



UNIVERSITY OF
LEICESTER

Archaeological Services

Written Scheme of Investigation for Archaeological Attendance and Recording (Watching Brief)

Site: Bosworth 1485 Sculpture Trail (Site 5: 'Piecing together the Past'), Bosworth Battlefield Heritage Centre, Ambion Lane, Sutton Cheney, Leicestershire CV13 0AD

NGR: SK 40348 00055

Client: Bosworth 1485 (Leicestershire Promotions Limited)

Planning Authority: Hinckley and Bosworth District Council

Planning Ref: 23-00089-FUL

ULAS Job No: 23-724

Accession No: X.A56.2023

Filename/Version	Checked/Amended by	Date	Notes
23-724_BswrthSite5_WB_WSI_Draft	Matthew Beamish	27/06/2023	Draft for comment
23-724_BswrthSite5_WB_WSI	Matthew Beamish	27/07/2023	Following comments from W.Kelly (LCC), updates to 2.20, 5.8 and Fig 1 revised to show Registered Battlefield

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Written scheme of investigation for Archaeological Watching Brief: Bosworth 1485 Sculpture Trail (Site 5: ‘Piecing together the Past’), Bosworth Battlefield Heritage Centre, Ambion Lane, Sutton Cheney, Leicestershire CV13 0AD

1. Introduction

Definition and scope of the project

- 1.1 This document is a Written Scheme of Investigation (WSI) for a programme of archaeological mitigation for Site 5 of the Bosworth 1485 Sculpture Trail (‘Piecing together the Past’) located at Bosworth Battlefield Heritage Centre, Ambion Lane, Sutton Cheney, Leicestershire CV13 0AD. The sculpture at the visitor centre is one of a number that are proposed in various locations across the historic battlefield area. In accordance with National Planning Policy Framework (NPPF): Section 16 Enhancing and Conserving the Historic Environment (MHCLG 2021) the WSI will be submitted to the Planning Archaeologist for approval prior to any archaeological work taking place.
- 1.2 This WSI was commissioned by Bosworth 1485, Leicestershire Promotions Ltd. The fieldwork specified below is intended to provide a record of any archaeological remains in mitigation of the impact of the proposed development and addresses the requirements placed on the planning permission for a scheme of work comprising archaeological observation, investigation, recording, analysis and publication (a ‘Watching Brief’).

2. Background

Context of the Project

- 2.1 The site lies within the Bosworth Battlefield Heritage Centre, which lies within the parish of Sutton Cheney. Sutton Cheney lies in the Hinckley and Bosworth District of Leicestershire around 3km south-east of Market Bosworth and 4.3km north-west of Hinckley (Figure 1). The Heritage Centre lies around 1.6km west of the village at the edge of Ambion Hill, the highest point in the area at 120m aOD (Figure 2).
- 2.2 In anticipation of planning consent on the basis of advice given to the planning authority permission has been granted for several new sculptures to be erected around the historic battlefield site. This site at the Bosworth Visitor Centre (Site 5) and also sites on land at St. James’ Church, Sutton Cheney (Site 1), land off Fenns Lane, Sutton Cheney (Site 2) are subject to an archaeological condition for a mitigation strategies. Separate WSIs will be produced for each site.
- 2.3 The sculptures are sited to follow the course of the battle and the aftermath. This site, Site 5, is entitled ‘Piecing together the Past’ and represents the historical and archaeological research for the battle. The sculpture will consist of a circular heavy oak frame supporting a cast acrylic coin, with the relief of Kings Henry & Richard back to back. The jigsawed pieces within the coin will be cast in aluminium and match the shape of the coins, they will have an anodised finish (Figure 3).

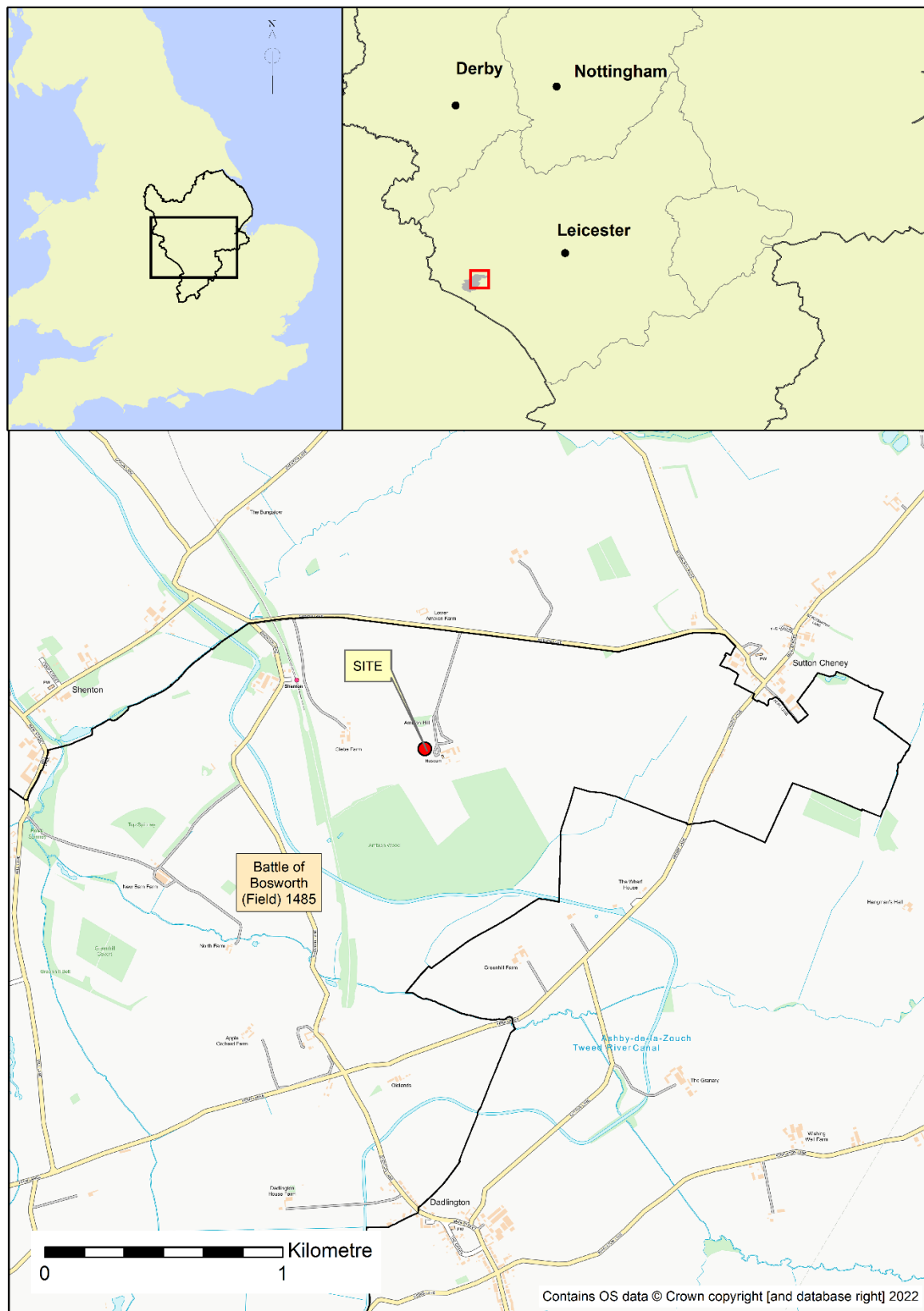


Figure 1: Site 1 location, within UK, county, and local.
This map also shows the location of the Registered Battlefield

Topography and Geology

- 2.4 The proposed position of the new sculpture is situated on flat ground within the courtyard of the visitor centre, and is currently covered in brick paving. It lies at a height of around 120m aOD.
- 2.5 The British Geological Website indicates that the underlying geology of the area is likely to be Gunthorpe Member Mudstone overlain by Glaciofluvial Deposits (sand and gravel) or Wolston Clay (clay, silt & sand), (<https://www.bgs.ac.uk>).
- 2.6 The Soilscape website indicates that the soils within the site are likely to be Soilscape 18: Slowly permeable seasonally wet slightly acid but base-rich loamy and clayey soils (<http://www.landis.org.uk/soilscales>).

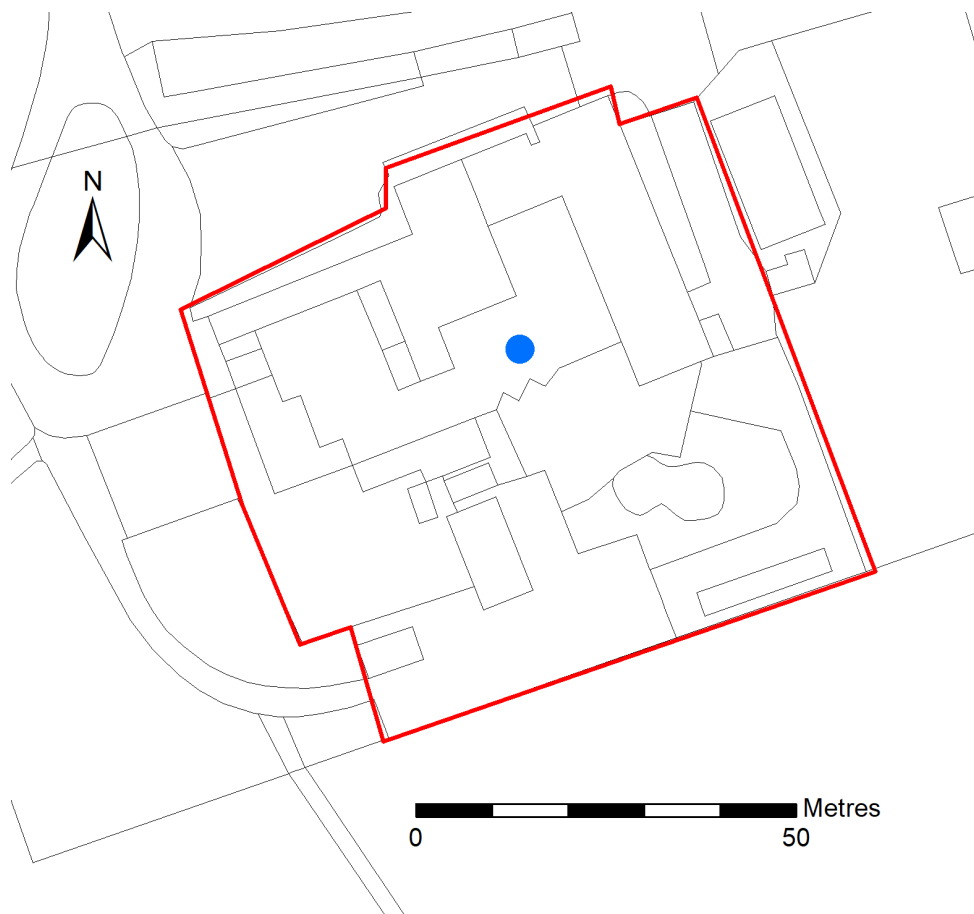


Figure 2: Detailed site location plan showing proposals
Plan provided by client.

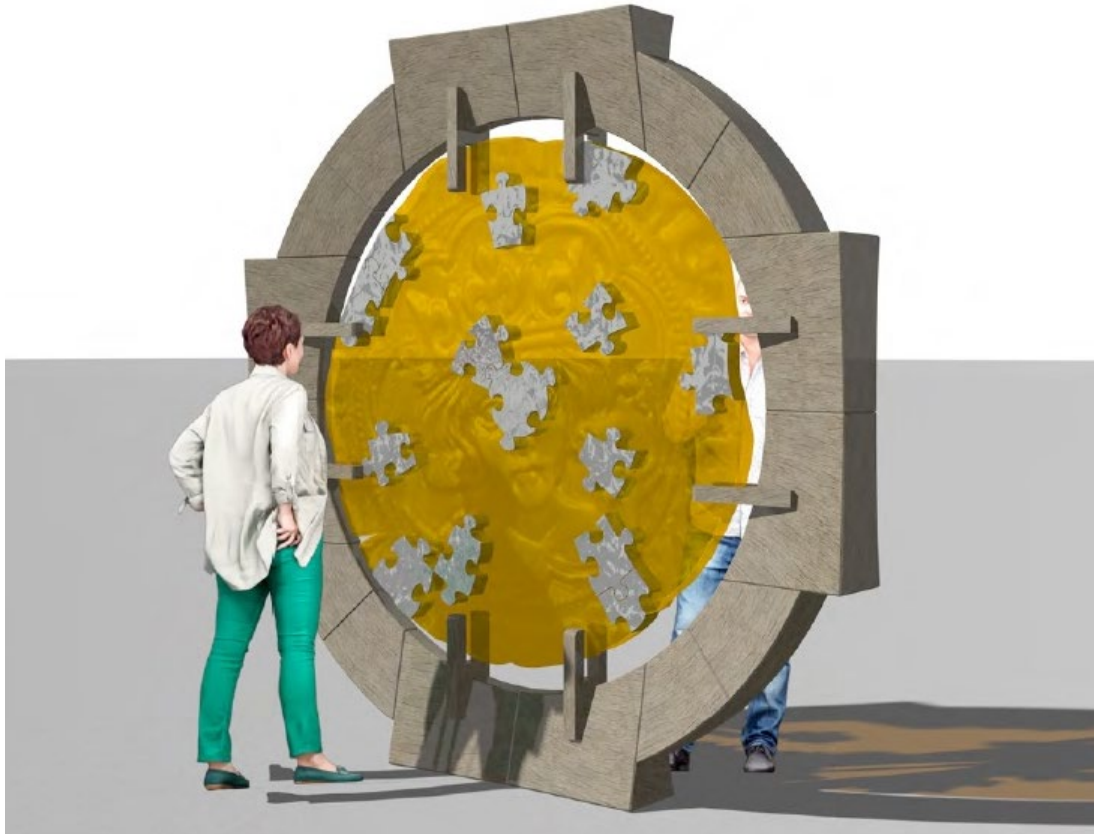


Figure 3: Initial proposed impression and scale of Site 5 sculpture
Supplied by client

Historical and Archaeological Background

- 2.7 A desk-based assessment was produced for the proposed sculpture site and four other proposed sites. The following is summarised from the Site 5 assessment. The assessment included the consultation of the Historic Environment Record (HER) for the area within a 250m radius of the proposed site. The HER monument numbers are shown in bold in the text (Hunt and Hyam 2022). The Portable Antiquities Scheme (PAS) was also consulted records several findspots for artefacts within a 250m radius of the site.
- 2.8 The village of Sutton Cheney is of Anglo-Saxon/early medieval origin. The place-name ‘Sutton’ is a very common English place-name meaning, simply ‘the south place or farm’. It is normally associated with a larger village or town; in this case Sutton is the village to the south of Market Bosworth (Mills 2003). The village, and the churchyard site, fall within the Sutton Cheney Conservation Area.

Prehistoric and Roman

- 2.9 Two pieces of Neolithic/Early Bronze Age flint were found during a watching brief at the Heritage Centre in 2004 (**MLE16575**). Further flint artefacts including a Neolithic arrowhead were found 160m north-west of the Heritage Centre (**MLE20204** & **MLE22109**).

Roman

- 2.10 Cropmarks of what appears to be one corner of a rectangular enclosure were noted in the 1980s on fields 160m north-east of the site (**MLE3239**). Fieldwalking in 2000-2 recovered a scatter of Roman finds concentrated south-west of the cropmark, suggesting occupation in this area.
- 2.11 An evaluation in 2003 prior to the erection of a tithe barn relocated from off-site revealed a ditch and a trackway of Roman date at the Heritage Centre. A watching brief located further remains (**MLE9921**). There are further Roman findspots close to the site, including stamped Samian ware (**MLE20499** & **MLE7954**).
- 2.12 The PAS records many Roman artefacts in the area. There are over 40 coins recorded (**BM-B35496**; **FAPJW-D56545**; **FAPJW-D22837**; **FAPJW-D1A231** etc). Other finds include a brooch (**LEIC-73B502**) and two studs (**LEIC-9D5C49** & **LEIC-9E37FE**).

Anglo-Saxon to Medieval

- 2.13 The village is of Anglo-Saxon/ early medieval origin. The place-name 'Sutton' is a very common English place-name meaning, simply 'the south place or farm'. It is normally associated with a larger village or town; in this case Sutton is the village to the south of Market Bosworth (Mills 2003).
- 2.14 In early literature the village is often referred to as Sutton-juxta-Bosworth. The affix 'Cheney', originally 'Cheynell', comes from the name of the farmer that was the tenant on the land at Sutton in the time of Henry III (Nichols 1811).
- 2.15 The site lies within the abandoned village of Ambion, depopulated before the 18th century (**MLE3243**). The village was most likely depopulated by plague, which had severely diminished the population. There is evidence that the village may have been deserted before the Battle of Bosworth in 1485. There are references to a small settlement here, the last being in 1346. There are slight earthwork remains west of Ambion Farm - probable house platforms in an elongated rectangular area. To the south of these is a more-or-less square enclosure within substantial ditches. This may have been an extension to the original village core. In the 17th century the area is recorded as this was called 'Anbein' or 'Anebein', a lordship of 350 acres, and by the time of Nichols' survey of 1811 it had long been entirely depopulated, but a farm was built here in the 19th century (Hartley 2008).
- 2.16 Medieval and post-medieval pottery and a horseshoe have been found at King Richard's Well, 180m west of the site (**MLE6803** & **MLE8254**), and from the Heritage Centre (**MLE10513**).
- 2.17 A mass of bones, coins, metal links and chains, were apparently found close to the current Heritage Centre in the mid-19th century by the farmer. They may be associated with the battle, but are unattested and undated (**MLE25873**).
- 2.18 Medieval finds listed on the PAS for the area include a bowl (**LEIC-80F6E8**), and a spindle whorl (**LEIC-9F2407**).
- 2.19 The site lies close to areas covered by the Bosworth Battlefield Survey, carried out from 2005-2010. This project led by Dr Glenn Foard of the Battlefields Trust, ran for these five years, combining documentary, topographical and fieldwork research. The Project aimed to piece together the landscape of 1485, including site such as Shakespeare's famous marsh, where Richard III lost his horse, and to locate any evidence of the Battle.

A metal detecting survey of a huge area of land finally recovered a unique collection of medieval cannon balls and a scatter of small items lost by combatants in the Battle. Many of the fields surrounding the village were included in the survey including those to the direct south and north-west of the assessment area (HER Event No. ELE8443). See Ford and Curry 2013.

- 2.20 The area of the registered battlefield (List Entry 1000004) was subsequently redrawn in 2013 and is shown in Figure 1. The site lies fully within the registered battlefield area, in the north-east of the area. The approximate centre of most intense combat is thought to lie 1.7km to the south-west.

3. Aims and Objectives

- 3.1 The main aim of the investigation is to provide evidence to understand the nature, date, function, and character of the archaeological remains present and to mitigate the impact of the development using preservation by record.
- 3.2 The main objectives of the archaeological work are:
- To identify the presence/absence of any archaeological deposits.
 - To characterise the extent, date range, character, condition and significance of any archaeological deposits to be affected by the ground works.
 - To excavate and record archaeological deposits uncovered during the work.
 - To recover artefacts and ecofacts to aid in the dating and interpretation of any archaeological deposits and features encountered.
 - To advance understanding of the heritage assets and establish the relationship of any remains within the wider landscape.
 - To produce an archive and report of any results.

Research Objectives

- 3.3 The site has the potential to add to research objectives mainly from the Roman and medieval periods, identified within *The Archaeology of the East Midlands: An Archaeological Resource Assessment and Research Agenda*, *Leicester Archaeology Monograph 13*, (ed. Cooper 2006), and *East Midlands Heritage: An Updated Research Agenda and Strategy for the Historic Environment of the East Midlands* (ed. Knight et al 2012), and updated here: <https://archaeologydataservice.ac.uk/researchframeworks/eastmidlands/wiki/>
- 3.4 The presence of possible Roman enclosure remains, plus a possible Roman trackway within the site indicates that there is a potential for archaeology relating to the Roman period. More significantly, the proposed development area lies within the deserted medieval village of Ambion. There is therefore potential for remains that could contribute to the following Research Objectives:

ROMANO-BRITISH (AD 43-c.410):

5.4.3: *How did rural settlements relate to each other and to towns and military sites, and how may this have varied regionally and over time?*

5.5.4: *Can we chart more closely the processes of agricultural intensification and expansion and the development of field systems?*

5.6.5: *How can we utilise most effectively the regional coin resource as evidence for the transition to a monetary economy?*

HIGH MEDIEVAL (1066–1485):

7.2.4: Can we clarify further the processes of settlement desertion and shrinkage, especially within zones of dispersed settlement?

7.4.6: How should battlefield sites be further investigated?

- 3.5 These research aims have been identified based on the current state of knowledge within the area of the scheme and will be re-assessed and updated during the course of the fieldwork.

4. Constraints

- 4.1 The client will be asked to provide all information reasonably obtainable on contamination, the location of live services and any ecological or other constraints before the archaeological works commence.
- 4.2 The site lies within a working visitor centre. There are likely to be buried services within the site.

5. Methodology

- 5.1 All work will be carried out in accordance with the Chartered Institute for Archaeologists (CIfA) *Standard and Guidance for Archaeological Watching Briefs* (2020) and Code of Conduct (2021).
- 5.2 Any significant variations to the proposed methodology set out below will be discussed and agreed with the planning archaeologist and the client in advance of implementation.
- 5.3 The accession number (**X.A56.2023**) will be used to identify all records and artefacts.
- 5.4 Prior to any groundworks, general photographs of the site will be taken.
- 5.5 The watching brief will involve the observation of groundworks for the scheme by an experienced professional archaeologist. The finished piece will be around 2.6m in diameter, with foundations of around 720mm in total depth, 1600mm width. The excavation for the foundations are fairly shallow but will have the potential to disturb low lying earthfast remains.
- 5.6 Excavation will be carried out by the client's contractor. If a machine is to be used it will be appropriate for the work and must be fitted with a flat-bladed bucket to expose the underlying strata. The machine will not track over any surfaces until the archaeologist has inspected and cleared the area.
- 5.7 All exposed features will be investigated. Should significant archaeological remains be identified a programme of excavation and recording may be necessary, using additional personnel as necessary.
- 5.8 The stripped surface will be scanned with a metal detector prior to further work. All spoil from the machine work and hand excavation will also be scanned with a metal detector.
- 5.9 Archaeological deposits will be recorded and excavated using standard ULAS procedures. Sufficient proportions of any archaeological features or deposits will be hand excavated in order to provide the stratigraphic and chronological sequence of deposits, recognising and excavating structural evidence and recovering economic, artefactual and environmental evidence.

- 5.10 Unless otherwise agreed with the planning archaeologist, standard sample excavation will include
- 50% of each discrete pit-like features, postholes, etc.;
 - 10% of each linear feature, targeting terminals and intersections, with slots measuring at least 1m. in width wherever possible;
 - 100% of special features/deposits including burials, structural remains, kilns, etc.,
- 5.11 The ULAS recording manual will be used as a guide for all recording. Individual descriptions of all archaeological strata and features excavated or exposed will be entered onto pro-forma recording sheets.
- 5.12 A record of the full extent in plan of all archaeological deposits encountered will be made using an appropriate system related to the OS grid. Measured drawings of all archaeological features will be prepared and tied into the overall site plan. Relevant OD heights will be taken as appropriate.
- 5.13 A photographic record of the investigations will be prepared. This will include photographs illustrating in both detail and general context the principal features and finds discovered. The photographic record will also include 'working shots' to illustrate more generally the nature of the archaeological work.
- 5.14 All photographs (except general or publicity shots) will be taken with a high resolution digital camera and will include a suitable scale bar, north arrow and information to identify the site and where appropriate the context.
- 5.15 The photographic record will follow the standards set out in Historic England 2015, *Digital Image Capture and File Storage* and the standards required by Archaeology Data Service (ADS) for storage and archiving: <https://archaeologydataservice.ac.uk/advice/Downloads.xhtml>
- 5.16 This record will be compiled and checked during the course of the excavations, and all site records and finds will be kept securely.

Contingency Provisions

- 5.17 While ULAS attempts to foresee and make allowances for all possible site specific constraints, there may on occasion be unusual circumstances which have not been included in the programme or quote, which may entail additional costs and/or time for the client. These could include: unavoidable delays due to bad weather, vandalism, poor ground conditions, areas requiring shoring or stepping, unknown contamination or services, further work required by the Planning Archaeologist (e.g. extensions to trenches, extra trenches or changes to excavation sample sizes) or significant archaeological deposits that may require specialist input.
- 5.18 In the event of potentially significant archaeological deposits being found or further work being required for which the resources allocated are not sufficient or which are of sufficient significance to merit an alternative approach the archaeologist will inform the client, the planning archaeologist and the planning authority in order for detailed discussion between all relevant parties to take place. Following assessment of the archaeological remains ULAS shall, if required, implement an amended scheme of investigation on behalf of the client as appropriate.

Monitoring

- 5.19 Notification of the start of the site works will be made to the Planning Archaeologist prior to commencement of the archaeological work in order that monitoring arrangements can be made. All monitoring shall be carried out in accordance with the *CIfA Standard and Guidance for Archaeological Watching Briefs* (2020).
- 5.20 Internal monitoring procedures will be undertaken including visits to the site by the project manager. These will ensure that project targets are met and professional standards are maintained. Provision will be made for external monitoring meetings with the Planning Archaeologist, Planning Authority and the Client, if required, subject to the health and safety requirements of the site.

6. Finds

- 6.1 All finds and samples will be bagged separately, marked with the accession number/site code and related to the context record. All artefacts will be recovered and retained for processing and analysis in accordance with *Standard and guidance for the collection, documentation, conservation and research of archaeological materials* (CIfA 2020).
- 6.2 All identified finds and artefacts are to be retained however, certain classes of building material will, in some circumstances, be discarded after recording, with the approval of the Planning Archaeologist.
- 6.3 All objects or remains of archaeological interest, discovered in or under the site during the carrying out of the project by ULAS or during works carried out on the site by the Client other than articles subject to the Treasure Act, shall be deemed to be the property of ULAS provided that ULAS after due examination shall transfer ownership of all archaeological discoveries unconditionally to the appropriate authority for storage in perpetuity.

Treasure

- 6.4 In the event of discovery of artefacts that might constitute Treasure under the definition of The Treasure Act 1996 and its revisions (Treasure (Designation) Order 2002), these will be excavated and removed to a safe place. The Client, Coroner, the Planning Archaeologist and the Finds Liaison Officer (FLO) will be informed immediately. A treasure receipt will be completed and submitted to the Coroner's Office and the FLO within 14 days.

Human Remains

- 6.5 If human remains are encountered they will be left in situ. ULAS will inform the Client and the Planning Archaeologist immediately. If excavation of human remains is required ULAS will obtain a Ministry of Justice Licence (Section 25 of the Burial Act 1857). All excavation and post-excavation will also be in accordance with the standards set out in *CIfA Technical Paper 7: Guidelines to the Standards for Recording Human remains* (Brickley and McKinley 2004) and *Updated Guidelines to the Standards for Recording Human Remains* (CIfA 2017). If remains are removed from site the final placing of human remains following analysis will be subject to the requirements of the Ministry of Justice License.

7. Environmental Samples

- 7.1 All environmental work will be undertaken in accordance with English Heritage guidelines (*Environmental Archaeology: A guide to the theory and practice of methods, from sampling and recovery to post-excavation*. 2011).
- 7.2 Although the environmental potential of the site is uncertain, if archaeological features are sample excavated, the following environmental sampling strategy will be adopted, following consultation with the ULAS Environmental Officer.
- A range of features to represent all feature types, areas and phases will be selected on a judgmental basis. The criteria for selection will be that deposits are datable, well-sealed and with little intrusive or residual material.
 - Any buried soils or well-sealed deposits with concentrations of carbonised material present will be intensively sampled taking a known proportion of the deposit.
 - Spot samples will be taken where concentrations of environmental remains are located.
 - Waterlogged remains, if present, will be sampled for pollen, plant macrofossils, insect remains and radiocarbon dating provided that they are uncontaminated.
- 7.3 All collected samples will be labelled with the accession number/site code, context and sequential sample numbers.
- 7.4 Appropriate contexts (i.e. datable) will be bulk sampled (50 litres or the whole context depending on size) for the recovery of carbonised plant remains and insects.
- 7.5 Recovery of small animal bones, bird bone and large molluscs will normally be achieved through processing other bulk samples or 50 litre samples may be taken specifically to sample particularly rich deposits.
- 7.6 Wet sieving with flotation will be carried out using a sieving tank with a 0.5mm mesh and a 0.3mm flotation sieve. The small size mesh will be used initially as flotation of plant remains may be incomplete and some may remain in the residue. The residue >0.5mm from the tank will be separated into coarse fractions of over 4mm and fine fractions of >0.5-4mm. The coarse fractions will be sorted for finds. The fine fractions and flots will be evaluated and prioritised; only those with remains apparent will be sorted. The prioritised flots will not be sorted until the analysis stage when phasing information is available. Flots will be scanned and plant remains from selected contexts will be identified and further sampling, sieving and sorting targeted towards higher potential deposits.
- 7.7 Where evidence of industrial processes are present (e.g. indicated by the presence of slag or hearth bases), samples will be taken for the analysis of industrial residues (e.g. hammer scale).

Scientific Dating

- 7.8 Due care will be taken to identify deposits and structures which may have potential for scientific dating. Suitable samples for radiocarbon dating will be subsampled from the processed and identified plant remains in the bulk samples and monolith sample (if taken) as deemed appropriate. Consideration will also be given to the use of Dendrochronology, Archaeomagnetic dating, Thermoluminescence and Optical Luminescence Dating (TL and OSL). Specialists will be consulted in this regard and where deemed appropriate to provide advice and where necessary supervise sampling, take readings and undertake post-excavation reporting.

8. Timetable and Personnel

- 8.1 An exact date for the work has yet to be fixed; it is likely to take place in late 2023 or early 2023, subject to approval of the WSI.
- 8.2 This project will be under the management of Matthew Beamish (MCIfA). The Project Manager will direct the overall conduct of the excavation as required during the period of fieldwork. Day to day responsibility will rest with the Site Supervisor who will be on-site throughout the project.
- 8.3 The site supervisor will carry out the post-excavation work, with time allocated within the costing of the project for analysis of any artefacts found on the site by the relevant in-house specialists at ULAS.
- 8.4 ULAS uses in-house and external specialists for post-excavation work as follows

Environmental analysis and reporting:	Rachel Small MA Will Johnson MA
Prehistoric and Roman Pottery:	Nicholas Cooper BSc, Dip post-ex, FSA, MCIfA Elizabeth Johnson BSc MA (Roman pottery) member SGRP
Post-Roman Pottery:	Paul Blinkhorn BA (external)
Animal bone	Jennifer Browning BA, MA, MCIfA (Animal Bone) Rachel Small MA Will Johnson MA
Human bone	Jennifer Browning BA, MA, MCIfA Rachel Small BSc York Osteological Unit (external)
Small Finds	Nicholas Cooper BSc, Dip post-ex, FSA, MCIfA
Industrial residues and building materials	Heidi Addison BA
Wood/Geoarchaeology	Matthew Beamish, MA (cantab), MCIfA

9. Post Excavation Analysis and Reporting

- 9.1 Following completion of fieldwork, all artefacts and samples will be processed, assessed, conserved and packaged in accordance with CIfA (2020b), ULAS procedures and the relevant Museums for transferring archaeological archives (Leicestershire County Council 2018).
- 9.2 A draft report in will usually follow within four weeks. The report will include:
- A non-technical summary
 - The aims and methods adopted in the course of the evaluation.
 - A description of the nature, extent, date, condition and significance of all archaeological deposits recorded during groundworks
 - Appropriate illustrative material including maps, plans, sections, drawings and photographs.
 - A summary of artefacts, specialist reports and a consideration of the evidence within its local, regional, national context.
 - An index of the contents and location of the archive.
 - Bibliography.
- 9.3 A draft digital version of the report will be provided for the client, the Planning Archaeologist and the Local Planning Authority for approval. Once approved the final

report will be deposited with the Historic Environment Record on the understanding that it will become a public document after an appropriate period of time.

- 9.4 An, indexed, site archive will be prepared and deposited with the agreed museum in accordance with *Archaeological Archives: A Guide to Best Practice in Creation, Compilation, Transfer and Curation* (Brown 2011), CIfA 2020 and the relevant museum guidelines (LCC 2018, *The Transfer of Archaeological Archives to Leicestershire County Council Museum Collections*).

Publication and dissemination of results

- 9.5 The copyright of all original finished documents shall remain vested in ULAS and ULAS will be entitled as of right to publish any material in any form produced as a result of its investigations.
- 9.6 Arrangements will be made for an appropriate level of academic publication of the results of the excavations. As a minimum, a brief site summary in text format will be provided for the local archaeological journal (Transactions of the Leicestershire Archaeological and Historical Society). Where wider dissemination is appropriate and the significance of the results warrant, a full copy of the report in an appropriate format shall be submitted for publication in relevant academic journals.
- 9.7 ULAS supports the Online Access to the Index of Archaeological Investigations (OASIS) project. An online OASIS form will be completed detailing the results of the project. Once a report has become a public document following its incorporation into the HER it will be uploaded onto the web-site.

10. Public Engagement and Publicity

- 10.1 The work is small scale and not anticipated to be suitable for public involvement or participation during the course of the fieldwork. However, the results will be made available via the ADS website, publication and if significant archaeological deposits are found talks and presentations to the local population can be provided.
- 10.2 ULAS shall acknowledge the contribution of the Client in any displays, broadcasts or publications relating to the site or in which the report may be included.

11. Health and Safety

- 11.1 All work will be conducted in accordance with the Health and Safety at Work Act 1974 and all subsequent Health and Safety legislation, University of Leicester Statement Of Safety Policy Health and Safety and Environmental policies as well as any Principal Contractor's policies or procedures. A site specific Risk Assessment and Method Statement will be formulated prior to commencement of fieldwork. This will be monitored on site and updated as necessary.
- 11.2 The safety of ULAS staff will take priority over the desire to record archaeological deposits.

12. Insurance

- 12.1 All ULAS work is covered by the University of Leicester's Public Liability, Professional Indemnity and Employers Liability Insurance as documented in the RAMS.

13. Quality Assurance

- 13.1 ULAS is a Registered Organisation (RO) with the Chartered Institute for Archaeologists. All ULAS Project Managers hold Member status and all ULAS Projects are overseen by the Project Manager who is responsible for the quality of the project.

14. Staff Training and CPD

- 14.1 All ULAS staff are subject to University of Leicester's Personal Development Discussion (PDD) strategy which reviews personal performance, identifies targets and areas for improvement and identified the need for appropriate. All members of staff are required to maintain a Personal Development Plan.

15. Bibliography

(All websites accessed 16/06/2023)

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