

# WEST of SCOTLAND ARCHAEOLOGY SERVICE



Business Plan 2014 - 2017





## CONTENTS

Executive summary	4
1. Introduction	7
1.1 The West of Scotland Archaeology Service Business Plan	7
1.2 WoSAS Aims and Objectives	7
1.3 The WoSAS model of service delivery	8
1.4 The historic environment sector in Scotland	9
2. Delivering the WoSAS remit	10
2.1 Our purpose - to provide specialist archaeological advice	10
2.2 Our aim – to provide accurate, mediated information.	10
2.3 Objective 1: to maintain and update the WoSAS HER	11
2.4 Objective 2: to provide Development Management advice to planning officers	12
2.5 Objective 3: to provide Forward Planning advice to member councils.	15
2.6 Objective 4: to further facilitate sustainable development	15
2.7 Objective 5: to represent the interests of member councils in consultations with national heritage agencies and professional organisations	17
2.8 Objective 6: to provide historic environment information to researchers and to the general public	17
2.9 Delivery of the remit to date and proposed future emphasis	18
3. The WoSAS programme plan 2014-2017	20
3.1 Budget 2014/15	20
3.2 Staffing 2014/15	21
3.3 Planning work 2014/15	21
3.4 Collaboration, communication and outreach	22
3.5 Project work 2014/15	22
3.6 Other tasks	23
WoSAS programme plan 2015-17	26
3.7 WoSAS Work Programme and Governance	26
3.8 WoSAS Management and Reporting	27
3.9 Finances 2014/15	27
3.10 Finances 2015/17	27
3.11 WoSAS Financial Reserves	27



### Executive summary



***Vision:*** is of a highly respected, sought after, knowledgeable, visible and developing service.

***Mission:*** is to be a valued effective and efficient professional curatorial archaeology service for the member authorities.

#### **Purpose of this Business Plan:**

The West of Scotland Archaeology Service (WoSAS) has produced this Business Plan to articulate:

- The remit of the service;
- The current delivery actions;
- The proposed future action plan.

#### **Background**

WoSAS was set up in 1997 as a joint service to allow member authorities to discharge their responsibilities for the historic environment, that largely arise from their role as a planning authority. It is governed by a Joint Committee, who are advised by a Steering Group of officers.

Currently 11 planning authorities (10 councils and 1 national park authority) enjoy this service, delivered by only 3 members of staff. These authorities vary in type, style and character, and are both rural and urban. This gives rise to a wide range of historic environment issues. The experienced, specialist staff of WoSAS provide mediated, accurate information for informed decision making, efficiently and effectively. This is reported annually to authorities through the Joint Committee.





## Key Areas of Focus

**Historic Environment Record (HER):** This professionally curated GIS database is the definitive record of archaeological and historical sites and monuments. It contains information on their discovery and their interpretation and preservation. It is accurately maintained by drawing on sources such as casework, academic research and developer funded fieldwork. It complies with the appropriate data standards and is considered to be an exemplar in Scotland. It is publicly accessible on WoSAS website ([hyperlink](#)) and on a smartphone app.

This HER underpins the professional work carried out by WoSAS and provides member authorities access to a resource that could not be managed and maintained individually without considerable costs.

**Development Management Advice:** Planning legislation guides authorities to specialist archaeological advice when weighing the significance of the historic environment issues in relation to other material considerations.

The nature of the advice may take the form of scoping results, an assessment of importance and significance; cultural role; tourism potential; land management or other issues.

WoSAS advise:

- Which planning applications raise archaeological issues through monitoring of weekly lists;
- Whether archaeological mitigation should be required and the appropriate cost effective method to achieve this;
- How the archaeological mitigation may be achieved and which form of planning condition or legal agreement would be most effective;
- Whether mitigation has been undertaken satisfactorily by monitoring archaeological contractors as an impartial curator.

Performance on delivering advice has been aided by the introduction of eplanning allowing WoSAS to interact quickly and keep planning officers informed.

In 2012 – 13:

- 1963 new case work items were dealt with (an increase of 9%);
- 605 of these were identified through monitoring of weekly lists where applications were identified where potential archaeological issues had not been previously flagged up or fully dealt with at pre-application stage.



There is a growing trend for pre-application consultation to take place as developers and their agents seek to be informed of historic environment issues as they consider their development and respond to the changes in the planning system.

The performance standards for Development Management advice are contained within the Service Level Agreement approved by the Joint Committee.

Forward Planning advice: WoSAS provide comments and advice on draft Development Plan policies and interact with forward planning activities. Input in this is dependant upon the various member authorities' timescales.

Other Advice: Advice is provided to others such as developers and their agents, statutory undertakers and regulatory bodies. WoSAS have a charging policy for such advice as and when capacity allows this to be provided.

Other Activities: WoSAS represent the interests of member authorities in consultations with national heritage agencies and professional organisations and provide historic environment information to researchers and the general public.

## Business Plan Key Actions 2014 – 15

Analysis of the remit against current capacity has established that the following focus is required:-

- Manage, maintain and update the Historic Environment Record and explore cost neutral enhancements, particularly where this may make this high quality resource visible and accessible;
- Manage and maintain the provision of Development Management advice to planning officers in accordance with the Service Level Agreement and publicise this input to the planning process by providing information to authorities for their Planning Performance Frameworks;
- Review the use of trigger maps in this system;
- Sustain and explore fee generating income options mainly in the areas of monitoring archaeological mitigation measures, providing pre-application and other advice to developers and their agents; advice to other statutory or regulatory bodies. This will require re-examination of the charging policy.
- Investigate and develop potential communication routes to ensure work of WoSAS, and its benefit to member authorities, is more visible. This may include publicity; website revision; sharing of information; case studies; continuous professional development training etc.
- Review inputs to forward planning activities to ensure relevant actions are incorporated.
- Review accommodation costs and storage needs. This may result in relocation of the service and is likely to require effective and efficient digitising of casework records.

This workload will be managed by the Service Manager in conjunction with the Steering Group.

# 1 Introduction

## 1.1 The West of Scotland Archaeology Service Business Plan

This Business Plan provides guidance to the West of Scotland Archaeology Service Joint Committee (hereafter referred to as the WoSAS Joint Committee) on the delivery of the functions of the West of Scotland Archaeology Service (hereafter referred to as WoSAS) set out in its remit through an agreed programme (the WoSAS Programme) on behalf of its member councils for the three-year period 2014-17.

The Business Plan provides a summary of operational practice in preceding years, and proposals for the continuing development of the remit of the service and the WoSAS Programme over the period of the Plan. A projected three-year financial programme for WoSAS is also put forward.

## 1.2 WoSAS Aims and Objectives

WoSAS was established as a cost-effective local authority joint service to assist its member councils in the discharge of their responsibilities for the historic environment which primarily arise from their role as planning authorities.

WoSAS exists to provide specialist archaeological advice on the implementation of policies adopted at national and local government level which have relevance to the historic environment. Special emphasis is placed on facilitating genuinely sustainable development by providing consistent, high-quality professional advice on archaeological issues arising from the development process and its regulation in accordance with Scottish Planning Policy (SPP).

The Scottish Government has set out its policies for the historic environment in the Scottish Historic Environment Policy (SHEP) document, which “provides a framework that informs the day-to-day work of a range of organisations that have a role and interest in managing the historic environment”, including local authorities. The SHEP complements and has the same authority as the Scottish Planning Policy and other relevant Ministerial policy documents. The SHEP is a relevant document in the statutory planning, Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) processes.

The aim of WoSAS is to provide the member councils with accurate and actively mediated historic environment information which is relevant to their purposes, and with expert advice which reflects current policy guidance and responsible practice. In order to achieve this cost-effectively for all member councils, WoSAS has developed and maintains an award-winning, dedicated GIS-based Historic Environment Record (HER) incorporating a suite of heritage resource management tools. WoSAS liaises directly, and through membership of the Association of Local Government Archaeological Officers (ALGAO), with national historic environment agencies on data standards and policy matters.

Experience is shared across the WoSAS council areas, so as to be able to provide economies of scale and levels of consistency in performance which would otherwise be difficult to deliver.

Specific objectives of WoSAS are:

- to maintain and update the WoSAS Historic Environment Record;
- to provide Development Management advice to planning officers on:
  - which archaeological monuments raise potential issues
  - whether archaeological mitigation should be required;
  - how mitigation measures can be secured most effectively, and
  - whether such mitigation has been undertaken satisfactorily;
- to provide Forward Planning advice to member councils;
- to further facilitate sustainable development by:
  - providing pre-application advice to developers and their agents;
  - providing historic environment advice to Statutory Undertakers;
  - providing historic environment advice to other regulatory bodies;
  - providing historic environment information to consultants;
  - providing advice to developers and their agents on appropriate archaeological mitigation measures;
  - to represent the interests of member councils in consultations with national heritage agencies and professional organisations;
  - to provide historic environment information to researchers and to the general public.

### 1.3 The WoSAS model of service delivery

The current Archaeology Service was set up as a shared local authority service specifically to provide a high-quality service to a wide size-range of councils in the most cost-effective manner. From its inception, and intermittently thereafter, other service delivery models have been examined and compared to the shared service approach.

Past service reviews have shown that for archaeological advice in a regulatory context, joint services represent best value for Councils, rather than an in-house service, because of the economies of scale and the team-wide variety in expertise which they offer. Despite these benefits, there are also concomitant weaknesses. The primary weakness is a perceived lack of “ownership” at local level. Depending on the relative sizes of the membership and their relative resource levels and policy priorities, there may be arguments about appropriate levels of financial contribution, especially in difficult economic circumstances. Nevertheless, shared services are still recommended by the government and others as the most cost-effective way to deliver services when resources are limited.

There is little track record in Britain of the provision of full regulatory archaeological planning advice by the private sector, with the two most prominent attempts in the former Berkshire County area and in the West Midlands area ending with the advice provision returning to the public sector. There are examples of regulatory archaeological advice being bought externally by single Councils, but in each case the scope of work has been more limited than the WoSAS remit, and was therefore tendered for and delivered on a more limited basis than is provided by WoSAS.



In Scotland, only the Loch Lomond and Trossachs National Park Authority has put a fully-specified archaeological advice contract out to tender (in summer 2012). In direct competition against UK-wide consultancy firms and a Scottish private-sector advisory service provider, WoSAS successfully won the contract.

During the last service options review, the current shared service delivery model was assessed by the Scottish Government's Improvement Service, who could not offer any suggestions for further improvement within the resources available.

In true like-for-like comparisons, the costs of WoSAS continue to compare favourably with the estimated costs of other joint services, of single-Council services, and with private regulatory archaeological advice provision in Britain.

#### **1.4 The historic environment sector in Scotland**

Scotland's historic environment is widely recognised as contributing positively to our sense of place, well-being and cultural identity. It has been shown to have economic value, for example through its positive effects on tourism and the construction industry, but also has an intrinsic value as a tangible connection between our past, present, and future. Many elements of the historic environment are vulnerable to damage and cannot be replaced, so require careful management. The curation of these valuable cultural assets has been entrusted to a range of different bodies over time, with the decision-making responsibilities following the requirements of the regulatory instruments used to manage change.

This has given local authorities a major role in the active curation of the historic environment through their responsibility for planning. The active involvement of local authority archaeology services in this regulatory function of the councils has meant that in Scotland these services have distanced themselves from the type of archaeological work which is regularly required of developers by planning authorities. Archaeological

work arising from the implementation of conditions placed on planning consent is typically carried out by independent commercial archaeological contractors.

This separation of the roles of curator and contractor provides transparency and impartiality in decision-making and can ensure that no conflicts of interest affect the regulatory process. The local authority archaeological service can independently assess the issues arising from development proposals and advise the planning authority appropriately. The separation of roles also means that developers can be assured that they are being obliged to undertake only what is required to satisfy current national and local government policies.

Recent and ongoing changes to the status and responsibilities of the national historic environment agencies reinforce this system of separation of roles in the historic environment in Scotland. The formulation of policy, the designation of nationally important assets, and the curation of those and other assets will be undertaken by different agencies, and local authorities will continue to be expected to play a major part in this management regime for the historic environment, as set out in "Our Place in Time - The Historic Environment Strategy for Scotland".

The aims of WoSAS are to meet the needs of its member councils, and in challenging and changing circumstances it will adapt its remit to reflect those needs and meet them in the most cost-effective manner.

The current remit of WoSAS is outlined in Section 1.2, and is taken from the WoSAS Planning Service Level Agreement (Appendix 1) as agreed, subject to subsequent minor modifications, by the WoSAS Joint Committee in 2002. This plan for the next three years will strive to adapt the WoSAS remit to meet current requirements and will allow the delivery of identifiable results that are in accord with the purpose, aims and objectives of the joint service.

## 2 Delivering the WoSAS remit

### 2.1 Our purpose - to provide specialist archaeological advice

WoSAS was set up in 1997 by a Minute of Agreement of eleven councils in response to National Planning Policy Guideline 5 (NPPG 5) which for the first time in Scotland, made the treatment of archaeological matters a material consideration in the planning system. NPPG 5 has since been superseded, and the current planning policy document is the Scottish Planning Policy (SPP), recently revised and issued in June 2014. Planning Advice Note (PAN) 2/2011: Planning and Archaeology is also of direct relevance, and provides more detailed guidance on how to implement the Scottish Ministers' policies.

Development Management advice on the historic environment has formed the majority of the work of WoSAS since our inception. We have worked closely with our planning officer colleagues to develop systems and procedures that integrate with the planning system and which are responsive to the policies of our councils. Since we began to compile detailed computerised statistics in 2001, we have provided advice on more than 12,000 planning applications which raised potential historic environment issues. These applications have been in both urban and rural areas, and have ranged in size from single house extensions to proposals for large windfarms and major road-building projects. No other local authority archaeology service in Scotland has such a breadth of experience.

The team-based, joint service approach of WoSAS, built around wide-ranging specialised expertise, has delivered economies of scale and levels of consistency in performance which would otherwise be difficult to deliver.

### 2.2 Our aim – to provide accurate, mediated information

Scottish Planning Policy (SPP) states that planning authorities should have access to a professionally-curated Historic Environment Record to underpin the positive management and preservation of the historic environment in their areas. For planning purposes, an HER is the definitive record of archaeological and historical sites and monuments, the archaeological interventions or events resulting in their discovery, and information relating to their interpretation and preservation. In 2004 WoSAS won an RTPi National Award in Development Control for the creation and use of our primary working tool, a GIS-based Historic Environment Record system.

Planning Advice Note 2/2011 provides a definition of a Historic Environment Record (HER) for planning purposes. In 2012, the Institute for Archaeologists (IfA) produced a Standard and Guidance document for archaeological advice by historic environment services. Both documents explicitly link the data within an HER together with a dedicated, archaeologically skilled staff resource. It is the expertise of the advisory staff which allows the interpretation, assessment and collation of the



relevant baseline data held in the HER to provide full and up to date information. Judgements on the relevance of the information, and on the importance and significance of the resources concerned are based on an understanding of any local, regional and national research frameworks and agendas.

The broad experience of the WoSAS staff team has been gained from close association with the historic environment of a consistent geographical area, and has allowed local information to be provided to a wide range of commercial archaeologists working for developers so that they could focus their time and resources more effectively on behalf of their clients.

Experience is shared across the WoSAS council areas, enabling effective local, regional, and sub-national level comparisons of the significance of archaeological assets from all time periods at local site level, and across broader historic landscapes. This “oversight” role undertaken by WoSAS staff within the member council areas provides first-hand information which can be passed on where relevant, and which has added value when compared to that contained in later published reports, and is available more quickly.

### 2.3 Objective 1: to maintain and update the WoSAS HER

A professionally-curated Historic Environment Record is essential to facilitate the positive management and preservation of the historic environment, and this is why maintaining and updating the WoSAS HER is a priority for the Service.

The Institute for Archaeologists (IfA) Standard and Guidance for archaeological curators states that “An HER is a dynamic and constantly-evolving resource, requiring a continuous process of maintenance and enhancement, as new research is undertaken and new information about the historic environment comes to light. It requires appropriately-qualified, dedicated expertise for its upkeep and use by the public, both on-site and online.”

The UK Forum on Information Standards in Heritage (FISH) recommends the adoption of the MIDAS Heritage data standard to facilitate the sharing of information between heritage organisations and the migration of data to other information management systems.





The WoSAS HER was initially collated from specialist historical and archaeological information on already known cultural heritage resources, and now comprises MIDAS compliant databases linked to a dedicated geographic information system (GIS), and associated reference material. Public online access to the HER is maintained through the WoSAS website and a smartphone app.

Over the last two years, WoSAS has worked with the Association of Local Government Archaeological Officers (ALGAO) to represent local authorities in the development of the Scottish Historic Environment Data Strategy (SHED Strategy), a collaborative national public information resource for the historic environment. This ongoing joint venture between local and national bodies comprises shared and linked digital records. Its primary purpose is to deliver a more efficient process for handling historic environment records, helping to make the record more complete, more reliable, more accessible, and easier to understand.

WoSAS is an active partner in OASIS (Scotland) a strategic partnership across the professional archaeological community in Scotland. Supported by Historic Scotland, the Royal

Commission on the Ancient and Historical Monuments of Scotland (RCAHMS) and the Local Authority Archaeologists, OASIS provides an online index to archaeological reports produced as a result of developer funded fieldwork. These reports are checked and validated by the HER staff before they are accepted and integrated into the relevant historic environment records.

New information is continually added to the HER as a result of casework-related research work by WoSAS staff, and following the results of commercial archaeological interventions initiated by the planning system. Information is also derived from external sources including amateur and academic fieldwork and research, community projects and other heritage organisations. All information has to be assessed for spatial accuracy and relevance to relevant research frameworks, and filtered to remove duplications and to ensure compliance with agreed data standards. The integration of additional information and data-cleaning operations are relatively time-consuming, and are vulnerable to neglect under pressures of time.

This objective is an ongoing area of work which sustains the primary working tool of WoSAS and merits greater consideration for future work programmes.

#### **2.4 Objective 2: to provide Development Management advice to planning officers**

Planning Advice Note (PAN) 2/2011 states that it is essential that planning authorities should have access to a professionally-curated Historic Environment Record. The PAN indicates various stages in the development process where the advice of the specialised archaeological adviser may be required.

The advice WoSAS provides is tailored to the specific requirements of the questioner, and the details of the case. Advice can include scoping requests, an assessment of importance and significance, cultural role, tourism potential, land management, and other issues. Where insufficient information exists to make an informed decision, WoSAS will advise on how this can be remedied cost-effectively.



The depth of the WoSAS expertise in such matters allows our advice to be impartial, cogent and proportionate, and to reflect local, regional and national archaeological contexts consistently over time. In this way, and through providing information to member authorities for their Planning Performance Frameworks, we will facilitate a higher quality Development Management service in member councils by providing added value to their work as planning authorities.

#### 2.4.1 advising which archaeological monuments raise potential issues

Archaeological Consultation Trigger maps (ACTmaps) were provided for member councils to allow their planning staff to identify some of the planning applications which had the potential to raise archaeological issues. These ACTmaps were initially produced annually as a filtered sub-set of records in the WoSAS HER, and showed only reliably-located known heritage assets which might be vulnerable to development. Poorly located sites, or the locations of artefact scatters or isolated finds were excluded, as were large-scale areas with archaeological potential but without proven remains. The maps were specifically not intended to be used as Constraints Maps, and were not able to be used to identify all possible archaeological issues.

The maps were intended to allow cases to be identified at an early stage in the application process by avoiding delays in receiving weekly lists of applications by post, writing to request details, and waiting for the response, all while the application processing timetable was continuing. The maps were useful for flagging up small, relatively simple applications in areas of possible archaeological sensitivity as requiring archaeological comments before they were dealt and possibly fast-tracked for early determination.

Since the inception of the e-planning system, the usefulness of the ACTmaps has decreased markedly, as the modern online planning systems allow WoSAS staff to monitor weekly lists and to assess the application details as soon as they are put online. Due to their time-consuming production process, the ACTmaps are now

updated and produced only on demand from the planning services, and their overall effectiveness for their original purpose is now highly debateable.

The desirability of maintaining this objective by this means will be reviewed in consultation with all member authorities.

#### 2.4.2 advising whether archaeological mitigation should be required

The Scottish Historic Environment Policy (SHEP) states that it is the policy of Scottish Ministers that the protection of the historic environment is not about preventing change, but that change should be managed intelligently and with understanding. Scottish Planning Policy (SPP) and Planning Advice Note (PAN) 2/2011 guide planning authorities towards specialised archaeological advice when weighing the significance of the historic environment issue in relation to other material considerations.

The specialised advice WoSAS provides is informed and impartial, and balances the actual or potential significance of historic environment assets against the likely impacts on them. WoSAS takes account of current archaeological knowledge, the planning history of the area, and relevant central and local government policies before recommending a course of action for the planning authority. A wide range of archaeological techniques is available to address historic environment issues, but some will not be appropriate to each case. Whether to gather additional information to aid decision-making, or to secure investigations in mitigation of adverse impacts, WoSAS assesses what would be the most appropriate method to cost-effectively address the issues that have been raised.

In addition to responding to direct consultations from planning officers, WoSAS monitors weekly lists of planning applications and assesses each application against information in the HER. Where a potential historic environment issue can be identified, the details of the application are assessed through the online e-planning system, so that the planning officer can be informed of potential issues.



#### 2.4.3 advising how mitigation measures can be secured

Scottish Planning Policy (SPP) and Planning Advice Note (PAN) 2/2011 state that where feasible, historic environment assets should be preserved in situ, and in an appropriate setting. SPP states that where this “is not possible planning authorities should, through the use of conditions or a legal agreement, ensure that developers undertake appropriate excavation, recording, analysis, publication and archiving before and/or during development.” WoSAS provides planning officers with advice on what is the most appropriate mitigation methodology, and which form of planning condition or legal agreement would be most effective in securing that mitigation.

In some cases, relatively simple developments can raise relatively complex historic environment issues which require careful treatment. In such cases, specialised expertise is required to match the most appropriate mitigation measures to the circumstances, and to assess how these can be secured while being fair and reasonable to the developer.

Archaeological conditions are relatively rarely used, so specialised advice on what form of condition would be most appropriate is often welcomed by planning officers. There may be scope to enhance the understanding of the issues of development management of the historic environment through WoSAS-led professional development updates and case-studies for development management staff in member councils.

#### 2.4.4 advising whether mitigation has been undertaken satisfactorily

Both the Scottish Planning Policy (SPP) and Planning Advice Note (PAN) 2/2011 identify a role for local authority archaeological advisers in assessing whether a developer has adequately implemented a required scheme of work after the attachment of a planning condition or as the requirement of a legal agreement. In this regard, a detailed knowledge of archaeological methods and practices is required, along with an understanding of the archaeological context of the local area and the specific site.

WoSAS staff, with long-term and wide-ranging experience of the historic environment within the member councils’ areas, are able to provide a contextualised assessment of the adequacy of any archaeological project or report. Such an assessment from WoSAS, backed up by detailed knowledge of the archaeological background of each case, allows the development management officer to make a judgement as to when an archaeological condition can be discharged.

The monitoring of archaeological contractors who are acting on behalf of a developer is a normal part of a local authority archaeology service’s duties, and is recognised by the Institute for Archaeologists (IfA) as a professional responsibility. As an impartial curator, WoSAS is also well-placed to advise on whether the results of a project merit further analysis and wider than usual dissemination through full publication.

As this function benefits both the planning authority and the developer, there may be scope to examine the possibility of generating external fee income from executing this role.

## **2.5 Objective 3: to provide Forward Planning advice to member councils**

The current remit states that on the specific request of the planning service of the member councils, WoSAS will provide comments on draft Development Plan Policies, will check areas proposed for development release through the Development Plan for potential archaeological issues, and provide comments on development briefs, Conservation Area Appraisals and Planning Statements.

Recent performance with regard to this objective has often fallen below agreed performance standards, where response times have been subordinated to the requirements of development management casework.

The requirement for, or timetabling of this type of consultation requires to be assessed in consultation with the member councils. This objective requires more consideration for the future work programme.

## **2.6 Objective 4: to further facilitate sustainable development**

Changes to the planning system in recent years have placed a different emphasis on advance consultation with the regulatory authorities in order to speed up the determination of planning consent and to ensure that sustainable development targets are met.

Developers are now expected to identify, consult on, and address as many potential planning issues as they can before lodging a planning application. This “front-loading” of responsibilities onto applicants has reinforced what was previously best-practice, and has resulted in an increase in pre-application casework.

WoSAS helps to facilitate this process in a number of ways:

### **2.6.1 providing pre-application advice to developers and their agents**

Planning Advice Note (PAN) 2/2011 strongly recommends that developers seek early advice from local authority archaeological services. Such pre-application consultations can identify

potentially serious archaeological issues at an early stage and allow discussions on how these might best be avoided or dealt with, thereby assisting the smooth processing of a subsequent planning application by minimising unnecessary and potentially costly delays.

The provision of archaeological advice to developers before a planning application has been lodged with the planning authority is subject to a charge as outlined in the WoSAS Access to Information and Charging Policy, approved by the WoSAS Joint Committee on 3 April 2009.

### **2.6.2 providing historic environment advice to Statutory Undertakers**

The Scottish Government has set out its policies for the historic environment in the Scottish Historic Environment Policy (SHEP) document, which emphasises the importance of the historic environment, and Scottish Ministers’ expectation that all public agencies operating in Scotland should have regard to current policy and guidance for the historic environment. Statutory Undertakers consulting with WoSAS before commencing fieldwork are provided with archaeological information from the HER, are advised of potential issues arising from their proposed works, and of how to address those issues.

WoSAS is under no obligation to provide this archaeological information without charge and therefore its provision, and that of any advice is subject to a fee in line with the WoSAS Charging Policy, referred to in 2.6.1.

### **2.6.3 providing historic environment advice to other regulatory bodies**

Until the termination of the scheme in the current year, advisers to the Scottish Rural Development Programme (SRDP), a national agri-environment scheme funded through the European Union Common Agricultural Policy, sought information and advice on historic environment resources within SRDP project land parcels. Information and advice for this scheme, and its precursors, was provided in return for grant-aided support from Historic Scotland.





Discussions at national level regarding the EU's successor scheme to the SRDP are still ongoing, but it is unlikely that the replacement scheme will require such advice on undesignated heritage assets.

The Forestry Commission regularly seeks advice from WoSAS on the historic environment through its regulatory role in forestry works. No agreement has been possible to date on recouping the costs of officer time which would be spent responding to these unresourced requests.

In the current circumstances, WoSAS has no capacity and is under no obligation to meet demands for unresourced external work for other regulatory bodies. Unless appropriate fee-charging regimes can be agreed or supporting grants are obtained, this objective should be suspended.

#### [2.6.4 providing historic environment information to consultants](#)

Planning Advice Note (PAN) 2/2011 and the Institute for Archaeologists (IfA) Standards and Guidance documents assume that consultants acting for developers will seek historic environment information from local authority archaeological services.

Small-scale queries are normally self-serviced by consultants from the WoSAS website, but larger or more complex structured database extracts are requested from WoSAS in return for a fee levied in accordance with the WoSAS Charging Policy, as referred to in 2.6.1.

#### [2.6.5 providing advice to developers and their agents on appropriate archaeological mitigation measures](#)

Having provided advice to the planning authority on the historic environment issues raised by development proposals, WoSAS can and does provide advice to developers and their agents regarding the means and measures most likely to address those issues to the satisfaction of the planning authority.

General discussions with developers and their agents on the scale and scope of work required to address archaeological issues raised by their proposals can be said to be directly tied to the regulatory function of WoSAS as advisers to the planning authority.

However, WoSAS staff time spent checking, advising, and agreeing the paperwork drawn up by the developers' agents to implement the requirements of archaeological conditions would constitute "added value" which benefits the developer by potentially shortening the approval of the required documentation.

As this detailed advice benefits the developer, there may be scope to examine the possibility of generating external fee income from executing this role.



## **2.7 Objective 5: to represent the interests of member councils in consultations with national heritage agencies and professional organisations**

Either as a sub-national-scale joint service for a third of all Scottish planning authorities, or as a contributing member of the Association of Local Government Archaeological Officers (ALGAO) at both UK and Scottish level, WoSAS consults widely with other heritage bodies and organisations. Liaison across council boundaries with other local authority historic environment practitioners to examine areas of common cause and concern has allowed matters of interest to our member councils to be carried into discussions and consultations at national level.

The joint service approach of WoSAS again delivers economies to member councils in officer time spent in specialised external consultations, and promotes a greater level of consistency across the member council areas.

Invitations to consult or contribute to various discussions exceed the staff time available within current workload commitments. Only those matters with more direct relevance or importance to the member councils are taken up.

Some examples of roles taken on under this objective include:

- Representing Glasgow City Council and West Dunbartonshire Council on the Antonine Wall World Heritage Site Working Group.
- Representing the interests of the local authorities as an invited consultee on the Scottish Government review of SHEP and on the consultation on the new Historic Environment Strategy for Scotland
- Representing the interests of planning authorities in Historic Scotland discussions on the roles, responsibilities and resources of local and national government for managing the historic environment following the merger of Historic Scotland and the RCAHMS.

- Representing member councils in the discussions on professional data standards in the Scottish Sites and Monuments Record Forum (SMR Forum), and on the development of the Scottish Historic Environment Data Strategy (SHED Strategy).

## **2.8 Objective 6: to provide historic environment information to researchers and to the general public**

Lectures on the planning work of the Archaeology Service and training seminars are provided on request to local archaeological and historical societies and other bodies, and wherever possible we support local archaeological projects and community groups with information and assistance in kind.

Non-commercial researchers and enquirers are encouraged to make use of the online HER with its text-based and map search tools which are freely available on the WoSAS website for their research, but where possible requests for archaeological information from students and members of the public, especially those without internet access, are dealt with directly by WoSAS staff, provided that the requests are simple or relatively minor in nature.

Following WoSAS's establishment as primarily a planning-related service, this public information or educational outreach role has not been a main focus of our existing remit, although WoSAS was at the forefront of making HER information available to others online.

This objective is an active and ongoing area of work for future development.

## 2.9 Delivery of the remit to date and proposed future emphasis

The table below sets out the current WoSAS remit and assesses recent performance levels in each area as referred to above. The final column sets out proposals for renewed emphasis in the work programme to be carried forward to 2017.

*Table 1 An assessment of the outcomes of current workload against the WoSAS remit*

Remit		Current performance	Emphasis 2014-17
<b>Purpose:</b> provide specialist archaeological advice			Sustain
<b>Aim:</b> provide accurate, mediated information			Sustain
Objectives:			
1.	to maintain and update the WoSAS HER		Explore possible cost-neutral enhancements
2.	to provide Development Management advice to planning officers on:		
i)	which archaeological monuments raise potential issues (ACTmaps)		Explore the need to continue in the present form
ii)	whether archaeological mitigation should be required		Sustain
iii)	how mitigation measures can be secured most effectively		Sustain
iv)	whether such mitigation has been undertaken satisfactorily		Sustain, and explore options to generate fee income
3.	to provide Forward Planning advice to member councils		Explore options to improve this
4.	to further facilitate sustainable development by:		
i)	providing pre-application advice to developers and their agents		Explore options to generate fee income
ii)	providing historic environment advice to Statutory Undertakers		Sustain where fee-earning
iii)	providing historic environment advice to other regulatory bodies		Sustain where fee-earning
iv)	providing historic environment information to consultants		Sustain
v)	providing advice to developers and their agents on appropriate archaeological mitigation measures		Explore options to generate fee income
5.	to represent the interests of member councils in consultations with national heritage agencies and professional organisations		Sustain, subject to priorities of time and relevance to remit
6.	to provide historic environment information to researchers and to the general public		Sustain, and explore possible cost-neutral HER links and enhancements

satisfactory
  issue(s) raised
  action needed



Table 1 indicates that discussions should be held with member council planning staff regarding:

- **Objective 2 i)** WoSAS providing ACTmaps advising which archaeological monuments raise potential planning issues;
- **Objective 3** WoSAS providing Forward Planning advice to member councils.

Table 1 indicates that WoSAS should explore options towards:

- **Objective 1** maintaining and updating the WoSAS HER;
- **Objective 6** providing historic environment information to researchers and the general public.

Table 1 indicates that WoSAS should undertake exploration of:

- **Objective 2 iv)** options to generate fee income from monitoring whether archaeological mitigation has been undertaken satisfactorily;
- **Objective 4 i)** options to generate fee income from providing pre-application advice to developers and their agents;
- **Objective 4 v)** options to generate fee income from providing advice to developers and their agents on appropriate archaeological mitigation measures.

Finally, Table 1 indicates that where there is no obligation on WoSAS or its councils to provide information or advice free of charge, WoSAS should only continue to comply with such requests on a chargeable basis with regard to:

- **Objective 4 ii)** providing historic environment advice to Statutory Undertakers;
- **Objective 4 iii)** providing historic environment advice to other regulatory bodies.

### 3 The WoSAS programme plan 2014 -2017



#### 3.1 Budget 2014/15

The WoSAS budget for financial year 2014/15 is £172k. The budget comprises five main areas of expenditure:

Staff costs (not inc. mileage):	£142.5k
Accommodation costs:	£ 11.5k
Admin. Supplies and Services:	£ 7.5k
IT Purchases and System Support	£ 5.5k
Casework mileage costs	£ 5.0k

A statement of the projected Income and Expenditure account for the year is presented in Appendix 2. The budget is managed on behalf of WoSAS by Glasgow City Council as host authority, subject to authorisation of payments and invoices by the WoSAS Manager. Glasgow City Council provide internal auditing of the accounts as part of the services they provide which are resourced through an identified host council charge, and an annual external audit is carried out by Audit Scotland.



### 3.2 Staffing 2014/15

Following service restructuring, the WoSAS staff comprises three full-time salaried posts, all funded directly from the WoSAS budget.

- WoSAS Manager
- Senior Archaeologist
- Archaeologist/HER Officer

Currently, the full-time WoSAS staff members are being assisted by a part-time unpaid volunteer, who is undertaking HER data input and data-cleaning tasks to enhance the WoSAS HER and to gain up-to-date work experience.

To illustrate the cost-effectiveness of the Service, the most recent Scotland-wide staffing survey by the Association of Local Government Archaeological Officers (ALGAO) recorded 24.6 Full-Time Equivalent (FTE) archaeological staff working on planning-related matters across the 33 Scottish planning authorities. Within these totals, the 3 staff in WoSAS currently provide advice to 11 of these authorities.

### 3.3 Planning work 2014/15

The largest component of the WoSAS workload will continue to be the provision of planning-related advice to the planning services of the member councils, which is underpinned by the service's main working tool, the WoSAS Historic Environment Record.

#### 3.3.1 Maintaining and updating the HER

While new information is always being added to the HER during the processing of planning casework, and after commercial archaeological pressures of work can lead to delays or omissions in the integration of additional information. The creation of new records and concomitant data-cleaning operations are relatively time-consuming, and are vulnerable to neglect under pressures of time.

Nevertheless, the HER is such a critical tool in the formulation of planning-related advice to the member councils that all means to improve its maintenance and updating must be explored. WoSAS will liaise with national and local bodies

and individuals to improve the datasets accessible from within the HER, and will undertake every opportunity to enhance its content.

#### 3.3.2 Provision of ACTmaps

The current WoSAS remit states that annual updates of the Archaeological Consultation Trigger maps (ACTmaps) will be provided to councils. Over time, this update schedule has been allowed to slip, partly because the semi-automated production of the maps is relatively time-consuming and slows down other computer functions, but also because the maps' former primary purpose has been overtaken by changes in the planning system.

The ACTmaps were originally intended to allow development proposals which might adversely affect significant archaeological sites to be identified at an early stage in the application process by council planning staff who were not archaeologically trained, so that a consultation response could be requested from WoSAS before processing of the application began. This was important when all correspondence was subject to postal delays. The introduction of e-planning allows WoSAS to identify and assess applications as soon as they are registered and put online.

It appears that some authorities are using the ACTmaps as a form of Constraint map for forward planning. This lies outwith the purpose the maps were designed for, and the data filtering which produces the ACTmap GIS cover is not robust enough to identify all currently known and significant planning issues. There is a danger that ACTmaps used in this manner may confuse or mislead applicants and their agents attempting to identify potential archaeological issues at the pre-applications stage as recommended by current policy and guidance.

WoSAS would like to open a dialogue with the planning services of the member councils to discuss the limitations of the ACTmaps, and whether they can be revised or amended so as to improve their usefulness, or whether their use can be abandoned having been overtaken by newer technology.

### 3.3.3 Development Management

Development management issues will form the largest category of casework for the member councils. Technological advances arising from the introduction of the e-planning system have reduced delays in receiving weekly lists of registered planning applications, and in assessing the applications for potential archaeological impacts, and giving notice of these potential impacts to the planning service.

WoSAS will work with the Development Management staff in the councils to promote the Service to Development Management planners and to establish an agreed optimum timetable to provide a response to consultations depending on the likely complexity of the issues raised by the case. Simple “no issue” responses will be issued as soon as assessed.

Where mitigation fieldwork or other action is required prior to, or after determination of an application, WoSAS will liaise with the Development management Officer regarding the monitoring of progress and the satisfactory completion of the archaeological work.

WoSAS will seek to facilitate sustainable development by providing appropriate information and advice at each stage of the planning process to developers, consultants and contractors.

### 3.3.4 Forward Planning

Where possible, WoSAS provides comments on draft Development Plan Policies, checks for potential archaeological issues on areas proposed for development release through the Development Plan, and comments on development briefs, Conservation Area Appraisals and Planning Statements on the specific request of the planning service of the member councils. In some cases requests arrive when staff are unavailable or staff time is short because of other work requirements, and response deadlines are missed. The WoSAS Manager will liaise with the Officer Steering Group to determine if an improved consultation method can be put in place where such advice is necessary.

## 3.4 Collaboration, communication and outreach

WoSAS will continue its work with ALGAO:Scotland, Historic Environment Scotland the new, merged national heritage agency, and with others, in the development of the Scottish Historic Environment Data Strategy (SHED Strategy). This collaborative joint venture between local and national bodies comprises shared and linked digital records forming a national public information resource for the historic environment.

In addition to the links inherent in the SHED Strategy, WoSAS will make direct contact with the museums, Libraries and Community services of member councils to exchange web-addresses and live online links so that the online HER can be accessed by as many of the public as possible within each member council's premises. It is hoped that this will markedly increase access to the HER with minimal costs to staff time.

WoSAS will liaise with the Officer Steering Group to obtain contact details for the press office of member councils to enable each council's publicity staff to be informed when a news item relevant to the council area is mounted on the WoSAS website, and so that each council press office has the opportunity to build reciprocal links to the archaeological service.

### 3.5 Project work 2014/15

WoSAS has been involved in a number of projects of varying sizes. Most of these projects were relatively small in scale. Project funding was used to engage dedicated project staff or temporary assistance to cover core WoSAS functions for the period of the commitment of WoSAS staff to the relevant project.

WoSAS was engaged to assist the City Council in managing the archaeological contracts associated with the M74 Completion project in 2007-8. Following the completion of the main road construction, a Project Evaluation Report on the cultural heritage impacts is required to report on the success, or otherwise, of the road project's mitigation strategy. WoSAS was asked to

produce this report for the M74 Completion team on a fee-earning basis, and will complete it in the coming year.

WoSAS staff continue to co-ordinate joint ALGAO:Scotland proposals for HER enhancement projects through the Scottish Historic Environment Data Strategy. Projects are proposed and approved on a national basis, and to date grants have been disbursed to other organisations which do not yet meet the standards of the WoSAS HER. A map-based data enhancement opportunity for the WoSAS HER has been identified, and will be carried forward in outline as a project for consideration. An in-house “facelift” for the WoSAS website has been programmed for the coming year. It is not expected that major structural changes will be required to the site, but the user interface requires simplification and a more modern look. A new page layout will improve site navigation for the new or casual user.

### **3.6 Other tasks**

A number of other matters to do with the management and governance of WoSAS and with its role and relationship with other elements of the historic environment sector require to be addressed or explored in the coming year.

#### **3.6.1 Accommodation**

WoSAS currently occupies office space in a Glasgow City Council building and is re-charged by the City Council for rates, services and utilities, but not for a commercial rental element. As host authority, Glasgow City Council is responsible for the provision of appropriate office space for WoSAS. The City Council has outsourced the property management of its estate to an arms-length external organisation, Access LLP, who have just begun discussions on the possibility of matching the future accommodation requirements of WoSAS with available office locations in the same building or elsewhere. The building currently occupied has become surplus to the City Council’s requirements, and due to changes in WoSAS staff numbers, the current office is larger than required. Current office space

requirements could be reduced further were it not for a considerable quantity of old casework files and archival material in hard copy, which cannot currently be disposed of.

A preliminary search of external commercial property available in the Glasgow conurbation indicates that current budget levels are unlikely to allow alternative accommodation for staff and hard copy files to be secured at full commercial costs. Office removal costs and IT connectivity requirements to maintain working efficiency and communications will also be major factors. It is expected that one-off expenditure, such as removal costs, would be met by drawing down the necessary sum from WoSAS reserves.

These budgetary and spatial considerations are tied to the City Council’s responsibilities as host authority for WoSAS, and will require multilateral discussion and agreement to source cost-effective alternative accommodation with a suitable combination of office size and IT connectivity.

The WoSAS Manager and the host department within the City Council will discuss options with Access LLP to bring forward a sustainable solution.

#### **3.6.2 Digitisation of casework files and records**

WoSAS holds a considerable quantity of old planning casework files and archaeological archival material which dates from before the advent of the “paperless office” and the e-planning system. This material includes information on potentially “live” planning consents and past case histories which are of continuing relevance, and which cannot currently be safely disposed of.

The most appropriate long-term solution to this storage problem is digitisation of the relevant records and their integration into the HER. Unfortunately, archaeological expertise is required to filter the relevant details from the larger quantity of planning data included in the casework files, which requires an unacceptable amount of staff time to be diverted from current casework. Working time records for a volunteer scanning backlog files and carrying out the associated HER data entry tasks show that this

approach to digitisation would be unable to address the quantity of paper files and reports held by WoSAS at the current staffing levels.

Should available office space be at such a premium that continued storage of the hard copy files and reports is no longer possible, it would be feasible to have the files scanned and returned in digital form by commercial document handling contractors. Costs for this type of service have fallen markedly in recent years, and advances in scanning technology have improved the quality of the digitised documents.

Filing the resultant digital documents and integrating their information into the WoSAS HER is a task that would have to be carried out by WoSAS, and which would also take time away from current casework and other tasks, but could be done on an ad hoc or needs-based basis until a more comprehensive scheme could be resourced. Although this would not solve the information backlog issue, it would address the spatial storage problem.

Costs of digitisation would depend on what proportion of the range of documents currently held by WoSAS was put out to contract. An estimate based on a visual appraisal of the filing cabinets and storage tanks was quoted in the range of £10k - £15k. It is proposed that in preparation of any office relocation, a revised quotation for such scanning be obtained, and if acceptable, commissioned. The costs of such an exercise could be met by drawing down the appropriate sum from the WoSAS reserves, subject to the agreement of the WoSAS Joint Committee and the partner authorities.

### 3.6.3 Reserves Policy

The current level of WoSAS reserves is approximately £122k. On previous occasions sums have been drawn down from the reserve to meet one-off or unexpected costs, such as replacement of a faulty computer server, or to meet staff severance costs. In recent years, the Officer Steering Group has recommended setting budgets which allow member councils

contribution reductions or freezes, with projected shortfalls being met from the reserves. Again, in recent years, prudent management of the WoSAS budget has resulted in modest surpluses, with concomitant increases in the reserves to their current level.

Given the level of reserves held, and the possible uses to which some of them may need to be put (see sections 3.6.1 and 3.6.2 among others), it would be prudent to establish an agreed Reserves Policy for WoSAS, to be drawn up by the Manager in consultation with the Officer Steering Group and brought before the WoSAS Joint Committee for consideration.

### 3.6.4 Charging Policy

The current WoSAS Access to Information and Charging Policy (Appendix 3) was approved by the WoSAS Joint Committee on 3 April 2009. Since that date there have been substantive changes to the planning system, and to the government's policy framework. In the continuing challenging economic environment, budgetary pressures are such that new consideration is given to the charging policy, and its level of fees.

Member councils' planning services can use the current planning guidance documents' emphasis on making developers address issues before lodging planning applications to insist that the prospective applicants consult with and make use of up-to-date advice from WoSAS prior to submitting an application. In addition to speeding up the processing of any resultant application, this is likely to substantially increase the opportunity for WoSAS to generate additional income from pre-application enquirers.

In addition to the current charging regime, there is considerable scope to charge for other "added-value" elements of the regulatory role carried out by council archaeology services. WoSAS staff time spent checking and agreeing paperwork drawn up by consultants and contractors to implement the requirements of archaeological conditions, and WoSAS staff costs associated with monitoring of fieldwork carried out for developers implementing





those archaeological conditions are elements that have benefits to the applicant and developer. Given the wide range of projects of all sizes and potential complexity which are dealt with through the planning system, and the large geographical area covered by WoSAS, it is likely that a sliding scale of pre-set charges would have to be applied rather than re-charging on the full time spent or the full distance travelled.

While charges for staff time spent on these tasks have yet to be introduced by any Scottish Council, they have already been implemented without challenge in England by Buckinghamshire, Durham, and Worcestershire County Councils, and are being actively considered by others.

The WoSAS Manager and the Officer Steering Group will review the rates and application of the Access to Information and Charging Policy and will report to the Joint Committee.

### 3.6.5 Professional accreditation

The Institute for Archaeologists (IfA) was granted a Royal Charter in February 2014 and it is expected that this will increase pressure towards the complete accreditation of all archaeological professionals. The Institute has continued to press for more curatorial bodies such as WoSAS to apply for the IfA's Registered Archaeological Organisation (RAO) status, but only a very small minority of UK curatorial services has done so, or is currently preparing to apply. There are costs in time and money in preparing an application for RAO status, and annual costs in retaining it.

While the principles behind all professional archaeological bodies moving towards RAO status are laudable, and institutional accreditation may become advisable in future, given the current staffing levels and workload within the service, and the fact that the lack of RAO status is not currently a disadvantage to curatorial services, the costs of attaining such status cannot be justified at present.

Institutional corporate membership of the IfA is not essential for curatorial services, and the lack of institutional accreditation currently carries no professional disadvantage. However, with the IfA's achievement of Chartered status, it would be advantageous if WoSAS advisory staff were members of the organization on a personal basis. Those WoSAS staff who are not yet IfA members will apply for membership of the Institute within the current service year.

## WoSAS PROGRAMME PLAN 2015-17

### 3.7 WoSAS Work Programme and Governance

The role of local authority historic environment advice services in the planning system is unlikely to change radically in the first half of the period of this Plan. However, following major changes to the structure and status of the main national government heritage agencies which will not be completed until late 2014 at earliest, there will be changes to system of Statutory Designation and Consents which may have relevance to the work of the local authorities, and which are likely to come into force during 2015.

The recent transfer of Policy staff from Historic Scotland to a new Historic Environment Policy Unit in the Scottish Government, the establishment of a Scottish Government/COSLA Joint Working Group for the Historic Environment, and the impending merger of Historic Scotland and RCAHMS (soon to retain their existing branding within a new, merged Historic Environment Scotland, HES) means that a new joint approach to designation and regulation may need to be taken into account in future work programme planning.

The effects of the recent release of the Scottish Government's latest strategy document "Our Place in Time - The Historic Environment Strategy for Scotland", and the imminent launch of a sector-wide Archaeology Strategy for Scotland by Historic Scotland will also need time to "bed down" across the historic environment sector. The archaeological profession will also be adapting to the new Chartered status which is expected to be confirmed for the Institute for Archaeologists (IfA).

In addition to this wide range of contemporaneous external changes in the historic environment sector, work proposed for WoSAS in the first year of this Plan may also lead to a reassessment of the balance of services carried out, the office accommodation requirements, the proportion of fee-earned income which can be secured, and the overall budget of the Service in the latter part of the Plan period.

The Business Plan will therefore be refreshed at the end of its first year to align with the existing remit of WoSAS, and to add value in light of the current planning context.



### **3.8 WoSAS Management and Reporting**

The WoSAS Annual Report provides statistics relating to the work of the service over each financial year, and a report on the activities undertaken in each service work area and across each council's geographical area. It has been proposed that a new format of report should be developed that retains its statistical worth, but is less rigid in its presentation of archaeological outcomes across the WoSAS service area.

Work carried out to assess the continuing validity of the current WoSAS remit is not likely to be completed in time to take into account for the 2013/14 Annual Report, but will be able to feed into the structure of the following Report for the year 2014/15. If there are changes to the WoSAS remit, then it is likely that there will also be changes to the recorded performance indicators for the service. Any such changes will be incorporated into the reporting arrangements of the service to the WoSAS Joint Committee.

### **3.9 Finances 2014/15**

A proposed Financial Programme for the financial year 2014/15 is provided as Appendix 2. The proposed budget provides projections of income and expenditure and assumes a standstill in budget contributions with the exception of West Dunbartonshire, which has been adjusted downwards to take account of the reduction in its council area for planning purposes since the creation of the Loch Lomond and Trossachs National Park as a planning authority.

The projected core costs for the Business Plan period remain relatively static at £172,000 per annum. In keeping with actual out-turns against projections in previous years, it is expected that the small projected deficit will be largely or wholly counteracted by a combination of underspends in projected supply and services costs in non-salary budget heads and by greater than projected fee-earned income.

### **3.10 Finances 2015/17**

No budget projection is included in this Plan for the financial years beyond 2014/15. In each previous year, reports made to the WoSAS Joint Committee have included a three-year rolled-forward financial projection. Such projections have previously been drawn up with some certainty over the main budget headings. This year, there is uncertainty over the currently unresolved question of future accommodation costs for the service. This uncertainty may be reduced or removed in the near future, but currently it is not possible to predict how this might affect the overall budget. The WoSAS Manager and the Officer Steering Group are proposing no major alteration to council contributions or to main budget headings. If accommodation costs remains stable, underlying costs of approximately £172,000 per annum are projected for the following two financial years. It is hoped that any increase in accommodation costs can be met with increased fee earnings following the review of the Access to Information and Charging Policy.

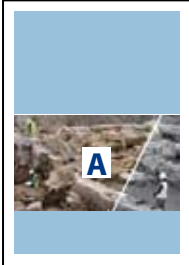
### **3.11 WoSAS Financial Reserves**

The WoSAS financial reserves currently stand at approximately £122,000. Amounts may be required to be drawn down from this reserve to meet one-off costs of moving office and / or document scanning to reduce storage requirements in the long term.





## PHOTOGRAPH DESCRIPTIONS



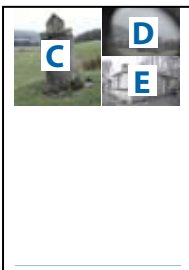
### Cover

**A:** Remains of the first Glasgow Water Works, built in 1806-9 on what was to become the site of the award-winning 2014 Glasgow Commonwealth Games Athletes' Village. The remains were excavated during preparation of the site in advance of the Games.



### Page 4

**B:** The *Cill Naoimh* (Kilnave) Cross, an 8th century early Christian High Cross next to the ruins of a small late medieval chapel on the Isle of Islay. It is thought that the High Cross stands on the site of an early monastic settlement.



### Page 5

**C:** A "meridian pillar", aligned with the mid-day sun by pioneering astronomer Sir Thomas Brisbane in 1819 so he could accurately map a North-South line through the UK.

**D:** The view of the nearby town of Largs through the meridian pillar's aperture.

**E:** The ruins of Brisbane's early 19th century private observatory today.



### Page 6

**F:** The Boiler House (l) and the Engine House (r) of the 1806-9 Glasgow Water Works on the site of the Glasgow Commonwealth Games Athletes' Village. Begun fifty years before the more famous Loch Katrine Scheme, the earlier Glasgow Water Works were the modern world's first attempt at a full public water supply for a major city.



### Page 11

**G:** Excavating the evidence for medieval houses found under Rutherglen Town Hall.

**H:** The medieval well in the cloister of the 15th century Glasgow Greyfriars' (Franciscan) Friary which was identified and excavated before development at Shuttle Street.

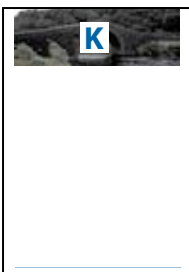
**I:** The high-quality stonework of the filtering well at the 1806-9 Glasgow Water Works.



### Page 12

**J:** The steps leading down to the basement floor of the huge 1806-09 Engine House of the first Glasgow Water Works. James Watt advised on the design and operation of the two large beam engines which were installed here to pump water into and out of the treatment works.



**K****Page 14**

**K:** The famous Clachan Bridge, or “Bridge over the Atlantic” joining the Isle of Seil to the mainland south of Oban. Designed by Thomas Telford to allow the passage of small vessels, it was built in 1792 by engineer Robert Mylne.

**L****Page 16**

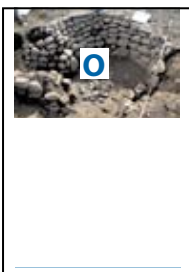
**L:** Laser scanning the rebuilt and repaired façade of a large early 19th century limekiln during its excavation and recording before a housing development near Stewarton, East Ayrshire.

**M****Page 19**

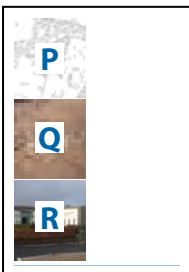
**M:** The remaining upstanding stones of the Colmac Circle, a 13-metre diameter prehistoric Stone Circle at Ettrick Bay on the Isle of Bute. Originally there may have been nine stones in the circle. The site has spectacular views to the south-west, towards Arran and Kintyre.

**N****Page 20**

**N:** The Inveraray War Memorial on the shore of Loch Fyne. The bronze statue of a Highland Infantryman by Glasgow sculptor Kellock Brown commemorates the seventy-two men and one woman of the area who lost their lives in World War I, and the ten men who died in World War II.

**O****Page 25**

**O:** A medieval corn-drying kiln being drawn and recorded during excavation in advance of a housing development in a field at Dreghorn, in Irvine New Town. Other kilns and buildings found alongside a track there showed that the modern village had shrunk in size after the medieval period.

**P****Q****R****Page 26 The modern archaeological process:**

**P:** Alexandria in 1913. The undisturbed land around the mansion that became the Vale of Leven Hospital was identified by WoSAS as having archaeological potential.

**Q:** The unique, multi-phase late Neolithic (c. 3,000-2,700 BC) ritual site found during archaeological evaluation of the area, and excavated before development.

**R:** The Vale Centre, the state-of-the-art community health centre whose development raised the archaeological issue, and resulted in important new discoveries.