

## Glamorgan-Gwent Archaeological Trust

### 2014-2015 Strategic Plan

#### Summary Review

Objectives	Targets	Achievement
<i>1. Fostering Public Understanding</i>		
1.1 Promote the role and assets of the Trust	1. Have accessible presence at public events in defined outreach program including presence at events forming 2014 Festival of Archaeology; 2. Mount exhibitions at least ten venues and deliver leaflets and other 'pick-up' outputs to at least fifty collection points; 3. Use WATs Joint Communications strategy as necessary for promotional campaigns. (see also 2.3)	1.1.1 Programme of events was devised and carried out (see for example <a href="http://www.ggat.org.uk/engagement/FestivalofArch_Lookbook/foa2014-gallery.html">http://www.ggat.org.uk/engagement/FestivalofArch_Lookbook/foa2014-gallery.html</a> ); 1.1.2. Exhibitions were mounted at twenty-two venues which exceeded the target, but as a consequence less time was available for leaflets distribution which was restricted to twenty venues; 1.1.3 Not required.
1.2 Raise awareness of the significance of the historic environment through advocacy and other measures	1. Respond to government consultations; 2. Provide advice to regulatory and non-regulatory bodies on a wide range of matters pertinent to Historic Environment interests (see also 2.2); 3. Hold annual forum with Unitary Authorities; 4. Represent historic environment interests on steering groups and other fora.	1.2.1. The Trust responded to eight government consultations, these included Designated Landscapes, Woodlands for Wales Action plans, Marine Character Areas, Welsh National Maritime Plan; Panning Bill Wales 2014; 1.2.2. Trust staff continued to provide advice to a number of regulatory and non-regulatory bodies on a wide range of matters pertinent to Historic Environment interests, these included Cadw and other Welsh Government Directorates, Local Authorities in South Wales, Natural Resources Wales; 1.2.3 The Annual Forum was held; 1.2.4 Attendance on the following local groups/fora was maintained - Caerleon Research Committee, The Gower Countryside Management Forum, Severn Estuary Forum (and the related SELRC, SEP, SECG, SCBCEG), Uplands Committee, Caldicot Castle and Country Park Advisory Group, Swansea Built Heritage Forum, Bridgend Heritage and History Forum, Gower AONB Partnership Group and others, staff also served on the steering group for the Gower Landscapes partnership, the Hafod and Morfa Copperworks, Project Steering Group, and the Swansea & Brecon Diocesan Advisory Committee (personal capacity), staff also attend various working committees taking forward thematic or topical issues at which CADW; RCAHMW and WATs normally form the core bodies, in particular the Welsh Historic Environment Strategic Co-ordination Board and related sub-groups concerning Records, Public Engagement, Survey & Investigation and Heritage Management.
1.3 Develop and maintain public communications channels	1. Maintain website and network links to social media providers; 2. Maintain existing, and develop further, links to local/national government departments, businesses and third sector organisations; 3. Develop and maintain reporting in media and other heritage organisations news channels; 4 Use social media presence on at least weekly basis.	1.3.1 The Trust's web content was expanded (1.4.1 below), the Trust made regular postings through social media outlets <a href="http://ggatblog.blogspot.co.uk/">http://ggatblog.blogspot.co.uk/</a> , <a href="http://ggat.wordpress.com/">http://ggat.wordpress.com/</a> , <a href="https://www.facebook.com/pages/Glamorgan-Gwent-Archaeological-Trust/241733672611982">https://www.facebook.com/pages/Glamorgan-Gwent-Archaeological-Trust/241733672611982</a> , <a href="http://issuu.com/ggat/docs">http://issuu.com/ggat/docs</a> , <a href="http://ggatarchaeology.tumblr.com/">http://ggatarchaeology.tumblr.com/</a> , <a href="http://instagram.com/ggatarchaeology/">http://instagram.com/ggatarchaeology/</a> , <a href="http://www.linkedin.com/groups/GlamorganGwent-Archaeological-Trust-4206280?gid=4206280&amp;trk=hb_side_g">http://www.linkedin.com/groups/GlamorganGwent-Archaeological-Trust-4206280?gid=4206280&amp;trk=hb_side_g</a> , <a href="http://www.scribd.com/Glamorgan-Gwent%20Archaeological%20Trust/documents">http://www.scribd.com/Glamorgan-Gwent%20Archaeological%20Trust/documents</a> , <a href="http://www.flickr.com/photos/tags/ggat">http://www.flickr.com/photos/tags/ggat</a> , <a href="http://www.youtube.com/user/GGATArchaeology">http://www.youtube.com/user/GGATArchaeology</a> , <a href="https://twitter.com/GGAT">https://twitter.com/GGAT</a> ; 1.3.2 Links with local/national government departments and businesses were maintained and links with community heritage groups were strengthened with several new working connections established and a number of collaborative events held; 1.3.3 Reporting in media and other heritage organisations news channels was infrequent; 1.3.4 As an average across the year the target was exceeded.
1.4 Disseminate information about the Welsh Historic Environment	1. Improve website content (particularly in terms of past excavation / project information and data including re-usable content (eg slideshows, powerpoints, prints) creating 30-50 new pages on at least ten past projects; 2. Publish and circulate regular e-news bulletins at least six during the year; 3. Give at least twenty talks/lectures to various groups, societies, conferences; 4. Produce and distribute Discovery and Learning 14 booklet. (See also 2.2)	1.4.1 The target was not achieved, but measures have been put in place to allow better progress in 2015-2016; 1.4.2 The target was not achieved, provision has been reviewed and alternative delivery arrangements are being considered; 1.4.3 Twenty-six talks or lectures were given; 1.4.4 Discovery & Learning 14 was produced (see <a href="http://issuu.com/ggat/docs/discovery_and_learning_2014">http://issuu.com/ggat/docs/discovery_and_learning_2014</a> ).
<i>2. Improve Access and Engagement</i>		
2.1 Facilitate access to Historic Environment Record data	1. Maintain Archwilio both as on-line access to HER and through mobile app; 2. Enhance HER to agreed programme and through in-house development using grants and volunteer support, specifically focusing on adding descriptions, event data and Tir Gofal listings; 3. Continue to explore and implement HER direct access opportunities with Unitary Authority stakeholders; 4. Continue to support and develop GGAT HER Charitable Trust.	2.1.1 The HER under the joint Welsh Archaeological Trusts' branding Archwilio ( <a href="http://www.archwilio.org.uk/">http://www.archwilio.org.uk/</a> ) was enhanced with new information, use of the app ( <a href="http://www.cofiadurcahcymru.org.uk/arch/archwilio_pages/english/app.html">http://www.cofiadurcahcymru.org.uk/arch/archwilio_pages/english/app.html</a> ) continued to grow, there have been more than five thousand downloads; 2.1.2 New events data has been added, new sites and polygons have been created, more grey literature reports have been checked, digitised, and linked to new or amended records. More than 620 reports are now available through Archwilio; 2.1.3 Discussions were held with several Unitary Authority partners; 2.1.4 HER audit implementation was progressed through agreed annual forward action plan.
2.2 Promote and provide pathways to Historic Environment information	1. Deliver Glastir historic environment advisory service to farmers with support from Welsh Government RPD; 2. Ensure historic environment information is provided to Natural Resources Wales, Statutory Undertakers, Crown Estates, Church in Wales and other bodies operating outside of the normal planning control regimes. (see also 2.1)	2.2.1 The Glastir historic environment advisory service continued to be delivered; 2.2.2 Historic Environment information was provided to Natural Resources Wales, Statutory Undertakers, Crown Estates, Church in Wales and other bodies operating outside of the normal planning control regimes.

2.3 Deliver and expand Community Archaeology provision	1. Support Community Heritage Groups through providing advice on project proposals and where appropriate direct delivery support; 2. Progress transfer of running of Arfordir project to participating groups; 3. Develop potential local heritage exploration project in Community First areas; 4. Explore with County Voluntary Organisations/Services best pathways for delivering outreach in their respective communities; 5. Complete Gwirvol project in Blaenau Gwent; 6. Continue to support development of Cadw/WATs 'Un-loved Heritage' project; 7. Review delivery mechanisms for public engagement (including specific outreach programmes).	2.3.1 Trust staff actively supported several community heritage groups through providing advice on project proposals and where appropriate direct delivery support; 2.3.2 Transfer arrangements were made with all the Arfordir Groups; 2.3.3 Not progressed; 2.3.4 Not progressed; 2.3.5 A Gwirvol project in Blaenau Gwent working to upskill young people not in employment or education through the medium of heritage exploration was successfully completed; 2.3.6 The Trust continued to support the development of the Cadw/WATs 'Un-loved Heritage Project'; 2.3.7 As part of the review of delivery mechanisms for public engagement a one-day Trustees/Staff seminar was held from which emerged a series of potential actions in respect of staff roles and functions and possibly structural changes. <i>Additional</i> A Gwirvol project in Torfaen working to upskill young people not in employment or education through the medium of heritage exploration was commenced, another youth focused community heritage project was started in partnership with the Red House Merthyr Tydfil.
2.4 Deliver and expand training and placement opportunities	1. Continue to facilitate workplace opportunities for school students providing at least three learning opportunities; 2. Continue to foster links and work experience with local universities/colleges providing at least four month long opportunities; 3. Continue to support and look to secure further work-place learning opportunities.	2.4.1 Two school students had work-experience tasters; 2.4.2 Links with Cardiff and Swansea Universities were maintained five two-month long student placements were satisfactorily completed; 2.4.3 The Trust continued to support work-place learning opportunities through its Access to Archaeology project.;
2.5 Deliver and expand lifelong learning opportunities	1. Continue discourse at national/local level to identify pathways/opportunities linking in with HEG actions and particular focus on Child Poverty; 2. Develop provision of learning materials / factsheets, at least ten to be produced.	2.5.1 The Trust has continued discourse at national/local level to identify pathways for better lifelong learning opportunities in the historic environment, this has included contributing to strategic statements and plans; 2.5.2 Eight fact sheets were produced and three others planned, <i>additional</i> work on producing refreshed finds handling collections started.
2.6 Increase Welsh Language Use	1. Review policy; 2. Identify additional areas of language duality in presentation and documents; 3. Continue to support staff learning.	2.6.1 The existing policy (which only applied to HER work was reviewed) and a new Trust wide policy drawn up and agreed; 2.6.2 This was addressed as part of the policy review; 2.6.3 The Trust continued to encourage and support staff learning Welsh.
2.7 Encourage, support, and manage volunteering	1. Review policies and guidance; 2. Ensure existing deliveries are maintained, and specifically continue to facilitate volunteering opportunities and expand HER support volunteer base; 3. Network to partnering umbrella and support bodies eg WCVA.	2.7.1 Deferred to 2015-2016; 2.7.2 Existing delivery was maintained and built upon, the HER support volunteer base was increased; 2.7.3 The Trust extended its support network and took up opportunities provided by the Catalyst Cymru initiative.

### 3. Discovery and Research

3.1 Carry out regional wide monument, historic landscape and other surveys	1. Undertake SE Wales Medieval and early Post-Medieval (Lowland Settlement and High Status Settlement) assessments; 2. Undertake WWI survey and investigation project focusing on national shipyard and other remains at Chepstow; 3. Carry out contingency works.	3.1.1 The SE Wales Medieval and early Post-Medieval Lowland and High Status Settlement Assessments were completed; 3.1.2 The WW1 survey and investigation project was completed; 3.1.2 No contingency funding was available.
3.2 Undertake investigation and recording works in response to landuse change	1. Undertake various desk-based assessments, watching-briefs, field evaluations, surveys and excavations (c110 projects).	3.2.1 The Trust undertook The Trust undertook 125 projects of which 60 were new commissions; Eleven of the new projects were desk-based assessments, five were field evaluations or excavations, eight were surveys, and twenty-five watching-briefs, the remainder were consultancy heritage interpretation works.
3.3 Undertake post-excavation assessment and analysis and publish results	1. Progress post-excavation analysis and reporting on excavation results from Castle Street Cardiff, Wilkinson Site Gwent Europark, Ffos-y-Fran Merthyr Tydfil, Ewenny Quarry; Neath Roman fort and environs, Ynysfach Ironworks, Monmouth School and some other minor sites; 2. Undertake full review of all (GGAT) archive, post-excavation and publication obligations.	3.3.1 Post-excavation study and analysis was progressed in respect of the following projects Ynysfach Ironworks (almost completed) , Ffos-y-Fran, Neath Roman Fort; 3.3.2 A review of all (GGAT) archive, post-excavation and publication obligations was completed.
3.4 Encourage, support and assist investigation and research into the historic environment in Southeast Wales	1. Undertake archaeological planning management service (inc LDP works); 2. Provide access to HER and support staff to researchers; 3. Continue to support Welsh Historic Environment Survey & Investigation Co-ordination Group objectives.	3.4.1 Service provision maintained for 12 Unitary Authorities in SE Wales and BBNPA; 3.4.2 Access provided to HER and support for researchers; 3.4.3 The work of the Welsh Historic Environment Survey & Investigation Co-ordination Group was supported.
3.5 Undertake investigation and recording works in response to climate change and disseminate results	1. Continue to deliver Arfordir project.	3.5.1 The Arfordir Project was delivered.

### 4 Developing the Trust

4.1 Improve human resource capability through recruitment and training	1. Devise new training plan; 2. Continue to ensure that identified needs arising from Professional Development Reviews are met; 3. Establish staff mentoring programme.	4.1.1 A new five-year training plan was devised and agreed; 4.1.2 Specific needs arising from PDRs have, wherever possible been fed into agreed training programmes including external providers; 4.1.3 A mentoring programme for junior staff was established.
4.2 Improve Trust standing and recognition through professional networking and accreditation	1. Ensure representation on, at or to Professional Bodies at local and national level (IfA, FAME, ALGAO, HEG); 2. Attend conferences and other <i>fora</i> ; 3. Identify non-profession specific accreditations (eg Investors in People) and implement where feasible works to deliver these; 4. Enter 'flagship' projects works for awards; 5. Maintain professional and	4.2.1 At UK Wide Level the Trust continued to be represented by the Chief Executive Officer on ALGAO UK and FAME. A senior member also currently sits on the Executive Committee and Council of the Institute for Archaeologists. At committee level staff serve on the IfA Registrations Committee (Organisations) and the IfA Wales/Cymru Committee. The Trust is also represented on ALGAO Cymru and the ALGAO Cymru Planning & Legislation Committee. The Chief Executive continues to represent the Welsh Archaeological Trusts on the Welsh Culture and Sport Minister's Historic Environment Group and also sits on the National Panel

	other accreditations.	for Archaeological Archives in Wales; 4.2.2 The Trust was represented at FAME 2013 Forum and the Digital Past 2014 Conference; 4.2.3 Not progressed; 4.2.4 The Trust won the Association of Industrial Archaeology's Peter Neaverson Award for Digital Presentation for its video representation of Ynysfach Ironworks developed in conjunction with thinkIdea <a href="http://www.ggat.org.uk/ynys_fach_excav/interpretation.html">http://www.ggat.org.uk/ynys_fach_excav/interpretation.html</a> ; 4.2.5 The Trust's was re-registered as an organisation in the Chartered Institute for Archaeologists Registered Organisations scheme and re-registered under the CHAS and SMAS Health and Safety practice schemes.
4.3 Improve operational capacity	1. Devise new IT strategy, and update equipment and software; 2. Review suitability of operational structure for future needs (in light of emerging legislation and regulation) and implement change as necessary; 3. Improve administration functionality, management systems and support mechanisms.	4.3.1 A new IT strategy was devised and first stages implemented; 4.3.2 Initial considerations were made and the review will continue into 2015-2016; 4.3.3 The Trust progressed modernisation of its accounts management.
4.4 Review recording and evaluation of impact	1. Review how impact of works is evaluated and recorded.	4.4.1 Not progressed.
4.5 Increase membership	1. Review classes of membership and implement measures to introduce additional classes as appropriate.	4.5.1 Not progressed.
4.6 Core Operations	1. Maintain effective office and work support systems to deliver charitable objectives	4.6.1 Effective office and work support systems to deliver charitable objectives were maintained.
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<i>5 Archive Care &amp; Deposition</i>		
5.1 Improve storage and housing facilities for the GGAT HER Charitable Trust	1. Continue re-packaging and cataloguing of non-digital photographs.	5.1.1 Not progressed
5.2 Effect transfers of temporarily held material to recipient organisations in line with deposition policy	1. Facilitate further Transfers of Project Archives, twenty anticipated.	5.2.1 No archives were transferred, but forward priorities were reviewed.
5.3 Digitise retained data to improve standards	1. Continue creating pdfs of select Cadw and developer project reports for integration into HER and online availability, c540 to be completed; 2. Continue digitisation of photographic records.	5.3.1 Enacted more than 169 reports digitised for uploading to Archwilio; Digitisation of photographic records continued.
5.4 Ensure effective management of temporarily held project archives	1. Maintain databases of content and condition.	5.4.1 Databases of content and condition were maintained and updated as necessary.
5.5 Support development of national standards for Welsh archaeological archives	1. Support work of National Archaeological Archives Panel for Wales; 2. Review in-house management and practice in light of emerging roadmap to deliver recommendations of <i>Review of Archaeological Archives in Wales</i> .	5.5.1 Work of the panel was supported; 5.2 The Trust's Archives Group reviewed in-house management and practice in light of emerging roadmap to deliver recommendations of <i>Review of Archaeological Archives in Wales</i> and identified forward priorities.