

Tees Archaeology

The Archaeological Service for Teesside

Background Information

**Supporting Document to Tees Archaeology Service Plan
2016/17**

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Tees Archaeology Background Information 2016/17

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1. Introduction

This document complements the **Tees Archaeology Service Plan** in providing background information about the service.

1.1 Tees Archaeology is a shared service of the two unitary authorities of Hartlepool and Stockton-on-Tees. Hartlepool is the lead authority and the service is based in the Regeneration & Neighbourhoods Service.

2. The service has an establishment of three posts led by the Archaeology Officer, each of whom works 30 hrs a week. The net budget for 2014/15 is £57,956. Half of the budget is earned through external projects and the other half is funded by the local authorities on a per capita based on the percentages in 1996:-

Hartlepool	16.5%
Stockton-on-Tees	31.8%

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

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

- Archaeological Collections - the care of artefacts and records held by the service.
- Historic Environment Record & Planning Advice - the record of all the known sites in the area (Historic Environment Record) and the provision of planning and policy advice.
- Improving Knowledge and Public Awareness – activities and projects that enhance our knowledge of the archaeology of the area and public engagement with it.
- Service Administration – running the service efficiently and liaising with partners.

5. By implementing its Service Plan, Tees Archaeology seeks to achieve continuous improvement, maintain its high standards and achieve the vision set out in its Mission Statement.

2. Vision & Mission Statement

‘To work with the people and organisations of the Tees Valley in order to raise awareness of the Historic Environment, to ensure its protection for future generations and improve its accessibility and enjoyment.’

The mission statement sets out that **Tees Archaeology: The Archaeology Service for Teesside, will:-**

- **Make a positive contribution to the Corporate Objectives of the Partner Authorities.**
- **Provide its partnership authorities and the people of the area with a professional archaeological service.**
- **Provide advice on the preservation and conservation of archaeological sites within the partner authorities.**
- **Maintain and enhance the Historic Environment Record (HER) of the area.**
- **Provide identification and curation of archaeological material to the highest museum standards.**
- **Raise the awareness and accessibility of the archaeology of the area.**

3. Principal Aims and Objectives

3.1 Aims

1. To develop good working relationships with partner authorities and relevant organisations and assist in the delivery of their Corporate Objectives.
2. To monitor, protect and conserve the archaeological sites of the area.
3. To maintain and enhance the archaeological record of the area.

3.2 Relationship to Corporate Objectives of Partner Authorities

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

Hartlepool (*Hartlepool's Ambition, Community Strategy & Neighbourhood Renewal Strategy 2008 - 2020*)

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

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

All children, young people, individuals, groups and organisations are enabled to achieve their full potential through equal access to the highest quality education, lifelong learning and training opportunities.

- *Tees Archaeology provides learning, work experience and volunteering opportunities to local people and school groups.*

Work in partnership with the people of Hartlepool to promote and ensure the best possible health and wellbeing.

- *Tees Archaeology provides opportunities for outdoor enjoyment of the local environment.*

Secure and enhance an attractive and sustainable environment that is clean, green, safe and valued by the community.

- *Tees Archaeology provides opportunities for outdoor enjoyment of the local environment and raises awareness of its heritage.*

Create a cultural identity for Hartlepool which attracts people to Hartlepool and makes us proud to live and work here.

- *Tees Archaeology promotes awareness of the cultural heritage of the area.*

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

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

Stockton-on-Tees (*Shaping our Future: A Sustainable Community Strategy for the Borough of Stockton-on-Tees 2008 – 2021*)

Core Themes

1. Economic Regeneration and Transport

We will work in partnership across the Tees Valley to bring more people into employment, to strengthen our knowledge base, to promote a more entrepreneurial culture and to strengthen key industrial clusters. We will work to improve access into our town centres and throughout our Borough by all forms of transport.

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

2. Environment and Housing

We will work to improve the quality of life of local people now and for the future by improving the local environment and housing, and tackling the impact of climate change.

- *Tees Archaeology seeks the preservation and enhancement of the historic environment, contributing to an improved sense of place and a sustainable environment.*
- *Tees Archaeology provides opportunities for outdoor enjoyment of the local environment and raises awareness of its heritage.*

3. Safer Communities

We will tackle crime, fear of crime and anti-social behaviour within our local communities.

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

4. Children and Young People

We will promote the health, wellbeing and achievement of children and young people, and tackle inequalities and disadvantage experienced by some

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

Sustaining Themes

1. Stronger Communities

We will tackle all core priorities of this strategy in partnership with local communities, encouraging community participation in developments, and promoting cohesive communities across the Borough.

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

3. Arts, Leisure and Culture

We will use arts, leisure and culture to support core improvements in all priority areas.

- *Tees Archaeology raises awareness of and participation in the historic environment of the area.*

3.3 SERVICE OBJECTIVES

The functions of the Archaeology Service have been divided into four areas: **Archaeological Collections; Historic Environment Record & Planning Advice; Improving Knowledge and Public Awareness; Service Administration.** The principal objectives set out the direction it is hoped to take in each major area of activity. This functional definition of the service aids in the development of the team based approach which is used for all projects.

Archaeological Collections

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

archaeological collections will be provided to the partner authorities where requested.

Historic Environment Record & Planning Advice

The service will continue to provide advice to the Local Planning Authorities, developers and members of the public on the basis of information contained within the Historic Environment Record and will continue to maintain the HER to the highest standards.

Improving Knowledge and Public Awareness

The service will continue to develop a range of activities and projects designed to raise public awareness of the archaeology of the area and our knowledge of it. Particular emphasis is placed on the maintenance of an up to date and informative website.

Service Administration

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

4. Overview of the Service

4.1 Basis of Service

1. The Archaeology Service has the responsibility to **Record, Research, Conserve** and **Inform** about all aspects of the archaeology of the partner authorities from the earliest periods to c. 1945. In order to do this it liaises with the local authorities and other local organisations as well as regional and national agencies such as Historic England.

2. The Government published a draft Heritage Protection Bill in Spring 2008, this built on an earlier White Paper in proposing wide ranging reforms. These included the unification of consents regimes which formerly covered Listed Buildings, Scheduled Ancient Monuments, Conservation Areas and others into a single 'Historic Asset Consent' regime. It was proposed that Historic Environment Records such as that held by Tees Archaeology would become a statutory requirement of local authorities. This bill was not passed.

3. In March 2010 the Government published a raft of documents on the Historic Environment; these included The Government's Statement on the Historic Environment for England 2010, and Planning Policy Statement 5 (PPS5): Planning for the Historic Environment. The latter represents a major review of the planning situation in relation to the historic environment. It replaces guidance set out in PPGs 15 and 16 with a clear statement of policy. It was accompanied by:-

- PPS5: Planning for the Historic Environment – Impact Assessment
- PPS5 Planning for the Historic Environment: Historic Environment Planning Practice Guide

4. In March 2012, the government published the 'National Planning Policy Framework' which replaced PPS5 and many other Policy Statements. This continued to emphasise the role of the HER and the importance of the Historic Environment in the context of a framework of 'Sustainable Development'. The HER was not however given statutory status.

4.2 HISTORY OF THE ARCHAEOLOGY SERVICE

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

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

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

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

Using the Middlesbrough scheme major excavations took place on:-

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

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

Post-excavation work was carried out promptly on these projects, which were either published or written to draft level. In addition to the excavations a fieldwalking programme was implemented, a base level survey of the buildings of the county carried out and the record of the medieval churches of the county enhanced.

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

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

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

7. The Sites and Monuments Record was thoroughly overhauled and updated between 1990 and 1992. The data was edited and every site visited; in addition categories such as Second World War defences, Industrial Archaeology and medieval ridge and furrow were added and enhanced. This was carried out in conjunction with a detailed survey of the Eston Hills which resulted in their designation as a Historic Landscape through the Langbaugh (now Redcar & Cleveland) Local Plan.

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

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

10. During the period between 1992 and 1996 the Archaeology Section carried out a wide range of activities in fulfilment of its Forward Plan. At times ambition was greater than reality and the section was hampered by staff absences on maternity leave and by a recruitment freeze. Nevertheless a full complement of staff was in place by the middle of 1994.

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

- the creation of a dedicated storage area with roller-racking and environmental controls
- the boxing and listing of the section's archives to full archival standard
- the refurbishment of the permanent exhibitions
- the mounting of a large temporary exhibition at Green Dragon Yard, Stockton and at Kirkleatham Hall Museum as well as the development

of a wide range of activities with school, special needs and adult groups.

- major excavations took place at Elton Medieval Village; Hartlepool Submerged Forest; a Roman-British farmstead at Coulby Newham and a Bronze Age/Iron Age cropmark complex at Barnaby Side, Guisborough.

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

TEES ARCHAEOLOGY: The Archaeological Service for Teesside.

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

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

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

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

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

18. 2001/02 saw further changes to staff with the Projects Officer leaving and being replaced after a six month vacancy and with the appointment of a Community Archaeologist with Single Regeneration Budget funding. An Aerial Photography exhibition was provided to Kirkleatham Museum and

subsequently the Green Dragon Yard Museum, Stockton and a substantial Bronze Age timber feature at Staithes, Redcar & Cleveland was excavated.

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

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

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

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

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

24. In 2007/08 a site identification survey took place at Kirkleatham and an earthwork survey in Preston Park, both proved successful attracting different

people to those who attended excavations, although work with school groups was more difficult. The Year also saw the publication of the third Tees Archaeology Monograph about the Anglo-Saxon Monastery at Hartlepool as well as booklets on Viking & Medieval Teesside and the completion of a major exhibition of Viking period stonework at Preston Hall Museum.

25. 2008/09 saw the final year of excavations at the Catcote, Romano-British site, following a ten year campaign of excavations with Durham University students and local volunteers. It also saw the first phase of field evaluation work on the four year North-East Yorkshire Mesolithic Project funded by English Heritage and the commencement of a long term survey project on the Eston Hills. In addition a visioning exercise was carried out with the partner authorities to establish issues to be addressed in the medium term.

26. In 2009/10 the emphasis on public participation moved away from excavation with building recording projects at Hart and Stockton and the second year of a project recording archaeological sites on the Eston Hills. The Historic Landscape Characterisation carried out in conjunction with North Yorkshire CC was completed and the addition of all listed buildings to the HER was completed.

27. In 2010/11 the second volume on the archaeology of Hartlepool: 'Hartlepool: An Archaeology of the Medieval Town' was published with assistance from English Heritage and Hartlepool Borough Council. The third season of work on the Eston Hills took place. Public excavations continued at Stewart Park and building recording projects took place at Stockton and Hart, the latter recording WWII material and 1938 settlements. In addition 'Local List' buildings began to be added to the HER and a programme to add farmsteads was started.

28. Despite funding cuts and looming staff losses (see below) 2011/12 witnessed some major achievements. A new store was created for archaeological material and this has improved the care and accessibility of the collections immensely. The second (evaluation) phase of the North East Yorkshire Mesolithic project was completed and a successful bid was made for a third phase of more details examination of a single site. HLF funded excavation work took place at Preston Park Kitchen Garden and building recording work took place in Stockton while a significant amount of help was given to Kirkleatham Museum for the Anglo-Saxon Princess displays. In addition the fifth monograph in the Tees Archaeology series 'Late Prehistoric Settlement in the Tees Valley and North-East England' by Stephen Sherlock was published.

29. From 2012/13 Tees Archaeology no longer covered Redcar & Cleveland and Middlesbrough. Work progressed on the third phase of the Mesolithic with fieldwork and the website was given a complete refresh. The monograph on 'A Royal Anglo-Saxon Cemetery at Street House, Loftus, North-East Yorkshire' by Stephen Sherlock was published. Further building recording took place in Stockton Town Centre and a dayschool was held on the 'Buildings of Stockton'. In addition a Data Audit was carried out on the HER.

30. 2013/14 Reports were drafted for the Mesolithic Project and awaiting specialist information for completion. Building recording was completed in Stockton and a booklet produced on the buildings of the town. Community projects commenced at North Cemetery and Elwick, Hartlepool and displays were produced to mark the launch of the publication on the Roman Villa at Ingleby Barwick by the Council for British Archaeology.

31. 2014 – 2016 Reports were completed on the Mesolithic and popular booklets made available through the service's website. There were numerous large scale planning applications in both Hartlepool & Stockton and these resulted in a substantial increase in the amount of land subject to Geophysical Survey and Evaluation with the consequent discovery of a significant number of new Iron Age and Romano-British sites. The service was also awarded the Community Archaeology component of the five year River Tees Rediscovered project and launched projects in Egglecliffe, Low Worsall and at Aislaby as well as providing a number of workshops in various locations.

4.3 Tees Archaeology Service Development

1. A Best Value Review of Tees Archaeology took place in 2000/01 and the service was awarded the highest marks of 3 stars (excellent) and 3 stars (will improve). The principal outcomes of the review were:-

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

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

- The Performance Indicators have been streamlined to better reflect service and user priorities.
- Six monthly meetings of the Review Team were not sustainable and review is now carried out through the Service Plan process and liaison with the partners.
- The six Best Value Objectives have been addressed through the annual Service Plan and a revised set of 'Challenges' were developed through a further review (see below).

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

4. In 2008/09 a visioning exercise was carried out with the partner authorities and this looked to create a vision for the future and a means to address current issues. A report 'Tees Archaeology: A Vision for the Future' was produced in July 2009 and this identified eight key issues and suggested the means of addressing them. The issues are:-

- Tees Archaeology was established in 1996 as a shared service with Hartlepool agreed as the lead authority. The service is an ongoing commitment of the four districts, however the level of funding is agreed on a yearly basis and it might be advantageous to agree a longer term (e.g. 3 year) funding scheme to allow better forward planning.
- To improve awareness of the service with senior officers and politicians of the partner authorities.
- Partner organisations need to be clearer about what they want from Tees Archaeology.
- Increase involvement with schools and education services.
- Develop voluntary involvement and the volunteer experience with Tees Archaeology.
- Develop the relationship of Tees Archaeology to the Library Services in the area.
- Improve access to information about archaeological sites and finds and their interpretation.
- Improve access to archaeological finds and research material held by Tees Archaeology.

5. At the beginning of 2010/11 Tees Archaeology was moved in the HBC structure to be freestanding, and the Archaeology Officer answered direct to the Asst Director Child and Adult Services. The service also carried out a Service Delivery Options Review in conjunction with its partner authorities with a view to achieving significant savings.

6. Major budget cuts took place during 2011/12 as part of the general response to the financial crisis. This involved the loss of the Sites and Monuments Assistant, Archaeological Illustrator and Administrative Assistant by the end of the financial year. The service was re-structured with Archaeology Officer, Archaeological Assistant (Planning) and Archaeological Assistant (HER). The emphasis of the service changed to the provision of a planning and HER based service only.

7. In 2012/13 Middlesbrough and Redcar & Cleveland withdrew from the service, however Hartlepool & Stockton on Tees maintained their support. The service successfully transitioned into one in which 50% of the budget had to be earned externally. In order to focus on the new circumstance a Business Plan was produced identifying the best way forward in terms of meeting budget requirements. The outcome was a focus on research and community based projects and by reducing staff hours from 37 to 30 per week. Job titles were also changed with the Archaeological Assistant (Planning) becoming Archaeologist (Planning) and the Archaeological Assistant (HER) becoming Archaeologist (HER) to reflect their professional status.

8. The new arrangements of staff and partner authorities were consolidated in 2013/14 and secondments of the Archaeologist (Planning) to Durham County Council and North Yorkshire County Council took place to assist them in covering staff absences. Re-structuring at Hartlepool Borough Council meant that the service transferred to the 'Planning Services' section of the Department of Regeneration and Neighbourhoods in October 2013. An Internal Audit of the service gave it the highest possible score but recommended the creation of a Service Level Agreement with Stockton Borough Council and the production of a 'Medium Term Financial Strategy' these were both produced and agreed.

9. Re-structuring in Regeneration and Neighbourhoods resulted in the creation of a new Heritage and Countryside Section of which Tees Archaeology is a part.

4.4 Current Situation

Staff

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

Archaeology Officer	Robin Daniels
Archaeologist (Planning)	Peter Rowe
Archaeologist (HER)	Rachel Grahame

Each works a 30 hour week as normal.

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

3. The Archaeologist (Planning) has responsibility for screening and responding to development proposals of all types in the partnership area, developing mitigation strategies and monitoring the implementation of these.

4. The Archaeologist (HER) is responsible for all aspects of the Historic Environment Record (HER) including liaison with external organisations and dealing with public inquiries as well as the maintenance and enhancement of the record.

5. In addition to the above, professional and non-professional staff are recruited as necessary on fixed term contracts to carry out specific projects. An Administrative Officer is shared with the Culture and Information Services Section of Hartlepool Borough Council.

6. Volunteers and student placements make a useful contribution to the work of the service and this is an area that continues to be developed.

Accommodation

1. The Archaeology Service occupies two rooms on the first floor at Sir William Gray House, Hartlepool. This comprises a large office shared by all staff and a storeroom used for paper archives and photographs. There is access to a small kitchen. These rooms provide a good accommodation suite. Security at Sir Wm Gray House is very good reflecting its former use as a Museum. The building belongs to Hartlepool Borough Council and overall responsibility for it rests with the Museum Service which occupies the ground floor of the building. The Archaeology Service is responsible for ensuring the proper maintenance of their offices and of the buildings in the grounds which are used by them.

2. The archaeological collections are housed in a store within Sir William Gray House and comprise a set of Roller Racking installed in 2012.

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

Transport

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

Equipment

1. The service uses a 'Topcon GTS 3B' Total Station Theodolite with associated tripod and prisms. This is accompanied by a Psion Datalogger which downloads into the N4CE digital survey package with appropriate software. In addition a coarse accuracy GPS system is used for site identification fieldwork.

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

3. The Archaeology Service has five PCs and a laptop. All operate Windows and have the Microsoft Office suite of programmes. These are supported by a colour printer that incorporates an A3 scanner and acts as a photocopier. There is a commitment to a policy of continual upgrade of both hardware and software.

4. The service provides all its presentations using Microsoft PowerPoint software and a digital projector.

5. The HER uses an Access database which was customised in a joint project with Teesside University and the development of which is ongoing. In 1999 a GIS was added to the system with full digital map coverage of the geographical area covered by the service, this is an Arcview system. In 2012 the GIS was upgraded to Arcview v9/v10 and Ordnance Survey Master Map data is used.

Administration

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

Financial

1. The Archaeology Service budget for 2016/17 is 50% funded by Hartlepool and Stockton and 50% through external projects. The budgets of the Archaeology Service since 1996 are set out in the **Service Plan**.

Relationship to Outside Organisations

1. Partner Authorities

Tees Archaeology is a shared service of **Hartlepool** and **Stockton-on-Tees** unitary authorities. It is accountable to these authorities through its Service Plan and regular liaison meetings with officers from the Museums, Planning, Countryside and Library services.

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

2. Local and Regional Organisations

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

2.1 Cleveland Buildings Preservation Trust (CBPT): Tees Archaeology is an observer on the C.B.P.T.

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

2.3 The service has a long history of involvement through placements with both **Bradford** and **Teesside Universities** and regularly takes students for periods varying from six weeks to six months.

3. Professional Organisations

Tees Archaeology is involved with a number of professional organisations on both an individual and corporate level. The Archaeology Officer and Archaeologist (Planning) are members of the **Institute of Field Archaeologists**, the professional body for archaeologists.

3.1 The Association of Local Government Archaeological Officers is composed of the most senior archaeological officers within local authorities. It provides advice on archaeological matters to the Local Government

Association and liaises with Government agencies such as the Highways Agency, DEFRA, DCMS, and Historic England. It operates through a number of working parties and the Archaeology Officer is Chair of the Maritime Archaeology Committee and as such is a member of the Executive of the Association as well as being active in its north-east regional grouping.

4. National Organisations

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

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

5. Services Provided by Tees Archaeology

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

- **Archaeological Collections**
- **Historic Environment Record and Planning Advice**
- **Improving Knowledge and Public Awareness**
- **Service Administration**

The aims, history and current situation in each of these areas is set out below and further to this a list of the key tasks carried out by the service are included in **Appendix 1**.

5.1 Archaeological Collections

1. Aims

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

2. History

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

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

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

racking. Paper and photographic archives are stored in a dedicated room in the main office suite at Sir William Gray House, Hartlepool.

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

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

2.6 The absence of an opportunity to display the results of major excavation projects led to the establishment of two permanent exhibitions at Norton Library and Thorpe Thewles Station. Both have now been dismantled as the buildings have been refurbished.

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

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

2.9 In 2012 the Collections were moved from the 'shelter' to a new set of Roller –racking in a newly dedicated Access store within the body of Sir Wm Gray House. This has improved the storage conditions and accessibility of the store.

2.10 Also in 2012 the Middlesbrough and Redcar & Cleveland collections were returned to those authorities as a result of their withdrawal from the service.

3. Current Situation

3.1 Staff

The Archaeology Officer is responsible for ensuring the proper curation of the collection, while the Archaeologist (Planning) has taken over the task of documenting the material assisted by the Archaeologist (HER).

3.2 Implementation of Collection Standards

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

3.3 Conservation

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

3.4 Storage

The artefact collection is now stored in the Access Store at Sir William Gray House. A full roller-racking storage system has been installed in the store.

5.2 Improving Knowledge and Public awareness

1. Aims

1.1 To promote awareness and knowledge of the archaeology and Historic Environment of the area.

2. History

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

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

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

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

2.6 From 1998/99 to 2008 a programme of investigation at Catcote, Romano-British Settlement at Hartlepool took place. This was a partnership project with Durham University and the Countryside Service of Hartlepool Borough Council with the involvement of local volunteers.

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

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

2.9 Long term survey and building recording projects took place at Saltburn looking at the Rutways; carrying out site identification work on the Eston Hills and recording buildings at Hart and Stockton.

2.10 The Monograph series has seen continued progress with six volumes all together covering a variety of topics while more public oriented offerings have included booklets on the World War II across the area and more specifically in Hartlepool and a booklet on the Buildings of Stockton. The website has been refreshed and kept up to date.

2.11 There have been projects to ensure that all Listed and locally listed buildings in the area are fully recorded on the HER as well as a major overhaul of the Maritime section of the HER.

2.12 A cut down version of the HER has been made available on the Tees Archaeology website.

3 Current Situation

3.1 Staff

All staff are active in this area.

3.2 Equipment

Existing equipment has been maintained and renewed.

3.3 Finance

Budget constraints mean that projects without external funding are no longer feasible.

3.4 Projects

Current projects are based around the River Tees Rediscovered, Community Archaeology strand and additional shorter term projects.

4. Information

All projects are increasing our knowledge of the sub-region.

5.3 Historic Environment Record & Planning Advice

1. Aims

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

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

2. History

2.1 Historic Environment Record & Planning Advice covers three main areas of activity:-

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

2.1.2 The maintenance and enhancement of an accurate and up to date record of all the known archaeological sites in the area; the Historic Environment Record (HER).

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

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

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

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

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

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

2.7 The issue of Maritime Archaeology has become more important over the last few years as conservation bodies began to appreciate the extent of the archaeological resource within territorial waters and the inadequacy of current measures to preserve and record it. In 1994 the Archaeology Service established a Maritime Archaeology Database in partnership with the then Royal Commission on Historic Monuments of England (now part of Historic England). This database covers all sites pre-dating 1945 which lie between High Water and the 15 mile territorial limit. The database contains 2,500 sites and extends from Seaham Harbour, Co. Durham to Whitby, N. Yorkshire. A regional coastal survey took place in 2008.

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

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

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

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

2.12 In 2012 the service was re-structured with two professional posts given specific responsibilities for planning and the HER. This was in the wake of the loss of the SMR Asst post and other job losses in the service.

2.12 In March 2012 the government published the 'National Planning Policy Framework' this endorsed a previous document (Planning Policy Statement 5) in emphasizing the importance of the Historic Environment in the context of 'Sustainable Development' and the role of HERs as an essential tool for the creation of Local Plans and in defining Heritage Assets as material considerations in the planning process.

2.13 In April 2012 Middlesbrough & Redcar & Cleveland withdrew from the service and the Tees Archaeology HER no longer serves those areas.

3. Current Situation

3.1 Staff

The lead officers in this area are the Archaeological Officer, Archaeologist (Planning) and Archaeologist (HER).

3.2 Equipment

In 1997/98 the Sites and Monuments Record was successfully transferred to Microsoft Access on a new computer. A new database was constructed in a joint project with Teesside University and this has proved very successful. Opportunities for further development of the HER are being examined.

In addition to the computerised database, the Maritime Record is plotted on to a set of appropriately scaled charts.

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

Newer version of Arcview have now come on stream and the service will shortly be upgraded to a cloud based system.

3.3 Information

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

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

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

2005/06 saw the final completion of the gazetteer of industrial sites for all of the area and these have now been incorporated into the HER. This year also saw the completion of historic digital map coverage for the operational area of Tees Archaeology.

In 2007/08 a major project to enhance the coverage of the built environment began, focusing on ensuring that a proper record of Listed Buildings was included on the HER

2009/10 saw the completion of the Historic Landscape Characterisation and the completion of the addition of all Listed Buildings onto the HER.

2011 onwards saw Local List buildings being added to the HER and a project commenced to add isolated farm buildings on.

From 2013 work commenced on adding World War I sites to the HER and a placement from Teesside University refined the locational aspects of the maritime data and updated the structure of the HER.

In 2015 a cut down version of the HER was made available online.

5.4 Service Administration

1. Overview

1.1 Departmental Structure.

The Archaeology Service is part of the Heritage and Countryside section of the Regeneration and Neighbourhood Dept. of Hartlepool Borough Council. The Archaeology Officer answers to the Heritage and Countryside Manager.

1.2 Relationships to Partner Authorities.

Tees Archaeology provides a service to the two partner authorities of Hartlepool and Stockton. The service is 50% funded on a 'per capita' basis by these two authorities. Regular liaison meetings with the partners take place.

1.3 Staffing Structure.

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

Archaeology Officer (Band 13, SCP 41-45)

Archaeologist (HER)
(Band 9, SCP 25-28)

Archaeologist (Planning)
(Band 10, SCP 29-32)

In addition the service shares the Culture and Information Service Administration Officer.

1.4 Communications

Internal communication is formalised by fortnightly team meetings. In addition circular e-mails are used.

1.5 Training & Development

The Archaeology Service has adopted the Staff Appraisal system operated by Hartlepool Borough Council and this provides clearly identified training needs which can then be met.

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

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

External training is provided by Historic England and the Institute of Field Archaeologists as well as through attendance at conferences such as that of the Institute of Field Archaeologists.

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

1.6 Accommodation

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

1.7 Health & Safety

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

1.9 Marketing

The marketing of the Archaeology Service and its products is being continuously developed.

1.10 Financial Management

The financial management of the service is undertaken by the Archaeology Officer in conjunction with the Support Services Section of the Regeneration and Neighbourhoods Dept, all staff are authorised to incur expenditure.

1.11 Funding

The Archaeology Service is funded through its Revenue Budget from Hartlepool Borough Council; this is recharged proportionately to Stockton Borough Council and the remaining 50% is generated from external sources. All staff are responsible for the acquisition of this additional funding.

2. Current Situation

2.1 Staff.

The Service is fully staffed having lost 2.5 fte staff in 2012. From 2006 the service has hosted five placements of Bradford University students over periods of 6-9 months and periodic placements from Teesside University have also taken place. The individuals concerned have made a great contribution to the service as well as receiving valuable workplace training.

2.2 Staff Training

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

2.3 New Technology

There was a substantial replacement and upgrading of computers in 2003/04 and computing capacity will continue to be developed as required. A 'Managed Print Service' was introduced in 2008. The service moved to a cloud based system in 2015 along with the rest of Hartlepool Borough Council.

2.4 Finance

The economic crisis has resulted in significant job losses and cuts to the budget of the service. It is however hoped that a sustainable model for the service is being developed.

APPENDIX 1: Key Tasks Performed by Tees Archaeology

1 Archaeological Collections
1.1 Collections Management
Provide a Collections and Documentation Policy
Provide stable and secure storage for the collection of archaeological finds and associated archives
Accept and curate additions to the collection
Assist the Museums Services in the documentation of the collections
Provide curatorial advice on archaeological material to the museum services
1.2 Finds identification
Provide identification and conservation advice for objects and support the role of the regional Finds Liaison Officers
Provide advice in relation to the Treasure Act 1996
2 Historic Environment Record and Planning Advice
2.1 Historic Environment Record
Provide the appropriate information systems as a platform for the HER in line with National and International data standards
Enhance the HER with new data resulting from archaeological research in the area
Provide access to the HER for both public and other non-commercial enquirers
Develop and initiate projects to enhance the content of the HER
Provide Historic Landscape Characterisation for the area
Maintain supporting information for the HER such as aerial photographs, local studies library and historic mapping
Provide a search facility for commercial development enquiries to the HER
2.2 Planning Advice
Screen planning applications against the HER for their impact on heritage assets on behalf of Planning Departments.
Screen informal development enquiries against the HER for their impact on heritage assets on behalf of Planning Departments by providing pre-application advice (including support of One Stop Shops)
Screen faculty applications against the HER for their impact on heritage assets on behalf of the relevant Diocese
Provide advice on the archaeological implications of planning applications to Planning Departments
Provide advice to developers, utility companies etc on the archaeological implications of their proposals (particularly those that fall outside of the planning process)
Provide briefs for archaeological work in relation to developments
Monitor the standards of archaeological contractors carrying out work in the area
Develop the market for archaeological units in the area by maintaining a list of archaeological contractors
Provide support to Planning Departments in relation to planning appeals
Assist Planning Departments in the enforcement of planning conditions relating to archaeology
2.3 Planning Policy
Comment on National policy matters
Provide policy advice in relation to the Regional Spatial Strategy
Provide policy advice in relation to Local Plans
2.4 Designations
Provide advice on the suitability of new designations for historic assets including Scheduled Monuments
Assist the Local Authorities in compiling Local Lists
Provide advice on Scheduled Monuments to Local Authorities and owners

Promote and help to implement schemes related to management of Scheduled Monuments
Provide information and advice on Conservation Area Appraisals and Management Plans
2.5 Conservation of Archaeological sites
Provide advice on the conservation of archaeological sites
Provide an active input into conservation schemes for archaeological sites and landscapes
Promote conservation projects for archaeological sites
Provide data on archaeological sites and management options to Natural England for Environmental Stewardship schemes
Provide information and training to countryside and other appropriate staff
3 Improving Knowledge & Public Awareness
3.1 General
Support the production and implementation of National and Regional Research Frameworks
Ensure archaeological Research and Fieldwork is carried out to the appropriate standards and in line with relevant Health and Safety Legislation
Originate and implement externally funded archaeological research projects
3.2 Provision of information
Provide a Tees Archaeology Website
Provide a Tees Archaeology Newsletter
Publish the results of Research and Fieldwork in various formats
Provide a range of published material about the archaeology of the area
3.3 Community Archaeology
Work with local groups to carry out projects to further understanding of the archaeology of the area and enhance the HER
Provide opportunities for volunteers to take part in archaeological fieldwork
3.4 Emergency Cover
Provide emergency cover for unexpected finds of archaeological material
Provide advice relating to the Burial Act 1857 and Disused Burial Grounds Act 1981
Provide an emergency forensic service to the police
4 Service Administration
Liaise with partner authorities to establish level of service
Produce an annual service plan
Carry out Staff appraisals and training reviews
Review the Mission Statement, Aims and Vision of the service at regular intervals
Work in partnership with other departments and external bodies to further the aims of the Service
Provide opportunities for longer term volunteer engagement with the service (i.e. office based placements)

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