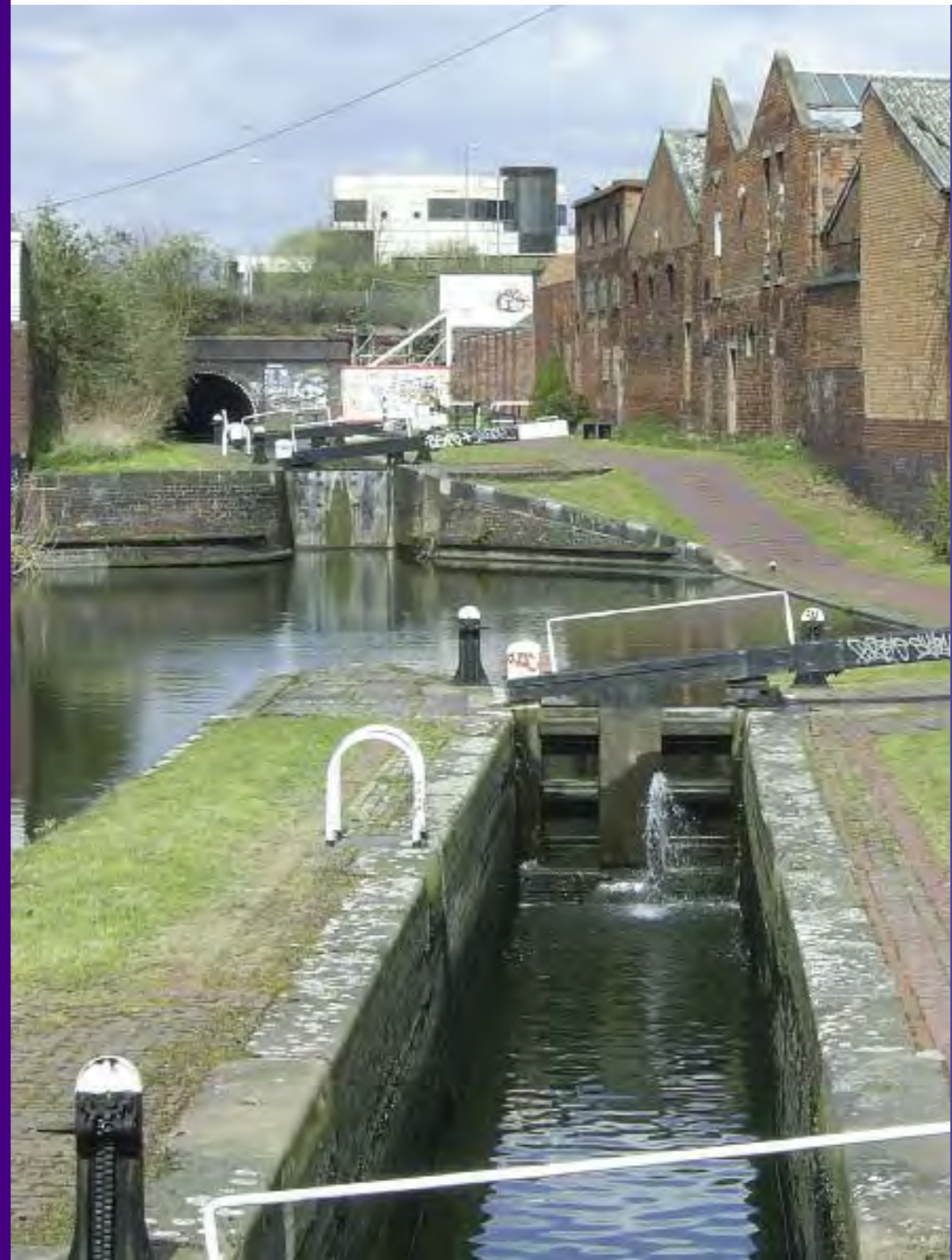




Autumn 2013
Number 89

The ARCHAEOLOGIST



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**MAKING WAVES:
IfA CONFERENCE
Birmingham 2013**

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archaeologists
really think
about impact?**

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**What is the
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**The social benefit
of archaeology**

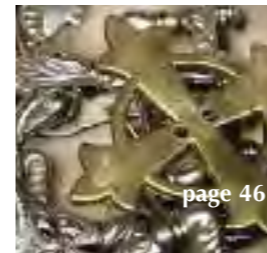
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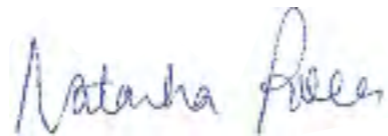
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This edition of *The Archaeologist* draws together contributions from the 2013 conference in Birmingham. *Making waves; designing and demonstrating impact in archaeology and heritage*, provided the opportunity to gather thoughts, knowledge and experiences of impact, and an understanding of why we now find ourselves talking about it.

The articles here showcase some fantastic projects but they also highlight professional reservations and practical difficulties for both achieving and measuring the impact that our work has achieved. Several authors emphasise the importance of effective project planning to deliver impact and of different sectors and groups (including the SIGs) working together to provide stronger support and deliver better results. A key area of commonality is the desire to demonstrate public benefit and to communicate better both our knowledge of (and our love for) archaeology. The possibilities brought about by social media are noted by several contributors.

The IfA Research and Impact group (RIG) was formed in the recognition that collaboration creates innovation and improves research. Committee membership reflects this, drawing from commercial archaeology, academia and NGOs. RIG aims to highlight the research taking place within commercial archaeology and to facilitate research and training links between the academic, voluntary and commercial worlds. In time we hope to develop research networks, frameworks and resources, but our first task has been to gather opinions from across the sector on the topic of impact.

Over the summer I have been lucky enough to visit, and take part in, some fantastic public archaeology projects and have considered the different approaches taken and the lasting impact of each. If we accept that demonstrating impact is an increasingly important part of what we do, then first we must agree what it means and how to measure it quantitative and qualitative terms ...so, before you read this issue, what is *your* definition of impact?



Natasha Powers
Guest editor



Notes to contributors

Future themes and deadlines

Winter: Feature article: Getting to grips with archaeological archives
deadline: 1 November 2013

For member news, please send copy to Lianne Birney, lianne.birney@archaeologists.net and for Registered Organisations, to Jen Wooding, jen.wooding@archaeologists.net.

Contributions are always welcome. Please get in touch if you would like to discuss ideas for articles, opinion pieces or interviews. Our Winter 2013 issue will include a feature article on 'Getting to grips with archaeological archives' - guest edited by IfA's Archaeological Archives Group. If you would like to include something for this theme, or can provide a short article on a current project, the following guidelines will apply. Articles should be between 800 and 1500 words, and sent as an email attachment including captions and credits for illustrations. Illustrations are important in any article, and should be provided as separate files in high resolution (at least 300dpi) and jpg, tif or pdf format. TA is made digitally available through our website and if this raises copyright issues with any authors, artists or photographers please notify the editor. Copyright of content and illustrations remains with the author, that of the final design with IfA (who will make it available on its website). Authors are responsible for obtaining reproduction rights and for providing the editor with appropriate captions and credits. Opinions expressed in *The Archaeologist* are those of the authors, and are not necessarily those of the IfA.

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Making waves

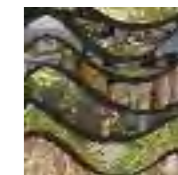


**DESIGNING AND DEMONSTRATING
IMPACT IN ARCHAEOLOGICAL PROJECTS**

Ideas and thoughts from the IfA conference 2013

Guest editor
Natasha Powers





2013

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WHAT DO ARCHAEOLOGISTS REALLY THINK ABOUT IMPACT?

Natasha Powers, Chair, Research and Impact Group

Archaeological projects undertaken across research, community and developer-funded sectors are increasingly expected to achieve a real and tangible impact beyond the immediate project – this could be social, cultural or economic and could affect communities on local, national and international scales. To some degree, having an impact may be the easy part – what is conceivably more difficult is proving it. The seminar session *Demonstrating impact in archaeological projects* invited speakers to informally discuss their own projects and was followed by group discussions to suggest ways in which we can ensure that the impact of projects are genuine and can be documented.

Defining impact

The responses to the RIG survey, issued first in the run-up to the conference, with an amended version circulated shortly after, suggest that archaeologists struggle with the term impact, or perhaps more accurately with the need for such a term. Some feel that it is restrictive and one-dimensional, others that it is not relevant or useful. One respondent reminded us that impact is also used to refer to what much archaeological work is designed to mitigate against (eg the impact of development).

Despite the reservations, there seems to be a general consensus that at its most fundamental, impact is the result of undertaking any activity which has affected a demonstrable and measurable change; the greater the change, the greater the impact. The recently published *Inspiring impact: the code of good impact practice* (produced by NCVO for Inspiring Impact) provides a useful and succinct definition:



Group discussion at the seminar session. © A Forster

Impact: the broad or longer-term effects of a project or organisation's work (also referred to as the difference it makes). This can include effects on people who are direct users of a project or organisations work, effects on those who are not direct users, or effects on a wider field such as government policy. (<http://inspiringimpact.org/wpcontent/uploads/2013/04/Code-of-Good-Impact-Practice.pdf>.)

Impact can be both the direct changes resulting from archaeological work and also those changes which it inspires. It can be positive or negative, short-lived or long-lasting, individual or cumulative. It can be the physical impact of archaeological work on the landscape, the interest sparked in a schoolchild attending a community excavation or value added to a development project or business. Impact is also 'spreading the word', passing on the results of the work which we do to as wide an audience as possible, and the success with which new discoveries are conveyed to the public; increasing understanding; changing perceptions and generating interest in archaeology.

Archaeology needs to be, and feel, accessible and applicable to all members of our society.

Professional impact is seen as a considerable advance in academic knowledge, adoption of new ideas or teaching methods or the creation of new methodologies, professional policies or guidance.

When asked to define impact, academic or research influence was repeatedly referred to. In fact, the Research Excellence Framework (REF) 2014 (an audit used by the four UK funding bodies to assess the quality of research in higher education institutions), provides a specific list of terms to describe impact and requires demonstration of material change as a direct result of a named research publication(s).

Interestingly, responses rarely mentioned economic impact, yet the total contribution of heritage to the UK economy has been estimated at £28bn per year (in 2012, see *Values and benefits of heritage, a research review*, www.hlf.org.uk/aboutus/howwework/Documents/ValuesandBenefits2012.pdf).

Is impact necessary?

The survey results provide seemingly contradictory messages on the necessity of impact. The overwhelming majority of people answered yes to the question of whether impact is a necessary element of archaeological projects and yet when asked if projects should only be undertaken if they can be shown to have a measurable impact, two-thirds of the respondents said no. Is this a reflection of a fear that we don't have the impact we feel we should? Essentially, the survey suggests most people think impact is necessary, but are concerned of the implications.

While there is general consensus that there is no point in doing what we do unless there is some (measurable) impact, there is also a view that some projects contribute little in terms of new knowledge and 'are carried out without them having noticeable change to anything or anyone'. Looking more deeply into the responses, there are two major reservations presented. The first is that it might not be practical or possible to design every project with impact in mind. The second is the concern from some respondents that, where impact becomes a necessary outcome of any project, there is a danger we may lose sight of the value of the archaeological remains being investigated. If impact is necessary, would a site or building under immediate threat be recorded where the project demonstrated no potential to have a discernible impact? Roger Thomas emphasises below the need to ensure any development-led work provides public benefit, highlighting that if there is not demonstrable benefit from such projects, there may be calls (sooner or later) for those activities to be curtailed.

My own view is that we must always acknowledge that impact can vary widely in both form and scale, and that public benefit should feature highly in good impact practice. I would argue that both the above concerns reflect the lack of an accepted definition for what activities and outputs might contribute in terms of impact and, as a result, how we may view projects differently depending on why they have been initiated. Recording the presence or absence of



2013



Navenby from the air. © Allen Archaeology Ltd

archaeological remains on a single watching brief within a develop-funded project may be relatively small-scale, but if the results inform the local Historic Environment Record which then underpins planning decisions and research projects alike – is that not impact? One respondent was concerned that by requiring all projects to have some impact, many community projects may be excluded – presumably uneasy that the impact agenda risks being defined along academic parameters alone. As Rob Lennox and Stella Jackson discuss below, archaeology is no stranger to contributing a sense of community, local empowerment, and partnership working. Archaeology has a traditionally strong record in outreach and the community is an important factor when discussing impact and current political policies such as Localism can come with some advantages. Our definition of impact has to accommodate a wide spectrum of possibilities, all of them meaningful, demonstrable and tangible.

Definition and demonstration were the two most commonly referenced issues – we cannot require all archaeological projects to have an impact as we simply do not have the right tools in place to

document impact, especially when some types of impact (such as happiness and wellbeing) may be elusive or intangible. This was one of the reasons that RIG ran a seminar session at the IfA conference in Birmingham; we felt that at a conference focusing on the impact of archaeology, we had to ask how practitioners tackle the problem of demonstrating and measuring that impact. The session highlighted what we already knew: as a profession we need more information about how impact can be measured, we need relevant and appropriate tools, case studies and experiences that we can all learn from. Other sessions also hit upon the need to measure impact for our own benefit – measuring impact could help to increase professional self-esteem for individuals (as discussed by Ben Jervis and colleagues below) and has the potential to address a collective lack of confidence.



...every project will have an impact – the difficulty is in recognising and engaging with that impact.



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What type of impact is most important?

Most of those who answered the survey felt that impact on planning or heritage policies, peer reviewed publications and education or outreach were ‘important’ or ‘very important’. Opinions on community activities were more varied, whilst the importance of media activity was seen as being of lower importance. The significance of ensuring projects produce sustainable archives was also raised. It is interesting, particularly with the current emphasis on localism (discussed further by Rob Lennox and Stella Jackson) that local impact scored consistently highest as the area of greatest importance. Personal, regional and national level impacts were also felt to be ‘important’ or ‘very important’, with international impact being rated the least important.

The good news is that most respondents are already

working proactively to increase the impact of their projects and one common approach is collaboration with other organisations. More than two-thirds of those who replied said that they work in partnership with other commercial heritage organisations, whilst 60-70% work with community groups, local societies and universities. Around 40% work with schools and a smaller proportion with the media. Rachel Tapp and Dawn Mason describe below the very successful collaboration between schools, museums and archaeological contractors in Bradford and Keighley as part of the My Place project.

With regards to which groups would be the main beneficiary of impact activities, the general consensus from our survey was that local or community groups were a major audience, followed by education groups, local government, national government and



Community archaeology fostering a sense of place? The Navenby Archaeology Group and Allen Archaeology work on an HLF supported project to excavate a Roman roadside settlement in Lincolnshire. © Allen Archaeology Ltd



2013

peers. Commercial clients scored second from bottom, with only tourists receiving fewer mentions. Many answers included the assertion that impact was aimed at anyone who was interested and – to some extent – this perhaps reveals the unplanned nature of current impact practice. From our survey results, one could argue that because we (as a profession) find it difficult to currently define how our work has an impact, describing what types of impact it is, who it impacts and how, is simply unachievable.

Barriers to impact?

During the conference session, discussion groups were asked whether the scale of a project limited the impact it could have. Perhaps surprisingly, this was met with a unanimous (though qualified) no. The possibility that large infrastructure projects may have no lasting legacy was raised and contrasted with the discovery of the Staffordshire hoard. The latter was discovered by one man with a metal detector and subsequently recovered by archaeologists from Staffordshire County Council and Birmingham Archaeology in two phases of small-scale excavation. A series of exhibitions throughout Staffordshire and the West Midlands have enabled thousands to look at the finds, whilst their discovery is also enabling new academic discussion of manufacturing techniques. Similarly, as Matthew Morris outlined, perhaps the most well-known archaeological discovery of the past year, the remains of Richard III, came about because of small-scale trial trenching.

Whilst the scale of a project does not directly correlate with its potential for impact, the resources available are undoubtedly a great influence or hindrance in delivering this, and resources do have a relationship with project scale. Mike Hodder's article (below) outlines some of the challenges and opportunities which HS2 – perhaps the largest infrastructure project of recent times – will provide for those managing the heritage of the West Midlands. It is easy to see how such a large project will have an impact within Birmingham city centre and, with the help of existing local policy (the *Birmingham development plan* and *Big city plan*) which recognises the contribution of heritage to both authenticity and setting, possible to see how defined policy could aid those undertaking work who are thinking about the positive impact that projects such as HS2 could have as a result of archaeological work.

Another barrier to impact which the discussion highlighted was flexibility – both in terms of working and methods. The willingness to go the extra mile, whether from the archaeologist or client, was seen as a potential problem, particularly when activities can often involve abnormal working hours (such as weekend working) or new types of activity. Perhaps with more information about why those activities need to take place and why timing is important, some of these approaches could be met with more enthusiasm.

How to measure impact?

How do we demonstrate that a project has left a lasting legacy? The groups agreed that the current answer is 'with enormous difficulty'! How can we hope to measure such ephemeral impacts as capturing the public imagination or gaining local support for otherwise unpopular developments? Through discussions a two-stage approach was suggested; firstly defining categories of impact (community/cultural, knowledge, economic, educational, conservation/protection, policy/legal, innovation/technology) and secondly establishing the potential measures of change within each.

Of course in order to measure change, we also need to know where we are starting from by evaluating the current situation and establishing baseline data. Our survey respondents estimated that the economic impact of UK archaeology is currently 'moderate' through to 'very low'. Impact on areas to do with research and planning were seen more positively as having a consistently high impact, whereas that on community and education was seen as moderate to high. Obviously the results of the survey are based on our perceptions and not data – hopefully one day we will know if our professional perceptions are accurate.

'From our survey results, one could argue that because we (as a profession) find it difficult to currently define how our work has an impact, describing what types of impact it is, who it impacts and how, is simply unachievable.'



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Archaeology has a high media presence, but is this genuine impact? Press interest in MOLA excavations at Bloomberg Place. © MOLA



2013

Perhaps here we should look at how other professions deal with impact. We are not alone in having these discussions, any internet search on 'measuring impact' pulls up a wealth of reports, discussions and even tools to help. These are largely aimed at charitable organisations or social enterprises so – where do we fit in? One of the key actions for the RIG is to establish what is already out there that can help archaeologists understand how we can measure the impact of the work we do.

Quantitative measures are seen as the simplest option, whether this is establishing the economic value of press coverage (such as that discussed at conference by Jay Carver in his paper on London's Crossrail project) or by counting academic citations to measure research impact. Public engagement could be measured by a headcount of volunteers, the number and value of in-kind contributions or the legacy of the outcomes. In the case of Operation Nightingale, a good indication of the impact that archaeology has had on those who have taken part is the number of soldiers who have now gone on to study archaeology at university. Visitor numbers and repeat visits can also be counted and economic impact could be defined by examining the costs of the project as a proportion of the costs of a development. With regards to added value, the project team could identify the financial gain or loss on either the project or at a local community level (for example the additional tourist income generated by Richard III). One example which could perhaps be more widely utilised across the sector, is the model that National Trust use to record visitor experience.

Discussions did come with a word of caution; application of restrictive, formulaic requirements might result in a tick-box mentality and actually result in poorer quality impacts than those generated through a more ad-hoc approach. Certainly quantitative measures must be supported by qualitative ones, and these are far harder to define. From my own experience, impacts can happen in unexpected ways. I was recently involved in a commercial excavation which formed the centre piece for an exhibition, the impact of which was

comprehensively quantitatively evaluated. The commercial publication project unexpectedly captured the interest of a group of amateur genealogical researchers. We discussed what we had discovered with them and they generously provided information which we would not otherwise have known, some of which was integrated into the monograph. They remain in touch with the project team and I hope that this collaboration will run on long after the exhibition visitor numbers have been forgotten.

Rachel Tapp and Dawn Mason's article on working with schools in Bradford and Keighley shows how a local impact can be demonstrated through the participant's sense of ownership, and through learning new vocabulary and skills. Simple tools can help collect data on whether one has effected a change in knowledge. For example, the evaluation postcards of the Thames Discovery Programme ask participants to identify one thing they enjoyed and one thing that they know now which they did not before they attended the event (knowing this has a positive impact on the speaker too).

Even when we have found a workable approach, some issues are likely to remain difficult. How can we deal with the unexpected or cumulative impact of



A genuine Thames Discovery Programme event evaluation postcard!
© N Powers

a project (where many small interventions result in a large increase in knowledge but individually have little impact) and how can we measure impact beyond the end of the project, when the project account has been closed and the project team working on a new investigation. Approaches to both are discussed by Roger Thomas below.

Where next?

The consensus is that impact should be an important consideration in project planning and requires a coherent strategy from the start of a project to its end and beyond, whilst acknowledging the tensions outlined by Martin Locock in his article. To achieve this, we need a framework that can be used for project design regardless of sector. The incentives to get this right include economic ones and we need to find ways in which to react quickly and capitalise on 'breakthrough' projects. Measuring impact must not become an exercise in naval gazing but be part of a practical move to build a stronger profession. The commercial developer may see archaeological work simply as a necessary evil, with a negative impact on their finances and construction

programme, and whilst measurement will highlight our successes, it will also pinpoint our failures.

RIG aims to produce a short guidance document on impact practice, including top-tips for project design and ways to evaluate the success of planned impacts. It will also signpost readily available information which is both relevant to our sector and which provides usable guides. The guidance document will be accompanied by a number of case studies, demonstrating good impact practice in the heritage sector and providing not only inspiration but practical examples of what, how and why. We hope to provide an impact toolkit in order to support project teams and to help standardise evaluation techniques so that everyone can collect the same data in the same way. We will start this process by looking to how other professions measure impact. Demonstrating impact can be as simple as asking you to write down what you now think having read this magazine. Thinking about the impact that projects have on us as individuals and how we might demonstrate it, could provide the first steps to measuring more cleverly as a profession.

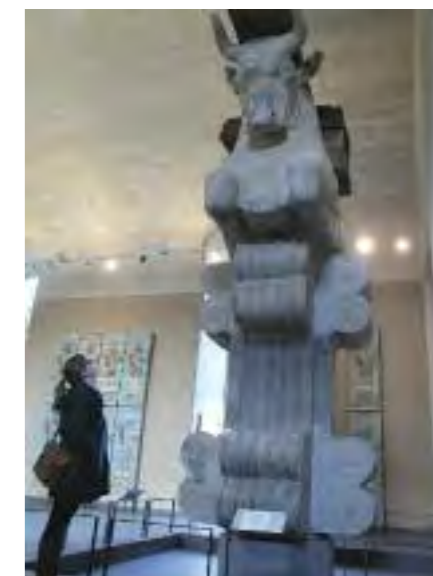


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Natasha Powers BSc MSc MCMI MIfA 5431

Natasha began her archaeological career digging for commercial units and on research excavations before specialising in the study of human remains. As Head of Osteology and Research Coordinator at MOLA, she manages a team of environmental specialists and works to develop partnerships with academic departments. She has helped to design postgraduate research projects and many recent and forthcoming osteological publications include such a contribution. Natasha is keen to promote better dialogue between commercial, academic and freelance archaeologists (even those who are traditionally competitors), to work towards improving the profile and outputs of

archaeology, to strengthen the discipline as a whole and to bring about a greater appreciation of the research value and wider impact of commercial work. Natasha is Chair of the IfA Research and Impact group and was elected to IfA Council in October 2012. She is also a member of the Forensic Archaeology SIG Expert Panel.





MAKING THE MOST OF DEVELOPMENT-LED ARCHAEOLOGY

Roger M Thomas, *English Heritage*

2013

PPG 16 was, as government policies go, extremely successful. Following its publication in 1990, a system was established in which every planning application in England was screened for potential archaeological implications. Where it seemed likely that the development might have an archaeological impact, further work (in the form of desk-based assessments and field evaluations) would be commissioned. Depending on the results of this work, the development might be designed or redesigned to preserve important remains; alternatively, arrangements for archaeological excavation and recording prior to (or during) construction would be required. Archaeological considerations were fully integrated into the planning process and planning decisions. All of these principles were retained intact in PPS 5 (2010) and, subsequently, in the NPPF (2012).

The consequences for archaeology in England were huge. The annual level of expenditure on 'rescue archaeology' (as it was called then) rose from around £7m of English Heritage funding in 1990 to over £100M of development-related work a decade or so later. The approach became a commercial and competitive one, a major change from the previous model of publicly-funded monopoly archaeological organisations. PPG 16 stimulated the formation of the archaeological profession as we now know it, with its division of roles between curators, contractors and consultants, the apparatus of local authority briefs, written schemes of investigation, and all the rest. The role of IfA became vital in providing a framework of professional standards and a structure within which any claims of unprofessional conduct could be considered.

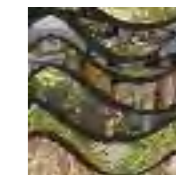
Of course, the implementation of PPG 16 and its successors brought new problems and challenges in its wake. Some of these are well-known, and have been much discussed: levels and rates of publication, the difficulties of keeping track of what work has taken place, the problem of access to 'grey literature' and the crisis of museum space for the storage of archives.

Those issues are essentially to do with making the system function smoothly and in accordance with accepted professional practices and standards. This article, which arises from the session 'Paying Dividends: securing the impact of development-led archaeological work' looks at the issue of the wider contribution to knowledge which this activity is making and the public benefit which this represents.

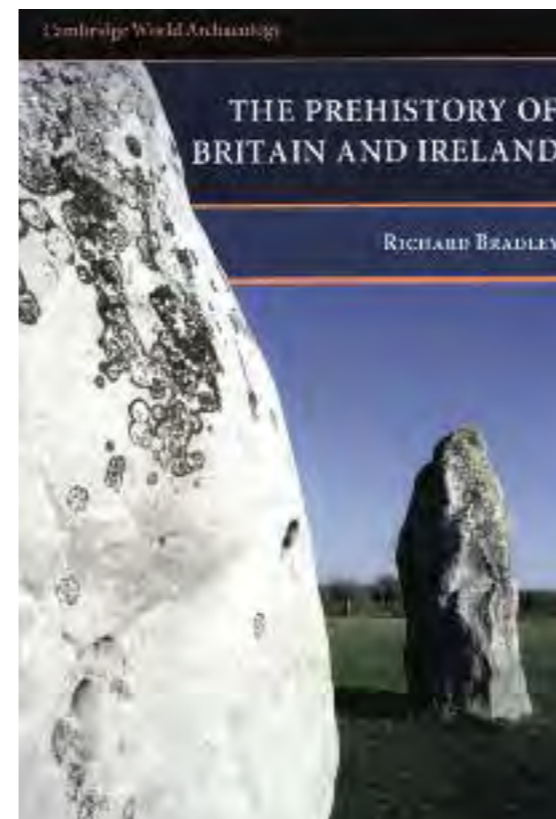
The need for synthesis was identified as long ago as 1991, but it was not until some years later that projects on this began to take place in earnest. An early attempt was Richard Bradley's *The prehistory of Britain and Ireland* (2007), a new synthesis based on an extensive but selective review of discoveries made by archaeological contractors throughout the British Isles.

More recently, a growing appreciation by university-based researchers of the quantity and quality of the accumulated results from development-led archaeology has led to a number of major synthesis projects being set in train.

The University of Reading's Roman Rural settlement project, funded by the Leverhulme Trust and English Heritage, is looking at development-led excavations which have produced high-quality data in sufficient quantities to make detailed analysis worthwhile. The inquiry is very carefully structured, to allow comparisons between different sites, regions and themes. Already, new and important insights into the



2013



Richard Bradley's *The Prehistory of Britain and Ireland* (2007) was one of the first to review discoveries made by archaeological contractors throughout the British Isles

subject are already emerging from the project. As a collaboration between Reading University and Cotswold Archaeology, the project is also bringing the academic and commercial sectors together.

Equally illuminating, but involving a single researcher rather than a team, is the Leverhulme Trust-funded project 'People and Places in the Anglo-Saxon landscape'. Professor John Blair (The Queen's College, Oxford) is using the results of development-led work to develop a new model for the evolution of English settlement and landscape in the period 600 to 1100 AD. Already, some very important conclusions have been drawn (presented at an extremely well-attended series of public lectures in winter 2013). The resultant publication is likely to be of great importance for our knowledge and understanding of this period and of its often elusive remains.

'Laying Bare the Landscape', a project funded by the University of Oxford, aims to bring together, in a single GIS, the results of numerous separate investigations, many of them very large-scale ones on gravel quarries, in the Wiltshire/Gloucestershire reaches of the Thames valley. Seeing this rich archaeological landscape as an integrated whole

'PPG 16 stimulated the formation of the archaeological profession as we now know it, with its division of roles between curators, contractors and consultants, the apparatus of local authority briefs, written schemes of investigation, and all the rest.'

seems essential. The process of trying to do this integration has also highlighted a number of important issues about the way data (especially digital graphical data) are being collected in the field, stored and manipulated. This may lead to suggestions for more efficient ways of working. The project has also brought academia, local authority archaeologists, English Heritage and commercial practices closer together; such projects can help to build links between different parts of the sector, as well as bringing information together.

Finally, a major University of Oxford project, funded by the European Research Council, is looking at 'Landscape and Identities: the case of the English landscape, 1500 BC to 1086 AD'. This five-year project is drawing on a wide range of sources including the results of development-led archaeology. The project is seeking to integrate different classes of archaeological data at different scales (principally national and regional). Such integration is important, because development-led results need to be set alongside what we know from other sources, such as the National Mapping Programme or Portable Antiquities Scheme.

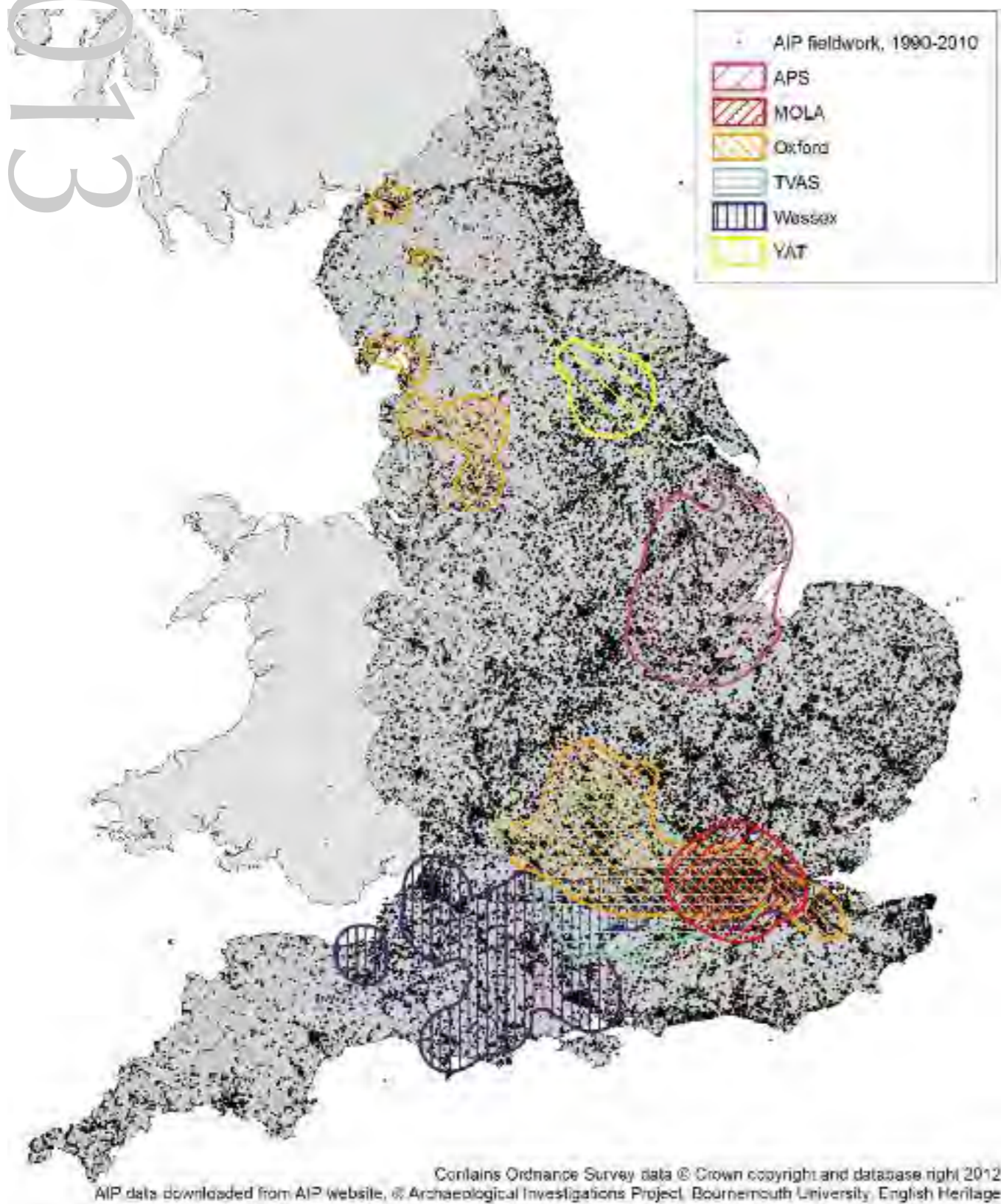
All of these projects are helping to distil the results from (literally) thousands of individual investigations, producing new knowledge, new understanding and new models. This can then be used to inform our approaches to future development-led work (eg through research frameworks and their periodic review and revision, such as that recently done for the East of England).

Many other recent works of synthesis have drawn on development-led results. *The Archaeology of Kent to AD 800* draws together results from the Channel Tunnel Rail link and other developments in Kent, and makes these accessible in a scholarly but attractive way. Another local study, of a type which it would be



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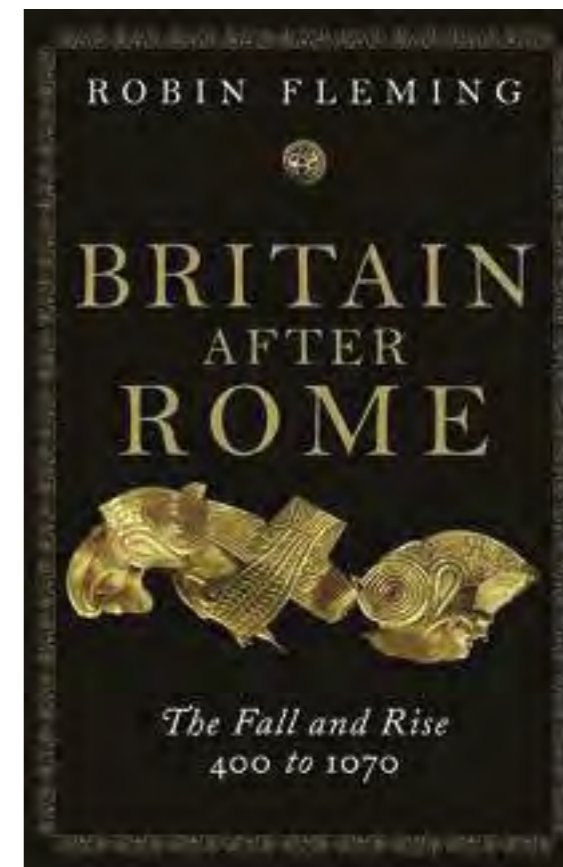
This snapshot of archaeological projects undertaken in England from 1990 to 2010 by the Archaeological Investigation Project illustrates the sheer quantity of work undertaken since PPG 16 was put in place. The coloured outlines provide an idea of the areas in which selected contracting units have mainly worked. Map courtesy of Chris Green, University of Oxford.



good to see replicated widely for different areas and periods, is Paul Booth's assessment of the contribution made by development-led (and other) archaeology to our knowledge of the Roman period in Warwickshire. A further example is Oxford Archaeology's *Thames through time* project, a synthesis of archaeology in the Thames Valley supported by the Aggregates Levy Sustainability Fund (ALSF). This draws on the results of both state-funded and PPG 16 development-led work, as well as a range of other sources. Because of the intensity of development in the Thames valley, the result is a very full and detailed account of the archaeology of this region.

A variety of national programmes have also drawn on the results of development-led work. These include aggregate resource assessments, extensive urban surveys, and urban archaeological databases and assessments. All have involved bringing the results of individual development-led projects together. Because of the amount of development-led work that has taken place since 1990, almost any work of synthesis, popular publication or museum display is likely to draw on such material now. A very good example of the way in which the results are making their way into scholarship and more general publications is Robin Fleming's *Britain After Rome* (2010), part of the Penguin History of Britain series. The author draws extensively on development-led results in creating a new historical narrative, aimed at the informed and interested public, for this most formative of periods.

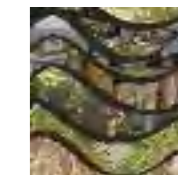
There is of course great potential for more projects which synthesise development-led results. It seems very important that this work should continue (and, if possible, increase), for a number of different reasons.



Robin Fleming's *Britain after Rome* (2010) draws extensively on development-led results in creating a new historical narrative, aimed at the informed and interested public, for this most formative of periods

First, it is only by trying to use this information that the strengths, weaknesses and appropriateness of current field strategies, recording methods and approaches to archiving will become apparent. The process of attempting synthesis can identify areas in which change or improvement would be beneficial (eg the Laying Bare the Landscape project, above). Methods which make future use or re-use of digital information as straightforward as possible seem likely to be especially important. The volume of information is now so great that the costs of synthesis could be prohibitive in future if large amounts of time have to be spent in cleaning and reformatting existing digital data.

Second, as well as being of great 'academic' interest, the results of this kind of synthesis will be extremely valuable for archaeological heritage management. It is a commonplace that management decisions need to be founded on understanding, but it is only by synthesis of past investigations that our understanding of what we are dealing with will advance. Our level of knowledge of the archaeological resource has increased dramatically since 1990 (indeed, perhaps



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much more than we realise). This has major implications for our approaches to protection and investigation, but synthesis is needed for the full impact of our new knowledge on management to be felt.

Third, and perhaps most important, there is the question of public benefit. PPG 16 emphasised the need to make a record of remains which were to be destroyed ('preservation by record'). PPS 5 and NPPF changed this focus significantly by stressing that development-led work should 'advance knowledge and understanding'. The message is clear: that the desired end result is public benefit, not simply a growing collection of archives and technical reports. Although it is undoubtedly possible to extract greater public benefit from individual projects than has sometimes been done in the past, important parts of the potential will only be realised through wider projects of synthesis, of the kinds described above. This is important because, if there is not clear and demonstrable benefit from development-led archaeology, there are liable to be calls, sooner or later, for the activity to be curtailed. Politicians need to be able to resist any such calls by citing evidence of the public good which flows from all this work. As a profession, we have, over the past quarter of a century or so, become highly skilled at retrieving huge quantities of data from site-specific investigations, to the point where we are now almost overwhelmed by the amount of new information available. The potential for advancing our knowledge

of the past, and of the archaeological resource, through wider synthesis of this information is now widely appreciated. This has led to the projects outlined above, and one hopes that there will be more in the future. The costs of synthetic projects may appear high, but they are actually modest compared to the total cost of the original investigations.

The importance of such projects cannot be understated. Their results will be of great value for academic research and heritage management. The process of carrying out these projects will help to improve professional practice, especially by identifying what works best in terms of information collection and management in development-led work. Projects of synthesis can bring different parts of our sector together, to the benefit of all. They can also help to focus attention on the primary purpose of archaeology, which is to understand the human past: a very obvious point, but one which can get overlooked in the hurly-burly of development-led work. Most important of all, though, such projects help to show that development-led archaeology yields real public benefit, in the form of new insights into our past. This is vital if public and political support for this activity is to be sustained, and projects of synthesis clearly have a key role in helping to make the case for this.

Roger M Thomas BA LLB FSA MIfA 255

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CHANGING THE WAY WE WORK: DELIVERING IMPACT THROUGH BETTER PROJECT MANAGEMENT

Martin Locock

As part of the 2013 conference, it seemed to make sense to offer training for archaeologists in how to deliver impact through project management. The workshop was developed in response to a perceived gap in opportunities to improve the standard of management in British archaeology. My perspective on project management combines experience of commercial archaeology with work outside archaeology and training in the PRINCE2 formal project management methodology. There have been attempts since the 1990s to use the wisdom and techniques of management theory in archaeological contexts, but these have made little headway until recently. Having mapped out a brisk introduction to project management theory and terminology, it dawned on me that the application of putting theory into practice depended on the attitude of the project manager. As a result, the workshop deliberately constructed a programme to start and end with changing the mental landscape.

All effective CPD must be about personal development if it is to make a real difference to future performance through changed behaviour. This article summarises the key points of the workshop and the presentation can be found at www.slideshare.net/mlcock.

Understanding ourselves

Although project management techniques have their place, the need for self-awareness and reflection is greater. The workshop's first exercise explored our individual values and priorities by identifying our

most intense experiences. For many people this came from their leisure time or family life. Unless we understand our drivers it is difficult for us to operate effectively.

Exercise: Self-assessment

There are no right or wrong answers. You will not be showing your responses to anyone else, so be as honest as possible. The exercise consists of 4 statements, which you are asked to score from 1 (disagree strongly) to 5 (agree strongly).

	Disagree		Neutral		Agree
<i>I am competent and professional in my role</i>	1	2	3	4	5
<i>I find my role satisfying and productive</i>	1	2	3	4	5
<i>I am passionate about being involved in excavation</i>	1	2	3	4	5
<i>I make a positive contribution to the success of projects</i>	1	2	3	4	5



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The time you have taken to answer these questions is probably the longest you have spent on reflection in the last year. But your answers are vital in setting any goals for improvement. People are very poor at evaluating their own performance and psychologists have identified the Dunning-Kruger effect, the phenomenon where the less we know about a subject, the more confident we are in our opinion. This is exacerbated by the prevalence in many organisations of a culture of “don’t ask, don’t tell” regarding people’s performance, except for annual appraisals. The rest of the time poor performance (or good performance) is not discussed. One helpful tool is the 360 degree evaluation, where anonymous feedback from bosses, peers and underlings allows you to compare your idea of how you are doing with those of others. There is a free survey available from www.carregffylfan.co.uk/media.html.

Projects and project management

There is a traditional view that the management of archaeological projects is unique, but this exceptionalism was challenged by one of the workshop’s exercises. Participants were asked to report on a recent project that had failed and to identify the reasons for failure. The answers were: poor planning, poor communication, insufficient time and resources, unavailability of key staff, and inflexibility in the light of changing

circumstances. Nobody reported that C14 dating or a complex occupation phase was the problem. The issues are generic, and precisely those that the discipline of project management is aimed at addressing.

Project management is a distinctive subset of general management – it gets its character from the fact that every project is temporary, with a defined endpoint and constrained resources. As a result, projects involve compromises between standards, scope, costs and time: a good project manager is one who makes the right calls in the face of tough choices. Project management is not, in essence, complex. It can be summarised as comprising three components: talking to people, moving bits of paper around, and thinking. Moving bits of paper around is usually the easy bit, while thinking is often undervalued.

Formal project management defines a project as a unique temporary activity delivering a specified change with defined budget and resources, using skills from multiple parts of an organisation or consortium, in order to achieve a business aim. In business, this aim is usually to generate a profit. Although some archaeologists would say that a successful project is one that has the right academic or professional outputs, no organisation can afford to lose money forever.



The Charge of the Light Brigade From William Simpson *The Seat of War in the East* (1855–1856) [public domain image – no copyright applies]



PRINCE2 is the most widely-used method of project management in the UK, especially in the public sector, and its terminology and structure have become standard. It is often perceived as paper-intensive and excessively bureaucratic, but one of the principles is that processes should be tailored for the project. The key benefit of using PRINCE2 is the clarity about aims, progress and standards which reduces the chance of catastrophic failure. Few archaeological organisations explicitly use PRINCE2, although PRINCE2 underlies English Heritage’s MoRPHE project planning process (the replacement of *Management of Archaeological Projects* (MAP2 and MAP3)).

The workshop didn’t try to provide a full primer on project management, instead focusing on the issues most relevant to archaeology.

Defining roles

Successful projects tend to have well-defined roles without overlaps or black holes, and project management therefore spends a lot of time defining the roles and responsibilities of those involved. PRINCE2 discourages the creation of large steering committees with periodic progress meetings in favour of a project board restricted to those directly involved, meeting when required to make decisions. The project board includes representatives of the suppliers (those doing the work), end-users (representing the client) and the corporate interests of the institution (the project executive or director). The project manager reports to the board, from whom authority within defined limits is derived. When things are running to plan, the project manager can provide brief highlight and checkpoint reports to the board members, but this can be escalated into ad hoc advice and meetings as soon as the project’s success is threatened. Typically the board’s discussion will go like this:

Project Manager: Progress is behind schedule and completion is in doubt.

Supplier: We need more time and/or resources to complete the work.

User: We need to ensure that standards are maintained if we are to achieve the intended aims.

Executive: Providing more resources will reduce the profit generated.

These tensions are inherent in any project governance structure - the power of assigning roles like this is in providing a forum and process by which these can be balanced.

Defining the structure

Projects often involve numerous contractors, subcontractors, and stakeholders, in addition to the hierarchy of the project team itself. It is helpful to draw this structure and share it with others. Since communication is vital, every link in the structure can be thought of as an information flow, and it is worthwhile considering the medium and frequency with which data will be shared (formal report, email, phone call, or site visit). Often the process of mapping will highlight some key relationships which have no defined means of communication at all.

Change, risk and progress

Change and risk is part of the project landscape. At the start, there are too many unknowns to predict effectively what will prove possible or desirable. Good project management allows for this so that the project manager can spot risks and opportunities early and amend plans accordingly.

A thorny issue in archaeology is how we track progress. It is relatively easy to monitor expenditure and activity to check spend against profile, but this doesn’t address the vital question – how much of what needs to be done has been done? In the end this is largely a judgement call, but project managers should at least be asking themselves this question all the time.

Changing how we work

.....
“The place to improve the world is first in one’s own heart and head and hands, and then work outward from there.”
Robert M Pirsig, *Zen and the Art of Motorcycle Maintenance*
.....

Organisations are hard to change, but it is much easier to change our own behaviour. The workshop ended with a series of practical tips which could be implemented immediately.

The ‘Five Whys’ technique of root cause analysis can be applied to any recurrent problem, major or minor. All it needs is a partner who can ask penetrating questions, and often the problem’s solution emerges.



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Project management is the art of juggling priorities. © Martin Locock 2013

For example:

“They’ve run out of context sheets on site again.”

“Why?”

“They didn’t take enough.”

“Why?”

“There weren’t many left in the store.”

“Why?”

“The last project took most of them but didn’t order more.”

It would be possible to devise a complex administrative solution, but perhaps all that is needed is a note on the wall of the store reminding people to order more when the supply is getting low.

“Lessons learned” is a phrase that originated with PRINCE2 and has become a commonplace.

Continuous improvement comes from not repeating mistakes. Even if there is no formal post-project review (and there should be), anyone can take some time to reflect on their experience and activity to identify what worked and what didn’t.

We also need to recognise that we are not brains on legs – our physical and emotional state can affect our work. I have a rule: no Excel after 4 o’clock, based on the bitter experience of re-doing financial reports the next morning when I’m awake enough to spot the errors.

Having an impact

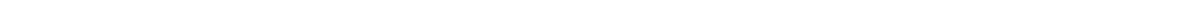
Better project management can help you make an impact by planning a course and meeting the objectives. Those who attended the workshop found it inspiring and positive at the time, but more importantly they have taken action on returning to work.



“I now plan out each morning what I hope to achieve, and review it at the end of the day.”

“I make much more effort to explain the background to the tasks and to link it to our company objectives.”

“I have found myself noticing my emotional state and deciding to postpone difficult conversations until I’m calmer.”



Further reading

English Heritage 2006 *Management of Research Projects in the Historic Environment: The MoRPHE Project Managers’ Guide*

M Locock 2012, second edition, *10 simple steps to better archaeological management*, Carreg Ffylfan Press, Ammanford

M A Cooper, A Firth, J Carman and D Wheatley (eds.) 1995 *Managing Archaeology*, Routledge, London

10simplesteps.blogspot.co.uk

www.prince-officialsite.com

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IMPACT REQUIRES IMAGERY?

Steve Allen, *Graphics Archaeology Group*

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This year GAG contributed a seminar and workshop to the conference and worked with the Buildings Archaeology Group on a third session. Throughout the conference GAG also had a travelling exhibition on show. The exhibition showcases the work of some of the members of the GAG, demonstrating the range of work represented and the all-encompassing nature of our branch of the profession. Reconstruction artwork was prominent but artefact illustration, survey work (landscape and buildings) and locomotives (with the correct shades of paint based on first-hand research and sampling if you were wondering) were all represented.

Friday after lunch was a joint session with the Buildings Archaeology Group devoted to a debate of some of the common issues affecting those who work with images and with buildings. 'Making waves or just treading water?' aimed to examine the barriers to starting a career and the problems of maintaining skill levels in a rapidly changing work environment. Some of these issues were introduced in the paper starting the BAG session that morning. The outcome is clear and the delegate's concerns are principally about training, both for new starters and for existing practitioners. We have all been aware of the gradual withdrawal of training in practical skills in most University departments, whether due to lack of practical experience among the staff or restrictions on teaching time imposed from higher up. The result is we have people who need practical skills to enter the profession but cannot get them from an undergraduate degree, whilst commercial organisations are reluctant to provide such training to staff whom they may view as temporary or transient employees.

Bridging this gap is a problem. It is one in which IfA has a role to play. We recognise and commit to training and CPD and through the various special interest groups we need to identify where there are skills gaps and work out what we can do to fill them. CPD events are one way, developing competence matrices to identify what skills people need at stages in their career is another.

Our workshop on Thursday morning set out to introduce Validation procedures to graphics practitioners who are interested in joining IfA. Graphics practitioners, whether direct employees or working freelance, often operate in isolation from others in the same field. Consequently, it can be difficult to get constructive feedback on the type and quality of work they produce, especially where it is only published in grey literature. The portfolio assessment is a good way to address this and to help people who are not sure whether IfA membership is for them (it is!). This sort of event is an important part of CPD in several ways: helping towards IfA membership applications; gaining advice on the current level of work being produced; suggesting ways in which an individuals' work could be developed and improved; and pointing them towards sources of advice and support. This type of work has been the foundation of many careers in graphics and forms part of the legacy of the Association of Archaeological Illustrators and Surveyors (AAI&S) and we intend to continue such workshops at future events.

'Impact requires imagery' on Thursday afternoon set out to examine the ways in which graphics work is used to create impact in archaeological projects. All too often, the graphics contribution is pushed to the background of a project, put in as an afterthought, to fill in space once what is thought of as the 'real work', the text, has been completed. Devaluing the contribution of the graphics product not only damages the status of those doing the work but undermines the impact of the project outcome, whether that is a website, publication, poster or exhibition. When the graphics work, and those undertaking it, are integrated into the project from the outset, not only does it make for smoother and better working relationships, it creates a far better finished product.

These issues were amply demonstrated in the afternoon's presentations. We learnt how at Glastonbury Abbey, specialist knowledge of illustration was able to solve the problems of working with an old archive, by reconstructing the site plan and locating trenches which allowed critical parts of a 'lost' excavation to be understood in the context of the overall project. We saw how study and illustration of Iron Age horse furniture can be used to re-evaluate the reconstruction and performance of chariots and thus our understanding of how they

were used. We saw how discussions between illustrator, field team, surveyor and environmental specialists and the process of creating a series of reconstruction paintings allowed the project staff to evaluate and evolve their understanding of Silbury Hill. The study of Anglo Saxon sculpture was a good example of an image-led project and one which will fundamentally alter our perception of both this material and those who created it.

This level of interaction ought to be second nature and in many cases it does happen. Yet it is disappointing to hear from illustrators who are still side-lined or only brought in at the last minute as functionaries rather than as colleagues. This old-fashioned style of management should not happen in the modern workplace because it does not benefit the project or the profession. If we want best value, if we really want to make waves we need to have a modern approach.

The value of such an approach was emphasised when we discussed the changing nature of archaeological publication. Web and electronic publication is becoming increasingly image driven. While the death of the print monograph may not be imminent, it is no longer the sole means of archaeological dissemination and publication models based on print archetypes must reflect this.

At the same time we need to look at copyright issues especially in the digital environment. A robust

discussion on this subject, with particular reference to the problems of protecting copyright and of actually identifying what is and is not within copyright, ensued. Unsurprisingly, no conclusions were reached but the debate looks set to continue. While at first sight this might not seem to be relevant to the immediate impact of a project, it is an important part of how the work we produce is accessed and developed. As such, it must be planned for at the preparation stage and built into the project design.

The value of the graphics input into the archaeological project cannot be understated. It is the images which sell the product to the audience, whether that audience is academic or public. Sometimes these images are records, essential tools to the interrogation and study of the subject. Sometimes these images are expressions of our current thinking, in themselves records of how we interpret a site at any one time. Images are responsible for conveying messages to our audience, whether overt or subliminal. If there is one message that we can take away from this year's conference it is that if we want to make waves we must be smart about the way we use them. Images have power to influence thinking; in a changing and increasingly image dominated world it is a power we cannot dismiss or set aside.

So once again, thank you to all the speakers, the delegates and all those 'behind the scenes' who made this such a memorable event. Glasgow next year!

Steve Allen MAAIS BA MA MIfA 7048

Steve Allen (far left of picture) has worked in Archaeology for nearly 25 years, initially as a field archaeologist but increasingly in post excavation practice, especially finds work and illustration, in both university and commercial environments. He is a specialist in the technology associated with wooden small finds and structural timbers, has contributed woodworking technology reports to several major projects and is currently employed in the Conservation Department of York Archaeological Trust.



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The Graphic Archaeology Group committee members and AGM attendees. © Amanda Forster



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WHAT IS THE IMPACT OF THE BIG SOCIETY?

Rob Lennox, *University of York* and Stella Jackson, *English Heritage*

The current Government's 'Big Society' agenda has driven policy and wider public relations since the Coalition took power in 2010, and prior to that was the foundation of the Conservative party manifesto that brought them to power for the first time in 13 years.

The main aims of the Big Society are to enable local communities to become more self-sustaining and less reliant on state provision, as well as encouraging them to take local action. Measures launched as part of the 2012 Localism Act aimed at empowering local communities to take a much more active role in local decision-making, particularly in relation to planning and development, and are now beginning to show signs of coming into fruition. But what has been the impact of the Big Society agenda on British archaeology? How does archaeology fit in to the Localism agenda, and what can we do to ensure that it continues to have an impact in the future?



During a full-day session at conference, we sought to examine whether the Big Society and the Localism agenda are having an impact on archaeology and whether archaeologists should be preparing themselves to seek out opportunities afforded by the policies launched under the banners of Localism and the Big Society.

The contributors to the session showed a full range of responses to the Big Society label, from optimism and enthusiasm to not inconsiderable scepticism about the policies themselves and the efficacy of the Government's vision for delivering them, especially amid other crises facing the archaeological sector. However, the underlying ethos of the Big Society – community values, local empowerment, civic involvement and partnership working – were generally agreed to be things with which archaeologists were engaged and had been for a long time. Identifying opportunities, adapting practices and above all, continuing to strive for the values which we as archaeologists who strive for social benefit hold, were the main goals which were articulated.

This review highlights some of the themes that were drawn out throughout the day's papers and discussions.

The influence of political agendas

The theme of how political agendas are articulated and how they tend to manifest themselves in both immediate effects and more long term influences was key in the analysis of the speakers' contributions.

Whilst specific heritage legislation and policy has a clear impact on heritage and archaeological work in the UK, we are also affected by the dominant political agendas and philosophies of the time, even if we're not necessarily working on projects which are directly or consciously attributed to it. From the impact of Thatcher's free market economics and culture of privatisation creating the climate within which developer funding of archaeology was

© Conservative Party. Source: Flickr.com



Mellor Archaeological Trust Volunteers at work. © John Hearle

established, to the social inclusion policies of the Blair era which led to the fostering of 'public value' as a tool for measuring the impact of archaeology and heritage, these broad agendas have been responsible, in some ways for the development of the sector in the past. Identifying where such changes are likely to occur and allying the thrust of the sector's work in a complementary direction is a way to keep ahead of the game in a time where sectoral interests are in a precarious position.

'Nothing new'

Some contributors considered that the current government's policies were nothing new. The session witnessed contributors' descriptions of a wide range of examples of communities who had been positively engaged and empowered by archaeology, with projects which focused on pride of place, inclusivity and partnerships. Some of these had begun before the Coalition government were elected, and few had consciously attempted to use or 'sign up to' the Big Society since then. The Mellor Archaeological Trust, for example, has carried out a number of projects in

greater Manchester, all of which have been undertaken with little noticeable impact from the Big Society (www.mellorarchaeology.org.uk/).

However, it was argued that Big Society rhetoric has infused the public mindset and in so doing has engendered a desire to be involved in community activities. In each of the projects that were discussed in the session it was clear that chances that have occurred since the Big Society agenda was put forward *had* made an impact in terms of both numbers of people involved, and on the acceptance and promotion of community archaeology projects.

This was the message from a number of contributors who had been tentatively assessing their relationship with the Big Society. Dawn Mason's (West Yorkshire Joint Services) paper made the case for heritage and archaeology being used as a tool for social cohesion, a key impact which resonates with Big Society policy. The projects undertaken by WYJS in partnership with Archaeological Services WYAS, for example, are helping to create not just a sense of pride in the



The My Place Project, West Yorkshire. © Dawn Mason and Rachel Tapp

places where communities live, but also a sense of ownership (see e.g. www.wyjs.org.uk/wyjs-edu-heritage-myplace.asp).

Nicola Thorpe of the WEA Inclusive Archaeology Education Project, spoke of the work that she's been doing to build sustainable and mutually beneficial partnerships, so that those who are most disadvantaged in society have active opportunities to participate in their local heritage (<http://digability.wordpress.com>).

Stella Jackson's (English Heritage) paper on historic places of worship and community action highlighted the impact which had been achieved by churches since actively committing to new social initiatives to bring church buildings back into prominence as 'community hubs'. Congregations have seen a measurable upturn in successful funding applications that was linked with the use of Big Society principles in applications.

Whilst this was not the experience across all contributors, the active pursuit of 'community', 'partnership', 'local', and 'sustainable' goals were acknowledged to be politically hot if projects looked in the right places.

Conceptual issues

However, there were several contentious issues raised by Steve Roskams and Cath Neal's (University of York) paper examining community engagement at the Heslington East site in York. The paper critiqued the theoretical groundings of Localist values in archaeology by suggesting they are set at odds with the drivers for the majority of archaeology which is undertaken as a product of the planning system.

Drawing directly on the difficult experiences with local residents at Heslington East, Steve described how developer interests were always likely to create conflict with the local communities where development was essentially not what local residents desired. No amount of good will and community archaeology was going to repair the damage done by the development of green field land for the village residents.

More conceptually, the emphasis on local residents alone was seen to be potentially misrepresentative of stakeholder groups, disregarding workers, and those whose relationship to a place may be more transitory, rather than static.

Socially-driven archaeological principles, which underpin the Localist ethos reach a peak at the point at which developers interests take over as the main driver of archaeology. As such it was argued that there was a need to recognise the limits of Localism and its appropriateness in some projects, but not others.

Viability

Perhaps even more of a stone wall to progress for Localism was the sentiment that both Mike Heyworth and Jon Wright (Council for British Archaeology) and Steve Roskams and Cath Neal's papers articulated about the viability of the Localist agenda; that it was fundamentally undermined by the perception that the Government would set it aside in favour of economic growth and that without a genuine commitment to it, it was bound to fail.

Other bells were tolling for economic doom, as well. Using her experience of working on the award-winning Watershed Landscape Project in the South Pennines (www.watershedlandscape.co.uk), Louise Brown also asked 'just how sustainable is our approach to engaging and involving our communities?' Louise's paper focussed on the issues of sustainability in community and volunteer-driven archaeological work. With an aging population and more people in their 60s and 70s forced to work later into their lives, the outlook for volunteer demographics made up primarily of retirees in so called community empowering Localist projects was not sustainable.

Innovative practice

However, discussion highlighted the potential to move beyond traditional ways of doing community



Celebrating a successful HLF application as part of the Watershed Landscape Project. © Louise Brown, Pennine Prospects



archaeology by altering the way we form projects; an older demographic can give way to a younger one if a different audience is sought; one that relies upon partnerships developed with other organisations such as schools, prisons, or the unemployed. In fact, in all cases where criticism was sounded, the actual benefits of the work being done were never in doubt.

Mike Heyworth and Jon Wright's paper described the new ways in which the CBA is reaching out to community groups to engage them in the planning process, using networks of agents and a new central database of heritage consent applications (www.cbacasework.org) to feed local expertise into the statutory duty of the CBA to consult on heritage casework – at the same time reinforcing a commitment to local knowledge and community empowerment whilst also improving efficiency in a time of tight resources. Such innovation is crucial to stepping beyond current problems and preventing the good work that archaeologists have done striving for social benefit to become stagnated.

Other projects too, despite criticism of the Government, accepted that opportunities exist to develop the social impact of archaeology under Big Society's protective umbrella.



New central database of consent applications.
© Mike Heyworth and Jon Wright

Forward 'thinking'

The final paper of the day from John Schofield (University of York) posed a theoretical question: As the heritage sector becomes more people-focussed, do we 'think' too much and 'feel' too little? Are we too rational and not emotional enough in an era where social and community values are becoming more important to how we perceive the heritage?

For the Big Society it is certainly an issue that traditional approaches to heritage preservation, with a special interest in material aspects of the past, are less likely to tap the latent care that people have for the historic environment. As practitioners – or now, perhaps, facilitators – of a Localist heritage agenda, an essential change in mindset could help us to unlock the benefits of Big Society action.

Conclusions

Throughout the discussions in this session, the efforts to design, capture, and demonstrate impact in archaeology were of paramount concern. The level at which the Big Society influences this is often one which is not explicitly recognised in archaeological project design. However, where Government does its job well, its policies should reflect the societal trends of the day. In this case, community empowerment, local action, and devolved decision-making are principles which have been around long before Conservative party Big Society policy, and continue to influence our work regardless of the party political will to drive it, and despite other policies, such as the rapidly-becoming cliché 'cutting the deficit', seeming to run counter to it.

Where projects have turned to these principles – in the name of Big Society or just out of social conscience – success has been found. And whilst we must be aware that Localism is not a 'one size fits all' scheme, and that there are areas of our profession which are not naturally well suited to its aims (i.e. the commercial sector); where the mould fits the political agenda can provide a ready solution to demonstrating the impact of our projects to the wider world.

'As the heritage sector becomes more people-focussed, do we 'think' to much and 'feel' too little? Are we too rational and not emotional enough in an era where social and community values are becoming more important to how we perceive the heritage?'

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Neal, C. and Roskams, S. 2013 (in press) 'Authority and Community: Reflecting on archaeological practice at Heslington East, York' *Historic Environment; Policy and Practice*

Rob Lennox BSc Econ MA (IfA student member)

Rob Lennox is a studying for a collaborative doctoral award PhD at the University of York and the Council for British Archaeology investigating the processes of transition in cultural heritage policy. His research looks at how innovative planning policy is currently being adopted in the UK and the ways in which the archaeological profession interacts with government and influences its engagement with the public. You can follow his research at <http://ofarchaeologicalinterest.wordpress.com>.



Stella Jackson BA MA (IfA student member)

Stella has been working at English Heritage since 2003, where she is the Senior Designation Coordinator for the Northern Team. However, she has recently been on secondment to the Government Advice Team, working as Places of Worship Adviser. In 2008 she returned to the University of York to begin work on a part time PhD in cultural heritage studies, supervised by Dr John Schofield.





STRENGTHENING LOCAL COMMUNITIES: EXPLORING AND VALUING LOCAL HERITAGE

Rachel Tapp and Dawn Mason,
West Yorkshire Joint Services

This article showcases the varied and innovative methods used in the My Place community heritage education project, which focusses on the local, shared history and a sense of belonging for communities in Bradford and Keighley in West Yorkshire. The ultimate aims of the My Place project are to promote social and intergenerational cohesion, celebrate diversity and cultural richness, and emphasise the important roles that young people play in their local neighbourhoods. All of these objectives were achieved through an exploration of local heritage, with classroom-based learning through to the hands-on experience of a professional archaeological excavation.

The excavation site at Bolling Hall, Bradford. © My Place project



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The My Place project was developed by West Yorkshire Joint Services (WYJS) education and community engagement team (ECE), and is delivered in partnership with Bradford Museums and Galleries. Funded by the Heritage Lottery Fund (HLF), this model follows similar successful initiatives that took place on a smaller scale in other West Yorkshire communities of Beeston, Batley and Ravensthorpe from 2007-2011.

Over the course of the two-year project, the My Place team will be engaging with over 1200 young people in Bradford and Keighley: in local heritage workshops, drama interpretation and through geophysical survey and archaeological excavation at the two hubs of Bolling Hall (Bradford) and Cliffe Castle (Keighley), both museum buildings run by Bradford Museums and Galleries. The first academic year of the project has reached its conclusion with the onset of the school summer holidays, seeing more than 800 young people from 20 schools in the district working on the initiative. Four weeks of archaeological excavations represented the culmination of the programme of classroom-based activities, enabling students to put into practice their learning and gain experience of archaeological techniques.



The project team began working with schools in January 2013, developing a range of local heritage workshops with varied topics, encouraging students to examine the history of their local community, including census, homes and buildings, health, mill trade and clothing. Topics were developed to emphasise a commonality between what remains important in lives from the past and the present: where we come from, who we are, what we do. Workshops were chosen by individual schools according to their curriculum timetables, and materials were developed specifically for Key Stages 2-3 students, laying a foundation of knowledge of local history through a mixture of traditional and kinaesthetic learning. Linking to National Curriculum subjects such as literacy, numeracy, art, citizenship and humanities ensured a whole school approach. Whilst uncovering stories of local history to stimulate and inspire young people's engagement and learning, session content also created comparisons with students' own individual and family lifestyles, to help identify that they will become the basis for narratives



Students explore historical clothing by designing a rich or poor person from the Victorian or Tudor era. © My Place project

Students were given the opportunity to use professional equipment during the geophysical surveying of Bolling Hall. © My Place project



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Locals of all ages taking part in the community dig day at Cliffe Castle, Keighley. © My Place project



that future generations will learn about. The heritage workshops were delivered as the classroom-based element of the My Place project, which led on to the hands-on-history experience of the archaeological excavations.

In April 2013, in the run-up to the excavations, students from two schools in each 'hub' took part in half-day workshops of geophysical surveying at Bolling Hall and Cliffe Castle, creating an opportunity for them to handle and use geophysical equipment, examine what it tells us, why it is used before an excavation, and how resistivity and magnometry show different archaeological evidence.

All 20 schools also took part in classroom learning delivered by archaeologists from Archaeological Services WYAS (ASWYAS), with workshops exploring the subject of archaeology, why it is important and what it can tell us about the history of a community, recreating a classroom trench exploring the layers of soil, paired with timelines of Bradford and Keighley. These workshops were crucial in ensuring that all students were fully prepared for their 'dig day', risks or hazards on site were minimised, and the class understood the role they would play in a professional archaeological excavation.



A student with a selection of some more modern finds from the Keighley site © My Place project. © My Place project

"It has been an absolute pleasure to have been a part of this project. It was fantastic to witness the level of interest and excitement from the students during the archaeological activities. Our aim was to demonstrate the wide range of skills archaeologists need, such as patience, perseverance, attention to detail and co-operation with others. We hope we have provided inspiration to the next generation of young archaeologists who will feel able to actively engage with their own local historic environment."

Alexandra Grassam, Archaeological Services WYAS

From 10 June 2013, archaeological excavations began at the first site of Bolling Hall, south of Bradford city centre. Eleven schools participated in the Bradford hub and such was the enthusiasm of two schools to participate, and the awareness from teaching staff of the benefits presented to their students, that they formed a school-linking partnership to dig together on the same day to strengthen the relationships between students.

The trench site at Bolling Hall was chosen at the (now) rear of the property, which originally formed the grand drive for carriages to reach the entrance of the house. From day one of the excavations, finds were unearthed in significant numbers from the top soil downwards; at both sites a digger was used to take off just the layer of turf. From as early as day three, a stone boundary structure was uncovered by

students. Having consulted photographs and etchings of Bolling Hall from the early to mid-Victorian era, given by Museum staff, it appears that the trench site lies in the front gardens. It is thought that the stone boundary may have formed part of a structure, such as a flower bed. Other finds included Victorian, Tudor and medieval pottery, a stone architectural fragment, animal bone, a Maccassar Oil glass bottle and a musket ball. Each student group was split into two; half a day was spent on the excavation and the remainder was spent on activities in Bolling Hall Museum. The purpose of the museum workshops was to create the opportunity to relate any finds to objects on display and to use features of the hall to explore pupils' personal heritage, for example, using the coats of arms depicted on the 16th-century stained glass window panes in the dining hall to create individual family crests.

The format for the excavations was transferred to the second site of Cliffe Castle, Keighley. The trench was dug in the area covered by the geophysical surveying on a flat piece of ground one level down from the property in Cliffe Park. Project staff were unsure as to the function of this particular land during the time that the Butterfield family occupied the house from 1848 up until 1950, when it was purchased for Keighley Town Council by Sir Bracewell Smith.



Students used drawing to interpret different historical artefacts at Cliffe Castle, including the games markers to the front right. © My Place project



2013



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However, clues were soon unearthed when two metal objects were found over two consecutive days by school students. Each find was shaped into a right-angle with spikes protruding from one side. After seeking advice from Cliffe Castle Museum staff and members of Cliffe Castle Conservation Group, it was revealed that they were likely to be corners of a games pitch used for tennis or croquet. A significant amount of more modern artefacts were found in the top soil at the second site, including a Double Decker wrapper, a cola top, a Pakistani coin and a five pence piece dated 1985; although this was still deemed to be 'really old' by one young man. The other interesting finds include Victorian and medieval pottery, a ring, and a clay pipe stem and bowl, possibly from the English Civil War period.

Again, students had the opportunity to explore Cliffe Castle Museum for half a day. This experience was particularly engaging as the museum was closed to the public as part of a re-wiring project (it has since reopened). Young people were invited to participate in a private tour, exploring the galleries from the Industrial Age through to the luxury of the Butterfields in Victorian Keighley, the Romans, Stone Age and when dinosaurs walked the local landscape. It was important to relate the outside trench to its surroundings by giving students the chance to sketch their favourite museum artefacts with any of their finds.

Feedback from teachers reflected their students' enjoyment of the archaeological experience as a whole. The participation by young people in the manner of work experience rather than a school



activity, engineered solely towards children, appeared to stimulate an improvement in behaviour in all who took part. Most members of school staff commented on how the professional nature of the excavations set an example that encouraged their students to question, identify and discuss, using new vocabulary and adopting new skills. It was felt that the right chord was struck between delivering a specialist activity and making it as engaging as possible for the appropriate age range. Any verbal evaluations from the young people involved only added to these sentiments, with many either claiming that this had been their favourite school trip or that their future aspirations now lay with archaeology instead of football or celebrity.

To mark the end of the first academic year of the My Place project, celebration events were held in both Bradford and Keighley, to which the school students and staff, project volunteers, and local dignitaries were invited. These events were an opportunity for students to showcase all the activities that have taken place since January; students' personal archive books created from the heritage workshops, drama performances interpreting local historical stories, Tudor and Victorian costume dress-up and, of course, a selection of archaeological finds. Comments overheard at both celebrations portrayed a sense of ownership from the young people towards the project as a whole, in particular in terms of the excavations, identifying an object on display that they had found or explaining to another guest the processes involved in archaeology.

One of the tangible outcomes of year one is the creation of a student excavation manual, developed by participating young people for their peers, which will be provided to schools along with a resource pack of all heritage workshop material. It is hoped that those young people who took part this year will further develop their passion by recreating their own digs, perhaps within school grounds, and that the schools will be able to build upon the sentiments

The Celebration Events were the young people's opportunity to showcase the work that they had done with the My Place project.
© My Place project

nurtured by the My Place project. The sheer excitement expressed by students at the discovery of a find created an amazing chain reaction, sparking their imagination into thinking how a person from the past may have held an artefact in their hands and used it in their everyday lives, prompting the questions 'What could someone find out about me in years to come?' and 'What legacy will I leave behind?'

From September 2013, My Place will launch into its second and final year, offering this free-of-charge

Rachel Tapp

Rachel studied History and Politics at Leeds Metropolitan University before working for the West Yorkshire Archives Service, covering the Leeds public searchroom, and co-ordinating a three-year project to gather oral histories from West Yorkshire communities and deliver training across a wide range of archive-related topics. She has been working with the West Yorkshire Joint Services Education and Community Engagement from November 2012, in partnership with Hayley McCarthy, to deliver the My Place project to engage young people in their community and personal heritage in the areas of Bradford and Keighley.



experience to another set of young people in Bradford and Keighley. Whilst some aspects, for example where the trenches will be sited, are yet to be decided, it is undisputable as to how effectively local young people engage with the project, and become inspired by the history of their community and the people who live there. The results of year one have provided clear evidence that archaeological activities are a medium for promoting and celebrating communities by uncovering hidden stories and also making young people aware of the place they can play in creating narratives for the future.

Dawn Mason

Education and Community Engagement Officer Dawn has a creative background with developed skills in art and design, textiles, museum studies and beyond. In 2008, Dawn attended Leicester University and graduated with an MA in Museum Studies, Dawn discovered a passion for history and received a great deal of recognition for her dissertation exploring museums as sites for "dark tourism". Dawn also strengthened her curatorial skills, and explored the fundamentals of design. Dawn's background in heritage gives her a passion for bringing communities together through shared history, contributing towards community cohesion and ensuring that our precious artifacts and memories are celebrated and made available for future generations to enjoy.



2013



2013

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THE SOCIAL BENEFIT OF ARCHAEOLOGY

Kate Geary, *IfA*

The theme of the 2013 *IfA* Conference – impact – is something that is becoming an increasingly common feature of archaeological work wherever it is undertaken. Far from being just another buzz word, building the concept of impact into our work ensures that the public genuinely derive the benefit they should from our archaeological endeavours whether they be academic research, excavation in advance of construction work, community-based projects or the designation and management of nationally important sites and buildings.

The *Archaeology and social benefit* session looked at impact in a slightly different way. Based around half a dozen case studies, it considered the potential benefits of getting involved in archaeological work for people who might otherwise be classed as difficult, excluded or peripheral and explored what it is about the practice of archaeology that makes it such a good tool for reaching out to different audiences.

The inspiration for the session came from the wide variety of archaeological projects, many of them being undertaken by Community Archaeologists as part of CBA's Skills for the Future scheme, which are engaging with increasingly diverse groups of people. A far cry from the white, middle class retiree audience traditionally perceived as the beneficiaries of archaeological 'outreach', these were projects working with disadvantaged communities, young offenders, the long term unemployed, injured service personnel, refugee groups, people with mental health problems, people with physical disabilities, homeless people, the list goes on. The groups are diverse but the benefits involvement in archaeology can offer - the opportunity to participate in new activities, the potential to gain new skills, or a qualification, to gain new confidence, to engage in learning, to experience the thrill of discovery, to participate in active research, or in team-working or to become an active citizen as part of a community – are increasingly valuable.

As part of the discussion, we speculated on why that might be: archaeology is a complex combination of arts and sciences, it is at once deeply theoretical and highly practical, it requires both mental and physical interaction and employs (nearly) all the senses. At a very basic level, there is something for everyone

irrespective of mental or physical ability. Regardless of the level of participation, it offers the opportunity for a unique connection with a shared human past. I'm struggling to think of any other disciplines which can rival the opportunities for genuine participation, discovery and engagement (in the true sense of the word) which archaeology can offer.

The case study examples presented by Caroline Pudney of Cadw, Rob Hedge of Worcestershire Archives and Archaeology Service, the WEA Inclusive Archaeology Education Project, Janet Bailey of Glamorgan Gwent Archaeological Trust and John Schofield of York University were inspiring and we plan to publish them later in the year. We hope that the publication will contribute to the debate about the wider role of archaeology and will encourage more archaeologists to think about the impact of their work not just in terms of increased knowledge and understanding but also as a highly effective tool for reaching out and achieving a greater social benefit.

Kate Geary BA MIfA 1301

Kate is the Standards Development Manager, *IfA*, responsible for effectively researching, documenting and developing best practice and professional standards for historic environment professionals. She started working for *IfA* in January 2005. Her background is in curatorial archaeology in north Wales and at Devon County Council. She has been involved with the Young Archaeologists Club, Prospect and development of a research agenda for Welsh archaeology. Her main interests are the archaeology of upland landscapes, especially north-west Wales, and making archaeology accessible to a wide audience.



MAKING BIRMINGHAM'S PAST WORK FOR THE CITY'S FUTURE: URBAN DESIGN AND THE HISTORIC ENVIRONMENT

Mike Hodder, *Birmingham City Council*

Birmingham's rich and diverse historic environment consists of a wide range of heritage assets, from prehistoric remains to more recent industrial structures. Archaeological excavation as part of major developments, such as Bullring in the medieval town centre and Metchley Roman fort at the Queen Elizabeth Hospital, has transformed our understanding of the city's past. There are opportunities to make the past part of Birmingham's future through the design of new development: to *make waves by design and demonstration of impact* in the context of urban regeneration and growth. This article brings together the presentations and discussion in the 2013 Conference session *Urban design and the historic environment* with the sites visited in the city walk.

Good design makes the most of what is already there, by respecting and incorporating heritage assets. Going further than avoidance or exclusion of heritage assets, engineering solutions to preserve them, and lines in the ground to interpret them, innovative design can make the most of the contribution of the historic environment to local distinctiveness and a sense of place – what makes Birmingham Birmingham and not somewhere else – as well as recognising the intrinsic significance of heritage assets. This can range from retention and celebration of historic street patterns and the reflection of property boundaries in building design to hard and soft landscaping that is both inspired by and interprets heritage assets. Difficulties in perceptions, design and implementation include, as noted by architect Bob Ghosh at the conference, the tensions between fulfilling a commercial development brief and sound conservation practice. The design solutions to meet these challenges may be controversial.

Birmingham City Council's *Design and Conservation team* brings together a range of disciplines: archaeology, conservation, architecture, urban design, landscape, arboriculture and 3D visualisation, to provide an integrated input to Planning and Regeneration policy and its

implementation in development management. Importantly, this includes working in partnership with developers, investors and their agents.



Stone wall exposed during construction of the Wholesale Markets on the manor house site. © Birmingham City Council



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The City Council's existing and emerging *policy documents and development frameworks* include the *Birmingham Development Plan* (draft Core Strategy), which states that the historic environment will be central to shaping the City's future. Historic assets in all their forms will be promoted and enhanced in supporting the delivery of distinctive places. In stating Birmingham's aspirations as a world class city, the *Big City Plan* (BCP) recognises that heritage is part of authenticity and that the historic environment plays a positive role in enhancing design quality through making the most of what's there, enhancing heritage assets and their settings. The BCP identifies Areas of Transformation in the city centre including the Southern Gateway (east of Bullring) and Eastside (the north-east part of the city centre). Both of these lie within the city's Enterprise Zone.

The *Southern Gateway* includes Birmingham's medieval manor house. The moat around the manor house and a stone building within it were recorded during construction of the existing Wholesale Markets in the 1970s and still survive under the present

buildings. The Southern Gateway regeneration proposals include a new public square reflecting the moat of the medieval manor house in a development replacing the Wholesale Markets. The *Beorma Quarter* development (named after the person whose people gave Birmingham its name, *Beorma-ingas-ham*) in Digbeth lies in the centre of the medieval town, near St Martin's church and Bullring and just over the road from the distinctive Selfridges building. It is within a conservation area and contains a listed former Coldstore and three locally listed buildings. In addition to below-ground archaeological remains including a large medieval boundary ditch and leather tanning pits, burgage plot divisions of the medieval town survive as property boundaries on the site. This is an extremely rare survival in Birmingham, but original designs for a redevelopment scheme failed to address the site's character. Through close working between the City Council and the developer, the burgage plot divisions are now being retained, not just as lines in the ground but accentuated in a new tower which, in the architect's words, *extrudes* the burgage plots by continuing their lines through



Ashted canalside and locks in the area of the Eastside Locks development. © Birmingham City Council



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Ashted canal pumping station at Eastside Locks under excavation. © Birmingham City Council

the height of the building. Speaking at the conference, another architect and urban designer, Joe Holyoak, used the regeneration of the Digbeth part of the city centre as an example of how attention to the tangible presence of elements of historical memory can contribute to the construction of a deepened sense of place, which can benefit the quality of life of people living there.

Eastside lies on the edge of the medieval town of Birmingham. Its development in the 18th and 19th centuries is represented by canals and railways, burial grounds, surviving buildings and street patterns, and archaeological remains of post-medieval industries such as glassmaking, but there are also older remains. Excavations in Banbury Street revealed the remarkable survival of deposits of Late Upper Palaeolithic or Mesolithic date, containing two worked flints and pollen dominated by birch and pine. Evaluation trenching near Freeman Street revealed medieval pits behind the frontage of Moor Street and deposits containing medieval pottery

wasters suggesting a kiln in the vicinity – there is evidence for 13th-century pottery production in Digbeth to the south.

The proposed HS2 High Speed Rail includes a new station in Eastside close to the existing Moor Street Station, which will affect several heritage assets. Mitigation measures will consist of recording works and design solutions. They will include excavations at Freeman Street, mentioned above, and at Park Street Gardens which was used from 1810 to 1878 as an overspill burial ground for St Martin's. The new station footprint includes the oldest surviving building in this part of the city centre, the grade II listed Fox and Grapes pub, which was constructed before 1731 and has important 1920s additions. To the east, the Eagle and Tun, a locally-listed terracotta corner pub built about 1897, with an adjoining manager's house, will be retained in the design of the viaduct carrying the HS2 railway. The grade I listed Curzon Street Station lies just outside the proposed station. It was built in 1838 and was the original terminus to the



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The landscape scheme at the Queen Elizabeth Hospital Plaza with banks on the lines of the ramparts of Metchley Roman fort.
© Birmingham City Council

London-Birmingham railway, at the other end from Euston. The Woodman nearby is a late 19th-century, terracotta, street corner pub with surviving interior fittings. A renovation scheme will make the most of the building's proximity to the recently completed Eastside Park. HS2 will cross the Digbeth Branch Canal, part of a conservation area. The proposed Eastside Locks development, alongside the canal further north, has included excavation of a 19th century glassworks and its design retains a canal pumping station of 1812, a small air raid shelter and the walls of former canalside buildings. The Digbeth Branch Canal joins the Grand Union Canal at Warwick Bar. Recent work here, described at the conference by architect Bob Ghosh, has included the reinstatement and reuse of the former Minerva Wharf. Following assessment of the relative significance of the components of this heritage asset and their contribution to the character of the conservation area, this project involved removal of later additions to the wharf, including a wall built across it.

HS2 will run from the city centre along the River Rea and River Tame valleys and through an area of open

land at Park Hall before it crosses the boundary into Warwickshire. Excavation will take place at Park Hall which contains archaeological remains of a post-medieval country house and earlier features. A few miles from this, the largest area of *Green Belt* in Birmingham lies to the east and north of Sutton Coldfield. Residential and employment land requirements cannot be met elsewhere in the city, so the City Council has put forward options for development within the Green Belt in the Birmingham Development Plan, acknowledging that further assessment of various aspects of each option area would be required. Many heritage assets, some of which are designated assets, are currently recorded in the Green Belt. An archaeology and historic environment assessment, which has been undertaken alongside a landscape assessment, includes recommendations of mitigation measures which include archaeological excavation and protection and enhancement of heritage assets and their setting by the design of built development and hard and soft landscaping.

In Edgbaston, the Queen Elizabeth Hospital Plaza

protects and interprets *Metchley Roman Fort* through an innovative landscape design. The early design stages of the Plaza were described at an IfA conference ten years ago and the scheme, which is the final stage of the new hospital development, was completed in November 2012. The Plaza is a public space between the new hospital entrance, the University of Birmingham's Medical School, University railway station and the University's main campus. It includes the main pedestrian path to the new hospital.

The location and extent of Metchley Roman fort is known from remains that survived above ground into the 20th century and from archaeological excavations in the 1930s, 1950s, 1960s and most recently between 1996 and 2010 as part of the new hospital and developments on the University campus. The fort was originally constructed in the middle of the first century AD and the site remained occupied into the second century. Excavations have shown that it began as a square fort defended by rampart with a double ditch in front, and entered by timber gateways with towers. It was subsequently enlarged with annexes, which were also defended by ramparts and ditches. Later, a smaller fort, defended by a rampart and single ditch, was built inside the earlier one. The fort contained timber buildings, including barrack blocks, granaries, workshops, the headquarters building and the commandant's house.

The Plaza contains the northern part of the fort, which was designated a scheduled monument in 2002 through the Monuments Protection Programme, extending a previously much smaller scheduled area. It includes the defensive lines of the first fort, the northern annexe and the later, smaller fort. The innovative design of the plaza protects archaeological remains below ground whilst interpreting them above ground. The defensive lines have been indicated in the Plaza design by banks representing the fort's ramparts, and the line of the main north-south road through the fort has been indicated. Interpretation panels explain the site to visitors.

Excavations on this part of the site have shown that the archaeological remains of the Roman fort are very shallow, in places as little as 100mm below the present ground surface. The design and construction of the path and the banks along the line of the fort's ramparts has therefore avoided intrusion into the existing ground surface. A geotextile membrane was laid on the surface and the banks and path built up from that. Machinery used for constructing the banks moved along each stretch of bank as it was built to avoid travelling directly on the geotextile.

Service ducts and bases for benches and lighting alongside the path are contained in the built up material, so that they do not intrude into the ground surface.

The Plaza design does not isolate the fort as a "monument" but integrates it into the surrounding developments and interprets the fort to the thousands of users of those developments. It is publicly accessible at all times: it adjoins a public road, lies opposite University railway station and incorporates a public transport interchange. The scheduled monument status of the site, which might have been regarded as a constraint, proved on the contrary an important management tool and played a positive and constructive role in guiding the use and design of the Plaza.

Further information

M Hodder 2004/2011 *Birmingham: the hidden history*. Tempus/The History Press

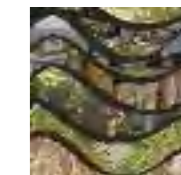
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Birmingham Development Plan
www.birmingham.gov.uk/plan2031
www.birmingham.gov.uk/archaeology

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Mike has been Birmingham City Council's Planning Archaeologist since 1994. He has been involved in several major developments including the Bullring and the Library of Birmingham in the city centre, the Queen Elizabeth Hospital and the M6 Toll motorway. Current major projects include HS2 high speed rail and proposed development in the city's Green Belt. He is also particularly interested in the links between the historic and natural environments and works closely with parks managers and ecologists in the management of archaeological remains in the city's open spaces. Mike's book on the archaeology of Birmingham, *Birmingham: the hidden history* was published in 2004 and reprinted with updates in 2011.



2013



2013

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HOPES AND FEARS: THE IfA NEW GENERATION SPECIAL INTEREST GROUP

Ben Jervis, *English Heritage* and IfA New Generation SIG

The IfA New Generation Special Interest Group (NGSIG) held its first event at the Birmingham conference, leading to a stimulating discussion about the future both of the group and of the profession. NGSIG was set up last year to promote pathways into the profession, provide a training support network and act as an advocate for early career archaeologists, regardless of age, specialism or location.

In order to gauge the concerns and needs of the new generation we posted four question boards at the conference venue, each asking a different question. These were then brought together on the last day of the conference, acting as a stimulus for a debate which was scheduled to last half an hour, but went on for considerably longer! Here we summarise the results of this exercise and demonstrate how we intend to take the findings forward into the production of a forward plan for NGSIG.

What's holding you back?

A key objective of the group is to explore new avenues for career progression and pathways into the

profession. Our first question was therefore aimed at identifying the barriers to progression and professional development. Of the 66 responses, three general areas stand out.

The first can be defined as a lack of opportunity. Essentially, respondents highlighted the difficulty in gaining new experiences which build knowledge and skills and, ultimately, which lead on to employment. Clearly opportunities such as the IfA workplace bursary scheme have helped in this area, but it is apparent that these opportunities are too limited at present. Therefore a key area of concern for the NGSIG will be addressing this issue, by trying to make the opportunities available to bursary holders available to all members of NGSIG, through the holding of training events and exploration of other opportunities for professional development, such as work shadowing or mentoring. We will also work with IfA Council to explore non-degree routes into the profession, making a career in professional archaeology more accessible and leading to a more diverse workforce. By offering training on professional and transferable skills such as project management or communication, we hope that we will also be able to empower the new generation to create opportunities for their own development –

indeed nine responses indicated that people were holding themselves back, for reasons such as a lack of confidence.

A second barrier to progression was the attitudes of established colleagues, summarised principally as a sense that new ideas are not embraced, fresh thinking not encouraged and that skills are not utilised by employers. It is clear that NGSIG has an advocacy role in this area, by creating opportunities to demonstrate positive work being undertaken by early career members of the profession. To this end we will be hosting a session at the 2014 IfA conference showcasing the finest work being undertaken by the new generation.

The third major barrier is financial, both the lack of public funding for archaeology but also the constraints imposed by a commercial environment. Clearly IfA as a whole is concerned with both of these issues and NGSIG will support the advocacy work of the IfA council, particularly by ensuring that where possible the new generation is represented on appropriate committees. Through offering training in transferable skills we will also seek to ensure that the new generation are suitably equipped to enter what is, for better or worse, a commercialised profession, focussing on skills such as budgeting, project management and business development.

A small number of responses highlighted other concerns. The complexities of the IfA validation procedure were raised, particularly the difficulties of individuals who do not routinely produce written outputs. Through working with IfA Council, and nominating a NGSIG committee member for the Validation committee we will seek to address this barrier to professional advancement, whilst also supporting the push towards chartered status.

What motivates you?

Our second question was posed to understand the reasons that people enter, and stay in, the profession. Around half of the respondents indicated that it was a love of the subject which underpinned their career choice, or the fact that there is strong comradery amongst the archaeological community. This was seen as a positive, but also as a potential hindrance in the quest for improved pay and conditions, as we run the risk of having a highly motivated workforce who are willing to settle for poor working conditions because of a love of archaeology. Clearly IfA as a

whole has a role to play in ensuring that this is not the case, and in its advocacy role NGSIG can also contribute to this agenda.

A further group of respondents were motivated by the results of their work, seeing archaeology as having real social and cultural value. In particular many of these respondents highlighted their involvement in community archaeology projects. NGSIG and IfA as a whole has a responsibility to ensure that the positive impact of archaeology is communicated widely both within and outside of the profession, and will seek to do this through a wide of outlets, and particularly through the development of a social media strategy through which positive contributions can be showcased.

In contrast to the responses regarding barriers to development, a small number of respondents highlighted the variability that a career in archaeology offers, remuneration and the opportunities afforded by supportive employers for training and professional development. We must continue to push for these examples of professional best practice to become the norm and not the exception.

How can the new generation change the profession?

This question sought to find out how the new generation as a whole, and as individuals, can contribute to the development of the profession. The responses were varied, but two key themes developed in terms of the group as a whole. The first was the need to engage with universities, by publicising IfA and its work to undergraduates and ensuring that students emerge from university with an accurate understanding of what a profession in the heritage sector may entail, although not necessarily with all of the skills required to undertake specialist roles. NGSIG members have a clear opportunity to take the lead in working with university staff and students to create a more realistic understanding of the heritage profession outside of academia, perhaps through giving talks to students, supporting the implementation of the pathway to PlfA scheme (on the IfA agenda for next year) and creating guidance for students interested in a heritage based career. Additionally it was identified that the group has a particular role to play in supporting the work of IfA in promoting non-degree entry to the profession.

The second main set of responses relate to advocacy and communication. In terms of communication,

New generation event. © NGSIG





Graffiti wall. © NGSIG



responses largely relate to the need to engage with individuals and groups both outside of IfA and also outside of the sector, to promote archaeology as a profession. In terms of advocacy the main message is a need to overcome the negativity and conservative approach to practice held by many within the profession, both towards IfA and also to prospects more generally. The need for individuals to adopt a positive attitude was also addressed, and in particular it was apparent that the new generation feel that there is a high level of negativity amongst some more established professionals. The need to be enthusiastic about work, to inspire and guide those within and outside of the profession, to lead by example and promote the adoption of new ideas and technologies, as well as acting professionally and maintaining standards were all highlighted as potential ways to contribute to the development of the profession. The best way to achieve this is showcasing innovation in practice and highlighting success, for example through publication in *The Archaeologist*, the innovative use of social media platforms and through the organisation of events which highlight the positive contribution of professional archaeology to the field and society more widely, particularly through engagement with community groups. Individuals also indicated that they have a role to play in communicating more effectively in order for the profession to develop, principally by showcasing their work and being open about their achievements, including through the use of social media and engaging with a wide variety of groups through their work. Crucially the need to communicate with everyone from children to government was identified, in order to act as advocates for the wider value of the heritage sector and the work undertaken within it.

A further area in which the new generation expressed particular concern was the development of archaeology as a profession, by supporting chartership, becoming involved in IfA committees and activities (and particularly ensuring that PlfA and AlfA members are appropriately represented on these), as well as creating opportunities for CPD activities. NGSIG members are already seeking to address these issues, by devising a series of training events and exploring opportunities to sit on the validation committee, but in order for these to be successful individuals must embrace these, participate both as learners and teachers and take ownership of their own professional development, particularly by working in a structured and goal oriented manner.

Overall, despite the barriers identified, the new generation have identified that they have a role to play in changing the profession for the better, both individually and collectively by advocating, communicating, taking control of their careers and going about work in a positive, professional and enthusiastic manner.

What can NGSIG do for you?

Finally we wanted to find out what our members wanted from us. Three themes emerged, the best represented of which was training. A range of responses were received in relation to this theme, ranging from arranging training ourselves to promoting opportunities for mentoring and assisting in the development of vocational training, including non-degree routes into the profession.

A second key area is communication, with a similarly broad range of responses being received. These include communicating to those outside of the profession to emphasise the value of archaeology and change perceptions of archaeologists and ensuring that channels of communication within the profession are maintained. Opening channels of communication between the profession and university students was also identified as a priority, to ensure that those entering the profession understand what is required to get a job, the realities of employment (in the commercial sector in particular) and the wide range of career paths available within the profession as a whole.

The third key area is advocacy, in particular creating a platform through which the concerns of the new generation can be brought to the attention of their managers and IfA Council.

Where do we go from here?

At the NGSIG AGM the committee were elected for a three-year term. During the discussions some short, medium and long term goals were suggested, to address the concerns raised during the question session. These goals will form the basis of our action plan for the next three years.

Short term goals

- Begin a programme of training events (focussed on transferable, professional skills)
- Organise a session at the 2014 IfA conference showcasing the work of the new generation
- Develop social media strategy and launch this as a platform for advocacy and communication
- Work towards developing a pool of mentors for early career archaeologists, working alongside the Pathway to PlfA scheme
- Raise the profile of IfA to students and early career archaeologists, and participate in recruitment activities

Medium term goals

- Pilot a work shadowing/work experience programme
- Work with universities to create opportunities for NGSIG members to advise students on professional archaeology and act as advocates for IfA
- Support IfA in move to chartership, pathway to PlfA project and exploration of non-degree routes into the profession, including apprenticeships

Long Term Goals

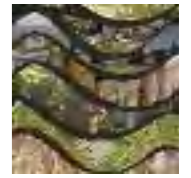
- Work with universities to organise an archaeology careers fair
- Produce helpsheets highlighting the kinds of experience and qualification which might be required for particular careers within the heritage sector
- Work with partners across the profession, and within other professional institutions, to address the big challenges facing the profession in the coming decades

Overall this event has yielded fantastic results and has built a great deal of momentum around NGSIG, which we hope to take forward. Watch this space for announcements of forthcoming events and the launch of new initiatives, and follow us on twitter @IfA_NewGen or on Facebook.

Dr Ben Jervis BA MA PhD MIfA 5586

Dr Ben Jervis works for English Heritage as Assistant Inspector of Ancient Monuments in the London office. He previously held an IfA workplace bursary at Southampton museum, before studying for a PhD at the University of Southampton, on the topic of medieval pottery from Southampton. He has held part-time positions at the Universities of Southampton, London and Cambridge and was previously a local authority archaeological advisor in east Berkshire. He is the social media and publicity officer for the New Generation SIG, a group which exists to promote the interests of and create CPD opportunities for, early career archaeologists.





2013

2013

A 'MERCANTILE MARIE CELESTE': THE NEWMAN BROTHERS COFFIN FURNITURE WORKS IN BIRMINGHAM'S JEWELLERY QUARTER

Simon Buteux

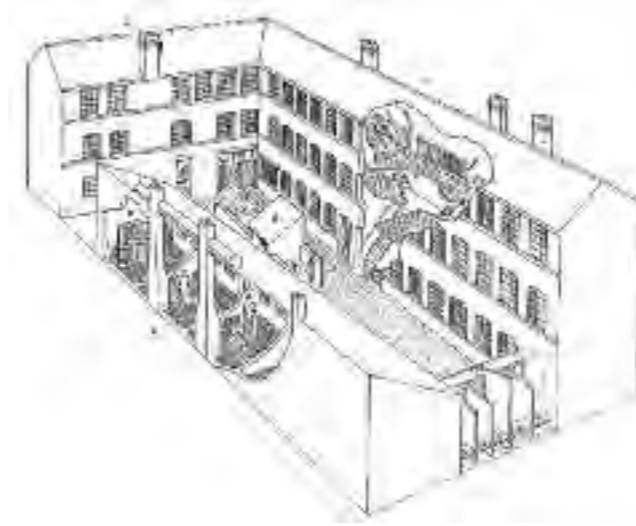
One of the excursions available to delegates of the 2013 conference was to the Birmingham Jewellery Quarter – a fascinating urban industrial area, unique in character and of great architectural, historical and archaeological importance. For approaching 200 years, the Quarter has been a centre for the production of jewellery and other metalware items, in converted houses and purpose-built workshops and factories. And although manufacturing has declined greatly since its heyday just before the First World War, the Quarter is still today the major centre for the manufacture of gold jewellery in the UK. What is perhaps most remarkable is that the techniques of manufacture and the machinery used has changed so little since the 19th century, and often within the same buildings.



Newman Brothers staff in the factory courtyard, early 20th century. © Birmingham Conservation Trust



Ladies working in the Shroud Room c. 1960. © Birmingham Conservation Trust



Reconstruction drawing of Newman Brothers factory as originally built. Courtesy of English Heritage

Newman Brothers coffin furniture works illustrates this wonderfully. It was purpose built in 1894 for the manufacture of coffin furniture – handles, breast plates and all the other metal fittings required on a coffin. Later, shrouds and coffin linings were added too, so that the business made everything that was needed except the coffin itself. Newman Brothers prided themselves of making 'coffin furniture of distinction' and their products have graced the coffins of the likes of Joseph Chamberlain, Winston Churchill and the Queen Mother. They catered too for the lower end of the market, and in the latter half of the last century even coated plastic handles with metallic finishes.



Dies and stamped coffin fittings. © Crown copyright EH



2013



'Stop the Clocks', a play by the Tin Box Theatre Company, inspired by Newman Brothers and performed at the factory.
© Birmingham Conservation Trust



A huge amount of stock was left behind at the factory – a box of RIP coffin handles © Birmingham Conservation Trust



2013



Newman Brothers Horace (left) and George.
© Birmingham Conservation Trust

The medium-sized factory consisted of ranges of 'shopping' (ie workshops) around a courtyard, each workshop with a different function – the Casting Shop, the Blacking Shop, the Barrelling Shop, the Polishing Shop, the Electro-plating Shop, the Piercing Shop and so forth. The machinery was originally driven, via line-shafting, by a gas engine at one end of the courtyard (with the toilets on top!). There were clear divisions between 'dirty' and 'clean' tasks, and strict social divisions amongst the workforce. Ultimately, Newman Brothers' business was the victim of changes in values, fashion and funerary



One of the Newman Brothers travelling salesman's bags, with its contents of sample coffin handles. © Birmingham Conservation Trust



The Shroud Room as it was left in 1999. © Birmingham Conservation Trust



2013



The Stamp Room. © Crown copyright EH

practice. When the factory was built people were prepared to spend big money on fine coffin fittings. Today not many of us give any thought to what our coffin handles are going to be like, in the unlikely event that we are buried in a coffin. So over the years

the business gradually contracted until one day in 1999 the last few staff closed the doors behind themselves for a final time, as if at the end of an ordinary working day. They left almost everything behind – the machinery, the stock, the records in the



The limited vocabulary of death: if we are to judge from what is written on coffin plates (and gravestones), the two most important facts about a life are exactly when it ended and how old one was when this happened. © Crown copyright EH



2013



Assorted Newman Brothers coffin furniture. © Birmingham Conservation Trust

office, tea (and a pot of glue!) on the stove, even brandy and cigars in the Director's drinks cabinet.

And therein lies the real fascination of the Coffin Works. It is, as Julian Litten, author of *The English Way of Death* has put it, a sort of "mercantile Marie Celeste". English Heritage first recognised the significance of the Coffin Works during a survey of the Jewellery Quarter in the late 90s. It was subsequently listed II*, and since 2002 the Birmingham Conservation Trust has been leading the effort to raise the funds to save the factory and find a sustainable new use for it. The solution is to give the building a dual function. Part of it will become a heritage attraction, where visitors will step back in time and experience the factory as it was, with the machinery and stock (currently in temporary storage) put back where it was. There will also be exhibition spaces where the themes of death and burial, past and present, and amongst different cultures will be explored. The remainder of the factory will be converted into workshop/office units for let, the rent supporting the long-term maintenance of the building.

'...one day in 1999 the last few staff closed the doors behind themselves for a final time... They left almost everything behind – the machinery, the stock, the records in the office, tea on the stove, even brandy and cigars in the Director's drinks cabinet'



Newman Brothers sold exclusively to the trade. On their shelves was everything the undertaker could need! © Birmingham Conservation Trust



The front range of the Coffin Works. © Crown copyright EH



On 29 July the keys to the Coffin Works were finally handed over to contractors FWA, who are carrying out the repair and conservation work. From left to right: Ian Bird, FWA Contracts Manager, Andy King, FWA Site Manager, Simon Buteux, Director, Birmingham Conservation Trust. © Birmingham Conservation Trust

The work, which finally began at the end of July, has grant support from the Heritage Lottery Fund and English Heritage amongst many others. Part of this funding will go towards paying for a collections manager, who will oversee research and

conservation on the very large Newman Brother's archive. Archaeology, building conservation, social and economic history, heritage interpretation and urban regeneration all converge at the Coffin Works.

Simon Buteux BA MPhil FSA MifA 1884
simon.a.buteux@birmingham.gov.uk

Simon is an archaeologist by training and has been Director of the Birmingham Conservation Trust since January 2013. Until 2007 he was a Research Fellow in the Institute of Archaeology and Antiquity (IAA) at the University of Birmingham, where he was a Director of Birmingham Archaeology and, from 2002-5, Divisional Leader for Archaeology and Heritage Management. Simon has carried out or managed numerous archaeological projects in the West Midlands and further afield. From 2008-11 Simon undertook the repair and conservation of the Reader's House, a Grade I listed early 17th century building in Ludlow, which received a special conservation award. Simon is a Member of the Institute for Archaeologists and a Fellow of the Society of Antiquaries.



THANK YOU!

We have had some fantastic feedback from our Birmingham conference and we couldn't have done it without all the contributing presenters, session organisers, trainers, exhibitors, the staff at the venue and, finally, without the support of our sponsors.

Our joint sponsors:
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Supporting our excursions:
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SEE YOU NEXT YEAR...



IfA Disciplinary regulations – how do they work?

Kirsten Collins, Standards Compliance Manager

In *TA87* we outlined the IfA Disciplinary regulations and how they link to the *Code of conduct* and *Standards and guidance*. We provided two working examples and promised you more, so you will find below two further examples – advertising and accessibility. If you would like a particular issue to be reviewed in this way please email Kirsten at kirsten.collins@archaeologists.net.

Example 1: Advertising below IfA salary minima

Issue: An advertisement has been published where the employer (a MIfA) appears to be offering a PIfA-grade job below the minimum salary for the grade.

Code of conduct:

Principle 5 states that;

The member shall recognise the aspirations of employees, colleagues and helpers with regard to all matters relating to employment, including career development, health and safety, terms and conditions of employment and equality of opportunity.

This is further explained in Rule 5.5;

A member shall give due regard to the welfare of employees, colleagues and helpers in relation to terms and conditions of service. He or she shall give reasonable consideration to any IfA recommended pay minima and conditions of employment, and should endeavour to meet or exceed the IfA recommended minimum salaries.

Complaint and evidence:

An allegation can be brought against the member under the disciplinary regulations using the relevant form (found at www.archaeologists.net/regulation/complaints) and giving the details of the alleged breach of Principle 5 of the *Code of conduct*, using the advertisement as evidence.

This is not an easy issue, but is very important. Although IfA Council agreed in January that compliance with salary minima is no longer an absolute requirement for IfA Registered Organisations, the *Code of conduct* clearly highlights terms and conditions of employment as a key concern for all members, referencing IfA recommended minimum salaries as a benchmark. When we are looking at job adverts for the IfA Jobs Information Bulletin, we will only include adverts which pay IfA minima, offer genuine benefits to employees or, if advertised as training posts, provide a structured training plan. Obviously, we cannot keep track of all advertising options and we are grateful for any reports from members (and non-members) who are aware of informal or formal advertising which suggests IfA members are not respecting the *Code of conduct* in this regard.

Example 2: Access to unpublished information and archives

Issue: A corporate member of IfA (PIfA, AlfA, or MIfA) has carried out work on an archaeological site but the report has not been published and the data/artefacts are not being made available following a request for information.

Code of conduct:

Principle 4 states that;

The member has responsibility for making available the results of archaeological work with reasonable dispatch.

This is further explained in the Rules 4.1-4.7;

4.1 A member shall communicate and cooperate with colleagues having common archaeological interests and give due respect to colleagues' interests in, and rights to information about sites, areas, collections or data where there is a shared field of concern, whether active or potentially so.

4.2 A member shall accurately and without undue delay prepare and properly disseminate an appropriate record of work done under his/her control.

Note: Dissemination in these rules is taken to include the deposition of primary records and unpublished material in an accessible public archive. This rule carries with it the implication that a member should not initiate, take part in or support work which materially damages the historic environment unless reasonably prompt and appropriate analysis and reporting can be expected. Where results are felt to be substantial contributions to knowledge or to the advancement of theory, method or technique, they should be communicated as soon as reasonably possible to colleagues and others by means of letters, lectures, reports to meetings or interim publications, especially where full publication is likely to be significantly delayed.

4.3 A member shall honour requests from colleagues or students for information on the results of research or projects if consistent with his/her prior rights to publication and with his/her other archaeological responsibilities.

Note: Archaeologists receiving such information shall observe such prior rights, remembering that laws of copyright may also apply.

4.4 A member is responsible for the analysis and publication of data derived from projects under his/her control. While the member exercises this responsibility he/she shall enjoy consequent rights of primacy. However, failure to prepare or publish the results within 10 years of completion of the fieldwork shall be construed as a waiver of such rights, unless such failure can reasonably be attributed to circumstances beyond the member's control.

Note: It is accepted that the movement of archaeologists from one employment to another raises problems of responsibility for the publication of projects. This ultimate responsibility for publication of a piece of work must be determined either by the contract of employment through which the work was undertaken, or by agreement with the original promoter of the work. It is the responsibility of the member, either as employer or employee, to establish a satisfactory agreement on this issue at the outset of work.

4.5 A member, in the event of his/her failure to prepare or publish the results within 10 years of completion of the fieldwork and in the absence of countervailing circumstances, or in the event of his/her determining not to publish the results, shall if requested make data concerning the project available to other archaeologists for analysis and publication.

4.6 A member shall accept the responsibility of informing the public of the purpose and results of his/her work and shall accede to reasonable requests for information for dispersal to the general public.

Note: The member should be prepared to allow access to sites at suitable times and under controlled conditions, within limitations laid down by the funding agency or by the owners or the tenants of the site, or by considerations of safety or the well-being of the site.

4.7 A member shall respect contractual obligations in reporting but shall not enter into a contract which prohibits the member from including his/her own interpretations or conclusions in the resulting record, or from a continuing right to use the data after completion of the project.

Note: Adherence to this rule may on occasion appear to clash with the requirements of rule 1.10. A client employer may legitimately seek to impose whatever conditions of confidentiality he/she wishes. A member should not accept conditions which require the permanent suppression of archaeological discoveries or interpretations.

The **Code of approved practice** states;

Rule 19 A member involved in commissioning or undertaking works should ensure that a comprehensive and fully integrated archive consisting of project records and cultural material in a permanently accessible form is deposited in a designated repository within a reasonable time of the completion of the works.

Rule 20 A member will seek to ensure the prompt dissemination of work on accordance with IfA's Code of conduct.

Rule 27 A member must respect confidentiality, but should allow access to primary archaeological records within a reasonable time (normally six months)

There is also further information in the **Standards and guidance**;

The Standard for archaeological excavation is

An archaeological excavation will examine and record the archaeological resource within a specified area using appropriate methods and practices. These will satisfy the stated aims of the project, and comply with the Code of conduct, Code of approved practice for the regulation of contractual arrangements in archaeology, and other relevant by-laws of the IfA. It will result in one or more published accounts and an ordered, accessible archive.

The **Guidance** goes on to offer advice on how this may be achieved

3.5.2 In updating the project design, archaeologists should be aware of future research and/or resource management needs, together with requirements for the effective short- and long-term curation of the project archive (including retention/disposal considerations). The archaeologist should ensure that these are addressed and raised with the planning archaeologist or other relevant authorities.

There are similar caveats in the other Standards and guidance, for example;

Standard and guidance for the collection, documentation, conservation and research of archaeological materials

Guidance

3.6.3 The updated project design will include a task list indicating which personnel will undertake which finds tasks, the methods by which the tasks will be carried out, the duration and cost of each task including archive preparation and deposition, and the intended scope and nature of dissemination.

3.7.6 A stable, accessible archive must be created. All data generated as a result of analysis should be included in the project archive.

Standard and guidance for an archaeological watching brief

Guidance

3.4.6 Subject to any contractual requirements on confidentiality, copies of the report must be submitted to the appropriate Sites and Monuments Record within six months of completion of report.

3.4.7 As a minimum, a site summary (see English Heritage 1991) or data structure report (see Appendix 1 and Historic Scotland 1996b) should be submitted to the appropriate Sites and Monuments Record, the National Archaeological Record and, where appropriate, the central government conservation organisation within six months of completion of the fieldwork or earlier, as may be specified by contractual or grant conditions. In Scotland, a summary interim report must be published in an annual regional or national digest of fieldwork (Historic Scotland 1996f, 2). For the United Kingdom and Isle of Man as a whole, it is considered that fuller publication of the majority of projects is required.

3.7.5 The archaeologist undertaking work must respect the requirements of the client or commissioning body concerning confidentiality, but the archaeologist must endeavour to emphasise his or her professional obligation to make the results of archaeological work available to the wider archaeological community within a reasonable time.

Complaint and evidence; A complaint can be brought against the member under the disciplinary regulations using the relevant form (found at www.archaeologists.net/regulation/complaints) and giving the details of the alleged breach of Principle 4 of the *Code of conduct*. The evidence could be include a request for information which has been refused where the date of the work is known and the archive has not been submitted or where the member has failed to produce a report within a reasonable time.

The issue here is accessibility and not the lack of reporting – there are of many examples of projects which have not been written up within a reasonable period (and beyond ten years of investigation taking place) as a result of circumstances out of the control of the project team. From an ethical perspective, it is the question of accessibility to an archive, data or results which could breach the *Code of conduct*.

Kirsten Collins BA MA MifA 6090

Kirsten joined the IfA in September 2008. She is responsible for effectively developing and maintaining procedures and processes to measure compliance with IfA by-laws, standards and requirements, for maintaining appropriate records, and for developing and maintaining support and systems for IfA. She has previously worked as Client Support Team Manager at MoLAS, and as Regional Loss Prevention and Health & Safety Manager for Borders/ Books etc where she received commendations from a Crown Court Judge and the Commissioner of the City of London Police.



Formal review of IfA's Disciplinary procedures



Kirsten Collins, *Standards Compliance Manager*

Mr Ian Machray of Field Seymour Parks Solicitors carried out a review on 20 May 2013 of the files and reports of all allegations processed in 2012 under IfA Disciplinary procedures and the Registered Organisations complaints procedures. The annual review is essential in determining how the processes are working and to highlight any improvements that could be made. The review in 2012 also covered the period following the adoption of revised disciplinary procedures at AGM in October 2013.

In 2012 there were some correspondences that did not lead to an allegation being made or formal communication with IfA about the matter. Under the disciplinary regulations there was one case to review and under the Registered Organisations complaints procedures there was

also one. Neither of the cases progressed beyond the initial stages.

Mr Machray's report found that the IfA "has handled the two complaints received competently and in an appropriate manner". The procedure and the outcome of each matter were clearly set out in writing to each complainant.

IfA Council has been notified of the review. The next review will take place early 2014.

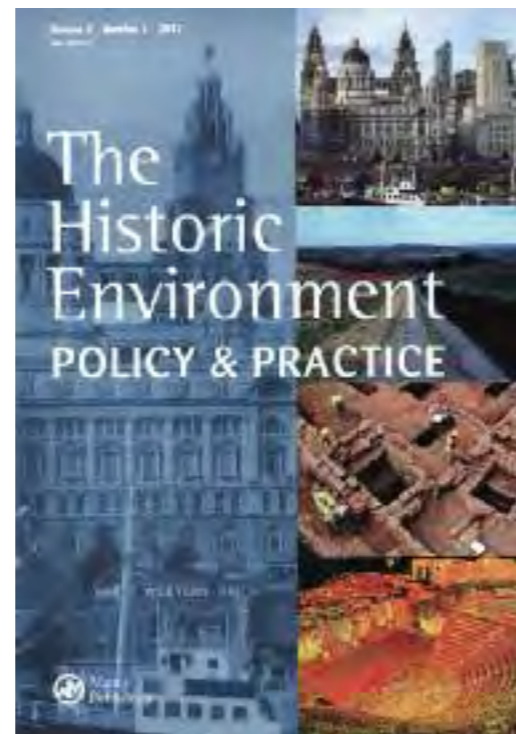
So far in 2013 there have been (or there are ongoing) eight cases, four under disciplinary procedures and four under Registered Organisations complaints procedures. IfA has been updating systems to ensure procedures are followed and recorded.



IfA and *The Historic Environment*

Roger White, University of Birmingham

It is, almost unbelievably, five years since I started editing *The Historic Environment Policy and Practice*. Starting a new journal is bound to be fraught with a certain nervousness. Will the articles come in? Will enough people read it? Will I be up to the task of editing? This last question is tied up with the first: if the articles come in, then the editor's job is a relatively easy one. It is my role to be proactive in stimulating people to produce papers to fill the journal, as well as the more obvious task of editing the journal and handing it over for production. In this task, I am aided by Harriet Devlin, my Deputy Editor, and by the efforts of the Editorial Committee, who have all been instrumental in ensuring that the flow of papers has continued and built. Yet of course it is not just as simple as publishing everything that is sent to the editors. There has to be a process, and there has to be a focus to the journal's contents.



The process is in many respects the least contentious element: an article comes in, a referee is chosen and the paper is reviewed. Corrections and editorial suggestions are made by the reviewer and passed on to the contributor to invite revisions and finalise the text. The focus is something that is perhaps a bit more difficult to define, but for me the key to the journal and its contents lie in the sub heading: *Policy and practice*. The papers should, in the end, be about fostering best practice and / or considering the impact of policy on how we manage the historic environment globally. This is no easy and obvious thing to do. Historic Environment professionals, which includes archaeologists but also those who work in other related sectors, provide a professional service that has to be resourced, and thus justified, to those who have to meet its costs. We cannot afford to just stand still as a profession and expect our work to be funded just because we think it is worthwhile. Archaeology as a discipline thus continues to evolve to meet the needs of society and this is reflected in the changing policy and practice that this journal has set out to capture.

Thus best practice and communication of new policy is vital to us if the profession is to continue to meet the needs of society. Despite the pressures on

historic environment teams everywhere there is no doubt about the public interest in, and engagement with, community archaeology: people are more than ever interested about their own past and about the places where they live. Archaeologists can provide the key to unlock those stories, and this has been strongly reflected the content of the journal in recent issues. Yet we can only communicate best practice if those working to develop those practices tell us about them. Archaeologists have always been innovative and creative about adapting their work to suit the current needs, but have perhaps been less effective at communicating these developments.

The Historic Environment Journal – *your* journal – is here to act as a sounding board for the profession, to communicate the best work that you do and to track best practice in archaeology wherever it happens. As editor, I do hope that those reading TA will feel moved to bring forward these ideas as papers: if your work is good enough to be delivered at IfA conference, then it is surely good enough to be shared with a wider, global audience too. If you have any ideas that you would like the editorial board to consider, please email me in the first instance at R.H.White@bham.ac.uk.



Roger White BA PhD MIfA 651
r.h.white@bham.ac.uk

Roger is Academic Director and Senior Lecturer at the Ironbridge International Institute for Cultural Heritage. By training, Roger is an archaeologist and has, for much of his working life, focused on Wroxeter Roman City, in Shropshire. Roger is interested in the period of transition from the late Roman to early medieval period and especially so in the west of Britain, the late Roman province of Britannia Prima. His work with the Ironbridge Institute has led to research into the industrial archaeology of Shropshire, with particular interest in the broadest sense of understanding the impact that industrialisation has had on societies and in the management of industrial landscapes. Roger has been a member of IfA Council and been involved with both the IfA Professional Development and Practice committee and the IfA Registered Organisations committee. Roger has been editor of *The Historic Environment, Policy and Practice* since its launch in 2010.

IfA Yearbook and Directory 2013 – *erratum*

All members should now have received their *IfA Yearbook and Directory*. We will soon be working on the next issue, so any feedback on the current one is very welcome. As editor, I will also be looking at the process of collating and checking the data that is included to try and minimise any errors. We will also be looking into how we manage member data in the office, investigating ways in which we can collate our databases and (hopefully) develop the member experience in new ways. With such a large collection of data, there are always mistakes which creep in as a result of problems within the database profiles or simple typological errors missed in proofing. Any problems which we are made aware of are immediately checked and corrected (if there is a mistake on our database) to make sure we can avoid similar issues in future. I am also making some changes to the process which I hope will reduce the potential for incorrect information being included.

The following erratum corrects misleading or incorrect information published in the Yearbook. We would also like to apologise to any member or Registered Organisation whose details are incorrect – if you have noticed a problem with your details, please get in touch with me directly so we can update our database. If you have any comments or points for us to consider for the 2014 Yearbook, please email me on amanda.forster@archaeologists.net.

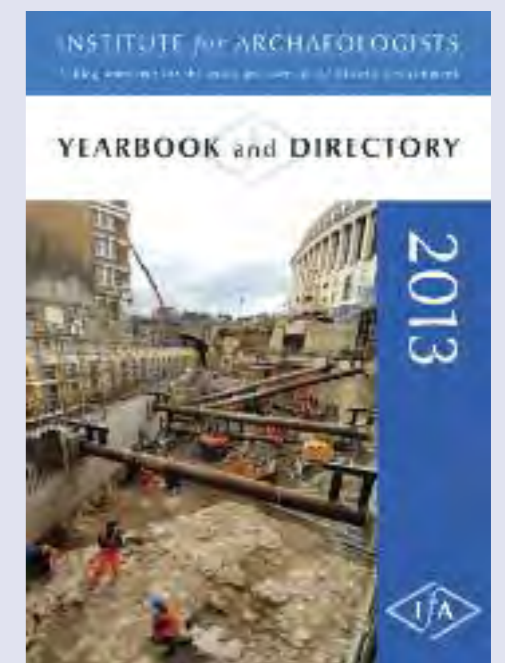
ERRATUM

Archaeological Surveys Ltd are incorrectly listed on p34 as offering buildings analysis. The service should be listed as geophysical survey. We would also like to clarify that the correct contact number for the company is 01249 814231. Members should also note that the advert which appears on p124 was incorrectly published and should in fact be that found in the back pages of this issue.

Further information can be found at www.archaeological-surveys.co.uk.

Essex County Council Field Archaeology Unit, listed on p41 erroneously includes contact details for commercial, general and non-archaeological queries. As the entry states, the organisation is now operating as ASE Essex having transferred to UCL with all staff, facilities and contracts as of 01/05/2013. All enquiries should now be referred to Archaeology South-East.

For further information please go to <http://www.archaeologyse.co.uk/>.



The potential effects of oceanic climate change on the management and curation of underwater archaeological remains

Mark Dunkley

English Heritage archaeologists undertaking ultrasonic thickness testing, Solent 2012, in order to begin understanding corrosion on metal-hulled historic wreck sites. © Crown Copyright



The identification of major environmental threats to cultural heritage and the built environment has been one of the core strands of the National Heritage Protection Plan (NHPP, Measure 2 – threat assessment and response). Here, work has already begun to assess the potential effects of climate change by identifying natural and environmental threats to the historic environment and to devise adaptive responses to those threats.

In 2013/2014, a new report is expected from the Intergovernmental Panel on Climate Change (IPCC) which will interpret the latest results from atmospheric physics, satellite and ground observation and computer modelling to bring our understanding of climate change up to date. The latest update on the state of the world's climate is expected to be released on 27 September 2013.

The main conclusions from the previous IPCC report (*Climate change 2007*) have already been incorporated into government policy in the UK, most recently within Defra's *UK Climate change risk assessment* (2012) which will be implemented through the *National adaptation programme* (NAP - expected by November 2013). English Heritage has contributed to the NAP with generic responses to climate change comprising two aspects: *mitigation* (actions to be taken to improve sustainability) and *adaptation* (undertaking early action by anticipating adverse effects of change).

For the historic environment, Unesco has already adopted a climate change strategy which is applicable to all World Heritage Sites (*World heritage reports 22*, 2007). The report considers that the principal climate change risks and impacts to cultural heritage comprise atmospheric

moisture and temperature change, sea-level rises, wind and desertification plus the combined effects of climate and pollution/ climate and biological change. However, the Unesco report is of limited value to curators of marine cultural heritage as the focus of marine issues tends towards the identification of threats to ecosystems and biodiversity (as many marine World Heritage Sites are tropical coral reefs) while the threat to coastal archaeological sites is predominantly seen as being sea-level driven.

Even at a European level, there is a paucity of references to underwater cultural heritage within studies of climate change impacts: most recently, the EU-funded *Climate for culture* project addressed only the built heritage. The purpose of this paper is therefore to set out, for the first time, some initial thoughts on the potential effects of oceanic climate change on the management and curation of underwater archaeology.

■ Effects of climate change on the oceans

Defra's *Charting progress 2* (2010) comprises a summary document which draws on the detailed evidence and conclusions on the use of the marine environment and identifies both the socio-economic value and resulting pressures of activities on the environment. It examines all the evidence together with a summary on the impact of climate change, and provides an assessment of the overall status of the UK's seas, with particular reference to the effects

of climate change on ocean processes.

It is now accepted that there are five broad effects of climate change on the oceans (warmer oceans, melting of the North and South Poles, rising sea-levels, changes to major current systems and acidification) which will affect the future management of underwater cultural heritage.

■ Warmer oceans

UK waters have warmed over the past 50 years, at least partly because of human-induced climate change. UK Climate Projections indicates that UK shelf seas will be 1.5 to 4 °C warmer by the end of the 21st century. The upper ocean to the west and north of the UK has become saltier since a fresh period in the 1970s, but trends within the shelf seas are less clear. However, *warmer oceans* indicates more energetic oceans so that erosion in shallow-water contexts may be enhanced, controlled by the seabed topography around the UK.

One particular effect of ocean warming already visible in UK waters is the northward migration of invasive species; of particular interest is the blacktip shipworm *Lyrodus pedicellatus*. *Lyrodus p.* is a species of shipworm that is active all year and has begun to invade the UK from more southerly latitudes as a result of sea temperature increase. It has been recorded off Cornwall, Langstone Harbour in Hampshire and on the *Mary Rose* protected wreck site in the Solent and in 2005 it was recorded on the coast at Sandwich, Kent. Considered to be a major threat to wooden wrecks and other wooden structures, the GB Non-native Species Secretariat (NNSS) does not yet identify *Lyrodus p.* as an invasive species to the UK.

English Heritage is therefore planning to commission a compilation of geographical baseline information on marine attritional threats to heritage assets in English waters, to include *Lyrodus p.* as well as the common shipworm, *Teredo navalis*. Following the baseline work, we plan to develop appropriate mitigation strategies for *Lyrodus p.* with the NNSS.

■ Melting of the poles

Increased atmospheric warming, caused by rising greenhouse gases, is resulting in diminished habitats in the Arctic and Antarctic through the loss of sea ice. However, the most immediate impact on the management of underwater archaeological remains in the UK results through associated sea level rise.

■ Rising sea levels

In the 20th century, the average level of the UK seas rose by some 140mm. UK Climate Projections of UK coastal sea level rise (not including land movement)

for 2095 range from 120 to 760mm, with an extreme scenario for sea level rise in the range of 0.93m to 1.90m by 2100.

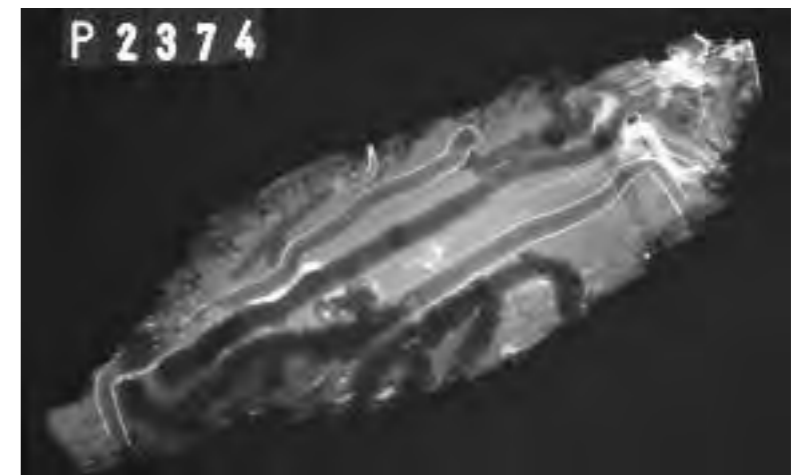
Throughout this period, the effect of sea level rise on archaeological diving protects will be to incrementally reduce the amount of time (and therefore productivity) an air-breathing diver can spend underwater safely. For example, a 20% increase in diving depth (between 25' and 30') results in a 32% decrease in a no-decompression dive time (source: US Navy Standard Air Decompression Table).

Rising sea level has also caused almost two-thirds of the intertidal profiles in England and Wales to steepen over the past 100 years. Continued sea rise will allow larger waves to approach the shore thus changing the type and size of particles suspended in the coastal region. As more upper beach and terrestrial sediment is added to the marine environment, the stability of archaeological sites and monuments will be affected.

Models suggest that seasonal mean and extreme wave heights will increase slightly to the south-west of the UK, reduce to the north, and experience little change in the North Sea. There will clearly be a moderate effect on the safe use, and productivity, of small workboats for fieldwork.

■ Changes to major current systems

It is believed that changes in ocean temperatures and wind patterns, resulting from the combined effects of overall climate change, will affect and alter oceanic currents. However, the large-scale circulation of the Atlantic, which helps to maintain the relatively temperate climate of Northern Europe, has shown high variability in recent years but no clear trend.



Evidence of marine attrition: the extensive infestation with *Teredo navalis* of this early 18th-century barrel stave fragment becomes visible on the X-radiograph. In comparison, the fragment looked fairly intact on the surface. © English Heritage

Other circulation patterns are likely to be as variable in the future as they are today, being mainly controlled by the complex topography of the seabed around the UK, as well as by highly variable tides, winds and density differences.

Nevertheless, changes to these patterns will have major implications for climate and will include changes in rainfall affecting the run-off from rivers. Climate change could also affect wave heights by changing the intensity of storms, or their tracks, with the resultant change in the suspension of bottom material in shallow areas. However, there is very low confidence in storm projections.

For underwater cultural heritage, the immediate impact is likely to be twofold. Firstly, the effect of increased turbidity will be to decrease underwater visibility for diving archaeologists and secondly, changes to the nature of particles entering the marine environment may enable better *in situ* preservation by reducing biological decay (though this may be offset by shallow-water erosion). However, as yet there are no detailed projections of change for suspended particles and turbidity.

■ Ocean acidification

The oceans play an important role in mitigating climate change, taking up and storing about a quarter of anthropogenic CO₂ emissions through a combination of biological processes, solubility, and circulation patterns. However, dissolving excess atmospheric CO₂ in surface waters has already noticeably increased their acidity and this may in turn affect the ocean's ability to take up further CO₂. Further chemical changes to the oceans will ultimately depend on the emissions pathway that society takes.

Acidification directly harms marine fauna that build shells of calcium carbonate, such as the shipworm *Teredo navalis*. The indirect effects of this harm upon wooden archaeological remains and coastal structures are not yet known. In addition, the direct effects of acidification upon the stability and condition of exposed wooden structures and iron and steel shipwrecks are not well understood, though decreases in ocean pH have the potential to increase current rates of metal corrosion.

The Western Australian Museum developed a methodology to measure the pH and corrosion potential of historic iron shipwrecks but owing to the wider risks posed by chemical attrition, English Heritage plans to work with the UK Ocean Acidification Research Programme in order to better understand the effects on archaeological remains underwater.

■ Conclusion

The purpose of this paper has been to stimulate initial debate about how the five broad effects oceanic climate change might affect the management and curation of underwater cultural heritage.

We need to be mindful about balancing the scale of effects or possible effects and it is recognised that more work needs to be done to clarify this balance so that priorities can be determined.

The author therefore looks forward to receiving comments from colleagues, and the wider sector, in order to enable English Heritage to begin to devise appropriate mitigation measures to the potential effects of climate change within the UK marine area.

Mark Dunkley BA MA HSE III FSA MIfA 1263
mark.dunkley@english-heritage.org.uk

Mark is the Maritime Designation Adviser within English Heritage's Designation Department with specific management responsibility for casework advice regarding historic wreck sites. He manages a small team that devises responses to marine heritage crime and marine heritage at risk. Mark is a member of English Heritage's Climate Change Network and sits on the committee for the IfA Marine Affairs Group.



Members' news

David Martin Byrne Affiliate 7714

David attained his BA degree in Archaeology at NUIG (National University of Ireland, Galway) in 2008, in a department whose particular focus was on Landscape Archaeology. Following this, David has undertaken his Master's degree in Historical Archaeology from the University of York, graduating in 2011. David's experience involves surface

investigations of selected sites throughout the West of Ireland, resulting in exploratory excavation work, and participation in geophysical surveys on a site in Heslington East in York. While David has a particular interest in experimental archaeology he does not like archaeology for its own sake, he believes that it is a useful tool that could benefit everybody; by uncovering the engineering solutions of a forgotten past we may build a brighter future.



James Goad MIfA 2526

James is presently a Senior Heritage Consultant for CH2M HILL Halcrow and undertakes assessment, project design and procurement. He has worked for the company (formerly Halcrow Group Ltd) since August 2005 after spending 11 years in commercial field archaeology. James joined the IfA at Associate level in 2003 and has made his long overdue upgrade to MIfA to reflect the role he enjoys.

James manages archaeological and heritage work within development projects, alongside environmental and engineering disciplines. His role includes the provision of heritage advice to clients in both the public and private sectors on a wide variety of schemes, from road and rail to flood protection, managed realignments, pipelines and land development. James enjoys the variety of projects he gets to work on, be they big or small. They afford him the opportunity to travel across the country and, occasionally, abroad.



S

Sophie Mills PIfA 7286

Sophie is currently working as an Archaeological Researcher at CgMs Consulting in London. After finishing her undergraduate degree in Archaeology and Ancient History at Durham University in 2008, Sophie joined the Institute of Archaeology at UCL to study a master's degree in Managing Archaeological Sites. Upon completion, she joined the London team at CgMs Consulting. Sophie currently undertakes research on a wide variety of archaeological projects for desk-based assessments situated across London and southern England. She has previously worked on a number of research excavations and surveys in Egypt and the north of England, and maintains keen research interests in prehistoric and medieval archaeology and social history. Sophie can be contacted on sophie.mills@cgms.co.uk.



R

E

B

Patricia Shaw AlfA 6064

Patricia achieved an undergraduate degree at University of Bradford in Bioarchaeology, graduating with six months excavation experience in Shetland at the age of 45. Employment in commercial archaeology then allowed her to develop techniques

in the scientific study of human remains from archaeological sites; developing methods, report styles and documentation used in relation to archaeobotany, zooarchaeology and human osteoarchaeology, culminating in these being advertised as an external service.

Patricia became freelance in 2009 as a bioarchaeologist and archaeologist whilst undertaking a research MSc, awarded in 2012. She works and reports on both commercial and research excavations, and the resultant post-excavation material. Work in progress includes material from Bronze Age Slovakia and Britain, Early Monastic Period Iceland and Cumbria, and community projects with local archaeology groups.

Patricia upgraded to be an accredited member of IfA to indicate to colleagues and clients her level of competence in the profession.



M

M

James Thomson AlfA 7535

James is as an Assistant Heritage Consultant at Ecus, an independent environmental consultancy, based at their head office in Sheffield. He has lived in the city since 2003, initially studying archaeology at the university, and then working as a building archaeologist at ARCUS and latterly as a project officer at Wessex Archaeology. During his time in Sheffield, James has developed a keen interest and

specialism in industrial building archaeology with the cities location also proving an excellent base from which to undertake more varied work throughout the country.

Outside of the commercial environment James takes every opportunity to continue developing his field experience, participating recently at excavations led by Mike Parker-Pearson in Wales and volunteering at Bishops House in Meersbrook Park in Sheffield.



At the beginning of the year James joined the IfA Validation committee and has so far attended two of the bi-monthly meetings. The committee is an opportunity to see the work produced by peers and to contribute to decision making regarding applications. The validation process is both a challenging and rewarding experience, in which the opinion of members from all levels of the IfA is appreciated for the perspectives that different levels of experience bring. James has found the committee to be an opportunity to see a wide range of work outside of his direct experience and develop an appreciation of how the standards of the IfA are applied in practice.

New members

Member (MIfA)

7534 Jennifer Browning
7623 Andrew Copp
7684 Edward Danaher
7704 Rob Dunning
7626 Glen Farrugia
7553 Chris Jordan
7740 Douglas McElvogue
2175 Mark Samuel
7624 Zoe Sutherland

Associate (AlfA)

7702 Sally Evans
7590 Ada Giaccotto
7686 Leonora Goldsmith
7700 Paolo Guarino
7721 Timothy Haines
7701 Marcin Koziminski
7724 Helen Noakes
7656 Andrew Shobbrook

Practitioner (PIfA)

7698 Kathryn Banfield
7703 James Hill
7688 Charlotte Mecklenburgh
7512 Sean Parker
7699 Rachel Quick
4639 Lorna Richardson

Affiliate

7739 Peter Beck
7682 Freya Bohea
7763 Keiran Boyle
7760 Jonathan Brown
7759 Roger Ferrari
7773 Sam Franklin
7616 James Gillespie
7738 Rachel Goodyear
7734 Victoria Hill
2471 Clara Hultgren
7720 Rhodri Kemp
7732 Adam Mager
7762 Catherine Metheringham
7722 David Parker
7778 Elanor Stanley
7736 Chelsea Sweeney
7770 Andrew Watson

S

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M

S New members

Student

7677 Jessica Ashley	7733 Bernard Elms	7746 Hannah Raines
7672 Tessa Baber	7635 Andrew Fewster	7768 Hannah Randall-Morris
6413 Justin Ball	7780 Christos Gerontinis	7737 Amy Rattenbury
7710 Shannon Birch	7779 Mallory Haas	7796 Victoria Rees
7731 Jan Blatchford	7723 Will Hewson	7771 Susan Rhodes
7776 Anna Brace	7801 James Howard	7767 Charlotte Rippin
7642 Maxime Brami	7751 Fuller Hughes	7764 Esther Robinson Wild
7765 Ellen-Jayne Bryant	7793 Gervasio Illiano	7777 Karen Rogers
7706 Alan Burchell	7774 Elizabeth Knox	7744 Darrell Rohl
7692 Jamie Cameron	7745 Maria Kopsachili	1529 Alan Slade
7735 Matthew Cano	7766 Catherine Lodge	7612 Philip Smither
7613 Gareth Chester	7798 Saskia Loughran	7761 Emily Spicer
7614 Terence Christian	7772 Charlotte Mansfield	7750 Simon Steele
7707 Annalisa Christie	7673 Zosia Matyjaszkiewicz	7748 Adam Stone
7742 Eleanor Claxton-Mayer	7741 Mark McKerracher	7716 Juan Talens Bou
7610 Davina Colpman	7611 Katy McMonagle	7641 Charlotte Tooze
7775 Constantinos Constantinou	7637 Rachel Mills	7797 Rachel Tracey
7643 Eleanor Cooper	7323 Douglas Mitcham	7615 Emma Turk
7730 Ruth Currie	7769 Luisa Nienhaus	7791 Diana Valk
7690 Pablo Dominguez Garcia	7794 Natalie Parr	7609 Bruce Webb-Ireland
7632 Clive Drew	7795 Sarah Pedziwiatr	7743 John Wyatt

M Upgraded members

Member (MfA)

7178 Andrew Baines
2223 Sharon Clough
2526 James Goad
1819 David Green
2214 Elizabeth Humble
2199 James Morris
2375 Jim Stevenson
5074 Caroline Sturdy Colls

Associate (AfA)

5822 Helen Harman
5766 Hayley Nicholls
6064 Patricia Shaw

Practitioner (PifA)

7261 Callum Allsop
6440 Stella De-Villiers
6072 Brian Powell
5215 Steven Price
6459 Vincent Simmonds
6487 Robert James Williams

Archaeological Reports Online – a new journal for your archaeological reports Ronan Toolis

GUARD Archaeology Ltd (and IfA Registered Organisation) have recently launched a new online archaeological journal: *Archaeology Reports Online* (ARO).

“Over recent years, we have come to realise that an enormous amount of archaeological fieldwork research is undertaken across the country, but a significant number of such projects struggle to find a publication outlet, particularly for fieldwork in those areas where there is not a regional archaeology journal,” says ARO editor Beverley Ballin Smith. “Through ARO, we aim to provide a quick, cost-effective opportunity for archaeologists to publish the peer-reviewed results of their fieldwork research”

The results of original archaeological research such as Torben Ballin’s analysis of the unusual pitchstone assemblage from the important late Neolithic site of Barnhouse in Orkney is freely available to download from the ARO website (www.archaeologyreportsonline.com). Hard-bound copies of each of the published reports have also been submitted to the Copyright Libraries.

Reports available on ARO’s website include GUARD Archaeology’s recent excavation of Early Bronze Age Cairn on Soutra Hill on the edge of the Lothian Plain and new evidence for medieval burial traditions in the Scottish Borders and Iron Age settlement in the Highland glens has been recovered. Many more reports are planned for publication over the coming months, from individuals as well as other archaeological companies.

If there are any colleagues with archaeological fieldwork reports languishing in cupboards and computer files that are worthy of publication, but have found it difficult to identify a suitable journal, please contact ARO’s editor - beverley.ballinsmith@archaeologyreportsonline.com.

Ronan Toolis MfA 1311
GUARD Archaeology Ltd





NOTICEBOARD

Diggers' Forum and Prospect Archaeologists Branch day conference *Archaeology pay and training: Can the industry do more?*

Saturday 2nd November 2013

Mortimer Wheeler House, 46 Eagle Wharf Road, London N1 7ED

This one-day conference builds on the success of the joint Prospect Archaeologists Branch and IfA Diggers' Forum event last year. This time we want to explore the related issues of pay and training within professional archaeology.

A range of speakers, including contributors from Prospect and the Diggers' Forum, will present papers and host discussions on how best to improve pay and training within the industry. The goal of the conference is to establish a set of key aims for industry groups on how to improve pay and training over the next year.



These are testing times – pay cuts, longer hours, job insecurity, poor career progression and lack of training. This day conference is your opportunity to have your say about how we can put things right.

The conference is free to attend, but you will need to book a ticket in advanced to secure attendance. Please contact Chris Clarke at chrisclarke600@hotmail.co.uk to book your place. In your e-mail please note if you are a Prospect or Diggers' Forum member.

Financial assistance towards the cost of travel for Prospect and Diggers' Forum members attending the conference is available. For those interested in taking up this offer please request further details when you e-mail.

Diggers' Forum CPD and training survey

Diggers' Forum committee would like to thank all of those who contributed to our recent CPD survey. We collected 255 responses in total, which gives us a great platform to understanding the real story behind CPD and training in professional archaeology. We are going through the results at the moment and hope to report back soon.



IfA Archaeological Archives group – don't forget our Archives group are running regional workshops on *Good practice in archiving archaeological projects*, aimed at attracting a mixed group of archaeologists from all areas of the discipline, including planning archaeologists, contractors, museum curators, specialists and consultants who will share experiences, issues and viewpoints so that everyone develops a greater awareness of the problems and possible solutions around archiving archaeological material. Our October workshop in Bury St Edmunds is now fully booked, but we have forthcoming dates in **Worcester** (20 November) and **London** (10 February). If you would like to book a place or be kept informed of the workshops programme, or have any questions relating to them, please email Lianne Birney (lianne.birney@archaeologists.net).

