

Identifying current archaeological reference resources

Project design

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1 Description of the project

1.1 Project name

Identifying current archaeological reference resources

1.2 Summary description

Archaeologists use a wide range of reference resources, particularly when studying artefacts and plant and animal remains recovered by excavation. These reference resources have been compiled over many years, by many different people and organisations, covering many different specialist areas, and exist in a variety of different formats including physical reference collections, books, and online catalogues and databases. Some reference resources are current, others are out of date; some are exhaustive, others are in need of updating; some are easily accessible, and others are out of print or physically inaccessible. The project will compile a database of archaeological reference resources, including information about their currency, completeness, and accessibility. This will be accompanied by a report which will summarise the issues identified, and note the gaps in availability of reference resources.

Rachel Edwards (Arboretum Archaeological Consultancy) and Hal Dalwood (Hal Dalwood Archaeology and Heritage) will undertake the work.

1.3 Background

The Project Brief (English Heritage 2014b) explains the background and scope of this project:

Reference resources are the essential building blocks of historic environment research. They help researchers to identify, understand, document, analyse and report all aspects of past human life including the natural and historic environment. They are used to inform all areas of basic and applied research, including identification, classification, chronological sequencing and site comparison.

Reference resources are used by specialists in all areas of archaeological investigation, including development-led, academic and specialist society and community group research.

This project is to identify specifically archaeological and archaeological science reference resources (see scope section for definition). Reference resources for the historic building sector are excluded from this project. This is due to the sheer potential volume of built environment reference resources available. The research tools used by and required by historic building specialists will be investigated in a future project.

(English Heritage 2014b, 2)

1.4 Research aim and objectives

1.4.1 Aim

The aim of this project is to enable English Heritage and the wider archaeological community to gain a better understanding of what reference resources are being used by the archaeology sector, the nature of current issues with reference resources, and the nature of major gaps in coverage.

1.4.2 Objectives

The objectives are to:

- 1 Identify what reference resources are currently available/being used by the archaeology sector.
- 2 Create a point-in-time database of these reference resources and record basic information on their composition, coverage, date, availability, access, etc.
- 3 Identify and collate information about any barriers to the use of these reference resources. For example if they are out of print.
- 4 Identify and collate information on threats to existing reference resources eg curation and maintenance of reference collections
- 5 Assess the costs and benefits of developing and maintaining an online database of these resources as a tool for use by the sector.
- 6 Highlight major gaps and weaknesses in coverage and currency of reference resources.

1.5 Business case

English Heritage position

The business case for the project is set out in the Brief (English Heritage 2014b):

English Heritage has been funding the creation of reference resources for over twenty years through various funding streams, including the Historic Environment Enabling Programme (HEEP), the Aggregates Levy Sustainability Fund (ALSF) and currently the National Heritage Protection Commissions Programme (NHPCP).

Reference resources are fundamental for archaeological analysis and classification of the material remains of the past, however, there has been no investigation into what reference resources are actually available and being used by the sector.

Having a better understanding of what resources are available in the sector and what gaps need filling will inform English Heritage's prioritisation of future funding of reference resources.

This requirement has been highlighted in English Heritage Strategy for Developing Research Resources (English Heritage 2013):

9.2 Identification and Prioritisation of Gaps

9.2.2 Identify the Research Resources in use and gaps in coverage, and create a system to prioritise funding.

Understanding the gaps in coverage of reference resources will not only inform English Heritage's funding priorities, but could also highlight gaps for other funding bodies, for example the UK Research Councils.

The sector will benefit from this project from the better targeted funding of reference resources and the transparency in the decision making. Less time will be lost by applicants for funding if they have a better understanding of what English Heritage will consider funding.

Making the results of this project (report and database) available to the historic environment sector will provide an important resource in its own right. They will provide historic environment local authority staff, specialists, contractors, academics, university students and community groups with a better understanding of what reference resources are available, where they are and information on their scope and coverage.

This is a data collection project to create a report and associated point-in-time database of currently used resources which will be made publicly available. However, the potential is that the information collated could be used in the future to develop an online database of these resources as a tool for use by the sector.

This project will be a Supporting Action of the National Heritage Protection Plan (NHPP, <http://www.english-heritage.org.uk/professional/protection/national-heritage-protection-plan/>). This sets out how English Heritage, with sector partners, will prioritise and deliver heritage protection for the period up to 2015.

The project will be funded specifically to: 'ensure that information management and knowledge transfer is as good as it can be so that what we learn can be used to its greatest benefit' (NHPP 3 December 2012). See table 2, Essential Supporting Actions, underpinning the EH Action Plan – B4: Research resources (frameworks, research tools). <http://www.english-heritage.org.uk/content/imported-docs/k-o/nhpp-action-plan.pdf>

(English Heritage 2014b, 3–4)

Buy-in from stakeholders

Consultation with a range of stakeholders during the Project Design stage indicated a strong level of support for the aims and objectives of this project. Brief telephone consultations were conducted with individual representatives of AEA, ALGAO (England), FRG, IfA Finds Group, MPRG, PAS, PCRG, SGRP and SMA (Appendix 2). The consultees all confirmed that their organisations would fully engage with the project during the established timescale, and made a range of suggestions about the best means of effecting liaison, consultation and co-operation, particularly with the larger specialist groups. A number of individual senior academics with a strong interest in artefact research were also consulted. They stated that making the project database available online as an output of the project would be a useful teaching aid and would benefit students as a reliable tool for resource discovery (in contrast to unscholarly online resources).

None of the consultees expressed strong counter-views to the aims and objectives of the project. The usefulness of a single database of all Reference Resources for artefact and palaeo-environmental studies was acknowledged as a useful building block. Consultees readily identified issues with some current physical reference collections and identified concerns with the long-term curation of some of those resources (in both universities and in museums); they noted that publication of information on access and curation would be an important outcome of the project. All consultees agreed that a very important outcome of the project would be the clear identification of gaps in the current coverage of reference resources. It was agreed that this would provide essential support for future funding bids to English Heritage and to other research funding organisations.

1.6 Project scope

The Brief sets out the scope of the project as follows:

Reference resources are defined for the scope of this project as the resources used in archaeological and archaeological science practice including physical collections (eg comparative biological collections, ceramic fabric-type reference collections, research collections of human remains), corpora (digital and printed), typologies and reference databases.

Resources used in the investigation of both artefacts and ecofacts should be included. Existing databases of reference collections (eg BABA database of skeletal remains) will be indexed at a collection level reference.

Out of scope are any reference resources associated with buildings, building fittings and fixtures, attached sculpture and sites and landscapes.

Also out of scope is the creation of an online version of this collected data.

(English Heritage 2014b, 4)

1.7 Interfaces

The project follows on from the *English Heritage Strategy for Developing Research Resources* (English Heritage 2013), and will contribute towards fulfilling all three of the stated objectives relating to artefact and palaeo-environmental research.

The recent *Review of Research Frameworks for the Historic Environment in England* (Pye Tait Consulting 2014) informs some aspects of this project. Although the Pye Tait review is focused more generally on Research Frameworks, it provides useful insights and recommendations that are relevant to this project.

A number of specialist groups are in the process of developing project designs for improving or new reference resources, as was confirmed during consultations in the project design stage. It is anticipated by some specialist groups that the completion of this project will be followed by the active promotion and development of new project designs for submission to English Heritage.

The project Brief excludes all reference resources for the historic building sector, 'due to the sheer potential volume of built environment reference resources available', and noted that 'The research tools used by and required by historic building specialists will be investigated in a future project.' (English Heritage 2014b, 2).

1.8 Communications and project review

Internal project communication will be primarily informal, but will include regular (weekly) meetings to discuss progress, tasks, and timetable. Information requiring a written record will be communicated between the project team members by email, or by the use of shared project folders.

External communication with English Heritage will include both informal communication by email and telephone, and formal progress meetings.

The project has a very wide group of stakeholders – the specialist archaeological community, including those represented by special interest groups and those without such representation. A central part of the project is communication with these individuals and groups, and this is described below. As there are so many different interest groups and individuals it is not considered possible for this project to include representatives on a formal Project Board. However, to ensure that information about the project and its progress is accessible, a project web page and blog will be set up to disseminate information about the project to the specialist archaeological community and others interested in the project.

Progress will be monitored for EH by a Project Assurance Officer. Dan Miles has been identified in the Brief as the relevant Activity Lead within EH. Project review points (MoRPHE R3) to assess progress have been scheduled during and at the end of Stage 2, and during Stage 3.

Contractor quality assurance will be the responsibility of Rachel Edwards, Arboretum Archaeological Consultancy. After the initial set up meeting with English Heritage it is anticipated that MoRPHE-compliant highlight reports will be prepared and circulated by email in advance of each project review meeting. An end-of-project report will be compiled at the closure stage of the project (Stage 4).

1.9 Health and safety, insurance, and VAT

Arboretum Archaeological Consultancy has a health and safety policy in line with national standards and with Health and Safety Executive guidance. This covers all aspects of the organisation's work.

Arboretum Archaeological Consultancy holds professional indemnity insurance.

All work undertaken by Arboretum Archaeological Consultancy is carried out in line with IfA ethics, Code of Conduct, and relevant Standards and Guidance.

Arboretum Archaeological Consultancy is not registered for VAT, so no VAT will be applicable to the project costing.

2 Resources and programming

2.1 Project team

The project will be carried out jointly by Rachel Edwards (Arboretum Archaeological Consultancy) and Hal Dalwood (Hal Dalwood Archaeology and Heritage), with AAC acting as lead organisation. CVs are appended below (Appendix 3).

The project and the budget will be managed by Rachel Edwards as Project Executive, who will be the point of contact with EH's Project Assurance Officer.

The project will be undertaken by Rachel Edwards as Project Manager and Hal Dalwood as Expert, as defined in MoRPHE.

The project will report to English Heritage and the EH Project Assurance Officer by means of four meetings throughout the course of the project, including three highlight reports.

2.2 Methods statement

2.2.1 Framework

The project will be carried out in line with the project management guidance set out in MoRPHE (English Heritage 2006) and in line with English Heritage's National Heritage Protection Commissions Programme guidance (English Heritage 2014a). The project will be undertaken within the broad framework established by the *English Heritage Strategy for the Development of Research Resources* (English Heritage 2013). A detailed Brief has been published and the proposed project will be undertaken in line with that Brief (English Heritage 2014b). The project methodology was developed during the Project Design stage and specific issues of project methodology are addressed below for each project stage.

2.2.2 General approach

The Brief requires the project team to engage fully with the specialist archaeological community in collecting data and identifying gaps. Preliminary engagement was undertaken at the Project Design stage. Representatives (organisation chairs or other senior officers, as available during August 2014) of the following key specialist groups and organisations were contacted: AEA, ALGAO (England), IfA Finds Group, FRG, MPRG, PAS, PCRG, SGRP, and SMA (see Appendix 2). This rapid consultation was not exhaustive and but it is judged to be representative because of the high degree of unanimity expressed in support of the project and willingness to be engaged with the project.

The outputs of the project will be of benefit to archaeologists engaged in heritage management. Fiona Macdonald (Chair, ALGAO England) strongly supports the project as providing a useful resource for ALGAO members, and stated that the outcomes of the project would help ALGAO members to drive up the quality standards for commercial archaeological work. ALGAO (England) will communicate with its members about the project, and is willing to feedback an official ALGAO comment on the draft report. It is proposed that a very brief questionnaire will be sent to all ALGAO (England) members to elicit opinions on the role of reference resources in project briefs. Precise

details of the form and timetable of consultation with ALGAO (England) and its members will be refined at the project initiation stage.

The main specialist societies and groups have broad memberships which include a high level of representation of both academic and professional sectors. These groups will serve as the principal channel of communication with academics in university departments, as well as specialists working in museums and the commercial sector. This is particularly the case for the AEA whose membership is strongly representative of university-based researchers. All areas of palaeo-environmental research fall within the remit of the AEA, and consultation indicated that a full and comprehensive engagement with environmental archaeologists could be achieved through consultation with the AEA. The pottery study groups (PCRG, SGRP, and MPRG) similarly have a broad membership across researchers with different institutional bases, as well as independent researchers.

It is clear that comprehensive engagement with some sub-sectors of the specialist research community will be relatively straightforward, not least because some specialist groups have a clear agenda for the future, and the outcomes of this project will relate directly to those agendas which include developing new reference resources.

However in order to achieve the aims of this project, a range of means will need to be used to achieve a broad engagement across the entire specialist sector, rather than relying on consultation with the specialist groups alone (see below, section 2.2.5).

2.2.3 Database design

The database design will be developed, tested, and documented (metadata) in project stage 1, after consultation with English Heritage, ADS and other relevant organisations. The database will conform to all relevant guidance, in particular the *Archaeology Data Service/Digital Antiquity Guides to Good Practice* for creation and preservation of digital data (available at <http://guides.archaeologydataservice.ac.uk/g2gp/Main>), and English Heritage's *MIDAS Heritage* (English Heritage 2012). Some minor amendments to the database structure may be required during project stage 2 as the data are entered. Any amendments will be fully documented as part of the database metadata.

The intention is to compile the database using open source software, eg Apache OpenOffice Base, although Microsoft Access could also be used. A relational database will be compiled, which will allow different parts of a single resource to be linked, eg an online pottery fabric series with the physical collection of exemplar sherds held in a museum.

Advice will be sought at the project initiation stage to ensure maximum compatibility with existing resources, and to ensure that potential issues for the possible future maintenance of the database are considered from the start.

Existing thesauri of terms will be used where possible for non-free text fields. These include thesauri maintained by English Heritage, see <http://thesaurus.english-heritage.org.uk/>, by museums (SPECTRUM, which has replaced the MDA Data Standard), and existing standard thesauri used for bibliographic references.

Metadata for the final database will be compiled in accordance with ADS guidance.

Indicative database fields are listed in Appendix 1 below.

2.2.4 Literature search and database compilation

The first stage of substantive work to be undertaken will be an extensive literature search to identify as many research resources as possible that fall within the scope of the project. The initial sources and focus will include:

- Online library catalogues and specialist bibliographies
- ADS (information on physical reference collections)
- Indexes to reference collections published by specialist groups
- Research framework documents published by specialist groups
- Existing national online reference resources (eg PAS; British Museum online collection)
- Citations in national online resources
- Google search strings
- Professional knowledge

Information from these sources will be compiled into the project database P1 (see 2.2.3 and Appendix 1).

During the Project Design stage it was established that specialist groups would be happy to review the contents of the draft database during the project, and respond to the project team highlighting omissions and pointing out corrections.

2.2.5 Consultation with the specialist archaeological sector

General approach

Rachel Edwards (Arboretum Archaeological Consultancy) has extensive experience of consultation via questionnaire in the archaeological and heritage sector (see CV, Appendix 3). In the light of the requirements of the Brief, it was clear that a blanket consultation by questionnaire would be highly unlikely to produce the detail and quality of information required. Consequently a variety of different consultation methods is proposed, to fit in with the different groups and individuals concerned. This will not only provide more and better quality information for the database and report, but will also bring about engagement with the project from the specialist community both as a whole and individually.

Specialist groups

Liaison with the specialist groups will be tailored to the preferences of each, identified provisionally during the project design stage (listed in Appendix 2). Various liaison will include email, telephone conferences, attendance at specialist group meetings and bespoke small-scale meetings, as desired by the specialist group committee concerned.

Many of the specialist groups will hold their annual conferences and AGMs during the timescale of the project. It will be possible to consult with both main committees and the broader membership during these events, in an appropriate format (fitting in with the suggestions of the group) which might include a 'fringe meeting', speaking at the AGM, a presentation at the conference, or a stall at the conference. An initial list of such events includes:

AEA: autumn conference, 7–9 November 2014, Plymouth

SMA: annual conference, 5–6 November 2014, Colchester

SGRP: annual conference in March 2015 (date and venue to be confirmed)

FRG: Finds Research Group and Society for Post-Medieval Archaeology joint conference in memory of Paul Courtney, University of Leicester, 18 October 2014

Individual archaeological specialists in the commercial sector

Liaison with just the specialist groups would not capture the full range of potential input from the sector. It will also be necessary to engage with individual researchers directly. This is particularly important for artefact researchers, a significant number of whom are highly specialist and are not necessarily members of a specialist group, but who will have important contributions to make to the project. Two general consultation meetings for researchers will be facilitated by the project, and views and input will be sought directly (see below).

Individual archaeological specialists in the academic sector

Following consultation with Dr Richard Thomas (Chair of AEA) it was concluded that AEA would be willing to and capable of providing representative input to the project, drawn from its membership in both the academic and professional sectors. However artefact research interests are not so well co-ordinated, and therefore engagement with the artefact researchers in the academic sector cannot be assumed through consultation with the specialist artefact societies and groups. The two general consultation meetings will provide opportunities for such engagement.

The potential for academic engagement with the project was explored during the project design stage, through consultation with a small number of academic archaeologists who have a strong research interest in artefact studies (see Appendix 2), which indicated support for the aims of the project. Consultees noted that a single authoritative database of reference resources would be a useful resource discovery tool for undergraduate students. It was also agreed that academic researchers could offer an additional perspective on problematic issues with reference resources and gaps in the current coverage. This could be facilitated by comment on a draft of the project report. Three university-based researchers are willing to offer comments on the identified gaps in reference resources (see Appendix 2) and this group could be expanded during the project initiation stage.

Project web page and blog

A project web page and blog will be set up to be used for the duration of the project to facilitate communication with the specialist sector and the wider archaeological sector. This will provide a short overview of the project, links to relevant documents, a calendar of events, and a blog that will

provide regular updates on project progress. The project team will co-ordinate project publicity with English Heritage. It is anticipated that archaeological newsletters, blogs, and discussion fora (such as Britarch) will carry news items with links to the project web page.

2.2.6 Identifying usage of, current issues with, and gaps in Reference Resources

Usage of Reference Resources

In addition to establishing how specialists individually and collectively use Reference Resources, the project will investigate the extent to which their use is required by heritage managers. It is impossible to survey the usage in depth across England, so between three and six case study areas will be identified which will be looked at in detail, alongside a general survey of ALGAO (England) members to provide an overview. The case study areas will comprise a local authority area with an archaeological planning advisor who will know what reference resources are identified in planning briefs and their citation and usage in WSIs and in site reports. The project team will conduct interviews with local authority planning archaeologists, review documentation, and look at the subsequent project reports.

The project team will conduct a short online survey of ALGAO (England) members to elucidate opinion on the following questions, although the exact wording and number of questions will be agreed with the Chair of ALGAO (England). The survey questionnaire will be along the following lines:

- Do your project briefs mention any specific or general reference resources?
- Do you require archaeological contractors to cite specific reference resources (eg pottery fabric series)?

Identification of current issues with Reference Resources

During the project design stage there was feedback on the issue of currency and access. Particular concern was expressed with reference to access by the Society for Museum Archaeology, because reduction in local authority funding is putting some physical reference collections at risk. Academic staff also highlighted potential issues with physical reference collections as archaeology departments change their research and teaching focus.

Identification of gaps in Reference Resources

The Brief is clear that the identification and understanding of gaps in coverage of reference resources will inform English Heritage's funding priorities in the future. It is clear that this point is understood by all the specialist groups contacted during the Project Design stage (eg AEA, MPRG, PCRG, SGRP). These groups are keen to ensure that their priorities are identified in the project report. Elucidation of the priorities for developing research resources to fill gaps will be obtained through official channels in the case of the main specialist groups. The means will be either through the specialist group committee collating feedback from their members and forwarding that to the project team, or through a meeting (physical or conference call), or both. It was suggested by some of the officers of specialist groups contacted during the Project Design stage that the project team could attend a group committee meeting or conference, when a meeting or conference happens to fall in the period that the project will be running (eg it was suggested that the project team could

lead a round-table meeting at the AEA Conference in Plymouth in November 2014). This would be an effective way of contacting a wide range of specialist archaeologists within the timeframe of the project, and would improve the impact of the project and the range of engagement.

Communications with the wider archaeological community

The project team will engage with a number of organisations identified during the Project Design stage as key to ensuring that the project is understood within the historic environment community and that the project outputs will be used when these are available. The degree of engagement with the project will vary depending on the views of different organisations. The project team will communicate directly with an appropriate person in each department or organisation.

University Departments of Archaeology. The project team will focus on departments with a strong presence in postgraduate artefact research (provisional list in Appendix 2).

Commercial archaeological units. The project team will consult with IfA Registered Organisations and with FAME.

Museum staff with responsibility for archaeological collections. The project team will consult with the Society for Museum Archaeology

Museums with major archaeological collections. The project team will consult with the national and regional museums, including the British Museum, Museum of London, Bristol City Museum, Ashmolean Museum.

IfA Special Interest Groups: Finds Group, Maritime Affairs Group

Portable Antiquities Scheme: National Finds Advisors

English Heritage Investigation and Analysis Team

2.2.7 Potential for a maintained online database of Reference Resources

The project will investigate the views of all consultees and groups on whether a maintained online database of Reference Resources would be of benefit to them. Any potential problems that consultees could foresee will be explored. These views will be collated and summarised in the report. Different options will be explored and the set-up and ongoing costs of a maintained online database of Reference Resources will be estimated.

2.3 Stages, products, and tasks

2.3.1 Stage 1 Start up

Tasks 1.1–1.7

The programme outlined in the Gantt chart 2.4 below assumes a start date of 1 October 2014, as set out in the Brief.

The project will begin with a start up meeting with EH to discuss the proposed methodology and products, and agree dates for review meetings (Task 1.1). The database will be designed and tested; a data entry form will be created and trialled, and the database metadata will be compiled in line with ADS digital archiving recommendations (Task 1.2). This will be informed by initial liaison with ADS to ensure that the database is compatible with other similar resources (Task 1.3).

The project will liaise with the specialist groups identified as potential project consultees (Appendix 2) to agree in detail how the project will engage with each (Task 1.4). Information about the project will be disseminated to the specialist community and the general archaeological community, to ensure maximum engagement (Task 1.5). This will include setting up the project web page and blog (Task 1.7) which will be maintained for the duration of the programme. Meetings to be held during Stage 2 will be set up (Task 1.6). These meetings will include attendance at relevant conferences and group committee meetings, plus two project meetings aimed at specialists not represented by groups, to be held in London and in the Midlands/North.

2.3.2 Stage 2 Data collection and assimilation

Tasks 2.1–2.7

Stage 2 will be by its nature an iterative process. Information will be gathered by means of a literature search, and entered onto the project database (Task 2.1). Meetings and liaison with Specialist Groups (Task 2.3, listed in Appendix 2), and with specialists not represented by groups (Task 2.2) will identify further Reference Resources, and will clarify issues of access, currency, risk and usage. These will be added to the database (Task 2.4). Consultation with ALGAO (England) and the questionnaire survey of their members will be carried out. Views on the desirability of and any issues relevant to a maintained online database of Reference Resources will be sought. A meeting will be held with EH to discuss progress and issues part way through this Stage (Task 2.5, Review point R3a). Specialist liaison and meetings, and updating of the database will continue. Liaison with ADS will be undertaken to discuss how the database has developed, and its potential future maintenance as an updatable resource (Task 2.6). Stage 2 will end with a review meeting with EH to discuss the outcomes of data collection and assimilation, the structure of the report, and the costs and benefits of maintaining an online database of Reference Resources (Task 2.7, Review point R3b).

2.3.3 Stage 3 Reporting

Tasks 3.1–3.7

A draft report (P1, Appendix 1) will be prepared introducing the database and detailing the issues identified relating to access, use, currency, and risk to Research Resources (Task 3.1). This will be circulated by email to selected specialists, including the three individual academic researchers identified in Appendix 2: Prof David Hinton, Dr Elaine Morris, and Dr Roger White. On receipt of comments, the report will be revised (Task 3.3) and forwarded to English Heritage for comment (Task 3.4). When EH comments have been received, a final review meeting will be held to discuss amendments to the draft report, the final database, and agree project closure (Task 3.5). The report will be revised and finalised (Task 3.6), and the database will be finalised (Task 3.7).

2.3.4 Stage 4 Closure

Tasks 4.1–4.3

The closure stage of the project will include the preparation of an end of project summary in line with MoRPHE. The project database will be prepared for deposition in accordance with ADS guidelines¹. English Heritage will sign off the project.

2.3.5 Ongoing tasks

Project management and liaison, and external communication via the project blog will be ongoing as the project progresses.

¹ <http://archaeologydataservice.ac.uk/advice/guidelinesForDepositors>

2.3.6 Summary of stages, products, and tasks

Stage/Task	Task description	Product	Performed by	RE days	HD days	Total days
[2014-15]						
1 Start up						
1.1	Start up meeting with EH		HD RE	0.5	0.5	1
1.2	Design and test database structure and data entry form	Database, metadata, data entry form	RE	3	0	3
1.3	Initial liaison with ADS re database structure and principles		HD RE			0
1.4	Liaise with specialist groups to agree how project will engage with each, including ALGAO		HD	0	1	1
1.5	Disseminate information about project to the specialist community, via groups if relevant	Text for email, blog; media release for archaeological and heritage press/information sources	HD	0	1	1
1.6	Arrange meetings for Stage 2		HD RE	1.5	1.5	3
1.7	Set up project web page and blog	Web page and blog	HD RE	1	1	2
2 Data collection and assimilation						
2.1	Literature search and data entry	Database	RE HD	5	5	10
2.2	Meetings with specialists not represented by groups x 2		RE HD	2.5	2.5	5
2.3	Meetings and liaison with specialist groups and/or their representatives, including ALGAO		RE HD	4	4	8
2.4	Adding references and qualitative data on access and currency arising from specialist meetings and liaison	Database updated and expanded	RE HD	3	3	6
Review R3a	Part way through stage 2, meeting with EH to discuss progress and issues identified so far	Highlight report	RE HD	0.5	0.5	1
2.5						
2.6	Liaison with ADS re developed database and potential for future hosting					

Stage/Task	Task description	Product	Performed by	RE days	HD days	Total days
Review R3b 2.7	End of stage 2 meeting with EH to discuss outcomes of data collection & assimilation, and structure of report	Highlight report	RE HD	0.5	0.5	1
3 Reporting						
3.1	Produce draft report, circulate by email to specialists	Initial draft project report	RE HD	5	5	10
3.2	Select specialists to read and comment on report		Specialists			
[2015-16]						
3.3	Revise report following comments and finalise draft report to EH	Revised draft report		1	1	2
3.4	EH comment on report					
Review R3c 3.5	Meeting with EH to discuss report and project closure	Highlight report	RE HD	0.5	0.5	1
3.6	Revise report following EH comments	Final report P1, see Appendix 1	RE HD	0.5	0.5	1
3.7	Finalise database	Final database P2, see Appendix 1	RE	0.5	0	0.5
4 Closure						
4.1	Compilation of digital project archive	Digital archive	RE	0.5		0.5
4.2	End of project report (MoRPHE)	End of project report	HD		0.5	0.5
4.3	Sign off project		EH			
Throughout project						
	Project management and liaison		RE HD	2	2	4
	Update project blog		RE HD	1	1	2
	Total days			32.5	31	63.5

2.4 Gantt chart

Stage/Task	Description	Performed by	RE days	HD days	Total days	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16	Week 17	Week 18	Week 19	Week 20	Week 21	Week 22	Week 23	Week 24	Week 25	Week 26	Week 27	Week 28	Week 29	Week 30	Week 31	Week 32	Week 33		
						20/10/2014	27/10/2014	03/11/2014	10/11/2014	17/11/2014	24/11/2014	01/12/2014	08/12/2014	15/12/2014	22/12/2014	29/12/2014	05/01/2015	12/01/2015	19/01/2015	26/01/2015	02/02/2015	09/02/2015	16/02/2015	23/02/2015	02/03/2015	09/03/2015	16/03/2015	23/03/2015	30/03/2015	06/04/2015	13/04/2015	20/04/2015	27/04/2015	04/05/2015	11/05/2015	18/05/2015				
[2014-15]																																								
1 Start up																																								
1.1	Startup meeting with EH	HD RE	0.5	0.5	1																																			
1.2	Database design & test	RE	3	0	3																																			
1.3	Initial ADS liaison	HD RE			0																																			
1.4	Specialist group liaison	HD	0	1	1																																			
1.5	Publicise project to specialists	HD	0	1	1																																			
1.6	Arrange Stage 2 meetings	HD RE	1.5	1.5	3																																			
1.7	Set up project web page/blog	HD RE	1	1	2																																			
2 Data collection and assimilation (iterative)																																								
2.1	Literature search and data entry	RE HD	5	5	10																																			
2.2	Specialist meetings x 2	RE HD	2.5	2.5	5																																			
2.3	Specialist group meetings	RE HD	4	4	8																																			
2.4	Update and enhance database	RE HD	3	3	6																																			
R3a	2.5 Progress meeting with EH	RE HD	0.5	0.5	1																																			
	2.6 ADS liaison																																							
R3b	2.7 Progress meeting with EH	RE HD	0.5	0.5	1																																			
3 Reporting																																								
3.1	Produce draft report f/y 2013-2014	RE HD	4	4	8																																			
3.1	Produce draft report f/y 2014-2015	RE HD	1	1	2																																			
3.2	Select specialists review report	Specialists																																						
[2015-16]																																								
3.3	Revise report		1	1	2																																			
3.4	EH review report																																							
R3c	3.5 Progress meeting with EH	RE HD	0.5	0.5	1																																			
3.6	Revise and finalise report	RE HD	0.5	0.5	1																																			
3.7	Finalise database	RE	0.5	0	0.5																																			
4 Closure																																								
4.1	Compile digital project archive	RE	0.5		0.5																																			
4.2	End of project report	HD		0.5	0.5																																			
4.3	Sign off project	EH																																						
Throughout project																																								
	Project management and liaison	RE HD	2	2	4																																			
	Update project blog	RE HD	1	1	2																																			
	Total days		32.5	31	63.5																																			

2.5 Product descriptions

As specified in the Brief, the project will produce a report (P1) and database (P2), as described in Appendix 1 below.

2.6 Ownership

As specified in the Brief, the hard copy and digital documentation produced under this project will be the copyright of English Heritage. Copyright on all reports submitted will reside with English Heritage, although a third-party in-perpetuity licence will automatically be given for reproduction of the works by the originator, subject to agreement in writing from English Heritage.

2.7 Risk Log

Risk no	Description	Probability	Impact	Countermeasures	Estimated time/cost	Owner
1	Poor response from specialist sector	Low	High	Initial responses from the specialist sector were very enthusiastic, indicating the likelihood of a good response. Consultation will be tailored to each group, to maximise quantity and quality of response.	None	AAC
2	Delayed response from specialist sector	Medium	High	The timetable has been structured to allow sufficient time for responses from these groups at the relevant stages of the project.	No cost implication. Could cause delay to programme	AAC
3	Either consultant ill/unavailable to work on project on short term basis	Medium	Low	Two consultants will be sharing the work, allowing flexibility in the programme. The timetable allows for flexibility	None	AAC
4	Either consultant ill/unavailable to work on project on medium term basis	Low	Medium	As two consultants will be sharing the work, there is some flexibility for one to take over the other's work. If required, AAC would engage replacement consultant.	No cost implication. Could cause delay to programme	AAC
5	ICT problems or hardware failures	Medium	Low	AAC uses Dropbox as a file-sharing and cloud backup service; all files are backed up on three separate hard drives.	None	AAC

2.8 Budget

3 References and abbreviations

3.1 References

English Heritage 2006 *Management of research projects in the historic environment. The MoRPHE project managers' guide*. Available <https://www.english-heritage.org.uk/publications/morphe-project-managers-guide/> Accessed 24 September 2014

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English Heritage 2014a *National Heritage Protection Commissions Programme Guidance for Tendered Projects*. June 2014. Available <http://www.english-heritage.org.uk/publications/guidance-tendered-projects/> Accessed 24 September 2014

English Heritage 2014b *NHPP Supporting Action Project Brief for: Identifying Current Archaeological Reference Resources* (Project No 7030). Date of issue: July 2014

Pye Tait Consulting 2014 *Review of Research Frameworks for the Historic Environment in England*. Available <https://www.english-heritage.org.uk/professional/research/strategies/research-resources/> Accessed 23 September 2014

Southport Group 2011 *Realising the benefits of planning-led investigation in the historic environment: a framework for delivery*. Available: <http://www.archaeologists.net/sites/default/files/node-files/SouthportreportA4.pdf> Accessed 24 September 2014

3.2 Abbreviations

AAC	Arboretum Archaeological Consultancy
ADS	Archaeology Data Service
AEA	Association for Environmental Archaeology
ALGAO	Association of Local Government Archaeological Officers
ALSF	Aggregates Levy Sustainability Fund
BABAO	British Association for Biological Anthropology and Osteoarchaeology

EH	English Heritage
FAME	Federation of Archaeological Managers and Employers
FRG	Finds Research Group
HDAH	Hal Dalwood Archaeology and Heritage
HEEP	Historic Environment Enabling Programme
IfA	Institute for Archaeologists
IfA MAG	IfA Maritime Affairs Group
MPRG	Medieval Pottery Research Group
NHPCP	National Heritage Protection Commissions Programme
NHPP	National Heritage Protection Plan
PAS	Portable Antiquities Scheme
PCRG	Prehistoric Ceramics Research Group
SGRP	Study Group for Roman Pottery
SMA	Society of Museum Archaeologists
WSI	Written Scheme of Investigation