

YEAR 01	YEAR 02	YEAR 03	YEAR 04	YEAR 05	YEAR 06	YEAR 07	YEAR 08
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Strategic Objectives - Knowledge and Research; Engagement; Protection - Development Management; Value

Objectives

- a. **Knowledge and Research.**
 - Broaden and deepen our understanding of the past;
 - Build on the analysis of previous research to identify key issues and good practice approaches, to gain maximum knowledge from new work;
 - Fully realise the research value of development-led excavations;
- b. **Engagement.** Provide knowledge that is widely accessible and engaging to a range of audiences;
- c. **Protection [development management].** Provide information that assists in the effective management and protection of the historic environment; and
- d. **Value.** Publication and dissemination of information is a fundamental priority in all archaeological projects and is built into every project design

Delivery Plan (recommendation numbering should be read against the published strategy document: [Archaeology 2030 - A Strategic Approach for Northern Ireland.pdf](#))

Action	S. ob.	How can this be achieved?	Key tasks	Collaborators	Potential Outputs (to be developed by task groups)	YR
R2.1.a to 2.1.d	A.	i. Establish a Collaborative Group to Develop and Manage a Research Framework	<ul style="list-style-type: none"> • Establish a 'Management Group' that develops, coordinates and maintains the research framework. • Establish operating model for group [tbc with HMC] • Identify potential external collaborations and funding sources/ explore collaboration with Framework for Archaeological Research in Ireland (FARI). • Identify clear key performance indicators of a research framework. Agree communications channels, and develop ways to measure success 	<ul style="list-style-type: none"> • HED to advise/ guide initial management group - this needs to represent cross-sector. • Important for range of engagement to ensure ownership and collaboration. And to gain public support. 	<ul style="list-style-type: none"> • Research Framework updates, comms, website, collaborative projects. • Consider range of publication vehicles 	
R21 and R2.2	A.	ii. Appoint Research Officer to coordinate framework	<ul style="list-style-type: none"> • RF group/ task group - explore funding streams and options to deliver a post. 	<ul style="list-style-type: none"> • Research Framework 'Management Group'/ HMC?/ HED 	<ul style="list-style-type: none"> • Fixed term position? 	

Action	S. ob.	How can this be achieved?	Key tasks	Collaborators	Potential Outputs (to be developed by task groups)	YR
			<ul style="list-style-type: none"> Research Officer to coordinate the RF, or wider-post to include Outreach, lead on coordinating community projects during the later stages of the RF delivery 			
R2.2.a, R2.2.b, R2.2.c	A.	iii. Develop, establish and maintain a Research Framework for archaeology in Northern Ireland	<ul style="list-style-type: none"> Engage with contributors to recent frameworks [HES research agendas/ national thematic research (question led) to regional frameworks, ScARF etc. Resource Assessment: Stage 1 current state of knowledge, thought, understanding Stage 2: recognition of potential of the resource, gaps in knowledge Stage 3: Research Strategy: prioritised list of research objectives/ Research Projects. Outcome - embedded in planning system (through project briefs), community and academic projects, with findings fed back into framework 	<ul style="list-style-type: none"> Stage 1 - HED resource assessment drawing on HERoNI and recent excavation results Key HED personnel QUB and sector input for certain period/ thematic elements? FARI/ Archaeology 2025 and Discovery Programme 	<ul style="list-style-type: none"> Publication to mark Stage 1 milestone 	
R2.2.d	A. C.	iv. Critically assess baseline data on which management decisions and mitigation strategies are based, and on which research relies.	<ul style="list-style-type: none"> Link into findings of RF Stage 2: recognition of potential of the resource, gaps in knowledge This could provide context for assessing the significance of heritage assets and mitigation design All Ireland approach important when assessing significance 	<ul style="list-style-type: none"> HED, NI and RoI commercial sector, universities 		
R2.4.a, R2.4.b, R2.4.c	B.	v. Provide access to and continue to promote and enhance historic environment information through HERoNI	<ul style="list-style-type: none"> Continued Comms Raise awareness with external bodies and researchers – direct engagement with UAS, QUB, UU. Review options for accommodation, physical access, digital access etc. 	<ul style="list-style-type: none"> HERoNI 		
R2.3.b	B. C.	vi. Consider ways of enhancing collaboration between commercial and research groups and individuals to ensure	<p>Develop as output of RF Stage 2?</p> <ul style="list-style-type: none"> Explore/ enhance links between commercial and research led projects and findings. PoW review - link to emerging research themes, topics and questions. Set research objectives or use RF questions to focus resources. 	<ul style="list-style-type: none"> HED, commercial sector, QUB 	<ul style="list-style-type: none"> Embed research frameworks/ questions in the planning system Improved PoW/ WSI guidance 	

Action	S. ob.	How can this be achieved?	Key tasks	Collaborators	Potential Outputs (to be developed by task groups)	YR
		coordination and information exchange.	<ul style="list-style-type: none"> Identify potential research topics and funding streams arising from development-led excavation [post-ex. projects to more substantial environmental or osteo-archaeological analysis]. 			
R2.4.d, R2.4.e	B. C.	<p>vii. Integrate historic environment information, records and archives held by other bodies.</p> <p>viii. Examine the incorporation of NMNI data into HERoNI.</p>	<ul style="list-style-type: none"> Establish appropriate Task group Explore a shared/ central collections management database to enhance user engagement/ research Examine pros and cons of incorporating NMNI data on findspots into HERoNI 	<ul style="list-style-type: none"> HERoNI/ NMNI and local museums? include NMI as they may hold legacy ADS archives? 	<ul style="list-style-type: none"> Prepare proposals to rationalise/ increase accessibility to information. 	
R2.4.f, R2.4.g	C. D.	ix. Locate dispersed archaeological archives and records, and re-catalogue/ integrate these into a central archive to provide better protection of and access to the historic environment.	<ul style="list-style-type: none"> Establish task group to locate dispersed archives and records, and provide clarity on current ownership. Develop a method of recording and monitoring the status of the archive backlog from commercial units Identify funding streams to allow material to be re-catalogue, prepared and deposited. 	<ul style="list-style-type: none"> HED, Commercial Sector, Archives (NMNI, NMI [ADS archive?] etc.) Universities for any incomplete projects? 	<ul style="list-style-type: none"> Prepare proposals to address issue including historic archives (awaiting analysis/ no funding etc) 	
R2.3.a, R2.5.e	C. D.	x. Ensure investigation results are made available via the SMR/ HERoNI. This should include appropriate digital data.	<ul style="list-style-type: none"> HED - continuously enhanced and updated SMR as new information is generated. Internal review once DT had progressed to identify any outstanding issues. Raise awareness with external researchers to ensure findings are reported to HERoNI – UAS etc. HED license standard - licence holders must provide GIS data. Develop comms/ training for sector? 	<ul style="list-style-type: none"> HED 	<ul style="list-style-type: none"> Develop comms/ training for sector? Guidelines for researchers, commercial etc. 	
R2.2.e	D.	xi. A clearer research focus would enhance the research value of community excavations, and assist in empowering community partners	<ul style="list-style-type: none"> Link into findings of RF Stage 2: recognition of potential of the resource, gaps in knowledge Engage with and enhance citizen science projects by designing clear research questions Explore potential for Research Officer to coordinate community projects during the later stages of the RF 	<ul style="list-style-type: none"> Research Framework 'Management Group'/ HED/ engagement with Local Societies and community groups 	<ul style="list-style-type: none"> Embed research frameworks/ questions/ in project designs. Create guidance? 	

Action	S. ob.	How can this be achieved?	Key tasks	Collaborators	Potential Outputs (to be developed by task groups)	YR
R2.5.a to R2.5.d	D.	xii. Establish, promote and enhance a digital repository for all archaeological and historic environment records, and ensure industry recognised standards are implemented across the sector	<ul style="list-style-type: none"> • HED - liaise with ADS/ OASIS to develop better representation for NI. Marine Environmental Data and Information Network (MEDIN) for marine • Continue to develop HERoNI Digital Data Standard [internal guidance or sectoral?] • Explore copyright issues and develop proposals for retrospect reports and articles • Any copyright issues relating to the dissemination of reports and investigation results through HERoNI to be addressed going forward 	<ul style="list-style-type: none"> • HED/ HERoNI, ADS, OASIS • Cifa/IAI 	<ul style="list-style-type: none"> • Develop NI good practice guidance for digital archives? • Develop comms/ training for sector? 	