



2019 ANNUAL REPORT



THIS YEAR'S CONTRIBUTORS

Text

Alex Smith (Head of Post-excavation), Alistair Webb (Regional Manager), Andy Boucher (Director of Commercial Operations), Andy Towle (Consultancy Director), Edward Bailey (SHEQ & Contracting Manager), Owen Raybould (Principal Consultant), Julie Franklin (Finds & Archiving Manager), Michael Tierney (Regional Manager), Rachel McMullan (Marketing Coordinator), Russel Coleman (Managing Director)

Design

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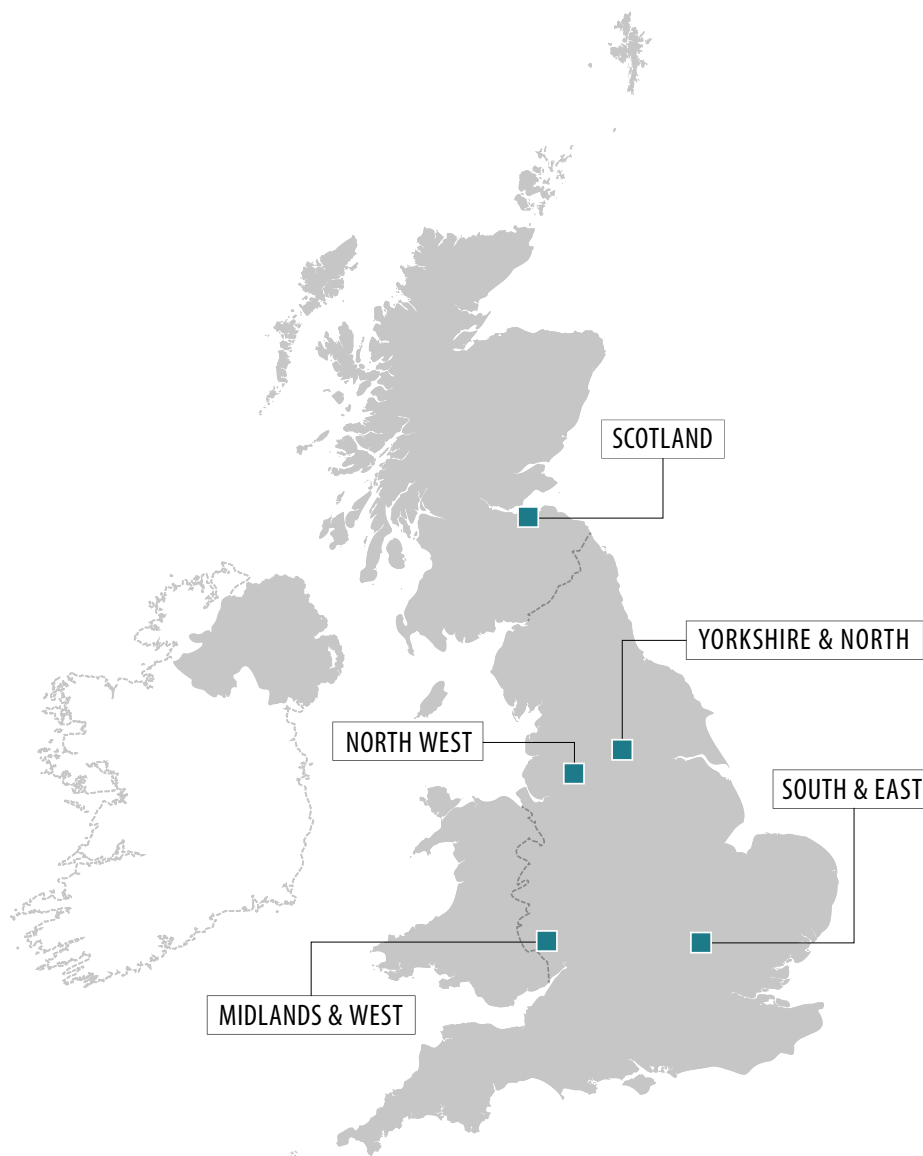


OUR VISION OUR ETHOS

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 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, or a wind farm in a complex upland or lowland landscape setting.

Our success and respected industry reputation led to our recent acquisition by the RSK Group, an environmental and engineering company which has a similar ethos that their people and clients are the core of their business. As a part of this larger organisation we continue to lead from the front, encouraging innovation and excellence in all aspects of our work.

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





Russel Coleman
Managing Director

“Even when we were a small company, we always had a vision of what we wanted to be, what we wanted to look like and where we wanted to get to.”

Letter from the Managing Director

As we go to print with our latest Annual Report, it is hard to believe a full year has passed since we joined the RSK Group. This report covers our last year before the acquisition as well and our first full year in RSK.

For the management team at Headland, 2019 saw a number of changes in the way we do things, to fit in with the way the Group does business; but for most of us it's been business as usual. We now see opportunities we would not normally see, which has allowed us to widen the services we can provide to our clients and we have learnt much from our new colleagues in other RSK businesses. We couldn't ask for more. We really are a one stop shop now and we firmly believe we have a unique selling point within our sector. Judging by the many positive testimonials we get, our clients agree.

Our last financial year, 2018/19, as the 'original' Headland was its most successful, with turnover c£16m for 10 months of trading – we have since changed our financial year to align with RSK. We also waved goodbye to two of the original founders of the business, Tim Holden and Chris Lowe, and we wish them a long and happy retirement.

Our first year in RSK, 2019/20, was a strange one. Brexit and the election created an early paralysis in the marketplace.

Throw in the review of HS2, two major storms which put many of our sites underwater and now, COVID-19. It's not easy running a business at the best of times, but 2020 looks like the ultimate test.

However, it was noticeable that once the election was out of the way in November, the floodgates opened and we have since been inundated with enquiries, many of which have now been converted. It means that this current financial year, 2020/21, will be even busier than forecast and our teams are working hard to plan ahead. As part of this process, we have recently restructured the company along slightly different lines and generally refreshed the business to take us forward for the next few years. Balancing major infrastructure projects with sustainable core work has never been easy. The government's 'build, build, build' strategy is really helping us to cope with the impact of COVID-19 on the rest of our business but is also a real challenge in itself. When we first started the business, we always had a vision of what we wanted to be, what we wanted to look like and where we wanted to get to. That has never been clearer in our minds as it is now as we enter a new decade and a new normal.



Surveying the way forward

Headland's geophysics department has been the cornerstone of the success of the Yorkshire & North office since it opened in March 2015. From the beginning our aim has been to be innovators in the field of archaeological geophysics while offering our clients a cost-effective service.

From the beginning we made a conscious decision not to go down the route of developing a push, pulled or towed array. These survey methods are only good to use under ideal conditions but quickly become difficult or impossible to use at certain times in the agricultural cycle (high crop), on uneven surfaces or when conditions underfoot become sticky. Therefore, we have developed a more mobile system that allows us to operate on most sites most of the time and cover large areas on a daily basis even under poor ground conditions. Our system comprises a multi-sensor array, which combines the flexibility of a hand carried system with the accuracy of geo-referencing, thereby eliminating the need to set out grids.

This flexibility has enabled us to successfully complete surveys on a range of sites that would have been impossible for conventional systems including fields containing mature potatoes, fields of high value market garden crops and across uneven peat hag terrain (photo). Our system is particularly cost effective on large infrastructure sites such as pipe, cable or road corridors or large urban expansion schemes allowing us to cover up to 12 hectares per day per team in an 8-hour working day. Progress has been rapid and since 2015 we have surveyed just over 8,900 hectares, increasing our coverage year on year.

To provide such a high level of activity we now have three full time teams with the ability to bring in a fourth team during exceptionally busy periods. This gives us the potential of covering up to 130 hectares per week and the possibility of completing a 500-hectare site in under a month, totals that would have been unthinkable even five years ago.

With the current boom in infrastructure projects showing no sign of abating in the near future we are eager to build on our successes of the last five years and moving to our new premises in early 2020 will be key to future expansion. Other opportunities are opening up as we develop relationships with our parent company, RSK, and all the other companies in the group and we are already seeing an increase in the number of tender opportunities coming our way.

In the meantime we continue to innovate and to look for other ways that we can better serve our existing client base. The holy grail of archaeological geophysics remains to develop a system that can provide detailed data on any site at any time of year and in all weather conditions. Work is currently ongoing.



Written by Alistair Webb





A history of archaeology at RSK

RSK was established in 1989 by Alan Ryder following submission of his PhD on the environmental impact of oil pipelines. The first few of the young company's contracts were, unsurprisingly, oil pipeline assessments and at this time external archaeological contractors were employed. It wasn't until 2000 that RSK recruited its first in-house full-time archaeologist. For the following five years RSK carried out consultancy and managed subcontractors' archaeological fieldwork.

The sea-change came in 2005 with the so-called Dash for Gas, and the construction of the 317km South Wales Gas Pipeline to transport liquid natural gas imported by tanker into Milford Haven to the national gas network at Tirley in Gloucestershire. RSK were responsible for all aspects of the project Environmental Impact Assessment (EIA), as well as construction contractor support for the Felindre to Brecon section. For this project, five full-time archaeological staff (two of whom are still with the

company) were required to oversee the work of 120 concurrent subcontracted archaeological field staff. The overall turnover for this project alone equalled English Heritage's annual research budget at that time.

RSK have historically specialised in the delivery of multi-disciplinary environmental assessments, which the Archaeology team contributed to, finding savings and taking advantage of opportunities for



OUR NEW STAFF



ANDY TOWLE
Head of Consultancy
Director



EMILY PLUNKETT
Archaeology and Heritage
Advisor



KATE BROWN
Consultant



LAURENCE HAYES
Principal Consultant



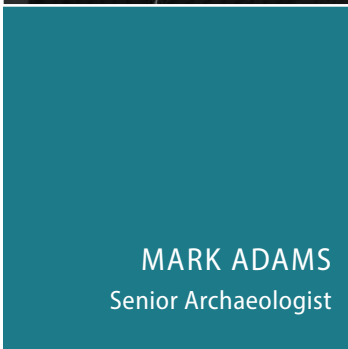
PAUL BENNETT
Senior Consultant



OWEN RAYBOULD
Principal Consultant



MARK ADAMS
Senior Archaeologist



ROWENA HENDERSON
Consultant



SARAH-JAYNE HARRIS
Consultant



THOMAS DEW
Consultant



knowledge-sharing between in-house specialist disciplines to provide good value to clients. The Archaeology team sat within the Environment, Planning and Design (EPD) department, and worked particularly closely on projects with the GIS, Landscape and Visual Impact Assessment (LVIA) and Ecology teams. Synergies with the LVIA team typically include overlaps with data, resourcing and assessment tools for settings assessments, particularly of built heritage and historic landscapes. Collaboration with the ecology team is usually related to site access for early stage walkover surveys and to avoid lone-working.

Such multi-disciplinary projects have included the Ince Biomass Powerplant, which uses waste wood to generate low carbon energy, and the Frodsham wind farm. In more recent years RSK has diversified from the early dependency on pipelines, contributing to the consenting of numerous renewables projects.

RSK produced the full EIA for the country's first Nationally Significant Infrastructure Project (NSIP) – Rampion Offshore Windfarm and associated onshore cable works, including assessment of visual

effects from the offshore turbines as well as the physical onshore archaeological impacts. Since then, high profile NSIPs have included the East Anglia ONE and Triton Knoll offshore windfarm EIAs (each including input to the public hearings); and National Grid's Visual Impact Provision (VIP) projects which are currently underway to underground sections of existing overhead grid infrastructure running through National Parks and AONBs in England and Wales, in order to minimise their visual impact.

Dr Andy Towle arrived at RSK in September 2013 to head the Archaeology Team. He brought a slight shift in focus to the team; in addition to providing project planning advice to developers, Andy was keen that as much fieldwork was maintained in-house as possible, to keep the team close to the trowel-face and engaged with all aspects of the archaeological process.

As the market changed throughout the last decade, RSK archaeologists have expanded their skills, so much so that the team needed to change its name to the Archaeology and Heritage team.

In 2018 the team went back to its roots with some input to RSK's International Projects Group (IPG) projects for the first time, contributing to Environmental and Social Impact Assessments (ESIAs) for large-scale international pipelines: the Trans Adriatic Pipeline (TAP) running through Albania, Greece and Italy, and the East Africa Crude Oil Pipeline (EACOP) running through Tanzania and Uganda.

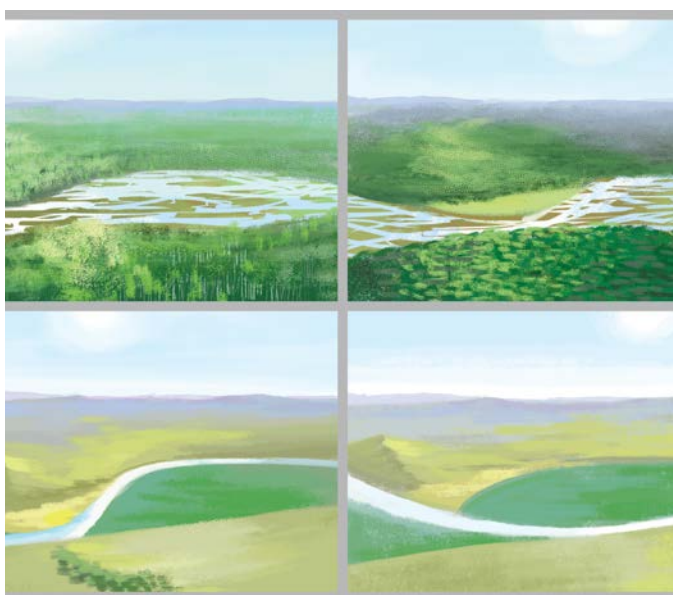
When RSK acquired Headland in 2019 the RSK archaeology team was merged with Headland's Consultancy division, bringing in ten full-time staff who support environmental assessments from offices in Helsby, Glasgow, Manchester, Hemel Hempstead, and Bristol. Up until the acquisition, RSK had lost the ability to compete for the larger infrastructure projects by subcontracting field teams. Now, RSK has the full cradle-to-grave capacity for in-house consenting, consultation, and delivery of fieldwork mitigation and post-excavation.

The future is bright, and the rest is history!



Written by Owen Raybould





Monographs and a medieval jug

This year produced two major monograph publications. The first is ***'The Land Was Forever: 15,000 Years in North-East Scotland. Excavations on the Aberdeen Western Peripheral Route/Balmeddie-Tipperty'*** and is available from Oxbow Books. It details the nine sites excavated along the route including rare Upper Palaeolithic remains, an unexpected Agricola Roman camp, a Mesolithic house and 14 Bronze Age roundhouses. The project provided an opportunity to understand prehistoric activity on a landscape level and, for a major publication, was turned around extremely quickly, with fieldwork finishing in late 2016 and the monograph submitted to the publishers in early 2018.

A popular publication ***'Highway Through History'*** was produced alongside the monograph to explain the findings in layman's terms and is available for download for free via the Transport Scotland website.

The second major publication took a little longer to come to fruition but was worth the wait. ***'Past Lives of Leith: Archaeological Work for Edinburgh Trams'*** drew together our work for the Edinburgh Trams between 2007 and 2009 and was produced collaboratively between Headland and the City of Edinburgh Council. This included the skeletal remains of 388 people from two separate late medieval cemeteries. Other highlights included finding the 'lost' medieval chapel of Greenside, evidence of the sixteenth-century siege defences and evidence for another early, previously unrecorded, chapel. It has been well-received, particularly for its inclusion of a number of 'People's Stories': fictionalised accounts, accompanied by facial reconstructions, of the lives and deaths of some of the people excavated, taking into account the results of the skeletal analysis and contemporary historical and archaeological evidence.

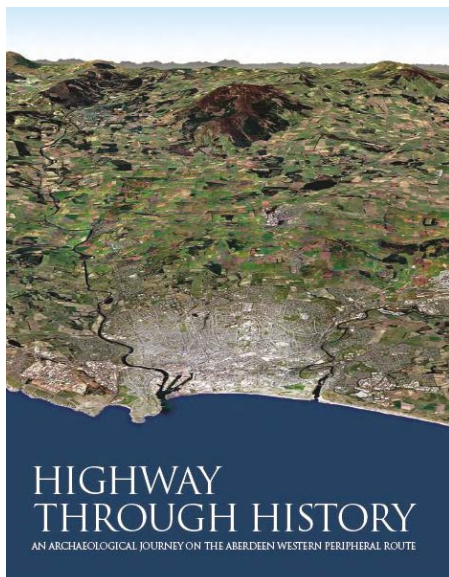
This year also saw publication of Part 2 of our Kisimul Castle site: ***'Kisimul, Isle of Barra. Part 2: Archaeology and prehistoric occupation'***, in Proceedings of the Society of Antiquaries of Scotland 147. It details the remains of the castle middens, including a beautiful and intricate gold lace tag, as well as prehistoric remains pre-dating the castle.

Other publications were in the form of shorter journal papers:

» ***'An Iron Age and early historic settlement and metal working site at Walton Road, Dyce'***, Tayside & Fife Archaeological Journal 24, 39–55

» ***'Archaeological Excavation at Land at Derby Road, Aston on Trent, South Derbyshire'***, Derbyshire Archaeological Journal 138, 39–42

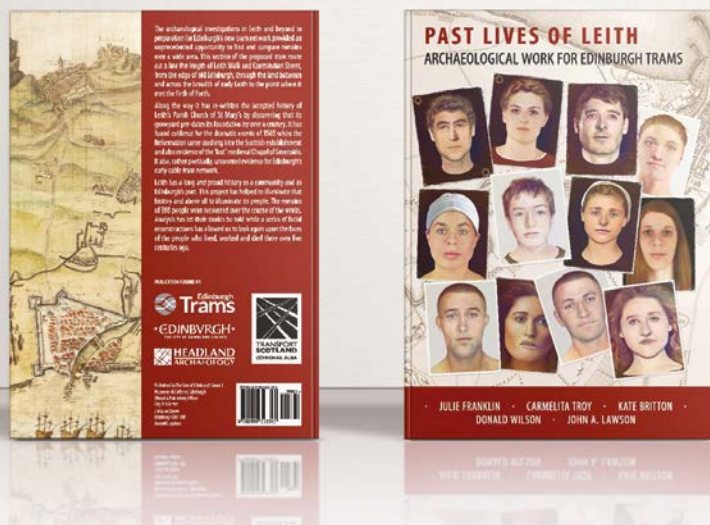
▼ Staff from the Aberdeen project with the popular and academic publications



◀ Artist's impressions from *'The Land Was Forever'*; the images aim to use different stylistic approaches from traditional reconstructions to give a feel of the landscape at different points in the past



◀ 'Past Lives of Leith: Archaeological Work for Edinburgh Trams'

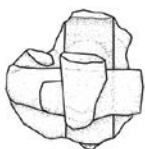




▲ Faience beads from Ness Gap, Fortrose project



▲ Copper alloy strap end from Cheveley, Cambridgeshire



▲ Iron padlock bolt from Cheveley, Cambridgeshire

FIND OF THE YEAR

There have been many great finds excavated this year, but my personal favourite was a complete medieval jug found at St Andrews, Fife. While it would have had little value to those who owned it, what makes it interesting to us is that it was found complete and largely intact, a relatively unusual occurrence in medieval archaeology. Pots are typically found in pieces, thrown onto middens after they have broken; later disturbance of the midden which mixes and moves the sherds usually means vessels can't be reconstructed. A video of the post-excavation processing of this jug was posted on our Youtube channel and has received very positive feedback so far.



When it comes to finds the two most interesting artefact assemblages analysed this year were from a Bronze Age cremation cemetery in the north of Scotland and a medieval blacksmith's workshop in Cheveley, Cambridgeshire.

The Cheveley assemblage included part forged and finished objects such as horseshoe nails and a padlock and key, stone tools for sharpening, waste slag and charcoal. The distribution of the finds allowed us to differentiate between where the items were forged and where they were finished.

The cemetery at Ness Gap, Fortrose, consisted of five buried urn cremations, some accompanied by personal possessions

such as a bronze razor, an awl and beads of bone and faience, possibly the remains of a necklace.

Elsewhere, analysis of a medieval padlock from Clyde Wind Farm indicates that it was part of a shackle, rather than from a door or chest, and thus its presence in a ditch outside a Clyde Valley farmhouse around the time of the Wars of Scottish Independence suggests an interesting tale may have unfolded there.



Written by Julie Franklin

Meet some of our new staff



Alexandra Kriti | Post-excavation Supervisor

Alexandra is an experienced field archaeologist and also undertakes environmental assessments. During her undergraduate studies she participated in multiple research archaeological expeditions throughout Greece. She has worked as an Environmental Assistant/Supervisor for archaeological schools, universities, and the Ephorate of Antiquities. As a Post-excavation Supervisor, she utilises her diverse experience and academic interests for the processing, management and completion of post-excavation work on projects.

Anna Rebisz-Nizoilek | Post-excavation Supervisor

Anna has worked as an archaeologist for over 12 years, with extensive experience in both excavation and post-excavation work. Her interest lies within post-excavation finds processing and analysis, with a focus on Roman pottery, in which she is receiving professional training. During her time in the field she developed many skills in supervising, organisation and archaeological recording.



Claire Christie | Post-excavation Project Officer

Claire joined Headland in 2019, bringing with her a background in research, teaching and community engagement. In her role she is involved in the assessment and analysis phase of projects working with data from a variety of sources and specialists. She has extensive research experience specialising in the prehistoric archaeology of Britain and specific skills in GIS, including topographic and spatial modelling, and remote sensing.

Loretta Nikolic | Heritage Consultant

Loretta joined Headland as a Heritage Consultant after working freelance for a range of commercial and public clients. She has specialist skills in GIS, ICT and data management and has worked in and outside the sector. She has produced heritage assessments and other archaeological reports including LSWSIs. Her role includes the management of GIS data and mapping and her research interests are in prehistory and archaeoastronomy.



Sam Bithell | Project Officer

Sam has worked as an archaeologist for four years, developing extensive skills in GPS survey, machine supervision, complex archaeology, and leadership. As a Project Officer, Sam continues to develop his skills in team leadership and people management during the running of increasingly complex projects. He is also studying for a part-time Research Master's degree at Durham University with a focus on the use of GIS for studying archaeological landscapes.

Genevieve Shaw | Project Officer

Genevieve has worked as a geophysicist and field archaeologist in the UK and Ireland for the past 12 years. She has extensive experience in undertaking small and large-scale geophysical surveys and has an interest in the application of archaeological prospection techniques in Scotland. She is experienced in leading and writing up development and infrastructure field projects involving archaeological monitoring, large-scale evaluations and excavations.



KNOW THE SIGNS OF A BURIED SERVICE

Sometimes having the service plans is not enough and on rare occasions sites will contain services not identified on the plans. Thankfully there are a number of visual clues on or near sites that may indicate the presence of a buried service. These include...

STREETLIGHTS/FLOODLIGHTS

indicate a low voltage cable



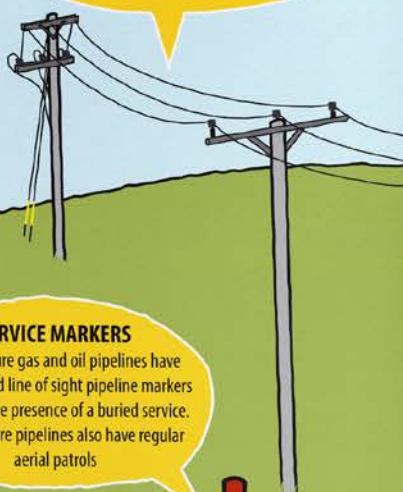
ISOLATED BUILDINGS

may indicate a variety of services present including gas, water, electric and phone



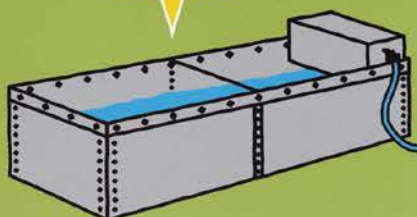
OVERHEAD SERVICES ENDING

has the cable gone underground?



TROUGHS

if it has a tap attached the water will be fed from somewhere



SERVICE MARKERS

high pressure gas and oil pipelines have above ground line of sight pipeline markers indicating the presence of a buried service. High pressure pipelines also have regular aerial patrols



PARKING METERS

indicate a low voltage cable



If you see any of these visual signs and they are not present on your service plan,

SEEK ADVICE!

SERVICE COVERS

usually in pavements on the edge of site, may indicate services going into site



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 **HEADLAND**
ARCHAEOLOGY

Safety, Health & Environmental Quality

During 2018–19 we continued to be involved in HS2 and other major infrastructure projects, such as Triton Knoll, requiring a strong and positive approach to Safety, Health and Environmental Quality. At Headland we are very proud of this approach and its success is reflected in our safety statistics, where once again we had no RIDDOR reportable accidents (see table). Our commitment to continual improvement saw our Achilles UVDB Verify scores improve on the previous year's performance.

This year also saw us utilise the skills and design expertise of our graphics department to produce health and safety promotional material for our site cabins. These include posters focusing on slips, trips and falls (a major concern in our industry), invasive species and visual indicators of buried services.

We now have 12 mental health first aiders in the company, representing 14% of our workforce, and we aim to double this by the end of 2020. We recognise that addressing

mental health is just as important as looking after our staff's physical health.

The icing on the cake for this year was successfully gaining ISO 9001:2015 certification recognising the strength of

our Quality Management System. We will not be resting on our laurels as ISO14001 certification and 45001 certification for our Environmental and Health and Safety Management systems are our goals for the coming year.

EXPOSURE	2019	2018	2017	2016
Total man hours worked	148 786.25	287 702	237 465	216 320
SAFETY	2019	2018	2017	2016
Fatalities	0	0	0	0
HSE reportable injuries	0	0	0	0
Lost time incidents (1–7 days)	0	1	1	0
Incidents requiring medical treatment (MTI)	0	0	0	0
Incident requiring first aid	6	4	3	2
Dangerous occurrences	0	0	0	0
Near hits/misses	0	3	3	5
HSE/HSA or equivalent improvement notices	0	0	0	0
HSE/HSA or equivalent prohibition notices	0	0	0	0
HSE/HSA or equivalent prosecutions	0	0	0	0
ENVIRONMENT	2019	2018	2017	2016
Reportable incidents	0	0	0	0
Minor non-reportable incidents	0	1	0	0
Enforcement action ie. warning letters/prosecutions	0	0	0	0





Business Structure



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.

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 services 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.

POST-EXCAVATION

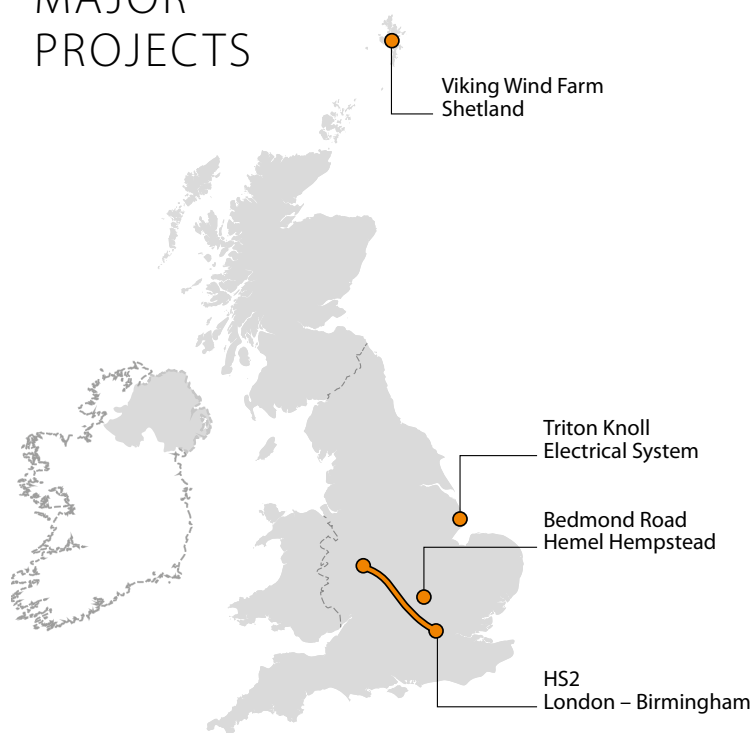
The Post-excavation team is focused on adding value to our clients' developments through the input of some of the UK's leading heritage specialists. We employ a full team of in-house specialists to support the work of our Consultancy and Contracting teams, providing a fully integrated service. Their 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 both contribute significantly to these. 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.

Sales Statistics

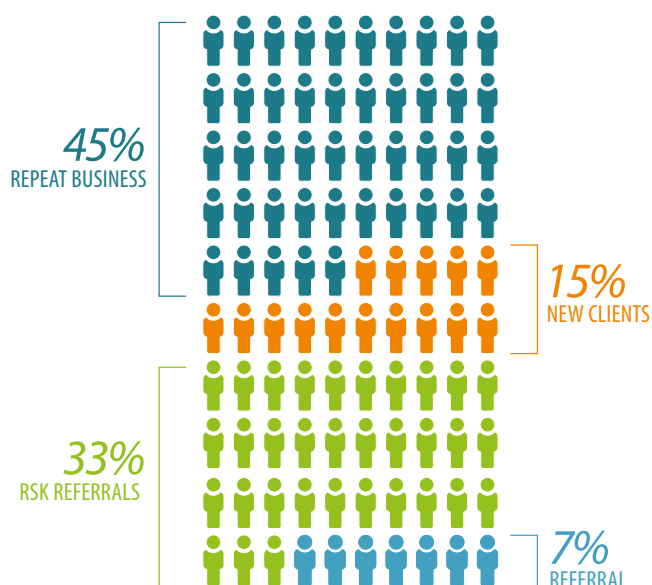
Headland Archaeology is a privately-owned company. It was founded to deliver profitable archaeological work to the highest standard. We are respected within the industry for successfully balancing the cultures of business and heritage, and we lead from the front, encouraging innovation and excellence in all aspects of our work.

8,900 ▶ HECTARES SURVEYED 179 ▶ PROJECTS IN PROGRESS
85 ▶ PROJECTS COMPLETED 49 ▶ PROJECTS FOR ARCHIVE

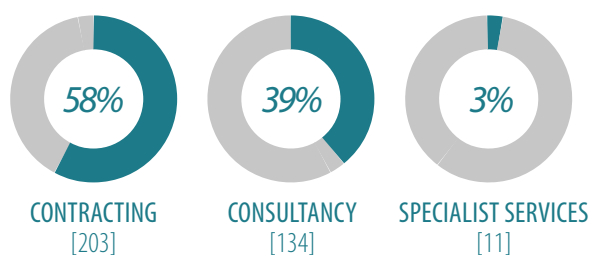
MAJOR PROJECTS



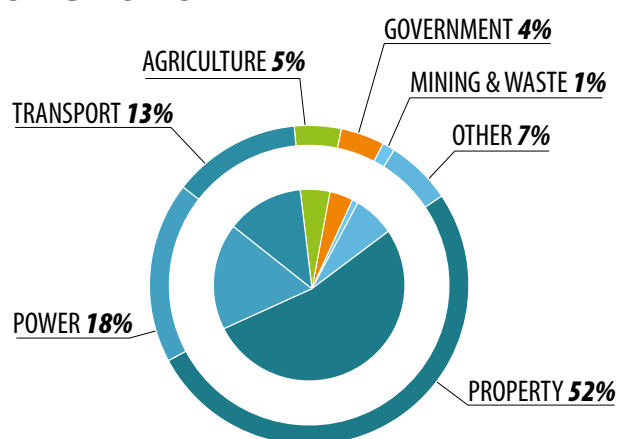
CLIENTS



SERVICES



SECTORS



Business Development

SALES

Whilst much of the focus of last year was on achieving a balance between large infrastructure projects and existing core work, the focus this year was to start to actively raise our profile amongst new clients in those regions where major infrastructure projects were winding down, such as the A14 where much of our resources had been concentrated.

Sales during the financial reporting period have been steady despite ongoing distraction of Brexit. The value of enquiries in this period totalled £13M, approximately 27% of which has been converted. Enquiries were a mix of large road and rail infrastructure, grid connections, private and commercial property developments, and energy sector developments.

Regionally sales have been consistent with the previous year, with the exception of our Silsoe office which has seen an approximate 40% increase in enquiries. This reflects the additional resources dedicated to raising the profile of the office following completion of the A14 fieldwork.

The big news this year was our acquisition by RSK Group in March. An acquisition which has led to a healthy number of enquiries in the nine months since, totalling over £24M. Despite the uncertainty caused by Brexit and the election the forward outlook is healthy, and we are set to record a significant increase in sales by volume and value in the forthcoming financial year.



MARKETING

The 2018/19 year was a busy one for the Marketing department with the most dominant news story around Headland being our acquisition by the RSK Group. The day we announced the news has made its way into our company history books as the highest number of visits to our website ever.

Throughout the year we attended sector-specific trade shows and conferences, which were well-received as usual. For the ClfA 2018 annual conference in Leeds we sponsored the Geophysics session where our very own Sam Harrison was presenting.

Our social media presence has continued growing across all our platforms – since starting an Instagram account in July 2018 we have gained over 1000 new followers; however, LinkedIn has emerged as the platform where we are growing the fastest, gaining on average 106 new followers a month.

Our graphics department did great work again with the annual poster we send to ClfA for the back page of their Yearbook. Last year's Annual Report was the largest we have ever produced at 48 pages. We feel it continues to be a well-rounded presentation of all aspects of our business including the skills of our in-house Graphics Team who design and typeset it from front to back.

We also invested funds this year into creating branded sunglasses to give away at trade shows and other events. We chose sunglasses because we felt they were a more unique giveaway item than pens, bags and water bottles that was still useful in an everyday setting and they have proven to be very popular.

Looking forward to next year we are aiming to build on previous successes and to expand on our video content, as well as maintaining our established marketing practices to the high standards everyone has come to expect.





Business Operations

CONSULTANCY

MANAGING RISK IN THE CONSTRUCTION INDUSTRY

It has been a very exciting year to be an archaeological consultant at Headland. With the acquisition by RSK Group in early 2019, ten RSK archaeology and built heritage staff joined the Headland consultancy team led by Chris Lowe. Chris kindly delayed his retirement to facilitate the smooth transition and the combined consultancy team is now led by Andy Towle, formerly of RSK.

With additional recruitment (and more planned for the near future) the Headland Archaeology Consultancy team is now 16-strong, with team members located in Edinburgh, Manchester, Helsby, Birmingham, Hereford and Bristol; as well as a remote worker based in Vancouver, Canada. Our Headland colleagues elsewhere in Leeds and Silsoe contribute to a consultancy network which also extends to a global distribution of RSK offices.

All the consultants have been managing busy portfolios of projects during the year, so the accommodation of new arrangements has been a challenging addition to heavy workloads. It is pleasing to see that the team's financial targets set ahead of the merger and retained during the interim are likely to be exceeded.

The experience of the acquisition has been interesting- whilst the respective company cultures were different, there is enough common ground for there to have been a rapid recognition of the competency of new colleagues. A shared enthusiasm for undertaking interesting work to a high technical standard and being commercially aware has made this a much easier year than it might otherwise have been.

A weekly team-wide resources call has been an effective mechanism for building relationships amongst the consultants- project work is now routinely shared across

geographic and former organisational boundaries as workloads are balanced against staff availability and deadlines. This was cemented by a gathering in the head office in Leith in December 2019: a staff dinner was followed the next day by presentations from contracting and post-ex, lessons learned on HS2 EIA work, construction vibration and built heritage and a review of recent changes in DMRB guidance. A walking tour of Calton Hill delivered by Stephen Carter was the perfect finish to the meeting.

The range of services within the Headland consultancy team has expanded slightly to accommodate the skills and experience of the new team. In particular, built heritage work has been strengthened by the inclusion of RSK's team members with individual IHBC accreditation and HESPR status (similar to ClfA's RO scheme).

The core work of the consultancy team remains the preparation of desk-based assessments, EIA chapters and expert witness support for clients- we have a strong foothold in such work in Scotland, Northern Ireland and Wales, especially in the renewable energy sector. Particularly satisfying was the Armoy windfarm application which was supported through EIA and hearings with expert witness support at inquiry in which the inspector complimented the heritage work. Headland's consultancy team has an established record of providing rail, road and energy clients with technical support through the EIA process through consenting and construction phases with archaeological audits, clerk of work and management support. Our work comes direct from clients, new and established; as well as referrals from colleagues in companies within the RSK Group. The retention of diverse company identities within an expanding group ensures that we all continue to work flexibly without the deadening hand of a single corporate orthodoxy.

One area of technical expertise which the consultancy team has been delighted to

discover is the robust costing mechanisms developed by Headland's contracting project managers. The consultants have been able to bring this expertise to bear in supporting clients managing other archaeological contractors: independent quantification of evaluation data and modelling of likely archaeological discoveries provides an excellent baseline for understanding the performance, programme and costs of third parties. This skill set extends into understanding and costing post excavation work, and the consultancy team has been able to draw upon this when supporting clients.

The team's established relationships with the wider RSK group have helped open-up opportunities for Headland's contracting teams, and this will continue to be a key aspect of the consultants' work. The RSK Group has ambitious plans for growth to 2025, and Headland's consultancy team expects to make its contribution by organic growth in the team to new offices and connecting Headland to contracting opportunities.

CONTRACTING

This was a year of two halves, with the start of our integration into the RSK Group being a major milestone mid-way through. Our teams continued to deliver projects across a wide range of sectors and clients, bolstered by new work from within the group following the acquisition. Despite a period of change our focus remained firmly on getting the basics right and building teams, maintaining the momentum we had built up over the previous years.

Basics

Key developments across the Contracting section included the continued refinement of project briefs and site recording methods. As the year saw us achieve ISO9001 we began to see the benefits of the quality

systems and procedures that accompany this in helping steer our development processes. We undertook a robust review of the reasoning behind the data we collect and laid the foundations for finalising the standard systems for collecting this information and improving its potential to be analysed. Alongside this we continued to champion the development of a prototype paperless recording system, this has presented many challenges – as with most innovations, however, we believe we are close to solving the majority of these.

Teams

The year also witnessed the transition of many staff from longstanding infrastructure projects back into our mainstream work. Whilst we continue to service the larger infrastructure projects, we also found time to develop much more flexible teams in our regional office, improving our ability to respond to resourcing demands across the whole spectrum of work we undertake. The geophysics section doubled its capacity in terms of equipment and continued to deliver high quality, low impact surveys nationwide. It was pleasing to see a good number of staff develop to supervisor level and above throughout the year and this was in part supported through the training department and its suite of training modules. The new post excavation team has had a profound effect on how we work massively improving our delivery to completion, whilst at the same time freeing up capacity in the field.

Momentum

Despite maintaining a strong presence delivering major infrastructure work we maintained our levels of delivery for housebuilders, green energy, commercial developments and other associated sectors. The geophysics teams built on earlier successes through increasing their turnover by 31% by comparison to the previous year. We ensured that supervisory staff received appropriate training prior to the next suite of infrastructure projects and as a result continue to build on safety and quality systems.

Scotland

This has been an exciting year with the highlight being the onshore archaeological

mitigation works on Triton Knoll Electrical System in Lincolnshire, which uncovered evidence of prehistoric and Roman activity, including several Roman salt production sites (full details in case study page 28).

This year also marked to the commencement of pre-construction archaeological works associated with the proposed 103 turbine Viking Wind Farm on Shetland. Logistically Viking was the most challenging project of the year, given that the remote nature of the location meant that mobilising additional resources quickly was not achievable. To mitigate this our on-site Archaeological Clerk of Works stayed in close communication with the GI Contractor to ensure that there were no delays.

During the year the office continued to support other projects around the country with senior and specialist staff seconded to assist with the smooth running of the Euston project on HS2 South. A number of exciting excavations were of interest during the year, including; a souterrain and Bronze Age cremation cemetery in Inverurie, Aberdeenshire, prehistoric structures and a palisaded enclosure at Slackbuie, Inverness, and a post-medieval tannery in Edinburgh. Finally, we undertook the excavation of two medieval burgage plots in St Andrews, Fife, from which a number of interesting finds were recovered, including a complete Scottish White Gritty Ware jug dating to the 13th–14th centuries.

Yorkshire & North

This year the Yorkshire and North office steadily increased our number of projects, which allowed us to meet our £1M target turnover for the 2018/19 financial year. Going forward our aim is to consolidate and maintain successes on the survey front whilst increasing the number of excavations to again reach our £1M target turnover in 2019/20.

Meanwhile, the search is still on for new premises with increased office space as well as areas for processing, storage and maintenance. Larger premises will enable us to increase staffing levels, workload and therefore turnover to meet an increased financial target in 2020/21. This will also enable us to conduct post-excavation work within our office rather than having to out-source to the other regional offices.

The main success over the last 12 months has been built around several infrastructure projects undertaken by the geophysical survey teams. Our ability to rapidly complete, interpret and report these large-scale schemes (in excess of 100 hectares) showcases our expertise in successfully completing on time and budget. This has had a knock-on effect of clients increasingly asking us to quote for further archaeological works leading to increased project opportunities across the company. Most pleasing, however, has been our increased success in winning smaller survey and general works projects, which are a vital part of our continuing expansion even as the number of post-Brexit infrastructure schemes shows no sign of decreasing.

Midlands & West

This year has seen the Midlands and West office continue our success in our core West Midlands region as well as taking the lead on excavations for the new HS2 Curzon Street Station, Birmingham, as a part of MHI. The year 2018-2019 also witnessed an increase in the number of projects undertaken in the south-west of England and Wales.

General works has undertaken projects of varying size and in various locations. Highlights include trial trenching on the outskirts of Salisbury which identified a rich prehistoric landscape containing Bronze Age burial mounds and a substantial Iron Age enclosure. Further projects in Wales included the continuation of monitoring on the Mynydd y Gwair windfarm scheme, and field evaluations for a new school in Macynlleth and a housing development in Brecon, Powys.

Consultancy gained additional capacity in 2018 and has continued to advise on a diverse portfolio of work including master-planning for sites in Cambridgeshire and Medway, and desk-based assessments and Environmental Impact Assessments for housing developments in Herefordshire, Monmouthshire and Gloucestershire. Renewable energy schemes are also forming an increasing part of our work once again, and the consultancy team have been supporting general works on projects for HS2.

South & East

Throughout the year the South and East team were involved completing fieldwork on the A14 in Cambridgeshire and supporting other Headland and MOLA Headland Infrastructure (MHI) teams on evaluation and mitigation works on HS2. On top of this we met our annual targets for core work on fieldwork projects across the region from Kent to Northamptonshire and even ventured as far west as South Gloucestershire. Our managers and post-excavation specialists were integral to the successful transition from the main fieldwork stage on the A14 in Cambridgeshire to the post-excavation assessment phase.

The team grew with new members added to our post-excavation team in the areas of archiving, Roman pottery and archaeobotany as well as the development of a data management role as part of the ongoing digitisation of our fieldwork practices.

Another highlight of the year was when the A14 won Rescue Project of the Year in the annual Current Archaeology Awards. Most South and East staff had been involved with this through MHI over

the previous couple of years and were delighted to receive public recognition of their hard work.

POST-EXCAVATION

This year saw continued development of the post-excavation department in order to increase our capacity and efficiency in the face of an expanding portfolio of work. Our first Post-excavation Project Officer, Claire Christie, came on board in January and has successfully tackled a number of backlog and current projects, as well as developing a range of training modules in post-excavation procedures, reporting writing and radiocarbon dating. These modules are being expanded and implemented alongside our colleagues in the learning and development department in order to further increase post-excavation knowledge and skill levels across the company.

Julia Bastek-Michalska has stepped up to become head of the Graphics team, who have continued to produce a wide array of high standard illustrative and design work; there is already an extensive graphics programme for the forthcoming year.

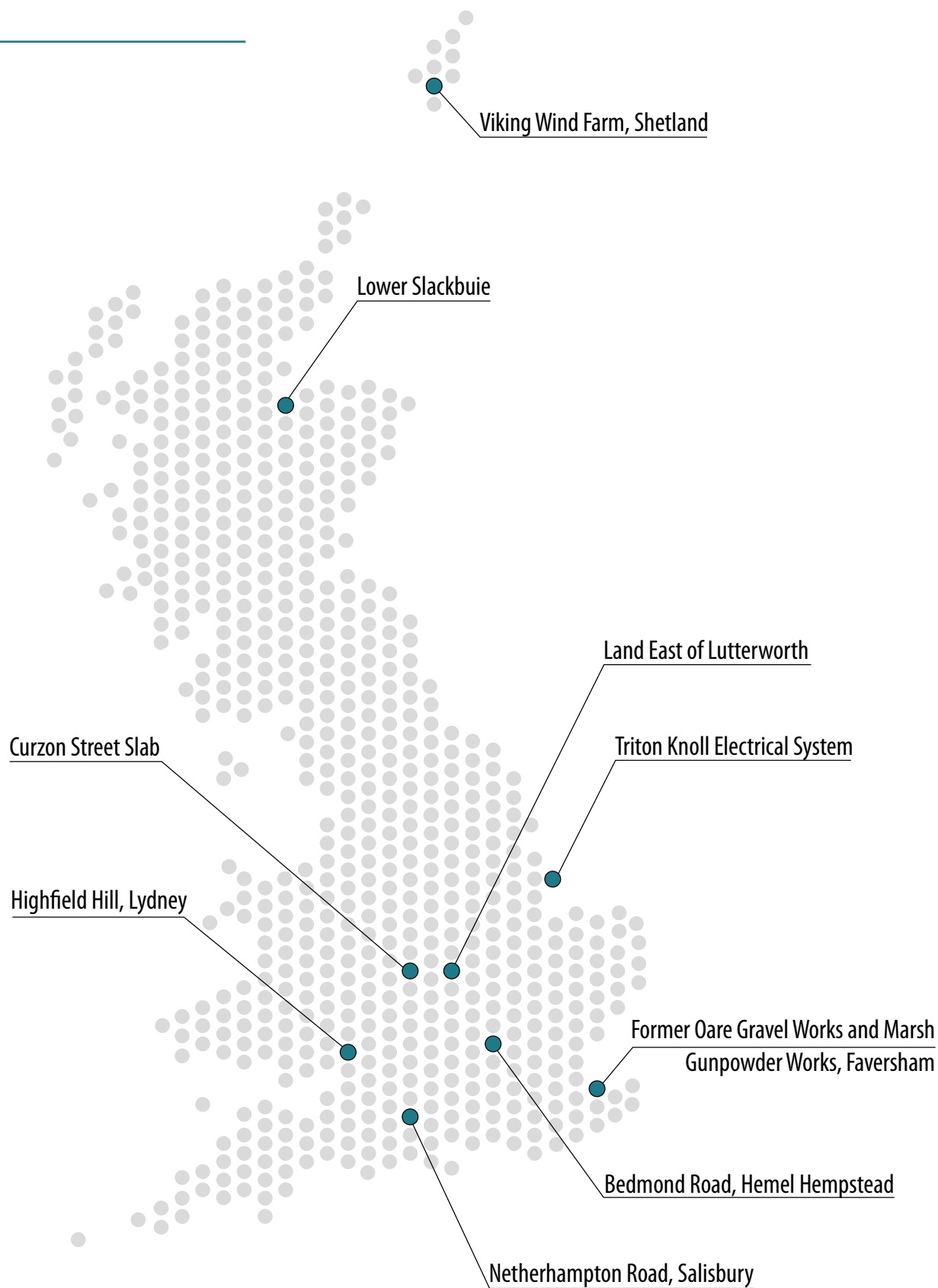
Alongside increases in capacity we have also been developing new systems and procedures in post-excavation. These include revised project briefs, templates, communication structures and guidance designed to standardise and streamline the post-excavation process. This will continue into 2020 alongside developments in other areas such as data and financial management.

The overall volume of post-excavation work will continue to expand over the next few years, particularly given the work already scheduled for HS2 at Euston and Park Street and the start of the main phase of analysis and publication of the A14 project, which will run to the end of 2023. Our expansion and development ensures that we are well-placed to take on the challenges and opportunities of this increasing corpus of work. Throughout these and other projects we are also continuing to forge close links with the academic and scientific community, including contributions to major research projects and the facilitation of client-funded postgraduate university places, which directly contribute both to achieving project aims and mitigating longer-term skills shortages in the sector.





Case Studies



Triton Knoll Electrical System



Location	Lincolnshire
Sector	Power
Client	J. Murphy & Sons Limited (JMS)
Services	Mitigation Excavation, Post-excavation

Headland has provided multiple stages of archaeological mitigation work for this project over the years, requiring a well-organised team working on several sites along the cable system; subsequently revealing a complex story of landscape use, change and modification throughout the history of coastal Lincolnshire.

Project highlights

- » 24 archaeological sites excavated
- » Significant Roman salt-making sites identified
- » Coordination of SHEQ requirements by the Principal contractor and TKES
- » Proactive interaction with main contractor, client and curator to complete programme within pre-construction timeframe

The Triton Knoll Electrical System (TKES) runs for approximately 60km, making landfall at Anderby Creek on the East Lincolnshire Coast before extending in a south-westerly direction to Bicker in the Borough of Boston. The onshore cable system required the excavation of a corridor, 30–35m in width, to install two high voltage cable circuits approximately 1.5m below ground. Headland was contracted by the principal cable contractor, JMS, to conduct archaeological investigation, monitoring and recording at specific locations along the route, in advance of construction and during the initial soil stripping. Subsequently Headland conducted archaeological mitigation excavation work on 24 areas along the route in accordance with a Written Scheme of Investigation. The areas were excavated either as Strip, Map and Record (SMR) or as Set Piece Excavations (SPE) to target features identified during the evaluation phase.

The archaeological remains revealed that the current farmland was once rich coastal marshland with significant evidence for prehistoric and Roman activity, particularly salt production. Along the route several salt production sites, known as salterns, were uncovered dating from the Iron Age through to the Roman period. Salt was made by utilising the process of evaporation, where seawater was turned into salt crystals. We uncovered similar thick spreads of burnt material from numerous sites along the route. These are the spreads of waste material from salt production and contain fragments of ceramic salt-making equipment known as briquetage, including containers for holding seawater and the pedestals used to prop them over a fire.

Some of these sites also contained evidence for settlement and subsistence; ephemeral structures, cooking ovens and field boundaries. Artefactual and environmental analysis during the post-excavation assessment process has identified a number of exciting discoveries. Plant remains preserved within a cooking pit included coriander seeds, a plant which was introduced to Britain during the Roman period. Another exciting feature was an oven containing a complete jar; its contents are currently being analysed in our lab. The Roman pottery assemblage recovered across the route was a mix of local and imported wares including high-end samian, utilitarian greyware and burnished greyware.



Three burials were also discovered at one of the Roman settlement sites, dated by radiocarbon to the second to third century AD. After careful analysis in the lab, we were able to determine that these were the remains of a female young adult, an adult and a sub-adult. The young female was particularly interesting as she was buried in a wooden coffin, a possible symbol of status in the second century AD. The burial also contained 24 hobnails, short nails with thick heads that were used to increase the durability of the soles of footwear, indicating she was buried wearing her shoes.

The excavations revealed evidence for post-Roman activity including Saxon and later medieval field systems. Medieval and post-medieval improvement of the landscape was also evident with the drainage of the fenland for agriculture seen across the excavated sites in the form of networks of drainage ditches and boundaries.

This project revealed a complex story of landscape use, change and modification throughout Lincolnshire. The mitigation works have been successfully completed and the post-excavation phase is now ongoing with the results of the excavations and specialist analysis being prepared for final assessment report delivery. Headland has also participated in and created resources for community events across the route organised to inform the public on the results of the archaeological works.



Lower Slackbuie



Location	Inverness
Sector	Property (Housing)
Client	Robertson Partnership Homes
Contract Value	£55K
Services	Trial Trenching, Mitigation Excavation

Archaeological investigations in the outskirts of Inverness uncovered evidence of a palisade, roundhouses, and other remains dating to the prehistoric period.

Headland were commissioned by Robertson Partnership Homes to undertake two successive programmes of archaeological works in connection with a housing development at Lower Slackbuie, Inverness. This area has been heavily developed for housing over the last 20 years, triggering numerous archaeological investigations, which have unearthed evidence of extensive past human activity.

The first stage of works was a trial trench evaluation in 2017 which uncovered clusters of prehistoric features located on higher ground towards the north-east end of the site. During this stage a few prehistoric artefacts were recovered, including a Neolithic polished axe and Grooved Ware pot sherds.

These discoveries triggered a second phase of investigation: a monitored strip of the north-east half of the site followed by the excavation and recording of the features exposed. Several structures were identified including an oval palisade enclosure, two possible rectangular structures, a four-post structure and seven roundhouses. Both the finds assemblage and the layout of the structures show that they could not all be contemporary and that the features represent a conflation of activity over a long period, possibly dating from the Neolithic through to the Iron Age.

The palisade was well-preserved with evidence of stone packing along the palisade ditch. It had a main entrance to the east flanked by two major post-holes, but also appeared also to have a 'back entrance' to the south-west where there was a 10m gap in the palisade ditch.

Despite the high number of features excavated relatively few finds were recovered during the excavation. Only seven features produced prehistoric pot remains with the majority retrieved from one pit which also contained most of the lithics. The finds do not seem to mirror the structural evidence from the site, as they indicate prehistoric activity during several periods but can provide clear dating to the Neolithic period for only three features. Human activity related to the palisade and roundhouses appear not to have left behind any significant diagnostic finds.

The archaeological evidence from the site complements the results of numerous investigations that have been carried out in this area. Two sites that lie less than 1200m away both contained a palisaded enclosure in close proximity of Bronze Age and Iron Age structures.

Project highlights

- » A well-preserved palisade
- » Discovery of a polished Neolithic axe
- » On time and budget despite change in scope
- » Collaborative working with principal contractor
- » Strong pre-construction advice to the contractor providing awareness of the potential impact on the project in advance of the works on site
- » Increased resources and re-sequenced work on site to minimise disruption to the building work on site
- » Worked within tight cost constraints despite the increased archaeological activity



We are currently awaiting the results for samples sent for radiocarbon dating in order to finalise the report, which will in due course be published as a journal article.

As the work was undertaken as a monitored strip we were under significant pressure to complete site works within the programmed timeframe, or else risk delaying the construction programme. This was further complicated when the archaeology exposed was significantly more than expected. However, our ability to mobilise additional project resources rapidly meant that, despite the increase in scope, we were able to provide mitigation measures to reduce the impact on the programme of works. Our team leader on site also revised the sequence of investigation work, in conjunction with the contractor, which allowed better continuity than would otherwise have been possible.



Viking Wind Farm



Location	Shetland
Sector	Renewables (Wind farm)
Client	Viking Energy Wind Farm LLP
Services	Archaeological Clerk of Works, Heritage Strategy, Environmental Impact Assessment, Geophysics, Topographic Survey, Trial Trench Evaluation, Watching Brief

Headland's involvement on this project spans several years and has involved both our consultancy and contracting departments. Given the project area's, scale and location it has also required unique health and safety training in order to be able to transport staff to site via helicopter.

The Viking Wind Farm is a joint project between the Shetland community and SSE, consisting of 103 turbines set around the central Mainland of Shetland and is predicted to be one of the most productive onshore wind farms in the world. Headland has provided numerous services to this project over the years both as consultants and contractors.

Our involvement began when we were appointed to produce a Written Scheme of Investigation and for a programme of archaeological works for the main Wind Farm, along with a Community Outreach Strategy. Subsequently we were commissioned to undertake consultancy works including Environmental Impact Assessments (EIA) for advance works associated with the development.

We were then appointed Archaeological Clerk of Works for a programme of archaeological works associated the project's advance works. The role has included geophysical surveys, topographic survey, walkover survey, trial trenching and watching brief. The geophysical survey used magnetometry and covered roughly 31ha. This area was noted to be quite challenging, consisting of either uneven upland peat or waterlogged lowlands. While several possible archaeological anomalies were identified, none were definitive.

Overall there has been a small number of archaeological remains discovered during the project, mostly post-medieval turf-built boundaries and enclosures. To date, a total of 32 evaluation trenches were dug, but did not identify any archaeological features. It is theorised that the boggy terrain and steep topography would have meant that the area was not suitable for human settlement.

A unique element of this project that was particularly exciting is that it required several of our staff to receive helicopter training in order to safely reach some of the remote sites they needed to access. This also limited the amount of kit staff could transport on and offsite each day; by using paperless recording our staff did not need to carry bulky files, just an iPad.

We look forward to continuing our involvement in the project with a programme of archaeological works for the main wind farm due to start in 2020 along with the implementation of the Heart of Shetland Heritage Strategy which is designed to provide a lasting community benefit.

Project highlights

- » Unique site access requirements
- » Over 400 test pits monitored
- » Collaborative working meant archaeological requirements did not impede test pitting programme

Former Oare Gravel Works and Marsh Gunpowder Works, Faversham



Location Kent

Sector Residential redevelopment

Client Anderson O&U Ltd

Contract Value £68K

Services Historic Building Recording, Trial Trenching, Watching Brief

A multi-disciplinary approach to characterise the range of below ground and upstanding archaeology across the site of England's first purpose built Royal Gunpowder Factory.

Headland was commissioned by Anderson O&U Ltd to undertake archaeological works and historic building recording in connection with a scheme of residential development and a change of use of the former Gunpowder Works buildings.

The development area is located at the former Oare Mineral Works, Faversham, Kent, which comprises a large 56.6ha piece of land. The majority of the site has been subject to mineral extraction in the nineteenth and twentieth centuries. The surviving buildings of the former Gunpowder Works are located in the approximate centre of the site, and around the northern and eastern periphery. Eight of the buildings are Listed and nine are non-designated buildings.

Project highlights

- » Multi-disciplinary investigation
- » Trial trenching results informed the HBR
- » Opportunities to train staff on HBR
- » Successful collaboration with the Anderson's site team to enable access and resourcing
- » Earliest buildings date from 1789, the creation of the Marsh Gunpowder Works and the first purpose built Royalpowder

A total of 21 evaluation trenches were investigated and revealed no evidence for archaeological remains in the Residential Phase 1 and 2 areas. This is likely due to most of the site being affected by quarrying and associated activities. Historic mapping shows that this area was quarried intensively. Of the six trenches excavated in the vicinity of the Gunpowder Works, four contained structural remains as well as evidence of quarrying. One of these buildings corresponds with the location of the Extracting Kitchen, from the first phase of the saltpetre refinery at the heart of the Works and dating from 1789. The other buildings are likely to be from the second phase of the Works, c1810–15.

A watching brief on propping pits adjacent to some of the surviving saltpetre refinery buildings, uncovered evidence for former extensions or surfaces.

The documentary research, map regression, building recording and fieldwork revealed and collated evidence for the core function of the Marsh Gunpowder Works as a saltpetre refinery with associated administration, import and storage of raw materials and final stage gunpowder processing buildings. Although none of the buildings retain their machinery and all were reused or incrementally destroyed by the gravel extraction works, they can be understood as a coherent group. Changes to the buildings are reflective of the frequent refurbishments throughout the nineteenth century, driven by technological developments and changes in ownership, especially privatisation, and probably minor explosions as well as later use for gravel extraction. This, and the addition of domestic and administrative accommodation, tie the Marsh Gunpowder Works inextricably to political events and scientific discoveries in Great Britain and further afield, and the social history of Faversham.

Netherhampton Road, Salisbury



Location	Wiltshire
Sector	Property (Housing)
Client	Bovis Homes
Consultant	This Environmental Dimension Partnership
Contract Value	£117K
Services	Trial Trench Evaluation, Watching Brief

Carrying on from previous geophysical work, archaeological evaluations uncovered extensive prehistoric remains including potential barrows, an Iron Age enclosure and an infant burial with a nearly complete Beaker dating to approximately 2500–1700 BC.

In 2018–19 Headland carried out an archaeological evaluation and watching brief following our geophysical survey of land to the north and south of Netherhampton Road, Salisbury, which had identified potential archaeological remains. This work was commissioned in order to inform a planning proposal for residential and commercial development of the site.

The evaluation, consisting of 137 trenches, broadly corroborated the results of the geophysical survey; extensive archaeological remains dating from the earlier Bronze Age to the post-medieval periods were found and recorded. A watching brief of geotechnical testing pits uncovered minimal to no archaeological remains.

Project highlights

- » Discovery of an infant Beaker burial
- » Three phases of prehistoric activity identified
- » 17 potential Bronze Age barrows identified

North of Netherhampton Road

A total of 24 trenches were investigated on the land to the north of the road, targeting previous geophysical anomalies. The evaluation revealed evidence of former barrow ditches dating to the Bronze Age and indications of Beaker period activity, possibly funerary, within the vicinity. The remains of ring-ditches, agricultural features and discrete features were all identified. Evidence for limited or peripheral later prehistoric occupation and use of land was also recorded with the primary focus being funerary related.

The presence of Beaker pottery within a linear feature is also of particular interest and represented the earliest positively attested artefactual evidence on the site, dating from the late Neolithic to early Bronze Age. The remaining pottery assemblage suggests late Bronze Age activity on the site.

Medieval agriculture, in the form of ridge and furrow, was present and likely to have substantially contributed to truncation of agricultural remains on the site, together with more recent agriculture.

South of Netherhampton Road

A further 113 trenches were investigated on the land to the south of the road, a representative sample of 2% of the site. The most extensive and significant archaeological remains were found here.



The early Bronze Age remains consist of an infant burial and a potential ring-ditch which may be the remains of a barrow. Osteological analysis of the bones indicates the infant was around nine months old when it died. The burial included a near-complete Beaker vessel allowing us to date the grave to the Beaker period (2500–1700 BC).

The Bronze Age period was chiefly represented by twelve ring-ditches, demarcating more potential barrows, though, with the exception of earlier Beaker remains, no associated burials were identified. A single human humerus and other disarticulated human remains recovered from plough-soil suggests that former burials associated with the ring-ditches may be ploughed-out or heavily truncated, but they may also lie outside the trenches.

The Iron Age was represented by a sub-circular enclosure, defined by a large ditch, the interior of which contained complex phases of intercutting pits and the partially exposed remains of a possible roundhouse. The features and associated artefacts appeared to indicate domestic occupation. Suggestions of potential former structural remains were identified; including daub containing wattle impressions, potentially from wattle and daub walls. One of the deposits also contained barley and wheat seeds. A large pit cut into chalk bedrock was found to contain two horse skulls that seem to have been deliberately placed with some care and attention; cut marks on the skulls suggesting the removal of hides, butchery or both. Somewhat surprising was the recovery of an infant skeleton during environmental sample processing of deposits from the enclosure ditch. Unfortunately, no evidence of a grave was identified during excavation. The presence of this skeleton raises questions regarding mortuary practices, rites of passage and the position within societal structure of a new-born or potentially still-born child. Infant burials within enclosure ditches are not unknown, with examples found at sites in the south-west of England. Further work on the enclosure and site may shed light on such a question.

The client is now progressing the site through the planning process, with the results of the archaeological work to date used to determine whether mitigation is required in advance, or during construction.



Bedmond Road, Hemel Hempstead



Location	Hertfordshire
Sector	Amenity (Cemetery)
Client	Cemetery Development Services Ltd
Contract Value	£95K
Services	Mitigation Excavation, Watching Brief

We undertook an excavation and watching brief for our client to successfully mitigate the impact of development on heritage assets.

We conducted a mitigation excavation on land south-west of Bedmond Road in response to a planning condition for the change of use from agricultural land to a cemetery. The programme included two excavation areas and a watching brief between them, where any archaeological remains were to be preserved in situ.

The investigation revealed evidence for late Iron Age to Romano-British, and medieval activity, comprising field boundaries, gullies, extraction pits, post-holes and probable lime kilns. Amongst the finds was potential evidence for a high-status Roman building in the vicinity. This was indicated by the presence of Roman pottery and a larger assemblage of brick and tile. The presence of box-flue tile is indicative of a hypocaust system, possibly indicating the presence of a villa.

The medieval pottery also had a story to tell, with the main period of activity ranging from the mid-twelfth to fourteenth century and activity dropping off fairly sharply after this. A series of intercutting pits looked to be of the size and form to have been used in lime production, although the precise date for these features is still to be determined through further analysis and research. They are potentially rare examples of Roman date, although the site is in the vicinity of three medieval manors, and lime processing could have been a significant part of their development or economy.

As a result of the work the project design has been updated with a requirement from the Historic Environment Advisor to undertake further analysis leading towards a publication in Hertfordshire Archaeology and History.

Project highlights

- » Discovery of Roman artefacts suggesting a high-status site in the vicinity
- » Discovery of lime kilns that may add insight into Roman or medieval activities
- » Collaboration with the client and their contractors to understand the impacts to the preservation in situ area and manage the watching brief

Land East of Lutterworth



Location Leicestershire

Sector Property

Client Leicestershire County Council

Contract Value £40K

Services Geophysics

Headland Archaeology's in-house geophysics team undertook a magnetometer survey of a 235ha site immediately east of Lutterworth, Leicestershire. The site put Headland's bespoke multi-sensor system to the test and demonstrated its adaptability, allowing the team to survey 63 individual fields in under a month.

In late 2018 we were commissioned by Leicestershire County Council to conduct a large-scale geophysical (magnetometer) survey on land east of Lutterworth. The land had been proposed as a strategic development area (SDA) for residential development with associated infrastructure. The survey was undertaken to support any further planning proposal by assessing any heritage potential. The SDA comprised four irregularly shaped parcels of land on either side of the M1; all were used for agriculture at the time of the survey.

Previous archaeological work had led to substantial evidence for prehistoric, Roman, medieval and post-medieval archaeological activity in the SDA and the immediate environs. A Heritage Statement assessed the archaeological potential as high with a significant probability for previously unrecorded remains to be present.

The survey identified eight areas of archaeological potential in the southern and central parts of the site on higher and prominent positions overlooking the River Swift and its tributary. Clusters of enclosures of differing size and morphology (some with evidence of settlement activity, including roundhouses), trackways and round barrows of likely later prehistoric and Romano-British origin have been identified. The level of archaeological activity is greater than indicated from previous cropmark and geophysical surveys, highlighting the quality and value of Headland's work.

The exigent scale of the survey proved ideal for the team's custom designed equipment, allowing the surveyors to move quickly and efficiently between the 63 individual fields.

Project highlights

- » 235ha survey within a one-month timeframe
- » 63 individual fields surveyed during archaeological deposits revealed

Curzon Street Slab



Location	Birmingham
Sector	Infrastructure (Rail)
Client	LM on behalf of HS2
Services	Trial Trench Evaluation

An archaeological evaluation at Curzon Street in Birmingham has revealed the potential for unprecedented study of early railway station structures as well as one of the earliest known examples of a railway roundhouse.

Curzon Street is just one of many pieces of the puzzle that makes up the archaeological works conducted in advance of HS2. Located in the heart of Birmingham, the site covers the former station yard of the Curzon Street train station. Curzon Street Station was the first railway terminus serving the centre of Birmingham and originally consisted of two station termini, servicing the London and Birmingham Railway (L&BR) and the Grand Junction Railway (GJR); before being converted to a single goods station in 1854.

Geotechnical works in June 2018 identified a high potential for good preservation of archaeological remains associated with the former stations along with paleoenvironmental deposits; Headland were contracted to conduct an archaeological evaluation to investigate the station remains.

In total 11 trenches were opened and investigated, all of which contained structural remains comprising wall foundations associated with various phases of the station. The structures identified included the remains of the roundhouse, part of the earliest station, along with possible turntables, storage sheds, platforms, track remains and a network of drainage systems consisting of below ground services and culverts.

The provisional results indicate that the most significant structures on the site were those relating to the former roundhouse. This building is amongst the earliest known examples of its type in the world. Previous engine shed investigations at York and Paddington have provided a considerable amount of information about their construction and use and the roundhouse at Curzon Street is known to pre-date these examples. Other structures and features across the site were also identified as having some research potential, as such station structures are rarely archaeologically investigated.

Project highlights

- » Targeted monitoring of 0.3ha of overburden removal to identify and record the potential remains of tunnel features associated with the early stations
- » Watching Brief and Paleoenvironmental sampling and recording of buried peat deposits over 1.5ha of the former station yard
- » Strip, Map and Sample of 0.98ha of the site to characterise structures associated with the early stations
- » Focussed mitigation on the site of the former 'roundhouse'

Highfield Hill, Lydney



Location Gloucestershire

Sector Property (Housing)

Client Edenstone Homes

Contract Value £147K

Services Geophysical Survey, Heritage Statement, Mitigation Excavation

Headland's association with this project is an excellent example of the combined use of several of our service offerings. Our consultancy, geophysics and contracting teams have all contributed to the successful completion of this project for our client.

Our involvement at Highfield Hill began when Edenstone Homes commissioned us to undertake a magnetometer geophysical survey on the site of their proposed residential development in 2016. This identified a possible enclosure or structure and amorphous areas of magnetically enhanced material which was speculated to be potential areas of industrial activity. We then prepared an updated Heritage Statement to include our results with that of previous archaeological work that had been conducted on and around the development area (DA).

Following the granting of planning permission, we were contracted to carry out the subsequent mitigation excavation in advance of the development. The area that was to be excavated covered approximately 3.6ha at the southern extent of the DA and was split in two phases. Area A consisted of 2ha located in the south-east corner of the DA and Area B covered 1.6ha to the west of Area A.

Evidence for later Roman (2nd–4th century) occupation was represented by the building footprint for a timber-framed structure and associated drainage system, a retaining wall with land terracing and boundary ditch, and the remnants of a metalled track. These features appear to be associated with a farmstead complex previously excavated by Cotswold Archaeology in 2018, located to the immediate south of Area A. In addition to a relatively high-status pottery assemblage, a small quantity of iron working residue was identified within Roman contexts, suggesting that industrial processes were being undertaken on, or in the vicinity, of the site. Notable finds thought to date from this period include a pot sherd spindle whorl, a stone gaming piece, a disc quern, a hammerstone, a large collection of abraded roof and box flue tile, and a few pieces of brick. The presence of samian ware in the pottery assemblage, in addition to the roof and possible hypocaust system in the vicinity, suggest a relatively high-status settlement.

A sub-rectangular stone-built structure with an adjacent corn dryer was also found, with the pottery suggesting a 13th–14th century date. The location of this medieval activity at the southern extent of the site suggests a direct association with the medieval activity identified on the neighbouring Rodley Manor site.

The assessment report and updated project design have been approved by the archaeological advisor to the local planning authority and we are awaiting the results of the adjacent Cotswold excavation in order to analyse the site in its context. A publication article will be prepared on the back of this research.

Project highlights

- » Accurate identification and targeting of features through geophysics
- » Phased excavation to allow development to proceed in tandem with archaeology
- » Multiperiod archaeology relating to important local sites



Outlook

As we move into the next decade there are mixed blessings on the horizon. A majority government offset by the uncertainty as to how post-Brexit trade negotiations may go and now, the impact of COVID-19. With substantial amounts of infrastructure proposed our workforce will need building and developing. Our critical focus is that of a safe and engaged team.

Of all the challenges we thought we might face as a company in 2020, a global pandemic was not one of them. However, this is where we've found ourselves, and over the past few months, we've risen to that challenge and found ways of continuing to work. Much of the rest of the year will revolve around continuing to strengthen and build the links with RSK Group as well as adjusting to the 'new normal' way of working during a global health emergency.

Health, Safety and Wellbeing are more than ever at the top of our agenda. This now extends to supporting those working from home as well as reviewing the accessibility of all our workplaces.

Outside of the pandemic, we are looking to push forward with various innovations that have been being developed over the past few years including progressing with digital recording. Our geophysics teams are always improving the methods and efficiencies with which they work, and in post-excavation we are looking forward to broadening the skill sets the company can offer.

Another major theme that is at the top of the geopolitical agenda is climate change and the environment. Within RSK we have considerable expertise to assist clients working towards carbon neutrality and going forward we will work with RSK in making their corporate sustainability road map a success. The small steps taken so far include investing in video conferencing and budgeting for carbon efficient vehicles to replace the existing fleets.

Overall, it has been heartening to see a gradual return to normal working levels for most of our teams. We have got used to working within a 'COVID-safe' environment

and in most cases, the outdoor nature of our work has made this relatively easy to achieve. It has also been very encouraging to see how seriously our clients have taken the situation and are supporting our efforts to deliver projects for them.

In practice the company has built strong roots with clear goals over the past decade and our ability to plan, manage and deliver projects improves year on year. We are beginning to see significant recognition of this through very positive client feedback and look forward to more of this in the year to come. Many year's ago we embraced the slogan 'we can do it' and I strongly believe in the face of adversity that is even more the case now.



Written by Andy Boucher

a vital piece of the puzzle



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