

# ANNUAL REPORT 2020



*Any photographs within this report showing staff within close proximity to one-another pre-date the COVID-19 pandemic and social distancing measures.*

THIS YEAR'S CONTRIBUTORS

TEXT:

**Alex Smith** (Head of Post-excavation), **Andy Boucher** (Director of Commercial Operations),  
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**Laurence Hayes** (Principal Consultant), **Luke Craddock-Bennett** (Fieldwork Delivery Manager), **Mike Kimber** (Head of Contracting),  
**Rachel McMullan** (Marketing Coordinator), **Russel Coleman** (Managing Director)

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# CONTENTS

2	Our vision, our ethos
3	Letter from the Managing Director
4	Archaeology in a time of COVID-19
7	Large projects as a catalyst for meaningful innovation
8	A bumper year for publications
10	Meet some of our new staff
13	Safety, Health, Environmental & Quality
15	Business Structure
17	Sales Statistics
17	Business Development
19	Business Operations
23	Case Studies
32	Outlook

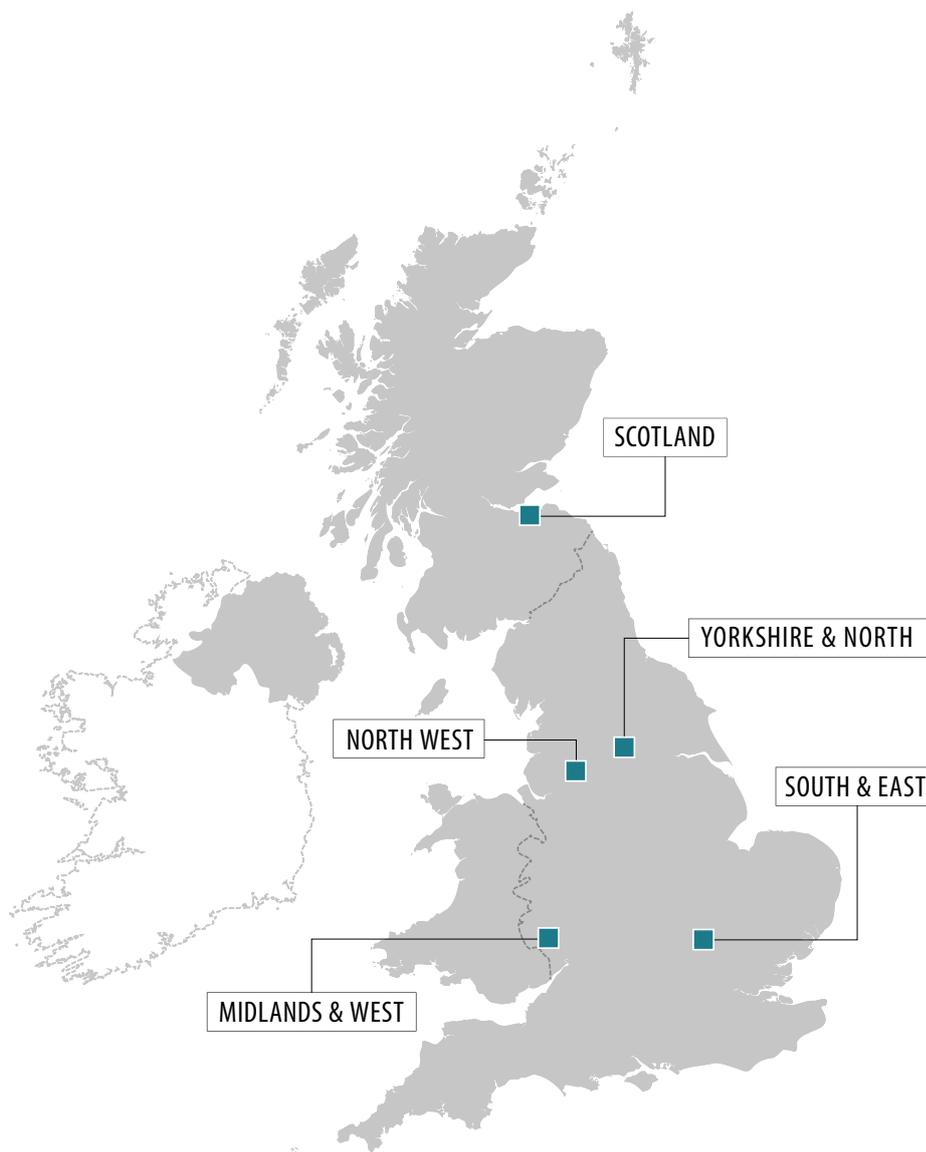


# OUR VISION OUR ETHOS

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 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, 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, Manchester, Luton, Hereford and Leeds. 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



# LETTER FROM THE MANAGING DIRECTOR



Russel Coleman  
**Managing Director**

What a strange year 2020 has been and looking ahead to 2021, even stranger given the circumstances. 2020 was one of our busiest years ever despite COVID-19, and 2021 looks to be even busier. With the resources we had at this time last year, we were already fully booked through to the summer and have since been busy growing the business to create more capacity to be able to deliver more for our clients.

It feels like we are over the worst of the pandemic and the end is within sight, but I would like to take this opportunity to once again thank all of our staff, especially those who were working away from home through national lockdowns, for the part they played in protecting themselves and others, and keeping our business going. For those of us based in the office, it has now been a year since we left the building in a hurry in March and many of us have not been back since. We hope to return in the summer but will we just turn the clock back? I don't think so. This last year has proved working from home is possible for some of us and it is likely we will continue to let staff do so if it works for them.

With all the news about COVID-19, another business-critical issue has quietly played away in the corner. In the past we relied on hiring archaeologists from Europe when we were busy, which we are, and in the aftermath of Brexit it is now become more difficult to continue doing so. There is a cost, which can be covered, but there is also a lot of red tape making it almost impossible to plan for. Whilst we look for solutions, we are using our in-house training programmes to fast-track the staff we can find.

As predicted, this last year has all been about infrastructure. We are pleased to be involved in many such schemes from Shetland to Cornwall. It will keep us busy as well as challenge us. In the meantime, we will continue to invest heavily in ourselves through Learning and Development, Quality, Health and Safety and Innovation to meet our client's high expectations and keep us ahead of our competitors.

*"We will continue to invest heavily in ourselves through Learning and Development, Quality, Health and Safety and Innovation to meet our client's high expectations and keep us ahead of our competitors."*

# ARCHAEOLOGY IN A TIME OF COVID-19

## Surviving and thriving during a pandemic

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 in 2020 we rose to that challenge and found ways of continuing to work and carry on within the 'new normal'. As a relatively new company within a larger one (RSK Group Ltd), the unprecedented scenario we were facing sped up our integration into the team, and we have relished working closely with our colleagues from different companies; there's nothing like a crisis to make you feel part of the family!

Immediately prior to lockdown in March 2020, we were already making alterations to our working practices throughout the business; such as the provision of extra cleaning materials and instituting regular rounds of cleaning of high-touch surfaces, in addition to the governmental guidance of not shaking hands, minimising travel etc.

As a company, we had probably been over-reliant on face-to-face meetings with clients and colleagues alike. The clear advice to avoid travel unless necessary prompted a sharp shift onto using Teams and Zoom in a short space of time and virtual meetings have now become the norm, with the subsidiary effect of having a positive impact on our carbon footprint, now and in the future.

Despite this, when lockdown was announced, it was still a big change in a short space of time. This presented a challenge to our IT team as we shifted our office-based staff to working from home; which meant not only providing the necessary computer equipment but also setting up systems that allowed our servers to handle the increased volume

of remote logins. We also had to quickly adapt how we communicate between teams and the rest of the business as well as how we socialize and interact when the environment of the shared office is removed. Online tea and coffee breaks are encouraged, and we hosted an online Christmas pub quiz this year instead of our usual dinners and parties.

Shutting down a site safely was a different beast entirely but despite this, in the space of a few days, staff working across the country were back home, plant and welfare units were off-hired, and excavation areas left safe while we pressed pause to take stock.

The government furlough scheme allowed the company some breathing space during that time, with most of our field team and a significant portion of our office staff initially registered on it. However, we wanted to keep going – we had large teams working on post-excavation projects which continued apace. We worked hard to support those staff not furloughed and who were struggling with the challenges of working for home; it is important to recognise it does not work for everyone and we have to be flexible rather than promoting a one-size-fits-all approach.

Thanks to our wide-ranging client base we were able to pick back up projects that were classed as essential shortly after the initial shutdown. In early April we worked closely with a contractor to provide archaeological support on a large sub-station project in the east of Scotland. Covid-19 measures for our staff included provision of one-person-per-vehicle, and one person-per-accommodation to minimise the



potential contact, on top of regular hand hygiene and cleaning of contact points. As this project was a watching brief, maintaining social distancing on site was relatively straightforward, and we were further supported by a very engaged and proactive contractor who had temperature testing prior to entering site, and facilitated testing where required. All of this ensured the safety of our staff, which must be our priority.

As more projects picked back up and the initial constraints eased, we had to adapt to the changing landscape. One particular hiccup was the provision of accommodation for away work, as we regularly use self-catering spaces which had largely shut down, creating the challenge of finding spaces that were not only available but also in a suitable quantity to allow staff to distance. This was a busy time for our management and support staff, but these projects allowed us to bring back a significant portion of our field staff from furlough within the first few months.

We have also had to rethink our working practices regarding our pan-UK service provision where staff normally work across the company and country. With travel restrictions, this was initially not feasible, but as the situation changed, we had to continually work to find safe methods to ensure all our sites had the staff they needed. Making sure that we were keeping in line with the guidance required special attention to detail from our Project Managers and close liaison with our clients. By not giving up and continuing to work (safely) we are pleased to have had a positive impact on local economies in the areas we have worked in; accommodation providers, local food stores and fuel stations all benefit when our teams arrive, at a time when the general public might be cutting back.

Overall, it has been heartening to see a gradual return to normal working levels. We have adapted to working within a 'Covid-safe' environment and in some 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 – the contractors and developers of the construction industry – have taken the situation. Across the board, there has been a high level of engagement, and a real practical approach to whether situations are safe, rather than ticking the box exercises. This bodes well for an evermore engaged attitude to safety on site in the future.

As we enter 2021, we can now say that we successfully weathered what was hopefully the worst of the storm and are now prepared and provisioned to ride out the rest of the pandemic. We are busier than ever as the backlog of projects put on hold by COVID-19 start to kick off.

There is no doubt that 2020 was a year full of tumult and change but in being flexible and prioritising the mental and physical health and safety of our staff we have managed to not only survive but thrive.





# LARGE PROJECTS AS A CATALYST FOR MEANINGFUL INNOVATION

We recently undertook two major cemetery excavations in London and Birmingham for HS2. While preparing our bid, Headland proposed the introduction of fully digital site recording to manage the enormous volume of data the team would produce. Our project partners were willing to collaborate and our client in London sponsored a trial of three systems during the first stage of trial trenching. Two were successful and were to be carried through to the main excavation works. The most novel of these was paperless recording using a bespoke iPad-based system, which required investment to scale from five users to over a hundred in a little over four months. Funding was secured in concert with our client and the HS2 innovation fund and development was completed in time for the start of the main site works. This large-scale pilot is believed to have been the largest rollout of paperless recording in commercial archaeology in Europe. There were many challenges and continued monitoring and development were required to ensure the safety and quality of the data.

The project was a success. The system was well received by the site staff who used iPads to record around 37,000 contexts in total. With a little auditing we had zero missing context records, zero duplicates and 98% of key fields were complete and valid. This gave us a very strong core record to which we could attach osteological and artefactual data with confidence. This was a remarkable achievement for the team and the paperless system, both of which are now battle-tested and ready for other challenges.

Large projects can have a wildly disproportionate pull on the resources

of a company, including staff, equipment and attention. Care must be taken to avoid those working on more routine projects feeling disconnected from new developments. At Headland we think hard about the legacy left by large projects and build in plans for incorporating the best practices and methods into the normal work of the organisation. This involves testing established practices and adapting systems built for large scale single projects to much smaller, more varied, work. This requires a receptive culture within the organisation and ideas that can scale down as well as up. With paperless recording for example, our challenge is no longer that of scale; but of supporting distributed, disconnected teams working on a wide range of projects.

We have recently established a dedicated innovation department which will provide the resources and momentum to further these goals. The vision of the department is to catalyse innovation and increase the visibility and value of new ideas in the company, with the aim of strengthening Headland's position as a market leader in our industry. We will do this by:

- › acting as a focal point for new ideas, responding quickly, prioritising effectively, and supporting development,
- › seeking ways to measure the value of new ideas by establishing baselines and identifying metrics,
- › looking for opportunities to promote new ideas within Headland, RSK and externally,
- › actively promoting the development and testing of new ideas on project work.

There is a tendency in commercial archaeology to perceive every individual project or situation as completely unique and in need of bespoke thinking and solutions. There are also barriers within and between organisations that can hinder the communication of good ideas, or the realisation that a good idea can have wider applications. Generic skills such as managing change, successfully implementing new ideas and communicating well are often underplayed in favour of purely archaeological or commercial expertise. The innovation department will be working to change these tendencies as well as nurturing and promoting the above throughout the entire organisation. Simple measures such as joining in on routine departmental meetings to discuss ideas, and reaching out to other businesses in our larger RSK family to solve problems are already having a positive effect on our work. We can't wait to share some of our new ideas with clients and industry colleagues over the coming year.



*Written by Jürgen van Wessel*

## A BUMPER YEAR FOR PUBLICATIONS

This has been a record-breaking year for publications. Our expanding Post-excavation section is paying dividends in terms of the volume and standard of our output. No less than 13 projects have been published this year.

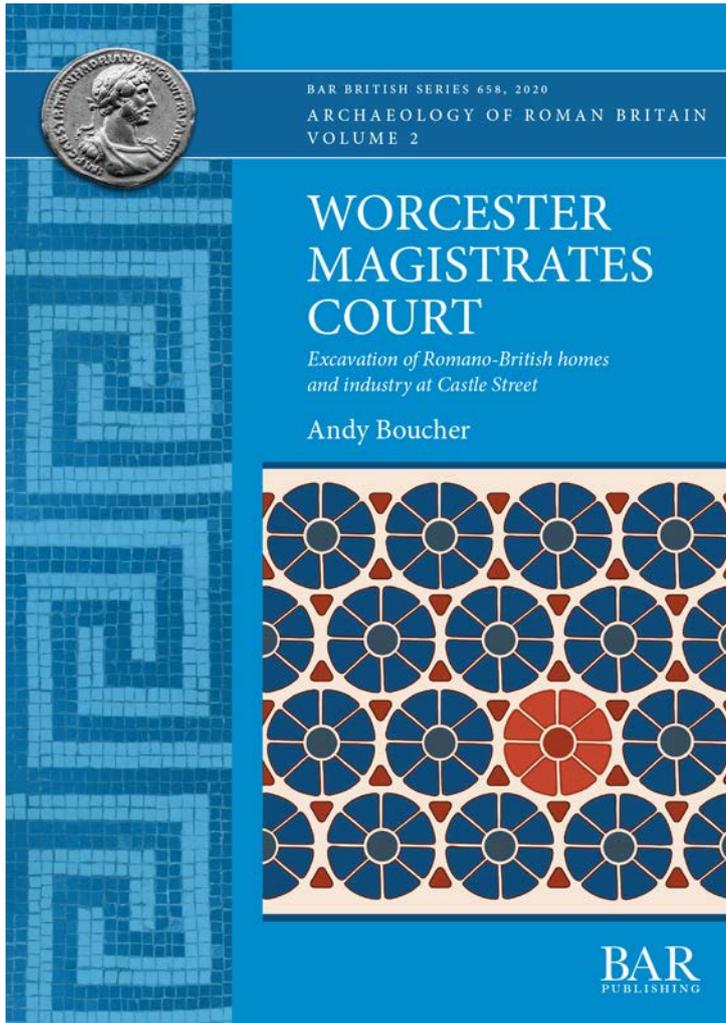
The most substantial of these is *'Worcester Magistrates Court: Excavation of Romano-British homes and industry at Castle Street'*, which came out in October 2020 as a BAR monograph. This book has been a huge effort by Director Andy Boucher and Post-excavation Manager Alex Smith to bring the unpublished historic excavations to light, detailing an industrial quarter of Roman Worcester. Another long-awaited Roman publication was *'Doune Roman Fort, Stirlingshire: excavations in 1999, 2008 and 2010'* by Project Manager Candy Hatherley, which details a series of excavations, whose findings included a beautiful enamelled harness mount, one of Headland's all-time star finds.

Two notable medieval publications recounted the discovery of the Edinburgh's Dominican friary and a blacksmith's workshop at Cheveley. The former included the discovery 88 burials within the church, cloister and external graveyard. One of these was covered with a decorative cross slab indicating that they were probably a benefactor of the friary. Cheveley was notable for the well-preserved distribution of smithing waste which allowed the various stages of the manufacturing process to be plotted out in relation to the structures found. Chronologically it also tied in perfectly with local historical events, including a connection to the de Mandeville rebellion of the 1140s - the site was abandoned at just the time the area was purportedly laid waste.

Going back a bit farther is the publication of the Ness Gap site near Inverness which included details of a Bronze Age cemetery where cremated remains were buried with faience beads and a bronze razor. The latter, unusually, seems to have been buried with a woman.

More recent activity was detailed at Lochrin basin, Edinburgh, where the town's industrial past was uncovered in the form of a slaughterhouse and an early example of a refrigerated cold store.





**ILLUS 1** Decorative cross slab from Edinburgh Dominican Friary    **ILLUS 2** Food Vessel from Ness Gap project    **ILLUS 3** Enamelled harness mount from Doune Roman Fort

Other recent peer-reviewed journal publications include:

Hoffmann & Tierney 2019 '*A Bronze Age Roundhouse at Reading Girls' School*'

Edgeworth et al 2019 '*Between rivers: Iron Age and Romano-British 'island' farmsteads at Vine Farm, Shingay-cum-Wendy, Cambridgeshire*'

West 2020 '*An early Roman farmstead at Cotton Farm, Graveley*'

Edgeworth et al 2020 '*A prehistoric landscape and early medieval evidence at Coventry Road, Cawston, near Rugby, Warwickshire*'

Dingwall 2019 '*Redating and rethinking: the discovery of a cropmark enclosure, burials and kilns at Peterhead, Perth and Kinross*'

Thomson 2019 '*A Middle Iron Age Site at Mayo's Land, Hardwicke: Excavations in 2016*'

Bain 2019 '*Prehistoric and Anglo-Saxon Settlement South of Cirencester Road, Fairford: Excavations in 2015*'

Nor are we slowing down, with at least another eight publications due in 2021, including our nationally important Iron Age metalworking site at Culduthel Mains Farm, Inverness, which will be a Society of Antiquaries of Scotland monograph. Many other projects are in various stages of preparation.



Written by Julie Franklin



**MICHAEL WALLACE**  
*Environmental Manager*

Michael joined Headland in 2020 as Environmental Manager. He oversees all aspects Headland’s engagement with environmental archaeology and has taken a lead role in coordinating environmental analysis of the major A14 Cambridge to Huntingdon Improvement Scheme. He has over a decade of experience in environmental archaeology and a research focus in prehistoric agriculture. Before joining Headland, he was a Research Fellow in Early Crop Agriculture at the University of Sheffield, during which he pioneered geometric morphometric techniques for the study of ancient barley varieties.

## MEET SOME OF OUR NEW STAFF

*“People are the key to our business”*



**ANDREW BROWN**  
*Senior Archaeology Consultant*

Andrew joined Headland in 2020 as a Senior Archaeological and Historic Building Consultant and has over fifteen years’ experience working in the heritage sector. He has an extensive knowledge of archaeological fieldwork practice in urban and rural contexts associated with infrastructure development. He has also worked as an archaeologist outside the UK, in France, Australia and the Republic of Ireland. Previously he worked as an Archaeological Clerk of Works (ACoW) on a number of renewable energy, energy infrastructure and rail projects throughout Scotland.



**SARA MACHIN**  
*Senior Specialist & Post-excavation Coordinator*

Sara joined Headland from the University of Reading, where she spent almost two years as a Postdoctoral Research Assistant. She has broad experience of interpreting site records for the production of assessments and analysis reports and is practiced in the curation of all aspects of project archives, from site records to small and bulk finds, environmental samples and ecofacts. She has extensive experience of working with ceramic assemblages, both pottery and building materials, from a wide range of archaeological periods with a recent focus on Roman Britain.



**AILSAS WESTGARTH**  
*Project Manager*

Ailsa joined Headland in 2019 as a senior archaeologist and was promoted to Project Manager in 2020. She has 9 years of commercial archaeology experience on a wide variety of sites and project types across Scotland, the midlands, south-east and northern England. She also has 4 years of experience working within large construction projects on the strategic planning and delivery of Social Value and Community Benefit contractual clauses as detailed by the Social Value and Public Procurement Acts.



**IAN HENRY**  
*Learning & Development Coordinator*

Ian joined us in 2019 with over 17 years' experience in Learning and Development and nearly 30 years Operational Management experience. He is responsible for the strategy and drive of the Learning and Development team. His experience covers the public sector, national and international private organisations, giving him a detailed understanding of the challenges facing businesses at all levels in developing staff. In the. His role has a focus on the full training and development cycle, performance management processes, employee induction and training delivery.



**MATT BERRY**  
*Project Officer*

Matt joined Headland in 2020 and has over 12 years' experience of undertaking geophysical surveys. He is also trained in using a number of data processing and visualisation packages including AutoCAD and GIS. He has supervised a wide variety of work using multiple geophysical techniques for major infrastructure projects, large linear pipeline and road network schemes, large housing and renewable energy projects, and the aggregates industry. Through his work as a researcher at the British School at Rome he has conducted geophysical surveys at nationally significant sites throughout Europe and Africa.



**POVILAS ČEPAUSKAS**  
*Project Officer*

Povilas joins us with over eight years of commercial fieldwork experience, having worked on a range of excavations in both rural and urban settings across England. He has specialised in the supervision of numerous projects along the River Trent, Derwent and Thames, delivering to clients in the mineral extraction sector and the Environment Agency. He has specialist interest in, and working knowledge of, riverine archaeology and alluvial geoarchaeology. He has also previously worked on international excavations in France, Bulgaria and Lithuania.

## STAFF UPDATES



**AISLING FITZPATRICK-SINCLAIR**  
*Training Officer*

Aisling joined Headland in 2015 as a Site Assistant; in 2017 she was promoted to Supervisor and has carried out a range of projects, including leading a team excavating a late prehistoric site in the Highlands. In 2019 she was promoted to Training Officer and is now a part of the Learning & Development team, where she is responsible for working with departments across the business to develop and implement training and maintain training records for all employees.



**OWAIN SCHOLMA-MASON**  
*Post-excavation Project Officer*

Owain joined Headland in 2018 as a Site Assistant and in 2019 was made a Post-excavation Project Officer, involved with the analysis and interpretation of excavation data from a variety of sites. He has a PhD in late Neolithic and Bronze Age pottery and has worked in a variety of commercial and academic roles. He has also worked as a Roman pottery specialist focusing on the identification and study of Roman pottery kiln sites.

# STRETCHING & MOVEMENT WORK PROGRAMME

The purpose of this programme is to equip you with exercises to help improve your movement and warm up different body areas which are commonly used in the process of using magnetometer equipment. These exercises must be undertaken shortly before a shift and should take no longer than 10 minutes to complete.

## Neck lubrication

- Stand with your hands on your hips and keep shoulders still throughout
  - Gently turn your head to look over your left shoulder, then your right
  - Gradually increase the amount of movement
- 15 reps, 3 sets



## Gastrocnemius stretch (holding on)

- Stand up straight facing a wall
  - Step your affected leg back behind you
  - Keep heel on the floor and toes pointing forwards
  - Bend front knee, moving your body forwards, until you feel a stretch in the back of your calf
  - Make sure your heel does not come off the floor and your back knee does not bend
- 15 rep, 3 sets, 1s hold



## Quads stretch – stand

- Stand up straight, close to a wall or supportive surface
  - Bend your knee on the affected leg, taking your heel towards your buttock
  - Hold onto the top of your foot with your hand, and gently pull your heel closer in, until you feel a stretch in the front of your thigh
  - Ensure you keep your knees together, and hold
- 1 rep, 3 sets, 30s hold



## Middle and lower back lubrication

- Stand with your feet shoulder width apart, with your knees slightly bent
  - Place your arms across your chest
  - Turn your body left and right
  - Gradually increase the amount of movement
- 15 reps, 3 sets, 10s hold



## Hamstring stretch – stand

- Stand up straight
  - Place your affected foot forwards with your foot flat on the floor
  - Keep your back foot facing forwards and soften the knee
  - Make sure the hips are square while you maintain a straight back
  - Gently lean forwards, push your hips out behind you until you feel the stretch down the back of your thigh, and hold
- 1 rep, 3 sets, 30s hold



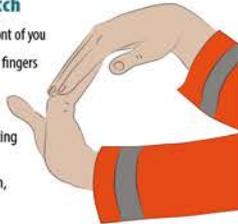
## Upper trapezius stretch

- Start in a seated position
  - Place hand on the symptomatic side under your chair
  - Take your other hand and place it on your head
  - Tilt your ear directly down towards your shoulder and hold this position; you should feel a stretch down the side of your neck
- 1 rep, 3 sets, 30s hold



## PROM finger extension stretch

- Sit in a chair and put your arm out in front of you
  - With your opposite hand, pull back four fingers
  - Leave the thumb out of the stretch; hold this position
  - Turn your hand over, with your palm facing out and fingers pointing down
  - Pull down and back on the fingers again, leaving the thumb out of the stretch
  - Keep your elbow straight
- 1 rep, 3 sets, 30s hold



## PROM wrist flexion

- Extend your affected arm straight out in front of you with your palm face down and drop your hand towards the floor
  - With your other hand, apply a gentle pressure to the back of your wrist and hold
  - You should feel this stretch down the back of your forearm
- 1 rep, 3 sets, 30s hold



# SAFETY, HEALTH & ENVIRONMENTAL QUALITY

During 2019–20 Headland continued to be involved in major infrastructure projects like HS2, but also the Southampton to London Pipeline and Norfolk Vanguard grid connection. These are all projects that require a proactive approach to Health and Safety. Their size also requires the intake of large numbers of new staff, many of whom are unaccustomed to the safety requirements on commercial archaeology sites.

We have therefore focused on raising staff awareness and working to minimise the more common types of injury suffered in archaeology; especially those suffered by inexperienced staff like musculoskeletal injuries. To do this we engaged with a professional physiotherapist who visited our sites to undertake assessment and provide instruction on appropriate exercises and stretches to help minimise musculoskeletal injuries. This is something we had previously trialled successfully on the A14.

As part of the RSK Group, Headland has been able to draw on additional SHEQ support from the RSK SHEQ team. This has opened up an array of new resources to the company including their near miss positive intervention system, which has seen an

increase in capturing minor incidents not routinely picked up. Currently we are now aligning our management systems with RSK Group’s ISO 9001, 14001 and 45001 certified systems.

Like all businesses COVID-19 has provided an additional challenge for our teams during 2020. However, we developed robust procedures and risk assessments for our sites, and where staff were not able to work from home, for our offices. Our procedures were based firmly on government guidance and our teams

were up to the challenges faced by COVID-19. We are proud to say that there have been no COVID-19 outbreaks or known cases of transmission from one member of staff to another at any Headland site or premises.

Despite the disruption of the pandemic we successfully passed our annual ISO9001:2015 audit and again managed to sustain and improve our Achilles UVDB Verify audit scores from the previous year. Looking forwards we aim to be fully certified to 14001 and 18001 by autumn 2021.

EXPOSURE	2020	2019	2018	2017
Total man hours worked	240 344	148 786.25	287 702	237 465
SAFETY	2020	2019	2018	2017
Fatalities	0	0	0	0
HSE reportable injuries	0	0	0	0
Lost time incidents (1–7 days)	1	0	1	1
Incidents requiring medical treatment (MTI)	0	0	0	0
Incident requiring first aid	10	6	4	3
Dangerous occurrences	0	0	0	0
Near hits/misses	7	0	3	3
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





# 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.

### CONSULTANCY

- » EARLY STAGE RISK APPRAISALS
- » EASIBILITY STUDIES
- » MASTER PLANNING
- » ENVIRONMENTAL IMPACT ASSESSMENTS
- » HERITAGE STATEMENTS
- » DESK-BASED ASSESSMENTS
- » EXPERT WITNESS

### CONTRACTING

- » GEOPHYSICAL SURVEY
- » FIELDWALKING
- » TOPOGRAPHIC SURVEY
- » CORING
- » HISTORIC BUILDING RECORDING
- » TRIAL TRENCH EVALUATION
- » MITIGATION EXCAVATION
- » WATCHING BRIEF

### POST-EXCAVATION

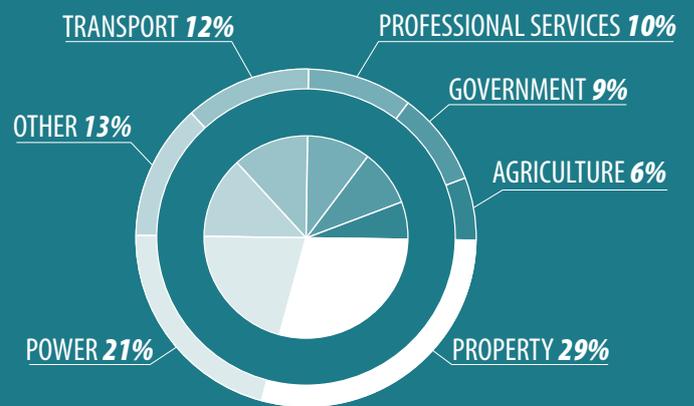
- » ARCHAEOBOTANICAL STUDIES
- » PHOTOGRAMMETRY
- » HISTORIC BUILDING RECORDING
- » ARTEFACT ANALYSIS
- » GEOARCHAEOLOGY
- » HUMAN AND FAUNAL REMAINS
- » GRAPHICS
- » PUBLICATION

# 2019-20 ACHIEVEMENTS

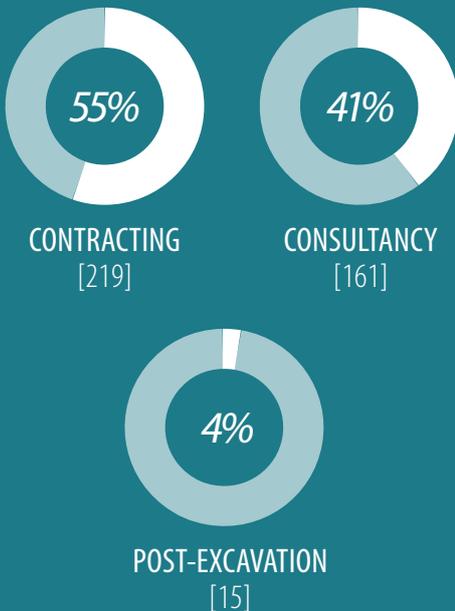
- 12,400 ▶ HECTARES SURVEYED
- 67 ▶ PROJECTS COMPLETED
- 263 ▶ PROJECTS IN PROGRESS
- 46 ▶ PROJECTS FOR ARCHIVE
- 11 ▶ PROJECTS ON HOLD DUE TO COVID-19

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.

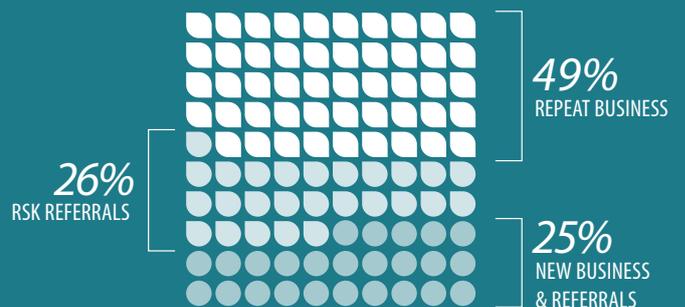
## SECTORS



## SERVICES



## CLIENTS



## NUMBER OF SALES ENQUIRIES



## VALUE OF SALES ENQUIRIES



# BUSINESS DEVELOPMENT

## SALES

Despite Brexit uncertainties the last year was a bumper one for the Sales team. As it was Headland's first full year as part of the RSK Group, expectations were high that this would bring a considerable benefit to sales volumes, and we were not disappointed. The value of sales enquiries went up over 200% to £44M for the year.

The number of enquiries was also up for the year with 944 recorded, compared with 717 for the previous 12-month period. Immediate and tangible benefits to being part of the RSK Group were evident, with approximately 26% of enquiries being RSK referrals. Enquiries were a mix of large road and rail infrastructure, grid connections, private and commercial property developments, and energy sector developments.

Close to 50% of enquiries were from our existing client base, a testament to the high quality after sales service we provide, and our continual investment in building strong, mutually beneficial relationships with our clients.

Looking to the future our position as the UK's premier supplier of archaeological services to infrastructure has us well positioned to benefit from increased government infrastructure spending over the next five years.

## MARKETING

Like much of the rest of the business the Marketing department had a busy year in 2019/20, hosting several community engagement events in coordination with our clients. These included open days on site and as well as attending a series of public outreach events. Exciting updates from the early phases of post-excavation work on the A14 Cambridge to Huntingdon Improvement Scheme made its way into the news cycle several times.

As usual we attended several trade shows and conferences including the UK Infrastructure Show (UKIS) and All Energy in Glasgow.

In terms of our online presence we continued our upward trajectory in followers/likes on all platforms, attracting new audiences through posting consistent content. A particular highlight in November 2019 was a video uploaded to our YouTube titled 'Journey of a Medieval Jug - Excavation to Conservation', which covered the lab excavation and conservation of a Scottish White Gritty Ware jug from our work at the Police Station in St Andrews, which is featured as a case study in this report.

The collaboration between the Graphics and Marketing department once again saw fruit in the delivery of the yearly ClfA

backpage poster and Annual Report. The poster theme, 'A safe bet in uncertain times', was chosen in January 2020 with little notion of how pertinent it would become in the following months. Final production of the Annual Report was initially delayed by COVID-19 but once we got back on track it was decided to send it out in a digital format only for the first time ever. This allowed us to expand our normal recipients from around 700 to over 1000 clients and associates of the business. As usual the report was very well received and even resulted in sales inquiries for future work.

The effects of COVID-19 were felt in the department as with the rest of the business with a slump in website traffic and social media activity and engagement for the first few months of lockdown, but we are pleased to say that as the business has adapted and continued working our audience numbers have gone back to previous levels.

Going into 2020/21 we are striving to continue growing our audience online and expand the content we produce, engaging the public and our clients while maintaining our high standards and quality content.





# BUSINESS OPERATIONS

This was clearly a challenging year for our teams, but also a year that carried a lot of positives. Looking back over the numerous COVID-19 lockdowns, it is incredible how everyone managed to continue to deliver our services for our clients. Where a client was still working and we could get staff to site, we did. In doing so the section owes a debt of gratitude to the People and Business Section who maintained high quality support to keep our employees safe, as well as navigating a new logistics landscape of closures and cancellations.

This year has seen all three of our operational sections grow, with Post-excavation adding a range of specialist skills to their portfolio, the Consultancy team widening their geographic bases and Contracting doubling their capacity over the period. The Business Development Section has provided a steady stream of new work, with the company achieving high levels of sales conversions.

The range and variety of services provided by the operational sections are reflected in the diverse nature of projects we were engaged in delivering. Consultancy services increased their offering of built heritage advice while continuing to service a high volume of enquiries across renewables, road, rail, redistribution of power, retail and housing. In Contracting our geophysics teams experienced unprecedented demand for their services, and in other parts of the section we continued to provide a good balance of pre-determination (trenching) and mitigation (excavation/watching brief) work. The Post-excavation section demonstrated a continued appetite for completing projects with a record number of publications in press by the end of the year, a mix of both historic and current sites demonstrating our commitment to making the results of

our work available to the public as well as an ability to finish the work we do for our clients within their timescales.

## CONSULTANCY

Headland's consultancy team have had a busy year, and like colleagues across the business have had to adjust to radically different working conditions.

Archaeological consultants were probably as well-placed as anyone in the heritage sector for making the transition to working in COVID-19 lockdown conditions. Laptops and mobile phones in place, our daily commutes simply shortened to the stroll to the kitchen/parlour/spare bedroom/cellar and continued as normal.

Our workload hasn't just held up well, it has been our busiest year to date and we are recruiting to expand the team. We worked on 177 projects in the first three quarters of the year and are on track to hit financial targets set before the impact of COVID-19. It would be tempting to put this solely down to astute business planning on our part, having maintained a presence in a wide range of markets (energy, transport, health, housing and commercial property), but it also reflects the benefits of being part of the RSK Group of companies in which one part or another is operating in the respective sectors and exposing us to the wide range of opportunities that brings.

The team's geographic distribution has expanded through having consultants in several of the regional Headland offices (in Edinburgh and Hereford) as well as having several consultants based with other RSK teams in Manchester, Helsby, Oxford, Bristol and Exeter. At present these networking and business development opportunities are partially on hold as we are all working from home on tenders and project work.

The team maintains our internal connections and manages workload via a weekly Teams meeting supplemented by calls and side meetings- this structure was in place prior to lockdown and has served us well as we have faced respective challenges around social isolation, home schooling and cabin fever. Whilst site walk-over surveys have continued during the restrictions, visits to archives and face to face encounters with clients and curators have been replaced with video calls. Opportunities to escape the home have been a rare pleasure over the past 12 months rather than a routine chore to fit into busy schedules. These working arrangements have led us to re-evaluate how things will proceed post-pandemic; we will reduce travelling and hold more meetings remotely, and colleagues have demonstrated their ability to work effectively from home when necessary. Offices will continue to be key locations for meeting colleagues and accessing services, but no longer the anchor they once were.

Our work remains satisfyingly diverse, including risk appraisals, routeing studies, desk-based assessments, EIA chapters, built heritage assessment and recording, WSI's, clerk of works, expert witness support and general technical advice to clients facing heritage constraints. Our role is complementary to our colleagues in the contracting, post-excavation and geophysical teams: sometimes collaborative on the same projects but often independent on schemes for which there is no contracting element or where consultants are brought into established project teams. Having access to a wealth of archaeological expertise in-house has significantly strengthened the consultants' technical advice. We can easily bring the knowledge and experience of individuals to bear on clients' projects. We have readily utilised this for ongoing programmes of

fieldwork for infrastructure projects, and it is beginning to inform technical advice for the procurement and management of the associated post-excavation work.

During the past year the consultancy team has worked closely with clients, colleagues and contractors to deliver a wide range of projects across all sectors throughout the UK. Notable projects have included the provision of long term support to new development on Liverpool Docks, a growth in solar farm projects across England and wind farm developments in Scotland and Wales, ongoing support for energy and gas distribution projects nationwide on behalf of National Grid, Scottish Power, Cadent and Northern Gas Networks, and continuing to provide support to major infrastructure schemes across England including HS2, road and other rail schemes.

The consultants benefit from being part of a team with diverse career trajectories bringing a range of experience and knowledge which informs and enriches our work, with team members are active in professional bodies (CIfA and IHBC) as well as regional societies.

We will soon emerge from lockdown, blinking into the sunlight, eager to insert more human contact into our busy working lives. An interesting year lies ahead!

## CONTRACTING

We started the year with all of our carefully laid plans thrown into disarray by the COVID-19 pandemic and the UK-wide lockdown. Work on some sites was suspended and work on others carried on. Many in the team were furloughed, but the majority were brought back to work relatively quickly. The year since has been a process of learning to work with new systems and processes, and in many senses trying to get back to as normal as possible in delivering the huge volume of work that we have in front of us. Even without the pandemic, this year would have felt very unusual in terms of the sheer number of large contracts that Headland is servicing. The whole of the contracting team has worked incredibly hard to deliver this and all should feel proud of their efforts.

We have all been learning about COVID-19 protection measures from scratch: trying to accommodate increased demands for facilities, vehicles and space within our projects; and keeping up to speed with the latest advice and rules on social distancing and self-isolation. We have also been investing significant effort in training our team members with the skills they need to advance their careers, developing packages to advance site assistants into their first supervisory positions and beyond. Our technical and data team has been continuing the development of paperless recording systems and helping to train other team members in survey and data management techniques.

The team based around our South & East office started the year delivering a hugely challenging evaluation of an oil pipeline route, which was completed successfully and helped bring some valuable new team members into the section. The team are also supporting much of the work on HS2 Central and will soon be kicking off evaluation works on a major road scheme in Essex.

Meanwhile the Midlands & West team has continued its support of LM-JV on the North sector of HS2; finally finishing off the Park Street burial ground, unveiling some very significant historic railway remains at Old Curzon Street Station and exploring medieval Digbeth; before moving out into the rural areas of the scheme to tackle two major sites in very challenging wintery conditions. These sites have also been major intakes for many of our much-valued site assistants, all of whom will hopefully find rewarding careers with us.

The geophysics team, based mainly around our North office, has barely slowed down all year, with sites running even at the beginning of lockdown, when many other contracting projects were on pause. Their early involvement in a number of road schemes and large solar farms will pave the way for future contracting work around the country. The fieldwork team from the North office have been up and down the country, supporting our delivery of major infrastructure projects in East Anglia and elsewhere.



The Scottish team have also been working on projects all over the country; from a large wind farm in Shetland to major onshore power schemes in Lincolnshire and East Anglia, and all points in between. That this team has the knowledge and experience to service such a varied array of developments and archaeology speaks volumes about Headland's commitment to developing and retaining skilled staff within the business.

Last, but not least, there is a world outside of large infrastructure contracts, and team members from all parts of the contracting section have been helping to sustain commitments to other clients and deliver works on sites from housing developments to urban metro systems.

## POST-EXCAVATION

The Post-excavation section saw continued expansion this year, as we increased our capacity and diversified our skillset to accommodate an ever-growing body of work. Dr Owain Scholma-Mason became our second post-excavation project officer, while Dr Sara Machin joined us as a senior finds specialist and post-excavation coordinator for our South & East office. Working together with existing staff, they have been instrumental in helping to achieve our record-breaking number of publications in the year, while also bringing in-house much-valued finds specialisms in prehistoric

pottery, Roman pottery and Roman ceramic building material. Our finds capacity has also been increased through the continuation of our programme of internal specialist training.

The biggest expansion this year has been in the Environmental department. Sue McGalliard moved over from fieldwork to become our first dedicated osteologist, while Dr Michael Wallace joined us from University of Sheffield as our first ever full-time environmental manager. Michael has overseen the continued growth and development of the department, with new processing facilities established at our Cleckheaton office, and new financial and logistical systems developed to improve efficiencies. In addition, Kate Turner also recently joined us as a senior environmental specialist, bringing with her a diverse skillset in areas such as archaeobotany, malacology (mollusca), tephrochronology and pollen analysis. This development looks set to continue into 2021 with an expansion of our capabilities to include dedicated geoarchaeological expertise.

The growth of the Post-excavation section has come despite the significant disruption caused by COVID-19 from March 2020. In this we were helped by already having an extensive and established work programme that was – for the most part – well set up for remote working from home. At the core of this was the A14 Cambridge to Huntingdon project, which is among the largest single

post-excavation projects ever undertaken in the UK. We started the three-year analysis and publication phase of this project in 2020, with data systems developed that enabled the large team to operate effectively on a remote basis and hit all milestone targets. As part of the A14 project, the first two of our Masters studentships at University of Reading were awarded in 2020, with the successful students contributing towards the academic outcomes of the wider project.

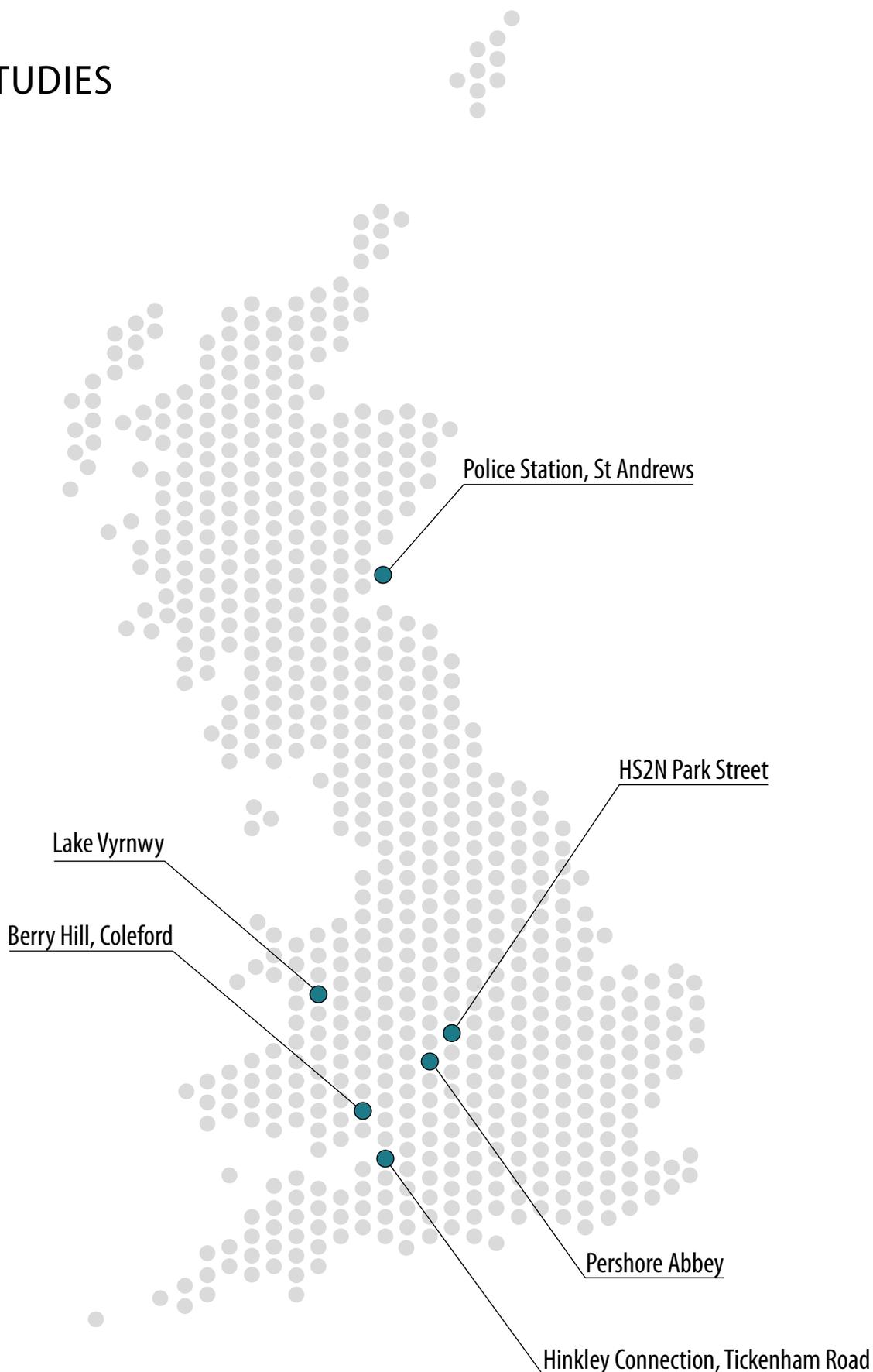
Other significant post-excavation projects undertaken this year include those from the HS2 scheme, notably the huge 19th-century cemetery at Park Street, Birmingham, and an Iron Age and Roman farmstead with multiple corn-dryers at Fosse Way, Warwickshire. Elsewhere was an important multi-period landscape study in the Clyde Valley and a major Iron Age settlement at Lower Callerton in Northumberland.

The growth and achievements of the Post-excavation section have come despite the pandemic-led turmoil of the past year, which is in large part testament to the continued hard work, dedication and enthusiasm of our staff. If there is one positive to have come out of the lockdown it is that the regular use of Microsoft Teams as a way of communicating between staff based all over the UK has helped to break down any regional barriers and fostered a greater sense of cohesiveness within the section, which bodes well for the future.

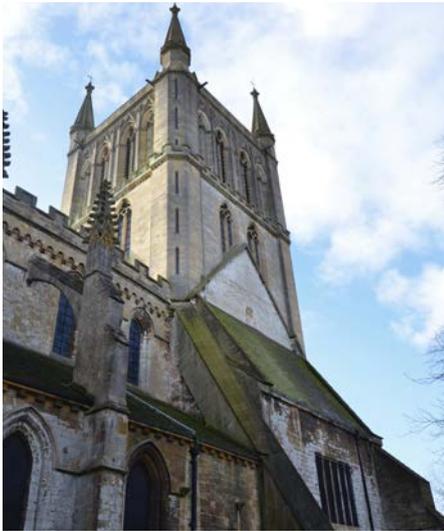




# CASE STUDIES



# Pershore Abbey



Location	Worcestershire
Sector	Conservation
Client	The Abbey Church of the Holy Cross Pershore
Services	Historic Building Recording

## Headland faced challenging access conditions to record and analyse previously unknown historic building features from the 12th century at Pershore Abbey.

We were appointed to carry out a Level 3 Historic Building Record during enabling works at Pershore Abbey for the installation of a new pipe organ and formation of a new blower room in the roof void of the north aisle. The abbey is a Grade I Listed Building and was formerly part of the Benedictine Abbey of St Mary and St Edburgha, founded in the 7th century. An early Saxon church was replaced shortly after the Norman Conquest with a stone-built structure which has been subject to repeated episodes of fire, rebuilding, collapse and demolition resulting in the current form of the church.

### Project highlights

- » Discovery and recording of previously unknown features from the earliest Norman phase of the church.
- » Overcoming challenging access and cramped recording conditions in coordination with the conservation team and architect for the project.
- » Analysing the significance of the findings and contributing to an understanding of the history of the abbey.

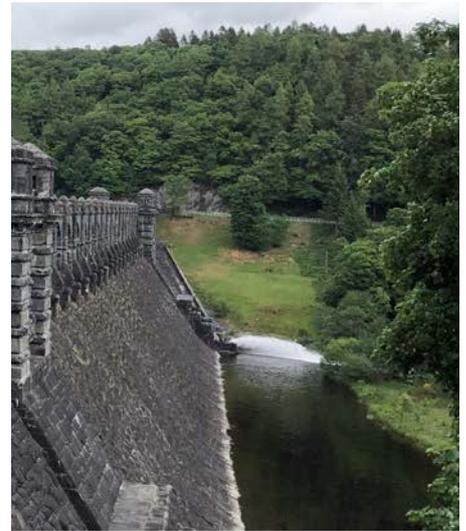
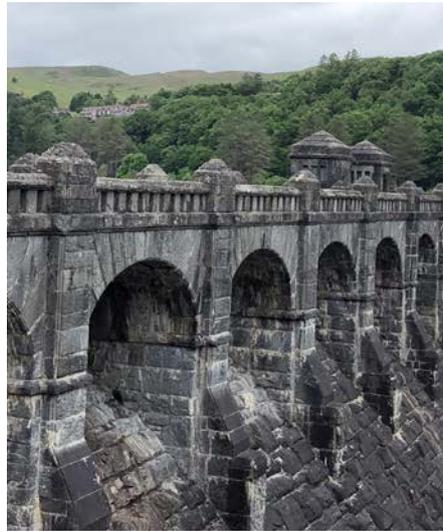
The need for historic building recording works was identified when a hitherto unknown Romanesque masonry arch and column were exposed within the former gallery arch between the north transept and north aisle, beneath a rubblestone face. The architect for the scheme (Robert Kilgour) identified that the masonry arch was not tied into the fabric of the adjacent jamb or arch voussoirs. The pink colouration and fractured appearance of the inner masonry arch suggested it had been subject to extreme heat, potentially from a fire in the 13th century.

The programme was successfully executed in February 2020 and discovered a previously unrecorded feature of the earliest Norman church: gallery arches from both transepts divided by two smaller Romanesque arches. While of a simplified form, this feature has parallels elsewhere, including the gallery arches of the transepts at Hereford Cathedral. Access to the works area was via scaffold towers, six metres above the floor of the church, allowing elevation drawings to be produced by hand.

The programme also identified that the fire-damage to the arches is likely to have been sustained during a fire in 1223. During the subsequent rebuilding between 1230–39 it is probable that the gallery arches were infilled and sealed within the transept walls, resulting in the form visible today. In the north aisle it is clear that the collapse of the north transept and its rebuilding in the 17th century has removed the second corresponding Romanesque arch.

The Romanesque arches form part of the earliest phase of the surviving late 11th–12th fabric at Pershore Abbey. They are therefore of interpretive value in understanding both the design ambitions for the original church and the evolution of Anglo-Norman architecture in its earliest phase. They also provide an enhanced understanding of Pershore Abbey’s group value with Tewkesbury Abbey and perhaps the cathedrals at Gloucester and Hereford, further contributing to the national importance of the structure.

# Lake Vyrnwy



Location	Powys, Wales
Sector	Infrastructure (Road)
Client	Hafren Dyfrdwy
Services	Heritage Impact Assessment

**COVID-19 has presented challenges across the entire heritage sector meaning Headland has had to find ways to work around restrictions to deliver for our clients on time and budget.**

Headland were contracted by water company Hafren Dyfrdwy to carry out a heritage impact assessment of proposed improvements to the car parking at the visitor centre for Lake Vyrnwy. The site is surrounded by the Lake Vyrnwy Nature Reserve and Estate which is designated as a national nature reserve, a Site of Special Scientific Interest, a Special Protection Area, and a Special Area of Conservation. The area is also designated as a Conservation Area and includes 23 Listed Buildings, including the Grade I Listed reservoir dam. Some of the proposed improvements constituted permitted development but others required planning permission. Pre-application advice from Powys County Council was that a heritage assessment was required to support the planning application.

Other than the assessments in advance of the designation of the 23 Listed Buildings and the Conservation Area no previous archaeological or built heritage assessment work is known to have taken place within the proposed development area.

Due to closures brought about by Covid-19 restrictions in May and June 2020 it was not possible to consult the Powys archives or to search the aerial photos held by the Central Register for Aerial Photography Wales (CRAPW) and the Royal Commission for Ancient and Historic Monuments Wales (RCAHMW), and so online sources were consulted instead. A site visit was undertaken (following a Covid-19 risk assessment) to examine the current conditions of the site, identify any previously unrecorded historic assets and to determine the baseline setting of historic assets in the study area.

The assessment concluded that the proposed works will have little or no impact on any below ground archaeological remains that may be present within the site due to the limited nature of groundworks and the previous disturbance that will have occurred when the carparks were created and the existing culverts were installed.

## Project highlights

- » Use of online sources to inform the assessment agreed with the LPA in the absence of access to the archives.
- » Results of the assessment informed the design to minimize impacts on the conservation area and listed buildings.
- » Working collaboratively with the wider project team including engineers, ecologists, planners and landowners.
- » Successfully agreed the level of impacts with the local authority's archaeology and conservation advisors.
- » Planning permission was granted with no archaeological or heritage conditions due to the low level of impacts.

# 100 North Street, St Andrews



Location	Fife
Sector	Housing
Client	Waverley Tweed Ltd
Services	Trial Trenching, Mitigation Excavation, Publication

**Headland were presented with a unique opportunity to conduct one of the largest open area excavations in the centre of St Andrews in more than two decades, encompassing two burgage plots.**

In early 2019 Headland was commissioned by Waverley Tweed Ltd to conduct a programme of archaeological works including trial trenching and a subsequent excavation on a development site at 100 North Street, St Andrews (formerly occupied by a Police Station). The work was required to meet a planning condition for the proposed development of two buildings forming 17 flats with underground car parking and associated services. The area was recognised as having high potential for archaeological survival due to its location in the centre of the medieval burgh of St Andrews. The site occupied two historic burgage plots, including their frontage on North Street. Trial trenching established that no medieval remains survived at the front of the site, but towards the rear several features dating to the medieval period were present beneath a 1m thick deposit of garden soils. The excavation was the largest open area excavation in St Andrews since the Byre Theatre excavations in 1998 and offered a rare glimpse into the backlands of two burgage plots.

## Project highlights

- » Largest open area excavation in St Andrews in over 20 years.
- » Discovery of a complete Scottish White Gritty Ware jug.
- » Collaborative team pulling together research for the publication, including medieval pottery and fishbone experts.
- » Five stratigraphic phases on site provide key evidence of the expansion of one of Scotland's most important burghs.

The excavation targeted the centre and rear of the development area and revealed five separate phases of activity, with internal divisions, rubbish pits, quarry pits, water management features, a cess pit and a kiln all excavated. The pottery assemblage largely dates from the 12th to mid-14th centuries. In a rare discovery, a complete intact Scottish White Gritty Ware jug dating to the 13th–14th centuries was recovered from one of the pits; its excavation back in our lab was subsequently filmed and uploaded to YouTube. Our graphics team also produced a 3D model of the pot using photogrammetry software, allowing detailed viewing of the surface without repeated handling of the delicate artefact.

The excavated features from the site represent activities within two adjacent burgage plots over the course of several centuries during the medieval and post-medieval periods. Although five stratigraphic phases of activity were identified, at least three and more likely four of these phases may belong to a period of only a few hundred years, at a time when St Andrews was growing and developing as an important Scottish burgh. As part of the post-excavation process, samples from across the site were sent for radiocarbon dating. The results of this dating process allow us to better understand the sequence of events and suggest that the activity represented is even earlier than anticipated.

Since the excavation concluded we have delivered several talks on the site and a publication on the results is planned for 2021

## Berry Hill, Coleford, Gloucestershire



Location	Gloucestershire
Sector	Housing
Client	Barratts and David Wilson Homes, South Wales
Consultant	The Environmental Dimension Partnership Ltd
Services	Targeted Topsoil Stripping, Mitigation Excavation, Post-excavation analysis and Publication

### Project highlights

- » Proactive project management and good stakeholder relationships resulted in a 58% cost saving from the original budget for the client.
- » Successful skill and evidence-based approach to archaeological interpretation.
- » Prompt agreement with curator for post-excavation and dissemination programme.

**Headland's skills in project management and our excellent professional relationships with curators and consultants can save our clients money. When initial phases of work suggested the density and significance of archaeology was not as high as anticipated we worked closely with the consultant to present a reasoned argument for the reduction in requirements for later phases of work.**

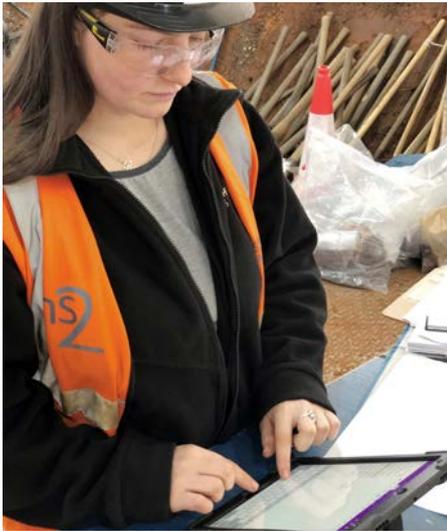
Headland were appointed to undertake the excavation stages of this 11 ha site, following on from geophysical survey and trial trenching programmes. The developer had planned construction works over five consecutive phases, with a scheduled programme of archaeological investigation and interim reporting after each.

Following completion of the topsoil strip of the first phase of works, it was apparent the archaeology present was neither as extensive or densely spread as had been indicated from the previous phases of work, nor of such significance. Working closely with the project consultant, Headland implemented an alternative plan for the remaining four phases of work. This was designed to maximise our understanding of the archaeology present, at the same time as using the information to then assess the potential of the remaining areas in more detail.

As a result, the consultant had sufficient evidence to approach the curator and propose that archaeological works on site could be concluded after three phases instead of five, with Phase 3 also being reduced in scope. This resulted in a saving to the client of over 50% of the original budget, both in the field and in relation to post-excavation reporting.

In addition to working closely with the client and consultant to achieve a positive outcome on this project, it was also one of the first non-HS2 projects to resume following the lockdown in the first half of 2020. Phase 1 of the works had been halted during March 2020 and all efforts were made to resume the excavation on site as soon as feasible in early Summer. The challenges of ensuring that works were made 'Covid-safe' were met through a combination of new procedures, use of additional vehicles and regular check ins with the site staff to confirm that everyone was safe and healthy. This proactive methodology meant that the client was in a strong position to commence works on later phases as soon as feasible, once Phase 1 was complete.

# HS2 North, Park Street



Location	Birmingham
Sector	Infrastructure (Rail)
Client	LMJV on behalf of HS2 Ltd
Consultant	DJV
Services	Geophysics, Trial Trenching, Mitigation Excavation

**HS2 is currently the largest infrastructure project in the UK and presents a unique opportunity for archaeologists to uncover and analyse a large swathe of archaeological remains. From 2018–2019 MOLA Headland Infrastructure (MHI) excavated and exhumed approximately 10,000 individuals from the post-medieval Park Street burial ground in Birmingham.**

**Project highlights**

- » 4,173 burials excavated by archaeologists.
- » Evidence of autopsies, craniotomies, dissection and amputations found
- » 28 brick-built tombs recorded.
- » Featured on BBC Two documentary 'Britain's Biggest Dig'.

The site at Park Street, Birmingham, is due to be the new station terminal for HS2; work began in October 2017 to investigate the historic site, and removal of the burial ground began in October 2018. All human remains discovered during work for HS2 were treated with dignity, care and respect, in the manner of their removal from the ground, in the way they are looked after while out of the ground and in the manner of their reburial. The project was a logistical challenge involving multiple stakeholders including the client, consultant, subcontractor exhumation teams, and, last but not least, an encapsulation structure (large tent) constructed over the works to shield them from the public eye. MHI managed the whole operation including the erection of the tent, the civils supply chain including the exhumation subcontractor and all groundworks; and managed the design and completion of clearance works adjacent to the Network Rail retaining wall to the south.

Previously known as Park Street Gardens, the site was previously part of the medieval parish of St Martin's, with the eastern boundary of the site possibly representing a medieval deer park. The burial ground itself was an overflow cemetery for the church of St Martin-in-the-Bullring. Historically, Park Street was not thought of as a popular place to be buried due to its location some 400m from the church building. In total, 4,173 burials from the site were excavated by archaeologists; the rest were exhumed by our exhumation subcontractor, bringing the total amount of individuals recovered from the cemetery to approximately 10,000.

Between 1849 and 1855, the railway line was constructed through the southern end of the burial ground, forming a physical barrier between the cemetery and the church. The railway impacted the burial ground again in 1894, when the existing line was widened by the London North Western Railway (LNWR) company. Both the construction of the original line and its subsequent widening removed parts of the burial ground.

In modern day the area was an urban park located adjacent to the railway line in the north-eastern part of central Birmingham; Fazeley Street splits the site into two distinct areas; north and south.



Across both sites were various examples of people buried with jewellery and/or personal items such as glass or ceramic beads and metal finger rings; as well as several examples of shell or ceramic buttons from clothing.

### North

In the north graves were aligned east-west and organised in well-spaced rows, with burials in stacks within each grave; 1,924 burials were excavated from this area. However, unlike the south, graves excavated in the northern area were exclusively earth graves containing wooden coffins.

A single brick structure was recorded during cofferdam works. A high frequency of charnel and medical waste was recovered from this area including evidence of autopsies, dissection and amputations; with many of the remains exhibiting post-mortem modifications having undergone craniotomies. This medical waste may have come from a medical school that was opened near Park Street by William Sands-Cox in 1823. Preservation of bone was less varied here than in the south, with overall preservation being good to very good. Two individuals were buried with ceramic plates in their coffins.

### South

The graves in the south area were also aligned east-west and arranged in neat, well-spaced rows, with some minor infilling between them. The majority were earth graves containing wooden coffins, buried in stacks; 2,249 burials were excavated from this area.

In addition to the graves, 28 brick-built tombs were also recorded. Just under half of these were located within the south-eastern corner, with the other 15 spread out across the rest of the area. Whilst these were all built at a similar time, they varied greatly in shape and size but also in their overall design. One reason for this probably relates to the cost of building; although there were no overtly 'wealthy' tombs on site, it was clear that some of the structures were much larger and better built than others.

Preservation of bone varied greatly across the south. Generally, burials higher in the grave stack were less well preserved than those lower down. Overall, the bone preservation was moderate to poor while the coffins and coffin furniture preservation was generally poor, excepting that coffin furniture which was found within the brick structures. Two individuals were buried with ceramic plates in their coffins and another two were buried with copper coins over their eye sockets.

### Summary

The Park Street excavations were featured on the three-part BBC Two documentary 'Britain's Biggest Dig' which began airing in September 2020 in the UK. Having finished up on site the focus is now on the analysis of the skeletal material and writing the report and subsequent publications associated with this site and HS2. The remains will all be reburied in consecrated ground at Witton Cemetery in Birmingham, which was selected due to its proximity within the city and the Diocese, and its urban parkland setting which is similar to that of Park Street Gardens.

A monument to the those buried at Park Street Gardens will be erected in Witton cemetery in due course and the surviving headstones from Park Street relocated to the new burial site. Around half of the population from Park Street Gardens have already been reburied at Witton and the remaining individuals will be reburied in the coming months.

# Hinkley Connection Project: Tickenham Road



Location	North Somerset
Sector	Power
Client	J Murphy & Sons Ltd (JMS)
Consultant	RSK
Services	Consultancy, Watching Brief, Controlled Strip, Mitigation Excavation, Post-excavation Services

**Headland worked closely with JMS and National Grid to integrate multiple stages of mitigation into the construction programme for the Hinkley Connection Project, uncovering important evidence for Roman occupation and industry. Significant public health and logistical challenges were overcome through innovation and collaborative working to deliver all phases of fieldwork on time.**

Headland undertook multiple stages of archaeological mitigation works during the pre-construction and construction phases of Stage 4 of the Hinkley Connection Project. This major infrastructure project connects the new nuclear power station at Hinkley Point C to the national grid. Stage 4 of the project comprises the installation of 10km of underground electricity cables between Nailsea and Portishead, crossing the North Somerset Levels and Tickenham Ridge close to the Bristol Channel.

The archaeological works commenced with a preliminary stage of watching brief during geotechnical ground investigations. Subsequent work included three advance excavations totalling 2.8ha, controlled topsoil and subsoil stripping of 8ha (1.7km) on the steeply sloping north flank of Tickenham Ridge, and a watching brief carried out across the remainder of the scheme.

Working closely with the Principal Contractor, JMS, on behalf of National Grid, the archaeological works were integrated into the programme over an 18-month period between April 2019 and November 2020. Alongside the fieldwork, we provided a Contractor’s Archaeologist to JMS to ensure compliance with DCO documents and secure consents, to support liaison with National Grid’s Archaeological Clerk of Works and the archaeological consultees, and to oversee integration of the site work into the construction programme.

During the project, an area of advance excavation at Tickenham identified that the remains of a Romano-British ironworking site, comprising a stone-built structure and surrounding field system, which extended northwards into an area earmarked for a later watching brief. In order to minimise the risks to the construction programme Headland liaised with National Grid and the archaeological consultees to agree an additional area of advance excavation in this location. Covering an area of 0.4ha, the site contained the remains of an industrial and domestic Roman settlement with trace evidence for earlier Iron Age activity. Excavated features included at least three phases of superimposed metallised surfaces, stone-built structures and ironworking activity, concentrated within a small area of the wider site.

## Project highlights

- » Archaeologically controlled excavation of c 11ha/2.4km of the cable route.
- » Archaeological monitoring of c 17ha/7.5km of groundworks.
- » Close collaboration with Principal Contractor to integrate archaeological works into all aspects of the construction programme.
- » Excellent working relationship with curator to ensure works proceeded to the requisite standard and to release areas for construction.
- » Continuity of work through COVID-19 pandemic, all seasons of weather and challenging topographies.



The excavation proved technically challenging, with a complex stratigraphic sequence. Additional complexities were posed as the works were undertaken during the early stages of the COVID-19 pandemic and subsequent record heatwave during the summer of 2020, requiring closely monitored staffing levels, working practices and welfare arrangements.

In order to overcome issues surrounding social distancing and limiting contact on site, measures were put in place to provide remote progress updates to the archaeological monitors via online GIS, with interpretive survey and photographic data regularly updated to accompany progress reports in the latter stages of the project.

All excavation and watching brief works were successfully completed by November 2020. Post-excavation work is currently in progress by our in-house specialists and publication team.



# OUTLOOK

It is truly amazing how far Headland has progressed since it was founded 25 years ago. Despite that, the theme for this upcoming year is 'new starts'. New because we are looking for the next generation of archaeologists from universities or different career paths. New because many of the innovations we have been working on have started to become the norm within the company: paperless recording, electronic diaries, and the use of technology on sites to increase our understanding of what we find.

That said it is also interesting that the basic principles on which the company was founded stay the same; in fact it is these philosophies that allow the company to adapt so smoothly to the changing business environment within which it operates. At Headland it is as simple as **A-B-C**:

**A**rchaeology - our new innovations and increasing number of specialist skills both in the field and lab mean that we deliver a more holistic product, which we can develop and improve.

**B**usiness - the increasing strength of our commercial team and future use of individuals from the construction sector make us more aligned with our clients, providing smoother interactions.

**C**areers - our investment in market-leading training with over 200 modules, a dedicated full-time learning and development team and regular planned training mean that we can develop and up-skill our work force with more confidence and control.



Andy Boucher  
Director of Commercial Operations

*This is going to be an exciting year for Headland with lots of positive change and some great archaeological outcomes. I'm privileged to be working alongside those who will help make this happen.*

# A SAFE BET IN UNCERTAIN TIMES



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