work in growing crops risks their damage and therefore compensation payments.
+ Compensation issues can be reduced if works are timed for after the harvest and before sowing.
+ Animals must be moved.
+ Rape seed, beans and sugar beet prevent geophysical survey even as young crops.
+ Field drains may be damaged by trial trenching – let us know in advance if these must be repaired.
+ Pasture may need re-seeding after trial trenching work.


HEADLAND
ARCHAEOLOGY



PORTSTOWN/OSPREY HEIGHTS

LOCATION
Inverurie, Aberdeenshire

SECTOR
Property (Residential)

CLIENTS
Barratt North Scotland/ Malcolm Allan Housebuilders Ltd

CONTRACT VALUE
£110K to date

SERVICES
Strip, Map & Record / Mitigation Excavation / Publication

PROJECT HIGHLIGHTS
+ Rapid deployment and timely adjustment to field team avoided delays to client programme
+ Strip/map/sample and subsequent excavation of 15,000 m^2
+ Identification of significant settlement site spanning 4,000 years that included remains of prehistoric round-houses, storage structures and a cremation cemetery

As a result of a sustained focus on recruitment, training and retention, we have strength in depth across the business. This means that the necessary resources are in place to rapidly deploy or scale-up our services on time-critical projects, setting us apart from smaller rivals.

PROJECT DETAILS
Headland was approached by the developers of a major housebuilding project in Inverurie to pick up responsibility for the archaeological mitigation when their initial contractor became overstretched by the volume of archaeology on the site.

Recognising the potential impact to the development programme, we took up the challenge immediately, proposing a first phase of fieldwork comprising strip/map/sample. This involved monitoring the topsoil strip of an area totalling 15,000 m^2, followed by mapping of the features by digital survey and excavating a sample to establish depths. This was of real benefit in enabling us to quickly characterise the site and the number of features present, prior to submitting an overall site plan and costs for subsequent excavation. The process provided the client with the necessary data to ascertain for themselves that they were getting value for money.

The topsoil strip revealed extensive archaeological remains associated with settlement at the location that spanned 4,000 years, requiring a significant programme of excavation.

The quick turn-around of costs with the client, as well as agreement of the methodology with the LPA, meant the main excavation could be progressed at the earliest opportunity. The ability to redirect resources and relocate personnel between our national network of offices also meant that we were able to fully resource the project and meet the clients' timetable.

Several round-houses were identified with stone walling still intact, along with subterranean storage chambers. A cemetery was also located nearby; among the features excavated was a unique multi-tiered cremation pit.

Dealing with unknowns and variables is something we do every day and so robust systems are in place to prevent impact on project deliverables. In this case, effective communication across the whole team and daily monitoring of work rates identified early on the need to adjust and redistribute personnel across areas of the site to maximise efficiency. This resulted in the clients` deadline being met without an increase to agreed budgets.

Our quality of work and continuous engagement with the LPA archaeologist ensured the planning condition was met and our clients could initiate development groundworks almost as soon as we left site.

PENLAND FARM

LOCATION
Haywards Heath, Mid Sussex

SECTOR
Property (Residential)

CLIENT
Catesby Estates Ltd

CONTRACT VALUE
£53K

SERVICES
Geophysics / Trial Trench Evaluation / Environmental Impact Assessment / Expert Witness

PROJECT HIGHLIGHTS
+ Understanding how setting contributes to the significance of the asset
+ Effective consultation and input to the design process to minimise adverse effects on heritage assets

In recent years the setting of designated heritage assets located adjacent to development sites has increasingly featured in reasons for refusal of planning applications. Successful mitigation of adverse impacts on setting must be embedded in the development design and therefore requires recognition of heritage sensitivities right at the start of the design process. Headland works closely with landscape consultants and other members of project design teams along with external consultees to ensure that, wherever possible, adverse impacts are designed out of projects at an early stage.

PROJECT DETAILS
Headland Archaeology has assisted Catesby Estates Ltd in all stages of its ultimately successful outline planning application for 210 dwellings on land at Penland Farm, on the northern edge of Haywards Heath in Mid Sussex.

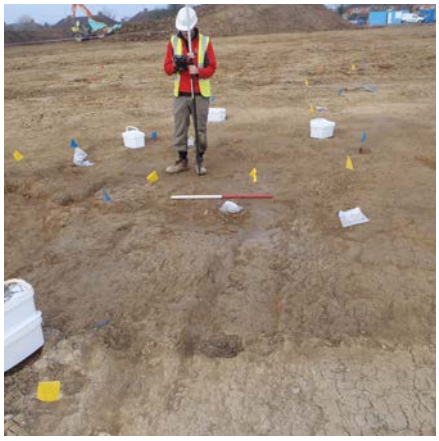
The key cultural heritage issue, recognised from the start of the project, was the proximity of the application site to Borde Hill, a Registered Historic Park and Garden, with the South Lodge (a Grade II Listed Building) immediately adjacent to the site. Headland's Consultancy Team worked closely with the project landscape consultants (LDA Design) to ensure that the masterplan for the site responded to these sensitive heritage assets and minimised any adverse effects on the setting of both the lodge house and the park as a whole. Drafts of the evolving masterplan were shared with Historic England and Mid Sussex Council and benefited from their advice.

Careful restriction of building heights and retention of existing woodland, along with appropriate new plantings at the edge of the park, ensure that key views from within the park will be unaffected. Up-grading of the busy road junction adjacent to the South Lodge (work required to accommodate the predicted increase in traffic flow) was used as an opportunity to enhance the setting of this Listed Building.

Headland's General Works Department also carried out geophysical survey and trial trenching to investigate the archaeological potential of the application site, to further inform the application.

The resulting planning application was supported by Council officers with a recommendation for outline permission, but the planning committee disagreed and refused the application for various reasons including impacts on the Borde Hill heritage assets. Headland's Dr Stephen Carter gave evidence at the resulting planning appeal, successfully rebutting the Council's case that there would be substantial harm to the heritage significance of Borde Hill. The appeal was allowed.

READING GIRLS' SCHOOL, BERKSHIRE



LOCATION
Reading, Berkshire

SECTOR
Local Authority

CLIENT
Interserve Construction

CONTRACT VALUE
c. £60K to date

SERVICES
Trial Trench Evaluation / Mitigation Excavation

This scheme will transform the current school site. As with many such applications, the new buildings have to be created whilst existing school buildings remain in use. The playing fields are often utilised for at least part of the re-build, as was the case here. The build programme is always finely balanced in a school environment and that meant the timescale for the trial trench evaluation, agreement of mitigation options and the mitigation excavation itself was compressed by the development timetable. Working within an active school environment also meant that stringent Health and Safety procedures were required with regard to delivery and movement of plant, the provision of well-placed fencing, as well as the need for CRB/DBS checks for all staff.

PROJECT DETAILS
Reading Girls' School lies roughly 2.5km to the south of the historic centre of the town. The site and development area lie on an area between a ridge of higher ground to the north (The Mount) and east (Shinfield Road), and the lower ground of the floodplain of the River Kennet and Foudry Brook to the west. It is thought that this area was abandoned during the Anglo-Saxon period, with sites investigated at Green Park and elsewhere in the Lower Kennet floodplain rarely producing evidence for Anglo-Saxon occupation. Nucleated settlements developed at Reading, Whitley, and Shinfield in the Saxon or early medieval period but the development area is thought to have comprised open undeveloped land between these settlements.

Our contracting staff expertly identified the risk to timescale posed by the need for mitigation works. There had been no expectation of such a need by the client and, initially, it came as an unwelcome risk to programme. The trial trenching was conducted in a timely way and signed off by the local authority archaeologist. A round-house and associated features were identified, along with artefacts which showed a Bronze Age date for what was a rural farm-type settlement.

PROJECT HIGHLIGHTS
+ Utilised the trial trench evaluation to identify land containing significant remains
+ Negotiated mitigation options with the local authority archaeologist in a timely way, prior to completion of report
+ Costed and completed the mitigation works in the agreed timescale
+ Respected the high level of security and safety requirements needed when working in a school environment

STAGE II EAST KENT SIGNALLING UPGRADE

LOCATION
Kent

SECTOR
Infrastructure (Rail)

CLIENT
Spencer Group

CONTRACT VALUE
c. £30K to date

SERVICES
Monitoring

Rail infrastructure scheme which required archaeological monitoring due to the proximity of the works to potentially significant remains.

PROJECT DETAILS

The scheme was centred on Rochester railway station. We monitored all significant groundworks in order to record and investigate archaeological remains.

The site lies on the outskirts of Rochester in an area formerly open to marsh and alluvial inundation and, as a result, it offered the potential for surviving Romano-British remains, albeit at a significant depth. Similarly, there may have been deposits of archaeological interest that relate to a time of marsh reclamation and soil cultivation in the medieval period. These horizons had been determined by earlier archaeological works within the immediate vicinity of the site as being at levels of 3.10m AOD for the medieval period and 2.06m AOD for the Romano-British period. We monitored all significant earthmoving operations and recorded waterlogged timbers (post-medieval) as a result.

We supplied labour at short notice to a complex, very finely timed construction project. We collaborated closely with contractors on the ground, their managers and the archaeological monitors (Kent County Council) in order to ensure successful completion.

PROJECT HIGHLIGHTS

+ Negotiated mitigation options with the local authority archaeologist in a timely way, prior to completion of report
+ Costed and completed the mitigation works in the agreed timescale
+ Respected the high level of security and safety requirements needed for a rail environment

SWINDON EASTERN VILLAGES

LOCATION
Swindon, Wiltshire

SECTOR
Central Government

CLIENT
Ainscough Strategic Land

CONSULTANT
Environmental Dimension Partnership (EDP)

CONTRACT VALUE
£160K

SERVICES
Trial Trench Evaluation

PROJECT HIGHLIGHTS
+ 334 trial trenches excavated across a total area of 130 ha
+ Over 15km of linear trenching, corresponding to 32,000 m^2
+ Human activity from the Mesolithic to the Romano-British periods

Major urban extensions require large areas of land, often in use for agriculture. It is often the case that clients, landowners and tenants have competing interests and priorities related to the execution of the works, and a balanced and flexible approach is needed to find the path to successful delivery.

PROJECT DETAILS
Archaeology and especially the potential for buried archaeology needs to be assessed in advance of all developments. Thorough evaluation and a careful, balanced interpretation of the results is paramount early in the project, so clients can include archaeological risk in their budget and programme. Headland was appointed to evaluate an area in advance of a major urban extension and worked closely with the developer's archaeological consultant to design and implement a scheme of trial trenching. This was required to target known archaeology detected by previous geophysical survey, as well as evaluate potentially blank areas.

The execution of the works was complicated by site conditions and land-use. The landowner required land to be available for grazing, and the progress of the evaluation was closely sequenced to allow fields to be fully grazed before the machines moved in. Reinstatement also had to be closely managed, in order to ensure the grass had time to recover and become available for grazing again.

As predicted by the geophysics, the archaeological remains were found to relate to several well-defined areas of activity. At the south-western end of the site, the work uncovered the remains of enclosures and land boundaries which lie on the outskirts of the Roman town of *Durocornovium*; evidence for burials and demolished buildings was discovered. In the centre of the site, a dense Iron Age settlement had a complex relationship with old stream channels related to the confluence of two rivers, and indicated seasonal occupation of the area prior to its abandonment around the time of the Roman conquest. Towards the east of the site, a series of small enclosures positioned along a river terrace indicated stock management activity, probably associated with the Iron Age settlement.

Headland has completed the reporting on the works and the relevant planning applications have now been lodged with Swindon Borough Council.

THORNBURY, SOUTH GLOUCESTERSHIRE

LOCATION
Thornbury, South Gloucestershire

SECTOR
Property (Residential)

CLIENT
David Wilson Homes

CONSULTANT
CgMs

CONTRACT VALUE
£140K

SERVICES
Mitigation Excavation

PROJECT HIGHLIGHTS
+ 1.9 ha (11,000 m³) stripped over seven mitigation areas on a site of 24ha total
+ 10 week programme with up to six archaeologists
+ Interesting finds include Iron Age brooches, an early 14th century silver penny, and a medieval copper alloy button

Housing developments require tight programming and good communication with the client and other subcontractors involved in the project.

PROJECT DETAILS
Headland was engaged to excavate archaeological features in seven targeted areas of the development to a scheme designed by the client's consultants, CgMs. The key street-frontage area of the development had to be cleared first in order to allow construction of the site access and show-home, so the developer could start marketing its properties. Other areas required reinstatement following excavation so that they could be returned to agricultural use in the short term.

A small area of Romano-British activity was concentrated in one mitigation area, dating to the early years of the Roman conquest (AD 43). It mainly consisted of shallow ditches forming small enclosures. Although no building remains were found, it is likely that people were living there or nearby because of the presence of domestic waste in the form of animal bone, burnt material and pottery sherds, as well as a 1st century brooch and a copper alloy finger ring. The site may have been related to one or other of the two massive boundary ditches which crossed the entire development area. Each ditch appeared to have been associated with a bank along one edge, and would originally have been significant landscape divisions in the late Iron Age and Romano-British periods.

Post-excavation work is currently in progress by our in-house specialists; a publication will be produced following a further phase of fieldwork.

WADLOW SOLAR FARM

LOCATION
Cambridgeshire

SECTOR
Renewable Energy (Solar)

CLIENT
RES (UK & Ireland) Ltd

CONSULTANT
LDA Design

CONTRACT VALUE
c.£50K to date

SERVICES
Desk-based Assessment / Site & Asset Visits / Trial Trench Evaluation

PROJECT HIGHLIGHTS

+ Utilised detailed knowledge of area to identify key risks
+ Gained consultee feedback early in order to cost the data-gathering accurately
+ Provided robust data in order to inform impact assessment

Renewable energy scheme application taking place against a challenging timescale; the development site is located close to the Fleam Dyke Scheduled Monument and to nationally significant, but un-designated, remains of Neolithic flint extraction. A challenging situation for any client when the Consultant-Client relationship is put to the test and deepened (by good service). Our timely, clear advice backed by robust data will allow the client to make an informed choice on the viability of the scheme.

PROJECT DETAILS

The Wadlow Solar Farm lies immediately to the west of Wadlow wind farm, the EIA and mitigation work for which was undertaken by Headland over the period 2008 – 2013. The rolling chalkland in this part of Cambridgeshire contains a number of significant archaeological monuments, including the scheduled Fleam Dyke, a Saxon boundary ditch, which runs close to the site. Nationally significant flint-extraction pits, dating to the Neolithic, were recorded on the adjacent wind farm site. For the most part remains on that scheme were preserved in-situ via micro-siting of turbines. Where this was not possible investigation and publication followed.

It was considered possible that similar remains could extend into the Solar Farm application site, though the only remains known via desk-based assessment comprised a crop-mark of possible prehistoric features. Data-gathering via evaluative trial trenching was considered necessary at the site in order to clarify whether further Neolithic extraction pits extended into the development area. We negotiated a combination of trial trenching and bucket sampling (of topsoil) for the site, as these were considered more appropriate in this instance than geophysical survey and/or analysis of aerial photographs.

Our contracting staff expertly identified the risk to timescale posed by major utilities adjacent to the scheme. Wayleaves were negotiated well ahead of starting work on the site. The trial trenching and bucket sampling was conducted in a timely way and signed off by the local authority archaeologist. Further pits of possible prehistoric date were identified during the works. Their existence was noted by the local authority archaeologist who required a report with specialist lithic analysis in order to make a recommendation. This report was submitted within the agreed timescale and will now serve as the key document upon which our Consultancy team will shape advice on below-ground archaeological significance, potential impacts and possible mitigation choices.

We recognise how key archaeology has become for renewables projects, within which finances and timing are now so keenly balanced. Our robust data with its accurate plans showing significant remains and blank areas is now key for our client as they assess their options.

Outlook for 2015/16

The outlook for 2015/16 is very positive with a new regional office in Leeds, a brand new geophysics service, larger premises in Luton and Hereford to meet the increased demand for housing and major infrastructure projects in the pipeline.

The new Leeds office offers a chance to put down some roots in a region we have traditionally serviced from Scotland. Our new geophysics team, widely regarded as the best in the business, is based there and will be able to offer clients a one-stop shop combining geophysics with a full range of site investigation services. We are also trialling a new geophysics kit which will be 50% more efficient.

On a similar note, the larger premises in both Luton and Hereford will also allow us to expand our operations, having outgrown the existing premises.

In terms of staffing, we are now back over the 100-mark and we expect this figure to grow further. We hope to equal the 150 or so we had pre-recession in 2008.

The 2015/16 financial year has already got off to a flying start with the Blackburn Link Road contract. Here we will be excavating an early 19th century church and an estimated 2000 burials in advance of a new urban link road.

We also have a number of other long-running contracts such as the Aberdeen Western Peripheral Route and Clyde Wind Farm Extension where we have resident Archaeological Clerks of Works (ACoWs) on both schemes. Further mitigation works are also planned for late 2015 on Clyde Wind Farm Extension.

With the government committed to building a million new homes by 2020, we expect house-building to remain as strong as it has been for the last 18 months and indeed ramp up further. Solar farms seem to have come back on stream again but remain erratic. Although we are still seeing new wind farm schemes in Scotland, we don't expect to be seeing many new ones this year in England.

HS2 is the elephant in the corner for all of us. We very much hope to be part of what will be the most significant infrastructure project of our generation and a real game-changer in terms of developing skills and resources within our sector. It's a challenge we are ready for.

THE BOARD OF DIRECTORS

TIM HOLDEN

Managing Director

RUSSEL COLEMAN

Sales / Contracting

CHRIS LOWE

Consultancy

ANDY BOUCHER

Regional Manager

DAVID BETTS

Finance

HEADLAND ARCHAEOLOGY

REGISTERED CIfA ORGANISATION

Going places!

REGISTERED ORGANISATION CIfA

HEADLAND ARCHAEOLOGY

SOUTH & EAST
Headland Archaeology
Building 68C, Wrest Park, Silsoe
Bedfordshire MK45 4HS

01525 861 578
southandeast@headlandarchaeology.com

MIDLANDS & WEST
Headland Archaeology
Unit 1, Clearview Court, Twyford Road
Hereford HR2 6JR

01432 364 901
midlandsandwest@headlandarchaeology.com

NORTH
Headland Archaeology
Unit 16, Hillside, Beeston Road
Leeds LS11 8ND

0113 387 6430
north@headlandarchaeology.com

SCOTLAND
Headland Archaeology
13 Jane Street
Edinburgh EH6 5HE

0131 467 7705
scotland@headlandarchaeology.com

www.headlandarchaeology.com