"A future for our past 2"

County Archaeological Service

Management and
Medium Term Business Plan

2005 to 2007

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

[Cabinet Member and Historic Environment Champion]

"Buckinghamshire is a thriving and prosperous County, characterised by its beautiful countryside and its distinctive heritage. From large towns to closely knit rural villages, the County is made up of diverse communities, each with their own identities and aspirations." Buckinghamshire County Council Corporate Plan 2005-9.

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. 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. To make this unique resource available to everyone the County Council has secured the support of the Heritage Lottery Fund to enable on-line access. There will be special modules particularly aimed at interesting local community groups, 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 will be fully operational by the summer of 2007.

Working closely with its partners, the Archaeology Service engages with local communities through projects such "Getting to know Bernwood" and by supporting local community groups. At a strategic level the service is working with planners to ensure that new development is sustainable and opportunities for creating new heritage-based "green infrastructure" are identified. Conservation in the countryside is promoted through specialist advice to the new Environmental Stewardship scheme and a Monument Management grant scheme administered 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

Contents

Part One: Managing the Historic Environment - Policy, Priorities and Drivers for Change

Part Two: The County Archaeological Service – Resources and Services

Part Three: Three Year Action Plan (2005 – 2007)

Appendix 1: SWOT analysis

Appendix 2: Key issues arising from policy drivers

Appendix 3: Correlation of National/Local Policy Drivers with Archaeology Business Plan Programs

Appendix 4: Implementation timetable

PART ONE : MANAGING THE HISTORIC ENVIRONMENT - POLICY, PRIORITIES AND DRIVERS FOR CHANGE

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). An archaeological understanding can also assist with managing "living" landscapes such as landscaped parks, hedged field systems and historic woodlands. 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.

1.2 Archaeology, values 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 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 vision entails recognising the needs and aspirations of Buckinghamshire communities 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.

1.3 Mechanisms for managing change

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. Although many different mechanisms are

available for managing change their implementation should all be encompassed within the overarching concept of sustainability, the central purpose of national planning and environmental policy.

Key Facts:
- Over the past 50 years nationally one archaeological site has been lost every day (source: Monuments at Risk Survey of England 1995).
- Aylesbury Vale has 8 of the 43 best surviving medieval open field landscapes in England. This nationally important asset is still unprotected and at risk (source: English Heritage, Turning the Plough 2001)
- There are 5791 listed buildings, 145 scheduled ancient monuments, 33 registered historic parks and gardens and 177 conservation areas in Buckinghamshire (source: Heritage Counts 2005)
- Only 2% of the 6800 archaeological monuments on the Sites and Monuments Record are is protected by the Ancient Monuments Act (source: Bucks SMR).
- 32% of historic Buckinghamshire's landscape has been substantially altered in the 20th century but the remaining 68% retains strong earlier character (source: Buckinghamshire Historic Landscape Characterisation Project).

A strong understanding of the historic environment is therefore 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. Buckinghamshire is a lead partner in an initiative spanning the western part of the South East Region to develop a research framework which uses local SMRs to assess 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.

Key Facts: Mechanisms for managing change

- The *Ancient Monuments and Archaeological Areas Act 1979* enables the Secretary of State to provide legal protection for nationally important ancient monuments and for local authorities to enter into management agreements with owners. English Heritage provides funds for these agreements, which the County Archaeological Service administers through an agency agreement.

- 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). The affect of development on designated heritage assets, undesignated sites of archaeological interest and the wider historic landscape are all material planning considerations. Best Value performance indicator 205 requires local authorities to have access to archaeological advice.

- The Church of England enjoys exemption from listed building controls being instead covered by ecclesiastical faculty procedures.

- Many large-scale developments are be 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 *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 historic environment is recognised in various local landscape policy statements, for example the *Chilterns AONB Management Plan* and the *Landscape Plan for Buckinghamshire (Part 1)*.

- Agricultural operations fall largely outside the remit of planning legislation. Grants are 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. However, the Forestry Commission has a policy that sites of archaeological importance should be conserved.

- The County Archaeological Service advises on the management of archaeological monuments owned by the County Council.

- Portable antiquities are normally the property of the owner of the land on which they are found. Voluntary reporting is encouraged through the Portable Antiquities Scheme. The *Treasure Act 1996* requires the reporting of antiquities that fulfil specified criteria and provides for their acquisition by public museums.

1.4 Drivers for change

Drawing on the Council's Corporate Plan and the Planning and Environment Service Plan, this section considers the implications of four broad policy drivers – the Heritage Protection Review, Sustainable Communities Plan, Rural Agenda and Social Agenda – derived from national government and county council priorities.   Cross - cutting themes of customer focus, innovation, using new technology and value for money apply to each driver. Key issues arising from each driver are summarised in appendix 2

Key Facts: Planning and Environment Business Plan

The relevant outcomes which the Planning & Environment Service aims to deliver by 2007/8 are:-

1) Regional, Sub-Regional and Local development policies secure the Council's objectives for sustainable development of the County and the social and economic health of the wider community
2) Current and relevant planning frameworks balance the provision for development with the need to achieve sustainable communities and active community involvement
3) High standards of development deliver Council policies on probity, quality and efficiency in decision making
4) Preventative action deters abuse of the physical environment of Buckinghamshire through active monitoring and effective use is made of enforcement powers where necessary
5) Residents and visitors to the County benefit from improved access to the countryside and the natural environment through extensive rights of way and access land networks, and the Council's own Country Parks and countryside access sites
6) Not relevant
7) Not relevant
8) The natural and historic environments, and the link between environmental well-being and community safety, are established as core elements of the Community Plan
9) Clear frameworks and delivery mechanisms are established to improve the economic vitality of rural and urban communities, working through the Community Plan and in partnership with District Councils
10) European, national and local agendas reflect Buckinghamshire priorities and the County derives optimum benefit from EU policies, legislation and funding opportunities which contribute to the achievement of Buckinghamshire's strategic aims
11) Partnership working increases and optimises the benefits of external UK funding opportunities in support of key Council and Service Priorities

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Heritage protection review

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 a proposed revision of heritage protection legislation with a White Paper promised in 2006 and legislation in 2007/8. This is expected to make the Historic Environment

Record (a developed form of the Sites and Monuments Record) a statutory service. The historic environment policy review has taken place alongside the introduction of the Planning and Compensation Act and the Freedom of Information Act.   Britain has also ratified the European Convention on the Protection of the Archaeological Heritage 1992 (the "Valletta Convention"). Participation in the Heritage Protection Review relates to the County Council's corporate aim to champion the interests of Buckinghamshire regionally, nationally and in Europe (Corporate Plan 2005-9, Aim 1e)

The Sustainable Communities Plan

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 place increased pressure on the historic environment but also providing opportunities for the historic environment to contribute to people's quality of life.   Managing growth to maintain a vibrant economy whilst protecting the environment is a corporate aim for the County Council (Corporate Plan 2005-9, Aim 7).

The Rural Agenda

Buckinghamshire is, and will remain despite the growth agenda, a largely rural county in landscape terms.   However, 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". Ancient woodlands and downland need to be recognised as both a natural and historic resource, including reserves of well preserved archaeological remains. The challenge for the historic environment lies in securing its recognition as a positive asset to the wider rural agenda. The Chiltern Conservation Board, Colne Valley Park and DEFRA's Environmental Stewardship scheme have important roles to play in this area. Protecting the rural nature of Buckinghamshire is part of the County Council's corporate aim to maintain a vibrant economy whilst protecting the environment (Corporate Plan 2005-9, Aim 7f).

The social agenda

The social agenda covers developing "civic pride", community Involvement, education and life-long learning, and social inclusion. Ultimately, the historic environment matters because it enhances the well-being and 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.   By tapping into these themes the service can contribute to the

corporate aims of giving children and young people the best possible life chances, improving quality of life for adults and building safer, stronger and healthier communities (Corporate Plan 2005-9, Aims 4,5 and 6).

1.5 Defining priorities

The Business Plan sets out a program for the three years to April 2008. Preparatory work identified twelve general programs, each of which will be divided into specific outcome-based targets linked to a timetable for performance management. These programs will be delivered through both core resources and external funding, the ability to deliver in some areas will depend on successful external funding bids.   In order to determine priorities, the proposed programs were correlated against the policy drivers and advice sought from the Community Services Policy Advisory Group. The main outcome from the consultation was guidance to place greatest weight on programs vital to the Sustainable Communities Plan. Appendix 3 sets out the detailed analysis from which was derived the following relative priorities:

High Priority programs	Main Drivers
Progress Historic Landscape Characterisation	Sustainable Communities Plan Rural Agenda
Develop the Sites and Monuments Record into an on-line Historic Environment Record	Heritage Protection Review Sustainable Communities Plan Social Agenda
Maintain high quality development control advice	Heritage Protection Review Sustainable Communities Plan
Support recognition and creation of heritage-based cultural and green infrastructure	Sustainable Communities Plan Social Agenda
Medium Priority programs	
Influence Heritage Protection Review	Heritage Protection Review
Publish Regional Research Frameworks	Sustainable Communities Plan Social Agenda
Support Chiltern AONB Management Plan	Rural Agenda Social Agenda
Maintain conservation advice and grant schemes	Rural Agenda
Develop & support community archaeology projects/activities	Social Agenda
Support Bucks Historic Environment Champion and Forum	Heritage Protection Review Sustainable Communities Plan Social Agenda
Low Priority programs	
Improve information on the condition of the historic environment	Sustainable Communities Plan Rural Agenda
Improve professional standards	Sustainable Communities Plan Heritage Protection Review

PART TWO: THE COUNTY ARCHAEOLOGICAL SERVICE – RESOURCES AND SERVICES

2.1 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.

Key Facts: Achievements in the period 2000 – 2005.

Policy

❖ Secured an Historic Landscape Characterisation Project for Buckinghamshire and Milton Keynes with £43,000 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.
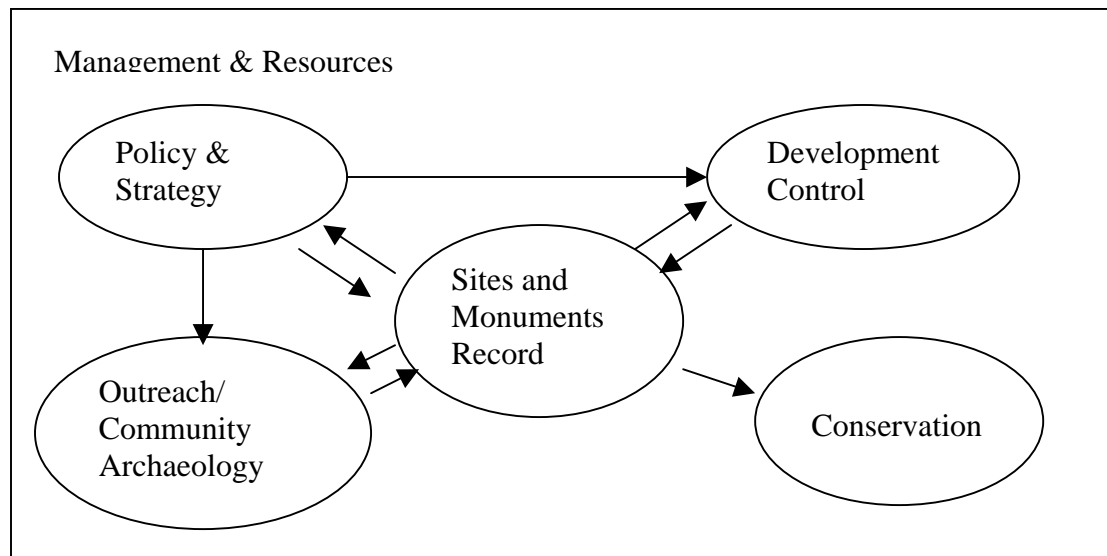❖ Secured £50,000 of Heritage Lottery Funding for the "Getting to know Bernwood" community archaeology project.

Management and Resources

❖ Secured a £46,000 English Heritage grant 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 part of the Countryside and Heritage Group within Planning and Environment. It comprises three core posts (Senior Archaeologist, SMR Officer and Planning & Conservation Archaeologist) supported by a variable number of project-funded staff (e.g. 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.

2.2 Services provided

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 advice 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:

Key Facts: Summary of Services and Resources (2004/5 data)

- **Policy & Strategy**: advise on the implications of the South East Plan and the preparation of Local Development Frameworks and Community Plan; support "Green Infrastructure Planning"; responding to local, regional and national policy consultations and initiatives affecting the historic environment; development of an archaeological research framework; develop historic landscape characterisation and other projects to improve information and management of the historic environment; liaison with English Heritage on designation priorities; influence the Heritage Protection Review and other regional or national initiatives, where appropriate through the Association of Local Government Archaeologists.
  Staff commitment: 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 and IT systems; improve data sharing/transfer; improve the range of information covered. Maintain high customer satisfaction and deliver the Unlocking Buckinghamshire's Past project to improve public access through on-line resources and engage with community, education and recreation/tourism sectors. Prepare for proposed statutory status.
  Volume of service: 17,000 records, 200 new reports, 150 enquiries[1].
  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: 500 planning applications consultations, 93 project briefs issued, 31 fieldwork projects monitored, 1545 archaeological notification areas.
  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: 22 sites in receipt of 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; seek to continue National Archaeology Week and Heritage Open Days as annual events in Buckinghamshire; realise the potential of the historic environment to building and sustaining communities; 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: 84 events attended by over 1900 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: 50% of the gross archaeology budget of £205,000 was externally funded, 2 Historic Environment Forum meetings held.
  Staff commitment: 0.3 FTE core
  Lead staff: Senior Archaeologist

PART Three : Year Action Plan

Derived from the priorities set out in Part Two, 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. A project timetable in provided in appendix 4.

Policy & Strategy

Outcome	Mechanism	SMART Target	Key partners	Source of Resources	Resource required/status	Phasing
PS 1: Influence the national Heritage Protection Review	Respond to White Paper	BCC/BHEF responses to proposed Heritage White Paper	Bucks Historic Environment Forum BCC Strategic Planning	Core	Minimal	2006 (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	Bucks Historic Environment Forum BCC Countryside Team Local societies	Core	Minimal	To be confirmed ?Best to use a guesstimate rather than a ?
PS 3: Regional and local planning policy informed of Buckinghamshire views on the historic environment. PPG15 and 16 compliant policies in adopted development plans. Green and cultural infrastructure issues identified.	Engage in preparation of RSS, LTP and LDD	Contribute to BCC responses to draft South East Plan and Local Development Frameworks	BCC Strategic Planning BCC Countryside Team District Councils	Core Planning Delivery Grant	0.1 FTE Senior Archaeologist £5-10k? historic environment assessment reports	2005 – 2007 (timetables determined by relevant authority)
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	0.1 FTE Senior Archaeologist/UBP Officer/Planning Archaeologist/SMR Officer £ 55k English Heritage /project proposal submitted	2005 - 2007
PS5: Completed the Bucks Historic Landscape Characterisation Project	Complete EH funded project	Report completed Report to PAG	English Heritage	English Heritage	£43k/in progress	2005
PS 6: 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	£55k/allocated	2005

PS 7: 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 English Heritage Chiltern Society	Chiltern Conservation Board English Heritage Heritage Lottery Fund	est gross £ 750k/ HLF bid with contribution to match-funding required	2006 – 7
PS 8: 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	est £20k / project design in preparation	2005-2006
PS 9: 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 10: Commenced Extensive Urban Survey Project	Funding bid required	Bid submitted. Funding secured. Project commenced	English Heritage	English Heritage	est £ 150k/provisional agreement to 2006 start	2005 bid 2006 start
PS 11: 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 12: 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	Minimal	Timetable to be defined by Conservation Board
PS 13: Prepare proposals for a strategic environmental character system	Proposal document	Proposal completed	BCC Strategic Planning BCC Countryside Team Environmental Records Centre	BCC Countryside	£50-75k	2005

Sites and Monuments Record

Outcome	Mechanism	SMART target	Key partners	Source of Resources	Resource required/status	Phasing
SMR 1: Assessed the implications of developing the SMR into a Historic Environment Record.	Quinquennial review of the SMR Audit and Action Plan (last undertaken in 2000).	Completed review reported to Bucks HEF and PAG.	ALGAO SMR Forum Bucks Historic Environment Forum Conservation Officers English Heritage	Core English Heritage?	0.1 FTE/EH funding to be investigated	2005
SMR 2: The SMR is maintained with up to date information	Sufficient resource allocated to data inputting, including recruiting volunteers and allocating administrative support	Backlog record & collections PI on target	N/a	Core Volunteers	0.2 FTE SMR Officer 0.1 FTE Admin Assistant Volunteers	Ongoing
SMR 3: 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 satisfaction PI on target (95%+).	IT Unit Exegesis SDM Ltd	Core	0.4 FTE SMR Officer ? per annum Exegesis costs	Ongoing
SMR 4: 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 £3k Chiltern Conservation Board/part allocated £8k BCC/part allocated	2005 - 2006
SMR 5: Undertaken SMR enhancement particularly of priority civic, industrial and military complexes (link to PS 10)	Funding bid required ?	Funding secured. Project commenced	Bucks Historic Environment Forum	Bucks HEF Volunteers Others to be investigated	£ uncertain/proposal to be put to Bucks HEF	2005 – 7

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[1]. 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 streamlining procedures	Explore the feasibility and implications of setting "generic" briefs for routine work downloadable from the web and linked to the on-line SMR.	Consult archaeological consultants/contractors	Archaeological consultants/contractors	Core	0.1 FTE Senior Archaeologist & Planning Archaeologist	2005

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

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	Work with English Heritage to establish a robust "Monuments at Risk" register for Buckinghamshire	BCC input to EH SAMS@Risk Project	English Heritage	Core English Heritage	Minimal	2005
CON 5: As part of "green infrastructure", help secure the conservation of sites at risk from the growth agenda, especially: • Aylesbury/Quarrendon • Whaddon Chase • Langley Park • Bernwood	Engagement with LDD and LDV process. Promotion of green infrastructure	Management Plan/Strategy in place for each site	Aylesbury Vale District Council BCC Strategic Planning BCC Countryside Initiatives Team English Heritage Aylesbury LDV	Core Planning Delivery Grant Section 106 ODPM – Sustainable Communities Fund?	Senior Archaeologist Langley = SMR Officer	Ongoing
CON 6: Promoted archaeological survey of woodland to better understand and manage this hidden resource	Through initiatives such as the Chiltern Woodland Project, Bernwood Project and local society projects. Woodland grant schemes.		Chiltern Woodland Project BCC Countryside Initiatives Team Forestry Commission Woodland Trust Local archaeology societies	Forestry Commission Local Heritage Initiatives	Chiltern woodland project taking lead role within Chilterns with support from Chiltern HEG	2005 onwards

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?	Dependant on external funding/partnership	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 may enable 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 DC	Would require external funding. Possibly part of wider Chiltern Landscape Project.	2005 - 6
OCA 6: Explore opportunities for closer working with the County Museum etc on cultural/educational projects.	Potential for stage 2 UBP project but would need partnership with Museum and/or Centre for Bucks Studies. Demand from schools?	Review of options	BCC Education County Museum Record Office	Heritage Lottery Fund?	Existing liaison on archive storage, portable antiquities and some exhibitions. Further development constrained by budgets and priorities.	2005-6

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	£107k base 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	2006 Report to PAG 2007 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	Paper to better define and promote their role.	Member Champion nominated.	-	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.	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.
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

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

Strengths	Weaknesses
- 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	- 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
Opportunities	**Threats**
- 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	- 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

Appendix 2: Key issues arising from policy drivers

Heritage Protection Review

- ❖ 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.
- ❖ 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.
- ❖ Models for "sub-regional partnerships" of local conservation and archaeological officers are being investigated by English Heritage to run the new system.
- ❖ The Freedom of Information Act makes it essential for the County Council to maintain the SMR in an efficient and effective manner.
- ❖ The Valletta Convention commits Britain to securing appropriate verifiable standards in archaeological conservation and investigation.
- ❖ The need for resources to realise the wider cultural, educational and economic and social values of the historic environment.

Sustainable Communities Plan

- ❖ 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.

The Rural Agenda

- ❖ Improve recognition that the countryside is a cultural creation.
- ❖ Maintain and develop joint working with the Chiltern Conservation Board
- ❖ Support recognition of the "green infrastructure" value of the rural historic 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.

The Social Agenda

- ❖ Help promote a distinctive Buckinghamshire identity
- ❖ 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 promote social inclusion.
- ❖ Promote recognition for the role the historic environment can play in building new communities through the creation of green and cultural infrastructure.

Appendix 3: Correlation of National/Local Policy Drivers with Archaeology Business Plan Programs

Policy Driver → Program ↓	Heritage Protection Review	Sustainable Communities Plan/Strategic Planning	Rural Agenda/ Conservation	Social Agenda (Communities, Young People and Social inclusion)	Other Factors (mainly relating to Corporate Plan)	Proposed Business Plan Priority: (Score/10). Notes
Driver derived from national or local level[2]	National	National & *Local BCC Priority (score x2)*	National & Local	National & Local		
Core or Discretionary	Core	Core	Discretionary	Discretionary		
Develop the SMR into an on-line Historic Environment Record	√√	√√	√	√√	Partly externally funded. Uses IT to deliver accessible customer-focused service.	**High (9):** Unlocking Buckinghamshire's Past is putting SMR on-line. Expected to become statutory requirement under HPR. Strong vehicle for public engagement.
Progress Historic Landscape Characterisation Program	√	√√	√√	√	Externally funded	**High (8)**: Portfolio of externally funded projects with developing track record of influencing policy
Maintain high quality development control advice	√√	√√	√	-	Mandatory. Developers funded mitigation.	**High (7):** Essential core service to LPAs.
Support recognition and creation of heritage-based cultural and green infrastructure	-	√√	√	√√	Potential for external funding	**High (7):** due to growth pressures on key sites. Deliver In partnership with Countryside Team

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[2] Local priorities are derived from the Corporate Plan 2005 - 2009

Policy Driver → / Program ↓	Heritage Protection Review	Sustainable Communities Plan/Strategic Planning	Rural Agenda/ Conservation	Social Agenda (Communities, Young People and Social inclusion)	Other Factors (mainly relating to Corporate Plan)	Proposed Business Plan Priority: (Score/10). Notes
Influence Heritage Protection Review and related planning policy	√√	√	√	?	HPR aims to improve efficiency & effectiveness	**Medium (5½):** Opportunity to champion Bucks interests at regional and national level.
Support Chiltern AONB Management Plan	-	?	√√	√√	Some external funding possible.	**Medium (5):** Conservation priority but lack of core provision for historic environment within AONB
Support Bucks Historic Environment Champion and Forum	√	√	?	√	Important to "member-led" service	**Medium (4½):**
Publish Regional Archaeological Research Framework	?	√	?	√	Part-funded by English Heritage	**Medium (4):** Archaeological sector priority. Supports DC and other activities.
Maintain conservation advice and grant schemes	?	?	√√	?	Largely externally funded	**Medium (4):** Good value because of grant funding from DEFRA and English Heritage
Develop & support community archaeology projects/activities	-	?	√	√√	-	**Medium (4):** Includes both in-house delivery and supporting community initiatives. Limited in-house resources available.
Improve information on the condition of historic environment	?	√	√	-	-	**Low (3½):** Necessary for informed sustainability assessment
Improve professional standards	?	√	?	-	Helps champion Bucks interests, engage with new service delivery, develop and value employees	**Low (3):** Participation in ALGAO. ***Consider Institute of Field Archaeologists Register of Archaeological Organisations.*** Training & Development.

√√ = Strong positive correlation √ = Positive correlation   ? = Possible correlation - = No correlation

Appendix 4: Implementation timetable

Archaeology Service Major Project Programme

	Outcome	Funding sources	Lead Officer	Status	Timeline 2005–2008 (annotations)
PS1 Influence HPR	core	SAO	white paper awaited		legislation?
PS2 Bucks Community Strategy	core	SAO	?	
PS3 Inform regional/local planning policy	core	SAO	in preparation	
PS4 Regional Research Frameworks	EH	SAO	bid submitted	
PS5 Bucks HLC	EH	HLC	in progress	
PS6 Chiltern HLC Stage 1	EH/AONB	HLC	in progress	
PS7 Chiltern HLC Stage 2 Project Design	HLF/AONB	SAO	under investigation	
PS8 Colne Valley HLC	EH/CVP	SAO/HLC	under investigation	PD
PS9 Colne Valley Aggregates Study	ALSF	SAO	under investigation	PD
PS10 Extensive Urban Survey	EH	SAO/HLC	under investigation	PD
PS11 Modern complexes policy	core	SAO	approved	
PS12 Support Chiltern Conservation Board	core	SAO/PCO	ongoing	
PS13 Strategic Environmental Character Sys	core	SAO/HLC	under investigation	PD …..?
SMR1 Assess Historic Environment Record	core	SMR	confirmed	PD
SMR2 Maintain SMR	core	SMR	ongoing	
SMR3 Provide SMR information	charged	SMR	ongoing	
SMR4 Unlocking Buckinghamshire's Past	HLF/AONB	UBPO	in progress	
SMR5 SMR enhancement	BHEF?	SAO/SMR	under investigation	PD
PLAN1 DC planning advice	core	SAO/PCO	ongoing	
PLAN2 Maintain notification maps	core	PCO	annual review	
PLAN3 Maintain professional standards	core	SAO/PCO	ongoing	
PLAN4 Review procedures	core	SAO/PCO	ongoing	
CON1 Environmental Stewardship	charged	PCO	ongoing	
CON2 Monumenent Management Project	EH	PCO	in progress	continuation?
CON3 Review Monument Management	core	PCO	required	
CON4 SAMS@Risk	EH	PCO	confirmed	
CON5 Green infrastructure	tbc	SAO	under investigation	
CON 6 Woodland survey	FC/HLF	SAO/HLC	confirmed	
OCA1 Getting to Know Bernwood	HLF	CA	in progress	
OCA2 UBP modules	HLF	UBPO	in progress	
OCA3 Heritage Open Days	tbc	CA/UBPO?	under investigation	
OCA4 Support local archaeology	core	SAO	ongoing	
OCA5 Social inclusion project (investigate)	core	SAO/UBPO	under investigation	
OCA6 Liaison with museum	core	SAO/SMR	under investigation	

MAN1	Maintain core posts	core	SAO	MTP2 Review	
MAN2	Review staff grading	core	SAO	under investigation	
MAN3	Training plan	core/project	SAO	in appraisal	
MAN4	Evaluate RAO scheme	core	SAO	under investigation	
MAN5	Bucks Historic Env. Forum	core	SAO	ongoing	
MAN6	Bucks Historic Env. Champion	core	SAO	confirmed	
MAN7	External funding	n/a	SAO	ongoing	
MAN8	Emergency Recording Fund	LPAs	SAO	annual	