

As the responsible project manager, how would you approach the process of introducing a specified new piece of equipment (such as a survey unit or microscope) or change in working practice (such as revised recording form) for use by your team, and what measures you would take to ensure that it was being used correctly and safely (documentation, training and monitoring)?

“Change cannot be put on people.
The best way to instill change is to do it with them. Create it with them.”
(Bodell, n.d)

The Chartered Institute for Archaeology’s [CIfA] *Code of Conduct* states that members “shall work towards the [...] continuous improvement of the profession [...] by devising and validating new techniques”, amongst other endeavours (2014a, pp. 5-6). Furthermore, every technique “must be demonstrably fit for the defined purpose(s) and comply with relevant legislation” (CIfA, 2014b, p. 8). Archaeological standards and guidance enact definitive frameworks for the responsible handling of artefactual material, with emphasis on accuracy, consistency, reliability, comprehensibility, usability and durability (Barclay *et al.*, 2016, p. 1; CIfA, 2014a, pp. 4, 6; CIfA, 2014c, p. 7). Consequently, flexible re-evaluation and modification to professional practice is essential for archaeological specialists to enable the comparative study of different assemblages (CIfA, 2024, p. 2).

Throughout this essay, the terms ‘project design’ and ‘project manager’ are understood as delineated in the *Toolkit for Finds: Pottery* (CIfA, 2024, p. 48), whilst ‘working practices’ refer to rules and regulations implemented to improve conditions for employees by clarifying expectations to enhance productivity and meet ethical standards (Indeed, 2025a; CIfA, 2025a). ‘Change management’ will be used as defined by Miller (2020):

[a] process of guiding organizational change to fruition, from the earliest stages of conception and preparation, through implementation and, finally, to resolution.

Where applicable, additional terminology will be clarified, and acronyms introduced and used thereafter. ‘*Toolkit*’ will refer to the CIfA *Toolkit for Finds: Pottery* (2024). This essay outlines my intended methodology to successfully introduce an update to the working practices of Cotswold Archaeology’s [CA]

Finds Team, with particular emphasis on training, safety and monitoring to ensure efficacious implementation.

The ClfA Toolkit for Finds: Pottery

As Futurethink Founder and CEO, Lisa Bodell (n.d.) asserts: “People [...] need a toolkit; an on-demand toolkit of tools”. Three years after the proven success of ClfA’s *Toolkit for Specialist Reporting* (2021), the professional body sought to update existing guidance for pottery specialists to a user-friendly digital format:

“This Toolkit converts the content of the published *A Standard for Pottery Studies in Archaeology* ([...] Barclay et al 2016) [*sic*] into the *Toolkit for Finds: Pottery*” (ClfA, 2024, p. 1).

The Historic England [HE] -funded project was executed in consultation with the *Standard*’s original authors and the three pottery research groups (the Prehistoric Ceramic Research Group [PCRG], the Study Group for Roman Pottery [SGRP], and the Medieval and Later Pottery Research Group [MLPRG]) as a departure from a static document. The main benefits include links and signposting to resources, more easily amendable content, and updates to other toolkits, standards and guidance (ClfA, 2024, p. 1).

As a ClfA Registered Organisation (2025b), CA is committed to the professional standards and practices inaugurated by ClfA. It is, therefore, necessary to evolve CA’s working practices in alignment with updated guidance (CA, 2024; Jones, 2024); in this instance, the formalised adoption of ClfA’s *Toolkit for Finds Pottery*.

The Methodology

The change is best understood as an ‘adaptive change’, a “small, incremental change[...] to address needs that evolve over time” (Miller, 2020). ‘Transformational change’, more substantial in scale and scope, has the capacity to facilitate “great improvements” in the long-term which empower a company to “thrive” (Candito, n.d., cited Allen, 2021).

This document outlines a holistic approach (Indeed, 2025b) rather than a full project design, such as a PRINCE2® (2025) project management methodology like *The MoRPHE Project Manager’s Guide* (HE, 2015). A holistic method was

chosen because the adoption of the new *Toolkit* is as much about ‘people’ management as it is about ‘task/product’ management, if not more so. Organisational change (both adaptive and transformational) requires transition from the current situation to the desired situation. ‘Project management’ oversees the technical elements involved in the transition, whilst the stewardship of people (project team members and eventual *Toolkit*-users) is known as ‘change management’ (Prosci, 2021a; Miller, 2020; Iacoviello *et al.*, 2024; Appendix A). The Prosci Methodology was developed to ‘focus on the people side’ during the transition; Appendix B illustrates its central components, and the fundamental principles of and approaches to change management (Prosci, 2021a-d).

As the project manager responsible for helping CA colleagues adjust to using the *Toolkit* as their primary standard/guidance for archaeological pottery studies, I have devised a ‘staff-focused’ approach for implementing this change (Figure 1).

For the execution of this change in working practice, a formally compiled project design would be an advantageous management tool (HE, 2015, p. 2). The SGRP’s *Research Strategy and Updated Agenda* (2009) provides the basis for a suitable structure (Appendix C).

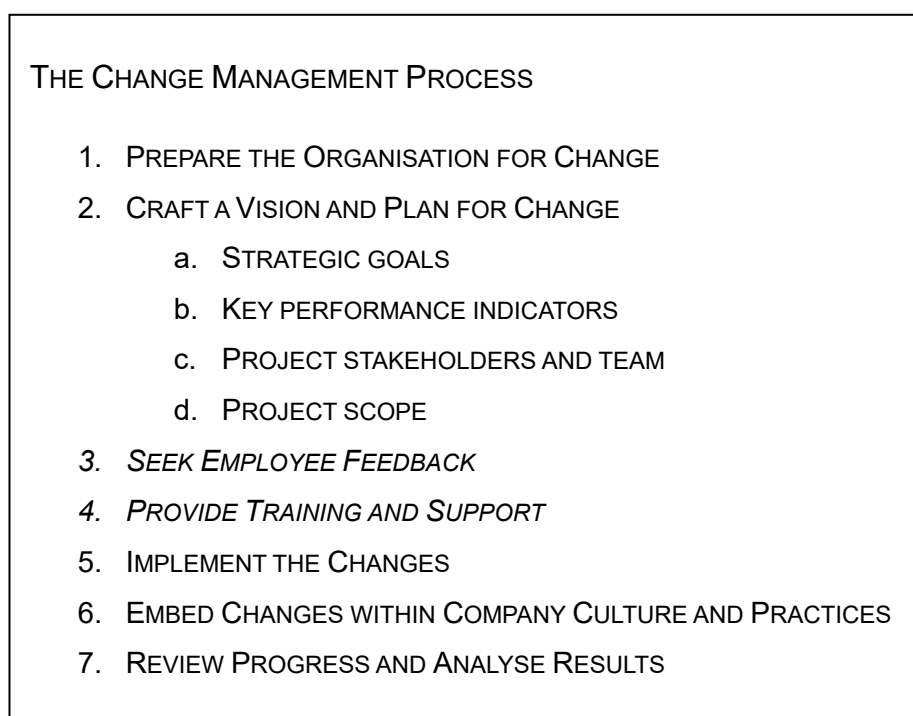


Figure 1. Change Management Process for adherence to ClfA’s *Toolkit for Pottery*

(adapted from Miller, 2020; additional steps in italics)

Preparation and communication

After identifying the need for change, the first managerial task is to prepare the organisation for the adjustment. The core motivations (the “Reason[s] for change”; Appendix A), along with any initial concepts for enactment, will be shared with CA’s specialists and employees likely to interact with the *Toolkit* to a lesser degree. The objective of intentional adherence will be discussed during the next monthly Finds Team meeting; the resulting minutes will be incorporated into the project’s record. Additionally, an email introducing the *Toolkit* and outlining the project’s motivations and concepts will be circulated to the entire Publications Team. It will specify when and how different sub-teams (illustration, geomatics, project management, etc.) will interface with the *Toolkit*, and invite ongoing dialogue.

Vision and planning

After notifying relevant colleagues across all CA offices, it will be necessary to affirm the project’s desired outcomes and develop an effective strategy for the transition period. Figure 2 summarises the four stages of this planning process.

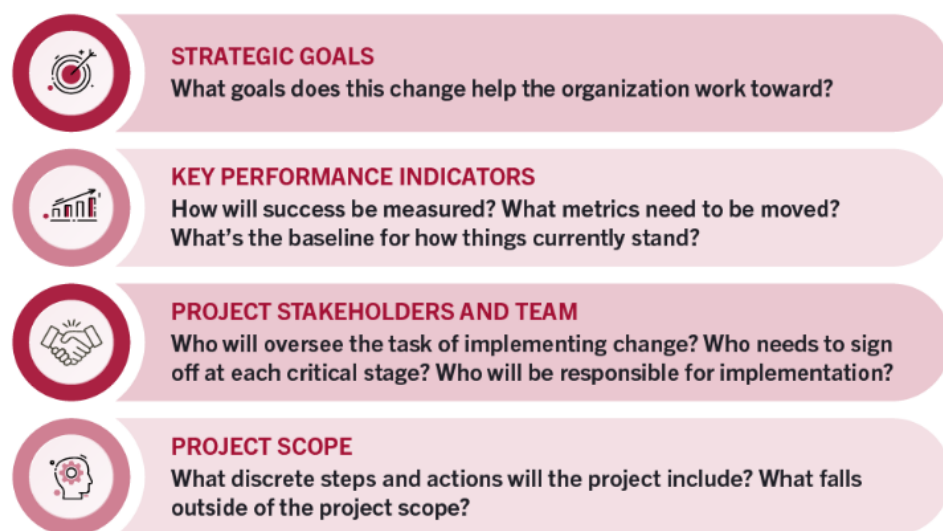


Figure 2. The Four Elements of Effective Plans for Change

(adapted from Miller, 2020; © President & Fellows of Harvard College)

Strategic goals

Arguably, establishing a “Need to Change” (Boyett and Boyett, 1998, p. 57) has already informally taken place. In response, a ‘Business Case’ shall be formed (HE, 2015, pp. 15-16, 30).

The foremost reasons for aligning CA’s pottery-related working practices with the *Toolkit* are:

- the importance of currency within professional archaeology and employing up-to-date methods to “advance the quality of archaeological work” (ClfA, 2025c).
- observance of ClfA recommendations by a Registered Organisation (ClfA, 2025b).
- adherence to best practice, abiding by the latest guidance created and endorsed by preeminent pottery specialists (Barclay *et al.*, 2016; PCRG, 2018; SGRP, 2025; MPRG, 2025), superseding previous standardised advice and compliant with compatible ClfA *Standards and guidance*.

ClfA and the *Toolkit*’s authors strived to ensure that pottery work undertaken as directed by the *Toolkit* would comply with ClfA’s (2014b) *Standard and guidance for the collection, documentation, conservation and research of archaeological materials* (ClfA, 2024, p. 3), the use of which “will result in an ordered, stable, accessible archive using appropriate methods and practices[...] report(s) intended for dissemination” (ClfA, 2014b, p. 3).

Key performance indicators

As indicated, ‘accessibility’ is a core tenet of professional archaeology and its outputs (ADS, 2025). *The FAIR Guiding Principles* emphasise that “contemporary data resources, tools, vocabularies and infrastructures should [...] assist discovery and reuse by third-parties” (Wilkinson *et al.*, 2016). The language and vocabularies utilised during recording ought to be “formal, accessible, shared, and broadly applicable” (FAIR, 2023).

At present, “Cotswold Archaeology recognise [Barclay *et al.*’s (2016) *A Standard for Pottery Studies in Archaeology*] as guide of best practice and follow the methods wherever possible, in combination with the period-specific guidelines”

(CA, n.d.a, Section 1). This *Standard* has informed CA's pottery practices for nearly nine years (CA, n.d.b), however, it does not provide a definitive template for each level of recording (Barclay *et al.*, 2016, p. 9-15).

The desired state for CA's pottery work involves adhering to updated guidance that advances the pottery study groups' original "comprehensive, inclusive standard for working with pottery" (Barclay *et al.*, 2016). The most notable change requires integrating the first 'official' template into CA's project recording, with as little modification as possible (ClfA, 2024, p. 42). This action upholds the *Toolkit's* primary objective: improving and maintaining consistency between pottery datasets. Early involvement of pottery specialists will also be reviewed, to assess if current archaeological project planning practices correspond with the *Toolkit* (ClfA, 2024, pp. 4-7). Subsequently, minor changes can be devised and implemented to bring project executives and specialists in-line with the recommendations.

The project's actualisation will be three-fold:

- 1) pottery data is sufficiently accessible, consistent and reliable, and complies with the ClfA *Toolkit for Finds: Pottery* (2024);
- 2) every Finds Team member is correctly using the *Toolkit* for relevant CA projects;
- 3) the working practice change can be deemed as providing 'value' to the archaeological record, for the client, and for CA as a commercial unit with charitable status.

Both quantitative and qualitative metrics will be used to gauge the attainment(s) of switching to ClfA's *Toolkit* as the primary guidance for pottery work: time and comparative recording/reporting (Young, 2010, p. 8).

The transition will require an adjustment period for staff, in which the completion pace of pottery-containing projects is anticipated to initially decline. However, aspects of the new process (e.g. the templates) may enable ceramicists to streamline their recording and ultimately improve their pace. This will aid pottery specialists in "agree[ing] the project timetable with the project manager" (ClfA, 2024, p. 15). When multiplied by a specialist's hourly rate, time taken equates to total cost for their involvement. 'Value' from both a monetary and a

social/academic (i.e. reusable research data) perspective will be assessed using comparative pottery assemblages from pre-change projects. 'Objective' metrics will be sourced from staff timesheets using the hours logged to each project. More 'subjective' monitoring will harness the quality assurance [QA] process. CA's finds-affiliated Principle Post-Excavation Manager, Alistair Barclay, MClfA (CA, 2025x, pp. 11, 15), is one of the authors of both the *Standard* (2016) and the *Toolkit* (2024). Consequently, he is well placed for consultation and evaluating whether adherence to the *Toolkit* has been successfully achieved.

Project stakeholders and team

The project's stakeholders will primarily consist of CA's Finds Team, especially ceramicists (MoRPHE, 2015, pp. 12-14). Project Managers [PMs], post-excavation [PX] supervisors and archivists employed by CA will be kept informed and involved, where appropriate; external pottery specialists, county archaeologists and archivists will be notified and consulted if the need arises.

As the *Toolkit* Project Manager [*Toolkit* PM], I will be responsible for implementing the transition to the ClfA *Toolkit for Finds: Pottery*, supported by a Finds Officer [FO] for administrative tasks.

The implementation of the new working practice will be overseen by at least one of the two Finds Managers [FMs] who are each responsible for finds staff at two CA offices. During 'Training', 'Implementation', 'Monitoring' and daily usage thereafter, both FMs will play a crucial role in assisting the success of this change through mentoring and support in their [line] manager roles.

Principal Post-Excavation Manager [PPXM] Alistair Barclay will sign off at each critical stage of the *Toolkit* project.

Project Scope

The project's integral actions are outlined in Figure 3, and discussed in further detail thereafter. *MoRPHE guidance* (HE, 2015) offers a suitable framework for formalised design.

Acknowledging *Toolkit* usage in CA's pottery reports' methodology statements and demonstrating adherence to Health and Safety legislation are significant duties within this project's scope.

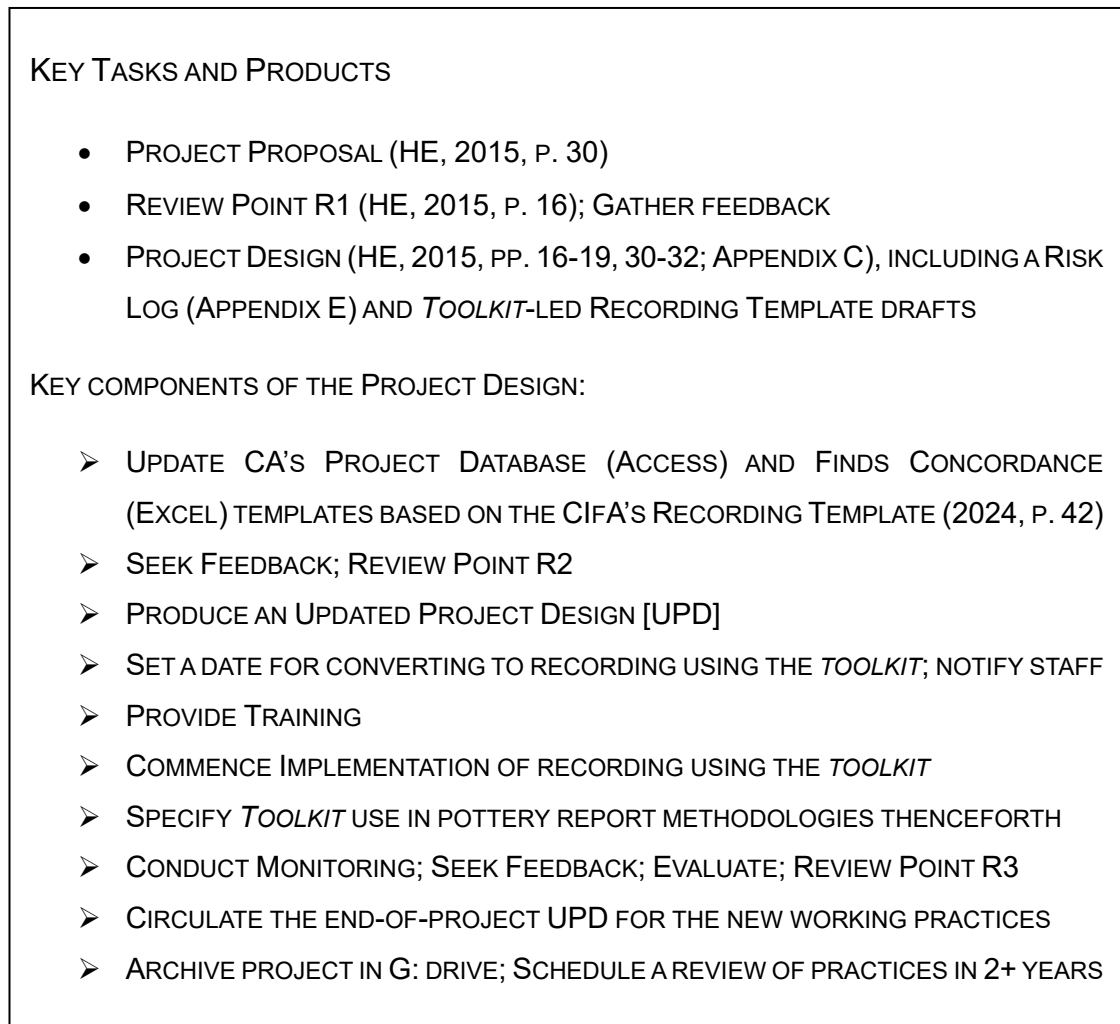


Figure 3. Key Tasks and Products for implementing the ClfA *Toolkit for Finds: Pottery*

At present, Written Schemes of Investigation [WSIs] produced by CA do not specify individual specialist processing methodologies for artefacts; “processing methodologies (where relevant)” are a requirement of finds reports at all levels (2025a, pp. 7-8; 2025b, p. 8; 2025c, p. 8). From the implementation date, all specialists will adhere to the *Toolkit* and specify its use in the ‘Methodology’ of their pottery reports, with correct citation given according to the *CA Style Guide* (Watts, 2003). Where necessary, CA pottery codes (e.g. CA, n.d.c; Appendix D) and methodologies for spot-dating, recording, reporting and cataloguing (CA,

n.d.d, n.d.a, n.d.b; CA, 2025d) will be updated. Usage of nationally-recognised codes, e.g. NRFRC, will continue (Tomber and Dore, 1998).

Regarding Health and Safety,

CA will conduct all works in accordance with the *Health and Safety at Work Act 1974* and all subsequent health and safety legislation, as well as the CA Health and Safety and Environmental policies and the CA Safety, Health and Environmental Management System (SHE) (HM Government, 2025a; CA, 2025c, p. 12; *title italics added*).

A 'Project Risk Log' (Appendix D) will be compiled in consultation with relevant Health and Safety Executive [HSE] advice (2019; n.d.a-d), HM Treasury risk management guidance (2023, p. 21-25) and *The Management of Health and Safety at Work Regulations 1999* (HM Government, 2025b). It will address the foremost risks involved in pottery recording and reporting within an office-environment (HSE, n.d.a) or home-office setting (HSE, n.d.e): manual handling (HSE, n.d.b), working with display screen equipment (HSE, n.d.c), operating a microscope (UoCOH, 2015; UCL, 2020), and potential back and/or shoulder pain from poor posture (HSE, n.d.d). Fire and physical injury pose low risks as a direct result of the *Toolkit's* implementation; however, fire safety and first aid measures should be considered in the risk assessment (HSE, n.d.f-g). The risk log may undergo revision at Review Points R2 and R3 (HE, 2015), and ClfA's *Health and Safety Checklist* (n.d.) utilised to gauge comprehension and compliance with Health and Safety regulations (ClfA, 2014b, p. 12).

To clarify the scope of this change, it is worth stating what falls outside the parameters of this process.

1) Non-pottery artefactual material.

Only 'pottery' and 'pottery assemblage[s]' (ClfA, 2024, pp. 47-48), and the recording and reporting thereof, including 'Description', 'Appraisal/assessment' and 'Full analysis' (ClfA, 2024, pp. 13, 23; CA, n.d.a, Section 4.2-4.3), will be impacted by this guidance update.

2) The following chapters of the ClfA *Toolkit* (ClfA, 2024):

- a. Project Planning (pp. 4-7)
- b. Collection (pp. 8-9)
- c. Processing (pp. 10-12)

d. Archive (pp. 29-32)

The project's objectives will primarily affect CA's Finds Team, most notably their specialist core duties (ClfA, 2024, pp. 13-28, 33-41). This phase of working practice change will focus on recording and reporting methodologies aligning with the *Toolkit*, aided by the supporting information (ClfA, 2024, pp. 42-49).

Mid-point review and feedback

The completed project design will be submitted for review [R2] to the Principal Post-Excavation and Finds Managers, acting as the Project Executive and Project Assurance, respectively (MoRPHE, 2015, pp. 9, 12-14, 20).

Following any initial revisions, the proposed blueprint will be communicated to the Finds Team and PX manager and supervisors (the 'Users'; MoRPHE, 2015, p. 14) via email. Staff will be invited to attend a Microsoft Teams meeting scheduled a fortnight later. Written feedback to the propounded change will be encouraged, submitted two working days before the meeting, during which collated comments will be addressed by the *Toolkit* PM (meeting chair) and discussed. The FO nominated as Project Support (MoRPHE, 2015, pp. 13-14, Fig. 3a) will act as secretary and, if warranted, timekeeper.

The UPD will be finalised in consultation with one or both Assurance FMs and signed off by the Executive PPXM (ClfA, 2014b, p. 13). Change "must be supported from the top down [but] where change happens is from the middle out" (Bodell, n.d.).

Another compelling reason to "[e]ngage employees in decision-making when necessary" (Iacoviello *et al.*, 2024) is to minimise resistance to change.

O'Toole (1996, pp. 161-164) presents 'Thirty-three Hypotheses for Why People Resist Change' (cited Boyett and Boyett, 1998, p. 51, Exhibit 2.2). Two common, derailing causes are lack of communication and hard-to-break habits (Boyett and Boyett, 1998, p. 53-54). Koontz and Weihrich (1990, p. 284) concur that not understanding why change is necessary (due to poor project communication) and deep-rooted fears of change, naively mitigated by finding safety in old habits, are

formidable barriers. Smooth and successful change resides in the mantra: “Communicate, Communicate, Communicate and Communicate Some More” (Boyett and Boyett, 1998, p. 61). Within a ‘people-centric’ change management process, the wellbeing of all effected staff will be considered at every stage (ClfA, 2025d).

Training and support

Prior to implementation, training opportunities and resources will be available, as well as individual and collective instruction, to comprehensively acquaint the *Toolkit*’s intended users (ClfA, 2024, p. 3) with the updated guidance and transition logistics.

To effectively educate and support CA’s Finds Team, project leaders will:

- Encourage staff to save the online *Toolkit* to their browser Favourites and download a PDF copy.
- Print and bind at least one *Toolkit* PDF hard copy, to be catalogued and shelved in each office’s library.
- Make additional hard copies available to regional teams or individual colleagues, as required.
- Allow staff time to read the *Toolkit* and familiarise themselves with the guidance, especially the ‘Recording’, ‘Reporting’, ‘Approaches’ and ‘Supporting Information’ sections.
- Schedule a training session via Microsoft Teams; coach the Finds Team through the updated process, explaining the main changes. Provide an opportunity for questions and group discussion.
- Create ‘Quick Reference’ sheets, saved to a shared location and printable, and display or make accessible at least one laminated copy per office.
- Provide additional training to enable the Finds Managers to answer further questions and offer in-person assistance in the lead-up to and after the *Toolkit*’s implementation; advice can be sought from the *Toolkit* PM.
- Ultimately support the Finds Team as they ‘learn through implementation’ (KCL, 2017).

- Utilise CA's QA system to identify instances where the *Toolkit*-based methodology is not being correctly or fully adhered to, and offer recommendations for improvements.

Implementation

Upon completion of the training and the arrival of the publicised start date, the formalised adoption of the *Toolkit* will launch.

1. Henceforth, all CA pottery manuals and pottery report methodologies will specify adherence to ClfA's PCRG/SGRP/MLPRG-endorsed *Toolkit*, and define any deviations, if/where applicable.
2. Archaeological projects subject to the new guidance will be tracked in the *Requirements* spreadsheet (CA, 2025e; Appendix F).
3. Fluency in the updated working practices will improve through on-the-job recording and reporting. Managers will be approachable for advice.

Embed within company culture

“Change your opinions, keep to your principles;
change your leaves, keep intact your roots.” (Hugo, 1971).

As a result of introducing the *Toolkit* as the basis of CA's pottery studies methodology, the project's strategic goals will come to fruition. Repeated application will embed the practice. Consequently, existing company culture – the values and systems reflected in adherence to ClfA guidance (2014a-c; 2021; 2024), FAIR data management (2023), and commitment to consistency and reliability – will invariably be bolstered.

Monitoring and evaluation

The project's short-term design process, the Finds Team adapting to the *Toolkit*, and the long-term viability of the methodological change will require monitoring, reviewing [R3], and conceivably adjusting in response to analysis of the results and feedback (HE, 2015, pp. 9, 22-23, Fig. 2).

Monitoring measures will accede to ClfA's (2023) *Universal guidance for archaeological monitoring and recording*, including:

- Tracking documentation (e.g. CA, 2025e).
- Comparing timesheet data to assess speeds prior to and shortly after implementation, and any changes in efficiency during the first six months of the new working practice.
- Performance evaluation procedures, chiefly CA's bi-annual appraisal process, informed by QA protocols and colleagues' observations regarding 'technical competency'.
- Collating feedback via an anonymous digital survey distributed to the Finds Team, PX leaders, Project Managers, and Principal PX Managers.

Analysis of user performance and feedback will be addressed at the next Finds Team meeting. The *Toolkit* PM will circulate the UPD, which may specify aspects of the *Toolkit* that CA will not obey, e.g. pottery specialists' guaranteed access to "updated structural and phasing information" (ClfA, 2024, p. 14). In such cases, the pottery methodology statement should make this clear.

These monitoring and evaluation tasks will be administered by the *Toolkit* PM, Finds Manager(s) and the nominated PPXM. If ethical concerns are raised (ClfA, 2017), the project will engage independent project assurance (HE, 2015, p. 12), ideally one or more MClfA ceramicist(s) acting on behalf of PCRG, SGRP or MLPRG.

The *Toolkit* PM will remain the first point of contact for questions about CA's pottery working practices. The project's documentary archive will be stored in the shared company G: drive, 'Finds Admin' folder.

Future phases of change

Once the recording and reporting aspect of the new pottery working practice has been embedded, supplementary phases of *Toolkit*-adherence may be considered. A suggested starting point is approaching the heads of project management, fieldwork, PX processing, and archiving to compare and contrast their current guidance (e.g. ClfA, 2014c; Brown, 2011; CA, 2025f) against the

Toolkit's 'Project Planning', 'Collection', 'Processing' and 'Archive' sections. From there, discussions about feasible updates could commence.

Conclusions

This essay has described and explained my anticipated approach to implement ClfA's *Toolkit for Finds: Pottery* as the contemporary standard and best practice in pottery studies for use by Cotswold Archaeology's Finds Team, to be incorporated into CA's methodology in so far as possible and agreed upon. A 'change management' strategy ensures the mental and physical wellbeing (ClfA, 2025d; HSE n.d.a), and professional cohesion, of the specialists and archaeologists impacted by this transition (Prosci, 2021a-d; Miller, 2020). The key components – planning, monitoring and evaluation – are underpinned by respectful communication and attentive documentation at every stage of the process (Boyett and Boyett, 1998).

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³ Provided as an example for CA's WSI methodology requirements in the 'Supporting Evidence'. *WSI for Archaeological Monitoring and Recording* and *WSI for an Archaeological Evaluation* (CA, 2025a-b) available on request.

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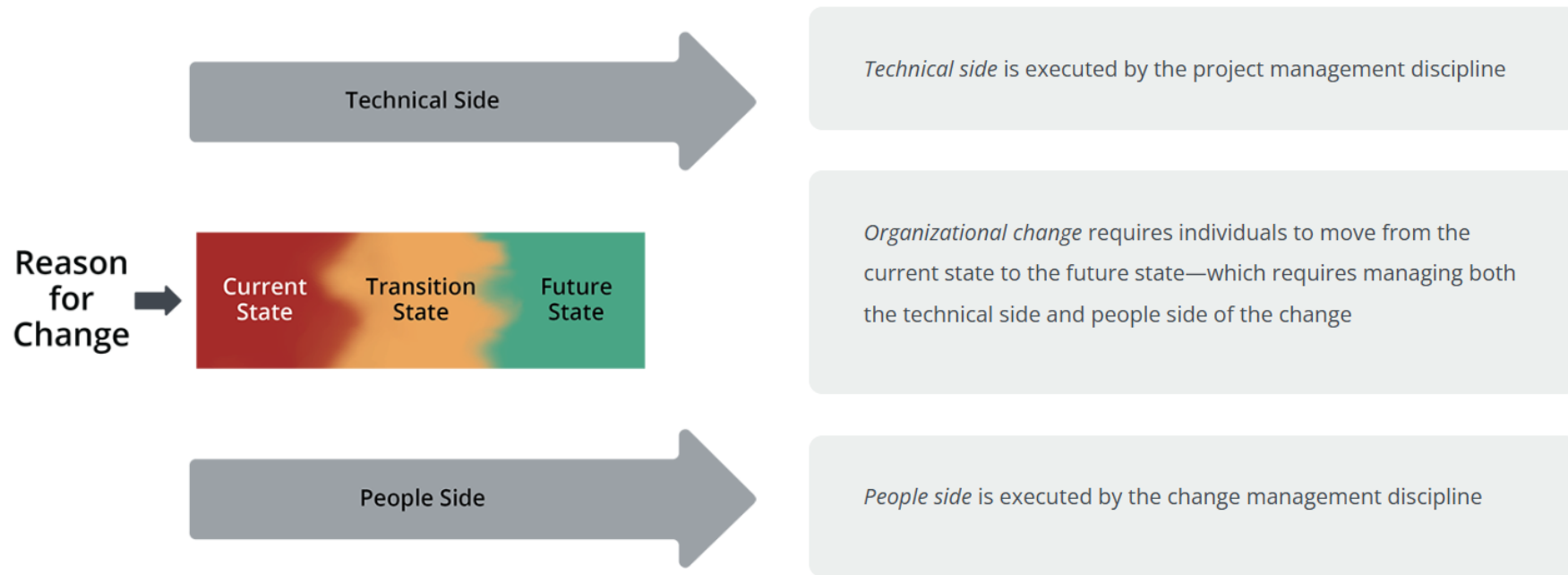
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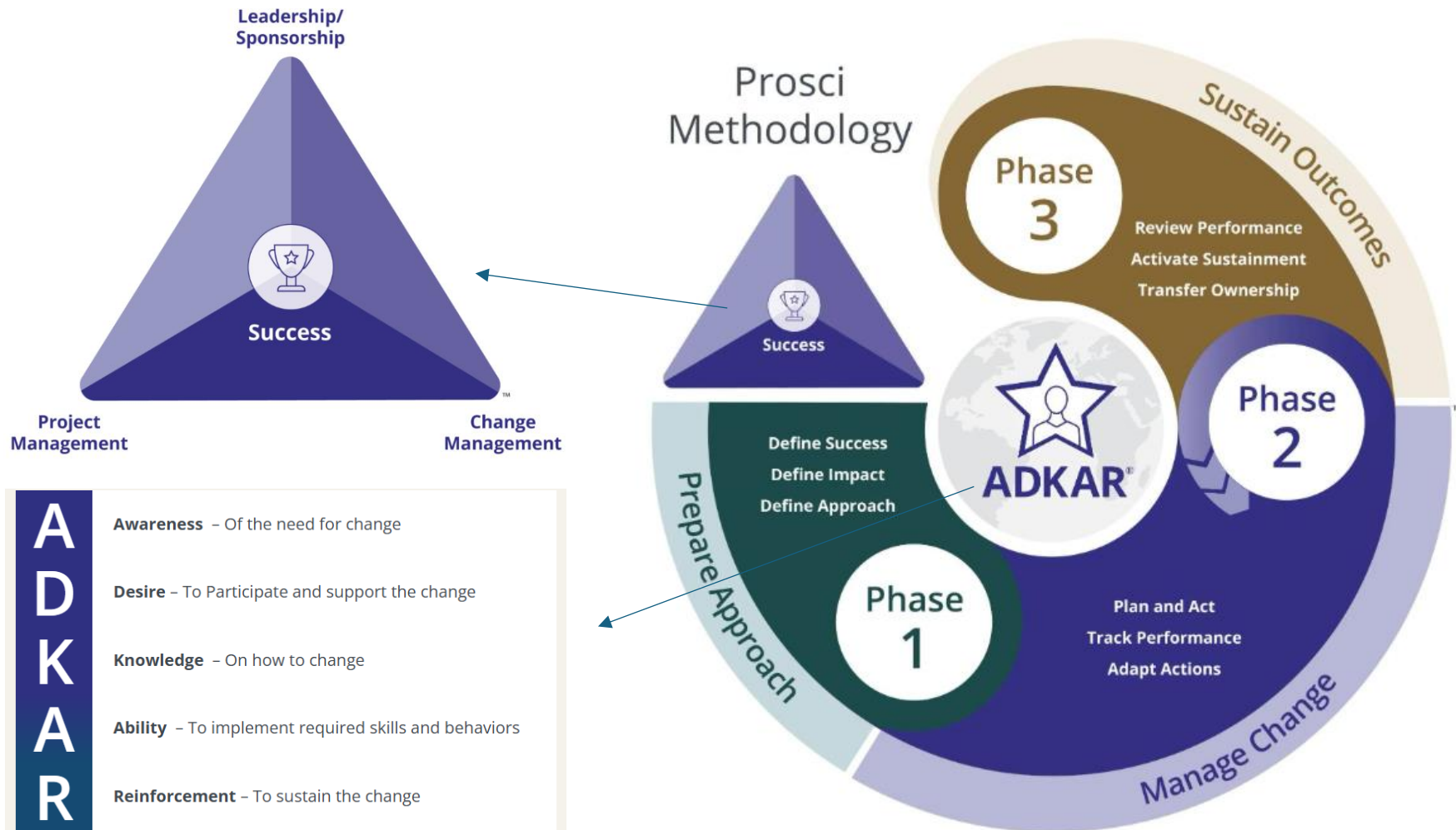
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APPENDIX A: PROJECT MANAGEMENT (TECHNICAL-FOCUS) VS. CHANGE MANAGEMENT (PEOPLE-FOCUS)



(adapted from Prosci, 2021a; © Prosci Inc.)

APPENDIX B: THE PROSCI METHODOLOGY (feat. The Prosci Change Triangle Model, ADKAR Model and 3-Phase Process)



(adapted from Prosci, 2021a; Prosci, 2021b; Prosci, 2021c; Prosci, 2021d; © Prosci Inc.)

APPENDIX C: OUTLINE OF A PROJECT DESIGN FOR THE ADOPTION OF THE CIFA *TOOLKIT FOR FINDS: POTTERY*

1: SUMMARY DESCRIPTION

2: BACKGROUND

3: AIMS AND OBJECTIVES

4: BUSINESS CASE

5: PROJECT SCOPE

6: INTERFACES

7: COMMUNICATIONS

8: PROJECT REVIEW

9: HEALTH AND SAFETY

10: RESOURCES AND PROGRAMMING

10.1 Project Team Structure

10.2 Methods Statement

10.3 Stages, Products and Tasks

11: OWNERSHIP

12: RISK LOG

13: TIMETABLE (INC. GANTT CHART)

14: BUDGET AND RESOURCES

Acknowledgements

REFERENCES

APPENDICES

(adapted from SGRP, 2009)

APPENDIX D: MK VESSEL AND RIM FORM SERIES

[illegible]

(CA, n.d.c)

APPENDIX E: TEMPLATE FOR PROJECT RISK LOG

PROJECT RISK LOG		Cotswold Archaeology [CA] change in working practice to adhere to the ClfA <i>Toolkit for Finds: Pottery</i>					
Risk no.	Description	Probability	Impact	Counter measures	Est. time/cost	Owner	Date last updated
1	Manual handling: Lifting and moving pottery archive boxes	Low	Medium	[describe preventative methods and actions in response to an incident]	X day(s), £xxx	Toolkit PM	dd/mm/yyyy
2	Display screen equipment [DSE]	Low	Medium	[describe preventative methods and actions in response to an incident]	X day(s), £xxx	Toolkit PM	dd/mm/yyyy
3	Microscope use: Posture; Eye fatigue; Eye damage from bright light; Mercury bulbs (heat and potential release of mercury vapour)	Low	Medium	[describe preventative methods and actions in response to an incident]	X day(s), £xxx	Toolkit PM	dd/mm/yyyy
4	Fire safety	Low	High	[describe preventative methods and actions in response to an incident]	X day(s), £xxx	Toolkit PM	dd/mm/yyyy
5	Physical injury / First Aid	Low	Medium	[describe preventative methods and actions in response to an incident]	X day(s), £xxx	Toolkit PM	dd/mm/yyyy

(informed by HSE, n.d.a-c; UoCOH, 2015; UCL, 2020; HSE, n.d.d, n.d.f-g)

APPENDIX F: FIELDWORK REQUIREMENTS FOR FINDS AND ENVIROMENTAL REPORTING

FW requirements for illustration, finds and enviro

Search for tools, help, and more (Alt + Q)

File Home Insert Share Page Layout Formulas Data Review View Automate Help Draw

Comments Catch up Editing Share

Undo Paste Clipboard Font Alignment Number Styles Cells Editing Add-ins

J24 fx Finds and samples; finds to Ed/Kemble (more finds to add to report)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1	Finds and Environmental Eval/WB reporting														
2	Project number	Project name	PM	PL	Type	Days work	In to Finds by	In to Kb/An/ MK/Sf	Finds deadline	Notes/comments					
3	CR1887 / MJJ25	M5 J10, Cheltenham, Glos	AT	CL/KW	Eval	5	09-May		30-May	Eval of 200+ trenches, 60-70 with archaeology (spot dated) CCJ to write up beginning of June samples being done now					
4	AN0987 / BCQU24	Batts Combe Quarry, Cheddar, Somerset	DE	JN	WB	?	14-May		11-Jun						
5	CR1953 / PAL25	Land off Park Lane, Frampton Cotterell, S Glos	DE	DW	Eval	?	20-May		17-Jun						
6	CR1545 / AFAW23	A40 Access to Witney, Oxon	MF	?	Eval				TBC	Ongoing. Another phase may happen					
7	CR1949 / SGU25	Saffron Grove, Upton-on-Severn, Worcs	MF	JN	Eval	0.5	TBC		TBC						
8	661247/MWP19	Mickle Well Park, Daventry	AN	RB	Eval	TBC	TBC	TBC	TBC	Finds					
9	MK0816/LEWR22	Land east of Willen Road, Newport Pagnell	TBC	TBC	Eval	TBC	TBC	TBC	TBC	Finds					
10	MK1100/NSE24	STEM - University of Warwick	AN	Various	WB	TBC	TBC	TBC	TBC	Finds; Ongoing WB					
11	MK1106/ISU24	Iver Substation, Uxbridge, Bucks	AN	RB	Eval	TBC	TBC	TBC	TBC	Finds; Flints to Rob Leadham					
12	MK1174/CAWFR24	AW Pipeline Wittering Ford Road, Peterborough	DP	TC	WB	1	TBC	TBC	TBC	Samples					
13	MK1177/TEE24	Buckinghamshire Golf Club car park	DP	RB	WB	0.5	20 Jan?	31/1/2025?	TBC						
14	MK1227/FOGS25	Fosse Green, Lincs	APS	JW	Eval	TBC									
15	MK1236/KINW25	Kineton Road, Wellesbourne, Warks	APS	JW	Eval	TBC	TBC	TBC	TBC	Finds; Samples					
16	MK1243/PCS25	Power Court Stadium, Luton, Beds	DP	TBC	WB	TBC	TBC	TBC	TBC	Finds					
17	MK1248/STEF25	Steppingley Road, Flitwick	APS	NP	Eval	2	30-May	27-Jun							
18	MK1261/ARDB25	Land East of Ardley Road, Bucknall	APS	CB	Eval	5-10	13-Jun	TBC	1st August	Finds; Hard reporting deadline 7 weeks from completion of FW - do not wait for finds from samples before starting					
19	SU0992/EEEX61508	Langdon Hills Golf & C.Club, Bulphan, Essex	TBC	TBC	Eval	TBC	TBC	TBC	TBC	Finds;					
22	AN0984	Forest Road, Binfield	REG	MN	Eval	1.0	16-May		06-Jun						
23	AN0923	Symmetry Park	REG	SJB	Eval					ongoing; **penalty clause if late**					
24	AN0978	South Park Farm, Great Shoddesden	NE	CJ	Eval	1.5	01-May		23-May	Finds and samples; finds to Ed/Kemble (more finds to add to report)					
26	AN0896 / PSW24	21 Park Street, Windsor, Berkshire	DE	KB	WB	?	07-May		04-Jun	Finds no samples					

Workbook Statistics

Activate Windows Go to Settings to activate Windows. Give Feedback to Microsoft 90%

(CA, 2025e)