

we are
 **wessex**
archaeology

ANNUAL IMPACT REPORT
2018-19

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Wessex Archaeology was established in 1979 and is a company limited by guarantee without share capital, registered in England, No. 1712772. A Registered Charity in England and Wales, No. 287786; and in Scotland, Scottish Charity No. SC042630.

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Introduction

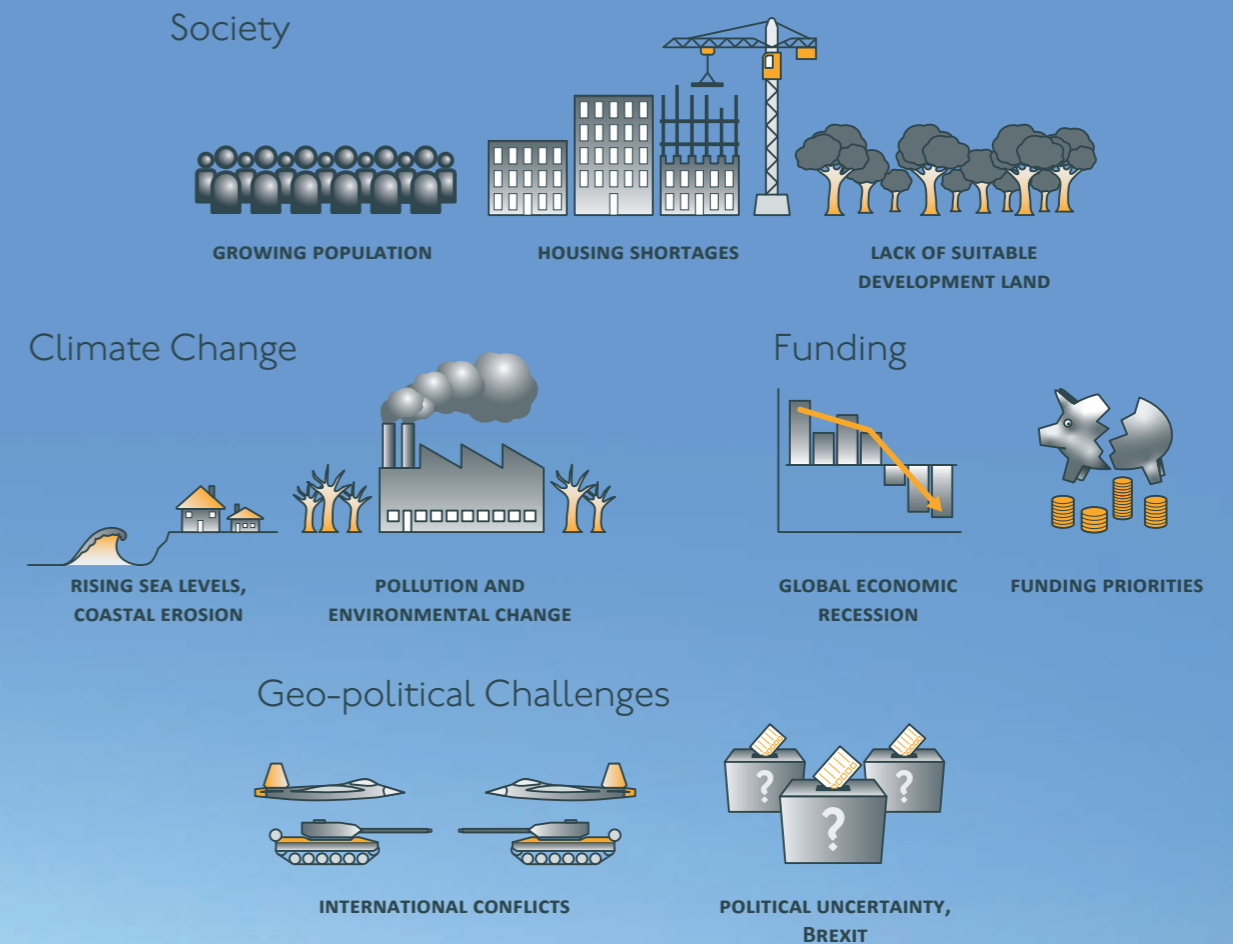
Cultural heritage is a shared, finite resource. We are here to ensure that its unique value is appreciated and protected in an ever-changing world.

From the ancient landscape of Stonehenge to the exposed cliffs of the Jurassic coastline, the UK's cultural heritage is unique. It tells a story of human occupation and endeavour over thousands of years, and it allows us to understand more about where we have come from and how we might tackle the challenges ahead. Through heritage, we can learn about art, science and culture; the things that unite us and the things that set us apart.

It is one of the UK's greatest assets; a selling point that draws millions of visitors each year, forges links with communities around the world and enhances our sense of wellbeing.



However, our cultural heritage is at risk.



Since its inception in 1979, Wessex Archaeology has been at the forefront in protecting a historic environment under pressure from these wider forces.

We have grown from a small team of archaeologists to a leading heritage organisation, delivering sustainable archaeological services from a network of offices.

We are proud of the part we play in delivering sustainable solutions that work for our clients, the historic environment, and the needs of communities today and tomorrow.



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Message from our Chair

We come out of this year inspired with a clear mission: to deliver a service that resonates with our commercial clients, our communities, our people and our industry, so that everyone can experience the benefits of cultural heritage. Most importantly, we have kept in our sights our ultimate vision of promoting an appreciation of cultural heritage across the globe. The strategic work that we have undertaken puts us on a path to the future, ensuring that we are continuing to grow and develop in pursuit of our vision and meeting the challenges ahead.

Ranging from global geo-political forces to more localised pressures, the threats to cultural heritage are varied and ever-increasing. We have recognised that the key to resolving or managing wider challenges such as climate change and uncertainties around Brexit is greater collaboration with our industry colleagues and clients, and this is something that we have welcomed strongly. We are already making great strides in this direction and the possibilities are both exciting and inspiring. Over the year, we have offered our insights to professional networks and our expertise to more commercial partnerships. This has ensured that the issues and opportunities presented by cultural heritage are becoming more widely understood and appreciated, ensuring its place on the global agenda.

More than ever in the UK, development is put under strain by population changes, trade, energy needs and political upheaval. We have already come a long way in helping to resolve the needs of the present and future with those of our historic environment; and we pride ourselves on leading the way in enabling sustainable development. In a world which is changing so rapidly and in such unexpected ways, our role is also evolving; most noticeably in the methods we are using to gather knowledge and deliver our services. Our material now encompasses information from a range of traditional, technological and scientific sources – biological and geological material, patterns in the surface or structure of the ground, data from photography, video and electronic sensors, even stories and works of art. We are particularly proud of the technological advances that we have made to enable this over the past year. Our Geomatics team has expanded, we are seeing Photogrammetry as an intrinsic method of recording, and our staff are enjoying the benefits of digital recording on site with tablets.

We have also seen more demand for maximising and releasing the value of heritage, and the delivery of public benefit activities as an integral part of project goals. This has been an area of success for us over the year; our flagship projects like Bath Abbey and Sheffield Castle saw community engagement written into the project design, allowing us to offer planned, meaningful activities that have left a legacy in the local community. Hundreds of thousands of people were able to enjoy and engage with the sites, physically, online and in the media. It's fantastic to see that our clients are appreciating the full service that we can offer in this area. And of course, this allows us to deliver our public benefit more widely. With the recent addition of our Community and Education Manager, we're able to provide an impactful suite of resources and activities that help schools and community groups engage with heritage, art, science and culture.

One of the greatest leaps we've made this year has been to formally expand our interest and reach globally. Having led the way over the past 15 years in the offshore sector, it was only natural that this unrivalled experience and expertise forms the basis for our expansion. Our long-term partnership with Coastal Environments Inc. in the US developed into our first international joint venture, CEWA Inc. and we are excited by the prospect of following this on with a subsidiary based in Germany.

As an organisation, we can be proud of the impact that we have delivered this year. Our people have worked tirelessly and with passion to provide the best possible service to our clients and communities. In return, we are working to ensure that their professional life is as fulfilling as possible and they are given the appreciation that they deserve. A core focus of this has been to develop a wellbeing strategy, which we hope will embed a happy, inclusive working culture.

A huge thanks to all who have contributed to the success of 2018-19. I'd also like to thank the Trustees, our advisors and the whole remarkable team for making such a difference. I'm looking forward to the next year and the opportunities it will bring for Wessex Archaeology.

Dr Ian Selby Chair Board of Trustees



Message from our CEO

Birthdays can be great events, even when you are over 40, but they also tend to make people pause for thought and that can be a very good thing. The year of our 40th anniversary provided the opportunity to look back over our own history. Recognising the many changes and the remarkable growth of the organisation and the industry naturally prompted us to discuss our future – the shape and direction of our organisation and the impact we want to have.

Some aspects of our work this year felt like a return to our roots; the extensive fieldwork in the Stonehenge Landscape for the A303 Tunnel was certainly on home ground for the organisation. The same standards of professionalism and efficiency were evident at all our sites across the country from the huge collaborative deployment at Wylfa Newydd on Anglesey and the rolling programme of evaluation for HS2 to small scale watching briefs, shoreline surveys and dive projects. Yet our advanced technical and logistical capabilities, our comprehensive range of integrated services, our liveried vehicles and our experienced international team, almost glowing in their uniform hi-vis, look like a very different proposition from that of the 1970s.

Early in the year we began work on a new strategic plan to lead the business into the next decade with an innovative, sustainable approach. Our three-pillared strategic plan provides the framework for achieving our vision and helping us to remain resilient and sustainable as a business during this period of relative political and economic uncertainty.

This year proved to be just as demanding as we expected, and this was reflected in our increase in turnover and meant our numbers grew to 325. As planned, our spending increased as we invested into our internal systems and infrastructure, staff training and refreshed our charitable offering.

Education and community engagement have always been at the heart of our mission and our recent growth has allowed us to reinvigorate our team with new leadership and improved resources. Our plan to push the boundaries of our educational delivery is grounded in solid educational theory and driven with passionate enthusiasm, not just for heritage but for science, technology, literacy, art and culture too. Our three female STEM ambassadors demonstrate our intent to support young women on their educational and career journeys and, to reach a greater range of people, we have extended our offer from school visits to attendance at careers days and large science events at venues such as the Tank Museum.

We have been inspired and almost overwhelmed by the response from communities around our excavations. Over fifteen thousand people interacted with the Sheffield Castle project, a great many visited the site and had the chance to learn practical skills through hand-on experience with real archaeology. Bath Abbey also drew in visitors, locals and tourists both online and off, to watch as we peeled back the layers of history to understand more about this unique piece of World Heritage.

We can be proud of the work we have done this year to deliver an unparalleled range of integrated services that we can be proud of, with the quality of our work recognised by clients, the public and archaeological sector colleagues alike.

Chris Brayne CEO Wessex Archaeology Ltd

Our Vision

Our vision is simple.

A universal appreciation of the value of cultural heritage.

We want everyone to understand and appreciate the value of heritage for its **social**, **economic** and **cultural** benefits.

By creating knowledge and understanding about the past, and engaging a wide audience, we help bring the past into the present, where its value is understood and appreciated as cultural heritage.

In achieving this, we recognise our dual responsibility to our clients and the public interest:

Complex problems creatively solved

We investigate, record, interpret and communicate the value of cultural heritage found below ground, above ground, and underwater.

Our large multi-disciplinary team of specialists use innovative combinations of techniques to deliver sustainable solutions that work for our clients, the historic environment, and the needs of communities.

Enriching lives through heritage

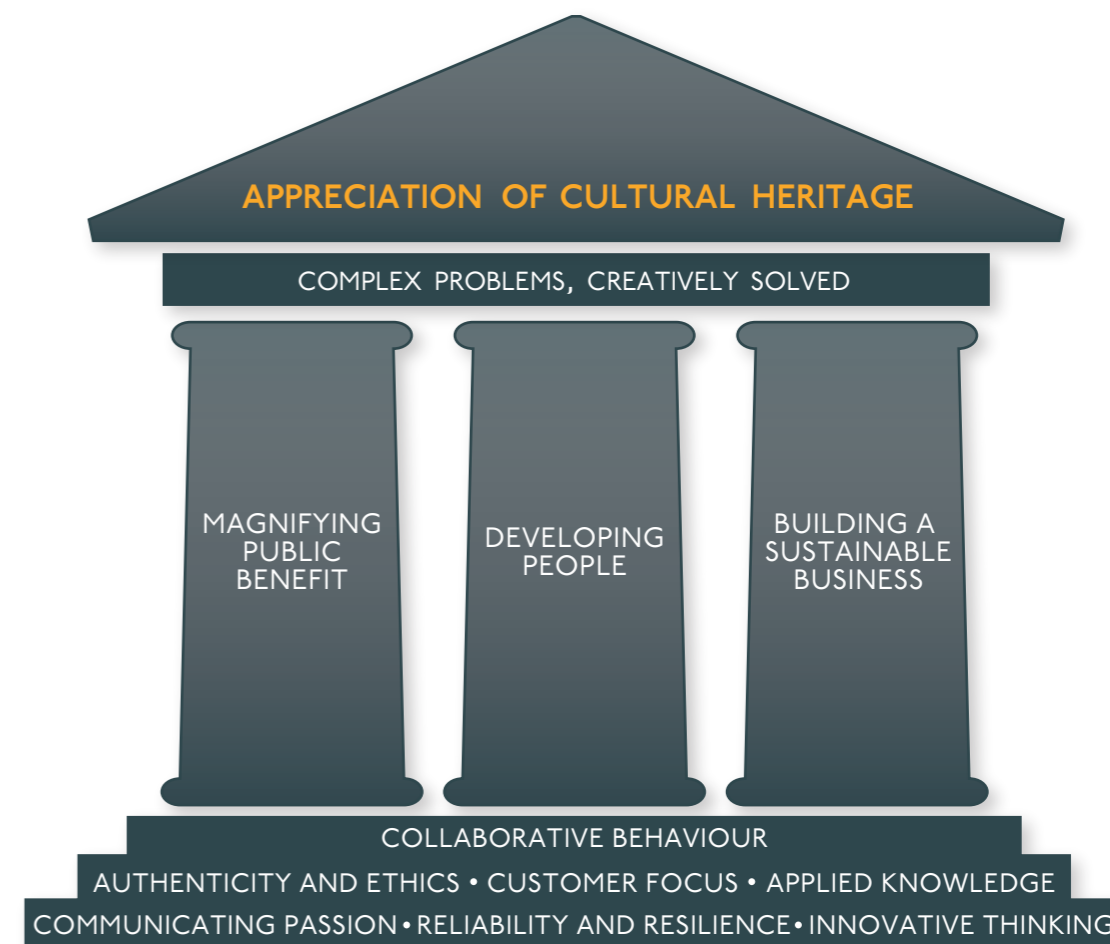
We share the results of our work widely with a diverse audience, using archaeology to educate the public in science, the arts, culture, and heritage.

We leave a positive legacy of social cohesion and wellbeing within local communities, through knowledge sharing, developing skills and sustainability.

Our Core Values

- Collaborative Behaviour
- Communicating Passion
- Authenticity & Ethics
- Resilience & Reliability
- Customer Focus
- Applied Knowledge
- Innovative Thinking

We have created a three-pillared strategic plan that will provide a framework for working towards our vision over the next 10 years.



Magnifying Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-reliant and dynamic.

Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social and physical regeneration.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK and beyond. In addition to the organisations or individuals commissioning the work, beneficiaries include: fellow heritage professionals; individuals using reports and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as young offenders, disabled individuals and young carers.

We will continue to invest in new ways to promote an appreciation of the historic environment and to assist the public in deriving appreciable social value from our shared heritage resource.

We will focus on:



EDUCATION

OUR AMBITION

Ensure that our findings are available to the public free of charge, delivering this in accessible and reusable form.

Differentiate ourselves by creating unique educational activities for schools and organisations.

OUR ACHIEVEMENT

We published 23 books, articles and other resources, available to buy in print or download digitally.

We developed bespoke learning activities for schools and groups across the UK.

We uploaded two digital publications to our own website to allow more people to access our publications for free.

We renewed our educational offering to include more STEM initiatives and hands-on activities.

We added 19 detailed project case studies about results from our sites onto our website.

COMMUNITY

OUR AMBITION

Deliver community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.

OUR ACHIEVEMENT

We empowered communities to participate in and take ownership of their local heritage.

We left a legacy of skills and knowledge, including the transfer of archaeological and heritage skills, educational resources and methodologies, and knowledge of the value of local heritage.

DIGITAL

OUR AMBITION

Explore new media channels and technical platforms.

OUR ACHIEVEMENT

We worked with production companies to offer expertise and engage wider audiences through TV.

We developed our digital platforms, including our website and social media.

We improved our video capture and production capability.

INCLUSION

OUR AMBITION

Target hard-to-reach groups and those for whom direct engagement with archaeological or heritage practice may be therapeutic.

OUR ACHIEVEMENT

We targeted diverse audiences through our community engagement and education activities, including veteran servicemen and women, the elderly, remote rural and inner-city populations.

We established relationships with partner organisations to pursue opportunities for using heritage as a tool for social prescribing.

I.Education

Enhancing knowledge

Our publications give a voice to the past.

Wessex Archaeology has a long history of disseminating knowledge through academic reports, journal articles, popular books and other media.

- We create publications on a range of topics and periods, through our monograph and occasional paper series (both print and digital).
- Our eBooks enable the use of dynamic content, offering a platform to host the innovative technology increasingly being used on site and during the post-excavation process.
- Academic articles are regularly published in local, regional, national and international journals.
- Our popular books deliver accessible, engaging information, each designed to reach different target audiences.

Our team is constantly seeking new and engaging ways to present our results to ensure that we are reaching the widest audiences possible.



20 articles in local, regional, national and international journals



2 web publications uploaded to our website (Lower Easton Farm, Pylle, Somerset and RNAS Yeovilton)



Contributions to a Historic England publication on two long barrows on the Stonehenge World Heritage Site on Internet Archaeology



Inspiring curiosity

Learning about the past is an exciting way to explore the world.

We believe that archaeology is an inspiring stimulus to enhance everybody's exploration of science, literacy, technology, the arts and history.

Just a few of the ways we deliver this...

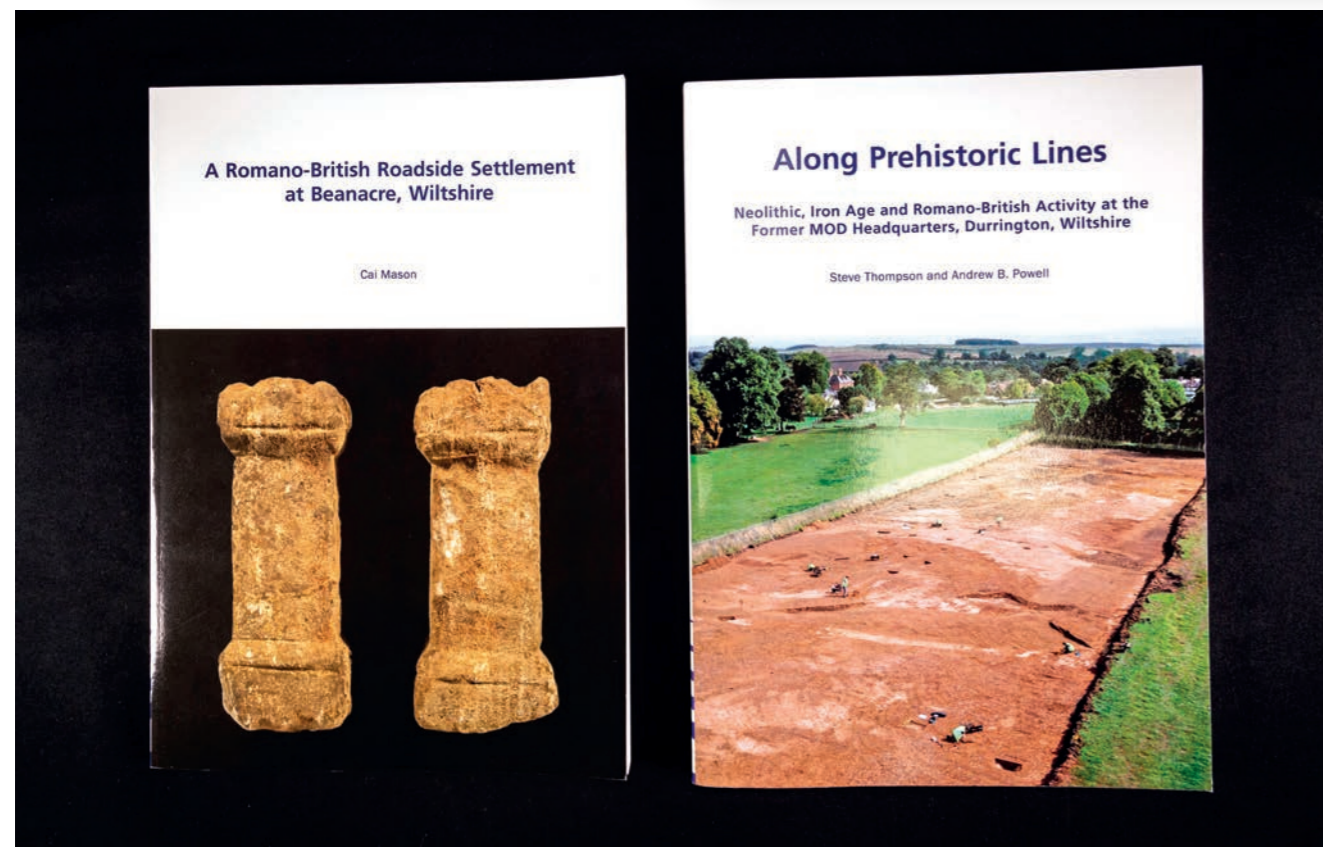
School and group sessions

Our menu of school sessions uses the past as a way of exploring and understanding wider concepts from subjects across the National Curriculum.

We promote experiential learning, giving young people a greater opportunity to engage with the subject matter and develop their own style of learning. All our sessions include hands-on elements, so that young people can meaningfully connect with people from the past, exploring how they might have felt and what their lives might have been like.

Our sessions use genuine artefacts excavated by us, supported by 3D prints and re-enactment equipment, that spark interest and an excitement to discover more.

We also work with groups and organisations to deliver skills or technical training sessions, so that their staff are able to engage more deeply with heritage.





Loan boxes

Wessex Archaeology loan boxes are unique. As well as beautiful archaeology, excavated by us, all our loan boxes contain 3D prints, environmental samples and dressing up equipment.

3D prints enable young people to explore the science of materials in a whole new way, comparing and contrasting cutting-edge 21st century technology with historical artefacts.

All our loan boxes contain supporting information to enable teachers to be empowered and relate the contents to national curriculum science and literacy learning aims.

We encourage young people to empathetically engage with our loan boxes, considering who owned, used and left the objects behind.

STEM

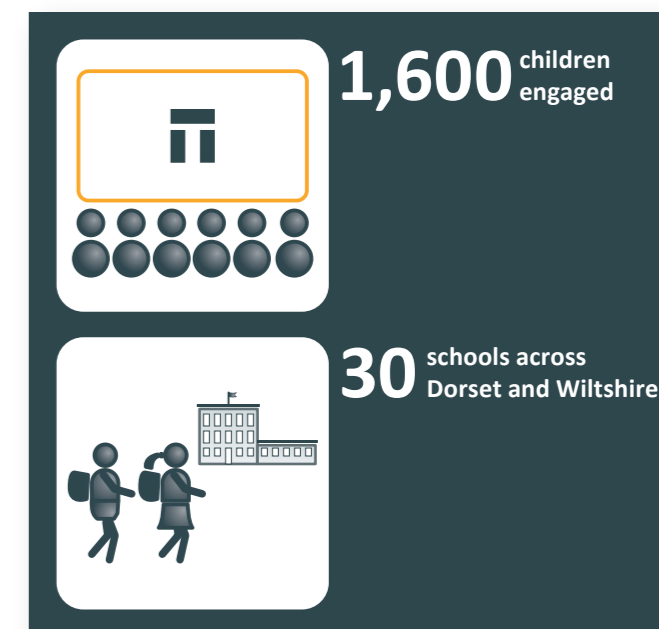
Wessex Archaeology has a dedicated team of STEM Ambassadors. Our STEM team brings experience in a variety of roles in archaeology, geography, geology and physics to inspire young people to explore science through archaeology.

We deliver STEM activities both in school and as part of the nationwide series of Big Bang events.

Big Bang!

We participated in our first STEM festival, organised by Big Bang!, and held at The Tank Museum for students aged 13 to 16. It offered an opportunity to inspire them to pursue a career in STEM subjects through hands-on experiences.

Wessex Archaeology STEM Ambassadors allowed young people to explore geoarchaeology and (in keeping with the venue) archaeology that makes a bang. This included VR and 3D printed artefacts based on military sites we have excavated and handling objects dating back to the English Civil War.



The team delivered talks and demonstrations and guided visitors through our Virtual Reality experience within a Neolithic House in Skara Brae using our popular Oculus Rift headset.



3D models

Our 3D reconstructions and photogrammetry models are hosted on SketchFab and are freely available to access. We use these as tools for educating the public, to bring the past to life in a more interactive way. This year we have digitally built and published three models:

- Sherford early Bronze Age man
- Romano-British stone altar from Beanacre
- D-Day remains at Lepe beach



See more of our 3D models at <https://sketchfab.com/wessexarchaeology> or scan this QR code.



Geosciences Fair

This forward-thinking event encourages students in Years 8 to 13 to consider how to tackle wider global challenges that face future generations and gives them the opportunity to meet the geographers and geologists using earth sciences as a solution.

We supported the day by delivering a series of talks and seminars on geoarchaeology, with topics including ‘drowned rivers’, a live UAV (drone) survey of a VW Beetle, and a workshop on photogrammetry and creating 3D models.

Alongside other industry leaders in sustainability, such as the Environment Agency, Southampton University and Portsmouth University, we also gave careers talks and spoke to students one-on-one at our careers stand.



282 children engaged



597 total engagement hours



Demonstrating the value of our learning activities

We have developed an innovative system to measure the impact of our educational activities, where engagement time spent with each child is graded against a gold-silver-bronze quality marker.

To quantify our engagement activity, we use Engagement Minutes. Engagement Minutes are time we spend engaging with an audience in line with our pedagogical statement. At Wessex Archaeology, we count how long we spend engaging with people when our four pillars are met. When we know we have everything in place for people to learn, when we have people within the sphere of influence of the audience who deliver in an intermodal style in a learning environment, in a specific time frame, we can count how long we spend engaging with people to quantify the quality of their engagement.



2.Community

We aim to deliver community engagement activities which serve the broadest and most diverse audience possible, and leave a meaningful legacy from which future generations can benefit.

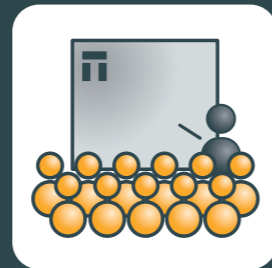
We have extensive experience of initiating and delivering successful community engagement projects in association with a variety of partner organisations and community groups.

Sheffield Castle

In summer 2018, Wessex Archaeology undertook the first comprehensive archaeological investigations of the site of Sheffield Castle since its demolition during the Civil War. The work was undertaken on behalf of Sheffield City Council, in partnership with Friends of Sheffield Castle and The University of Sheffield, as part of the ‘Sheffield City Castlegate Kickstart’ regeneration programme. The aim of the project was to investigate the archaeology of the site, and to use the work as a mechanism for social cohesion in the area.

Volunteers from diverse backgrounds including school children, members of the public, members of historical and archaeological societies, councillors and students, worked shoulder-to-shoulder with our staff – creating a legacy of learning and skills in the community.

A clear appetite for knowledge about the site and a great deal of public interest was met by a community engagement programme, which included voluntary work on site and in Wessex Archaeology’s post-excavation facilities, site tours and public talks, radio and television appearances, a regular column in local newspaper *The Star*, and social media interaction (Twitter, Facebook, YouTube, blog, vlog).



20 talks delivered to local community, continuing over the next year due to popular demand



17,000 proactive enquiries relating to the excavations



1,200 people engaged weekly on social media, blogs and vlogs

Enhancing Visitor Experience at Shugborough Hall

The Heritage team in our Sheffield office worked on large-scale historic building recording projects at two prestigious stately homes: Shugborough Hall in Staffordshire and Wentworth Woodhouse, South Yorkshire. At Shugborough, we worked with the National Trust to deliver c.£30,000 of building recording designed to inform understanding of the development of the house and servants’ quarters, as part of a major project to enhance visitor experience at the property.



45 Years of protecting wrecks

Wessex Archaeology celebrated the 45th anniversary of the Protection of Wrecks Act 1973 in July by drawing attention to some of the key wrecks that have been protected thanks to our collaborative efforts with national curators Historic England, Cadw, Historic Environment Scotland, and a wide range of organisations, volunteers, and licensees. Wessex Archaeology has investigated and recorded 39 of the 53 Protected Wrecks in English waters, five of the six wrecks in Welsh waters, and eight of the wrecks in Scottish waters, now protected as Historic Marine Protected Areas.

Tankerton Wreck, Kent

Along with HE, University of Wales Trinity St David and volunteers from Timescapes Kent, we undertook a detailed excavation and recording of the recently scheduled monument of Tankerton Beach Wreck in the intertidal zone of Tankerton Bay, Kent.

"From the volunteer's point of view, it was a pretty special time and we are grateful to all at Wessex Archaeology for being so patient and explaining some of the weirder things you seemed to be doing."

Timescapes volunteer

Returning a ship's bell to its birthplace

After 90 years on the seabed, and careful conservation, Wessex Archaeology returned a bell belonging to the wrecked ship the SS *Carica Milica* to its Sunderland birthplace, where it has been reunited with the community that created it.

The visitor centre at Sunderland Maritime Heritage has been recently redeveloped, and it was in this exciting new space that a special event was held for the local community in honour of the bell's return.

As well as the recovery of the bell, Galloper Offshore Wind Farm has funded its conservation, the custom-made display case and the preparation of the associated materials that have enabled it to go on show at the Sunderland Maritime Heritage's visitor centre.



Skills for Bath Abbey volunteers and visitors

In conjunction with our ongoing excavation at Bath Abbey as part of the Footprint Project, members of our Finds team delivered a training session for the Abbey’s volunteers.

Seventy rubble sacks of intricately carved, yet robust marble fragments from 18th and 19th century memorials presented an ideal opportunity to upskill existing volunteers in processing the fragments while meeting Wessex Archaeology’s professional standards.

1. Washing
2. Labelling
3. Photographing
4. Cataloguing
5. Counting
6. Weighing
7. Recording
8. Drawing
9. Bagging
10. Storing

The volunteers will now pass on the training to school groups and visitors.



Talks and lectures

We provided 26 talks and lectures to a highly varied list of groups and societies including archaeological societies, the WI, U3A and community interest groups.

Our talks fall into two categories: ‘What We Do’ and ‘What We Find’.

Volunteers

We provided many volunteering opportunities, enabling people to experience archaeology and discover their heritage first hand. Regular volunteering sessions were held at our head office in Salisbury, which usually involved post-excavation processing training and activities. Other opportunities, including fieldwork were offered around the country.



3. Media and Digital

We need to remain relevant in a fast-paced world.

Being heard in the media today is a challenge. We must continue to explore new channels and technical platforms that will deliver knowledge in the right format to the right audience at the right time.

We have expanded into new platforms to reach the widest possible audience, with the ultimate aim of encouraging people to understand and value the heritage environment. This has included developing our media relations and proactively seeking opportunities to offer expertise and content. We have also continued to innovate on our own channels, creating informative, interactive content that is engaging and relevant.

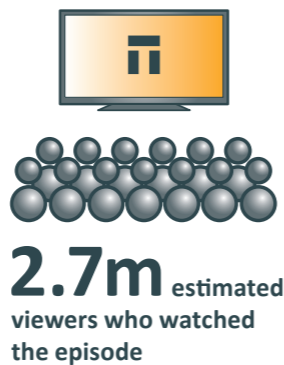


Digging for Britain

Digging for Britain is a popular BBC 4 series that explores Britain's past through the year's most exciting archaeological excavations. This season, three of our sites were featured:

- Barrow Clump
- Bath Abbey
- New Covent Garden Market

We will be working with the production team over the next year to gain greater exposure for our work.



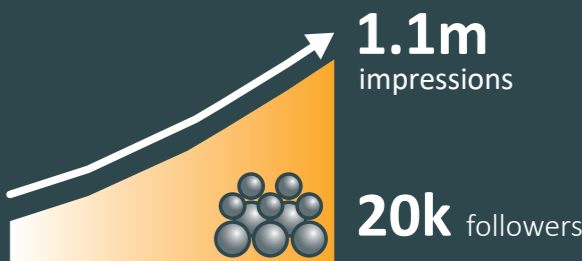
Our Digital Impact

We have a very strong following on our social media, particularly Twitter, that includes industry peers, clients, interested amateurs and members of the public with a local interest.

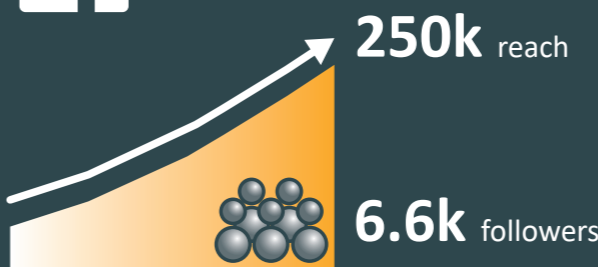
Our aim is to ensure that we are sharing engaging content that is relevant to these groups, in a variety of formats.



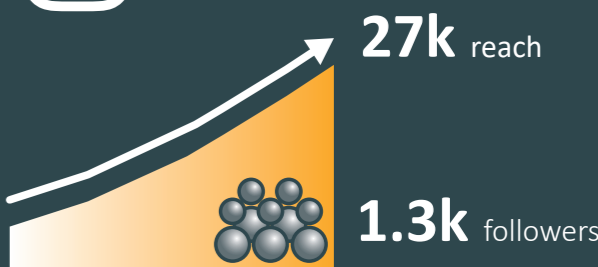
Twitter



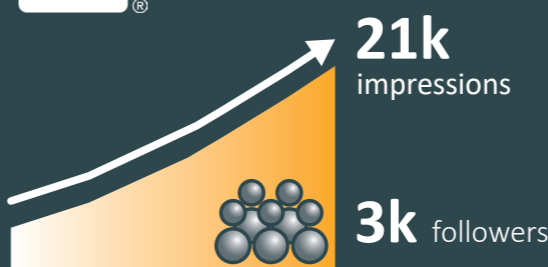
Facebook



Instagram



LinkedIn



Youtube



30 videos produced



102k minutes of videos viewed

Website

126k users
160k sessions
343k page views

Blogs

158 blog posts
61k views
18% of traffic

Case Studies

19 case studies
79k views
23% of traffic

@wessexarch

Commemorating the Armistice centenary

Remembrance Day in 2018 marked 100 years since the armistice ended WWI on 11 November 1918. At Wessex Archaeology, we commemorated the event through a range of projects, events and by raising awareness on our digital channels.

Our work at Larkhill on behalf of WYG and the Defence Infrastructure Organisation (DIO) uncovered over 9 km of fighting and support trenches and 300 m of subterranean tunnel systems. Over 300 pieces of soldiers' graffiti were found engraved into the chalk walls of the trenches and tunnels.

As part of our centenary activity, Wessex Archaeology undertook a project to document the names and investigate the stories of the soldiers who trained at Larkhill and left their mark. We put out an appeal to the public for information online, with volunteers managing the creation of and upload to a database.

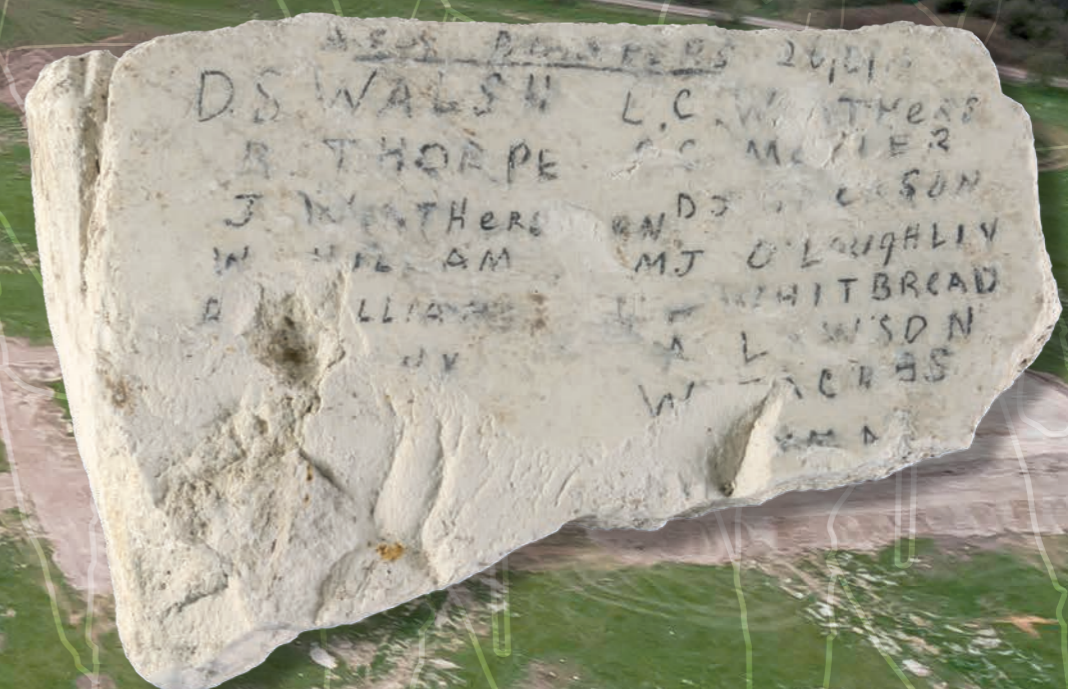
Our Community & Education Manager, Sam, gave a talk to children at St Michael's C of E School in Larkhill about the WWI discoveries in and around the area that the school is now built on. Some of the artefacts are currently on display in the school.

Members of our team also attended the RAF Centenary Celebration, held in one of the World War I hangars at the Boscombe Down Aviation Collection on Old Sarum airfield. We exhibited alongside their collection of aircraft, with a range of hands-on archaeology themed around WWI aircraft for adults and children. Our team were on hand to discuss the Junkers Ju 88 engine with the public – donated by Wessex Archaeology to the Boscombe Down Aviation Collection in 2017.

Shining a light on the lives of London's Victorian poor

Work by our post-excavation team on skeletal remains uncovered during the excavation of part of a cemetery originally situated on the site of New Covent Garden Market in Nine Elms, shed light on the harshness of existence for the London poor living in the area in the 1830s to 1850s, at a time of mass industrialisation and railway expansion.

Three particularly interesting remains – those of a young girl, an older woman killed by a thin dagger to the skull, and a physically intimidating man likely to have been a bare-knuckle boxer – were featured on BBC 4's *Digging for Britain* series, aired to over 2.7 million viewers. The national story was also picked up by major news outlets, including *The Guardian*, *Metro* and *The Evening Standard*.



4. Inclusion

One of our priorities is to ensure that we are targeting hard-to-reach groups, alongside those already engaged with heritage. We want to continue diversifying our audience so that more people can appreciate the benefits that heritage can offer.

Marine Operation Nightingale

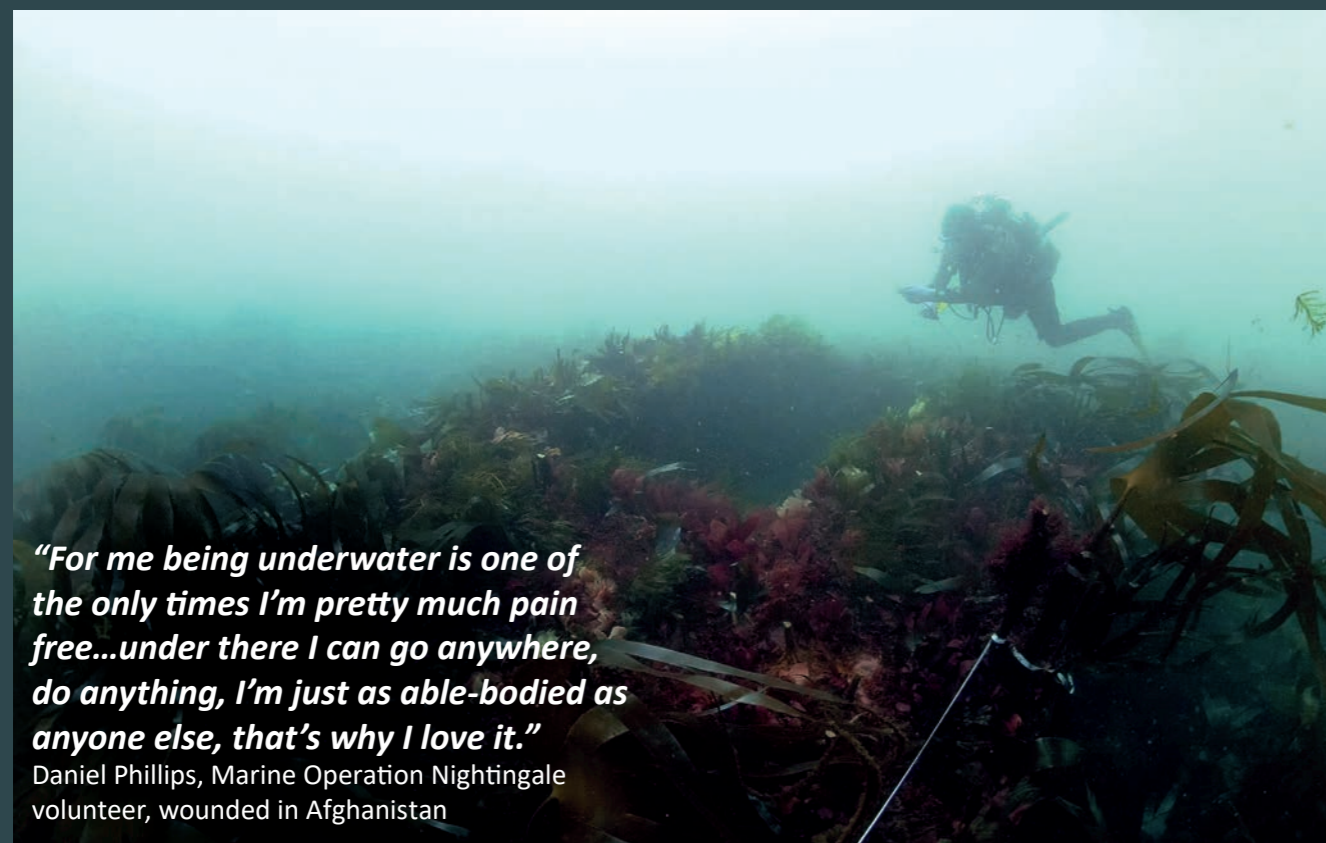
Wessex Archaeology was asked by Historic England to undertake an assessment of the undesignated wreck of the Pre-Dreadnought battleship, HMS Montagu, which ran aground in fog and was wrecked on Lundy Island in the Bristol Channel in 1906.

It presented an ideal opportunity to run the assessment as a pilot Marine Operation Nightingale project.

Operation Nightingale is a Ministry of Defence initiative that uses archaeology as a means of aiding the recovery of service personnel injured in recent conflict. We have run terrestrial Operation Nightingale projects over the past seven years and were keen to offer new opportunities and experiences to those involved.



Our dive team worked with military veteran divers led by Help for Heroes to carry out the fieldwork required for the designation assessment. In return, the veterans received training and therapeutic benefit, as well as the satisfaction of assisting HE's work. The diver response was overwhelmingly positive.



"For me being underwater is one of the only times I'm pretty much pain free...under there I can go anywhere, do anything, I'm just as able-bodied as anyone else, that's why I love it."

Daniel Phillips, Marine Operation Nightingale volunteer, wounded in Afghanistan

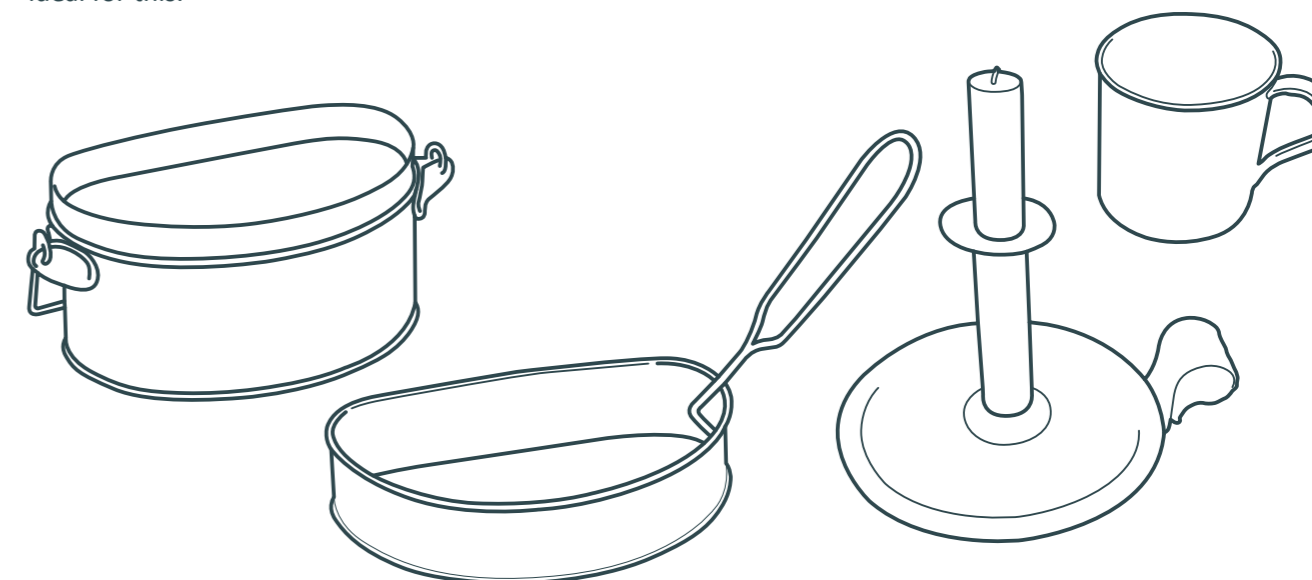
Reminiscence Workshops for dementia sufferers

We continued our work with the Salisbury Alzheimer's Society 'Men's Group' this year, offering activities designed to help men with early and middle stages of dementia. Dementia is a growing issue in an aging population and our reminiscence workshops, run by Dr Phil Harding, use archaeology for the benefit of those with the condition.

These events make it possible for those suffering from dementia to enjoy life outside their own home and associate with other people, provide topics with which they might feel some affiliation and give a moment of respite to their carers.

The group visited Wessex Archaeology's Salisbury office, in groups of 15 people for 90 minutes at a time. Approximately half of those attending had dementia, the rest being carers. We delivered a simple presentation about the archaeological process of excavation with special emphasis placed on the tools involved and how they might have changed since prehistoric times. This made it possible to provide hands-on involvement and refresh memories of familiar 'male' objects.

Attendees were also provided with artefacts from excavations to handle, examine, discuss and possibly work out what they were used for. Objects from the World War I practice trenches at Larkhill proved to be ideal for this.



EDUCATION

OUR 2019-20 AMBITION

Deliver our findings to the public in engaging, informative and accessible formats, free of charge.

WHAT WE WILL DO

We will lead the industry in making our knowledge base more accessible, engaging and relevant to the general public.

We will continue to create unique educational activities which promote the arts, science, heritage and culture through archaeology.

We will refine our educational offering to schools and groups, creating a scalable set of resources which deliver against National Curriculum learning objectives.

We will grow our provision of heritage education and skills to the wider public through accreditation.

COMMUNITY

OUR 2019-20 AMBITION

Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.

WHAT WE WILL DO

We will offer meaningful community engagement activities that resonate with a diverse audience.

We will continue to find ways of building a legacy of knowledge and engagement into our project designs.

DIGITAL

OUR 2019-20 AMBITION

Increase our engagement on media channels and technical platforms.

WHAT WE WILL DO

We will develop new media platforms, and fresh ways of communicating the value of cultural heritage to the public.

We will increase our digital capabilities with innovative capture and content creation, to increase our impact across these platforms.

INCLUSION

OUR 2019-20 AMBITION

Continue to target and engage hard-to-reach groups.

WHAT WE WILL DO

We will identify and target hard-to-reach groups and those who would not ordinarily engage with heritage, in particular those who would derive therapeutic benefits from heritage.

We will become a social prescribing provider, promoting health, wellbeing and social welfare for hard to reach groups through heritage services.

We will develop a heritage service for urban regeneration and tourist initiatives.

Developing Our People

Our staff are our greatest asset. Drawn from many different disciplines and backgrounds, our team represents an unparalleled body of international archaeological knowledge and skills. As an organisation, our first duty is to ensure their wellbeing.

We encourage innovation and continually seek to nurture, update and develop our people, ensuring that we are equipping them with the tools they need to deliver the best possible service.

We are committed to motivating and inspiring our employees from all backgrounds, fairly and transparently, to help equip them to reach their full potential within the organisation.



OUR AMBITION

Develop our Health, Safety and Environmental Management systems, seeking and maintaining accreditations.

WHAT WE ACHIEVED

We created a detailed plan to gain ISO45001 accreditation.

We recruited an Operational Health & Safety Specialist to oversee the management of the health, safety and wellbeing of our team.

OUR AMBITION

Ensure the wellbeing of our staff.

WHAT WE ACHIEVED

We created a Mental Health & Wellbeing Strategy to ensure that we are recognising and responding to mental health issues and that we are actively promoting good mental health and wellbeing for all our staff.

We offered flu vaccination vouchers to help staff stay healthy during the winter months.

We refurbished and updated our office facilities to create a better working environment.

OUR AMBITION

Extend our staff development capabilities by progressing our training and career support functions.

WHAT WE ACHIEVED

We undertook a profiling exercise based on five years of employee data, which provided insights and recommendations on the means to improve staff development and retention.

We produced a policy for the management of work placements, internships, and secondments.

We engaged with colleagues in the engineering and consulting sectors to develop mutual understanding and to provide our teams with opportunities for professional development.

We recruited a Training & Development Officer responsible for assessing the training and operational needs of our staff and creating a support structure for career progression.

OUR AMBITION

Embed and communicate our values.

WHAT WE ACHIEVED

We created an internal digital community for sharing knowledge and developing our culture through Facebook 'Workplace'.

We created materials that engage our staff with our Core Values

Taking care of our mental health

We analysed health statistics across the whole company, and undertook a survey of all our managers, to understand pressure points. As part of our response to the findings, we developed a wellbeing strategy designed to address issues of mental health and stress.

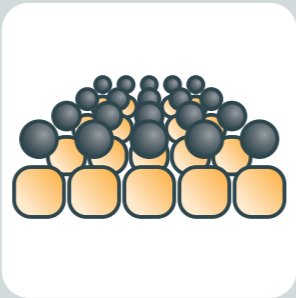
Delivering training to Fieldwork staff

We recruited a Training & Development Officer to support our Fieldwork staff. The initial part of the project focused on establishing the skill sets required for all grades from Technician to Senior Officer, and on charting career development routes for those wishing to move towards site supervisory or senior technician roles. We then developed a programme of skills assessment, linked into our appraisal system.

Over 140 members of the field team were assessed to start the process, which will continue through feedback meetings, producing personal development plans and addressing training needs.



1:1
male to female staff ratio



321
members of staff



35
managers and 11 other staff attended accredited safety training courses

Workplace by Facebook

As a large organisation with over 320 members of staff set across six regional offices and a multitude of archaeological sites nationwide, we needed a way of connecting and engaging our people across the geographical and departmental divides.

Facebook Workplace was established as a purely internal community that enables staff to create an online profile, establish interest groups, spark discussions, socialise and share knowledge.

326 staff members invited

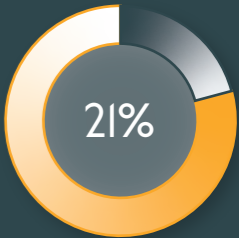
269 profiles claimed

198 active monthly on average

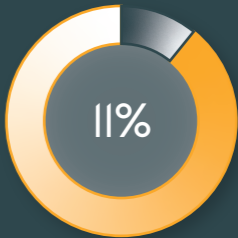
Group analysis:



Teams and projects



Open discussions



Social and more



Announcements

TOP 3 DEPARTMENTS:

Fieldwork | Geophysics | Coastal & Marine



Striving for gender equality

Our aim at Wessex Archaeology is to be a place where all our people can engage in a fulfilling career and thrive at work. We are promoting workplace initiatives to support women in the workplace to overcome barriers in their careers. We actively encourage debate, conversation and support from all levels.

We set up a Women in the Workplace Facebook Workplace group, to provide a safe place for women to support one another to be successful.

Through our flexible working policy eight more employees were able to move to part-time or flexible working. Two employees took up shared parental leave.



Communicating our culture

We began to embed our core values, developed in consultation with staff to empower our people to take the lead in defining the essence of Wessex Archaeology's behaviours and traits:

- Collaborative Behaviour
- Communicating Passion
- Authenticity & Ethics
- Resilience & Reliability
- Customer Focus
- Applied Knowledge
- Innovative Thinking

With these as our guiding light, we:

- redesigned our website recruitment page to be more explicit in our company values.
- created an engaging video which demonstrates these qualities, with a planned video series to follow.
- issued staff with printed lanyards for their new access cards as a visual aid.



20 FTC transferred to permanent



Core staff turnover a low 9.4%



9,817 hours booked to training = average of 31 per employee

OUR 2019-20 AMBITION

Develop our Health, Safety and Environmental management systems, seeking and maintaining accreditations.

WHAT WE WILL DO

We will continue to work towards gaining ISO 45001 accreditation.

We will create and deliver engaging Health & Safety videos for staff around key areas for improvement.

OUR 2019-20 AMBITION

Increase the wellbeing of our staff.

WHAT WE WILL DO

We will enact our Mental Health & Wellbeing Strategy.

We will deliver Mental Health Awareness Training to all staff and establish a network of mental health first aiders.

We will review our employee benefit offering and establish opportunities for improvement.

OUR 2019-20 AMBITION

Extend our staff development capabilities by progressing our training and career support functions.

WHAT WE WILL DO

We will continue to progress our staff training and development opportunities.

We will improve our Leadership & Management development programmes.

We will implement Personal Development Plans for all staff.

OUR 2019-20 AMBITION

Engage staff with our values and define our culture.

WHAT WE WILL DO

We will undertake a staff engagement survey to gain feedback, understand what really matters to our people and drive meaningful change.

We will improve engagement through better internal communications and collaboration.

Building a Sustainable Business

The sustainability of our cultural heritage depends on balancing the management, conservation and protection of the historic environment against the needs of the present and future.

One of our key challenges in achieving our vision is that cultural heritage is often an afterthought in the face of increasingly pressing economic and societal needs; the perceived value of the historic environment depreciates as councils and developers are squeezed to deliver infrastructure, homes and energy.

To counteract this we need to listen and work in partnership with our customers to ensure that developer-funded archaeology remains a sustainable solution. And more than that, we can demonstrate the exciting opportunities that heritage can provide for engaging communities and actively contributing to economic growth.

We must also look for new commercial avenues so that we can actively increase our ability to deliver meaningful public benefit. The two are intrinsically linked, and we are proud of the part we play in enabling UK businesses and organisations to deliver against their community engagement and sustainability goals.

OUR AMBITION

Continue to innovate and develop our ability to provide high-quality archaeological and heritage services.

WHAT WE ACHIEVED

We continued to work closely with curators and client teams, listening and acting on the feedback we received to ensure that we were the supplier of choice.

We improved the integration of our services across teams to deliver a holistic, joined up approach.

OUR AMBITION

Diversify revenue streams into related areas to ensure future sustainability and enhance our public benefit capability.

WHAT WE ACHIEVED

We developed our approach to the distribution of digital media content.

We developed a Community and Education strategy and services, and recruited an assistant for the manager.

We expanded our commercial UAV (drone) service to include high resolution shots of landscapes, monuments and buildings, survey structures and areas, and create visually stunning 3D models, video, still and orthographic images.

OUR AMBITION

Invest in improvements in process and management systems, and facilities.

WHAT WE ACHIEVED

Embedded and our compliance with ISO 9001 quality management and passed audit.

Specific investments in named improvements in IT (security, infrastructure), Contracts Management, and a new Archive facility.

We implemented a Contracts Management system and established a new Archive storage facility.

OUR AMBITION

Increase our capability to deliver services in new catchment areas, through developing new and existing partnerships and seeking international opportunities.

WHAT WE ACHIEVED

We worked with relevant industry membership organisations, to contribute our expertise at events and increase commercial opportunities.

We pursued partnerships that extend our reach, including collaborative working with UK based organisations and the creation of a formal partnership in the United States.

We established a fieldwork capability in Scotland.

Client relationships developed through inter-department collaborative working

We streamlined our core service offering to create a more integrated approach so that clients can now benefit from access to, and support from, our wider teams, in particular Consultancy and Geoservices. We are now developing very effective, productive relationships with a number of key players in the construction industry.

Quality the key for A303 Stonehenge Tunnel

Our team continued its long association with Highways England's efforts to find a lasting solution for the A303 within the Stonehenge World Heritage Site.

We delivered highly detailed fieldwork, expert academic and statistical advice. This included representation at key stakeholder meetings with the Historic Monument Advisory Group and the Stonehenge Science Committee.

We are also providing archaeological and geoarchaeological monitoring during an extensive programme of ground investigation work (boreholes and trial pits).



576 hectares of geophysical survey using multiple techniques



30 hectares of fieldwalking



37 targeted geoarchaeological boreholes



1,718 1m square sieved test pits



514 evaluation trial trenches

Innovating into digital recording at Bath Abbey

Throughout our excavations as part of the Footprint Project to renovate Bath Abbey, we have been recording each part of the site using photogrammetry to create a dataset that can then be modelled digitally to create an interactive 3D model.

Eventually, this will lead to one of the first and most extensive sites recorded entirely by photogrammetry and hosted digitally.



6 hours of video footage



6558 digital photos



See more of our 3D models at <https://sketchfab.com/wessexarchaeology> or scan this QR code.



Honing our UAV (drone) capability

As part of our Geomatics services we developed our own in-house team to comply with increased regulation on commercial UAV use.

We now have 8 qualified pilots and a fleet of professional grade vehicles equipped with high-specification sensors.

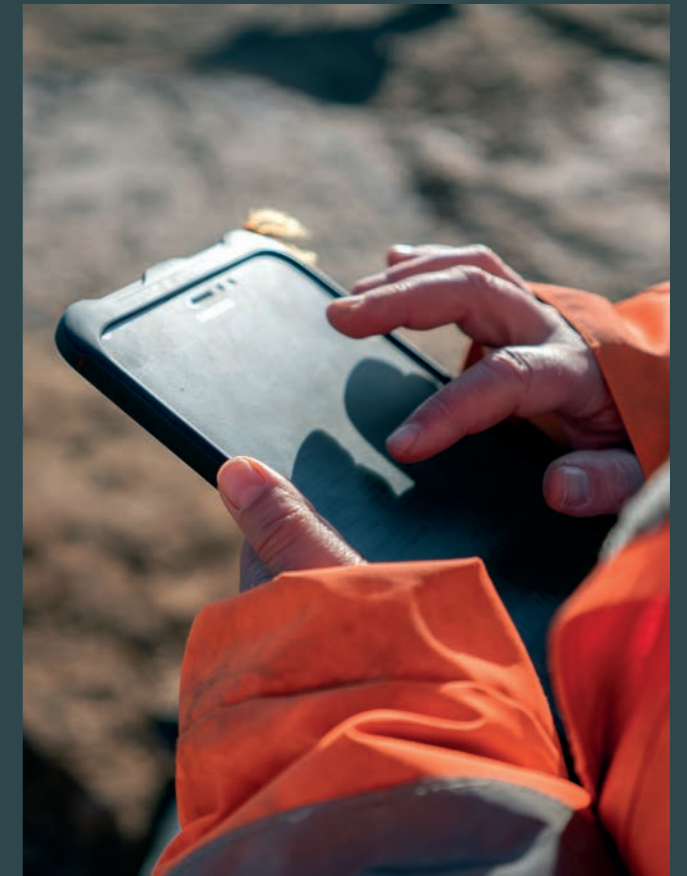


Testing tablets on site at Wylfa

We carried out the mitigation of a multi-phased site for a new nuclear power station at Cemaes, Anglesey. The archaeology comprised extensive remains dating from the Bronze Age through to the Post-medieval period, and required a team of up to 80 staff working for over 12 months.

In order to increase on-site efficiencies the site team were issued with hand held android tablets. Context sheets for site deposits and cuts, environmental and finds data and all photographic registers were completed digitally and uploaded daily to Wessex Archaeology's servers. The tablets increased on-site efficiency and removed the need for several weeks of data entry from paper for over 4,000 contexts.

The trial was so successful that all Wessex Archaeology North sites now utilise digital only recording.



Plans for CEWA

Following several years of partnership with US-based environmental company Coastal Environments Inc. (CEI), we have been working towards formalising the agreement in a joint venture; CEWA Inc.

CEWA will specifically provide expert advice and cultural heritage permitting services to clients in the US offshore renewables market. Within that, Wessex Archaeology will provide the experience and expertise of our marine geophysics team.



New memberships and alliances



Ministry
of Defence



The
Heritage
Alliance

OUR 2019-20 AMBITION	OUR 2019-20 AMBITION
Develop an integrated suite of innovative archaeological and heritage services that ensure that we deliver a high-quality solution.	Continue to diversify revenue streams into related areas to enhance our public benefit capability.
WHAT WE WILL DO	WHAT WE WILL DO
<p>We will enhance our capabilities in digital recording using mobile devices and photogrammetric techniques.</p> <p>We will achieve better departmental integration using process improvement and new communications tools.</p> <p>We will explore new approaches to publication, improving accessibility and alignment with client need.</p> <p>We will strengthen our management functions to ensure greater support for clients and staff.</p>	<p>We will bolster our Community & Education capability by recruiting a Community Engagement Officer, to enable us to provide formal educational services to clients and groups in the North of England and Scotland.</p> <p>We will develop our income streams around education and therapeutic services.</p> <p>We will develop the visualisation and interpretation services of our Studio team via investment in 3D and VR capability.</p>

OUR 2019-20 AMBITION	OUR 2019-20 AMBITION
Continue to improve process and management systems and all facilities.	Increase our national and international reach, through developing new and existing partnerships, refining our international offering and proactively seeking global opportunities.
WHAT WE WILL DO	WHAT WE WILL DO
<p>We will implement an Information Technology Development Plan, focusing on improved infrastructure and storage.</p> <p>We will develop an internal audit function and introduce a new improvement tracking tool.</p> <p>We will establish an upgraded regional office facility in Bristol.</p>	<p>We will develop our international activities and partnerships.</p> <p>We will complete the legal work to form a UK trading company and a new legal entity based in Germany.</p> <p>We will develop a UK and International Marketing Strategy.</p> <p>We will develop our capability in the digital recording of shipwrecks.</p>

Governance

Good governance is vital to us as a trading charity, giving long term direction to our charitable objectives, ensuring policies are implemented and risks controlled, and that we are complying with all legal requirements.

Our Board of Trustees bring a wealth of knowledge, experience and enthusiasm to guide, develop and scrutinise every aspect of the organisation. They meet quarterly, as well as forming four committees, and are constantly on hand for specialist advice and support whenever it is required.

Good governance stretches beyond the Trustees however, relying on all of our staff and volunteers to maintain the high standards we set for ourselves.



Board of Trustees

Skills



Finance, business and HR



Legal



Environmental



Arts, culture and heritage



Education and academia



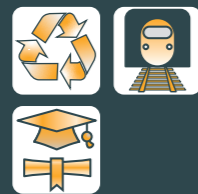
Development & infrastructure



Charity



Dr Ian Selby



Appointed:
Trustee, September 2011
Chairman, October 2018

Ian has worked around the world on mineral resources and coastal and marine infrastructure projects for 30 years. He managed UK offshore development rights for minerals and infrastructure at The Crown Estate. Prior to this, he was Operations & Resources Director at Hanson Marine. He is a chartered geologist with a PhD and an MBA, and is currently Director of Sustainable Geoscience at the Sustainable Earth Institute at the University of Plymouth, a Non-Executive Director of Cefas and Chair of the UK Minerals Forum.



Chris Watson MVO



Appointed:
October 2013

Chris was instrumental in establishing the Gardiner and Theobald Project Management division in the 1980s and has since acted as Project Manager on a number of high profile arts, cultural and heritage projects. He is currently Property Director for Maggie's Centres, a network of cancer caring centres offering support to people affected by cancer.



Nichola Johnson OBE



Appointed:
October 2013

Nichola trained as an archaeologist and then as an art and architectural historian. Much of her career has been in the museum sector and she is particularly interested in leadership and in unlocking creativity within cultural and heritage organisations. She is a trustee for the National Trust, the Dulwich Picture Gallery and York Museums Trust, and is Chair of the Ruskin Foundation. Until recently she was Director of the Sainsbury Centre for Visual Arts at the University of East Anglia, and Director of the Museum Leadership Programme. She also chaired the Clore Cultural Leadership Programme and the University Museums Group.



Parvis Jamieson



Appointed:
February 2017

Parvis is a chartered accountant with a background in management consulting and over 25 years' experience of working in the financial services and investment sectors. He serves on a number of financial services industry committees and has a strong interest in the impact of European regulations on the UK funds industry. He also contributes to several voluntary and sporting bodies. He's currently a Director of EC Squared, a financial markets consultancy. Parvis is also Chair of the Wessex Archaeology Risk & Audit Committee.



Rosemary Cook



Appointed:
May 2012

Rosemary is a solicitor with many years' experience in corporate/commercial law, particularly project finance. She practiced in Australia with Freehills (now Herbert Smith Freehills), before returning to England and joining Freshfields in their London office. She then joined National Power PLC as Senior International Projects Lawyer and was appointed General Counsel of its successor company, International Power PLC (now part of the GDF Suez Group). She is the owner/director of law firm Beechmast Consultancy Limited, offering legal services to mainly mid-sized corporates. She is a member of the Bishop of Salisbury's Council and of the Salisbury Diocesan Finance Committee.



Dr Rowan Whimster MBE



Appointed:
April 2016

Rowan has worked in the historic environment field for 45 years, first as an aerial archaeologist at Cambridge University and with the Royal Commission on Historical Monuments, later on the executive board of English Heritage and now as a freelance editorial consultant and adviser. Alongside his specialist knowledge, he has extensive experience of corporate governance, strategic planning and publishing. A Fellow of the Society of Antiquaries, former Vice-President of the Council for British Archaeology and Senior Member of the Council of the National Trust, he has lived for the past 30 years in north Wiltshire where he is actively involved in a widerange of conservation, heritage and environmental bodies.



Sarah Voaden



Appointed:
February 2017

Sarah has spent her 30-year career in a variety of industry sectors from engineering at British Rail through to business process outsourcing with Siemens, and consultancy with Microsoft. She currently works in a strategic role with Devro PLC. She is a Fellow of the Chartered Institution of Mechanical Engineers and Fellow of the Chartered Institute of Personnel and Development. The core of her experience is building and leading teams to deliver results at all levels of business. Sarah is Chair of the Wessex Archaeology Remuneration Committee and takes a special interest in the welfare and development of our people and the systems we are building to support them.

Structure, governance and management

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without a share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each. As at 31st March 2018 there are currently nine members and the maximum number is 20.

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Company Secretary, Chief Executive Officer, and Chief Financial Officer as appropriate.

The Trustees are responsible for the overall strategic direction and policy objectives of the Charitable Company. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers.

