

Towards a New Project Design Methodology for Archaeological Projects in England

SADIE WATSON

Museum of London Archaeology

swatson@mola.org.uk

Abstract

The policy framework within which development-led archaeology is conducted in the UK is well understood and the contracting sector is an accepted stage in the planning process due to various policies, originating from both national and local Government. Projects are undertaken following standards established by Historic England almost two decades ago, with management systems and stages commonly followed. Yet our project design methodology hasn't evolved to reflect the changing times, or encouraged capacity for considering the publics, with intended beneficiaries of our work poorly identified and often misunderstood. This paper proposes a new process of project management for development-led archaeology, to ensure that we conduct work that has meaningful and sustainable outcomes for the wider publics. I outline the challenges within the current structure and provide a revised project life cycle with publics at its heart.

Introduction

The national and local Government policy landscape within which development-led archaeology is conducted in the UK is well established and the contracting sector is an accepted stage within the wider planning process (the clearest explanation of the system is provided by the statutory body Historic England [2022a]). The UK-based commercially contracted sector undertake projects through standards established decades ago, with management systems and project stages commonly understood by both individual practitioners and a range of representative professional bodies alike (Chartered Institute for Archaeologists [CIfA] 2023a; Federation of Archaeological Managers and Employers [FAME] 2023; English Heritage 1991; Historic England 2015a;

2015b).

A recent review reported that the commercial archaeological sector contributes £218m annually to the national UK economy, providing employment to over 6300 people (Aitchison, German and Rocks Macqueen 2021). There is a widespread belief that development-led archaeology operates at a high technical level (British Academy 2017: 27-29; Thomas 2021), and those contracting organisations that are part of the sectoral professional body's (CIfA) scheme comply with agreed standards of work. This is the primary form of archaeological work that occurs in Britain, vastly outstripping academic or community projects. This separation however is unhelpful, as it perpetuates the understanding that development-led work is somehow neither of an academic standard, nor community-facing.

These are ongoing challenges that the sector has tackled on more than one occasion (e.g. Wills 2018; Society of Antiquaries of London [SAL] 2020). The largely privatised contracting system means that many different actants are responsible for archaeological projects with a cynicism that projects are undertaken on behalf of clients, rather than the public at large (Fredheim and Watson 2023: 20-21). This is in opposition to the industry's accepted professional standards, which require us to commit to specific competencies and ethical behaviours (CIfA 2023b) with a focus on public service, and is despite the fact that archaeology is a highly socially contingent endeavour, even more so in the development-led sphere with Carver calling this type of work a form of 'social contract' (2009: 358); conducted on behalf of the wider public.

This paper is the culmination of a 4-year Future Leader Fellowship, which has involved extensive consultation with communities, the client body and policy makers (MOLA 2019). Results have shown that there is much appetite for a more human-centred consideration of archaeology within the planning process, the next step is to review existing project design mechanisms to enable that change.

Legislative background and guiding principles

The basic legislative landscape within which archaeology is enabled (and required) through the planning system within the UK has not changed significantly since 1991. Notably the legal protection for archaeology is extended to undesignated assets, including those as yet unknown (for a full exposition see Historic England 2022a: 3-8). Both national and local governments provide critical support to this system. Whilst providing a structure for decision-making (and crucially, funding) the planning frameworks are often restrictive in the expectations they can place on developers. Professional, county/district council-based curatorial staff utilise guidance on deciding significance, with a complex and inter-linked series of values to be considered (Historic England 2008; 2022a: 36-37). The guiding principle remains that the development-led process provides outstanding and uniquely sourced knowledge of the historic environment (Ibid: 9). There are also significant opportunities for public benefit, defined as environmental, economic and social (Ibid: 10) all of which are specified in the National Planning Policy Framework (NPPF) (MHCLG 2019).

However, the provision of these opportunities is patchy, and often depends on individual input and specific funding arrangements. As such, the introduction of the NPPF has not seen wholesale improvements in public benefit, reasons for which have been discussed by (e.g.) Thomas (2019). The challenge of embedding public benefit into all stages of work is no small one, but incremental steps are currently being undertaken by the sector-wide 21st Century Challenges in Archaeology project (Wills 2018) which acknowledges that all areas of work (policy, curatorial services, standards and guidance, commercial practice, project design, dissemination, archiving) need to be drawn into this endeavour.

Despite the fact that the four nations of the United Kingdom have differing mechanisms within which archaeology takes place they aim to provide parallel routes to public benefit. Recent developments in the Scottish provision have placed public benefit considerations at the fore of development-led work (Mann 2023) and in Wales the Wellbeing for Future Generations Act should

encourage similar refocusing of commercially driven archaeology towards public benefit and social value (Belford 2019: 195). In Northern Ireland there is a more challenging backdrop due to the recent history of sectarian conflict and contested heritage landscapes but the Archaeology Strategy 2030 (O’Keeffe 2021) is clear on the need to embed public benefit throughout the sector. There is a gradual movement towards the aspirations of the Faro Convention (Council of Europe 2005), which states the right of everyone to benefit from their cultural heritage.

However, we have not yet seen a major impact on contracting practice (Watson and Fredheim 2022), despite some meaningful local case studies (e.g. Considerate Constructors Scheme [CCS] 2023; CIfA 2023c). Internationally, the European Archaeological Council ([EAC] 2018: 18) suggests that the social impact of a development is rarely considered by archaeologists during their project design process, which can separate their work from more deliberate attempts to increase its wider value. The United Nations Educational, Scientific and Cultural Organisation (UNESCO) have highlighted that the gap between policy makers and communities should be narrowed through increasing the scale of co-designed projects (2022). This might be a challenge due to the ‘normative’ behaviours still threaded through practice (Perry 2019: 358) that are consistently failing to engage wider publics rather than encouraging them to engage, due to the focus on conservation, preservation and the endangerment narratives so ably critiqued by May (2020), Fredheim (2020) and Högberg et al (2017) as perpetuating ideas of traditional engagement and a continuation of current management practices, thereby stifling new opportunities for participation.

Project design and management in archaeology

Developed in the 1990s, the project design and management system used throughout UK development-led archaeology (Management of Archaeological Projects, known as MAP2) followed structures utilised widely in commerce and industry (Andrews and Thomas 1995: 204-5), with a clear influence from science and engineering where objectively measurable milestones are seen as most useful (Brooke 1995: 130). This task-driven approach has a

focus on review stages and the introduction of a post-excavation assessment (PXA) stage was intended to ensure that projects no longer ran out of funding prior to analysis and dissemination, which had previously been a major problem (Andrews and Thomas: 196-199).

Nonetheless this issue perpetuates, despite this attempt to rationalise the process. Heaton (2014: n12) notes that MAP2 was designed for backlog and state-funded projects, rather than live commercial projects, and while the relevance of this today is open for debate, contracting archaeology undeniably occurs within a highly competitive commercial environment, the current extent of which was (understandably) not previously foreseen. The MAP2 Preface (English Heritage 1991) suggested it should be revised in the future but this has not yet happened to any significant degree. Today, after the passing of more than 30 years a successful outcome for an archaeological project has evolved from ‘published report...supported by an...archive’ (Ibid: 5) to something more akin to the provision of public benefit, although that remains poorly defined, rarely stringently evaluated, and open to individual perspectives (Fredheim and Watson 2023: 22-23).

There is not room here to discuss the contents of MAP2 in detail, but although many aspects of projects have moved on significantly for legal, commercial or client-driven reasons the process remains closely aligned with the construction sector’s need for a series of incremental work packages that can be closed off in successive steps (Darvill 2006: 231). It is interesting to see which areas of MAP2 have been adopted wholesale as standard practice, and which fell by the wayside, specifically in the case of this paper the presumption of community involvement (English Heritage 1991: 28). That this isn’t generally undertaken is almost certainly due to the sub-contracted nature of archaeology, which has positioned our work as an expert technical service, usually provided during groundworks in advance of development, rather than a value-added opportunity (Fredheim and Watson 2023: 20-23).

The perception that increased public benefit will inevitably involve access to dangerous construction sites and would require extensive funding persists, holding the sector back from considering alternatives (Sloane 2018). This is

probably due to pervasive ideas of fieldwork as the most interesting aspect of a project, despite growing evidence that there is appetite for other forms of participation, including intellectual input into project designs, research aims and dissemination plans (Faccia in prep.). The persistent gap between the legal requirements placed on developers and their archaeological contractors to merely mitigate the damage to archaeological assets, and the suggested best practice around dissemination and public engagement means that innovative provision of the latter cannot yet be a necessity of commercial funding or planning permission.

In England MAP 2 was largely superseded for technical guidance by the Management of Research Projects in the Historic Environment (MoR-PHE) (Historic England 2015a) and Project Planning Note 3 (Historic England 2015b), intended to provide guidance for projects of varying funding and contractual origin. The presumption is still that projects will result in a knowledge gain, dependent upon the dissemination of results (Ibid: 4). In an acknowledgement that the benefits provided through this system can be expanded beyond knowledge creation, Historic England themselves have a rapidly developing understanding of how impactful heritage and archaeological work can be for wider communities, including provision of positive well-being improvements (2022b; Monckton and Watson 2022), so there is space for an evolution of policy to enable that. Considering new ways of sharing the knowledge gain are a necessary reminder that archaeology can be presented in myriad ways depending on how the knowledge benefit is to be provided, as Sloane suggests in relation to very specific aspects such as scientific advances concerning the historic spread of disease (2021).

The current ways in which these various guidance notes and professional standards are implemented are examples of classical and specialist management systems, whereby specialists are organised through a line management hierarchy as well as through a project-specific structure (Nixon 1995: 221). Commonly understood concepts such as quality control and ‘by rote’ tasks have their origin in manufacturing (Cooper 1995: 75), with a focus on process and product rather than on people. These systems can neglect the impact on humans as a result, and key needs such as agency and motivation are sidelined

in favour of a task-driven emphasis. This approach was deemed appropriate at the onset of contracting practice, when the sector was keen to integrate into client structures to illustrate its relevance to construction operations. A task-driven mentality might be applicable to some stages of fieldwork, where tight adherence to programmes and budgets is key, although perhaps it is less helpful when thinking about post-excavation and public-facing work which can be inherently less process-driven, externally managed, and linear (McAdam 1995: 98). The persistence of this project design structure reduces the way that we might illustrate archaeology as a social practice, given that it enforces the idea that archaeology is a highly procedural problem-solving operation (Cumberpatch and Roberts 2012: 33).

Despite this situation, archaeology as a public-facing undertaking has increasingly grown within many of the organisations that make up the contracting sector, with recent data showing 250 archaeologists with job titles broadly identifying them as ‘public archaeologist’ (Aitchison et al 2021: Table 2.19.1). There are successful organisations set up with public-facing delivery at the heart of their model (e.g. DigVentures, Past Participate and Big Heritage, although these organisations do not generally provide services to the construction industry and operate under different funding models). The exclusion of project beneficiaries (which could mean academics, wider publics or specific groups thereof) from the project teams in both MAP2 (Historic England 1991: 25) and MoRPHE (Historic England 2015a: Figs 3a and 3b) is a symptom of their period of production and doesn’t reflect a deliberate attempt to exclude. In 2023 we can now recognise the need to identify beneficiaries to enable research, design, and results to be targeted usefully; in other words, to deliberately include.

Other models in theory and practice

As part of construction procurement chains archaeological organisations are increasingly asked to include their public benefit provision in tender documentation (where social value is the commonly used term). This is already formalised in the 2013 Public Services (Social Value) Act (UK Govt 2021) which outlines requirements for publicly funded projects to be assessed in

terms of their social value as well as their financial implications. Social value in this context is broadly defined as the financial and nonfinancial value that contributes to the wellbeing of both individuals and communities, in addition to positive impacts on the environment. It is not created through the standard operations of an organisation, but should be beyond ‘business as usual’. Accordingly, for archaeologists; excavation, archiving and dissemination of results would not count as social value as defined by the Act. Projects requiring value creation beyond the standard offer would include transport infrastructure, which has formed the largest proportion of commercial archaeological income in recent years (Aitchison et al 2021: Table 1.5.3.). In the Public Procurement Bill (UK Govt 2022) the UK Government advocates moving from a Most Economically Advantageous Tender (MEAT) to a Most Advantageous Tender (MAT), recognising and requiring that adding value to a project means more than simply monetary value. The construction sector is facing increasing pressure to behave more responsibly, and companies now specify their intentions to provide value beyond their standard offer. Parallel to this, the consulting sector has grown exponentially and now forms a crucial part of the wider archaeological ecosystem. Collcutt (2006: 220) frames this as a reason for concern, in that adding more managerial levels shows a ‘decreased willingness to allow downward delegation of decision-making’ but many of the larger firms offering heritage consultancy services also have in-house social value teams, who need to be invited to sit at the same table during the early stages of a given project, in order to design and embed ideas around how archaeology can contribute to their wider aims for impacted communities. There are clear opportunities here.

Allied professionals have created toolkits to lead their sectors through decision-making over public benefit (social value) provision (e.g. UK Green Building Council [UKGBC] 2022; Royal Institute of British Architects [RIBA] 2020). The key point for us here is that these are guides to project management processes, which (amongst other things) specify a model delivery plan (UKGBC 2022: 33) and provide sample questions to be asked of communities (RIBA 2020: 14-15). In a profession such as archaeology, where a flowchart often leads us through our widely recognised and commonly followed processes, this is both immediately familiar and theoretically broadly applicable.

Rationale (project design changes proposed for development-led archaeology)				
Inputs (resource)	Activities (tasks)	Outputs	Outcomes	
Standard templates Existing datasets (HER etc.) Archaeological expertise of teams	Fieldwork and analysis tasks to high standard Evaluating public benefit as well as archaeology	Standard grey literature documentation with human-centred additions where appropriate (DBA, WSI, PKA, UPD) Archives	Medium term	Long term
Local research agendas Local datasets (eg ONS) for specific needs Audience mapping Community links Local knowledge and expertise Community archaeologists Local museum, other sector groups	Understanding and targeting audience impacts on people considered Public consultation where appropriate Conducting work to new project design method, reviews of social value added	Varied format of publications according to local wants. Materials for wider use (schools, reuse of unarchived materials, public art)	Public benefit and social value better understood and more widely provided More support and advocacy for archaeology Wider understanding of planning-led system Sector is more cohesive Knowledge is readily exchanged Publics enjoy archaeology	Values-driven work is seen as impactful Improved sector sustainability Scalable public benefit across projects Broader participation from diverse publics
Client objectives	Collaboration with social value teams (clients, consultants)	Social value reporting	Better value for clients	Archaeology in urban design and planning Improved advocacy from client body
Assumptions: that sector will support; that public will be engaged; that necessary data exists; that evaluation will be standard; that sector has skills; that policy-makers will support change; that development-led work will continue within a broadly similar framework.				

Figure 1. Logic model illustrating rationale behind proposed changes to project design methodology, showing how expanded resources at early stage might lead to enhanced outcomes from development-led projects.

Towards a new model

The preceding discussion has led us to the point where we need to propose how these issues might be tackled, at least within a framework that archaeologists will recognise and pivot towards with understanding.

The logic model (Figure 1) illustrates how a typical project could contribute to value for wider society through expanding the resources used, and by targeting outcomes as well as outputs to the needs identified during the early stages of a project. The three horizontal aspects of the model indicate the three principal stakeholder groups this is intended to benefit: the sector (to include curatorial archaeologists), the communities, and the client body. Others could be incorporated but it is useful to consider who the main beneficiaries of an amended model could be. Several of the larger organisations working in archaeology are educational charities, with enhanced expectations of their public benefit provision, although this has been questioned with reference to vague reporting and lack of specific identification of beneficiaries (Fredheim and Watson 2023: 30-31). Including beneficiaries in project design teams

would provide evidence of these aims, and evaluation of the public benefit provision would be a meaningful way to realistically interrogate them.

This degree of revision requires a change in project management methodology, to lead us through the decision-making processes, to introduce those various new datasets we should be including in our assessments identified in Figure 1, and to enable us to produce plans that are achievable, scalable, and regularly evaluated.

The revised and simplified life cycle of a typical project (Figure 2) has been adapted from models provided in current guidance (Historic England 1991; 2015; 2022a) and shows in more detail how these decisions could be made at each typical step. Critical here are the new milestones, and the new ways of thinking about impact. The order of actions remains broadly the same, with allowance for the value creation at certain intervals as indicated. There is less focus in this version in the costing and tendering process, as that is an accepted (and expected) part of this process, as are the professional requirements for reporting and archiving. For reasons of space, the fieldwork referred to here is evaluation followed by excavation, but there are other forms this work could take depending on results and scale of the works. If a desk-based assessment reveals only the need for a ‘watching brief’ whereby groundworks are monitored by an archaeologist then perhaps there will be less opportunity for public benefit, although it could be argued that a small amount of archaeology on a local site means much more to the surrounding community than a lot of archaeology many miles away. The scalability of these proposals needs experimentation, as an enlightened client may see the potential in results from a watching brief, thereby providing an expanded interpretation of significance beyond merely its archaeological aspects.

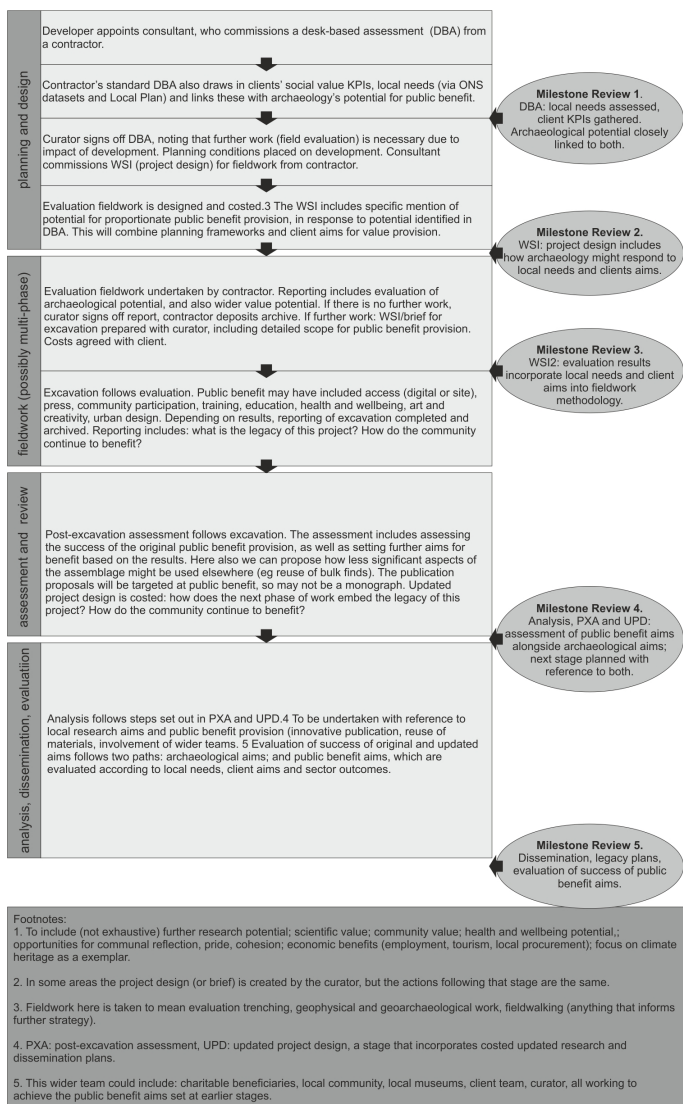


Figure 2. Revised life cycle of typical development-led archaeology project (adapted from Historic England 1991; Fredheim and Watson 2023: 24-25). The tasks are shown vertically, the revised milestones relate to Review Points (as in Historic England 2015b: 9) and are shown in the bubbles where they may be appropriate.

Put simply, in the absence of a suitable regulatory framework to require such a process, these proposals are intended to encourage decision making to be more value-led, putting people at the heart of a project rather than profit or client, or even, perhaps, on occasion, the archaeology. Archaeologists are used to paring down or adapting fieldwork plans in response to traditional concerns such as evolving research aims and unexpected results, but these proposals are calling for other criteria to be considered alongside these, perhaps in response to research aims determined by the local community, the potential for reuse of discarded archaeological materials or an obligation to consider the wellbeing of participants above the physical condition of aspects of the archaeology (see Archaeology on Prescription [York Archaeology 2022] for an example of when this might occur).

Critiques may come from the inclusion of client aims in these methodologies, but contracting archaeologists operate within a highly competitive commercial environment and these considerations are crucial to ensure that work is undertaken by organisations who understand the need to respond to both their clients and their communities. This will not solve the fundamental challenges posed to us by the ill-fitting imposition of neo-liberal economic models that have required a previously academic, participatory pursuit such as archaeology to become a cost-driven exercise at the expense of research-led practice, but it will offset some of the major issues many of us are increasingly aware of (see Watson 2021).

To further illustrate the need to include other actants in this process, Figure 3 shows an adapted version of the possible MoRPHE project roles (from Historic England 2015b: 13). This model is primarily intended for larger projects with wider responsibilities but also indicates how these principles could also be relevant for much smaller projects. The assumption that MAP2 decisions will be based on research potential (Andrews and Thomas 1995: 204) will be thrown into relief by bringing wider voices into the discussion. The consultees are shown at a remove from the main project roles as previously but there will be more linkage and increased two-way communication in this system.

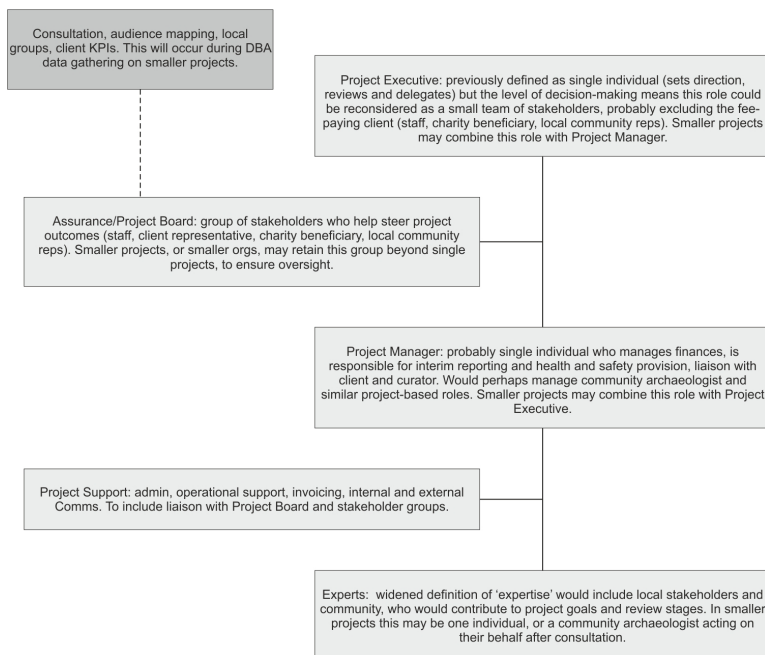


Figure 3: Revised model showing typical MoRPHE project roles (adapted from Historic England 2015b).

Making it happen

Progress away from accepted systems and structures is naturally slow, and the development-led sector operates within the tricky dichotomy of providing technical specialist services to the construction industry while also aiming to provide innovative and meaningful public benefit. This results in narrow funding regimes and programmes that restrict opportunities for wider participation. Expecting sector buy-in without the additional levers of policy is perhaps naïve, as our system operates within a rigid structure of policy, funding, and embedded notions of expertise. However, whether or not we theorise to this degree during contracting projects, both a multiplicity of opinions and a recognition of uncertainty are acknowledged as necessary for archaeology to be undertaken responsibly (D’Alisa and Kallis 2015: 220).

We need to expand these concepts beyond our own professional and commercial circles, whilst actively bringing the members of those new circles along with us. Here we might usefully turn to the considerations raised by D'Alisa and Kallis (2015) that a separation between experts, policy makers and the public is problematic, and that all three elements should rather be integrated within the design and development of research and policymaking. This could move us 'from an expert community to a community of experts', wherein we draw on experience and expertise from a wider societal group to ensure and assure that the work we undertake is proportionate and useful (Ibid: 219).

This supports the UNESCO view that policy-driven decisions can in fact run counter to concerns of communities if the 'plurality of narratives' is not considered (UNESCO 2022: 2). Tarlow and Pluciennik (2007: 125) further remind us that ethical practice need not only be reliant upon adherence to business ethics but should also include considerations of impact on publics. This tension is already recognised within the arena of cultural heritage capital, which seeks to understand where the value lies in heritage for people, and how to measure that value in order to maximise its potential for individual and communal wellbeing (Dorpalden nd; Leeson nd; Watson 2023). The professional interpretation of concepts such as value, rarity, complexity and significance will rarely match the ways in which wider society will interpret these (Darvill 2006: 415), which blurs the line in ways that we should find worth exploring.

When innovation does happen in development-led archaeology it generally falls into areas of technological change and comprises a celebration of 'newness' (Frieman 2021) which seems to require a forward and linear movement, a direction away from ideas, methods or tools that are now seen as out of date or obsolete. Frieman (Ibid: 16-18) warns us that social innovation is far more complex and we can use this framing to reconsider how the innovation proposed in this paper might instead focus on people, and therefore may not be an efficiency-driven progression, but a reconsideration of method and practice; leading us to a more human-centred approach.

The onus on communication between humans might seem old fashioned in the context of innovation and change but this might be what many Western structures need. Existing professional frameworks are recognised as exclusionary to colleagues (Brunache et al 2021), let alone the wider public, and amending this requires a reconsideration of professionalism and expertise, and how these interact with notions of value and significance. A review need not be a rejection of previous pathways but should encourage an honest reflection of how the embedded methods have come to be so well-worn. The models provided here are intended to catalyse conversations over how we might enable a wider set of voices to engage with project design, how project management might become more inclusive, and how revising project implementation could widen participation in development-led archaeology on a sustainable basis.

Acknowledgements

I would like to thank the editors for accepting this paper and for their assistance throughout the editing process. Particular thanks are due to the two peer reviewers who sent in detailed and helpful feedback. The research leading up to this was funded by UKRI (Future Leader Fellowship) and supported by MOLA. Thanks to MOLA illustrators Juan Jose Fuldain Gonzalez and Jemina Dunnnett for producing the figures. My thoughts on this topic have been shaped by conversations with many colleagues over the last four years, in particular I want to acknowledge Kate Faccia, Guillermo Diaz de Liaño del Valle, Harald Fredheim, Sara Perry, Emma Dwyer and Barney Sloane. The opinions behind my research focus have been shaped by decades in the sector, alongside respected and treasured colleagues too numerous to name.

REFERENCES

- Aitchison, K., German, P., and Rocks-Macqueen, D. 2021. *Profiling the Profession*, Landward Research Ltd, [Profiling the Profession 2020: Introduction – Profiling the Profession](#) accessed on 5th March 2023.
- Andrews, G., and Thomas, R. 1995. The Management of Archaeological Projects: Theory and practice in the UK In Cooper, M.A., Firth, A., Carman, J., and Wheatley, D. (eds) 1995, *Managing Archaeology*, Routledge: London and New York, 189-207.
- Belford, P. 2019. Ensuring archaeology in the planning system delivers public benefit. *Public Archaeology* 18: 4, 191-216.
- British Academy, 2017. *Reflections on Archaeology*, <https://www.thebritishacademy.ac.uk/documents/221/reflections-on-archaeology.pdf> accessed on 1st March 2023.
- Brooke, C. 1995, The bad, the good and the ugly, In Cooper, M.A., Firth, A., Carman, J., and Wheatley, D. (eds) 1995, *Managing Archaeology*, Routledge: London and New York, 119-134.
- Brunache, P., Dadzie, B., Goodlett, K., Hampden, L., Khreisheh, A., Ngonadi, C., and Plummer Sires, J. 2021. Contemporary Archaeology and Anti-Racism. A Manifesto from the European Society of Black and Allied Archaeologists. *European Journal of Archaeology*, 24(3), 294-298.
- Carver, M. 2009. *Archaeological Investigation*, Routledge: London and New York.
- CCS (Considerate Constructor Scheme), 2023. Best Practice Hub: Archaeology, https://ccs-bestpractice.org.uk/search/?fwp_search=archaeology accessed on 21st March 2023.
- Cifa (Chartered Institute for Archaeologists). 2023a. *Codes, Standards and Guidance*, <https://www.archaeologists.net/codes/cifa> accessed on 22nd March 2023.
- Cifa (Chartered Institute for Archaeologists). 2023b. *Professional Archaeology*, <https://www.archaeologists.net/join/professional-archaeology>, accessed on 1st March 2023.
- Cifa (Chartered Institute for Archaeologists). 2023c. *Public benefit case studies*, <https://www.archaeologists.net/profession/publicbenefit/casestudies> accessed on 21st March 2023.
- Collcutt, S. 2006. The Archaeologist as Consultant, In Hunter, J., and Ralston, I. (eds). 2006. (2nd Edition), *Archaeological Resource Management in the UK: An introduction*, Sutton: England, 215-229.
- Cooper, M.A. 1995. The archaeological manager: applying management theories to archaeology, In Cooper, M.A., Firth, A., Carman, J., and Wheatley, D. (eds). 1995. *Managing Archaeology*, Routledge: London and New York, 67-83.
- Council of Europe, 2005. *CoE Framework Convention on the Value of Cultural Heritage for Society (CETS No. 199)* <https://www.coe.int/en/web/conventions/full-list?module=treaty-detail&treatynum=199> accessed on 23 February 2023.

Cumberpatch, C., and Roberts, H. M. 2012. Life in the Archaeological Marketplace, In Rockman, M., and Flatman, J. (eds.) *Archaeology and Society: Its relevance in the modern world*, Springer: New York, 23-43.

D'Alisa, G., and Kallis, G. 2015. Post-Normal Science, In D'Alisa, G., Demaria, F., and Kallis, G. (eds.) *Degrowth: A vocabulary for a new era*, Routledge: London and New York 218-221.

Darvill, T. 2006. Working Practices in Field Archaeology, In Hunter, J., and Ralston, I. (eds.) 2006: (2nd Edition), *Archaeological Resource Management in the UK: An introduction*, Sutton: England 230-252.

Dorpale, B. nd. *Towards better valuation: The Culture and Heritage Capital approach*, <https://historicengland.org.uk/content/docs/research/towards-better-valuation-culture-and-heritage-capital-approach/> accessed on 21st March 2023.

EAC (European Archaeological Council). 2018. *Making Choices: Valletta, Development, Archaeology and Society: A Report of the 'Making Choices' Working Group of the Europae Archaeologiae Consilium*. https://www.europae-archaeologiae-consilium.org/_files/ugd/881a59_ade3633836e94c3795d51204fee4380e.pdf accessed on 3rd December 2022.

English Heritage. 1991. *Management of Archaeological Projects*, Historic Buildings and Monuments Commission for England: London.

Faccia, K, in prep. Social Value in developer-led archaeology: Multi-sector and public perspectives. *International Journal of Project Management*.

FAME (Federation of Archaeological Managers and Employers), 2023, What we do: Advocacy, <https://famearchaeology.co.uk/what-we-do/advocacy/> accessed on 13th September 2023.

Fredheim, L Harald. 2020. Decoupling “Open” and “Ethical” Archaeologies: Rethinking Deficits and Expertise for Ethical Public Participation in Archaeology and Heritage. *Norwegian Archaeological Review* 53, no. 1 <https://doi.org/10.1080/00293652.2020.1738540> 5-22.

Fredheim, H., and Watson, S. 2023. *Understanding Public Benefit from Development-led Archaeology*, MOLA: London, DOI: <https://doi.org/10.48583/jjhm-je58> accessed on 21st March 2023.

Frieman, C. J. 2021. *An archaeology of innovation: Approaching social and technological change in human society*, Manchester University Press: Manchester.

Heaton, M. 2014. Constructing Archaeology: The Application of Construction Management Practices to Commercial Archaeology in Britain, *The Historic Environment Vol 5* No 3, 245-257.

Historic England. 2008. *Conservation Principles, Policies and Guidance: For the sustainable management of the historic environment*, <https://historicengland.org.uk/images-books/publications/conservation-principles-sustainable-management-historic-environment/> accessed on 3rd April 2023.

Historic England (Edmund Lee). 2015a. *Re-issue of 2006 document, Management of Research*

Projects in the Historic Environment: The MoRPHE Project Managers' Guide, Historic England: London.

Historic England (Brian Kerr, Barney Sloane, Kim Stabler). 2015b. *Re-issue of 2008 document, Management of Research Projects in the Historic Environment: PPN 3: Archaeological Excavation*, Historic England: London.

Historic England. 2022a. *Planning and Archaeology: Historic England Advice Note 17 (HEAN 17)*, Historic England: London.

Historic England (Linda Monckton). 2022b. *A Strategy for Wellbeing and Heritage*, <https://historicengland.org.uk/content/docs/about/strategy-wellbeing-heritage-2022-25/> accessed on 12th March 2023.

Högberg, A., Cornelius, H., May, S. and Wollentz, G. 2017. No Future in Archaeological Heritage Management?' *World Archaeology* 49, no. 5 639–47. <https://doi.org/10.1080/00438243.2017.1406398> accessed on 21st March 2023.

Leeson, A. nd. *Introducing the Culture and Heritage Capital Framework*, <https://historice-land.org.uk/research/current/social-and-economic-research/culture-and-heritage-capital/introduction/> accessed on 21st March 2023.

McAdam, E. 1995. Trying to Make It Happen, In Cooper, M.A., Firth, A., Carman, J., and Wheatley, D. (eds). 1995: *Managing Archaeology*, Routledge: London and New York, 89-100.

Mann, B. 2023. *Delivery of Public Benefit and Social Value Guidance for Archaeology in the Planning Process*, Aberdeenshire Council, https://www.algao.org.uk/sites/default/files/documents/ALGAO_Delivery_of_Public_Benefit_and_SocialValueGuidance.pdf accessed on 21st March 2023.

May, S. 2020. Heritage, Endangerment and Participation: Alternative Futures in the Lake District. *International Journal of Heritage Studies* 26, no. 1 71–86. <https://doi.org/10.1080/13527258.2019.1620827> accessed on 21st March 2023.

MHCLG. 2019. *National Planning Policy Framework*, Ministry of Housing, Communities and Local Government: London, UK https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1005759/NPPF_July_2021.pdf accessed on 12th March 2023.

MOLA, 2019. *Archaeology and public benefit*, <https://www.mola.org.uk/archaeology-and-public-benefit-uk-ri-future-leaders-fellowship> accessed on 22nd March 2023.

Monckton, L. and Watson, S. 2023. Using UK heritage and planning legislation to enhance wellbeing, In *Proceedings of the 58th ISOCARP World Planning Congress*, p1809-1820.

Nixon, T. 1995. Rocking the Boat: Project management means change, In Cooper, M. A., Firth, A., Carman, J., and Wheatley D. (eds.) 1995: *Managing Archaeology*, Routledge: London and New York, 216-223.

- O'Keefe, J.D.J. 2021. Archaeology 2030: A Strategic Approach for Northern Ireland, *Internet Archaeology* 57. <https://doi.org/10.11141/ia.57.3> accessed on 20th March 2023.
- Perry, S. 2019. The Enchantment of the Archaeological Record. *European Journal of Archaeology* 22(3), 354–371. <https://doi.org/10.1017/ea.2019.24> accessed on 20th March 2023.
- RIBA (Royal Institute of British Architects). 2020. *Social Value Toolkit for Architecture*, <https://www.architecture.com/knowledge-and-resources/resources-landing-page/social-value-toolkit-for-architecture> accessed on 21st March 2023.
- SAL (The Society of Antiquaries of London). 2020. *The Future for Archaeology in England: A Manifesto*, https://www.sal.org.uk/wp-content/uploads/2020/12/Future_of_Arch.pdf accessed on 18th February 2023.
- Sloane, B. 2018. Making Choices: Valletta, Development, Archaeology and Society, *Internet Archaeology* 49. <https://doi.org/10.11141/ia.49.3> accessed on 30th April 2023.
- Sloane, B. 2021. Making the Case for the Public Benefits of Development-led Archaeology, *Internet Archaeology* 57. <https://doi.org/10.11141/ia.57.17> accessed on 25th September 2023.
- Tarlow, S., and Pluciennik, M. 2007. Forum: Making Trouble for Business Ethics, *Public Archaeology*, 6:2, 124–125, <https://doi.org/10.1179/pua.2007.6.2.124> accessed on 21st March 2023.
- Thomas, R. 2019. It's Not Mitigation! Policy and Practice in Development-Led Archaeology in England, *The Historic Environment: Policy & Practice*, 10:3-4, 328–344 <https://doi.org/10.1080/17567505.2019.1662999> accessed on 21st March 2023/
- Thomas, R. 2021. *Looking Back, Looking Forward: The Evolution of Development-Led Archaeology in England*, <https://historicengland.org.uk/whats-new/debate/looking-back-and-forward/> accessed on 1st March 2023.
- UKGBC (UK Green Building Council). 2022. *A Guide for Delivering Social Value on Built Environment Projects*. <https://ukgbc.org/resources/a-guide-for-delivering-social-value-on-built-environment-projects/> accessed on 1st March 2023.
- UK Government. 2021. *The Public Services (Social Value) Act*, <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources> accessed on 7 December 2021.
- UK Government. 2022. *The Public Procurement Bill, A summary guide to the provisions*, <https://www.gov.uk/government/publications/the-procurement-bill-summary-guide-to-the-provisions/the-procurement-bill-a-summary-guide-to-the-provisions> accessed on 22nd March 2023.
- UNESCO. 2022. *Inclusive Development for Sustainable Cities*. <https://unesco.org.uk/wp-content/uploads/2021/12/Inclusive-Development-for-Sustainable-Cities-Brief-Report.pdf> accessed on 23 February 2022.
- Watson, S. 2021. Degrowth in development-led archaeology and opportunities for change.

A comment on Zorzin, *Archaeological Dialogues*, 28(1), 22-25 <https://doi.org/10.1017/S1380203821000040> accessed on 20th March 2023.

Watson, S. 2023. *Cultural heritage capital, the challenge and the opportunity for archaeology*, <https://www.mola.org.uk/blog/archaeology-and-public-benefit-project-update-13-cultural-heritage-capital-challenge-and> accessed on 11th April 2023.

Watson, S., and Fredheim, H. 2022. Value from Development-Led Archaeology in the UK: Advancing the Narrative to Reflect Societal Changes. *Sustainability* 14, 3053. <https://doi.org/10.3390/su14053053> accessed on 20th March 2023.

Wills, J. 2018. *The world after PPG16: 21st-century challenges for archaeology, Report for Historic England and ClfA*, <https://www.archaeologists.net/sites/default/files/projects/21st-century%20Challenges%20for%20Archaeology%20project%20report%20October%202018.pdf> accessed on 11th March 2023.

YA (York Archaeology) 2022, *Archaeology on Prescription*, <https://community.yorkarchaeology.co.uk/index.php/archaeology-on-prescription/> accessed on 13th September 2023.