

# TEES ARCHAEOLOGY - FORWARD PLAN 2007/2008

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## **1. INTRODUCTION**

The coming year holds a number of challenges for the archaeology service. On the national stage the implications of the Governments White Paper 'Heritage Protection for the 21<sup>st</sup> Century will need to be examined. The long term implications of this for Historic Environment Services at Local Authority level will be significant, provided legislation is passed (the principal recommendations of the White Paper are set out in Appendix 4).

At the local level 'Job Evaluation' will be implemented and we are still awaiting an indication of the likely impact of this on budgets and staff.

The third factor is four new Public Archaeology initiatives, two new projects at Kirkleatham and Preston Park, Stockton and a new initiative to provide more detailed information about local sites to people. The latter will comprise talks and the opportunity to handle and view finds. The latter initiative will start with sessions on the Romano-British site at Catcote, Hartlepool to be held at Summerhill Visitor Centre and on the Iron Age site at Foxrush, Redcar & Cleveland to be held at Kirkleatham Museum.

Robin Daniels  
Archaeology Officer

## 2. EXECUTIVE SUMMARY

1. Tees Archaeology is a shared service of the four unitary authorities of Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees. Hartlepool is the lead authority and the service is based in the Adult and Community Services Dept. of that authority.

2. The service has an establishment of five posts led by the Archaeology Officer, Robin Daniels and a net budget for 2007/08 of **£144,162**. This is funded on a per capita basis by the authorities based on the following, 1996 based, percentage breakdown:-

Hartlepool	16.5
Middlesbrough	25.8
Redcar & Cleveland	25.9
Stockton-on-Tees	31.8

3. The Archaeology Service has the responsibility to **RECORD, RESEARCH, CONSERVE & INFORM** about all aspects of the archaeology of the partner authorities from the earliest periods onwards. In order to do this it liaises with the local authorities and other local organisations as well as regional and national agencies, principally the North East Museums, Libraries and Archives Council and English Heritage.

4. The service has defined five areas of activity and seeks to maintain the highest standards in each of these:

- Collections Management - the care of artefacts and records held by the service.
- Conservation Archaeology - the record of all the known sites in the area (Sites and Monuments Record) and the provision of planning and policy advice.
- Education and Public Archaeology - the provision of information about and opportunities for involvement in local archaeology.
- Management and Administration.
- Research and Fieldwork - the execution of archaeological projects.

5. A Best Value Review carried out in 2000 produced an Action Plan which identified a range of service improvements that have been incorporated into subsequent Forward Plans. In 2004/05 that Action Plan came to an end and a 'Taking the Service Forward' Issues Paper and Action Plan were produced to take forward the Best Value Improvements. These actions will be implemented through this and future Forward Plans. Details of this Action Plan are set out in Appendix 3.

6. By implementing the Forward Plan the service seeks to achieve continuous improvement, maintain its high standards and achieve the vision set out in its Mission Statement.

### **3. MISSION STATEMENT**

**Tees Archaeology: The Archaeology Service for Teesside, will:-**

- **make a positive contribution to the Corporate Objectives of the Partner Authorities.**
- **provide its partnership authorities and the people of the area with a full, professional archaeological service.**
- **raise the awareness and accessibility of the archaeology of the area.**
- **record and research the archaeology of the area, placing it within its regional, national and international context.**
- **provide advice on the preservation and conservation of archaeological sites within the partner authorities.**
- **provide interpretation, display and curation of archaeological material to the highest museum standards.**

## **4. PRINCIPAL AIMS AND OBJECTIVES**

### **4.1 AIMS**

1. To develop good working relationships with partner authorities and relevant organisations and assist in the delivery of their Corporate Objectives.
2. To promote archaeology by education at all levels and to increase public awareness of and interest in the archaeology of the area.
3. To improve access to and interpretation of archaeological sites.
4. To monitor, protect and conserve the archaeological sites of the area.
5. To maintain and enhance the archaeological record of the area.
6. To provide a continuous programme of collections and archive management.
7. To increase the accessibility of the archaeological resources held by the service.
8. To carry out and support archaeological research and publication on topics of local, regional and national importance.

## **4.2 RELATIONSHIP TO CORPORATE OBJECTIVES OF PARTNER AUTHORITIES**

Tees Archaeology is funded by and works closely with the four unitary authorities of Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton-on-Tees. It is therefore appropriate that it should seek to address the Corporate Objectives of the authorities through its activities as set out in the Forward Plan. The objectives set out below for each authority are derived from their Community Strategies.

### **Hartlepool (*Hartlepool Community Strategy 2001- this is under review*)**

Develop a more enterprising, vigorous and diverse local economy that will attract investment, be globally competitive and create more employment opportunities for local people.

*Tees Archaeology works with the planning department of the authority to assist in the enabling of appropriate development.*

Help all individuals, groups and organisations realize their full potential, ensure the highest quality opportunities in education, lifelong learning and training, and raise standards of attainment.

*Tees Archaeology provides learning, work experience and adult education opportunities to local people.*

Ensure access to the highest quality health, social care and support services, and improve the health, life expectancy and well being of the community.

Make Hartlepool a safer place by reducing crime, disorder and fear of crime.

*Tees Archaeology approaches all aspects of its work with a view to reducing the opportunities for crime. The service also provides forensic advice to the police if requested.*

Secure a more attractive and sustainable environment that is safe, clean and tidy: a good infrastructure; and access to good quality and affordable housing.

*Tees Archaeology seeks the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*

Ensure a wide range of good quality, affordable and accessible leisure and cultural opportunities.

*Tees Archaeology disseminates information about the archaeology of the area and provides opportunities for participation.*

Empower individuals, groups and communities, and increase the involvement of citizens in all decisions that affect their lives.

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of their local heritage.*

**Middlesbrough (Middlesbrough Partnership Community Strategy 2002 – will be reviewed in 2007)**

Making Middlesbrough safer, by reducing crime and making people feel more confident and safe.

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of local heritage.*

Creating jobs and skillful people to help people gain the skills they need to find work and supporting enterprise in creating high quality jobs.

*Tees Archaeology provides learning, work experience and adult education opportunities to local people in order to develop skills.*

Investing in our neighbourhoods as places to live, work, access services and enjoy life.

*Tees Archaeology works towards the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of local heritage.*

Improving urban living so that our profile, image and pride as a town is clear for ourselves and the outside world to see. This includes our buildings, open spaces, transport system, services and cultural facilities.

*Tees Archaeology works towards the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*

*Tees Archaeology works with the planning department of the authority to assist in the enabling of appropriate development.*

Improving health and care so that our citizens live long, healthy and independent lives, allowing them to benefit from Middlesbrough's brighter future

**Redcar & Cleveland (Redcar & Cleveland Partnership Community Strategy 2004 -2021)**

Create more Employment Opportunities for the People of Redcar & Cleveland.

*Tees Archaeology works with the planning department of the authority to assist in the enabling of appropriate development.*

*Tees Archaeology provides learning, work experience and adult education opportunities to local people in order to develop skills.*

Make Communities Safer and Tackle Crime

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of their local heritage.*

Invest in children and young people.

*Tees Archaeology provides a wide range of opportunities for children and adults to participate in and learn about the heritage of their area.*

Create a Sustainable Environment.

*Tees Archaeology seeks the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*

Improve the health of local people

Tackle Neighbourhood Renewal and Social Inclusion

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of their local heritage.*

To raise Corporate Standards of Efficiency.

*Tees Archaeology has successfully completed a Best Value Review which tested these criteria.*

**Stockton-on-Tees (A Community Strategy for the borough of Stockton-on-Tees 2005-2008)**

Secure a safe and attractive environment for current and future generations.

*Tees Archaeology seeks the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*

Promote the safety and well-being of the community.

*Tees Archaeology looks to strengthen communities by assisting in the development of a sense of community identity through community projects and a greater awareness of their local heritage.*

Improve the health of the local community.

Further regenerate the Borough and improve the local economy.

*Tees Archaeology works with the planning department of the authority to assist in the enabling of appropriate development.*

Improve opportunity and achievement in education and lifelong learning.

*Tees Archaeology provides learning, work experience and adult education opportunities to local people.*

Extend the opportunities for people to experience the arts and culture

*Tees Archaeology provides a wide range of opportunities for children and adults to participate in and learn about the heritage of their area.*

### 4.3 SERVICE OBJECTIVES

The functions of the Archaeology Service have been divided into five areas: **Collections Management; Conservation Archaeology; Education and Public Archaeology; Management and Administration; Research and Fieldwork.**

The principal objectives set out the direction it is hoped to take in each major area of activity. This functional definition of the service aids in the development of the team based approach which is used for all projects.

#### COLLECTIONS MANAGEMENT

Sufficient, secure and environmentally suitable storage will be provided for the archaeological collections and archives and relevant information about the collections will be recorded on a computer database. Advice on the care of archaeological collections will be provided to the partner authorities where requested.

#### CONSERVATION ARCHAEOLOGY

The service will continue to provide advice to the Local Planning Authorities, developers and members of the public on the basis of information contained within the Historic Environment Record and will take an active role in the conservation of archaeological sites.

#### EDUCATION & PUBLIC ARCHAEOLOGY

The service will develop its provision of information to the public through publications, exhibitions and its website. It will aim to improve access to archaeological sites and it will continue to develop its educational role and to increase the range of opportunities for local people to become involved in archaeology.

#### MANAGEMENT AND ADMINISTRATION

Continuing emphasis will be given to Health and Safety matters and Professional Development and suitable training provided and obtained wherever possible. The performance of the service will be monitored against the Forward Plan which will be reviewed annually.

#### RESEARCH AND FIELDWORK

The service will develop and implement strategies for the investigation of important archaeological sites in the partnership area and will continue to develop its ability to carry out commercial work.

The context of the work of the contractual arm of Tees Archaeology is and will remain that of furthering archaeological research relevant to the geographical area within which it operates. This does not preclude working outside the area of the four unitary authorities provided that there is a clear **archaeological** justification.

The **North East Regional Research Framework for the Historic Environment** (Shared Visions, published 2006) provides a more developed context under which these criteria can be judged.

#### DISTRICT BASED OBJECTIVES

General Objectives which relate to the particular requirements of each partner authority will be developed and reviewed.

## 5. OVERVIEW

### 5.1 BASIS OF SERVICE

1. The Archaeology Service has the responsibility to **Record, Research, Conserve** and **Inform** about all aspects of the archaeology of the partner authorities from the earliest periods to c. 1945. In order to do this it liaises with the local authorities and other local organisations as well as regional and national agencies, principally the North East Museums Libraries and Archives Council and English Heritage.

2. Tees Archaeology provides its services in pursuance of government policy as set out in Planning Policy Guidance Note 16; Archaeology and Planning (1990) which states:-

‘ Archaeological remains should be seen as a finite and non-renewable resource, in many cases highly fragile and vulnerable to damage and destruction. Appropriate management is therefore essential to ensure that they survive in good condition. In particular, care must be taken to ensure that archaeological remains are not needlessly or thoughtlessly destroyed.’

‘... the key to the future of the great majority of archaeological sites and historic landscapes lies with local authorities, acting within the framework set by central government, in their various capacities as planning, education and recreational authorities, ...’

3. In August 1995 the Dept. of National Heritage provided a guidance note for new authorities entitled Local Government Re-Organisation: Guidance to Local Authorities on Conservation of the Historic Environment. The relevant sections of this are set out below:-

#### Resource Inventory

11 New authorities are asked to ensure:

- a) that adequate provision for a SMR (*Sites and Monuments Record*) service is made within their budgets;
- b) that where an authority is too small to support a separate viable SMR, it takes steps to maintain a jointly-supported centralized SMR advisory service analogous to that previously maintained at county level, and to secure ready access to this for development planning and control purposes;

#### Conservation Advice

16 New authorities are asked to ensure:

- a) that they have formalised and effective access to all fields of conservation advice provided by appropriately qualified and experienced staff, supported by reliable and comprehensive inventories and records;

e) that, where a unitary authority is too small to justify extensive resources 'in house', it seeks explicit arrangements to secure access to specialist services provided by other authorities and agencies or sets up joint arrangements.

#### Education and Interpretation

25 New authorities are asked to ensure:

- a) that at the very least, the current provision for ...educational and interpretative activities is maintained; and
- b) that existing record collections continue to be served by teams of specialists, and to be readily accessible to the public.

Section 7 of the guidance states:

'... Where the Secretary of State is not satisfied with these arrangements, he may, under paragraph 7 of Schedule 4 of the Planning (Listed Buildings and Conservation Areas) Act 1990, direct the authority to enter into a management agreement with another local planning authority for the purpose of obtaining the necessary specialist advice.'

4. In 2004/05 the Office of the Deputy Prime Minister (ODPM) included **BV205** in its list of measures of Local Government Services. This is the local authority's score against the quality of its planning services and includes six benchmarks (A-F). Benchmark D asks:-

Whether in addition to what is offered by CABE and English Heritage, the authority has local arrangements to access specialist advice\* on the historic environment in the preparation of the LDP (Local Development Plan), planning guidance, and in determining all types of applications under the Planning Acts.

10. Is there specialist advice available in-house, from another authority or group of authorities, from a public, or from the private sector?

11. Is the advice available for the preparation of the local development plan, planning guidance and all types of applications under the Planning Acts?

12. Are the arrangements for securing the advice permanent and continual?

\* 'Specialist advice' should include advice from appropriately qualified specialists in conservation and archaeological techniques.

Arrangements are 'permanent and continual' if they are available in-house or under some standing arrangement such as a call-off contract with an outsourced provider.

5. The Government has just published a White Paper 'Heritage Protection for the 21<sup>st</sup> Century' which proposes wide ranging reforms. These included the unification of consents regimes which formerly covered Listed Buildings,

Scheduled Ancient Monuments, Conservation Areas and others into a single 'Historic Asset Consent' regime. It is proposed that this will be administered by Local Authorities and as part of this access to a Historic Environment Record such as that held by Tees Archaeology will become a statutory requirement of local authorities.

The potential impact of these changes is substantial and they will require additional resources to be implemented. The principal recommendations are set out in Appendix

## **5.2 HISTORY OF THE ARCHAEOLOGY SERVICE**

1. The post of County Archaeologist in Cleveland County was established at the same time as the county, in 1974. From that time onwards the main areas of activity have been the creation of an information database, an active involvement in archaeological fieldwork and the provision of information to the public.

2. The first County Archaeologist, Marilyn Brown, established the Sites and Monuments Record and commissioned a variety of projects including:-

- a base level survey of all church buildings.
- a base level survey of the burial mounds in the county.
- reports on the archaeological potential of the medieval towns of Guisborough, Hartlepool, Stockton and Yarm.
- between 1974 and 78, excavations on a number of medieval sites in Guisborough, Hartlepool and Yarm using temporary contract staff funded by the then Dept of the Environment and various government training programmes.

3. Throughout the 1980s and under the direction of Blaise Vyner the Archaeology Section made use of government Manpower Service Schemes as well as English Heritage funding to carry out a number of major excavation projects as well as other work. Two M.S.C. schemes of c.10 people were operated, one from Hartlepool, the other based in Middlesbrough.

Using the Middlesbrough scheme major excavations took place on:-

- a Neolithic Long Cairn at Street House Farm, Loftus
- a Bronze Age ritual monument, 'Wossit', at Loftus
- an Iron Age Settlement at Thorpe Thewles
- a pagan Saxon cemetery at Norton

The Hartlepool scheme also carried out a series of excavations, most notably on the site of the Franciscan Friary and the Anglo-Saxon Monastery.

Post-excavation work was carried out promptly on these projects and were published or written to draft level. In addition to the excavations a fieldwalking

programme was implemented, a base level survey of the buildings of the county carried out and the record of the medieval churches of the county enhanced.

4. The work outlined above created a substantial artefactual and record archive and led to the establishment of Curatorial Archaeologist and Archaeological Assistant posts which were instrumental in creating permanent exhibitions at Norton Library and Thorpe Thewles Station on the Castle Eden Walkway.

5. Throughout the 1980s work progressed sporadically on the Sites and Monuments Record which was computerised using the Superfile system developed for English Heritage. This, combined with the fieldwork and a programme of Aerial Photography resulted in an adequate documentation of the archaeology of the county.

6. In 1988/89 restructuring within the Libraries and Leisure Dept of the County Council created a new Archaeology, Heritage and Arts Section of which the County Archaeologist became the head. This had been immediately preceded by the appointment of an Archaeological Illustrator and a Project Supervisor. It was also contemporary with the demise of the M.S.C. schemes and an increased emphasis on conservation archaeology and the use of the planning system to control the future of archaeological sites.

7. The Sites and Monuments Record was thoroughly overhauled and updated between 1990-92. The data was edited and every site visited; in addition categories such as Second World War defences, Industrial Archaeology and medieval ridge and furrow were added and enhanced. This was carried out in conjunction with a detailed survey of the Eston Hills which resulted in their designation as a Historic Landscape through the Langbaugh (now Redcar & Cleveland) Local Plan.

8. In 1991 Blaise Vyner joined York University and Robin Daniels was asked to become acting head of the Archaeology, Heritage and Arts Section. This continued until September 1992 when a further re-structuring of the Libraries and Leisure Dept. took place. This created a free-standing Archaeology Section and added two further posts to its structure with the re-instatement of the post of County Archaeological Officer and the creation of the post of Sites and Monuments Assistant.

9. These appointments allowed the re-establishment of a sense of direction within the Archaeology Section which had tended to drift due to the involvement of its senior staff in the Archaeology, Heritage and Arts Section. The production of the first Forward Plan in 1993 was the embodiment of the new sense of direction.

10. During the period between 1992 and 1996 the Archaeology Section carried out a wide range of activities in fulfilment of its Forward Plan. At times ambition

was greater than reality and the section was hampered by staff absences on maternity leave and by a recruitment freeze. Nevertheless a full complement of staff was in place by the middle of 1994.

11. Between 1991 and 1996 the most notable achievements were:-

- the creation of a dedicated storage area with roller-racking and environmental controls
- the boxing and listing of the section's archives to full archival standard
- the refurbishment of the permanent exhibitions
- the mounting of a large temporary exhibition at Green Dragon Yard, Stockton and at Kirkleatham Hall Museum as well as the development of a wide range of activities with school, special needs and adult groups.
- major excavations took place at Elton Medieval Village; Hartlepool Submerged Forest; a Roman-British farmstead at Coulby Newham and a Bronze Age/Iron Age cropmark complex at Barnaby Side, Guisborough.

12. The implementation of Local Government Re-organisation in 1996 resulted in Hartlepool becoming the Lead Authority for the Archaeology Service in a joint relationship with Middlesbrough, Redcar & Cleveland and Stockton-on-Tees Borough Councils and the service being relocated to Sir William Gray House, Hartlepool. The title of the service was changed to:-

### **TEES ARCHAEOLOGY: The Archaeological Service for Teesside.**

13. In 1997/98 the Sites and Monuments Record was re-structured using a Microsoft Access database in a joint project with Teesside University and was the subject of a successful audit by the Royal Commission on the Historic Monuments of England (now English Heritage's National Monuments Record).

14. There were intense budgetary pressures following local government re-organisation and this resulted in a 16% budget cut in the 1997/98 financial year and a further cut of 5% in 1998/99. These cuts culminated in the deletion of the post of Curatorial Archaeologist in 1998/99.

15. 1998/99 was a period of transition as the service adapted to the loss of the Curatorial Archaeologist post. It was also an extremely busy year during which the most notable achievement was the provision of a series of displays and publications and the commencement of a long-term excavation at Catcote, Hartlepool providing training and public involvement opportunities. In addition two major investigative projects took place at a Late Roman site at Newton Bewley, Hartlepool and on a major housing development at Middle Warren, Hartlepool.

16. 1999/2000 saw major change with two long serving members of staff, the Projects Officer and Archaeological Illustrator leaving. These posts were filled by February 2000.

17. 2000/2001 was dominated by the Best Value Review of the service which occupied a large amount of staff time and had a knock on effect on other activities. The service emerged from the review with the highest scores possible and a clear set of actions to improve the service and maintain its excellence.

18. 2001/02 saw further changes to staff with the Projects Officer leaving and being replaced after a six month vacancy and with the appointment of a Community Archaeologist with Single Regeneration Budget funding. An Aerial Photography exhibition was provided to Kirkleatham Museum and subsequently the Green Dragon Yard Museum, Stockton and a substantial Bronze Age timber feature at Staithes, Redcar & Cleveland was excavated.

19. In 2002/03 the focused improvement suggested by the Best Value Review began to take effect particularly in the area of offering opportunities for public participation. The excavations at Catcote, Hartlepool entered their fifth year with training provided for Durham University students and the continuing successful participation of local volunteers. This was matched in the autumn by the first season of excavation at the Iron Age site at Foxrush Farm, Kirkleatham, which was largely carried out by volunteers.

20. 2003/04 saw further staff changes with the departure of the Projects Officer in April and the recruitment of a replacement in July. The year was notable for the extensive opportunities for public involvement and particularly with participation in Channel 4's Time Team 'Big Dig' project with two successful pieces of work in Stewart Park. The employment of a part-time Administrative Assistant began to make a real contribution to the service, easing the changeover of the Project Officer post. The year also saw the establishment of the Tees Archaeology website.

21. In 2004/05 Tees Archaeology had a welcome period of stability and this allowed the continuation of the major public participation projects at Catcote, Hartlepool; Stewart Park, Middlesbrough; and Foxrush Farm, Kirkleatham. A great deal of time and energy in this and the previous year was put into the preparation of texts on the archaeological work in Hartlepool and on the Submerged Forest.

22. 2005/06 was a period of corporate change in Hartlepool and Tees Archaeology are now sited within the new Adult & Community Services Dept. The service carried out more public archaeology work than ever before with four public excavations at Catcote, Hartlepool; Foxrush, Redcar & Cleveland; Stewart park, Middlesbrough; and Preston Park, Stockton. All were well attended by volunteers and school groups. The service also published the monograph on the peat beds of Hartlepool Bay and produced a range of World War II material which identified features of local interest.

A major 'commercial' excavation was undertaken on the Town Square, Hartlepool which revealed extensive remains of the later medieval town.

23. 2006/07 saw the last phase of excavation at Foxrush Farm as the site passed into private hands. 'Shared Visions: The North East Regional Research Framework' was published by Durham County Council, staff of Tees Archaeol played a significant role in its development. The Sites and Monuments Record was re-named 'Historic Environment Record' in line with the Government White Paper published in March 2007 and an action plan was drawn up to ensure its development to fulfill its wider role. The Nautical Archaeology Society North east section obtained substantial funding from English heritage to establish a regional Maritime Archaeology Reference Library and Tees Archaeology are supporting this with accommodation and officer time.

### **5.3 TEES ARCHAEOLOGY BEST VALUE REVIEW**

1. A Best Value Review of Tees Archaeology took place throughout 2001 and following inspection the service was awarded the highest marks of 3 stars (excellent) and 3 stars (will improve). The principal outcomes of the review were:-

- **A commitment to the continued provision of the service in its present form**
- **Identification of a high level of satisfaction with the service**
- **Definition of a suite of Performance Indicators for the service**
- **Establishment of a Review Team which would continue to meet on a six monthly basis**
- **Definition of six Best Value Objectives which were to be addressed through a series of service improvements**

2. The service continues to take forward these matters, however the passage of time has allowed a refinement of the approach.

- The Performance Indicators have been streamlined to better reflect service and user priorities.
- Six monthly meetings of the Review Team were not sustainable and the thrice yearly meetings of the Tees Archaeology Partner Liaison Group are now used for this purpose with Best value as a standing item on the agenda.
- The six Best Value Objectives have been addressed through the annual Forward Plan and a revised set of 'Challenges' have now been developed through a further review (see below).

3. In 2004/05 the Best Value Action Plan came to the end of its life and a 'Taking the Service Forward' review was voluntarily carried out. This examined progress against the Action Plan and consulted with the partner authorities and staff to identify the 'Challenges' now facing the service and how they could be met. An 'Issues' report and an 'Action Plan' were produced to this end and the latter is

included as **Appendix 3**. The service now has a new set of improvements which it will address over the next three years.

## 5.4 CURRENT SITUATION

### STAFF

1. The current staff of the Archaeology Service are:-

Archaeology Officer	Robin Daniels
Projects Officer	Rachel Grahame
Sites & Monuments Officer	Peter Rowe
Sites & Monuments Assistant	Gary Green
Archaeological Illustrator	Margaret Finch
Administrative Assistant (temporary)	Ian Jones

2. The Archaeology Officer has responsibility for managing the service and its budget, for providing direction and co-ordination, providing advice to the partnership authorities and liaising with the partnership authorities as well as external organisations. The Archaeology Officer is responsible to the Arts, Grants and Culture Officer of Hartlepool Borough Council and to the partnership authorities through liaison groups.

3. The Projects Officer is responsible for all aspects of fieldwork, including the recruitment of staff, logistical arrangements, the observation of Health and Safety requirements, liaison with external specialists and the completion of each project with a full report.

4. The Sites and Monuments Officer has responsibility for the maintenance and enhancement of the Historic Environment Record and related information and provides the initial response to development proposals and general inquiries.

5. The Sites and Monuments Assistant provides interpretative and field support to the rest of the service, with particular responsibility for supporting the SM Officer.

6. The Archaeological Illustrator provides technical support to the professional posts of the service, providing specialist drawing and design expertise to allow the production of exhibition and publication material. This post is taking a lead role in developing electronic media for the service.

7. In addition to the above, professional and non-professional staff are recruited as necessary on fixed term contracts to carry out specific projects. An

Administrative Assistant has been employed since September 2002 to help with project based clerical and financial work.

8. Hartlepool Borough Council will be implementing Job Evaluation in 2007/08 and the impact of this on staff and budgets will require monitoring.

### ACCOMMODATION

1. The Archaeology Service occupies a suite of offices on the first floor at Sir William Gray House, Hartlepool. These comprise three rooms used as offices; a storeroom used for paper archives and photographs and a small kitchen. The creation and refurbishment of these rooms was based on the requirements of the Archaeology Service and they provide a good accommodation suite. Security at Sir Wm Gray House is very good reflecting its former use as a Museum. The building belongs to Hartlepool Borough Council and overall responsibility for it rests with the Museum Service which occupies the ground floor of the building. The Archaeology Service is responsible for ensuring the proper maintenance of their offices and of the buildings in the grounds which are used by them.

2. The archaeological collections are housed in the 'shelter' a pre-2nd World War Communications Bunker. This has been waterproofed externally and roller-racking is installed. The 'shelter' has partial air-conditioning and steel outer doors. De-humidifiers have been installed in the building in order to create a satisfactory storage environment. There are increasing problems of water ingress with this structure which have yet to be solved.

3. The Archaeology Service fieldwork equipment is housed in a reconstructed cottage which is adequate for the purpose.

### TRANSPORT

1. All transport requirements are met by hiring in transport as and when required.

### EQUIPMENT

1. The service uses a 'Topcon GTS 3B' Total Station Theodolite with associated tripod and prisms. This is accompanied by a Psion Datalogger which downloads into the N4CE digital survey package and the surveys are then manipulated with Adobe Illustrator and Lite Cad software.

2. A sufficient quantity of tools, associated equipment and protective clothing has been established to undertake excavation projects at minimum cost. This level of provision must be continued in order to allow the cost effective mounting of projects.

3. The Archaeology Service possesses six stand alone PCs and a laptop. All operate Windows and have the Microsoft Office suite of programmes. These are supported by six printers, two of which are colour. The Illustrator now processes all illustrative material through a computer. There is a commitment to a policy of continual upgrade of both hardware and software.

4. The service has shifted from slide to digital image based presentations using Microsoft Powerpoint software and a digital projector. This is a more flexible system and reduces wear on slides.

4. The HER uses an Access database which has been customised in a joint project with Teesside University and the development of which is ongoing. In 1999 a GIS was added to the system with full digital map coverage of the geographical area covered by the service, this is an Arcview system. In 2002 the GIS was upgraded to Arcview v8 and the new Ordnance Survey Master Map data has been obtained.

## ADMINISTRATION

1. Administration is provided by the Support Services Division of the Adult & Community Services Dept. of Hartlepool Borough Council.

## FINANCIAL

1. The Archaeology Service budget for 2007/08 is based on a 3% rise. The budgets of the Archaeology Service since 1996 are set out in *Appendix 1*.

## RELATIONSHIP TO OUTSIDE ORGANISATIONS

### 1. Partner Authorities

Tees Archaeology is a shared service of **Hartlepool, Middlesbrough, Redcar & Cleveland** and **Stockton-on-Tees** unitary authorities. It is accountable to those authorities through its Forward Plan and quarterly liaison meetings with a representative from each of the four authorities.

In addition formal liaison meetings have been established within each authority with officers from the Museums, Planning and Countryside services being represented.

In 2005 the service was instrumental in the establishment of the '**Tees Historic Environment Group**' comprising the Tees Archaeology and the Conservation Officers of the four partner authorities. Tees Archaeology provides secretariat support to this group.

## 2. Local and Regional Organisations

Tees Archaeology has formal and informal relationships with a number of local and regional organisations principal amongst which are the following:-

**2.1 Cleveland Constabulary:** the Archaeology Service provides an emergency facility to Cleveland Constabulary in the event of the discovery of human remains of uncertain date. The role of the Archaeology Service being to ascertain initially if the burial happened over 100 years ago and subsequently to determine its archaeological context.

**2.2 Cleveland Ironstone Museum.** Tees Archaeology is supporting a long term project at the museum which will increase liaison between the two organizations.

**2.3 Cleveland Buildings Preservation Trust (CBPT):** Tees Archaeology is a corporate member of the C.B.P.T.

**2.4 Archaeological Societies:** the Archaeology Service supports the work of two major local societies, **Teesside Archaeology Society** and the **Cleveland Industrial Archaeology Society** and has links with the **Architectural and Archaeological Society of Durham and Northumberland** and **Hartlepool Archaeological and Historical Society**. Their activities support the objective of the service to disseminate information about archaeology.

**2.5 North East Museums, Libraries and Archives Council:** advice on best practice, training and grants are obtained from NEMLAC. This is a valued liaison in helping to provide the best levels of care and interpretation for the archaeological material dealt with by the service.

## 3. Professional Organisations

Tees Archaeology is involved with a number of professional organisations on both an individual and corporate level. In addition to those below the service subscribes to the **Society of Museum Archaeologists**. The Archaeology Officer and Sites and Monuments Officer are members of the **Institute of Field Archaeologists**, the professional body for archaeologists. The Archaeological Illustrator is a member of the **Association of Archaeological Illustrators and Surveyors**.

**3.1 The Association of Local Government Archaeological Officers** is composed of the most senior archaeological officers within local authorities. It provides advice on archaeological matters to the Local Government Association and liaises with Government agencies such as the Highways Agency, DEFRA, DCMS, and English Heritage. It operates through a number of working parties and the Archaeology Officer is Chair of the Maritime Archaeology Committee and

as such is a member of the Executive of the Association as well as being active in its north-east regional grouping.

**3.2 Standing Conference of Archaeological Unit Managers:** this is the national body representing contract archaeologists. It liaises at national level with English Heritage and other relevant organisations. Tees Archaeology is a member of this organisation.

#### 4. National Organisations

**4.1 The Council for British Archaeology** is the main national non-governmental body for archaeology. It has a statutory function in regard to comment on works to Listed Buildings and acts as a pressure group on central government. The Archaeology Service is an affiliated member of the CBA.

**4.2 The Nautical Archaeology Society** is an international society which is the leading body in providing training in Maritime Archaeology to non-archaeologist divers. Its training programme is grant aided by English Heritage. Tees Archaeology have been working with the NAS over recent years to develop Maritime Archaeology in North East England and facilitates the NAS North-East group with office accommodation, library space and staff time.

**4.3 English Heritage** is the main governmental agency for the management and recording of the historic environment. It has statutory responsibilities as far as Listed Buildings and Scheduled Ancient Monuments are concerned and provides advice, grant aid and survey services to relevant bodies. The Archaeology Service deals directly with the Archaeology Inspector for the north-east region and we work closely with English Heritage in relation to a number of archaeological sites and projects.

**4.4 The Advisory Committee on Historic Wreck Sites** provides advice to the Department of Culture Media and Sport on the implementation of the Protection of Wrecks Act 1973. Its members are ministerial appointees, the Archaeology Officer was appointed to this committee in 1999 and his appointment was renewed in 2003 and 2007.

## **6. SERVICES PROVIDED BY TEES ARCHAEOLOGY**

The Archaeology Service's functions have been separated into five main areas:

- **COLLECTIONS MANAGEMENT**
- **CONSERVATION ARCHAEOLOGY**
- **EDUCATION & PUBLIC ARCHAEOLOGY**
- **MANAGEMENT & ADMINISTRATION**
- **RESEARCH & FIELDWORK**

The aims, history and current situation in each of these areas is set out below and further to this a list of the key tasks carried out by the service are included in **Appendix 2**.

### **6.1 COLLECTIONS MANAGEMENT**

#### **1. AIMS**

**1.1 To provide a continuous programme of collections and archive management.**

**1.2 To increase the accessibility of the archaeological resources held by the service.**

#### **2. HISTORY**

2.1 On its formation in 1974 the Archaeology Service inherited a small collection of archaeological objects documented on IRGMA cards and has since acquired a small collection of excavated objects. The service does not have an active collection policy except for educational purposes but acts as a temporary clearing house whilst objects are conserved, researched and published prior to deposition with the appropriate museum. The Archaeology Service formally curates material from the area of the unitary authority of Stockton Borough Council on behalf of the Museum service.

2.2 The Archaeology Service's major excavation projects of the 1980s generated a large amount of archaeological material and archives requiring the implementation of proper systems of conservation, storage, research and display. This in turn led to the establishment of the post of Curatorial Archaeologist in 1982.

2.3 The Archaeology Service's first two bases in Middlesbrough, at Halifax Buildings and The Old School, Victoria Rd., had inadequate storage space with poor environmental and security controls. This was initially the case at the third base, the Southlands Centre, but a roller-racking system and environmental controls were installed into a dedicated area. The collection is now housed in the 'shelter' which has full environmental controls and roller racking. Paper and photographic archives are stored in a dedicated room in the main office suite at Sir William Gray House, Hartlepool.

2.4 All the material has been packaged and conserved to the best standards.

2.5 A Collections Management Policy was drafted in 1996, replacing an earlier one from 1985. This defines the area of interest as the Lower Tees Valley and undertakes to respect the Collections Policies of the Museums in the region.

2.6 The absence of an opportunity to display the results of major excavation projects led to the establishment of two permanent exhibitions at Norton Library and Thorpe Thewles Station. The latter has now been dismantled as part of a refurbishment of the building; the care of the former remains the responsibility of the Archaeology Service.

2.7 The main responsibilities in this area were assumed by the post of Curatorial Archaeologist, however due to the implementation of budget cuts in 1998/99 this post has now been deleted. The responsibility for the Collections has been assumed by the Archaeology Officer and measures have been put in place to ensure the effective management of the collections.

2.8 In 2000/01 a Disaster Plan was compiled for the service with an accompanying Action Plan.

### 3. CURRENT SITUATION

#### 3.1 Staff

The Archaeology Officer is responsible for ensuring the proper curation of the collection, while the Sites and Monuments Officer has taken over the task of documenting the material assisted by the Sites and Monuments Assistant.

#### 3.2 Implementation of Collection Standards

The service will comply with the standards defined by NEMLAC, the Museum Association, the Museums and Galleries Commission and appropriate specialist groups in all aspects of the care of its collections.

### 3.3 Conservation

Artefact conservation for the section is carried out by the Dept. of Archaeology, University of Durham and by Karen Barker working freelance at NEMLAC.

### 3.4 Storage

The artefact collection is now stored in the 'shelter' in the grounds of Sir William Gray House. Dehumidifiers have been installed in the 'shelter' to provide a stable storage environment. A full roller-racking storage system has been installed in the 'shelter'. Greater efforts are currently being made to place material with appropriate museums due to pressure on storage space.

## **6.2 CONSERVATION ARCHAEOLOGY**

### **1. AIMS**

**1.1 To monitor, protect and conserve the archaeological heritage of the area.**

**1.2 To maintain and enhance the archaeological record of the area.**

### **2. HISTORY**

2.1 Conservation Archaeology covers three main areas of activity:-

2.1.1 The provision of planning and policy advice to ensure the protection of archaeological sites.

2.1.2 The maintenance and enhancement of an accurate and up to date record of all the known archaeological sites in the area; the Sites and Monuments Record.

2.1.3 The provision of advice and expertise to aid the active conservation of archaeological sites through management schemes and fabric repairs.

2.2 Planning and policy advice has been provided by the Archaeology Service since its inception. However, prior to 1990 this was against a background of uncertainty as to the role and importance of archaeology in the planning process.

2.3 In 1990 the Dept. of the Environment issued Planning Policy Guidance Note 16, Archaeology and Planning which clearly identified the importance of archaeological sites and integrated archaeological concerns into the planning process. This resulted in a major increase in planning related work - a national survey in 1993 suggested an increased workload in the order of 200%.

2.4 While the Sites and Monuments Record had been adequately maintained through the 1980s, the arrival of PPG 16 threw a much greater need for accuracy and reliability onto it and as a result the decision was made to re-cast the whole record. Alongside this a programme of field visits to all the archaeological sites on the record was undertaken and completed in 1992.

2.5 Archaeological policies have been adopted by the partnership authorities in their Local Plans and by the five Tees Valley authorities jointly in the Tees Valley Structure Plan. As part of the Local Plan process Redcar & Cleveland have designated the Eston Hills as a Historic Landscape in recognition of the importance of the archaeological remains.

2.6 In 1994 the government issued PPG15 which provided guidance on how listed buildings and conservation areas should be dealt with within the planning process and provided for greater archaeological involvement to ensure the proper recording and preservation of important buildings. The implementation of this has had little impact in the area as yet.

2.7 The issue of Maritime Archaeology has become more important over the last few years as conservation bodies began to appreciate the extent of the archaeological resource within territorial waters and the inadequacy of current measures to preserve and record it. In 1994 the Archaeology Service established a Maritime Archaeology Database in partnership with the then Royal Commission on Historic Monuments of England (now part of English Heritage). This database covers all sites pre-dating 1945 which lie between High Water and the 15 mile territorial limit. The database currently contains 2,500 sites and extends from Seaham Harbour, Co. Durham to Whitby, N. Yorkshire. A regional coastal survey is planned to take place shortly and the service will play a lead role in this.

2.8 The SMR is continually updated and enhanced and a major step forward in this area has been the acquisition of a GIS system which has increased the accuracy and accessibility of the records.

2.9 The SMR Assistant post was created in a re-structuring of the service in 1997 and the former Archaeological Assistant post was given this designation. This has provided much needed backup to the Sites and Monuments Officer in maintaining the record. In 1999/2000 the former post of Sites and Monuments Record Officer was re-graded from Sc4 to Sc5 and designated Sites and Monuments Officer. In 2005/06 this post was again re-graded to SO1.

2.10 2004 saw the publication of draft benchmarks for SMRs or Historic Environment Records as they are increasingly known (HER). These have been developed by English Heritage and the Association of Local Government Archaeological Officers (ALGAO). We have assessed our records in the light of this and produced an Action Plan which will be implemented through the Forward Plan process.

2.11 The Tees Archaeology SMR was re-named as HER in 2006/07 and an action plan was produced to accompany this.

### 3. CURRENT SITUATION

#### 3.1 Staff

The lead officers in this area are the Archaeological Officer, Sites and Monuments Officer and the Sites and Monuments Record Assistant

#### 3.2 Equipment

In 1997/98 the Sites and Monuments Record was successfully transferred to Microsoft Access on a new computer. A new database was constructed in a joint project with Teesside University and this has proved very successful. Opportunities for further development of the SMR are being examined in conjunction with SX3, Hartlepool Borough Council's ICT provider.

In addition to the computerised database, a base 1:10,000 map coverage of the former area of Cleveland exists but is no longer updated. These are augmented with 1:2500 scale maps in areas of intensive activity, while the Maritime Record is plotted on to a set of appropriately scaled charts.

In 1998/99 the Arcview GIS system was acquired and was fully operational by the end of the 1999. In 2002 an upgraded version of Arcview, v8, was obtained as was new hardware and the service has now fully migrated to this. This migration also involves a transition from PC to server based data which should expand the long term possibilities of the system. A general computer replacement programme, implemented in 2002 has opened the way to viewing the GIS and SMR on a number of the services' monitors.

#### 3.3 Information

Over the previous six years updated SMR information had been provided to the unitary authorities on a rotational basis. This was suspended in 1999/2000 to allow the implementation of the GIS based system. In 2001/02 the SMR information was supplied digitally to all four partner authorities.

The Best Value Review has identified a need to have a more formal and substantive programme of SMR enhancement and this has been implemented on the basis of a ten year rolling programme.

A set of draft national benchmarks for SMRs has been developed jointly by English Heritage and ALGAO and these have been addressed in an SMR Action Plan produced in 2004/05.

2005/06 saw the final completion of the gazetteer of industrial sites for Redcar & Cleveland and these have now been incorporated into the HER. This year also

saw the completion of historic digital map coverage for the operational area of Tees Archaeology.

## **6.3 EDUCATION AND PUBLIC ARCHAEOLOGY**

### **1. AIMS**

**1.1 To promote archaeology by education at all levels.**

**1.2 To heighten public awareness and interest in archaeology within the partnership authorities.**

**1.3 To improve access to and interpretation of archaeological sites.**

### **2. HISTORY**

2.1 The provision of information has always been given a high priority in the Archaeology Service and as well as informing the media this has involved leaflets, talks, guided visits and walks, temporary exhibitions and the establishment of permanent exhibitions at Norton Library (Pagan Saxon Cemetery) and Thorpe Thewles Station (Iron Age Settlement). National recognition of this work was given in 1984 when the service won the Country Life Award for its publicity work.

2.2 The educational work carried out by the service was more sporadic and was based on teachers' demand rather than offering packages. This has been addressed in the last few years and a number of educational packages have been put together to make use of the permanent and temporary exhibitions. These have been accompanied by the setting of performance targets to ensure that this work takes place every year.

2.3 Links with the four museum and countryside services in the area have developed greatly in the past few years and the service is regularly contributing to their programmes of display and educational work. In addition major partnership projects have taken place at Catcote Romano-British Site, Summerhill Woodland Adventure Park, Hartlepool; Foxrush Farm Iron Age Site, Redcar & Cleveland and Stewarts Park, Middlesbrough.

### **3. CURRENT SITUATION**

#### **3.1 Staff**

There is no member of staff with sole responsibility for developing educational and public archaeology strategies. All members of staff continue to be involved in

liaison with the public and in the design and development of exhibitions, information panels and leaflets.

### 3.2 Equipment

A range of resources have been acquired and are being developed. These include archaeological materials for 'sorting' activities; replica pottery and jewellery for display and handling purposes.

### 3.3 Information

'In house' reports have continued to be made generally available and a monograph on the Hartlepool Submerged Forest was published in 2005 and it is hoped to publish a volume about the Anglo-Saxon Monastery at Hartlepool in 2007/08. In addition a range of popular booklets have been and continue to be produced.

A new initiative to convey the results of projects is being trialled in 2007/08. This will involve half day presentations on a particular project to a pre-booked audience. This will provide information and an opportunity to see and handle finds. Sessions are proposed for Catcote, Hartlepool and Foxrush, Redcar & Cleveland and these will be located in the vicinity of the project.

## **6.4 MANAGEMENT AND ADMINISTRATION**

### 1. OVERVIEW

#### 1.1 Departmental Structure.

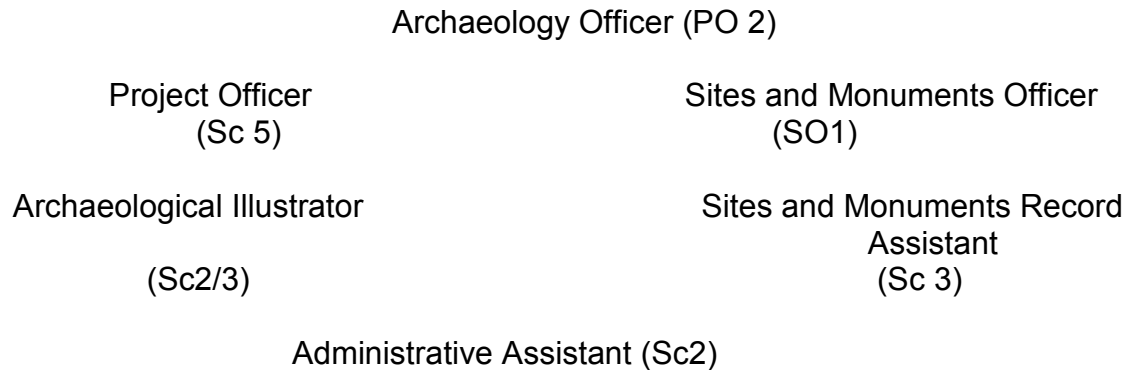
The Archaeology Service is part of the Cultural Services Section of the Adult & Community Services Dept. of Hartlepool Borough Council. The Archaeology Officer answers to the Museum and Heritage Officer who in turn is responsible to the Asst. Director (Community Services).

#### 1.2 Relationships to Partner Authorities.

Tees Archaeology provides a service to the four partner authorities of Hartlepool, Middlesbrough, Redcar & Cleveland and Stockton. The service is funded on a 'per capita' basis by the four authorities and a liaison group of senior officers from the four authorities has been created. The Tees Archaeology Partner Liaison Group meets on a four monthly basis and has been actively involved in the production of this Forward Plan.

### 1.3 Staffing Structure.

The Staffing Structure of the Archaeology Service is set out below.



### 1.4 Communications

Internal communication is formalised by fortnightly team meetings. In addition documents are circulated with read and tick messages to ensure full circulation. Communications within the Cultural Heritage and Grants Section are through regular supervision meetings with the Museum and Heritage Officer.

### 1.5 Training & Development

The Archaeology Service has adopted the Staff Appraisal system operated by Hartlepool Borough Council and this provides clearly identified training needs which can then be met. The Adult & Community Services Dept. will put itself forward for 'Investors in People' accreditation.

Internal professional training is provided to all staff at staff meetings or at special sessions subsequent to staff meetings. Individual training is provided by the appropriate officers as required.

Hartlepool Borough Council, Human Resources Dept. provides a range of training courses which are available to the Archaeology Service.

External training is provided by English Heritage and the Institute of Field Archaeologists as well as through attendance at conferences such as that of the Institute of Field Archaeologists and the Society of Museum Archaeologists.

There is a firm and continuing commitment to ensure that staff receive appropriate and continuous training to promote their professional development.

### 1.6 Accommodation

The responsibility for managing the accommodation of the service lies with the Archaeology Officer in conjunction with the other responsible senior officers.

### 1.7 Health & Safety

The Archaeology Officer holds responsibility for all Health and Safety matters concerning the service but individual officers have responsibility for their own Health and Safety and that of staff undertaking tasks for them. The service is covered by the Health and Safety policy of Hartlepool Borough Council and has its own Health and Safety Statement. It abides by the guidance of the Standing Conference of Archaeological Unit Managers in its fieldwork. Risk Assessments are carried out before each field project and these together with guidance on safe working practices are provided to all staff. Three members of staff are trained 1st Aiders.

### 1.9 Marketing

The marketing of the Archaeology Service and its products is being continuously developed. A Marketing Strategy was produced in 2005/06.

### 1.10 Financial Management

The financial management of the service is undertaken by the Archaeology Officer in conjunction with the Support Services Section of the Adult & Community Services Dept. The Archaeology Officer, Sites and Monuments Officer and Projects Officer are authorised to incur expenditure. All staff are however responsible for costing their own requirements and projects and monitoring expenditure against them.

### 1.11 Funding

The Archaeology Service is funded through its Revenue Budget from Hartlepool Borough Council; this is recharged proportionately to the other authorities. Substantial additional funding is consistently generated from external sources for a wide range of projects. The Archaeology Officer and Project Officer are largely responsible for the acquisition of this additional funding.

## 2. CURRENT SITUATION

### 2.1 Staff.

The Service is fully staffed and there was no staff turn over in 2006/07. Hartlepool Borough Council will be implementing a Job Evaluation programme in 2007/08 and the impact on staff and budgets is as yet unknown.

### 2.2 Staff Training

Both general and specialist training courses were attended in the last year, and specific training needs of individuals were defined through the staff appraisal system, where practical these were met.

### 2.3 New Technology

There was a substantial replacement and upgrading of computers in 2003/04 and computing capacity will continue to be developed as required.

## 2.4 Finance

The budget for 2007/08 has increased sufficiently to allow for inflation but this has also resulted in an increase in income requirements. The sustainability of the latter will be carefully monitored. The potential impact of Job Evaluation measures will also require monitoring.

## **6.5 RESEARCH AND FIELDWORK**

### **1. AIMS**

**1.1 To carry out and support archaeological research and publication on topics of local, regional and national importance.**

**1.2 To maintain and enhance the archaeological record of the area.**

### **2. HISTORY**

2.1 The Archaeology Service has been active in all types of fieldwork since its inception and has carried out a number of projects on nationally significant sites. These have been followed by prompt publication of results. These projects were originally resourced through Manpower Service Schemes.

2.2 The demise of the Manpower Services Schemes in the late 1980s presented the Archaeology Service with the challenge of adapting to a new situation of substantially reduced resources. The establishment of the posts of Archaeological Illustrator and Project Officer ensured that the basic infrastructure to carry out field projects remained.

2.3 Changes within the structure of British archaeology have resulted in the development of competition in the execution of developer funded archaeology. The current structure of the Archaeology Service has been developed to take account of this situation with the separation of the roles of planning advice and project execution.

2.4 The Archaeology Service carries out work on a contract basis in order to generate income to meet its budget requirements. However, in addition to externally funded work there is a continuing commitment to carrying out archaeological research in the area and there had been annual research excavations since 1991; however reductions in funding in 1997/98 made it impossible for the service to carry out such work without funding partners.

2.6 From 1998/99 a programme of investigation at Catcote, Romano-British Settlement at Hartlepool commenced. This is a partnership project with Durham University and the Countryside Service of Hartlepool Borough Council and local volunteers have been encouraged to take part throughout the project

2.7 Between 2002/03 and 2006/07 a project on an Iron Age site at Foxrush Farm, Kirkleatham, Redcar and Cleveland was carried out. This was a partnership project between Redcar & Cleveland Museums and Countryside Services, Tees Archaeology and Teesside Archaeological Society.

2.8 In 2003/04 a project began to look at the deserted medieval and later village of East Marton, Middlesbrough. This was the birth place of Captain Cook and is sited in Stewart Park, Middlesbrough.

### 3 CURRENT SITUATION

#### 3.1 Staff

The Archaeology Officer and Projects Officer take the lead in this area of activity and the Sites and Monuments Assistant and Illustrator provide essential support.

#### 3.2 Equipment

Existing equipment has been maintained and renewed.

#### 3.3 Finance

The current budget will allow the public archaeology programme to continue.

#### 3.4 Projects

The projects at Catcote and East Marton are continuing and a survey project at Saltburn is also continuing. These are joined by two new projects based at Kirkleatham and Preston park, Stockton, the latter examining the Stockton & Darlington Railway.

### 4. INFORMATION

The Iron Age, Romano-British and Medieval research projects at Catcote, Foxrush Farm and East Marton all provided useful continuing information about their respective sites. While significant information was recovered about the enigmatic rutways on the foreshore at Saltburn.

## 7. REVIEW OF PERFORMANCE IN 2006/07

### 7. 1 COLLECTIONS MANAGEMENT

#### COLLECTIONS MANAGEMENT AIM 1

To provide a continuous programme of collections and archive management.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Investigate deposition of archaeological material from N Yorkshire with relevant museum</b>	Identify appropriate museums Discuss deposition	Staff time	Recipient Museums	<b>Complete key tasks by Xmas 2007</b> Lead: Sites and Monuments Officer <i>Material has been deposited with English Heritage and discussions are ongoing with Ryedale Folk Museum</i>

#### COLLECTIONS MANAGEMENT AIM 2

To increase the accessibility of the archaeological resources held by the service.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Enable the Renaissance funded Archaeological Documentation Asst post to achieve objectives.</b>	Provision of advice and background information	Staff time	Museum Services of Partner Authorities	<b>Enable post to achieve objectives</b> Lead: Archaeology Officer <i>Achieved</i>

## 7.2 CONSERVATION ARCHAEOLOGY

### CONSERVATION ARCHAEOLOGY: AIM 1

To monitor, protect and conserve the archaeological heritage of the area.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Develop partnership project to conserve and interpret Thornaby Pillboxes, Stockton-on-Tees</b>	Identify and confirm partners Obtain funding	Staff time	SBC Countryside HLF? Army Cadets?	<b>Secure and implement project by end of 2007, dependant on funding</b> Lead: Sites & Monuments Asst <i>This is ongoing</i>

### CONSERVATION ARCHAEOLOGY: AIM 2

To maintain and enhance the archaeological record of the area.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Begin transition from Sites and Monuments Record to Historic Environment Record (HER)</b>	Carry out tasks in SMR Action Plan Assess implications of Gov't White Paper	Staff time		<b>Provide paper to Tees Archaeology Partner Liaison Group in July 2006</b> Lead: Archaeology Officer / Sites and Monuments Officer <i>Only partially achieved due to late release of White paper</i>
<b>Implement the HER Action plan</b>	Update HER manual Consider HER audit Assess implications of White Paper in July	Staff time Staff time	English Heritage	<b>Complete by March 2007</b> Lead: Sites and Monuments Officer <i>Postponed due to late release of White Paper</i>
<b>Add all Listed Buildings to the HER</b>	Identify those yet to be added and insert	Staff time		<b>Add M'boro buildings by March 2007</b> Lead: Sites and Monuments Officer <i>Achieved</i>
<b>Add the data from the Redcar &amp; Cleveland Industrial Survey to the HER</b>	Add data	Staff time		<b>Complete by March 2007</b> Lead: Sites & Monuments Asst <i>Achieved and a report produced</i>
<b>Enhance the HER by ensuring currency of records to achieve internal benchmarks</b>	Revise all entries compiled before 1985 and not edited in last 10 years (400 records)	Staff time		<b>Complete by March 2007</b> Lead: Sites and Monuments Asst <i>Only 23% achieved due to other pressures</i>

## 7.3 EDUCATION AND PUBLIC ARCHAEOLOGY

### EDUCATION AND PUBLIC ARCHAEOLOGY: AIM 1

To promote archaeology by education at all levels.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b> Lead: Archaeology Officer <i>Achieved with ¾ partners</i>
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be Archaeology on Teesside Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b> Lead: Sites & Monuments Officer <i>Achieved, 150 people attended</i>

### EDUCATION AND PUBLIC ARCHAEOLOGY: AIM 2

To heighten public awareness and interest in archaeology within the partnership authorities.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	Events:-	Staff time Costs of plant, accommodation and materials	HBC, MBC, RCBC, SBC, Countryside & Museums Services, TAS, NAS	<b>Provide at least one opportunity for public involvement in each authority</b> Lead: Archaeology Officer <i>Achieved</i>
<b>Produce one set of printed exhibition panels</b>	Write & design four panels 'Archaeology on Teesside' covering Prehistory, Roman, Saxon and Medieval	Staff time Production costs		<b>Obtain panels by Xmas 2006</b> <b>Lead: Archaeology Officer</b> <i>Not Achieved. Pressure of commitments</i>
<b>Produce 'Raising the Dead' Exhibition with the Dorman Museum, Middlesbrough</b>	Refine themes, originate text, object and images.	Staff time	MBC Museums	<b>Exhibition to open in July 2007</b> Lead: Archaeology Officer <i>On target</i>
<b>Assist in producing Anglo-Saxon Exhibition in conjunction with the Stockton Museum service</b>	Provide information and advice to enable exhibition to take place.	Staff time	SBC Museums	<b>Exhibition to open in Autumn 2006</b> Lead: Sites and Monuments Officer <i>Achieved</i>

<b>Maintain and enhance the Tees Archaeology website</b>	Add two new projects (Saltburn Rutway, S&DR Railway)	Staff time		<b>Add projects by March 2007</b> Lead: Sites and Monuments Officer <i>Achieved</i>
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b> Lead: Archaeology Officer <i>Achieved</i>

### EDUCATION AND PUBLIC ARCHAEOLOGY: AIM 3

To improve access to and interpretation of archaeological sites.

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Produce Seaton Carew Wreck leaflet</b>	Identify funding for leaflet. Write and design leaflet	Staff time	English Heritage?	<b>Obtain funding and produce leaflet by Xmas 2006</b> Lead: Sites and Monuments Asst <i>External funding not available</i>
<b>Provide texts and images for Stockton, Billingham and Egglecliffe leaflets</b>	Write leaflets and identify images	Staff time	SBC Countryside	<b>Provide content to SBC Countryside by Xmas 2006</b> Lead: Archaeology Officer <i>2/3 complete. 3<sup>rd</sup> complete by end of May</i>
<b>Provide leaflet on the S &amp; DR and Preston park</b>	Write and design leaflet	Staff time Production Cost?	SBC Museums & Countryside	<b>Produce by March 2007</b> Lead: Archaeology Officer <i>Handout produced</i>
<b>Provide publications about the Archaeology of the area</b>	Produce medieval booklet	Staff time Production Costs		<b>Produce by March 2007</b> Lead: Archaeology Officer <i>Booklet written but not produced due to budget pressures</i>
<b>Support the Cleveland Ironstone Museum</b>	Enhance the skills and awareness of volunteers	Staff Time	Cleveland Ironstone Museum	<b>Enable Museum to access European funding</b> Lead: Archaeology Officer <i>Museum missed funding deadline</i>

## 7.4 MANAGEMENT AND ADMINISTRATION

### MANAGEMENT AND ADMINISTRATION: AIM 1

Tees Archaeology: The Archaeology Service for Teesside, will provide its partnership authorities and the people of the area with a full, professional archaeological service (from Mission Statement)

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Achieve targets in 'Taking Tees Archaeology Forward' Action plan</b>	Implement Action Plan	Staff time		<b>Achieve targets set out in Action Plan</b> Lead: Archaeology Officer <i>15/18 targets achieved</i>

#### MANAGEMENT AND ADMINISTRATION: AIM 2

To develop good working relationships with partner authorities and relevant organisations

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b> Lead: Sites and Monuments Officer <i>Achieved</i>

#### 7.5 RESEARCH AND FIELDWORK:

##### RESEARCH AND FIELDWORK: AIMS 1

To carry out and support archaeological research and publication on topics of local, regional and national importance.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Carry out annual excavation at Romano-British site at Catcote, Summerhill, Hartlepool</b>	Organise and advertise project Liaise with Summerhill and Museum Service	Staff time Project costs	HBC Countryside & Museums Durham University, Dept of Archaeology, Local Volunteers	<b>Complete excavation by July 2007</b> Lead: Archaeology Officer <i>Achieved</i>
<b>Continue survey of 19<sup>th</sup> century rutways at Saltburn</b>	Organise and advertise project	Staff time	TAS, NAS Cleveland Ironstone Museum	<b>Carry out project by Sept 2006</b> Lead: Projects Officer <i>Achieved</i>
<b>Redcar &amp; Cleveland Field project</b>	Determine project Timetable and organise it	Staff time Project Costs	RCBC Museums & Countryside, Local volunteers	<b>Carry out Field Project by March 2007</b> Lead: Archaeology Officer / Projects Officer <i>Achieved – Last season at Iron Age Site</i>
<b>Enable HLF funded 'Dig, Dive &amp; Discover' project</b>	Assist in management and running of project	Staff time	HBC Libraries, NAS HLF, Hartlepool Divers	<b>Assist in successful completion of project</b> Lead: Sites and Monuments Asst <i>Achieved</i>

<b>Middlesbrough Field Project</b>	Discuss possible project with MBC Museums	Staff time	MBC Museums	<b>Determine course of action by June 2006</b> Lead: Archaeology Officer <i>Achieved – Excavation in Stewart Park</i>
<b>Linthorpe Cemetery Project</b>	Implement Geophysical Survey and targeted excavation. Produce Report	Staff Time	MBC HLF	<b>Complete Fieldwork in May 2006</b> Lead: Sites & Monuments Officer <i>Achieved</i>
<b>Publish volume on the Anglo-Saxon Monastery at Hartlepool</b>	Complete text Secure publication funding Oversee publication	Staff time	English Heritage HBC	<b>Ensure volume is with printers by Xmas 2006</b> Lead: Archaeology Officer <i>Volume completed – publication Summer 2007</i>

#### RESEARCH AND FIELDWORK: AIMS 2

To maintain and enhance the archaeological record of the area.

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Foxrush Farm Iron Age site, Redcar &amp; Cleveland Post-Excavation programme</b>	Assess amount of work required and develop programme	Staff time Specialist costs	TAS	<b>Complete assessment by October 2006</b> Lead: Projects Officer <i>Assessment ongoing &amp; Post –Excavation work started</i>
<b>North Yorkshire Mesolithic project</b>	Provide staff expertise to project	Staff time	English Heritage NYMNP	<b>Complete Assessment phase of project by August 2006.</b> Lead: Sites and Monuments Officer <i>Completed and bid submitted for second phase of project</i>
<b>Thornaby, Stockton, WWII Pillbox Survey and conservation</b>	Discuss project with possible partners including HLF	Staff time	SBC Countryside, HLF, Air cadets	<b>Determine feasibility of project by August 2006</b> Lead: Sites and Monuments Asst <i>This is still ongoing</i>

## 8. PERFORMANCE INDICATORS (INCLUDING TARGETS FOR 2007/08)

Performance Indicator	2002/03		2003/04		2004/05		2005/06		2006/07		2007/08
	Target	Perf	Target	Perf	Target	Perf	Target	Perf	Target	Perf	
<p><u>Tees Archaeology Indicator 1</u> Percentage of archaeological work required of a developer through the planning process which provide positive archaeological results.</p> <p><i>Identifies quality of archaeological records and competency of staff.</i></p> <p>This ensures a consistent level of performance</p>	75%	74%	75%	90%	75%	78%	75%	70%	75%	83%	75%
									29 out of 35		
<p><u>Tees Archaeology Indicator 2</u> Percentage of Sites and Monuments Records reviewed and entries edited.</p> <p><i>Measure of quality and currency of record.</i></p>	10%	10.3%	10%	12.9%	10%	22%	10%	11%	All records pre 1985 not edited in last ten years		10%
								610 from 5574	13% of total records edited. 23% of pre 1985		
<p><u>Tees Archaeology Indicator 3</u> Number of archaeological projects monitored.</p> <p><i>Ensures work carried out to brief and provides quality control.</i></p> <p>Target raised to 80% due to past performance</p>	75%	80%	75%	87%	75%	100%	80%	86%	80%	88%	80%
									15 from 17		
<p><u>Tees Archaeology Indicator 4</u> Number of public archaeology events provided by the service. These include interactive family events, guided walks and public talks.</p> <p><i>Success in providing for public involvement in archaeology.</i></p>	16	17	17.....	21	18	19	18	17	18	19 planned events	18 planned events
										15 18	15 in response to requests
										in response to requests	
										in response to requests	
										in response to requests	
										in response to requests	
										in response to requests	
<p><u>Tees Archaeology Indicator 5</u> Percentage of Market share in local area.</p> <p><i>Effectiveness of service in market place.</i></p> <p>This figure reflects concern that the service should not seek to dominate the market.</p>	35%	28%	35%	42%	35%	16%	35%	15%	35%	26%	35%
									9 from 35		

<b>Performance Indicator</b>	<b>2002/03</b>		<b>2003/04</b>		<b>2004/05</b>		<b>2005/06</b>		<b>2006/07</b>		<b>2007/08</b>
	<b>Target</b>	<b>Perf</b>	<b>Target</b>	<b>Perf</b>	<b>Target</b>	<b>Perf</b>	<b>Target</b>	<b>Perf</b>	<b>Target</b>	<b>perf</b>	<b>Target</b>
<u>Tees Archaeology Indicator 6</u> Achievement of annual objectives as set out in Forward Plan <i>Management Efficiency of the service</i> <i>Target 75% Tees Archaeology &amp; 80% Partners</i>	85%	80%	75%	71%	75%	64%	75%	78%	75%	71%	75% Tees Archaeol 80% partners
	Tees Archaeol	70%	75%	Tees Archaeol	80%	88%	Tees Archaeol	80%	100%	80%	93%
	Partners			Partners			Partners			Partners	
<u>Tees Archaeology Indicator 7</u> Success in winning externally awarded contracts <i>Efficiency of the service in judging which projects to bid for</i> <i>Target 60%</i>	60%	61.5%	60%	65%	60%	67%	60%	70%	60%	57%	60%
									12/21		

**NB:**

## 9. PROGRAMME FOR 2007/08

### 9.1 COLLECTIONS MANAGEMENT

AIM 1: To provide a continuous programme of collections and archive management

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide a report on the care and status of the material held by Tees Archaeology.</b>	Identify storage requirements and current environment	Staff time	HBC	<b>Produce report by Xmas 2007</b> Sites & Monuments Officer

AIM 2: Increase the accessibility of the archaeological resources held by the service

### 9.2 CONSERVATION ARCHAEOLOGY

AIM 1: To monitor, protect and conserve the archaeological heritage of the area

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Thornaby, Stockton, WWII Pillbox Survey and conservation</b>	Discuss project with possible partners including HLF	Staff time	SBC	<b>Define the future of the monuments</b> Archaeology officer

AIM 2: To maintain and enhance the archaeological record of the area

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add backlog of local Aerial Photographs to the Historic Environment Record (HER)</b>	Inspect APs for new sites Add new sites to HER	Staff time	None	<b>Complete by end August 2007</b> Sites & Monuments Officer
<b>Enhance the HER by carrying out detailed area based studies</b>	Identify sites in area Add to HER			<b>Complete study of Hartlepool Submerged Forest &amp; Wynyard Ppark, Stockton by end of September 2007</b>  Sites & Monuments Officer

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add all Listed Buildings to the HER</b>	Identify those yet to be added and insert	Staff time		<b>Add Hartlepool buildings by December 2007</b> Sites and Monuments Officer

### 9.3 EDUCATION AND PUBLIC ARCHAEOLOGY

AIM 1: To promote archaeology by education at all levels

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b> Archaeology Officer
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be decided Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b> Sites & Monuments Officer
<b>Provide Information Event on Catcote Iron Age &amp; Roman site</b>	Draw up programme Circulate information	Staff time Cost of Specialist	HBC Countryside	<b>Provide event on 1st December 2007</b> Archaeology Officer
<b>Provide Information Event on Foxrush Iron Age &amp; Roman site</b>	Identify date Draw up programme Circulate information	Staff time Cost of Specialist	R&C Museums	<b>Provide event on date agreed</b> Project Officer

AIM 2: To heighten public awareness and interest in archaeology within the partnership authorities

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	<u>Guided Walks:-</u> Seaton Carew, Hartlepool Headland. Yarm, Egglecliffe. Saltburn, Skelton, Kilton, Hummersee. Stewart park, Stainton	Staff time Costs of plant, accommodation and materials	HBC, MBC, RCBC, SBC, Countryside & Museums Services, TAS, NAS	<b>Provide at least one opportunity for public involvement in each authority</b>  Archaeology Officer

	<u>Projects:-</u> Catcote excavation Stewart Park excavation Kirkleatham, Preston Park and Saltburn Rutway surveys <u>Open Days:-</u> Catcote excavation Stewart Park excavation			
<b>Provide Assistance to Stockton ARC, for their 'Your Town, Your Heritage' Young Roots project</b>	Identify and deliver sessions	Staff time	Stockton ARC	<b>Provide three sessions tot eh project</b> Archaeology Officer
<b>Produce 'Raising the Dead' Exhibition with the Dorman Museum, Middlesbrough</b>	Final Design & build	Staff time	MBC Museums	<b>Exhibition to open in July 2007</b> Archaeology Officer
<b>Kirklevington Viking Stone Display</b>	Provide information for display panels	Staff time	SBC Museums Kirklevington Parish Council	<b>Provide information to timetable to be determined</b> Archaeology Officer
<b>Maintain and enhance the Tees Archaeology website</b>	Review website and raw up action plan for improvement and increased feedback	Staff time		<b>Produce Action Plan by Sept 2007</b> Sites and Monuments asstr
<b>Provide Information to R&amp;C Museum Service to allow them to develop an archaeological element to their website</b>	Provide information on:- Guisborough Priory First peoples Loftus site	Staff time	R&C Museum	<b>Provide information to agreed timetable</b> Archaeology Officer
<b>Assist HBC Museums in the re-display of the Archaeology galleries</b>	Provide information as requested	Staff time	HBC Museums	<b>Provide information to agreed timetable</b> Archaeology Officer
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b> Sites & Monuments Officer

AIM 3: To improve access to and interpretation of archaeological sites

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide leaflet on the S &amp; DR and Preston park</b>	Write and design leaflet	Staff time Production Cost?	SBC Museums & Countryside	<b>Produce by October 2007</b> Archaeology Officer
<b>Provide publications about the Archaeology of the area</b>	Produce medieval & Viking booklets Write Prehistory Booklet	Staff time Production Costs		<b>Complete by March 2008</b> Archaeology Officer

#### 9.4 MANAGEMENT AND ADMINISTRATION

AIM 1: Provide the partnership authorities and people of the area with a full, professional archaeological service (from Mission Statement)

AIM 2: To develop good working relationships with the partner authorities and relevant organisations.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b> Sites and Monuments Officer

#### 9.5 RESEARCH AND FIELDWORK

AIM 1: To carry out and support archaeological research and publication on topics of local, regional and national importance.

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Carry out annual excavation at Romano-British site at Catcote, Summerhill, Hartlepool</b>	Organise and advertise project Liaise with Summerhill and Museum Service	Staff time Project costs	HBC Countryside & Museums Durham University, Dept of Archaeology, Local Volunteers	<b>Complete excavation by July 2007</b> Archaeology Officer
<b>Continue survey of 19<sup>th</sup> century rutways at Saltburn</b>	Organise and advertise project	Staff time	TAS, NAS Cleveland Ironstone Museum	<b>Carry out project by Sept 2007</b> Projects Officer

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Carry out annual excavation at Stewart Park, Middlesbrough</b>	Organise & advertise project Liaise with MBC	Staff time	MBC Museums	<b>Carry out project by June 2007</b> Projects Officer
<b>Complete volume on the medieval Town of Hartlepool</b>	Complete revisions & submit for approval	Staff time	English Heritage	<b>Complete revisions by end of July 2007</b> Archaeology Officer
<b>Publish volume on the Anglo-Saxon Monastery at Hartlepool</b>	Complete text Secure publication funding Oversee publication	Staff time	English Heritage HBC	<b>Publish volume by Sept 2007 dependant on EH funding</b> Archaeology Officer

AIM 2: To maintain and enhance the archaeological record of the area

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Implement Preston park – Stockton &amp; Darlington Railway Survey</b>	Produce project Design Circulate information	Staff time	SBC Countryside & Museums	<b>Carry out first season of project by November 2007</b> Archaeology Officer
<b>Implement New Kirkleatham Field Survey Project</b>	Produce project Design Circulate information	Staff time Project Costs	RCBC Museums & Countryside, Local volunteers	<b>Carry out first season of project by November 2007</b> Projects Officer
<b>North Yorkshire Mesolithic project</b>	Provide staff expertise to project	Staff time	English Heritage NYMNP	<b>Implement second phase of project dependant on English Heritage funding.</b> Archaeology Officer

Abbreviations:

HBC – Hartlepool Borough Council

MBC – Middlesbrough Borough Council

NAS – Nautical Archaeology Society

North York Moors National park

RCBC – Redcar & Cleveland Borough Council

SBC – Stockton Borough Council

TAS – Teesside Archaeology Society

## 10. PROGRAMME BY DISTRICT 2007 - 2008

### 10.1 Hartlepool

#### Collections Management

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide a report on the care and status of the material held by Tees Archaeology.</b>	Identify storage requirements and current environment	Staff time	HBC	<b>Produce report by Xmas 2007</b> Sites & Monuments Officer

#### Conservation Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add backlog of local Aerial Photographs to the Historic Environment Record (HER)</b>	Inspect APs for new sites Add new sites to HER	Staff time	None	<b>Complete by end August 2007</b> Sites & Monuments Officer
<b>Enhance the HER by carrying out detailed area based studies</b>	Identify sites in area Add to HER			<b>Complete study of Hartlepool Submerged Forest &amp; Wynyard Park, Stockton by end of September 2007</b> Sites & Monuments Officer
<b>Add all Listed Buildings to the HER</b>	Identify those yet to be added and insert	Staff time		<b>Add Hartlepool buildings by December 2007</b> Sites and Monuments Officer

#### Education & Public Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b>  Archaeology Officer

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be Archaeology on Teesside Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b>  Sites & Monuments Officer
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	<u>Guided Walks:-</u> Seaton Carew, Hartlepool Headland. <u>Projects:-</u> Catcote excavation <u>Open Day:-</u> Catcote excavation	Staff time Costs of plant, accommodation and materials	HBC, Countryside & Museums Services	<b>Provide at least one opportunity for public involvement in each authority</b>  Archaeology Officer
<b>Provide Information Event on Catcote Iron Age &amp; Roman site</b>	Draw up programme Circulate information	Staff time Cost of Specialist	HBC Countryside	<b>Provide event on 1st December 2007</b> Archaeology Officer
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b>  Archaeology Officer
<b>Provide publications about the Archaeology of the area</b>	Produce medieval & Viking booklets Write Prehistory Booklet	Staff time Production Costs		<b>Complete by March 2008</b>  Archaeology Officer
<b>Assist HBC Museums in the re-display of the Archaeology galleries</b>	Provide information as requested	Staff time	HBC Museums	<b>Provide information to agreed timetable</b> Archaeology Officer

## Management and Administration

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b>  Sites and Monuments Officer

## Research and Fieldwork

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Carry out annual excavation at Romano-British site at Catcote, Summerhill, Hartlepool</b>	Organise and advertise project Liaise with Summerhill and Museum Service	Staff time Project costs	HBC Countryside & Museums Durham University, Dept of Archaeology, Local Volunteers	<b>Complete excavation by July 2007</b>  Archaeology Officer
<b>Complete volume on the medieval Town of Hartlepool</b>	Complete revisions & submit for approval	Staff time	English Heritage	<b>Complete revisions by end of July 2007</b> Archaeology Officer
<b>Publish volume on the Anglo-Saxon Monastery at Hartlepool</b>	Complete text Secure publication funding Oversee publication	Staff time	English Heritage HBC	<b>Publish volume by Sept 2007 dependant on EH funding</b> Archaeology Officer

## 10.2 Middlesbrough

### Collections Management

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide a report on the care and status of the material held by Tees Archaeology.</b>	Identify storage requirements and current environment	Staff time	HBC	<b>Produce report by Xmas 2007</b> Sites & Monuments Officer

### Conservation Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add backlog of local Aerial Photographs to the Historic Environment Record (HER)</b>	Inspect APs for new sites Add new sites to HER	Staff time	None	<b>Complete by end August 2007</b> Sites & Monuments Officer

### Education and Public Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b> Archaeology Officer
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be Archaeology on Teesside Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b> Sites & Monuments Officer
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	<u>Guided Walks:-</u> Stewart park, Stainton <u>Projects:-</u> Stewart Park excavation <u>Open Days:-</u>  Stewart Park excavation	Staff time Costs of plant, accommodation and materials	MBC, Countryside & Museums Services,	<b>Provide at least one opportunity for public involvement in each authority</b> Archaeology Officer

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Produce 'Raising the Dead' Exhibition with the Dorman Museum, Middlesbrough</b>	Final Design & build	Staff time	MBC Museums	<b>Exhibition to open in July 2007</b> Archaeology Officer
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b>  Archaeology Officer
<b>Provide publications about the Archaeology of the area</b>	Produce medieval & Viking booklets Write Prehistory Booklet	Staff time Production Costs		<b>Complete by March 2008</b> Archaeology Officer

### Management and Administration

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b>  Sites and Monuments Officer

### Research and Fieldwork

<b>Objective</b>	<b>Key Task</b>	<b>Resource Implications</b>	<b>Partners</b>	<b>Target &amp; Responsibility</b>
<b>Carry out annual excavation at Stewart Park, Middlesbrough</b>	Organise & advertise project Liaise with MBC	Staff time	MBC Museums	<b>Carry out project by June 2007</b> Projects Officer

## 10.3 Redcar & Cleveland

### Collections Management

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide a report on the care and status of the material held by Tees Archaeology.</b>	Identify storage requirements and current environment	Staff time	HBC	<b>Produce report by Xmas 2007</b> Sites & Monuments Officer

### Conservation Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add backlog of local Aerial Photographs to the Historic Environment Record (HER)</b>	Inspect APs for new sites Add new sites to HER	Staff time	None	<b>Complete by end August 2007</b> Sites & Monuments Officer

### Education & Public Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b> Archaeology Officer
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be Archaeology on Teesside Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b> Sites & Monuments Officer
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	<u>Guided Walks:-</u> Saltburn, Skelton, Kilton, Hummersee. <u>Projects:-</u> Kirkleatham and Saltburn Rutway surveys	Staff time Costs of plant, accommodation and materials	, RCBC, Countryside & Museums Services, TAS, NAS	<b>Provide at least one opportunity for public involvement in each authority</b> Archaeology Officer

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b> Archaeology Officer
<b>Provide publications about the Archaeology of the area</b>	Produce medieval & Viking booklets Write Prehistory Booklet	Staff time Production Costs		<b>Complete by March 2008</b> Archaeology Officer
<b>Provide Information to R&amp;C Museum Service to allow them to develop an archaeological element to their website</b>	Provide information on:- Guisborough Priory First peoples Loftus site	Staff time	R&C Museum	<b>Provide information to agreed timetable</b> Archaeology Officer

### Management and Administration

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b> Sites and Monuments Officer

### Research and Fieldwork

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Continue survey of 19th century rutways at Saltburn</b>	<b>Organise and advertise project</b>	<b>Staff time</b>	<b>TAS, NAS Cleveland Ironstone Museum</b>	<b>Carry out project by Sept 2007</b> Sites and Monuments Asst
<b>Implement New Kirkleatham Field Survey Project</b>	Produce project Design Circulate information	Staff time Project Costs	RCBC Museums & Countryside, Local volunteers	<b>Carry out first season of project by November 2007</b> Projects Officer
<b>North Yorkshire Mesolithic project</b>	Provide staff expertise to project	Staff time	English Heritage NYMNP	<b>Implement second phase of project dependant on English Heritage funding.</b> Archaeology Officer

## 10.4 Stockton on Tees

### Collections Management

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide a report on the care and status of the material held by Tees Archaeology.</b>	Identify storage requirements and current environment	Staff time	HBC	<b>Produce report by Xmas 2007</b> Sites & Monuments Officer

### Conservation Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Add backlog of local Aerial Photographs to the Historic Environment Record (HER)</b>	Inspect APs for new sites Add new sites to HER	Staff time	None	<b>Complete by end August 2007</b> Sites & Monuments Officer
<b>Thornaby, Stockton, WWII Pillbox Survey and conservation</b>	Discuss project with possible partners including HLF	Staff time	SBC Countryside, HLF, Air cadets	<b>Define the future of the monuments</b> Archaeology officer
<b>Enhance the HER by carrying out detailed area based studies</b>	Identify sites in area Add to HER			<b>Complete study of Hartlepool Submerged Forest &amp; Wynyard Park, Stockton by end of September 2007</b> Sites & Monuments Officer

### Education & Public Archaeology

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for school related projects</b>	Identify and promote range of opportunities	Staff time Costs of plant, accommodation and materials	Countryside & Museum Services of Partner Authorities.	<b>Provide at least one opportunity for school involvement in each authority</b>  Archaeology Officer
<b>Organise and hold the annual Tees Archaeology Dayschool</b>	Topic to be Archaeology on Teesside Book venue & speakers Publicise event	Staff time Cost of venue, speakers and printed matter		<b>Attendance of 100 people</b>  Sites & Monuments Officer

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Provide opportunities for public involvement in Archaeology (Tees Archaeol PI 4)</b>	<u>Guided Walks:-</u> Yarm, Egglecliffe. <u>Projects:-</u> Preston Park	Staff time Costs of plant, accommodation and materials	HBC, MBC, RCBC, SBC, Countryside & Museums Services, TAS, NAS	<b>Provide at least one opportunity for public involvement in each authority</b>  Archaeology Officer
<b>Provide Assistance to Stockton ARC, for their 'Your Town, Your Heritage' Young Roots project</b>	Identify and deliver sessions	Staff time	Stockton ARC	<b>Provide three sessions to the project</b> Archaeology Officer
<b>Kirklevington Viking Stone Display</b>	Provide information for display panels	Staff time	SBC Museums Kirklevington Parish Council	<b>Provide information to timetable to be determined</b> Archaeology Officer
<b>Produce and circulate two Tees Archaeology Newsletters</b>	Write and design leaflets	Staff time Production costs		<b>Produce two Newsletters</b>  Archaeology Officer
<b>Provide leaflet on the S &amp; DR and Preston park</b>	Write and design leaflet	Staff time Production Cost?	SBC Museums & Countryside	<b>Produce by October 2007</b> Archaeology Officer
<b>Provide publications about the Archaeology of the area</b>	Produce medieval & Viking booklets Write Prehistory Booklet	Staff time Production Costs		<b>Complete by March 2008</b> Archaeology Officer

## Management and Administration

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Continue to support the 'Tees Historic Environment Group'</b>	Provide Secretariat support to officers	Staff time	Conservation Officers of Partner authorities	<b>Ensure regular meetings of group</b>  Sites and Monuments Officer

## Research and Fieldwork

Objective	Key Task	Resource Implications	Partners	Target & Responsibility
<b>Implement Preston Park – Stockton &amp; Darlington Railway Survey</b>	Produce project Design Circulate information	Staff time	SBC Countryside & Museums	<b>Carry out first season of project by November 2007</b> Archaeology Officer

## Appendix 1: Archaeology Service Budgets 1996 -2005

	<b>Salaries</b>	<b>Supplies &amp; Services</b>	<b>Accom</b>	<b>Gross Budget</b>	<b>Income</b>	<b>Net Budget</b>
<b>1996/97</b>	106,760	27,151	8,116	<b>142,027</b>	9,790	<b>132,237</b>
<b>1997/98</b>	106,622	12,850.58	8,116	<b>123,588.58</b>	12,000	<b>111,589</b>
<b>1998/99</b>	90,440	22,691	8,137	<b>121,268</b>	10,602	<b>110,666</b>
<b>1999/00</b>	94,381	18,037	8,850	<b>121,268</b>	10,602	<b>110,666</b>
<b>2000/01</b>	100,275	11,899	9,092	<b>121,268</b>	10,602	<b>110,666</b>
<b>2001/02</b>	104,435.26	12,214	9,298	<b>126,327.26</b>	11,100	<b>115,227</b>
<b>2002/03</b>	108,266	11,943	9,298	<b>129,507</b>	11,400	<b>118,107</b>
<b>2003/04</b>	114,185	11,664	9,577	<b>135,426</b>	12,000	<b>123,426</b>
<b>2004/05</b>	117,694	11,930	9,864	<b>139,488</b>	12,360	<b>127,128</b>
<b>2005/06</b>	120,872	12,289	10,160	<b>143,320</b>	12,731	<b>130,588</b>
<b>2006/07</b>	131,343	11,425	10,465	<b>153,233</b>	14,000	<b>139,233</b>
<b>2007/08</b>	136,114	11,769	10,779	<b>158,662</b>	14,500	<b>144,162</b>

## **APPENDIX 2: Key Tasks Performed by the Archaeology Service**

1. Maintenance & updating of the Historic Environment Record (HER)
2. Maintenance & updating of Maritime Archaeology Database
3. Provision of Archaeological data to planning depts.
4. Initiation of projects to enhance HER
5. Screen planning applications
6. Provide advice on the archaeological implications of planning applications
7. Liaise with non-planning application developers, e.g. utilities, forestry
8. Provide briefs for archaeological work in relation to developments
9. Carry out Watching Briefs on development sites of archaeological interest where it would be onerous to require the developer to meet costs
10. Monitor archaeological contractors carrying out work to Tees Archaeology briefs
11. Carry out themed or area studies to improve policy and planning advice
12. Comment on policy matters
13. Provide policy advice
14. Provide draft policy statements
15. Advise on Conservation areas
16. Promote new or expanded Conservation Areas
17. Provide documentation in support of 16
18. Promote conservation projects for archaeological sites
19. Provide advice on the conservation of archaeological sites
20. Provide an active input into conservation schemes for archaeological sites and landscapes
21. Provide advice on Scheduled Ancient Monuments

22. Promote and help to implement schemes related to Scheduled Ancient Monuments
23. Curate the collection of archaeological material and archives
24. Accept and curate additions to the collection
25. Provide curatorial advice to the museum service
26. Provide identification and conservation advice for objects
27. Promote and provide advice on interpretative projects
28. Provide information and designs for interpretative material
29. Provide information and training to countryside and other appropriate staff
30. Originate and design archaeological exhibitions at a variety of museum and non-museum venues
31. Provide resources and advice to schools
32. Provide guided walks
33. Provide a range of published material about the archaeology of the area
34. Promote projects and the archaeology of the area to the media
35. Originate and implement externally funded archaeological projects
36. Maintain a programme of Aerial Photography to locate new sites in the area
37. Carry out fieldwork projects to further understanding of the archaeology of the area.
38. Provide emergency cover for unexpected finds of archaeological material
39. Provide an emergency forensic service to the police

## **APPENDIX 3: Taking the Service Forward Action Plan 2005 - 2008**

### **Introduction**

In 2000/01 Tees Archaeology carried out a Best Value Review and was awarded 3 stars and 3 stars at inspection. As a result of the Best Value Review an Action Plan was produced and this expires at the end of 2004/05.

The findings of the review and the actions to improve the service have been fully incorporated into the Forward Planning process that Tees Archaeology employs and the Forward Plan will continue to be the means of achieving service objectives and improvements.

This action plan follows on from an issues paper which defined a series of challenges. Discussions with the Tees Archaeology Partner Authorities and with staff have focused on addressing these challenges and identifying new ones. Throughout this process of re-evaluating the position of the service and resolving issues two primary aims have been borne in mind:-

**How can we improve the service to our partners and the people of the area?**

**How can we make Tees Archaeology more efficient in delivering that service?**

### **The Challenges**

#### **Challenge 1**

Should the range of public archaeology initiatives be expanded and if so how can this be resourced?

Explanation: As part of its response to the initial Best Value Review, Tees Archaeology have initiated a major increase in the provision of information to members of the public and in the provision of opportunities for involvement in archaeology. These include the development of a website, the provision of a Newsletter and booklets and the creation of three excavation projects which people can take part in. This has however stretched the financial and staff resources of the service to their limit.

#### **Response to Challenge**

There are a number of ways in which it was felt that this challenge could be met. There was a strong consensus that the current level of activity needed to be sustained. There was also an acknowledgement that different ways of working need to be explored to maintain this activity and to resource any

expansion in activities. It was particularly acknowledged that there is scope for public archaeology activities in the Stockton area but that these were dependant on the forthcoming review of Stockton Museum Service.

### Actions

A number of specific actions have been suggested:-

- 1.1 A clarification and consolidation of the publication programme. This will now focus on three products:-
  - Newsletter, which will continue with two being produced every year.
  - Archaeology on Teesside Booklets, three booklets have been produced to date and this series will be extended at the rate of one a year. The possibility of improving production values and increasing price will be explored.
  - Tees Archaeology website, this is considered further below.

In the past the service has produced a variety of leaflets, these will now only be produced if there is external funding available and for specific projects. The service will maintain its commitment to the periodic production of monographs, again dependant on external funding.

- 1.2 A coherent set of pre-produced Exhibition panels will be developed to allow the speedier creation of displays to a higher quality. The first of these will be a generic display about Tees Archaeology and the archaeology of the area.
- 1.3 The possibility of obtaining external funding to extend the educational activities of the service will be explored.
- 1.4 Ways of developing public archaeology activities which do not involve excavation will be explored. This might involve post-excavation activities, fieldwalking and building recording.

### **Challenge 2**

What should be the priorities for improving the website and how can these be achieved?

### **Explanation**

The website was developed as part of a move to make information more readily available and in recognition of the growing importance of the e-media. Resources were found to enable the initial construction of the site and the training of members of staff. 'Hits' on the website number about 400 per day, but use of the pages stands at about 140 per day.

### **Response to Challenge**

The service needs to ensure that the website is fully embedded in its programmes and is regularly updated and enhanced. There is also a need to

establish an educational component to the site and in the long term improve its interactivity.

### Action

The following actions will be implemented

- 2.1 Clarification will be provided on staff responsibilities in relation to the website. Particularly in relation to updating event information.
- 2.2 Each year a set number of 'projects' will be added to the website.
- 2.3 A procedure will be established for ensuring that the website is updated regularly.
- 2.4 The possibility of obtaining external funding to provide an educational component will be explored.
- 2.5 The service will move to electronic delivery of presentations, which can then be accessed from the website. This will also improve conservation of the service's slide archive.
- 2.6 Reciprocal links will be established with the websites of the partner authorities.

### Challenge 3

Monitor the Performance of new archaeological organisations which operate in the area.

Continue to provide opportunities for archaeological organisations to operate in the area.

### Explanation

Best Value requires the local authority to work to develop markets in the local area and to assist new suppliers.

### Response to Challenge

- 3.1 Tees Archaeology will assist a range of archaeological organisations to work in the area in order to encourage competition and raise standards.

### Action

In order to address this challenge the service will continue to dedicate staff time to the monitoring of archaeological organisations active in the area and in circulating information to encourage others to consider working in the area.

### Challenge 4

Maintain the integrity of the service in regard to its involvement in commercial archaeology.

### Explanation

During the Best Value process the question was raised of a conflict of interest between the service's role of advising planning authorities and carrying out contract work arising from that advice.

## Response to Challenge

The service has in place a series of measures to create a Chinese wall between its two areas of activity and will treat any specific concerns in this area on a case by case basis.

### Action

4.1 The service will continue to monitor this situation carefully and respond to any concerns.

## Challenge 5

What changes will the service need to make to address national benchmarks?

How can the service cope with any additional work created by the re-structuring of English Heritage which is currently taking place?

### Explanation

In 2003 DCMS in conjunction with ODPM carried out a consultation on heritage designations and of the record systems on which heritage advice is based. The resulting document Review of Heritage Protection: The Way Forward included a number of suggestions which might impact on Tees Archaeology. These include:-

1. That local authorities should be required by statute to hold or have access to a heritage record system – usually known as a Sites and Monuments Record (SMR) or Historic Environment Record (HER). Draft national benchmarks have been developed to assist in this and these are linked to a possible Audit Commission BVPI.
2. That responsibility for administering controls on nationally protected ancient monuments (scheduled ancient monuments) should be devolved from English Heritage to local authorities.
3. It was suggested that sub-regional groupings might be considered as a means of sharing skills, expertise and good practice.

## Response to Challenge

At the moment there is insufficient information to respond to anything apart from the draft national benchmarks. The service will measure itself against these benchmarks and identify areas for improvement.

### Action

5.1 Tees Archaeology will draw up a 'Sites and Monuments Action Plan' which will measure the service against the draft national benchmarks and identify priorities and a timetable for improvement.

## Challenge 6

Maintain and improve the achievement of annual objectives.

## Explanation

As part of the Best Value Review it was perceived that the service sometimes set unrealistically ambitious targets. There was a need to ensure targets were deliverable based on the resources available.

## Response to Challenge

The service continues to monitor its achievement of its objectives and there has been improvement in this area which must be maintained. The efficiency of the service has also been examined to determine if there are any 'internal' improvements which can assist in the delivery of the service's objectives.

## Action

Tees Archaeology will continue to produce an annual Forward Plan in consultation with the partner authorities and this will continue to set clear identifiable annual objectives.

A number of 'internal' improvements have been identified which should make the service more efficient and therefore better able to deliver its objectives:-

- 6.1 There needs to be a clearer identification of staff roles in specific areas. This will be addressed through a combination of internal memos and the appraisal process.
- 6.2 An inventory of resources the service possesses will be compiled to allow both staff and the public to use these resources better.

## Challenge 7

How can the service improve public awareness of and financial return from its successful projects.

## Explanation

While the service is good at achieving its objectives it was felt that its successes were not being promoted sufficiently. This is particularly the case in relation to publications where there is presently limited promotion of products. This in turn has meant that the service may not be realizing as much income as it could. There is also a need to examine ways in which it can reduce the costs of its fieldwork projects.

## Response to Challenge

The service will review its charges to identify any costs which could legitimately be increased and examine its project based costs to see if any can be reduced significantly. It will also identify how it can improve its marketing.

## Action

A number of actions will be taken:-

- 7.1 The charge for the provision of Sites and Monuments Record information to commercial clients will be increased to bring it into line with that of adjoining authorities.

- 7.2 A marketing strategy will be drafted and specific staff responsibilities for its implementation will be identified.
- 7.3 The costs of hiring 'plant' for fieldwork projects will be investigated.

**Conclusion**

This Action Plan will be incorporated into the annual Tees Archaeology Forward Plan and it is intended to address these objectives over the next three years.

R Daniels  
Archaeology Officer  
11.04.05

### Timetable for Implementation of Actions

Ref	Action	2005/06	2006/07	2007/08	Comment
1.1	Two newsletters per year One booklet per year	2 1	2 1	2 1	Ongoing
1.2	Pre-produced Exhibition Panels	Generic 'Archaeology on Teesside'	One set	One set	Continue to produce one set a year.
1.3	External funding for educational activities	Ongoing	Ongoing	Ongoing	This is most likely to be achieved on a project basis and this aspect will be focused on.
1.4	Develop non-excavation activities	Ongoing	Ongoing	Ongoing	Finds cleaning is already being developed.
2.1	Clarify staff responsibilities in relation to website	Issue memo	Reinforce through appraisal process	Reinforce through appraisal process	This has been done
2.2	Add a set number of projects to the website	Add 2 projects	Add 2 projects	Add 2 projects	This is being achieved
2.3	Establish procedure for updating website	Issue memo & reinforce through the regular staff meetings	Reinforce through the regular staff meetings	Reinforce through the regular staff meetings	This has been done and is being pursued
2.4	Explore funding for educational component to website	Ongoing	Ongoing	Ongoing	To do
2.5	Move to electronic delivery of presentations	Implement Refresh Laptop computer	Ongoing	Ongoing	The laptop has been refreshed and a digital projector obtained. Virtually all presentations are now digital.

<b>Ref</b>	<b>Action</b>	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>	<b>Comment</b>
2.6	Establish reciprocal links with websites of partner authorities	Contact and request links	Monitor links	Monitor links	Links have been established
3.1	Assist a range of archaeological organisations to work in area. Review Tees Archaeology lists in light of neighbouring authorities and contact organizations not on our lists.	No Action	Review lists	No Action	This should be done every two years
4.1	Monitor any concerns about conflict of interest.	Ongoing	Ongoing	Ongoing	No concerns have been expressed
5.1	Implement SMR Action Plan to address national draft benchmarks	Ongoing	Ongoing	Ongoing	The Action Plan can only be fully implemented with external funding. This will be explored.
6.1	Clarify staff roles in certain areas	Issue memo	Reinforce through appraisal process	Reinforce through appraisal process	Staff roles in relation to the SMR have been clarified
6.2	An inventory of the resources of the service will be compiled	Produce inventory	Update	Update	Ongoing
7.1	Increase charge for SMR information in relation to commercial clients	Increase charge	Increase in line with inflation	Increase in line with inflation	Charges increased
7.2	Draft a marketing strategy for the service	Produce strategy	Review & update	Review & update	Strategy drafted
7.3	Investigate costs of plant hire	Review costs	Ongoing	Ongoing	Costs have been reviewed

## **APPENDIX 4: Principal Recommendations of 'Heritage Protection for the 21<sup>st</sup> Century' White Paper of March 2007**

We will promote a new holistic approach towards the historic environment by creating a single designation regime that is simple and easy to understand. To do this:

- We will create a single system for national designation to replace listing, scheduling and registering.
- All national designation decisions will be made on the basis of special architectural, historic or archaeological interest.
- We will make designation decisions easier to understand by publishing new detailed selection criteria for national and local designation.
- We will devolve responsibility for national designation in England to English Heritage.

We will improve designation by involving the public in decisions about what is protected and how, and by making the process simpler and quicker. To do this:

- We will involve the public in shaping a new programme of national designation.
- We will create new Registers of Historic Buildings and Sites of England and Wales to replace existing lists and schedules.
- We will introduce simpler and clearer designation records and improve public access to these records through new internet portals.
- We will open up the system by introducing new consultation and appeal processes.
- We will introduce interim protection for historic assets.
- We will speed up the system and deliver designation decisions faster.

We will support sustainable communities by putting the historic environment at the heart of an effective planning system. To do this:

- We will streamline regulation by merging Listed Building Consent and Scheduled Monument Consent, and by consulting on the merging of Conservation Area Consent with planning permission.
- We will introduce greater flexibility into the system through new statutory management agreements for historic sites.
- We will consult on the scope to reduce uncertainty and ensure early consideration of heritage issues through a greater role for preapplication discussion.
- We will clarify and strengthen protections for World Heritage Sites.
- We will enhance protection for archaeological remains on cultivated land.
- We will provide local planning authorities with new tools to protect locally designated buildings from demolition.

We will improve the heritage protection system by raising the profile of the historic environment, promoting a more joined-up approach, and increasing capacity at local level. To do this:

- We will underpin new legislation with new policy guidance.
- English Heritage will implement a new programme of training, support and capacity building for English local authorities and local heritage organisations.
- We will improve access to information about the historic environment by introducing a statutory duty for local authorities to maintain or have access to Historic Environment Records.

DCMS, along with Ministers in Wales, Scotland and Northern Ireland, will develop an improved UK-wide system of marine heritage protection that can work effectively alongside national systems. To do this:

- We will broaden the range marine historic assets that can be protected.
- Designation decisions will be made on the basis of special archaeological or historic interest.
- We will make designation decisions easier to understand by publishing new selection criteria for marine designation.
- We will introduce simpler and clearer designation records.
- We will introduce interim protection for marine historic assets.
- We will consider the scope for a new, flexible consents system, including provision for management agreements.
- We will introduce a new statutory duty on the Receiver of Wreck to inform heritage bodies about marine historic assets.