



ANNUAL REPORT

2021



THIS YEAR'S CONTRIBUTORS

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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 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.

In 2018 our success and respected industry reputation led to our acquisition by the RSK Group, an environmental and engineering company which has a similar ethos, where 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 and regularly collaborating on projects with other companies from across the group to provide truly integrated services.

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

LETTER FROM THE MANAGING DIRECTOR

Last year was the busiest year we have ever had. Great news, but it came at a cost and at times we were stretched beyond what was healthy or sustainable. I'd like to thank all our teams for their efforts in eventually getting through it and supporting each other. Thankfully, things are calmer now as we plan ahead for another busy year – see 'Outlook for 2023'.

Much of the work was as expected – lots of site investigations and mitigation works on infrastructure projects and much of it in the South and East of England. Many of these projects started at the same time, and with some projects which should have finished running on for reasons beyond our control, it made pre-start planning – the most important part of any project – extremely challenging.

We see continual improvement as an essential part of our business and learnt a great deal from last year; both the good and the 'could have done better'. All this feeds back into what we do and how we do it, and over time we will see the continuous improvement we strive for. On a similar note, we were very pleased to have achieved ISO 14001 (Environmental) and ISO 45001 (Health and Safety) certifications to add to our ISO 9001 (Quality).

As predicted, resourcing became an issue as we no longer have easy access to our European colleagues. We did see this coming – see my letter from last year – and had planned as best we could. We had a very successful campaign to bring in fresh graduates

and under-graduates with little or no experience and provided formal training packages which were well received. We will continue to encourage graduates to take up a career in the commercial sector; we know not nearly enough are for all sorts of reasons. But we need to go further and think about the work we do and how we can use non-graduates for some of what we have traditionally done.

Last year also saw us investing further in our business, bringing in new skills and services such as geoarchaeology, community engagement and post-excavation analyses, and increasing the Learning and Development, SHEQ, Innovation and Technical Services teams to meet client expectations. We have also continued to bring in skills from outside the sector in management and specialist support roles.

More than three years into being part of the RSK Group, we find ourselves amongst some 150 companies from across the world and are starting to see some international opportunities, something we have always dreamed of being involved in.

This year we hope to grow further but if we can't due to available resources, we may have to be more selective in the work we do. There are some possible plusses to this – we can focus on those areas where we know we excel providing better value for clients alongside improved returns for the business - but ultimately this is not good for business and not good for the sector. So, we will make it our priority to find another way first.



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*We see continual improvement as
an essential part of our business.*

RUSSEL COLEMAN
MANAGING DIRECTOR



SERVICE EXPANSION

Over the decades, Headland have consistently been ahead of the game in identifying new services to meet the needs of our clients. In the past year, a marked increase in the demand for certain scopes of work has led to us developing new teams within existing departments and formalising others. Much of the drive for this is a move within the industry to ensure that the benefit and value of the work we do is maximised. Headland's growth in new directions now allows us to service clients even further in-house, enhancing an already integrated approach across our existing departments.

Metal Detecting Surveys

We have seen an expansion in the requests for metal detector surveys as a stand-alone piece of work. Historically metal detecting has always been part of the standard package of tasks undertaken during excavation or trial trenching, particularly on sites where metal artefacts might be expected, and usually completed following a topsoil strip, surveying the surface of features to be excavated. However, it is increasingly being used as a stand-alone technique to identify clusters of material, as part of a range of broadly non-intrusive investigative measures to locate previously unrecorded sites. This approach can be particularly effective for finding sites which do not traditionally 'show up' through geophysical survey, which is sometimes the case with sites of Anglo-Saxon date.

An understanding of the effectiveness of stand-alone metal detecting as a technique is filtering through to archaeological curators, who are then requesting these programmes of work. To meet the demands of these kinds of projects, Headland have drawn on the existing expertise of the geophysics staff, who are well used to conducting large-scale survey works on linear projects, particularly in pre-planning stages when maintaining relationships with landowners and tenant farms is even more key. We have also pulled in expertise from external metal detector specialists to train up our staff to provide them with the skills to effectively carry out metal detector surveys at this scale. Investment in new standardised metal detectors has also allowed consistency of output across the company, further enhanced by updated methodologies, risk assessment processes





and documentation to cover these kinds of works.

It will be interesting to see the direction that this service progresses in; to some extent the requirement on infrastructure schemes has been directed by a handful of particularly proactive curators, but it seems likely that as heritage projects become generally more holistic in nature, drawing on the full range of data gathering options available will soon become more routine.

Geoarchaeology team

Through the course of 2021 we identified a substantial uplift in the demand for geoarchaeology services. Geoarchaeology applies earth science techniques to understand the formation of archaeological sites and the landscape in which they are situated. The uplift in demand can be partially attributed to the publication of Historic England's Deposit Modelling and Archaeology guidance in early 2020, which is itself part of a wider trend across the industry to place greater emphasis on understanding sites in their past environment and landscape setting. Again, this points to a general move in heritage where more holistic methods are being championed, to maximise the value of the work being undertaken in the field.

Specifically, this has resulted in an increase in the number of tenders through the

might be expected, and at the end, to reconstruct the landscape contemporary with the original occupation of an archaeological site.

Although geoarchaeology and deposit modelling was something Headland had previously undertaken on occasion in relation to specific projects, we had limited in-house expertise. With the commission of a significant programme of boreholes and test pits in relation to a large linear road upgrade scheme, it was clear that there was an opportunity to build internal resources and add geoarchaeology to our portfolio of services. To achieve this, a team of four are now employed, led by Michael Wallace, our Environmental Archaeology Manager. Tom Gwilt, our Geoarchaeology Coordinator, has a background in geology and mineral exploration; he oversees fieldwork and liaises with colleagues in the geotechnical sector. Our geoarchaeology specialists are Christine Milton and Jason Stewart, supported by technician Natasha Kozlowski. Christine and Jason are established geoarchaeologists with many years' experience operating the UK commercial archaeology sector, bringing expertise in wetland and estuarine landscapes.

Expanding in this direction was also a natural fit with a number of our sister companies within the RSK Group, as there are several who provide drilling and geotechnical services, allowing us to partner with them, providing geoarchaeological expertise on their projects and pulling in their drill rig resources for the archaeologically led projects.

The coming year will be an interesting time for this emerging department, not least establishing where it best fits within the company structure and how it can be of most benefit to our clients by building a repertoire of successful projects.



door which specify the need for Predictive Deposit Modelling. This is a process by which existing geotechnical data and newly gathered purposive geoarchaeology data, primarily from boreholes and test pits, is used to construct a model of sub-surface strata. These models may be created both at the beginning of projects to inform where and what kind of archaeological remains





Community archaeology and outreach

Demand for community engagement in developer-led projects has been increasing in recent years, particularly driven by large infrastructure projects where social value and public benefit is built into the overarching scope. It is recognised that archaeological work undertaken in relation to construction forms a major source of the discoveries and research undertaken across the UK in any single year, uncovering important sites that would otherwise not be investigated. Community engagement programmes aid developers in highlighting the importance of their contribution to national heritage and identity as well as providing excellent opportunities to offset development impacts and meet engagement targets.

As with both geoarchaeology and metal detecting surveys, Headland have previously undertaken community provision on something of an ad hoc basis. In 2021, with the increasing expectations from our clients and curators, we recruited our first full-time in-house Community Archaeologist to meet the needs of current

projects and the tenders coming through the door.

Community archaeology programmes can encompass multiple different activities and approaches, including learning resources and visits for local schools, site open days and training workshops, information and interpretation displays, talks, lectures, popular publications right through to community archaeology excavation and survey projects. By having the skills in house, we are much better placed to design and implement more innovative programmes where appropriate, and with the background of Jessica, our Community Archaeologist, we are particularly set up for producing targeted resources and activities for school age children and running community excavations.

Although clearly spurred by large infrastructure projects, we are starting to see the requirement for community engagement trickling down to smaller projects and would expect this to become a routine requirement for many planning conditions on a variety of types of sites in the future.



INVESTING IN OUR PEOPLE



Plato was right: necessity is indeed the mother of invention. A year on, we see the benefits of a post-Covid crisis strategy built on our long-term goals to support our people, their wellbeing and job security.

During times filled with uncertainty and worry, we reinforced the importance of being a safe, inclusive, and supportive place to work. While planning for a post-pandemic world, we have continued our recruitment activity and adjusted to a flexible way of working.

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We believe that behaviours directly correlate to our company's success; they enhance cohesiveness, improve productivity and boost morale.

Protecting health, safety, and wellbeing

We have continued to help our people protect themselves from the virus by maintaining high Health and Safety, Logistics and Resource planning protocols, encouraging continuous testing and vaccinations, and raising COVID awareness to keep our workplaces as safe and productive as possible.

We continued to promote healthy living and intensified our focus on mental health, introducing more Mental Health First Aiders and becoming an approved centre to deliver in-house training, a first in our sector.

The Employee Assistance programmes and Health plans we offer to our employees have seen a peak of 15% of our workforce actively accessing them during the year. It's

OK not to be OK; in Headland, we recognise the importance of addressing mental health challenges, and we encourage our employees to discuss mental health openly and honestly to get the support they need.

Empowered flexibility – new ways of working

The world of work is changing. We have been looking ahead, initiating discussions and structuring a plan of what post-pandemic life will mean for our people. Our employee surveys show that around 65% of people believe that the new ways of working and communicating contribute to more straightforward, faster, and responsive work.

We have invested in technology to give our people more control over when, where, and how they work as we are all adapting to the new way of remote working.

Building the workforce of the future

As a leader in our sector, we recognise the importance of creating opportunities for our workforce and finding ways to improve the UK's skills gap. Using innovative methods, investing in technology, and reshaping our people development strategy, we have continued with our recruitment and induction process throughout the pandemic.



On-Boarding Induction

This on-boarding induction will enable you to be familiar with navigating across our intranet platform the 'HUB'. The HUB is the central location for accessing all company information that will support you in terms of being able to carry out your role.

As you complete each of the sections you will get to navigate and continue to familiarise yourself with what is available, who is who within the organisation, policies and procedure, health and safety information and forms, departmental policies and procedures and forms. Updates relating to business performance and much more.

- Employee on-boarding - the HUB
- Section One - Policy and procedures/information and resources
- Section two - Policy and procedures/information and resources
- Section three - Policy and procedures/information and resources

Our approach has enabled us to engage with the student community and attract the most talented people for our training schemes, employing 40 graduates and 15 undergraduates on our dedicated programmes.

Transferrable Skills – the skills for the future

Our Behavioural Training is the crown jewel of upskilling programmes. In 2021 we concentrated on delivering our bespoke training, focusing on behavioural attributes and transferrable skills. We believe that behaviours directly correlate to our company's success; they enhance cohesiveness, improve productivity and boost morale.

The ongoing training includes topics like problem-solving, critical thinking, accountability, responsibility, delegation, communication, leadership, team management, providing feedback, emotional intelligence, and vulnerability. The sessions build confidence, help our people to take up leadership roles and coach a welcoming, empathetic, and inclusive workplace.

We invested in innovative solutions for our training, including a brand-new e-learning platform, which has seen increased access during the year.

Diversity and inclusion

We always thrived on being a workplace where everyone feels they belong and can learn and develop. In 2021 our records remained high in female talent, with a percentage of 45% female and 55% male in our workforce. To help empower our people, we are following RSK's employee networks across the globe and are actively participating and increasing our presence in the wider RSK BAME community. We are encouraging all our employees to get involved in RSK networking groups to increase our focus on equality, diversity, and inclusion across the business.



Future foresight, resilience and agile practices that build connections with people have become the new normal. We are working hard to forge a magnetic bond with our teams, build even quicker decision-making mechanisms, and bring accountability closer to the table to deal with the complexity of our world.

A combination of realism, optimism and boldness will assist us to navigate difficult times, learn essential lessons, and plan with confidence our future.



ALL CHANGE IN TECHNICAL SERVICES!



Mindful of the pressure on resourcing in the contracting teams over the last few years, Headland has invested more heavily into the Technical Services Department to help support those in the field. In one year, the Technical Services team has grown from three to twelve staff members and will continue to expand in 2022.

The department is made up of three teams; GIS, Data and Survey. The GIS team is responsible for inputting on Project Design, GIS deliverables, continued development and workflows within the company and providing training to all the staff. The Data team manage our paperless recording system, coordinate digital site services, manage the technical equipment, and maintain documentation. The Survey team undertake site surveys and stakeouts to support contracting works, Historic Building Surveys, Laser Scanning, Photogrammetry, Topographic Surveys and Earthworks Surveys. They also provide training and technical support to all site staff and provide remote support for data processing and technical equipment deployment and maintenance where necessary.

Over the last year, as well as creating and growing this department we have developed some exciting new systems to help streamline our services in the field. We have invested heavily in new GPS equipment to allow syncing from the office to the field and a new survey system that is code list based to allow for more consistent datasets. We have also invested in GPS enabled CATs so we can more effectively monitor and manage our Safe Systems of Work. Our GIS department has developed a new way to track progress on large evaluation projects using an online GIS system and has helped move our survey system over to GIS. Our Data team have made huge progress in company standards and polices, making sure that everything is consistent and to a set standard whilst defining the roles and responsibilities for the teams.

Other exciting news includes Headland's first drone. We are now able to undertake aerial surveys with our newly trained UAV personnel and will be offering this service to clients over the course of the current year. As this is a relatively new in-house service, we expect to develop the skills required for drone use within the Survey team more broadly and hope to be able to maximise the potential of drone technology, undertaking more complex works in the future.

As the department has expanded and individuals have developed their own skills, we have also managed to tackle some very innovative and interesting projects, whilst supporting colleagues within the team and



We will continue to research and develop new and innovative approaches to archaeological recording, data presentation and data management.

across the company. We have successfully delivered a program of intense GIS training to provide 18 members of the field team with the skills and knowledge to undertake section digitising and figure creation, allowing us to meet archive and reporting requirements on a particularly challenging project.

Looking forward, the Technical Services team will continue to research and develop new and innovative approaches to archaeological recording, data presentation and data management. Some projects we have lined up for next year include working with the Geophysics team to improve their workflows and move them into a GIS-based system, upskilling the Technical Services team so that they can undertake more complex and specialist survey works, rolling out the paperless recording system to all sites and delivering our new internal training modules to the wider company.

KATIE-MORAG HUTTON
TECHNICAL SERVICES MANAGER



MEET SOME OF OUR STAFF

The Headland team is always growing! Here is just a selection of the talent that we have welcomed this year.

New
staff



EMMA INGS

ARCHAEOLOGICAL CONSULTANT

Emma has an extensive background in field archaeology, having spent the first five years of her career in the field. She then moved into management and consultation for heritage projects before joining Headland as part of the Consultancy team. Her focus to date has been the production of desk-based and heritage impact assessments, and she has also been involved in Highways England Cultural Asset Management Plans.

TOM GWILT

GEOARCHAEOLOGY COORDINATOR

Tom Gwilt had an extensive career as an exploration geologist before joining Headland as our Geoarchaeology Co-ordinator. His background is in mineral exploration, and he has brought his skills in that area to the newly developed geoarchaeology team. His experience managing large survey and drilling operations, as well as looking after the day-to-day practicalities has been invaluable in making our relationships with drilling companies (many of whom sit within the RSK Group) successful.



New
staff

New
staff



NATALIE FISHER

LOGISTICS COORDINATOR

Natalie has worked in Logistics for over 10 years and has a background in Classics. Prior to Headland she volunteered in the museum sector, on the only Roman Chariot racing track in Britain, and on various digs in Essex. She brought both strands of her career together when she joined Headland as Logistics Coordinator, initially on the A12 project. She provides strong logistical assistance to site teams, mainly focused on large infrastructure projects throughout the United Kingdom.

LAURA JAMES

SENIOR ARCHAEOLOGIST

Laura has worked in heritage for 17 years, with a background covering field excavation, waterlogged wood analysis, and logistics and deployment roles. She has worked on many large-scale landscape projects and has a thorough and detailed understanding of the principles and practices of archaeology within these islands.



New
staff

New
staff



KATIE-MORAG HUTTON

TECHNICAL SERVICES MANAGER

Having spent several years working in Geomatics for various archaeological companies, Katie joined Headland in April 2021, initially as a Senior Surveyor, but quickly moving to the position of Technical Services Manager. In this role, she manages the Technical Services Team, supporting the Fieldwork and Geophysics teams. In the past six months, she has commenced a major programme of development in the survey, data and GIS processes within the company, streamlining our services and making them fit for purpose for the future. You can read more about this [here](#).

STEPHEN NICHOLSON

SHEQ MANAGER

Steve joined Headland in 2021 as our first full-time dedicated SHEQ Manager. He has a background in groundworks and civil engineering, and then moved into Health & Safety advisor roles from 2017 onwards. He has both NEBOSH and IOSH Certification and extensive experience of dealing with SHEQ issues in a safe and practical manner. Since joining Headland he has been championing an open-door policy for staff to come forward with issues and has streamlined our Near Miss/ Positive Intervention reporting procedures, making it much easier for staff to engage with the process.



New
staff



JESSICA LOWTHER
COMMUNITY ARCHAEOLOGIST

Jessica has a background in education and worked extensively with school-aged children in education and care settings during her career. After retraining as an archaeologist, she worked throughout Scotland and England on a variety of watching briefs, evaluations and excavations, progressing to running sites dating from the prehistoric to the post-medieval periods. More recently she brought together these different strands of experience working as a community archaeologist and joined Headland in that role in June 2021. This is part of an expansion of the services that Headland provides in house, which you can read more about [here](#).

HARRIET BRYANT-BUCK
PROJECT MANAGER

Harriet joined Headland in 2017 as a Project Officer, responsible for running all aspects of excavations and evaluations. Her background was particularly focused on cemetery sites, and she initially worked on a post-medieval cemetery in Birmingham as part of the HS2 North project. In 2021 she was promoted to Project Manager, moving into management of project finances and contracts, and taking on line management responsibility for her team.

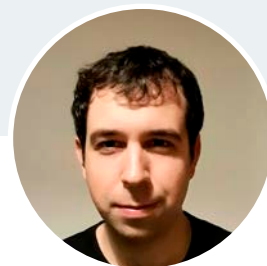


Headland has a strong track record in promoting internally. We put a lot of time and effort into developing the skills of our staff, knowing that committing to that effort means that our staff will grow and develop, and fill senior posts when they are ready. We also encourage movement across departments, where staff can bring skills and experience from different backgrounds to their current roles.



**FRASER MCFARLANE
& DON WILSON**
ARCHAEOLOGICAL CONSULTANTS

Both Fraser and Don worked for many years in our fieldwork department as Project Officers, Fraser having been with the company since 2015, and Don since 2010. Their solid understanding of archaeology on the ground combined with a desire to develop their skills in policy and client services meant they both were well suited to positions as Archaeological Consultants when the opportunities arose.



TOM WATSON
ILLUSTRATOR

Tom joined Headland in 2018 as a Site Assistant with four years of fieldwork already under his belt. He progressed through Project Supervisor and Project Officer positions, working on a range of fieldwork projects. Tom's passion has always been in the direction of archaeological illustration, and when a post was advertised within the Graphics Team, he jumped at the opportunity. He is now drawing on his excavation background whilst developing illustration skills, producing graphics for large infrastructure scheme reports and undertaking small finds illustration.

BEATA WIECZOREK-OLESKY
GRAPHICS MANAGER

Beata came to Headland in 2016 as an Illustrator, working with the Graphics Team to produce effective design solutions for both digital and print output. She took the lead in preparing site plans and processing data for the A14 Cambridge to Huntingdon Improvement Scheme, one of the largest archaeological projects carried out in the UK. Her experience in managing and manipulating data on a large-scale, along with her background in digital design and publishing, made her ideally suited for the role of Graphics Manager which she was promoted to in Autumn 2021.





COMMERCIAL OPERATIONS DIVISION 2021–22

There is no doubt the last year has been one of growth. However, this is more than simply a matter of expanding in size, as part of that growth is recognising when people need help and putting networks and structures in place to try to support staff in doing their jobs. This is all the more important with the changes in working practices and increased isolation that people may have experienced over the past couple of years.

The introduction of new roles such as those in Resourcing, Document control, Logistics and Civils Management are changes that will take time to settle in but are also a positive move towards helping the company deal with an increase in its capacity. We also developed a greater understanding of the use of different resources at a project level. There were some hard lessons here, but also some great successes.

All three sections that sit within the division have expanded in one way or another. In Consultancy our teams became even more integrated with some of our clients resulting in greater demands for a wide range of the products and services that that section provides. The Contracting Section, which probably experienced the most astronomic



growth, had to develop mechanisms to cope with the massive demand for projects to be delivered alongside dealing with changes in scope and programme. One beneficial aspect of this change was the expansion of the Technical Services Department to encompass fully fledged data, survey and GIS capabilities. The Post-excavation Section responded well to the internal pressures and at one point assisted with the delivery of three major site reports in one week. The Environmental department increased the scope of its geoarchaeology team and tackled one of the most challenging and complex early prehistoric landscapes in the country.

All years have ups and downs but standing back and surveying the achievements of the last year we can do so with a good degree

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Standing back and surveying the achievements of the last year we can do so with a good degree of pride.

of pride in our achievements. I would hope that everyone in the different teams across the division feels it has been a privilege to work alongside one another and are looking to build on that in the year ahead.



CONSULTANCY

The Archaeology and Built Heritage Consultancy Team have had a phenomenally busy year and it looks likely to continue into the coming year and beyond. Covid hasn't been an inhibitor of work for us, or for our clients, and we have expanded to a team of eighteen consultants with plans to recruit a further four or five extra dynamic historic environment professionals soon.

Our service offer is diverse and overlaps with other parts of the business – which means we often call upon others in Headland to help deliver on projects. For example, where we are advising a client on the procurement and management of post-excavation programmes, we lean heavily on the expertise in the Post-ex team. Elsewhere we call upon the contracting team to support clients with fieldwork or point them at the athletic boffins in the geophysics team for generating those ethereally beautiful greyscale figures which have the power to change everything (too many solar farms to mention). Having access to the wider Headland team has proven a very valuable resource: there is a lot of expertise around the company and as it grows (such as with geoarchaeologists and GIS specialists) we are able to draw upon this in our work or point clients at colleagues.

We have seen significant growth in work from the renewables sector: whilst Headland consultants in Scotland and Hereford have long supported wind farm clients with risk appraisals, desk-based assessments, Environmental Impact Assessment, settings assessments and expert witness support, the past 12 months have seen an explosion in solar farm projects across the UK. These schemes had dried up a few years ago with a change in central government subsidy. However, the commercial environment has shifted - rising energy prices, improving technology, a wider enthusiasm for renewables and appreciation of energy security has informed a return of this type of development. On solar projects the

damaging footprint is a relatively small proportion of the total site - substations, buried cables and hundreds of pile foundations for the solar panels will turn a site into Swiss cheese rather than total truncation. With economies of scale the sites are getting bigger, and curators have been developing their responses in an uneven manner. Our team earn their keep helping clients to navigate the planning system and encouraging curators to accept post-determination programmes of evaluation secured by condition, which keeps the pre-application costs down. Helping clients understand the risks and benefits of this is an important part of our role.

Elsewhere we have reaped the benefit of seconding consultants into client's consents teams to help manage heritage constraints. For over a year we have been supporting a key client in the central section of HS2 Phase 1 with buildings and archaeological consultants, embedded in their teams. Gratifyingly we have subsequently won a large tranche of follow-up consultancy and fieldwork on the scheme. The consultancy team has extended its service offer for this to include Archaeological Clerks of Work – to ensure that clients, construction teams and archaeological contractors are abiding by their environmental commitments; we see this as a growth area on infrastructure projects in the coming years.

Several members of the team have been busy in recent months on regional 'CHAMP' projects (Cultural Heritage Asset Management Plans) - a very specific type of highways work using a combination





of site inspection and drive-by Go-Pro photography married to a bespoke database via tablet devices. This is a relatively niche endeavour which we have helped define whilst we delivered it.

The consultancy team has continued to expand its historic building recording offering: building surveys often fall out of preliminary assessment work – a line of work where we have deliberately built skills, capacity and accreditation in (via IHBC), and we have recently added conservation area appraisals to our service offer, with projects ranging from medieval fortified houses to Second World War aircraft hangars.

We have continued to provide expert witness support to clients taking projects

to planning appeals, DCO hearings and civil court proceedings. The majority of this work has been associated with wind farm and highways schemes, where the stakes are high for projects of high value: elsewhere, boundary disputes have sought archaeological expertise to trace old roads and paths and present evidence in court. It can be unnerving to have your professional judgements picked over by counsel – but it makes a nice change from knocking out DBAs.

The consultancy team looks to be very busy over the next year or so and is seeking to expand. We are well placed to tap into multiple work streams and make the most of the expertise around the company.



Every member of the Contracting team, from Department Managers to field staff, will have experienced great challenges in 2021. The year was a record-breaker – our projects were larger, covered more of the country, and involved more people than in 2020. Unlike in previous bumper years, we did it largely on our own without the direct involvement of a joint-venture partner, although supported at times by subcontractors from within the archaeological sector.

CONTRACTING

There were so many projects completed in the year that would ordinarily be called 'flagship' projects that it is difficult to single out examples, but the work we did on HS2, Norfolk Vanguard, EA One North, the A1, the A12 and on the Swindon Connector stands out as having significantly extended the location, period, scale and complexity of the work that Headland delivers. This has included multi-disciplinary projects where the increasingly close work between geophysics and fieldwork has been supplemented by specialists in geoarchaeology from the post-excavation team. Just as importantly, outside of the world of large infrastructure, the geophysics and fieldwork teams have been sustaining Headland's diverse portfolio of clients, servicing the ever-expanding solar industry as well as water infrastructure, wind power, housing, the NHS, commercial developments and our first serious foray into the archaeology of central London.

The stresses and strains caused by large projects were amplified by an extraordinarily tight recruitment situation that affected all parts of the business, but I feel that the Contracting team has emerged from the year with a huge amount of valuable experience, and a much better understanding of the systems we need in place to support the managers and field teams who deliver Headland's site work. One of our major priorities is to develop our pathway for promotion and progression within the team. We began this with the introduction of the Graduate Archaeologist and Assistant Supervisor grades, first to give newly qualified archaeologists an easier way to get their first practical commercial

experience, but also to allow those with the interest and potential to progress to act in roles where they could begin to gain the experience needed to lead teams and run sites, within a structured environment. We are continuing to develop our plans in this area; and will be working with the Learning & Development team to increase our training offerings for people within the Fieldwork and Geophysics teams looking to learn more technical skills and to take on more responsibility.

I am also particularly pleased with the rapid development of the Technical Services Department over the year. It began 2021 with only three team members, fulfilling their Tech Services roles mainly part time. It has ended the year with a full-time manager, Katie Morag-Hutton, and a team of eleven full-time specialists in Data, GIS and Survey. The team is already improving our systems with better data capture and sharing, new training materials and innovative ways to support and enhance our projects. Katie will be working closely with me, Luke (Fieldwork Manager) and Alistair (Geophysics Manager) to bring further exciting developments forward this year.

The biggest thing I have taken from 2021 is a feeling of confidence – that we can work as a team to get through challenging situations; that we can retain the largest field team that I remember Headland ever sustaining long term; that we can identify where we need change; and – sometimes slowly, sometimes uncertainly, but always carefully – we can make the changes we need to satisfy our aspirations.



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The Contracting team has emerged from the year with a huge amount of valuable experience, and a much better understanding of the systems we need in place to support the managers and field teams who deliver Headland's site work





POST-EXCAVATION

The Post-excavation section has continued its rapid expansion this year, with over 30 staff by the close of 2021.

One particularly exciting addition has been the creation of a completely new service for the company, Geoarchaeology, which is the application of earth science principles and techniques to the understanding of the archaeological record. Five new staff members were employed in geoarchaeology, which sits in the Environmental department under Dr Michael Wallace. They have been involved in many projects, with the largest being the huge programme of geoarchaeological work undertaken as part of the evaluation stage of a large road scheme in Essex, working alongside established academics. Further expansion of geoarchaeology is expected in the coming year.

Elsewhere, our Finds department welcomed the addition of Dr Murray Andrews, a specialist in small finds with particular expertise in coins. Murray has been working on finds from projects across England, including coins from the important Roman settlement at Blackgrounds on the HS2

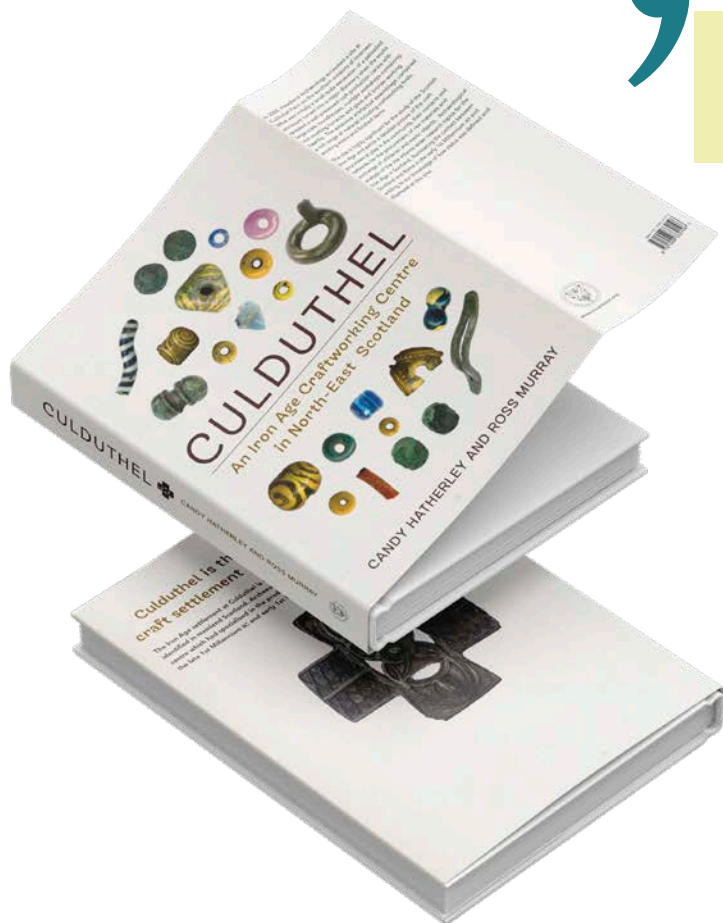
scheme. Headland's archive department was also transformed this year, with Amy Koonce and new archivist Charlotte Self working on revised guidance and procedures that are already having a significant impact in reducing our backlog. They are also working hard on preparing the massive A14 archive for staged deposition.

The Graphics department has had a year of change with some departures and a number of new faces; long-standing senior illustrator Beata Wieczorek-Oleksy became our new Graphics Manager in October. The Reporting department has become more formalised, with Emma West moving across from Contracting to join us as our first dedicated post-excavation project manager.

The continued growth of the Post-excavation section has largely been due to the continued pace of fieldwork, with major evaluations in particular being the feature of 2021. We are also still in the midst of the A14 Cambridge to Huntingdon post-



The most important output this year was the Iron Age craftworking centre at Culduthel, Inverness.



excavation programme, with much of the specialist work being undertaken this year. The scale of this project and its associated archive has meant the taking on of a whole new warehouse adjoining the main Silsoe office, which should see us through to the end of the project in 2024. The increased capacity of the Post-excavation section is such that we are also now gaining major external post-excavation contracts, most notably India Buildings, Edinburgh, which was awarded at the end of 2021, and which will be undertaken over the next few years.

This year has been another bumper year for publications, with eight journal articles and a monograph being published, and many more being submitted and entering the production stage. Our number of backlog projects continues to diminish, with the most important output this year being that of the Iron Age craftworking centre at Culduthel, Inverness, by Dr Candy Hatherley, which appeared as a Society of Antiquaries of Scotland monograph, receiving excellent reviews. Elsewhere there were Bronze Age settlements at Bishop's Cleeve, Gloucestershire, Iron Age settlements on the Northumberland coastal plan at Brenkley Lane, Saxon structures at

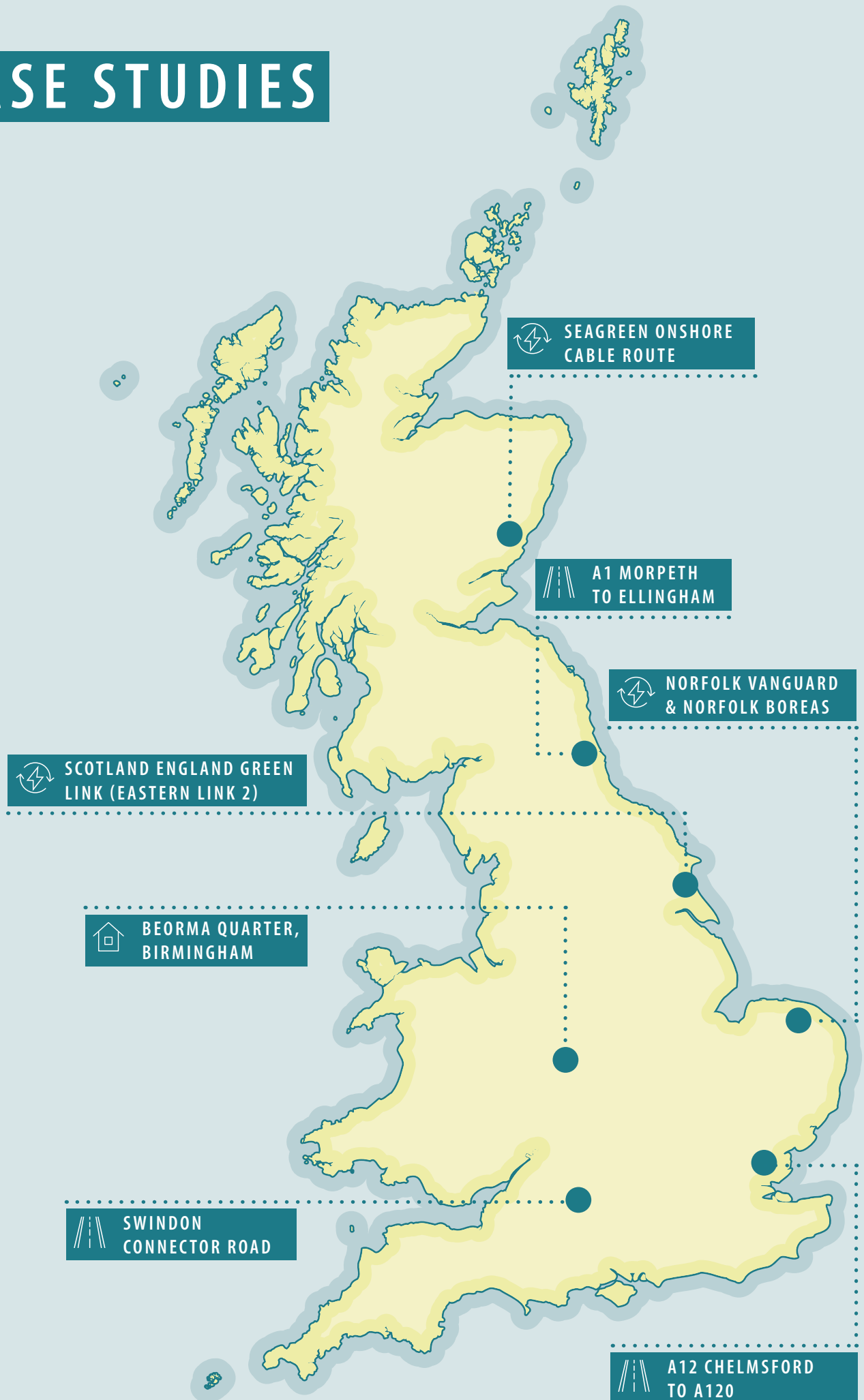
Howe Green, Essex, and a string of Iron Age and Roman sites in the north Oxfordshire countryside along the Angelinos water pipeline. The emphasis going forward will be on trying to get as many projects into open access publications as possible.

With the big increase in staffing levels within the Post-excavation section and the significant work pressures of the major projects, it is important to ensure that continued efforts are made to maintain general wellbeing and mental health. Staff are dispersed across all of the offices, with many also working at home, and so good communication has never been so important. In this regard, the close departmental team structure and effective use of MS Teams to bring people together have been vital, ensuring that a friendly face and supportive chat is never too far away.

Looking into 2022, there are many exciting challenges ahead. Our expansion has necessitated the development of new processes and structures, working alongside other departments including Technical Services, to develop a more streamlined system, from the start of fieldwork to final archive deposition.



CASE STUDIES





CASE STUDY

SCOTLAND ENGLAND GREEN LINK (EASTERN LINK) 2

The services we provide are not just about clearing archaeology; we also can gather data which will assist in determining the impact of proposed schemes of work and allow sites which would be better left in situ to be avoided during construction if planning permission is granted. On this project, Headland undertook geophysical and metal detector survey as part of a series of non-intrusive evaluation techniques to help determine the impact of the proposed scheme on the historic environment and help inform final cable route alignment.



LOCATION

East Yorkshire

SECTOR

Renewable Power

CLIENT

National Grid

CONSULTANT

AECOM

CONTRACT VALUE

£215K

SERVICES

Geophysical Survey, Metal Detector Survey

This required dedicated management and close liaison with the client's Land Team to ensure that sufficient suitable areas were accessible daily in the most efficient order possible. The use of a dedicated metal detector survey team also meant the works could be completed as efficiently as possible.

The magnetometer survey identified sixteen sites predominantly comprising parts of Iron Age and Roman enclosures, trackways and field boundaries forming elements of wider clusters of enclosure, and possibly settlement. The metal detector survey recovered 393 artefacts ranging from twentieth century militaria, a medieval purse hoard and Roman coins and brooches. All the information gathered will then input into submissions to the planning committee, and should planning permission be granted, will assist in ensuring the cable route avoids the most significant archaeology, protecting it for the future at the same time as reducing potential costs for the client.

Project Details

The Scotland England Green Link (Eastern Link) 2 proposes to export electricity from Scotland to England by means of an undersea cable in the North Sea from Peterhead, Aberdeenshire, to landfall just south of Bridlington, and then via an onshore underground cable to a new converter station adjacent to Drax Power Station in North Yorkshire. The magnetometer and metal detector surveys were part of a series of pre-determination investigations, also including aerial photograph (AP) and LiDAR assessment, which will provide information in support of a future Town and Country Planning Act (TCPA) application. These investigations will help determine the impact of the proposed Scheme on the historic environment, including both known and currently unknown heritage assets.

The surveys took place between November 2021 and February 2022 and were arranged to facilitate winter cropping regimes, minimise disruption to farmers, and where possible to ensure optimum survey conditions.

Project Highlights

- » 385ha of ground subject to geophysical (magnetometer) survey, along a 65km cable route
- » 122ha of ground covered by metal detector survey over 37 fields
- » 16 archaeological sites identified
- » 393 metal objects recovered



CASE STUDY

NORFOLK VANGUARD AND NORFOLK BOREAS OFFSHORE WINDFARMS, TRIAL TRENCHING

Complex projects have complex management structures, usually with a multitude of stakeholders to liaise with and ensure are satisfied by project outcomes. The cable route for two offshore windfarms developed into one of our flagship projects for the year, and balancing trial trenching of a 60km route with some very challenging weather conditions in one of the lower lying parts of the UK tested the full range of skills Headland can provide. By maintaining a close working relationship with the client and ensuring that all the project stakeholders were suitably informed of progress throughout, we successfully worked through problems as they arose.



LOCATION

Happisburgh South to Necton, Norfolk

SECTOR

Energy (Onshore cable route and substation)

CLIENT

Norfolk Vanguard Ltd and Norfolk Boreas Ltd

CONSULTANT

Royal HaskoningDHV

SERVICES

Trial Trenching supported by Geophysical Survey, Metal Detector Survey, Fieldwalking, Historic Building Recording and Earthwork Condition Surveys

with the existing HER data, desk-based assessment, aerial photography and LiDAR data, enabled us to provide the client with a comprehensive overview of the archaeological potential across the corridor. Headland's success in servicing projects of this scale and complexity lies in our extremely wide-ranging in-house services. By having these all to hand, our client could be confident that the various types of work required were well integrated and all were completed to the same high specification.

Although operating in a narrow corridor, the archaeology identified during the evaluation stage was extensive and spanned the prehistoric to modern periods. Early prehistoric flint blade production from thousands of years ago was evident as background activity across the scheme, whilst four Bronze Age barrows were identified through geophysical survey and then confirmed through trial trenching. Pottery recovered in association with the barrows suggests a good level of preservation for artefacts during this period. Enclosures and trackways were also recorded across the scheme, with many being interpreted as prehistoric in date.

Among the most intriguing aspects of the remains identified were those dating to the Roman period. These had been previously flagged up through non-intrusive survey and were then confirmed through trial trenching. They included an enclosed farmstead and a high-status villa complex, which was constructed on land that had been levelled and terraced. The discovery of wall foundations, internal divisions and a possible

Project Details

The route of an onshore cable associated with the Norfolk Vanguard and Norfolk Boreas Offshore Windfarm projects is being developed by Vattenfall Wind Power. The corridor spans 60km from Happisburgh South on the Norfolk coast, running south-west inland to Necton. Headland Archaeology were appointed to undertake a programme of trial trenching along this corridor, in addition to providing other associated services, with work beginning in 2021. A total of 555 trenches were excavated across 225 fields, with archaeology present in 420 of the trenches. Geophysical survey, fieldwalking, metal detector survey, historic building recording and earthwork condition surveys were also undertaken by Headland, prior to and during the trial trenching works. This, in consultation



entranceway all point to the presence of substantial structures of real significance.

Further archaeological remains, in the form of multiple medieval and post-medieval settlements, were identified across the scheme, including tantalising glimpses of specific activities such as grain malting for brewing and brick and tile production, along with trackways and roadside settlements providing colour on how people travelled across the landscape in the past. The range of activities identified will provide an exciting story of the development of the region over an extended period of time, once excavation of the sites is completed.

Throughout the project, the management team worked hard to ensure that the diverse stakeholders for the project were kept informed on progress, routine issues and more complex and unexpected challenges that risked putting the project behind schedule. By working collaboratively and sharing knowledge to allow a granular understanding of the issues at hand, the team successfully navigated these waters. These relationships will be built on further in the coming year, when the project moves on to mitigation in the form of excavation of the sites identified.

Project Highlights

- » 555 trenches excavated across 225 fields on a 60km corridor with archaeology present in 75% of locations
- » Multi-disciplinary approach utilising geophysical survey, fieldwalking, metal detecting survey, trial trenching, earthwork condition surveys and historic building recording
- » Challenges of undertaking trenching in low-lying ground during periods of wet weather successfully navigated
- » Relationship building with client and stakeholders at the heart of Headland's approach





CASE STUDY

A1 MORPETH TO ELLINGHAM AND BIRTLEY TO COAL HOUSE

Headland have a long history of completing large-scale linear projects with a minimum of fuss; it is what we do. We know from hard-won experience that collaboration is key, be that with clients, landowners, curators or other stakeholders. We are set up to take these kinds of projects from cradle to grave on time and budget, every time.



LOCATION

Northumberland and Tyne & Wear

SECTOR

Transport

CLIENT

Costain and design partner Jacobs

CONTRACT VALUE

£480K

SERVICES

Trial Trenching, Topographic Survey and Historic Building Recording

total, 910 trenches were excavated over the course of 18 weeks, largely by two core teams led by a Senior Archaeologist.

It had been agreed upfront that plant, welfare and civils requirements would be provided by the client, allowing for more flexibility to increase/decrease the rates of progress with both trenching and backfilling, and ensuring the archaeology team could be entirely focused on achieving the aims of the trenching programme. For this approach to be successful and to avoid works halting due to decision-making falling between the cracks, excellent communication was vital. This was achieved through a range of means. Formal weekly meetings between all stakeholders worked as longer-term planning sessions, along with submission of 3-week look ahead programmes, allowing the responsible people to remove potential barriers well ahead of time. At ground level, the site teams used a digital site diary system which meant that issues and developments were instantly recorded and could be viewed by the site management team at a glance. These were then resolved more immediately through discussion between the Senior Archaeologist and the client's lead on site. Contact was maintained on an hourly basis where needed, supported by formal emails to cover requests for change where necessary.

The relationship between Headland and the Costain Jacobs Partnership was a particularly successful one, and although there were various challenges over the course of the project, including refusal of access and dealing with protected species, each of the blocks

Project Details

Our involvement in this upgrade scheme covered 12.6km of both off-line and online route between Morpeth to Ellingham and around 6.5km of improvements between Birtley and Coal House. By utilising the client's resources in terms of plant and welfare provision, we were able to streamline the trial trenching process, ensuring the works were completed ahead of schedule.

From awarding of contract in February 2021 to completion of reporting just over eight months later, this project highlighted how we are ideally set up to mobilise rapidly, get the right team in place, and provide a high-quality service to our clients, even when under pressure. The project was divided up into three blocks of trenching, a programme of topographic survey and Historic Building Recording (HBR) work. In



of trenching were completed ahead of schedule. Alongside this, the evaluation process also successfully identified two domestic sites of Anglo-Saxon date, a period for which limited evidence had previously been recorded. The streamlined nature of the project continued through to the post-excavation stage, with the full suite of reporting completed on time, despite a challenging turnaround.

Project Highlights

- » 910 trenches across three sections of road improvement
- » Discovery of two relatively rare sites of Anglo-Saxon date
- » Successful collaborative working between Headland team and CJP stakeholders
- » Quick turnaround of project from award through to full completion of reporting



CASE STUDY

SWINDON CONNECTOR ROAD

Infrastructure schemes often have limited working space, multiple contractors and span long distances. These projects can cover a variety of environments and seasons, each with unique health and safety concerns and logistical complications. Headland have the ability to adapt to these challenges, drawing on our experienced teams, extensive resources and great communication.



LOCATION

Wiltshire

SECTOR

Infrastructure (Road)

CLIENT

Swindon Borough Council

CONSULTANT

Atkins

CONTRACT VALUE

c. £2.1M to date (April 2022)

SERVICES

Geophysical Survey, Strip Map and Sample, Excavation, Construction Integrated Recording (Monitoring)



archaeological methodologies covering geophysical survey, geoarchaeological test-pitting, two different types of full excavation depending on the expected archaeology present, and archaeological monitoring.

As principal contractor for the first six months of work, Headland took the lead on the management of the site. This included successfully arranging welfare, road closures, site access, liaising with service providers, traffic management procedures, and site security. Headland were also required to programme the work around livestock movements to minimise disturbance to affected landowners and tenant farmers, and co-ordinate the work of sub-specialists on the scheme, including ecologists, Ground Investigation contractors and engineers.

The first stage of works began in March 2021 and saw targeted topsoil stripping to the south of the scheme. The narrow nature of the linear scheme meant complex logistical manoeuvres, often requiring multiple spoil movements with excavations taking place in tightly planned succession. The presence of a high-pressure water main within the site boundary alongside numerous overhead and underground services meant frequent liaison with service providers and other contractors on site. During the same period, we also provided archaeologists to monitor groundworks for the civils contractor, geophysicists to carry out geophysical survey, and a specialist geoarchaeologist to monitor GI test pitting.

During 2021, works extended northwards along the route of the road, with the excavation of a total of c.

Project Details

The Swindon Connector Road (SCR) is a road scheme linking the New Eastern Villages development to the Commonhead roundabout in East Swindon, Wiltshire. Collaboration between the client, consultant and contractors was in place from the start to create a detailed methodology for the road scheme to mitigate the impact of known archaeology on the development. Heritage assets known in the vicinity of the road included the Roman town of Durocornovium to the north, two Roman farmsteads towards the centre and to the south, with additional challenges of streams and field boundaries in between. The 1.5-mile-long scheme was divided into 14 archaeological zones and a total of 37 sub-areas, each requiring one of five



61,000m² of overburden removed from 19 areas across the scheme. Numerous individual sites were identified which were then subject to full excavation by the archaeology team who worked dynamically to ensure adherence to the overall programme. Throughout the project, they uncovered a previously unknown Roman stone trackway, a substantial Roman masonry structure, and three human burials, alongside numerous other features and artefacts. Working closely with the client, Swindon Borough Council, and the consultant, the team were able to mitigate the loss of the archaeology through construction but at the same time reduce the delays relating to the discoveries.

The project was not without its challenges; ground conditions, utilities, flooding and unexpected discoveries all provided potential cost and programme implications. Key to the success of the project was our close working relationship with Swindon Borough Council and their consultant, Atkins, in designing and adapting methodologies on site to help manage the difficult ground conditions and mitigate the problems of an ever-changing environment.

Post-excavation work is currently in progress by our in-house specialists and an initial report is due in Autumn 2022.



Project Highlights

- » c. 61,000m² of earthworks
- » Archaeological investigations covering 14 distinct working zones, subdivided into a total of 37 areas
- » Evidence of around 5,000 years of human history from flint arrowheads to modern farming boundaries
- » The excavation of three human burials, a Roman masonry building and a Roman trackway
- » Provision of around 30 archaeologists during the works, working in up to four different zones at any given time and on tasks including geoarchaeology, geophysical survey, excavation and monitoring



CASE STUDY

SEAGREEN ONSHORE CABLE ROUTE, ANGUS

Projects have the potential to succeed or fail based on fine detail. A scope of archaeological works might have been agreed up front in principle, but when the time comes to put it into practice, it proves to have major unexpected implications for the construction programme. Headland worked collaboratively with a key client to map the risks in detail, field by field, and make recommendations about the most efficient way to manage that risk through mitigation works.



LOCATION

Angus, Scotland

SECTOR

Power Transmission

CLIENT

Nexans for Seagreen Wind Energy Ltd

CONTRACT VALUE

£3K

SERVICES

Project Design Review, Client Advice, Curator Liaison and detailed risk mapping of archaeological works against construction requirements

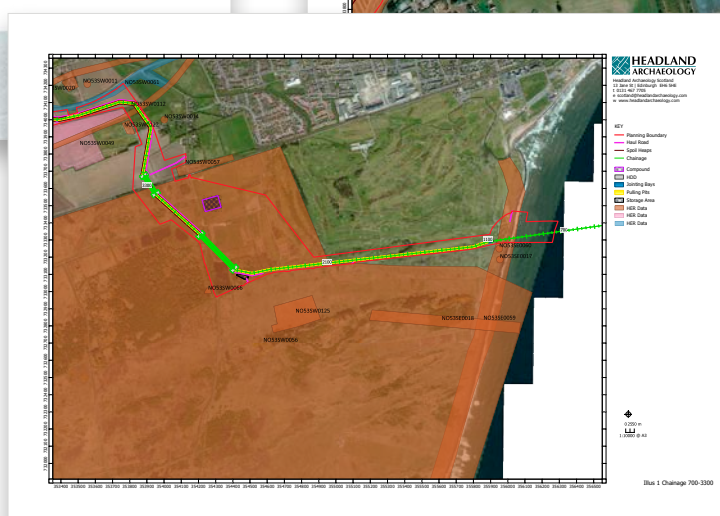
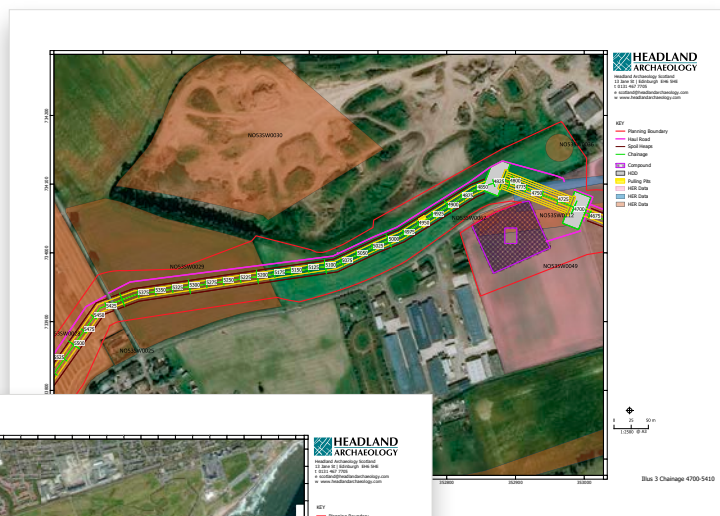
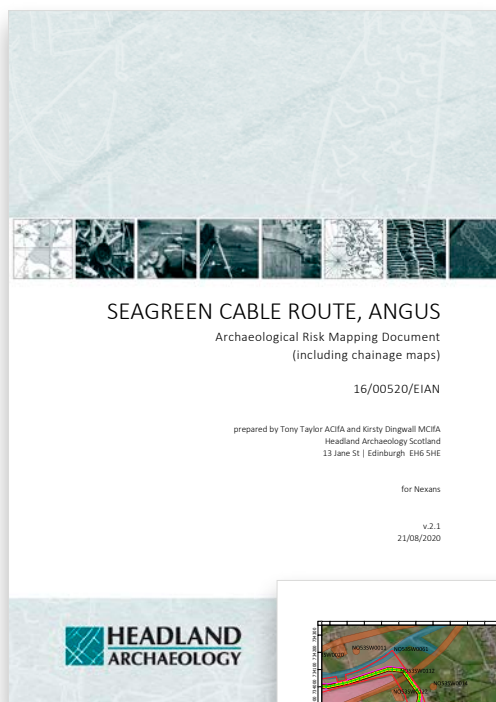
was unattractive. They knew the archaeology needed to be dealt with correctly, but they needed a more flexible and pragmatic approach which would fit with their timescales.

A team from Headland Archaeology made up of specialists from both the Consultancy and Contracting departments worked closely with Nexans to treat archaeology as 'risk' and map the level of that risk across the route. Historic Environment Record data was obtained from the local authority and detailed discussions held with the local archaeological advisor to understand their key concerns and where alternative mitigation approaches might be possible. By focussing client communication on practical and logistical matters at site manager level, it was possible to get a true understanding of the client's required programme and where the non-negotiable pinch points lay.

The result was a detailed risk register accompanied by field-by-field mapping with specific mitigation strategies for each field, including how several stages of mitigation might be undertaken without delays through lengthy liaison with the archaeological advisor. A system of sign off within 72 hours was devised for any areas where archaeology was clearly not present, which allowed construction on a fast-moving cable construction project to move ahead.

Project Details

A 19km cable route was to be installed as part of the onshore transmission for two offshore wind farms being constructed in the Firth of Forth by Seagreen Wind Energy. As part of the pre-commencement works, an overarching Written Scheme of Investigation had been commissioned and agreed by the developer. This outlined the required works in general terms, but when the Principal Contractor Nexans were appointed, they realised that there was a significant potential for delays to their programme because of the intended archaeological works. Whilst a watching brief on the entire route might be low impact in terms of the size of archaeological team required, the risk of finding unexpected archaeology late in the day which needed full excavation before the cable works could proceed



Project Highlights

- » Production of a single integrated document presented in an easily digestible format to allow construction managers and gangers to understand the sequence of works and their own responsibilities
- » Detailed pragmatic discussions with archaeological advisor to local authority to head off potential problems ahead of time
- » Recommendation of trial trenching instead of uniform watching brief to reduce overall site attendance
- » Successful completion of trial trenching resulted in discovery of one unknown site for excavation across 19km of route



OUTLOOK FOR 2022-23

Looking out across the commercial landscape for the next year it is great to see such a wide range of projects across such a broad spectrum of sectors. On reflection this is no accident, it has come about through good project delivery over the past few years alongside teams that can engage with our clients at multiple stages of projects, the benefit of providing a holistic service.

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It is a challenging and exciting year ahead, and I believe our teams will grow with it.

In terms of our people, we have looked at ways in which we can support different teams across the business. It is great to see that departments and sections within the company have grown within the structure that we mapped out three years ago. Our aim over the next year is to get the different parts of the company working together in new and exciting ways, building the 'bigger team'.

For our products, the next year is potentially even more fascinating. As a company we have invested heavily in Research and Development over the past few years, culminating in the post of an Innovation Manager. Over the next year we are looking to run with four or five major new research

projects. Some of these have the potential to create different approaches to how sites are interpreted, allowing us to focus on the information that means ideas can be driven forward rather than simply collecting more of the same data. We will also be providing all staff with opportunities to make suggestions and help develop new ideas alongside setting up a science and research panel on which we will look to include members from academic institutions. Watch this space.

We are also looking forwards to some really good archaeology over the next year. This includes the excavation of an entire Roman villa complex in the east of England, which provides a great opportunity for all the newly formed teams in Technical Services and Geoarchaeology to work alongside our Fieldwork and Geophysics departments with a view to testing some of our new ideas and innovations.

It is a challenging and exciting year ahead, and I believe our teams will grow with it.



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