

“A future for our past 2”

County Archaeological Service

**Management and
Medium Term Business Plan**

2005 to 2007

Draft v1

"Promoting the understanding, appreciation and sustainable conservation of Buckinghamshire's archaeological heritage for the benefit of present and future generations."

Preface

[Cabinet Member and Historic Environment Champion]

The past is all around us, it is our inheritance and we owe it both to ourselves and future generations to care wisely for this legacy and pass it on enriched to future generations. The historic environment encompasses an enormously wide range of historic buildings; landscapes and archaeological remains stretching back across thousands of years. It is mankind's contribution to the environment, which has moulded the natural landforms and fundamentally changed the natural environment. Buckinghamshire is fortunate in having a rich and diverse heritage including some of the oldest timber bridges yet discovered in north-western Europe, the ancient landscapes and prehistoric hillforts of the Chilterns, the medieval villages and open field remains of north Buckinghamshire and some of the finest landscape parks in Britain. However, our heritage is not restricted to these gems but can be found to some or other degree in every field, house, woodland or place of work. This resource helps makes Buckinghamshire such an attractive and fascinating place to live, it enriches the lives of local people, contributes to the economy through tourism and is invaluable for education and research. Engaging with their local heritage helps people can find a common "sense of place" in a rapidly changing world.

Every year more is discovered, so within the period covered by this plan we expect our Sites and Monuments Record to reach twenty thousand records, and even then we know there will still significant gaps. To make this unique resource available to everyone the County Council has been fortunate to secure the support of the Heritage Lottery Fund to enable on-line access to the database and maps. To make it more accessible there will be special modules particularly aimed at interesting local community groups, school teachers and young people. This exciting new facility ("Unlocking Buckinghamshire's Past") will be developed in stages through the three years of this plan commencing in April 2005 and being fully operational by the summer of 2007.

Working closely with its partners, the Archaeology Service is further developing its direct engagement with local communities through projects such "Getting to know Bernwood" and "Chiltern Historic Landscape Characterisation" and through support for community groups. At a strategic level the service is working with planners to ensure that new development is sustainable and opportunities for creating new "green infrastructure" based on historic sites are identified. Conservation in the countryside is achieved through specialist advice to the new Environmental Stewardship scheme and a Monument Management grant scheme administered on an agency basis for English Heritage.

Five years ago in its first archaeology plan the County Council set out ambitious proposals to develop a dynamic and socially relevant archaeology service. We are proud to acknowledge the immense strides made towards that goal and fully endorse the programme for the next three years.

Preface

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PART ONE : THE HISTORIC ENVIRONMENT OF BUCKINGHAMSHIRE

1.1 Archaeology and the wider environment

Archaeology as an academic discipline can be defined as the study of mankind's past through material remains. This evidence-based approach is an essential underpinning of sustainable conservation and development in both rural and urban contexts. A very wide range of sites can be of archaeological interest ranging from early prehistoric hunting encampments and Roman farmsteads through archaeological deposits within historic towns and villages to upstanding structures (such as churches or modern military/industrial complexes). Environmental archaeology, the study of organic remains such as bone, charred plant materials or pollen, can tell us about past environmental and economic conditions. An archaeological understanding can also assist with managing "living" landscapes such as landscaped parks, hedged field systems and historic woodlands. The conservation of the historic and natural environments are closely interlinked as the modern landscape and its natural habitats are heavily influenced by past land use practices. For example, the chalk grasslands of the Chilterns are a product of traditional grazing practices that have both preserved fragile archaeological monuments and created ecologically valuable environments.

A holistic view of the historic environment has emerged in recent years culminating in the Government's decision to bring forward legislation to create a unified "Register of Historic Sites and Buildings of England" and give statutory status to Historic Environment Records. Responding to this agenda will necessitate building ever-stronger partnerships, particularly with historic buildings conservation officers and organisations engaged in countryside management and nature conservation.

1.2 Archaeology and the community

Modern society can ascribe many different values to historic sites: academic, educational, cultural, economic, religious, resource, recreational and aesthetic values can all be recognised. The relative importance of these different values will of course vary greatly between sites, and individual perceptions - for example the values ascribed to a buried site are likely to be primarily academic but an historic park would have high recreational and aesthetic value.

The vision of the County Archaeological Service is: ***"Promoting the understanding, appreciation and sustainable conservation of Buckinghamshire's archaeological heritage for the benefit of present and future generations."*** This ambitious aim entails recognising the needs and aspirations of the diverse communities that make up Buckinghamshire and relevance of the historic environment to them. It means making information available to people in an easily accessible and relevant form. It means empowering local groups to better understand and conserve their local environment and it means recognising and seizing opportunities for the

historic environment to be part of what makes existing and new communities sustainable and special places to live, work and play. The County Council has a strategic and facilitating role in all these areas but can only be involved in direct delivery where appropriate to its functions and priorities (and commensurate with the resources available). For example, it has a well-established role in the planning system, which can extend beyond “mitigation” to encouraging good design and the creation of high quality “green infrastructure”. The service runs the County’s Sites and Monuments Record, which is to be made available on line with education resources for schools contributing to priorities for young people and high quality education provision. The historic environment is often a good focus for community projects, in some areas active and well-informed local groups need only general guidance and technical support but in others a more pro-active co-ordinating or initiating role may be needed, for example to promote social inclusion, build new communities or develop essential skills. Ensuring that the service continues to engage with communities in a context that promotes rather than detracts from its essential strategic overview and core responsibilities is an ongoing challenge.

1.3 Informing change and conservation

A strong understanding of the historic environment is essential to evidence-based planning, conservation and management and should underpin education, interpretation and research initiatives. At the heart of this process lies the Sites and Monuments Record (SMR), which collects information about all aspects of the county’s historic environment: archaeological sites and finds, historic buildings and landscapes. The Buckinghamshire Sites and Monuments Record contains over 17,000 individual records and is constantly being updated, typically receiving about 150 new reports each year as well as benefiting from specific enhancement initiatives, such as the Buckinghamshire Historic Landscape Characterisation Project. In 2003, the Government proposed that Sites and Monuments Records should develop into fully-fledged Historic Environment Records with more even coverage of the whole range of historic environment assets. It has consulted on proposed benchmark standards and has indicated that it will enact legislation to place a duty on all local authorities to maintain, or have access to, an Historic Environment Record.

The SMR is just the beginning as, derived from its data, a firmly established and peer reviewed research framework should underpin all archaeological investigations, and inform wider management decision-making. Buckinghamshire is a lead partner in an initiative spanning the western part of the South East Region to develop a research framework which assesses what is known about the historic environment resource at a county and regional level, what the agendas should be for future research and a prioritised strategy for addressing key issues. It is intended that this strategic framework should inform, and provide a wider meaning for, local projects whether initiated by development pressures, local community or individual interests. The regional research framework will be hosted on the Buckinghamshire

County Council web site and will help guide future initiatives to enhance the Sites and Monuments Record.

Despite the annual publication of English Heritage's *Heritage Counts* since 1999 there is a paucity of reliable information for the condition of much of the historic environment, which hinders informed assessment of sustainability issues and renders indicators problematic. English Heritage's Buildings at Risk Register only covers grade I and II* buildings. Information on "at risk" grade II buildings, scheduled monuments and registered historic parks is only collected on an ad-hoc basis, if at all and there are at best only proxy indicators for non-designated elements of the historic environment. The estimated loss of X% of the county's ridge and furrow between X and Y illustrates the scale of damage that has already occurred. Nationally, the *Monuments at Risk Survey of England 1995* documented the severe rate of destruction of archaeological sites over the past 50 years - amounting to one site per day nationally from all causes.

For Buckinghamshire a preliminary risk assessment based on professional judgement was prepared for AFP1 to identify the overall severity of the main identifiable risks to Buckinghamshire's historic environment along with adequacy of existing controls (see AFP 1 Appendix 2). The main conclusions of this assessment have been updated and summarised for each area of the county:

The modern rural landscape of the **Vale of Aylesbury and North Buckinghamshire** is primarily a creation of the post-medieval enclosure movement with the addition of a series of designed landscapes. Parts of Aylesbury Vale consist of extensive permanent pasture that has preserved many abandoned medieval and post-medieval sites as earthworks and a few large areas of ridge and furrow, but modern ploughing has levelled vast tracts of these open field earthworks. Pre-medieval sites normally only survive as buried remains. The main threats to the historic environment of north Buckinghamshire's rural landscape are from:

- expansion of existing urban centres, particularly growth areas focussed on Aylesbury and Milton Keynes
- new and upgraded infrastructure (e.g. roads and pipelines)
- conversion and demolition of historic farm buildings
- redevelopment of modern civic, industrial and military complexes
- ploughing up of earthworks in permanent pasture
- continued ploughing of important buried sites in arable landscapes
- neglect and unsympathetic management of monuments, historic parklands and hedged field systems
- unreported or poorly recorded investigations (primarily metal-detecting)

The landscape of the central **Chilterns** typically has a greater time-depth than that of the Vale with many "ancient" woodlands, enclosures and commons. The southern part of the Chilterns saw extensive suburban development in the early-mid 20th century, which was arrested by the designation of the Metropolitan Green Belt in 1959. Area of Outstanding Natural Beauty and/or

greenbelt designations now protect much of the area from development but neglect can be a problem, particularly on the urban fringe. The woodlands and grasslands of the Chiltern Hills have preserved many prehistoric and more recent monuments and there is a rich heritage still largely unrecognised preserved within Chiltern woodlands. The main threats are:

- possible future relaxation of greenbelt planning constraints to enable development
- new infrastructure (e.g. pipelines)
- conversion and demolition of historic farm buildings
- redevelopment of modern civic, industrial and military complexes
- ploughing up of earthworks
- continued ploughing of important buried sites in arable landscapes
- unsympathetic management of historic woodlands, parklands and enclosed field systems and scrub regeneration on grassland
- visitor erosion on earthwork sites (e.g. along the Ridgeway)
- unreported or poorly recorded investigations (primarily metal-detecting)

The southernmost part of the county comprises a segment of the **Middle Thames Valley** that was partly developed in the early-mid 20th century. The river gravels of the Thames are known to have been particularly attractive for settlement from early prehistory and to contain exceptionally well preserved sites and environmental deposits. The main threats are:

- mineral extraction and flood mitigation schemes, including the effects of de-watering
- possible future relaxation of greenbelt planning constraints to enable development
- new infrastructure (e.g. pipelines)
- fragmentation of historic landscapes, neglect and unsympathetic management, typically urban fringe effects.
- redevelopment of modern civic, industrial and military complexes
- continued ploughing of important buried sites
- unreported or poorly recorded investigations (primarily metal-detecting)

Modern settlements of both urban and rural character exist throughout Buckinghamshire. The majority have been in existence since the late Saxon or medieval period and to reflect this origin in the modern layout of roads, buildings and property boundaries. They can be expected to contain important historic buildings and archaeological deposits. Some towns and villages have been favoured locations for much longer periods and also contain important prehistoric and Roman remains. Throughout the county earthwork monuments, such as shrunken village remains, abandoned moats and castle mounds, survive within or adjacent to towns and villages, in some cases enveloped by modern development. The main threats to archaeological remains within or on the margins of modern settlements are:

- redevelopment within historic cores
- conversion and alteration of historic buildings

- marginalisation and neglect of earthwork monuments

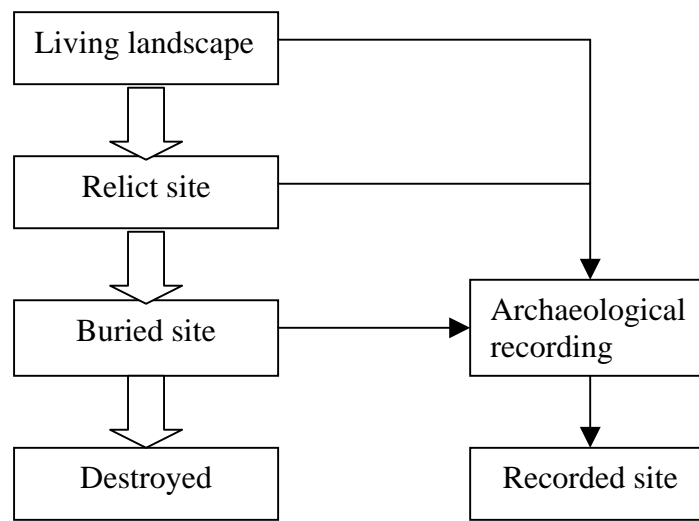
1.4 Mechanisms for managing change

Through time many ancient sites and landscapes have been damaged or destroyed by natural or human action. The modern historic environment comprises those sites, structures or landscape features which have survived to the present day in some form or another. Viewed in broad terms of their current condition sites can be divided into the following categories:

- **Buried sites** - sites which have few or no visible surface traces and so are no longer part of the modern landscape (e.g. prehistoric or Roman settlements which are only rarely visible as cropmarks from the air or as artefact scatters in ploughed fields).
- **Relict sites** - sites that are no longer in use but are still visible components of the modern landscape (e.g. a disused Second World War pillbox or the earthwork ramparts of a prehistoric hillfort).
- **The “living landscape”** - any site of historic/archaeological interest which is still in use, either for its original purpose or in modified form (e.g. historic hedged fields and most historic buildings).

Decisions over major land use changes can result in fundamental transitions over a short space of time whilst cumulatively many smaller-scale changes can also cause significant harm. Modern machinery allows buildings to be demolished, earthworks ploughed up and foundations to be dug through archaeological deposits with an ease unheard of before the industrial age. It is therefore important that proposed land use changes are scrutinised for their impact on the historic environment and the value of any loss balanced against the benefits of change. The role of archaeology in this process is to contribute to informed decision-making, help find ways to accommodate necessary change with conservation priorities and to ensure that appropriate records are made where destruction is unavoidable.

Fig : Transitions in the archaeological landscape



Although many different mechanisms are available for managing change their implementation should all be encompassed within the overarching concept of sustainability, which is central to national planning and environmental policy. Major changes to the regulatory systems are anticipated within the period covered by this plan deriving from the implementation of the *Planning and Compensation Act* [DATE?], the new *Environmental Stewardship Scheme* and the *Heritage Act* proposed for 2007. The main mechanisms available are:

- The *Ancient Monuments and Archaeological Areas Act 1979* enables the Secretary of State to provide legal protection for nationally important ancient monuments. There are currently 143 [CHECK] scheduled ancient monuments in Buckinghamshire. English Heritage currently handles applications for consent for works to scheduled monuments but the Government proposes to devolve this responsibility to local authorities as part of a new unified designation and consent regime. The Act also provides for local authorities to enter into management agreements with owners of ancient monuments. English Heritage provides funds for these agreements, which the County Archaeological Service administers through an agency agreement.
- English Heritage has created non-statutory registers of nationally important historic parks and gardens and historic battlefields. There are currently 34 [CHECK] registered historic parks in Buckinghamshire but no registered battlefields. At present, the only legal protection for registered landscapes is through the planning process. It is proposed to merge the non-statutory registers into the new unified designation regime, but it is not clear what if any additional controls will flow from this.
- The Town and Country Planning legislation and its accompanying planning policies and guidance recognise the historic environment as a significant consideration in determining planning applications. Key documents are *Planning Policy Guidance 15 (Planning and the Historic Environment)* (PPG 15) and *Planning Policy Guidance 16 (Archaeology and Planning)* (PPG 16). Provision is made for the designation of conservation areas and the listing of buildings for which historical and archaeological interests are recognised as key criteria. Guidance is also provided on the treatment of historic landscape, including registered parks and gardens. PPG16 emphasises the desirability of preserving important archaeological sites, whether scheduled or not, and their settings as well as setting out the procedures to be followed by local planning authorities and developers to identify and mitigate the impact of development on archaeological remains. As a consequence of this legislation and advice, the *County Structure Plan* and *District Local Plans* include policies for the preservation of important elements of the historic environment. The Planning and Compensation Act requires the replacement of Structure and Local Plans with Regional Spatial Strategies and Local Development Frameworks for

which the challenge will be to ensure the historic environment is given at least as much weight as at present, and if possible strengthened in its weaker areas.

- The importance of the historic environment is explicitly recognised in various local policy statements, for example the *Chilterns AONB Management Plan* and the *Landscape Plan for Buckinghamshire (Part 1)*. The County Council's Areas of Attractive Landscape and the District Councils' Local Landscape Areas are also potentially useful mechanisms for the conservation of the historic rural landscape but will be subject to review to ensure compliance with new guidance in PPS7.
- Many large-scale developments are covered by the *Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 1999* which require that the potential environmental impacts of development are assessed prior to any decisions being made. The Regulations also apply to certain developments that fall outside the remit of local planning authorities, such as trunk roads and other infrastructure developments pursued under the Transport and Works Act and major pipeline schemes.
- The *Environment Act 1995* requires the Environment Agency to have regard to the desirability of protecting buildings, sites and objects of archaeological or historic interest. The Environment Act also provided for the *Hedgerows Regulations 1997*, which protect hedgerows that are deemed "historically important" by specified criteria.
- Archaeology has been incorporated into the legislation governing many statutory undertakers - for example, the *Water Industry Act 1991* and the *Electricity Act 1989*. Many such organisations also have internal codes of practice governing historic conservation issues. The County Archaeological Service advises statutory undertakers on how to meet their legal obligations and codes of practice.
- Agricultural operations fall largely outside the remit of planning legislation and in some cases harmful activities may even be permitted on scheduled ancient monuments through the system of "class consents". There are, however, grants available to farmers and landowners to manage land in an environmentally sensitive manner. The main source of funding is the Environment Stewardship Scheme operated by the Department of the Environment, Food and Rural Affairs (DEFRA), which includes the protection of the historic environment as one of its primary objectives for both Entry Level and Higher Tier schemes.
- Forestry operations also fall largely outside planning controls. The Forestry Commission has a policy that sites of archaeological importance should be conserved. To achieve this, the Commission consults the County Archaeological Service on all grant applications for new tree planting and will not grant-aid schemes that would harm important archaeological sites. The Commission also manages a few scheduled

monuments in its own woodlands and has agreed management plans with English Heritage.

- The County Archaeological Service advises on the management of archaeological monuments owned by the County Council.
- Although the Church of England requires planning consent for development in the same way as all other developers its churches are exempted from listed building controls being instead covered by ecclesiastical faculty procedures. The County Archaeological Service liaises with the Diocese of Oxford and its Archaeological Adviser to achieve a common approach to archaeological investigation in churches and churchyards.
- Portable antiquities are normally the property of the owner of the land on which they are found, although voluntary reporting is encouraged through the Portable Antiquities Scheme. However, the *Treasure Act 1996* requires the reporting of antiquities that fulfil specified criteria and provides for their acquisition by public museums. Primary responsibility for administering this legislation lies with the coroner and the Buckinghamshire County Museum. The County Archaeological Service assists the museum by providing information from the Sites and Monuments Record and receives information on new discoveries in return.
- Information and guidance. The Freedom of Information Act and Environmental Information Regulations establish a legal right of access to information held in the Sites and Monuments Record, subject to certain exceptions. From April 2005 the Buckinghamshire Sites and Monuments Records will be accessible on-line providing a platform for conservation information guidance to be more widely promoted.

PART TWO: PRIORITIES AND DRIVERS FOR CHANGE

2.1 National Legislation and Policy

The past five years have seen an extended government consultation process about future priorities for the heritage sector, which has highlighted the richness of England's heritage resources; their cultural, educational, economic and social values and the challenges of preservation (*"A force for our future"*, DCMS 2001). One of the main outcomes has been for a revision of heritage protection legislation, which have been set out in a Ministerial Statement *"Review of Heritage Protection: The Way Forward"* issued in June 2004. The historic environment policy review has taken place alongside the introduction of the Planning and Compensation Act, which has brought in major changes to the strategic planning system and the Freedom of Information Act and revised Environmental Information Regulations, which establish a legal right of access to information held in the Sites and Monuments Record. In the international arena, Britain ratified the European Convention on the Protection of the Archaeological Heritage 1992 (the "Valletta Convention") in 2001. Key issues arising from these reviews are:

- ❖ The need to engage with the new strategic planning system of Regional Spatial Strategies and Local Development Frameworks.
- ❖ The existing Planning Policy Guidance Notes covering archaeology and the historic environment are to be merged into a new Planning Policy Statement, although the fundamental principles underpinning them are considered sound.
- ❖ The implications of the proposed single unified *"Register of Historic Sites and Buildings of England"* administered by English Heritage and the related new unified consent regime to be administered by local authorities.
- ❖ Local authorities are to be required to establish and maintain an Historic Environment Record, or have access to one. National benchmarks have been drafted.
- ❖ The Freedom of Information Act makes it essential for the County Council to maintain the SMR in as efficient and effective a manner possible.
- ❖ The implications of the Valletta Convention for securing appropriate verifiable standards in archaeological conservation and investigation.
- ❖ English Heritage is to co-ordinate sub-regional partnerships of themselves, local authorities and other relevant parties.
- ❖ The wider cultural, educational and economic and social values of the historic environment need better recognition and resourcing to realise their full potential.

2.2 County Council Policy

A new Council Plan is in preparation for the period 2005 to 2009. The proposed Vision for Buckinghamshire is:

“We aim to maintain the economic success of Buckinghamshire and its position as one of the most prosperous counties in England. At the same time we will work with others to enhance the environment and improve the well-being and quality of life of all residents.”

For the County Council the proposed Vision is:

“We aim to be a highly efficient and effective Council, which delivers top quality services that are affordable to the County Tax Payer”

Whilst the details of this Plan are still under discussion it seems likely that it will incorporate a number of Aims and Objectives relevant to the historic environment:

Aim: We will represent, involve and serve all residents of Buckinghamshire

- ❖ Ensure services continue to improve and meet customer needs.
- ❖ With communities, engage in and enhance partnerships to develop and deliver services tailored to local needs
- ❖ Develop, promote and support community cohesion and social inclusion.

Aim: We will provide value for money in running the Council’s services

- ❖ Secure continuous improvement in the way we operate and deliver our services, making the best use of new technology and current innovation.
- ❖ Identify and bid for new sources of funding where appropriate.

Aim: We will give children and young people the best possible life chances

- ❖ Improve the quality of children and young people’s lives and help them individually to achieve more by implementing co-ordinated services.

Aim: We will build you strong, safe and healthy communities

- ❖ Widen access to culture and life-long learning.

Aim: We will maintain prosperity whilst protecting our environment

- ❖ Protect and promote the rural nature of the county, including the AONB and Green Belt.

Aim: We will promote sustainable development

- ❖ Seek to ensure that regional planning policies for growth are appropriate for the future development of Buckinghamshire and are supported with fully funded infrastructure and service improvements.
- ❖ Effectively manage, with partners, the intensive growth planned for the Aylesbury Vale area.

- ❖ Ensure partners in new developments across the county contribute to the provision of facilities and services needed by local people

These overall Council aims and objectives are reflected in the Planning and Environment Service Plan aim:

“To protect and enhance the built and natural environment of Buckinghamshire, support a diverse economy and improve quality of life through promoting the sustainable development of the County.”

The Medium Term Plan identified the following priorities for the Archaeology Team:

- ❖ Continue providing archaeological advice in support of the County and District Council’s planning and development control functions
- ❖ Produce a Business Plan for Archaeology (2004/5) and prepare for the new statutory duty to maintain an Historic Environment Record (2007/8)
- ❖ Build on the “Unlocking Buckinghamshire’s Past” project and joint working with the County Museum for the benefit of customers and to strengthen cross-links within the Community Services Portfolio (2005/6)
- ❖ Continue joint working with English Heritage and the Chiltern Conservation Board on heritage landscape characterisation across the county and integrate this with work on landscape character mapping and wildlife sites survey, to produce a strategic planning resource for the County

2.3 The Growth Agenda

Milton Keynes and the Vale Of Aylesbury are identified as part of the Milton Keynes and South Midlands Growth Area. The draft South East Plan identifies a need for 15,000 new houses at Aylesbury in the period 2001-2021 as well as supporting employment land and infrastructure. There will be further growth elsewhere in the District, probably including westward expansion of Milton Keynes. The Growth Agenda will be a major driver for the foreseeable future placing increased pressure on the historic environment but also providing opportunities for the historic environment to contribute to people’s quality of life. Key issues for the historic environment are:

- ❖ To guide change away from more sensitive and valued sites and landscapes.
- ❖ To secure appropriate mitigation where harm is unavoidable.
- ❖ To contribute to the provision of the green and cultural infrastructure necessary for sustainable communities.
- ❖ Improve recognition of the historic interest of our more recent past, particularly modern civil, military and industrial complexes at risk of redevelopment.

Consideration of impacts needs to go beyond individual development sites to encompass the expanding urban-rural fringe and the response needs to become rooted in a “positive planning” agenda that engages with the values local communities recognise in their historic environment as well as traditional academic values.

2.4 The Rural Agenda

Most of Buckinghamshire is, and will remain despite the growth agenda, a rural county in landscape terms but only a small minority of the population makes a living from agriculture and other traditional rural industries. The future of rural Buckinghamshire probably lies in ever-greater diversification both in ownership and economy and increased recognition of its environmental and recreational benefits. Although rural areas are generally under less pressure for change than urban or growth areas, certain rural assets are nevertheless under critical pressure: traditional farm buildings and the few remaining large areas of ridge and furrow are definitely “at risk”. The challenge for the historic environment lies in securing its recognition as a positive asset to the wider rural agenda rather than being seen as a hindrance or irrelevance. The new Environmental Stewardship scheme’s identification of historic environment conservation as one of its main priorities is a major step in this direction. Woodlands are another important resource both from an historic landscape perspective and, in the case of ancient woodlands, as a reserve of well preserved archaeological remains. Across the broad rural agenda, the following key issues can be identified:

- ❖ Improve recognition of the cultural dimension of the countryside, often misappropriately named labelled as the “natural environment”.
- ❖ Maximise opportunities to bring historic environment assets into Environmental Stewardship schemes.
- ❖ Undertake archaeological survey of ancient woodlands.
- ❖ Undertake survey of traditional farm buildings and the pressures for conversion or demolition.
- ❖ Improve recognition of the historic rural environment as a recreational and tourism resource.

2.5 The Social Agenda

Ultimately, the historic environment matters because it enhances the quality of life of Buckinghamshire people. It can provide a cultural experience, a sense of place, recreational and health benefits, a focus for community activities, contribute to formal education and life-long learning and provide an attraction for tourism. If we are to have a sustainable future we must pass these benefits on to future generations. To release the potential of the historic environment to contribute to sustainable communities the following key issues can be identified:

- ❖ Support local community groups to recognise, research and value their local heritage.

- ❖ Realise the potential of the historic environment to contribute to education and life-long learning.
- ❖ Identify means to engage Young People.
- ❖ Seek opportunities to combat social exclusion.
- ❖ Promote recognition for the role the historic environment can play in building new communities through the creation of green and cultural infrastructure.

PART THREE: THE PURPOSE OF THE SERVICE

3.1 Background

The origins of the County Archaeological Service can be traced to the appointment of a field archaeologist to the County Museum's staff in 1969. This appointment led on to formation of the Sites and Monuments Record and the creation of a field archaeology team. The publication of Planning Policy Guidance 16 (Archaeology and Planning) in 1990 greatly raised the profile and significance attached to archaeology as a material planning consideration resulting in considerable increases in casework. By the end of 1991 the service comprised three core posts and a field team dependant on developer funded projects. Budgetary constraints in 1998 resulted in the loss of the County Archaeologist's post and the closure of the field archaeology team. In October 1998 the SMR and planning advice service was transferred from the County Museum to the then Environmental Services Department (now Planning and Environment).

The first version of "A future for our past" (AFP1) published in October 2000 set out an ambitious programme for refocusing and revitalising the County Archaeological Service. It identified five key areas for service development: policy, development control planning, Sites and Monuments Record, conservation and management and resources. In all these areas the service faced major challenges, not least a shortage of staff resource to manage increasing casework. The value of AFP1 has been demonstrated by the fact that it has given the strategic direction necessary to meet, and in places exceed, its ambitious targets. Our key achievements in the period 2000 – 2005 have been:

Policy

- ❖ Completed an Historic Landscape Characterisation Project for Buckinghamshire and Milton Keynes with £???. Of English Heritage funding.
- ❖ Commenced a Chiltern Historic Landscape Project.
- ❖ Prepared technical reports for the Milton Keynes and South Midlands Sub-Regional Strategy exposing the weakness of the draft strategy on historic environment issues and securing their recognition at the panel inquiry.

Planning (Development Control)

- ❖ Thoroughly reviewed and updated the County's Archaeological Notification Maps, now publicly available on-line.
- ❖ Ensured that the archaeological implications of all planning applications are assessed. We respond to over 90% of consultations within two weeks, exceeding our original target of 80%.
- ❖ Ensured that professional standards are met through project documentation and monitoring.

Sites and Monuments Record (SMR)

- ❖ Secured formal County Council adoption of the SMR.
- ❖ Undertook an audit to English Heritage specification and completed an Action Plan.
- ❖ Implemented the SMR Action Plan bringing a modern computerised system, updated SMR policy and administration and significantly reducing the backlog of unaccessioned reports.
- ❖ Secured £150,000 of Heritage Lottery Funding to make the SMR available on-line and develop related community and education modules.

Conservation

- ❖ Developed strong partnerships with the Chiltern Conservation Board, Department of the Environment Food and Rural Affairs and the County Council's Countryside Initiatives Team.
- ❖ Secured a £10,000 per annum Monument Management Grant from English Heritage.
- ❖ Supported a major HLF-sponsored research, outreach and conservation project at Whiteleaf Hill, including restoring the "at risk" Whiteleaf Cross.
- ❖ Secured £50,000 of Heritage Lottery Funding for the "Getting to know Bernwood" community archaeology project.

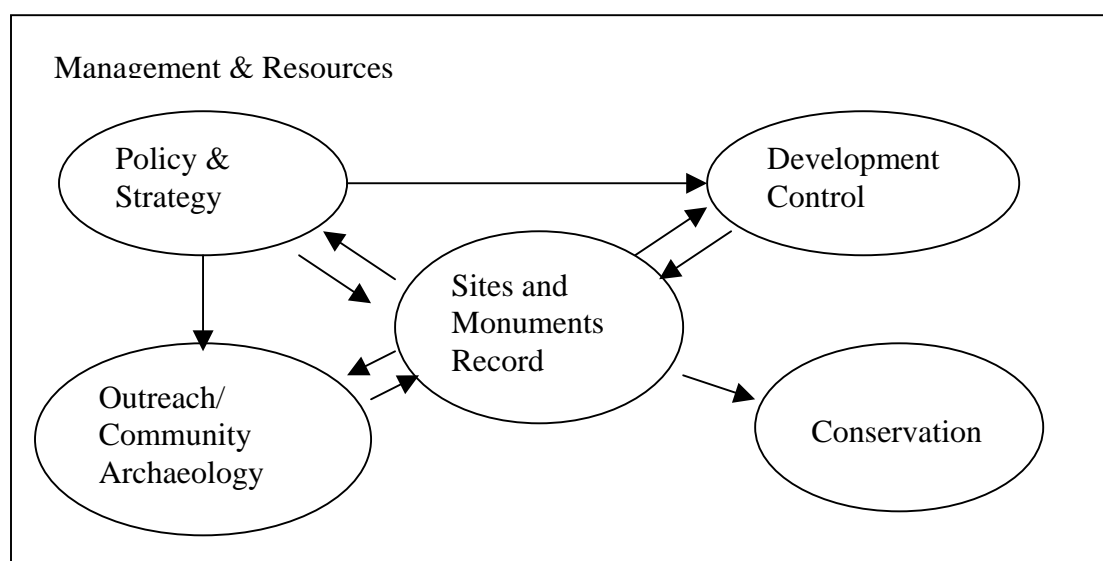
Management and Resources

- ❖ Secured £????? English Heritage grant aid for an Archaeological Planning and Conservation Officer Post, now established as a permanent position.
- ❖ Created a web-site, now receiving 20,000 hits per quarter.
- ❖ Promoted awareness of the historic environment through the media and a wide range of talks and activities for young people, families and adults.
- ❖ Supported local archaeology groups to undertake their own research, including helping them secure over £60,000 of funding.
- ❖ Begun the modernisation of the Countywide Archaeological Advisory Committee into a broader-based Historic Environment Forum and secured the appointment of an Historic Environment Champion.

The County Archaeological Service is now part of the Countryside and Heritage Group within Planning and Environment. It comprises three core posts (Senior Archaeologist, SMR Officer and Planning & Conservation Archaeologist) with at present another three project-funded staff (Unlocking Buckinghamshire's Past Officer, Bernwood Community Archaeologist and Historic Landscape Characterisation Officer). An analysis of the current Strengths, Weaknesses, Opportunities and Threats (SWOT) is set out in appendix 1. Essentially the service is well placed to consolidate its achievements, meet the challenges posed by new legislation and the regional growth agenda, seize opportunities for improving conservation in rural areas and make innovative contributions to building sustainable communities.

3.2 Services provided

This section sets out a three year plan for engaging with the key issues, priorities and drivers for change set out in parts one and two. The County Archaeological Service has six closely linked general work areas – Policy & Strategy; the Sites and Monuments Record; Development Control advice; Conservation advice; Outreach & Community Archaeology and Management & Resources. Development control, SMR and strategic planning policy are mandatory in the sense that the government guidance expects the County Council to provide these services, the other work areas are discretionary. The mutually reinforcing relationships between these work areas can be illustrated as:



- **Policy & Strategy:** advising on the implications of the South East Plan and the preparation of Local Development Frameworks; contributing to the Buckinghamshire Community Plan; supporting “Green Infrastructure Planning”; responding to local, regional and national policy consultations and initiatives affecting the historic environment; development of an archaeological research framework; develop strategies and projects to improve information and management for key elements of the historic environment; liaison with English Heritage and other partners on designation priorities; contribute to regional and national policy and initiatives through the Association of Local Government Archaeologists.
Staff commitment 2004/5: 0.3 FTE core; 1 FTE project-funded
Lead staff: Senior Archaeologist, Historic Landscape Characterisation Project Officer
- **Sites and Monuments Record:** ensure efficient administration of the SMR; maintain and improve information quality; maintain and develop IT systems; improve data sharing/transfer with partners; improve the range of information covered (especially on historic buildings and landscapes). Maintain high customer satisfaction and deliver the Unlocking Buckinghamshire’s Past project to improve public access to the SMR through on-line resources and engage with community, education and

recreation/tourism sectors. Prepare for the requirements of new heritage legislation through improved joint working/information sharing with District Councils and working to the draft HER benchmark standards.

Volume of service 2004/5: 17,000 records, 200 new reports, 150 enquiries¹.

Staff commitment: 1.1 FTE core, 0.8 FTE project-funded

Lead staff: Sites and Monuments Record Officer, Unlocking Buckinghamshire's Past Project Officer, Admin Assistant

- **Development Control advice:** maintain an efficient archaeological planning advice service for District and County Councils; ensure archaeological projects are undertaken to appropriate professional standards; ensure that sites are not damaged by development without appropriate mitigation; provide evidence for appeals; maintain a consultations database; maintain and update the archaeological planning notification map system.

Volume of service 2004/5: 500 planning applications consultations, X project briefs issued, Y fieldwork projects monitored, Z archaeological notification areas updated.

Staff commitment: 1.2 FTE core

Lead staff: Senior Archaeologist, Planning & Conservation Archaeologist, Admin Assistant

- **Conservation advice:** identify sites and landscapes at risk of damage; provide advice to DEFRA, the Forestry Commission, farmers and landowners on securing best practice through the Environmental Stewardship scheme and other conservation initiatives; manage the English Heritage funded Monument Management Grant Scheme, and secure its continuation beyond 2006; provide specialist advice to the County Council on the management of heritage assets in its ownership and support restoration projects (e.g. Brill windmill, Langley Park, Whiteleaf Hill); support strategic partnerships/projects with an interest in the historic environment (e.g. Chiltern AONB, Colne Valley Park, Bernwood Project).

Volume of Service: X conservation advice, 1 Monument management agreement, provision of information for Environmental Stewardship Scheme.

Staff commitment: 0.2 FTE core

Lead staff: Senior Archaeologist, Planning & Conservation Archaeologist

- **Outreach & Community Archaeology:** successfully complete the "Getting to know Bernwood" and "Unlocking Buckinghamshire's Past" Projects; develop a Chiltern HLC stage 2 funding bid to support community engagement; advise local community groups and help them to secure necessary technical support and funding; secure the continuation of National Archaeology Week and Heritage Open Days as annual events in Buckinghamshire; realise the potential of the historic environment elements to building and sustaining communities, particularly in relation to

¹ Estimated figure for year based on 3 quarters – to be updated in final plan version.

the growth areas; secure improvements to public access and interpretation of archaeological sites through conservation advice and partnerships; identify and secure opportunities for the historic environment to contribute to education, tourism and social inclusion.

Volume of Service: X events attended by Y people, 70,000 web-site hits.

Staff commitment: 0.1 FTE core, 1.2 FTE project-funded

Lead staff: Senior Archaeologist, Sites and Monuments Record Officer, Unlocking Buckinghamshire's Past Officer, Community Archaeologist, Admin Officer

- **Management and Resources:** maintain a stable core service; obtain funding for key strategic projects, obtain best value from the core budget and maximise opportunities for external funding; invest in staff training; maintain and develop customer care and communication; support and develop the Buckinghamshire Historic Environment Forum; maintain adequate provision for emergency recording.

Volume of Service: X% of gross archaeology budget (£???) externally funded, 2 Historic Environment Forum meetings held.

Staff commitment: 0.3 FTE core

Lead staff: Senior Archaeologist

3.3 Three Year Action Plan

This section sets out in tabulated form the main actions to be undertaken under each work area in the three financial years from April 2004 to March 2007.

Implementation Plan

Policy & Strategy						
Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
PS 1: National and regional policies and strategies informed of Buckinghamshire views on the historic environment	Respond to external consultations on policies and strategies affecting the local historic environment	BCC response to proposed Heritage White Paper	Bucks Historic Environment Forum BCC Strategic Planning BCC Countryside Team	Core	Minimal	2005 (provisional date for White Paper)
PS 2: Bucks Community Strategy recognises the value of the historic environment	Influence the development of the Community Strategy	Input to Community Strategy (How to achieve?)	Bucks Historic Environment Forum BCC Countryside Team Local societies	Core	Minimal	?
PS 3: PPG15 and 16 compliant policies in adopted development plans. Green and cultural infrastructure issues identified.	Engage in preparation of RSS and LDD	Contribute to BCC responses to draft South East Plan and Local Development Frameworks	BCC Strategic Planning District Councils	Core Planning Delivery Grant	0.1 FTE Senior Archaeologist £ ? historic environment assessment reports	2005 - 2007
PS 4: Published Archaeological Research Framework	Solent-Thames Archaeological Research Frameworks Project	Bucks Resource Assessment published. Regional Strategy published.	ALGAO-South East Oxford Wessex Archaeology English Heritage	Core English Heritage	£ /project proposal submitted	2005 - 2007
PS 5: Completed stage 1 of Chiltern Historic Landscape Project	Complete project currently joint funded by CCB/EH	Project completed in accordance with project design	Chiltern Conservation Board and Historic Environment Group English Heritage	Chiltern Conservation Board English Heritage	£ /allocated	2005
PS 6: Funding secured for stage 2 of Chiltern Historic Landscape Project	Funding bid required	Bid submitted for stage 2	Chiltern Conservation Board and Historic Environment Group	Chiltern Conservation Board English Heritage Heritage Lottery Fund	£ ? /not yet under active development	2006 - 7 ?

			English Heritage Chiltern Society			
PS 7: Completed Colne Valley Historic Landscape Characterisation Project	Funding bid required	Bid submitted. Funding secured. Project completed.	Colne Valley Partnership English Heritage	Colne Valley Partnership Aggregates Levy Sustainability Fund	£ / proposal in principle to be put to CVP	2005-2006
PS 8: Secured funding for Colne Valley aggregates impact study	Funding bid required	Bid submitted. Funding secured.	Colne Valley Partnership English Heritage	Colne Valley Partnership Aggregates Levy Sustainability Fund	£ /not yet under active development	2006-2007
PS 9: Commenced Extensive Urban Survey Project	Funding bid required	Bid submitted. Funding secured. Project commenced	English Heritage	English Heritage	£ ?/provisional agreement to 2006 start	2005 bid 2006 start
PS 10: Adopted policy on conservation of modern civic, industrial and military complexes	Policy adopted and promoted through Bucks HEF	Report to Bucks HEF	Bucks Historic Environment Forum Local planning authorities	Bucks HEF Volunteers Others to be investigated	Minimal for policy itself – for SMR enhancement see SMR 7	2005
PS 11: Supported the work of the Chiltern Conservation Board	Historic Environment Group engaged in updating and implementing the Chiltern AONB Management Plan	Historic Environment chapter of Chiltern AONB Management Plan updated	Chiltern Historic Environment Group	Core	?	2006/7 (Plan Review? – CHECK)

Sites and Monuments Record						
Outcome	Mechanism	SMART target	Key partners	Source of Resources	Resource required/status	Phasing
SMR 1: Influenced government to secure statutory status for Historic Environment Records	Lobby government	BCC response to Heritage White Paper	Bucks Historic Environment Forum ALGAO	Core	Minimal	2005 –6 (Legislation proposed in 2007)
SMR 2: Assessed the implications of developing the SMR into an Historic Environment Record as defined in national benchmarks	Explore through Bucks Historic Environment Forum and national ALGAO/SMR organisations	Report to PAG and Cabinet Member Decision	ALGAO SMR Forum Bucks Historic Environment Forum Conservation Officers	Core	0.1 FTE SMR Officer	2006-7
SMR 3: Provided a framework for the continuing improvement of the SMR.	Quinquennial review of the SMR Audit and Action Plan (last undertaken in 2000)	Completed review reported to Bucks HEF and PAG	English Heritage	English Heritage? Core	£2k or 0.1 FTE/EH funding to be investigated	2005
SMR 4: The SMR is maintained with up to date information	Sufficient resource allocated to data inputting, including recruiting volunteers and allocating administrative support	Backlog record PI < 10 Backlog collections PI on target (to be defined)	N/a	Core Volunteers	0.2 FTE SMR Officer 0.1 FTE Admin Assistant Volunteers	Ongoing
SMR 5: The SMR continues to provide customers (internal and external) with an efficient service which meets reasonable expectations	Adequate resource available for SMR management, IT support and upgrades etc	Customer satisfact'n 90%. ?% of SMR enquiries processed within 14 days	IT Unit Exegesis SDM Ltd	Core	0.4 FTE SMR Officer ? per annum Exegesis costs	Ongoing
SMR 6: Completed the "Unlocking Buckinghamshire's Past" project with a fully operational on-line SMR	Complete current project within time and budget	UBP Project completed in accordance with project plan	Exegesis SDM Ltd Heritage Lottery Fund BCC Education Service Community groups Chiltern Conservation Board	Heritage Lottery Fund BCC match-funding Chiltern Conservation Board Buckinghamshire Archaeology Society Council for British Archaeology	£150k HLF/secured £ ? Chiltern Conservation Board/part allocated £ ? BCC/part allocated	2005 - 2006

SMR 7: Undertaken SMR enhancement of priority civic, industrial and military complexes (link to PS 10)	Funding bid required ?	Bid submitted. Funding secured. Project commenced	Bucks Historic Environment Forum	Bucks HEF Volunteers Others to be investigated	£ ?/proposal to be put to Bucks HEF	2005 – 7
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Development Control Advice						
Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
PLAN 1: Maintain an efficient and effective archaeological planning advisory system	Maintain establish planning consultation procedure. Provide proofs of evidence for appeals. Monitor the outcomes of evaluations as a check on predictive success.	Response rate of 90% within 14 days. 50% success rate in appeals. 60% positive outcome from evaluations.	County and District Planning Authorities	Core	0.6 FTE Senior Archaeologist & Planning Archaeologist	Ongoing
PLAN 2: Maintain and update the archaeological planning notification map system	Maintain and update the existing GIS-based system on an annual basis	Updates issued annually	-	Core	Minimal	Annual update
PLAN 3: Ensure archaeological projects are conducted to appropriate professional standards, including timely completion	Set clear requirements through the project brief and ensure through the project design and monitoring that these requirements are met. Publish and implement the Archaeology Enforcement Policy.	Project documentation and implementation meets standard ² . Archaeology Enforcement Policy published.	County and District Planning Authorities Institute of Field Archaeologists Archaeological consultants/contractors	Core	0.5 FTE Senior Archaeologist & Planning Archaeologist	2005 (Publish enforcement policy) Casework ongoing
PLAN 4: Review the mechanism for handling routine casework to identify options for	Explore the feasibility and implications of setting "generic" briefs for routine work	Consultation on draft generic briefs	Archaeological consultants/contractors	Core	0.1 FTE Senior Archaeologist & Planning Archaeologist	2005

² Could be judged by Institute of Field Archaeologists if service joins Registered Archaeological Organisation scheme (see MAN 4)

streamlining procedures	downloadable from the web and linked to the on-line SMR.					
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Conservation advice						
Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
CON 1: Environmental Stewardship schemes target historic environment priorities	Advice given on targeting Entry Level and Higher Tier Schemes and preparation of Farm Environment Plans	All FEPs receive advice	DEFRA FWAG Farmers/Landowners Chiltern Conservation Board	Core DEFRA (via FEP consultants)	£ ?/DEFRA funding agreed at national rates	2005 onward
CON 2: Monument Management Grant scheme improves condition of at least one major monument per annum	Monument Management Grant Scheme and Section 17 agreements under the Ancient Monuments Act.	One Section 17 agreement signed per annum	English Heritage Landowners	Core (staff time) English Heritage (capital budget)	£10k per annum/funding secured to 2006.	2005 - 2006
CON 3: Continuation of Monument Management Grant beyond 2006 secured	Review and demonstrate success of 2004 – 2006 project	Continuation agreed	English Heritage	Core	Minimal	2006 for 2007 continuation
CON 4: Improve information on the condition of scheduled ancient monuments	Maintain existing informal monument condition database working towards quinquennial review. Work with English Heritage to establish a robust "Monuments at Risk" register for Buckinghamshire	Condition of 20% of SAMs reviewed by a trained person each year (REALISTIC??)	English Heritage	Core English Heritage	Upto 0.1 FTE Planning Archaeologist	Ongoing
CON 5: Improved information on the state of the wider historic environment	Review existing and potential sources of information (e.g. aerial photographs, indicator heritage assets) and develop strategies for information gathering.	Develop and pilot a methodology for measuring the condition of the wider historic environment	Chiltern Conservation Board Others?	Core Chiltern Conservation Board Student/Volunteers?	?	2006 - 7

<p>CON 6: As part of “green infrastructure”, help secure the conservation of sites at risk from the growth agenda, especially:</p> <ul style="list-style-type: none"> • Quarrendon SAM • Broughton moat (Aston Clinton MDA) • Snelshall Priory/Whaddon Chase 	<p>Engagement with LDD and LDV process. Promotion of green infrastructure</p>	<p>Management Plan/Strategy in place for each site</p>	<p>Aylesbury Vale District Council BCC Strategic Planning BCC Countryside Initiatives Team English Heritage Aylesbury LDV</p>	<p>Core Planning Delivery Grant Section 106 ODPM – Sustainable Communities Fund?</p>	<p>? Senior Archaeologist</p>	<p>Ongoing</p>
<p>CON 7: Promoted archaeological survey of woodland to better understand and manage this hidden resource</p>	<p>Through initiatives such as the Chiltern Woodland Project, Bernwood Project and local society projects. Woodland grant schemes.</p>		<p>Chiltern Woodland Project BCC Countryside Initiatives Team Forestry Commission Woodland Trust Local archaeology societies</p>	<p>Forestry Commission Local Heritage Initiatives</p>	<p>? Community Archaeologist</p>	<p>2005 onwards</p>

Outreach and Community Archaeology						
Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
OCA 1: Completed the Getting to know Bernwood Project	Completion according to Project Plan. Final report acceptable to HLF.	Project completed in accordance with project plan	BCC Countryside Team Local community groups National Trust County Museum Forestry Commission	Heritage Lottery Fund BCC match-funding	£50k/allocated 0.1 FTE Senior Archaeologist	2005
OCA 2: Provided educational and community modules as part of "Unlocking Buckinghamshire's Past"	Ten modules available on-line	Modules on-line in accordance with project plan	BCC Education Local community groups and archaeology societies	Heritage Lottery Fund BCC match-funding Chiltern Conservation Board Buckinghamshire Archaeology Society Council for British Archaeology	See SMR 4	2005 - 6
OCA 3: Heritage Open Days promoted as an annual event	Participation in national heritage event	HOD held in 2006 and 2007	Buckingham Society District Councils?	BCC Economic Development/Tourism?	£0.5k per annum/core? Anne Cragg to take on?	2006 onward
OCA 4: Local archaeology groups encouraged and supported to engage in appropriate research	Advice and support to secure external funding	Appropriate local bids supported	Local archaeology societies/community groups	Heritage Lottery Fund Local Heritage Initiatives Chiltern Conservation Board (Special Projects Fund)	Minimal (LHI enables cost recovery)	Ongoing
OCA 5: Explore the possibility of a social inclusion project based on Desborough Castle/West Wycombe area	Establish partnership meeting through Chiltern Historic Environment Group	Meeting held to define project	Chiltern Conservation Board English Heritage Wycombe District Council	Heritage Lottery Fund Chiltern Conservation Board English Heritage Wycombe District Council	REALISTIC?	2005 - 6
OCA 6: Explore the possibility of an education outreach project in partnership with Libraries and Heritage	Potential for stage 2 UBP project but would need partnership with Museum and/or Centre for Bucks Studies.	Meeting held to define project	BCC Education County Museum Record Office	Heritage Lottery Fund?	REALISTIC?	2005-6

	Demand from schools?					
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Management and Resources						
Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
MAN 1: Maintained the team's core staffing at no fewer than 3 posts	Medium Term Plan	3 permanent staff posts	-	BCC core budget	?	Ongoing
MAN 2: Reviewed staff grading in comparison to other Countryside and Heritage Teams etc	Review process?	Review Panel decision	-	BCC core budget	Minimal for review Implementation cost depends on outcome	2005
MAN 3: Maintained and implement training and development plans for each staff member	Appraisal	Appraisals include training provision. Training budget allocated and expended	-	BCC core budget	£1k/core budget 1% project budgets	Annual review
MAN 4: Evaluated the cost-benefits of joining the Institute of Field Archaeologists Registered Archaeological Organisation Scheme and joined if appropriate	Paper to PAG/Cabinet Decision	Report to PAG	Institute of Field Archaeologists	BCC core budget	£0.1k per annum	2005 Report to PAG 2006 Cabinet Decision/potential application
MAN 5: Continued to support the Bucks Historic Environment Forum	Twice yearly meetings of the Forum	Two meetings held	Members of the Forum BCC Member Services	BCC core budget	Minimal	Twice per annum
MAN 6: Specified the role of the Buckinghamshire Historic Environment Champion	PAG paper to better define and promote their role.	Member Champion nominated. PAG paper.	-	BCC core budget	Minimal	2005
MAN 7: Secured external funding and maximised income generation to supplement the service's core budget	External funding bids. Annual Review of SMR Charging policy. Exploit appropriate new income generation opportunities (e.g.	Annual fee income target achieved. % of gross budget from external sources.	Various funding bodies	BCC core budget	Income	Annual review of SMR charging and income target linked to MTP.

	Environmental Stewardship)					
MAN 8: Maintained the Buckinghamshire Emergency Archaeological Recording Fund	Annual contributions from Bucks Historic Environment Forum members	Annual contributions voted	County Museum Milton Keynes Council District Council	BCC core budget Key partners	£0.4k per annum	Annual contribution

CONCLUSION : CONTRIBUTING TO SUSTAINABLE COMMUNITIES

Buckinghamshire has a rich and diverse historic environment. An appreciation of its values has much to contribute to building and sustaining local communities. The historic environment provides a “sense of place” and shared cultural experience; it can contribute to education, health and social well-being. If we and future generations are to experience these benefits it is essential for decision-making about landscape change and conservation to be properly informed. This plan therefore sets out not only specific proposals for managing the diverse challenges, of growth, rural conservation and the social agenda, but also incorporates and reflects a strategic framework which recognises the much longer-term program set out in the Sustainable Communities Plan.

APPENDIX 1 : ANALYSIS OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

<p style="text-align: center;">Strengths</p>	<ul style="list-style-type: none"> • Clarity of purpose • Strong partnerships • Successful track record in external funding • Committed staff • Strong and improving SMR • Engaged with strategic planning • Efficient DC advisory service • Engaged with local communities • Well-developed HLC programme • Engaged with electronic service delivery • Training supported • Core funding secured 	<p style="text-align: center;">Weaknesses</p>	<ul style="list-style-type: none"> • Lack of statutory status • Lack of county ecologist/landscape architect partner • Uncertainty over availability of in-house match funding • Pay differential within C&H • Limited engagement with members • Patchy participation in County Historic Environment Forum
<p style="text-align: center;">Opportunities</p>	<ul style="list-style-type: none"> • Proposed heritage legislation and BVPI • New flexible strategic planning system • New Environmental Stewardship scheme • External funding available from EH, HLF and others • Funding available for “Green Infrastructure” • Support BCC Historic Environment Champion • Contribute to Community Plan • Contribute to Education agenda • Strengthen links with County Museum • IFA Registration to validate service quality 	<p style="text-align: center;">Threats</p>	<ul style="list-style-type: none"> • Weaker political support for environment/heritage • Workload pressures generated by heritage legislation & growth agenda • Weakened role of County Council’s in planning • Reductions in core budget/unrealistic income targets • Cutbacks in availability of external funding (e.g. changes to HLF criteria; cuts to EH budgets) • Lack of match-funding • Management culture prioritises internal process over service delivery

