

Assessing the Visual Representation of Data in Archaeology: Project Design
Applicants: 3'S Company (Consultancy) Limited and University of Southampton
Date resubmitted: October 2007

Assessing the Visual Representation of Data in Archaeology

Project Name: Visualisation in Archaeology (VIA)
Project Design: 5172 resubmitted October 2007

Contents

1	Background	2
2	Aims and Objectives	3
3	Methods Statement	5
4	Dissemination	8
5	Resources and Programming	9
6	References	11

Appendices:

A.1	Project Team	12
B.1	Management Structure	14
C.1	Task List 2007/8	15
C.2	Task List 2008/9	18
C.3	Task List 2009/10	21
D.1	Gantt Chart	24
E.1	Financial Summary 2007/8	25
E.2	Financial Summary 2008/9	26
E.3	Financial Summary 2009/10	27
F.1	Costs by Task 2007/8	28
F.2	Costs by Task 2008/9	37
F.3	Costs by Task 2009/10	46
G.1	Overall Costs, Dates and Performance Indicators 2007/10	56
H.1	Submission Details	59

1 Background

Traditionally, archaeological illustration has provided a two-dimensional form of data recording within the archaeological process. Whether contributing at the primary/secondary level of a project's archive, or as the visual representation of data at publication, the language of archaeological illustration has persisted in a broadly recognisable form since the nineteenth century.

How the past is 'thought' within the archaeological profession has been widely studied and documented, providing a critical analysis of the development of archaeological theory and the resulting shifts of intellectual engagement between archaeologists and material culture. Whilst fundamental paradigm shifts have been described and acknowledged within archaeology, the practice of visually representing archaeological data continues as a familiar and comfortable enterprise.

Recent visual studies within archaeology have focused on the history of pictorial reconstructions of ancient life (Moser, 1998) challenging familiar assumptions about our understanding of humans in the deep past. Attention has also been turned to other themes concerning imagery in archaeology (Molyneaux, 1997; Smiles & Moser, 2005) marking a burgeoning concern with the relationship between visual representations and our perceptions and expectations of the past.

In contrast, representation within science is a topic that has generated a considerable body of literature since the mid-1970s, ranging from Rudwick's (1976) seminal work on the emergence of a visual language in geology to an expansive area of study investigating visual representations as 'scientific' resources (Lynch & Woolgar, 1990; Baigrie, 1996). Within science, the epistemological nature of scientific illustration has shifted from being taken-for-granted and unproblematic to a fruitful area of study from which numerous critical issues have been identified.

An understanding of visual representation cannot be considered in isolation of the medium in which images combine with text to both facilitate research and to disseminate knowledge. Traditionally, that medium has been the printed page. Today, the digital revolution presents archaeology with the opportunity of increased integration and interrogation of data by combining description, interpretation and synthesis in a number of multimedia formats. As has recently been identified (Jones *et al*, 2003), the point has been reached at which 'publication' and 'dissemination' must be seen as different things. Whilst Jones *et al* (2003) principally assess the orthodox model of publication in terms of its utility as a means of disseminating knowledge to various constituencies, the report's recommendations for future publication strategies are exclusively textually grounded:

- 'we therefore emphasise the need to encourage multiple authorship by specialists and directors' (pg 28)

- 'reports will only improve in content, structure and articulation if the editorial aspects of their production are considered much earlier . . . transl(ing) into better-written, better-focussed publications' (pg 29)
- 'some university teaching about the writing of excavation reports . . . would pay dividends' (pg 29)

It is notable that no acknowledgement is here reserved for the visual communication of knowledge.

2 Aims and Objectives

Over a period of three years, this project will significantly contribute to the foundation of a theory and practice of archaeological illustration relating to the visualisation of archaeological data defined, for the purposes of this project, as that diverse range of illustrative media employed by archaeologists in order to disseminate and communicate the results of archaeological investigations (eg. section drawings, artefact illustration, schematic diagrams, photography, traditional and VR reconstructions, etc) The project will support and promote horizon scanning. The principal aims of the project are:

Aims: Theory

Aim 1 – produce an historical overview of archaeological illustration;

Aim 2 -- explore the relationships between archaeological illustration and the construction of knowledge;

Aim 3 -- adopt an international, multi-disciplinary approach to the project (addressing section 16.8 of the EoP98 implementation plan);

Aims: Practice

Aim 4 -- assess the future role of archaeological illustration in light of developing digital technologies (addressing sections 16.1, 16.4, 17.6 and 17.15 of the EoP98 implementation plan);

Aim 5 -- disseminate the periodic results of the project's research and show-case examples of best practice (directly addressing section 16.12 of the EoP98 implementation plan).

Within the aims outlined above, the project's objectives are:

Objectives: Theory

These research objectives are designed in order to delineate practical guidelines and inform professional standards through a broad understanding of the historic development and deployment of archaeological illustration. Although both project managers will ultimately be responsible for the delivery of all

research material, the focus and content of that research will be informed by members of the steering committee and the Strategic Report editorial committee (see below).

Objective 1 – It is proposed that this project substantially contribute towards the construction of an intellectual framework for the visualisation of archaeological data based on a programme of applied research. An online academic resource will be developed over the project's operational period, building a one-stop, interdisciplinary bibliography and summary of current research related to the visualisation of data.

Objective 2 – to promote conceptual reflection within archaeology and to encourage dialogue between disciplines through a targeted programme of research and an international conference that will provide a robust and substantial body of literature relating to the visual representation of archaeological data and its relationship to knowledge creation.

Objectives: Practice

These objectives are designed to effectively produce a meaningful, practical dimension to the results of the project's applied research thereby promoting a direct and tangible link between the professional and academic constituencies within archaeology.

Objective 3 – the production of a strategic report, designed to specifically identify the historic and future role of archaeological illustration within the publication and dissemination process. The strategic report will compliment Jones *et al* (2003) providing an integrated (re)evaluation of publication and dissemination in terms of both textual and visual content.

Objective 4 – to increase the knowledge base of English Heritage by promoting departmental and cross-departmental dialogue, strategic thinking and policy-making in the areas of:

- alternative models of publication;
- implications of developing technologies on dissemination;
- development of future professional and academic (re)training programmes.

Objective 5 – dissemination of the project's findings in the form of summaries, reports, forward planning documents and recommendations in hard copy form and via the project's web site. Also, the periodic attendance at seminars and conferences by the project's principles to present thematic results of the project's work.

Overall, this project will provide an evolving reference for project managers, academics, illustrators, surveyors, publishers and students active in the archaeological sector. It will also attract those engaged in the areas of Science and Technology Studies, History and Philosophy of Science, Art History, and Cultural Studies.

3 Methods Statement

This project will represent a collaborative undertaking between the two principal partners -- 3's Company (Consultancy) Limited and the School of Archaeology, University of Southampton. 3's Company (Consultancy) Limited specialises in archaeological illustration, publication (traditional and digital), information graphics and contributors to an MA programme of study in archaeological illustration (Garry Gibbons and Rob Read). The School of Archaeology at Southampton is a recognised centre of excellence, specialising in distinctive research areas, notably, visual representation in archaeology (Professor Stephanie Moser) and virtual reality. The possibility of the University of Oxford funding two doctoral students to work with the project is being explored by Professor Steve Woolgar.

Steering Committee

The steering committee will be at the operational centre of the project, contributing towards Aims 3-5, and Objectives 2-5.

It is proposed that the steering committee will comprise a group of key personnel numbering three full-time members (GG, SM & TP) who will meet regularly and invite specialists to further contribute to the steering committee's effective operation. GG and SM will hold direct responsibility for the management and commissioning of research, the content and progress of the project's core activities, and the systematic delivery of output whilst seeking advice from and providing progress reports to the steering committee. Members of the steering committee will directly contribute to the project's operational duties --

- to oversee and further develop the ongoing definition of the project in line with its aims and objectives;
- to focus knowledge from various specialist fields and feed it back into the project;
- identify and show-case examples of best practice concerned with innovative approaches to publication and dissemination;
- establish a central bibliographic resource and a summary of current research in visual representation from within archaeology and the wider field of the history and sociology of science;
- to manage information-flow and ensure its effective dissemination;
- to ensure the transfer of relevant information to English Heritage in a structured manner;
- establish a project archive strategy in line with ADS recommendations.

Workshops

The workshops will provide an intellectual hub to the project, making substantial contributions to Aims 1-4 and Objectives 1-5.

A series of three weekend brainstorming workshops will be organised across the project's period of operation and will serve as the principal forum for cross-discipline research, debate and analysis. It is intended that a group of c.18 selected specialists will be invited for each workshop.

Day One -- the specialists will be divided between four one day sessions, each session concentrating on a specific theme. Chairs for each session will be drawn from four principals -- SJ, SM, SS, and SW.

Theme 1	<i>where is archaeological illustration today?</i>
Theme 2	<i>how did it get there?</i>
Theme 3	<i>how does it communicate?</i>
Theme 4	<i>seeing a way forward?</i>

Day Two -- will comprise a plenary session where each chair will report back to the whole group.

Although this themed structure will be maintained over each of the three annual workshops, it is recognised by the project managers that being overly prescriptive at this early stage may serve to limit the workshops' potential. The steering committee will be responsible for expanding on the structure and content of the workshops as the project develops in order to best achieve a commitment to totally rethink the theory and practice of visual discourse and start to map out an agenda for the future.

Strategic Report

The strategic report will provide a substantial working report to be published on line at the end of the project's second year, substantially fulfilling Objective 3 and contributing towards Aims 1-3, and Objectives 1, 2, 4 & 5.

A substantive report dedicated to:

- the investigation and assessment of visualising practices as historically utilised in archaeology and how they contributed to the dissemination of knowledge and understanding;
- an overview of the advantages, possibilities and potential pitfalls for visualisation strategies afforded by recent technological innovations, show casing examples of current best practice;
- horizon scanning for future trends and assessing their potential within the discipline of archaeology;

- develop a working statement of professional standards, best practice, anticipated skills requirements, archaeological graphics policy, and potential areas of future research.

The strategic report will be directly managed by the project managers (GG and SM) with the support of a Strategic Report editorial committee (SREC) comprising TP, RR and SJ from the project team and a number of invited specialists including Dr Robin Taylor (Publishing Manager, English Heritage). The SREC will determine the scope and content of the report.

As a working report, it is envisaged that its extent will run to some 10,000 – 12,000 words and will be published on-line via the project's website. Feedback from a variety of constituencies will be sought and monitored over the project's third year when, it is expected, a full report will be produced in the post-project phase (see below). Importantly, this will have the advantage of acknowledging feedback generated by the working report, presenting a digest of all three workshops, and include relevant papers presented at the international conference.

Best Practice

Current modes of dissemination that differ from the traditional model of publication will be actively sought and assessed, contributing towards Aims 4 & 5 and Objectives 2-5.

Examples of best practice as generated by current innovative models of publication and dissemination will be show-cased on the project's web site, examining issues such as the rationale for a given mode of publication, its integration into the overall project of archaeological investigation, its perceived audience, advantages/pitfalls of the approach, etc.

The project's steering committee will approve the method and range of data collection. It is proposed that RR will meet with archaeological contractors and consultants (budgeted at nine visits per year) to collate the required data and report back to the steering committee. The resulting database will be edited and placed on the project's website where each example of best practice can be downloaded as a .pdf file.

Academic Resource

An archaeological and interdisciplinary, one-stop resource for all practitioners, academics and students who engage in the visualisation of knowledge, contributing towards Aims 2 & 3 and Objectives 1 & 2.

Over the project's three year period of operation an academic resource comprising summaries of current research and, as its compliment, a wide ranging bibliography will be constructed drawing on a number of disciplines that take as their central theme of investigation the visualisation of knowledge.

The content of this resource will be shaped and overseen by the steering committee although its construction and maintenance will be the responsibility of SP. This resource will be posted on the project's website and up-dated following each steering committee meeting.

International Conference

The project will culminate in an international conference that will build upon and extend Aims 1-4 and Objectives 1 & 2.

A wide-ranging international conference held at the University of Southampton in week 154 of the project, designed to bring together all aspects of inter-related research concerned with the visual representation of data. The steering committee will, from the outset of the project, work towards defining and structuring the aims of the conference. Contributors will be invited to present publication standard papers.

4 Dissemination

Project Web Site

The project web site will act as the main point of dissemination for a minimum period of four years, fulfilling Aim 5 and Objective 5.

The web site will, through a series of thematic downloads, systematically present the results of the project's research. An 'open access' policy will be identified by the steering committee to ensure that dissemination is strategically structured, encouraging maximum engagement from and between numerous constituencies. The project managers, in consultation with the steering committee and web master, will be responsible for its content and administration.

Results generated by the workshops, the strategic report editorial committee, the steering committee and the international conference will provide the principal content for on-line publication. Specifically, this will include:

- steering committee summaries and periodic project reviews;
- workshop announcements, summaries and interim reports;
- strategic report research summaries, periodic reviews and full publication;
- best practice in innovative modes of publication and dissemination will be show-cased;
- a central, one-stop resource for those actively participating in the visualisation of knowledge through the creation of an inter-disciplinary bibliography and a summary of current research;

- an international conference section providing a main point of contact between the conference organisers (steering committee) and potential/actual delegates. Abstracts and delegate details will be posted. Online booking facilities will be available.

Links will be established between the project's web site and those of other organisations (eg EH, EAA, AAI&S, IFA, CBA, etc) to further promote the project's aims.

Seminars, Conference Sessions and Project Conference.

The delivery of various university seminars and conference sessions, contributing to Aim 5 and Objectives 1, 2 & 5.

It is anticipated that the project's principals will periodically present the results of the project's research at university seminars, conference sessions (ie IFA, AAI&S, EAA) and, ultimately, at the project's own conference. This would also provide excellent opportunities to further specifically promote the project's aims and objectives to a targeted audience.

Post-project Publication

During the project's period of operation, dissemination will principally take place via the project web site and/or fed through to English Heritage in the form of summaries, interim reports and recommendations with the specific aim of shaping an archaeological graphics policy, contributing to statements of best practice, and informing the establishment of professional standards in visualisation. It is anticipated that the project will feed back into periodic revisions of EH archaeological graphics and publication/dissemination strategies, provide an insight into future skills requirements in graphic visualisation, and isolate future areas of professional and academic development. As English Heritage's principal representative on the steering committee, Trevor Pearson will advise on the content, form and direction of flow of all information generated by the project deemed useful to EH departments.

However, following on from the conference, it is proposed that the conference proceedings be written up over a period of 12-18 months in preparation for publication. And, to reflect the integrated nature of this proposed research project, a full project report of academic calibre will also be completed in parallel with the conference proceedings for online publication (including possible paper publication elements). Further, the full Strategic Report will be produced, published on-line and feature a possible paper summary. *This process will be subject to a separate funding application.*

5 Resources and programming

The gross cost of this three year project will be £179,519.00. If this application is successful, it has been anticipated that the project will commence on 1st November

2007 although background organisation will take place as soon as written notification is received. The principal cost of the project is reflected in the calibre and range of its participants and the project's creation of a research 'space'. The project team represents a robust cross section of archaeological practitioners drawn from commercial and academic backgrounds as well as specialists from other, related disciplines. The project team is detailed in Appendix A.1.

The joint project managers are Garry Gibbons (GG) and Professor Stephanie Moser (SM) who will bear ultimate responsibility for the co-ordination, management and reporting of all project activities. Trevor Pearson (TP) will directly represent English Heritage in the project at its operational level providing an essential link between the project and key areas of English Heritage at both the individual and departmental level. A core group of specialist consultants comprising Dr. Simon James (SJ), Prof. Sam Smiles (SS), Prof. Steve Woolgar (SW) and Rob Read (RR) will work with the project managers to strategically inform all aspects of the project. Development and maintenance of the project web site will be undertaken by Steve Cheshire (SC). Additional administrative support for the conference will be provided by Sara Perry (SP) who will also compile the academic resource. Proof reading services will be carried out by Alice Denning (AD). Ann Clark (AC) will provide copy editing services and contribute to each post-workshop steering committee meeting per year. A statement of management structure and responsibilities is provided in Appendix B.1. HEEP's Project Officer (PO) to be confirmed.

Project costs include all anticipated expenses for the steering committee, the strategic report committee, the annual workshops and the administrative costs of the conference (covering travel, subsistence and facility hire where applicable). Allowance has been made for two international participants in the 2009 and 2010 workshops. Budgets for the publication of summaries, interim reports and reports arising out of the project's activities have also been anticipated. A research budget has been specifically allocated to the strategic report as well as costs for its on-line publication. Staff costs to create and maintain the Best Practice and Academic Resource have both been included. Periodic project management costs have been covered as have the production of quarterly/annual accounts.

Costs for attendance at conference by the project's principals to be agreed as necessary.

The Task List required to achieve the project's aims and objectives is presented in Appendices C.1-3. A summary Gantt Chart will be found in Appendix D.1. The project's Financial Summary is outlined in Appendices E.1-3. Appendices F.1-3 detail Costs by Task. Appendix G.1 outlines payments, dates and performance indicators for 2007/10. Finally, Appendix H.1 provides Submission Details.

A health and safety policy will be adopted in line with English Heritage recommendations.

6 References

Baigrie, B. (ed.) 1996. *Picturing Knowledge: Historical and Philosophical Problems Concerning the Use of Art in Science*. Toronto: University of Toronto Press

Jones, S., *et al.* 2003. *From the Ground Up*. York: CBA.

Lynch, M. & S. Woolgar. (eds.) 1990. *Representation in Scientific Practice*. Cambridge, MA: The MIT Press

Molyneux, B. (ed.) 1997. *The Cultural Life of Images*. London: Routledge.

Moser, S. 1998. *Ancestral Images*. Thrupp: Sutton.

Rudwick, M. 1976. The emergence of a visual language for geological science 1760-1840, in *The History of Science* xiv, 149-95.

Smiles, S. & S. Moser. 2005. (ed.) *Envisioning the Past: Archaeology and the Image*. Oxford: Blackwell Publishing.

Appendix A.1: Project team

project role: Garry Gibbons (GG)
3's Company (Consultancy) Ltd
Part-time lecturer, MA programme in archaeological illustration
Doctoral student, University of Southampton
Co-project manager, steering committee member, strategic report group member and best practice co-ordinator

project role: Prof Stephanie Moser (SM)
University of Southampton.
Co-project manager, steering committee member, workshop chair and strategic report editorial committee member

project role: Trevor Pearson (TP)
Head of Technical Survey and Graphics (Archaeology),
English Heritage
Steering committee member and strategic report editorial committee member

project role: Dr Robin Taylor
Publishing Manager, English Heritage
Strategic report editorial committee member and occasional steering committee contributor

project role: Dr Simon James (SJ)
University of Leicester
Member of the CBA Publication Committee
Workshop chair, occasional steering committee contributor and strategic report group member

project role: Prof Sam Smiles (SS)
University of Plymouth
Workshop chair and occasional steering committee contributor

project role: Prof Steve Woolgar (SW)
Saïd Business School, University of Oxford
Workshop chair and occasional steering committee contributor

project role: Rob Read (RR)
3's Company (Consultancy) Limited
Part-time lecturer, MA programme in archaeological illustration
AAI&S representative
Strategic report editorial committee member

project role: Steven Cheshire (SC)
3's Company (Consultancy) Limited
Web master

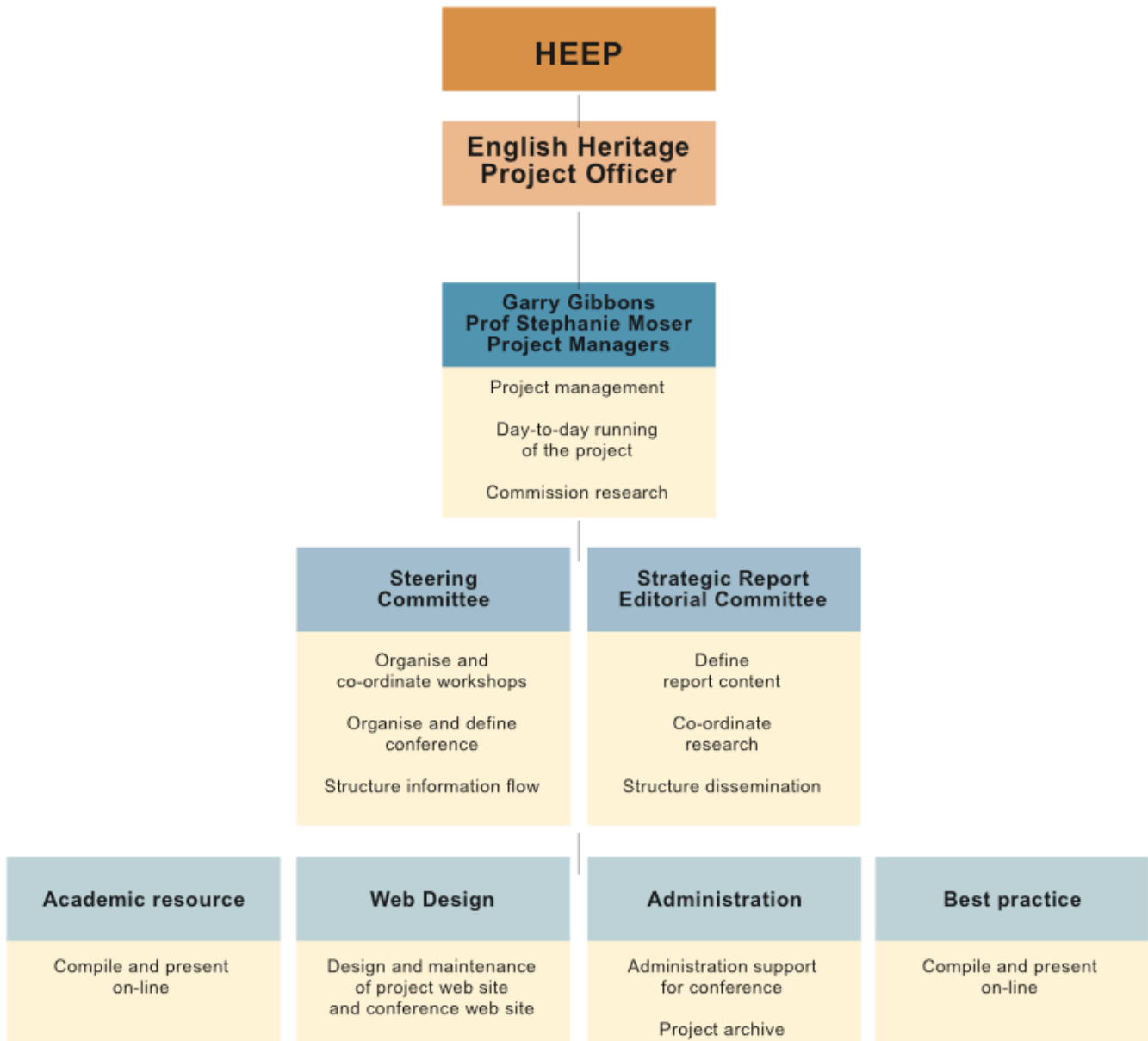
Assessing the Visual Representation of Data in Archaeology: Project Design
Applicants: 3'S Company (Consultancy) Limited and University of Southampton
Date resubmitted: October 2007

Ann Clark (AC)
Freelance editorial consultant and contributor to 'From The
Ground Up'.
project role: *Copy editor and occasional steering committee contributor*

Alice Denning, BA (Hons) (AD)
Freelance proof reader
project role: *Proof reader*

Sara Perry, MA (SP)
Doctoral student, University of Southampton
project role: *Conference administrator and compiler of the academic resource*

Appendix B.1: Management Structure



Appendix C.1: Task List 2007/8

Task	Aim(s)	Task description	By	Days	Week	Cost ex VAT
1		Project management	GG	4	1	£1,000.00
2		Workshop 1: preparation	GG	2	1	£500.00
3	5	Project web site: text and images	GG	2	2	£500.00
4		Project web site: proof read	AD	1	2	£150.00
5	5	Project web site: design and construction	SC	4	3	£800.00
			GG	2	3	£500.00
6		Monitoring meeting	GG/PO	1	5	£155.00
7		Steering committee: meeting preparation	GG	1	11	£250.00
8		ADS archiving strategy: draft recommendations	GG	1	12	£250.00
9	1,2,3,4,5	Steering committee: meeting	SCOM1	1	13	£600.00
10	3,5	Academic resource: draft document	SP	4	13	£600.00
11	5	Best practice: case studies	BP1	6	13	£1,800.00
12		Best practice: proof read case studies	AD	1	13	£150.00
13	5	Steering committee: write-up report	GG	1	14	£250.00
14		Steering committee: proof read report	AD	1	14	£150.00
15	5	Project web site: up-date	SC	1	15	£200.00
16		Strategic report editorial comm: meeting preparation	GG	1	18	£250.00
17	1,2,4	Strategic report editorial comm: meeting	SREC	1	19	£1,200.00
18	5	Strategic report editorial comm: write-up report	GG	1	20	£250.00
19		Strategic report editorial comm: proof read report	AD	1	20	£150.00
20		Workshop 1: preparation	GG	3	21	£750.00
			SM	3	21	£750.00
21	5	Project web site: up-date	SC	1	21	£200.00
22		Monitoring meeting	GG/PO	1	21	£155.00
23		Workshop 1: preparation	GG	1	23	£250.00
24	1,2,3,4	Workshop 1	WSHOP	2	25	£3,580.00
25		Steering committee: meeting preparation	GG	1	26	£250.00

Assessing the Visual Representation of Data in Archaeology: Project Design
 Applicants: 3'S Company (Consultancy) Limited and University of Southampton
 Date resubmitted: October 2007

26		ADS archive strategy: final recommendations	GG	1	26	£250.00
27	1,2,3,4,5	Steering committee: meeting	SCOM2	1	27	£1,400.00
28	3,5	Academic resource: up-date	SP	4	27	£600.00
29	5	Best practice: case studies	BP2	14	27	£4,300.00
30		Best practice: proof read case studies	AD	1	27	£150.00
31	5	Workshop 1: write-up report	WCOM1	14	27	£3,500.00
32	5	Steering committee: write-up report	GG	2	28	£500.00
			SM	2	28	£500.00
33		Steering committee: proof read report	AD	1	29	£150.00
34	5	Project web site: up-date	SC	1	29	£200.00
35	5	Workshop 1: proof read report	AD	5	31	£750.00
36		Workshop 1: copy edit	AC	2	32	£300.00
37		Project management	GG	2	33	£500.00
38	5	Project web site: up-date	SC	4	35	£800.00
39		Monitoring meeting	GG/PO	1	35	£155.00
40		Strategic report editorial comm: meeting preparation	GG	1	36	£250.00
41		Steering committee: meeting preparation	GG	1	37	£250.00
42	1,2,4	Strategic report editorial comm: meeting	SREC	1	38	£1,200.00
43		Strategic working report: research	SM	5	38	£1,250.00
			GG	5	38	£1,250.00
44	5	Strategic report editorial comm: write-up report	GG	1	39	£250.00
45		Strategic report editorial comm: proof read report	AD	1	39	£150.00
46	1,2,3,4,5	Steering committee: meeting	SCOM1	1	39	£600.00
47	3,5	Academic resource: up-date	SP	4	39	£600.00
48	5	Best practice: case studies	BP3	9	39	£2,700.00
49		Best practice: proof read case studies	AD	1	39	£150.00
50	5	Steering committee: write-up report	GG	2	40	£500.00
51	5	Steering committee: proof read report	AD	1	41	£150.00
52		ADS archive strategy: report and CD	GG	1	47	£250.00

Assessing the Visual Representation of Data in Archaeology: Project Design
Applicants: 3'S Company (Consultancy) Limited and University of Southampton
Date resubmitted: October 2007

53	1,2,4	Strategic report editorial comm: meeting preparation	GG	1	49	£250.00
54		Monitoring meeting	GG/PO	1	49	£155.00
55	1,2,4	Strategic report editorial comm: meeting	SREC	1	51	£1,200.00
56	5	Strategic report editorial comm: write-up report	GG	1	52	£250.00
57		Strategic report editorial comm: proof read report	AD	1	52	£150.00
58	5	Project web site: up-date	SC	2	52	£400.00

Appendix C.2: Task List 2008/9

Task	Aim(s)	Task description	By	Days	Week	Cost ex VAT
59		Workshop 2: preparation	GG	2	57	£500.00
60		Strategic report editorial comm: meeting preparation	GG	1	62	£250.00
61		Steering committee: meeting preparation	GG	1	63	£250.00
62	1,2,4	Strategic report editorial comm: meeting	SREC	1	64	£1,200.00
63	1,2,3,4,5	Steering committee: meeting	SCOM1	1	65	£600.00
64	3,5	Academic resource: up-date	SP	4	65	£600.00
65	5	Best practice: case studies	BP1	6	65	£1,800.00
66		Best practice: proof read case studies	AD	1	65	£150.00
67	5	Strategic report editorial comm: write-up report	GG	1	65	£250.00
68		Strategic report editorial comm: proof read report	AD	1	66	£150.00
69	5	Steering committee: write-up report	GG	2	66	£500.00
70	1,2,4	Strategic working report: research	SM	5	66	£1,250.00
			GG	5	66	£1,250.00
71		Steering committee: proof read report	AD	1	67	£150.00
72	5	Project web site: up-date	SC	2	68	£400.00
	5		GG	1	68	£250.00
73		Project web site: proof read	AD	1	68	£150.00
74		Project management	GG	1	68	£250.00
75	1,2,4	Strategic report editorial comm: meeting preparation	GG	1	70	£250.00
76		ADS archive strategy: update	GG	1	70	£250.00
77	1,2,4	Strategic report editorial comm: meeting	SREC	1	71	£1,200.00
78	5	Strategic report editorial comm: write-up report	GG	1	72	£250.00
79		Strategic report editorial comm: proof read report	AD	1	72	£150.00
80	1,2,4,5	Strategic report: write-up working report	SM	15	72	£3,750.00
	1,2,4,5		GG	15	72	£3,750.00
81		Monitoring meeting	GG/PO	1	72	£155.00
82		Steering committee: meeting preparation	GG	1	76	£250.00

Assessing the Visual Representation of Data in Archaeology: Project Design
 Applicants: 3'S Company (Consultancy) Limited and University of Southampton
 Date resubmitted: October 2007

83		Workshop 2: preparation	GG	3	77	£750.00
			SM	3	77	£750.00
84	1,2,3,4,5	Steering committee: meeting	SCOM2	1	78	£1,400.00
85	3,5	Academic resource: up-date	SP	4	78	£600.00
86	5	Best practice: case studies	BP2	14	78	£4,300.00
87		Best practice: proof read case studies	AD	1	78	£150.00
88	5	Steering committee: write-up report	GG	2	79	£500.00
			SM	2	79	£500.00
89		Steering committee: proof read report	AD	1	80	£150.00
90		Workshop 2: preparation	GG	1	80	£250.00
91	5	Project web site: up-date	SC	1	80	£200.00
92	1,2,3,4	Workshop 2	WSHOP	2	82	£4,460.00
93	5	Workshop 2: write-up report	WCOM2	14	84	£3,500.00
94		Project management	GG	2	85	£500.00
95		Monitoring meeting	GG/PO	1	86	£155.00
96		Strategic report editorial comm: meeting preparation	GG	1	87	£250.00
97		Workshop 2: copy proof report	AD	5	88	£750.00
98		Workshop 2: copy edit report	AC	2	88	£300.00
99		ADS archive strategy: update	GG	1	88	£250.00
100		Steering committee: meeting preparation	GG	1	89	£250.00
101	1,2,4	Strategic report editorial comm: meeting	SREC	1	90	£1,200.00
102	5	Strategic report editorial comm: write-up report	GG	1	91	£250.00
103	1,2,3,4,5	Steering committee: meeting	SCOM1	1	91	£600.00
104	3,5	Academic resource: up-date	SP	4	91	£600.00
105	5	Best practice: case studies	BP3	9	91	£2,700.00
106		Best practice: proof read case studies	AD	1	91	£150.00
107		Strategic report editorial comm: proof read report	AD	1	91	£150.00
108		Strategic report: copy edit working report	AC	8	92	£1,200.00
109	5	Steering committee: write-up report	GG	2	92	£500.00

Assessing the Visual Representation of Data in Archaeology: Project Design
 Applicants: 3'S Company (Consultancy) Limited and University of Southampton
 Date resubmitted: October 2007

110		Steering committee: proof read report	AD	1	92	£150.00
111	5	Project web site: up-date	SC	4	94	£800.00
	5		GG	1	94	£250.00
112		Strategic report editorial comm: meeting preparation	GG	1	101	£250.00
113	1,2,4	Strategic report editorial comm: meeting	SREC	1	103	£1,200.00
114		ADS archive strategy: report and CD	GG	1	104	£250.00
115	5	Strategic report editorial comm: write-up final report	GG	1	104	£250.00
116		Strategic report editorial comm: proof read final report	AD	1	104	£150.00
117		Monitoring meeting	GG/PO	1	104	£155.00

Appendix C.3: Task List 2009/10

Task	Aim(s)	Task description	By	Days	Week	Cost ex VAT
118	5	Project web site: strategic working report upload	SC	2	107	£400.00
			GG	1	107	£250.00
119		Project web site: proof read	AD	1	107	£150.00
120		Project management	GG	2	109	£500.00
121		Workshop 3: preparation	GG	2	112	£500.00
122		Steering committee: meeting preparation	GG	1	115	£250.00
123	1,2,3,4,5	Steering committee: meeting	SCOM1	1	117	£600.00
124	3,5	Academic resource: up-date	SP	4	117	£600.00
125	5	Best practice: case studies	BP1	6	117	£1,800.00
126		Best practice: proof read report	AD	1	117	£150.00
127	5	Steering committee: write-up report	GG	2	118	£500.00
128		Steering committee: proof read report	AD	1	119	£150.00
129		Conference administration	SP	20	119	£3,000.00
130	5	Project web site: up-date	SC	1	120	£200.00
131		ADS archive strategy: update	GG	1	123	£250.00
132		Monitoring meeting	GG/PO	1	124	£155.00
133		Workshop 3: preparation	GG	3	125	£750.00
			SM	3	125	£750.00
134	5	Project design: dissemination		20	126	£5,850.00
135		Steering committee: meeting preparation	GG	1	127	£250.00
136		Workshop 3: preparation	GG	1	128	£250.00
137	1,2,3,4,5	Steering committee: meeting	SCOM2	1	129	£1,400.00
138	3,5	Academic resource: up-date	SP	4	129	£600.00
139	5	Best practice: case studies	BP2	14	129	£4,100.00
140		Best practice: proof read report	AD	1	129	£150.00
141	5	Steering committee: write-up report	GG	2	130	£500.00
142		Steering committee: proof read report	AD	1	130	£150.00

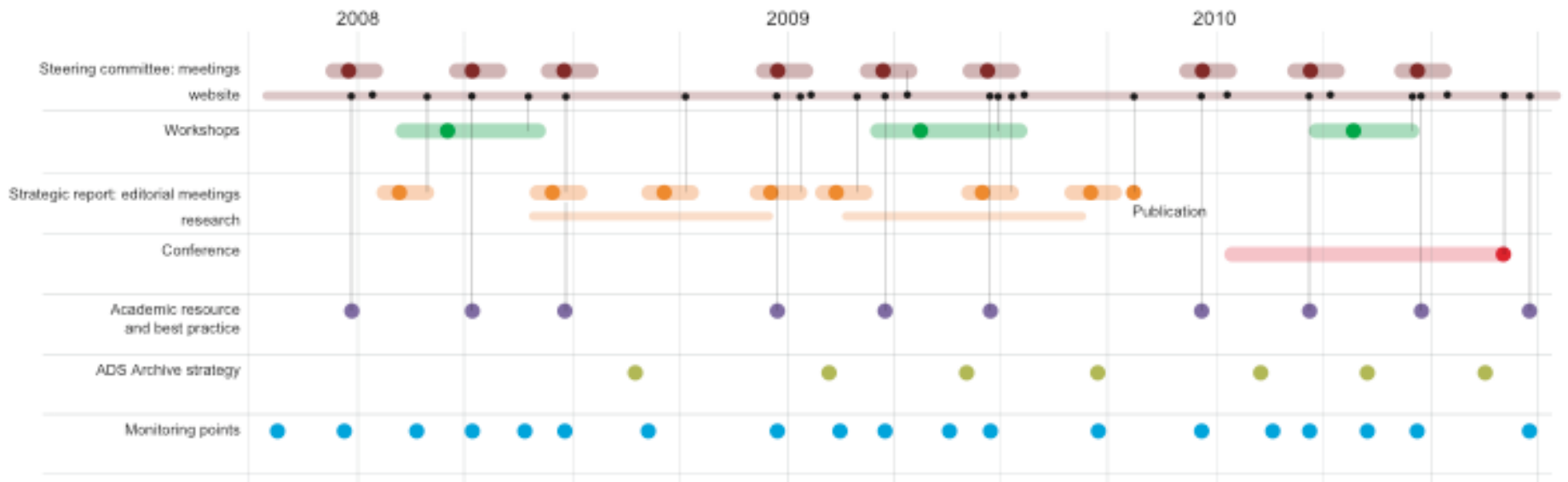
Assessing the Visual Representation of Data in Archaeology: Project Design
 Applicants: 3'S Company (Consultancy) Limited and University of Southampton
 Date resubmitted: October 2007

143	5	Project web site: update (abstracts deadline)	GG	1	131	£250.00
	5		SC	1	131	£200.00
144	1,2,3,4	Workshop 3	WSHOP	2	133	£4,509.00
145	5	Project web site: update (papers deadline)	GG	1	135	£250.00
	5		SC	1	135	£200.00
146		Project management	GG	2	136	£500.00
147		ADS archive strategy: update	GG	1	136	£250.00
148		Monitoring meeting	GG/PO	1	136	£155.00
149	5	Workshop 3: write-up report	WCOM3	14	138	£3,500.00
150		Workshop 3: proof read report	AD	5	139	£750.00
151		Workshop 3: copy edit report	AC	2	139	£300.00
152	1,2,3,4	Conference: project management	SM	1	140	£250.00
			GG	1	140	£250.00
153		Steering committee: meeting preparation	GG	1	141	£250.00
154		Project web site: up-date	SC	2	142	£400.00
155		Conference: design / print delegates' pack	GG	2	142	£500.00
156		Conference: collate delegates' pack	SP	1	143	£150.00
157	3,4,5	Steering committee: meeting	SCOM1	1	143	£600.00
158	3,5	Academic resource: up-date	SP	4	143	£600.00
159	5	Best practice: case studies	BP3	9	143	£2,700.00
160		Best practice: proof read case studies	AD	1	143	£150.00
161	5	Steering committee: write-up report	GG	2	144	£500.00
162		Steering committee: proof read report	AD	1	144	£150.00
163	5	Project web site: up-date	SC	1	146	£200.00
164	1,2,3,4	Conference: project management	SM	1	147	£250.00
			GG	1	147	£250.00
165		ADS archive strategy: final report and CD	GG	1	150	£250.00
166	1,2,3,4	Conference: project management	SM	2	152	£500.00
			GG	2	152	£500.00

Assessing the Visual Representation of Data in Archaeology: Project Design
Applicants: 3'S Company (Consultancy) Limited and University of Southampton
Date resubmitted: October 2007

167	1,2,3,4,5	Conference		3	154	£550.00
168	3,5	Academic resource: final up-date	SP	4	155	£600.00
169		Project management	GG	4	156	£1,000.00
170	5	Project web site: up-date	SC	3	156	£600.00
171		Project web site: proof read	AD	1	156	£150.00
172		Monitoring meeting	GG/PO	1	156	£155.00

Appendix D.1: Gantt Chart



Appendix E.1: Financial Summary 2007/8

		Day rate	Days	Cost	Total
Project staff					
Co-project manager	SM	£250.00	21	£5,250.00	
Co-project manager	GG	£250.00	68	£17,000.00	
Web master	SC	£200.00	13	£2,600.00	
Total project staff					£24,850.00
EH staff					
	TP		10		
	RT		3		
External staff					
Consultants	SJ	£250.00	8	£2,000.00	
	SS	£250.00	6	£1,500.00	
	SW	£250.00	6	£1,500.00	
	RR	£250.00	14	£3,500.00	
Proof reader	AD	£150.00	15	£2,250.00	
Copy editor	AC	£150.00	3	£450.00	
Administrator	SP	£150.00	12	£1,800.00	
Total external staff					£13,000.00
Non-staff costs					
Accommodation				£2,634.00	
Facility hire				£565.00	
Travel				£3,600.00	
Total non-staff costs					£6,799.00
Overheads					
Staff overheads @ 25%				£6,213.00	
External staff overheads @ 10%				£1,300.00	
Total overheads					£7,513.00
Capital equipment					
Digital recorder Olympus WS200 4no @ £68.00 each				£272.00	
Microphone Sony ECM F8 4no @ £20.00 each				£80.00	
Microsoft Project				£497.00	
Web hosting				£600.00	
Domain name registration				£150.00	
Adobe Dreamweaver CS3				£394.00	
Adobe Flash Paper v.2				£79.00	
Total capital equipment					£2,072.00
Net Total 2007/8					£54,234.00
VAT					£1,553.00
Gross Total 2007/8					£55,787.00

Appendix E.2: Financial Summary 2008/9

		Day rate	Days	Cost	Total
Project staff					
Co-project manager	SM	£250.00	37	£9,250.00	
Co-project manager	GG	£250.00	81.5	£20,375.00	
Web master	SC	£200.00	7	£1,400.00	
Total project staff					£31,025.00
EH staff					
	TP		9.5		
	RT		4		
External staff					
Consultants	SJ	£250.00	9	£2,250.00	
	SS	£250.00	6	£1,500.00	
	SW	£250.00	6	£1,500.00	
	RR	£250.00	15	£3,750.00	
Proof reader	AD	£150.00	16	£2,400.00	
Copy editor	AC	£150.00	11	£1,650.00	
Administration	SP	£150.00	12	£1,800.00	
Total external staff					£14,850.00
Non-staff costs					
Accommodation				£2,696.00	
Facility hire				£580.00	
Travel				£4,650.00	
Total non-staff					£7,926.00
Overheads					
Staff overheads @ 25%				£7,756.00	
External staff overheads @ 10%				£1,445.00	
Total overheads					£9,201.00
Net Total 2008/9					£63,002.00
VAT					£1,397.00
Gross Total 2008/9					£64,399.00

Appendix E.3: Financial Summary 2009/10

		Day rate	Days	Cost	Total
Project Staff					
Co-project manager	SM	£250.00	19	£4,750.00	
Co-project manager	GG	£250.00	71.5	£17,875.00	
Web master	SC	£200.00	12	£2,400.00	
Total project staff					£25,025.00
EH staff					
	TP		10.5		
	RT		2		
External staff					
Consultants	SJ	£250.00	6	£1,500.00	
	SS	£250.00	7	£1,750.00	
	SW	£250.00	7	£1,750.00	
	RR	£250.00	12	£3,000.00	
Proof reader	AD	£150.00	13	£1,950.00	
Copy editor	AC	£150.00	4	£600.00	
Administration	SP	£150.00	37	£5,550.00	
Total external staff					£16,100.00
Non-staff costs					
Accommodation				£2,758.00	
Facility hire				£595.00	
Travel				£4,899.00	
Conference consumables				£550.00	
Total non-staff costs					£8,802.00
Overheads					
Staff overheads @ 25%				£6,256.00	
External staff overheads @ 10%				£1,610.00	
Total overheads					£7,866.00
Net Total 2009/10					£57,793.00
VAT					£1,540.00
Gross Total 2009/10					£59,333.00

Appendix F.1: Costs by Task 2007/8

F1.1 Steering committee		£	
<i>project staff</i>			
	SM x 5 days @ 250.00 per day	£1,250.00	
	GG x 11 days @ 250.00 per day	£2,750.00	
	sub total		£4,000.00
<i>EH staff</i>			
	TP	3 days	
<i>external staff</i>			
	SS x 1 day @ 250.00 per day	£250.00	
	SW x 1 day @ 250.00 per day	£250.00	
	AD x 3 days @ 150.00 per day	£450.00	
	AC x 1 day @ 150.00 per day	£150.00	
	sub total		£1,100.00
<i>non staff costs</i>			
	travel	£450.00	ex VAT
	sub total		£450.00
	Net Total		£5,550.00
		VAT	£79.00
	Gross Total		£5,629.00

Steering committee: individual meeting costs (staff and travel)

week 13	SCOM1	£600.00
week 27	SCOM2	£1,400.00
week 39	SCOM1	£600.00

F1.2 Monitoring meetings

		£	
<i>project staff</i>			
	GG x 4 half days @ 250.00 per day	£500.00	
	sub total		£500.00
<i>EH staff</i>			
	PO 4 half days		
<i>non staff costs</i>			
	travel	£120.00	ex VAT
	sub total		£120.00
	Net Total		£620.00
		VAT	£21.00
	Gross Total		£641.00

Monitoring meeting: individual meeting costs (staff and travel)

week 5	£155.00
week 21	£155.00
week 35	£155.00
week 49	£155.00

F1.3 Project management

		£	
<i>capital costs</i>			
	microsoft project	£497.00	ex VAT
	sub total		£497.00
 <i>project management</i>			
	GG x 6 days @ 250.00 per day	£1,500.00	
	sub total		£1,500.00
	Net Total		£1,997.00
		VAT	£87.00
	Gross Total		£2,084.00

F1.4 Annual workshops

	£	
<i>capital costs</i>		
digital recorder x 4 @ £68.00 each	£272.00	ex VAT
microphone x 4 @ £20.00 each	£80.00	ex VAT
sub total		£352.00
 <i>project staff</i>		
SM x 8 days @ 250.00	£2,000.00	
GG x 10 @ days @ 250.00	£2,500.00	
sub total		£4,500.00
 <i>accommodation/food</i>		
2 nights B&B	£1,224.00	ex VAT
fri evening: buffet @ 10.75 pp	£194.00	ex VAT
sat lunch: buffet @ 10.75 pp	£194.00	ex VAT
sat evening: meal @ 25.00 pp	£450.00	ex VAT
sun lunch: buffet @ 10.75 pp	£205.00	ex VAT
sun: light tea @ 8.75 pp	£167.00	ex VAT
sub total		£2,434.00
 <i>facility hire</i>		
4 small meeting rooms		
1 day: saturday	£400.00	ex VAT
1 large meeting room		
1 day: sunday	£165.00	ex VAT
sub total		£565.00
 <i>external staff</i>		
SS x 5 days @ 250.00 per day	£1,250.00	
SJ x 5 days @ 250.00 per day	£1,250.00	
SW x 5 days @ 250.00 per day	£1,250.00	
AD x 5 days @ 150.00 per day	£750.00	
AC x 2 days @ 150.00 per day	£300.00	
sub total		£4,800.00
 <i>travel</i>		
rail/car: allowance	£1,080.00	ex VAT
sub total		£1,080.00
Net Total		£13,731.00
	VAT	£776.00
Gross Total		£14,507.00

F1.5 Strategic report			£
<i>project staff</i>			
	SM x 8 days @ 250.00 per day	£2,000.00	
	GG x 14 days @ 250.00 per day	£3,500.00	
	sub total		£5,500.00
<i>EH staff</i>			
	TP 3 days		
	RT 3 days		
<i>external staff</i>			
	SJ x 3 days @ 250.00 per day	£750.00	
	RR x 3 days @ 250.00 per day	£750.00	
	AD x 3 day @ 150.00 per day	£450.00	
	sub total		£1,950.00
<i>non staff costs</i>			
	travel 200.00 x 3 meetings	£600.00	ex VAT
	sub total		£600.00
	Net Total		£8,050.00
	VAT		£105.00
	Gross Total		£8,155.00
<i>Strategic report: individual meeting costs (staff and travel)</i>			
	week 19	£1,200.00	
	week 38	£1,200.00	
	week 51	£1,200.00	

F1.6 Project website		£	
<i>capital costs</i>			
2007/8	adobe dreamweaver CS3	£394.00	ex VAT
	adobe flash paper v.2	£79.00	ex VAT
	sub total		£473.00
<i>set up costs</i>			
2007/8	web hosting over 4 years	£600.00	
	domain name registration	£150.00	
	sub total		£750.00
<i>project staff</i>			
	SC 13 days @ 200.00 per day	£2,600.00	
	GG 4 days @ 250.00 per day	£1,000.00	
	sub total		£3,600.00
<i>external staff</i>			
	AD 1 day @ 150.00 per day	£100.00	
	sub total		£150.00
	Net Total		£4,973.00
		VAT	£214.00
	Gross Total		£5,187.00

F1.7 Academic resource		£	
<i>project staff</i>	SP 12 days @ 150.00 per day	£1,800.00	
	sub total		£1,800.00
	Net Total		£1,800.00
	Gross Total		£1,800.00

F1.8 ADS Archive strategy		£	
<i>project staff</i>	GG x 3 days @ 250.00 per day	£750.00	
	sub total		£750.00
	Net Total		£750.00
	Gross Total		£750.00

F1.9 Best practice		£	
<i>project staff</i>			
	GG x 18 days @ 250.00 per day	£4,500.00	
	sub total		£4,500.00
<i>external staff</i>			
	RR x 11 days @ 250.00 per day	£2,750.00	
	AD x 3 days @ 150.00 per day	£450.00	
	sub total		£3,200.00
<i>travel</i>			
	9 days @ 150.00 per day	£1,350.00	
	sub total		£1,350.00
<i>accommodation</i>			
	2 nights @ 100.00 per night	£200.00	
	sub total		£200.00
	Net Total		£9,250.00
		VAT	£271.00
	Gross Total		£9,521.00

Best practice: itemised costs (staff, travel and accommodation)

week 13	BP1: 2 visits	£1,800.00
week 27	BP2: 4 visits	£4,300.00
week 39	BP3: 3 visits	£2,700.00

Appendix F.2: Costs by Task 2008/9

F2.1 Steering committee		£	
<i>project staff</i>			
	SM x 5 days @ 250.00 per day	£1,250.00	
	GG x 12 days @ 250.00 per day	£3,000.00	
	sub total		£4,250.00
<i>EH staff</i>			
	TP		3 days
<i>external staff</i>			
	SS x 1 day @ 250.00 per day	£250.00	
	SW x 1 day @ 250.00 per day	£250.00	
	AD x 3 days @ 150.00 per day	£450.00	
	AC x 1 day @ 150.00 per day	£150.00	
	sub total		£1,100.00
<i>non staff costs</i>			
	travel	£450.00	ex VAT
	sub total		£450.00
	Net Total		£5,800.00
		VAT	£79.00
	Gross Total		£5,879.00
 <i>Steering committee: individual meeting costs (staff and travel)</i>			
	week 65	SCOM1	£600.00
	week 78	SCOM2	£1,400.00
	week 91	SCOM1	£600.00

F2.2 Monitoring meetings

<i>project staff</i>			
	GG x 3 half days @ 250.00 per day	£375.00	
	sub total		£375.00
<i>EH staff</i>			
	PO	3 half days	
<i>non staff costs</i>			
	travel	£90.00	ex VAT
	sub total		£90.00
	Net Total		£465.00
		VAT	£16.00
	Gross Total		£481.00

Monitoring meeting: individual meeting costs (staff and travel)

week 72	£155.00
week 86	£155.00
week 104	£155.00

F2.3 Project management		£
<i>project staff</i>	GG x 3 days @ 250.00 per day	£750.00
	sub total	£750.00
	Net Total	£750.00
	Gross Total	£750.00

F2.4 Annual workshops

		£	
<i>project staff</i>			
SM x 8 days @ £250.00		£2,000.00	
GG x 10 days @ £250.00		£2,500.00	
	sub total		£4,500.00
<i>accommodation/food</i>			
2 nights B&B		£1,255.00	ex VAT
fri evening: buffet @ 10.75 pp		£199.00	ex VAT
sat lunch: buffet @ 10.75 pp		£199.00	ex VAT
sat evening: meal @ 25.00 pp		£462.00	ex VAT
sun lunch: buffet @ 10.75 pp		£210.00	ex VAT
sun: light tea @ 8.75 pp		£171.00	ex VAT
	sub total		£2,496.00
<i>facility hire</i>			
4 small meeting rooms			
1 day: saturday		£410.00	ex VAT
1 large meeting room			
1 day: sunday		£170.00	ex VAT
	sub total		£580.00
<i>external staff</i>			
SS x 5 days @ £250.00 per day		£1,250.00	
SJ x 5 days @ £250.00 per day		£1,250.00	
SW x 5 days @ £250.00 per day		£1,250.00	
AD x 5 days @ 150.00 per day		£750.00	
AC x 2 days @ 150.00 per day		£300.00	
	sub total		£4,800.00
<i>travel</i>			
air/rail/car: allowance		£1,960.00	ex VAT
	sub total		£1,960.00
	Net Total		£14,336.00
		VAT	£891.00
	Gross Total		£15,227.00

F2.5 Strategic report			£
<i>project staff</i>			
	SM x 24 days @ 250.00 per day	£6,000.00	
	GG x 32 days @ 250.00 per day	£8,000.00	
	sub total		£14,000.00
<i>EH staff</i>			
	TP 4 days		
	RT 4 days		
<i>external staff</i>			
	SJ x 4 days @ 250.00 per day	£1,000.00	
	RR x 4 days @ 250.00 per day	£1,000.00	
	AD x 4 days @ 150.00 per day	£600.00	
	AC x 8 days @ 150.00 per day	£1,200.00	
	sub total		£3,800.00
<i>non staff costs</i>			
	travel 200.00 x 4 meetings	£800.00	ex VAT
	sub total		£800.00
	Net Total		£18,600.00
		VAT	£140.00
	Gross Total		£18,740.00

Strategic report: individual meeting costs (staff and travel)

week 64	£1,200.00
week 71	£1,200.00
week 90	£1,200.00
week 103	£1,200.00

F2.6 Project website		£	
<i>project staff</i>			
	SC 7 days @ 200.00 per day	£1,400.00	
	GG 2 day @ 250.00 per day	£500.00	
	sub total		£1,900.00
<i>external staff</i>			
	AD x 1 day @ 150.00 per day	£150.00	
	sub total		£150.00
	Net Total		£2,050.00
	Gross Total		£2,050.00

F2.7 Academic resource		£	
<i>external staff</i>			
	SP 12 days @ 150.00 per day	£1,800.00	
	sub total		£1,800.00
	Net Total		£1,800.00
	Gross Total		£1,800.00

F2.8 ADS Archive strategy		£	
<i>project staff</i>	GG x 3 days @ 250.00 per day	£750.00	
	sub total		£750.00
	Net Total		£750.00
	Gross Total		£750.00

F2.9 Best practice		£	
<i>project staff</i>			
	GG x 18 days @ 250.00 per day	£4,500.00	
	sub total		£4,500.00
<i>external staff</i>			
	RR x 11 days @ 250.00 per day	£2,750.00	
	AD x 3 days @ 150.00 per day	£450.00	
	sub total		£3,200.00
<i>travel</i>			
	11 days @ 150.00 per day	£1,350.00	
	sub total		£1,350.00
<i>accommodation</i>			
	2 nights @ 100.00 per night	£200.00	
	sub total		£200.00
	Net Total		£9,250.00
		VAT	£271.00
	Gross Total		£9,521.00

Best practice: itemised costs (staff, travel and accommodation)

week 65	BP1: 2 visits	£1,800.00
week 78	BP2: 4 visits	£4,300.00
week 91	BP3: 3 visits	£2,700.00

Appendix F.3: Costs by Task 2009/10

F3.1 Steering committee		£	
<i>project staff</i>			
	SM x 3 days @ 250.00 per day	£750.00	
	GG x 12 days @ 250.00 per day	£3,000.00	
	sub total		£3,750.00
<i>EH staff</i>			
	TP	3 days	
<i>external staff</i>			
	SS x 1 day @ 250.00 per day	£250.00	
	SW x 1 day @ 250.00 per day	£250.00	
	AD x 3 days @ 150.00 per day	£450.00	
	AC x 1 day @ 150.00 per day	£150.00	
	sub total		£1,100.00
<i>non staff costs</i>			
	travel	£450.00	ex VAT
	sub total		£450.00
	Net Total		£5,300.00
		VAT	£80.00
	Gross Total		£5,380.00

Steering committee: individual meeting costs (staff and travel)

week 117	SCOM1	£600.00
week 129	SCOM2	£1,400.00
week 143	SCOM1	£600.00

F3.2 Monitoring meeting

project staff

GG x 3 half days @ 250.00 per day	£375.00	
sub total		£375.00

EH staff

PO 3 half days

non staff costs

travel	£90.00	ex VAT
sub total		£90.00

Net Total £465.00

VAT £17.00

Gross Total **£482.00**

Monitoring meeting: individual meeting costs (staff and travel)

week 124	£155.00
week 136	£155.00
week 156	£155.00

F3.3 Project management		£	
<i>project staff</i>	GG x 8 days @ 250.00 per day	£2,000.00	
	sub total		£2,000.00
	Net Total		£2,000.00
	Gross Total		£2,000.00

F3.4 Annual workshop

		£	
<i>project staff</i>			
SM x 8 days @ 250.00		£2,000.00	
GG x 10 @ days @ 250.00		£2,500.00	
	sub total		£4,500.00
<i>accommodation/food</i>			
2 nights B&B		£1,255.00	ex VAT
fri evening: buffet @ 10.75 pp		£199.00	ex VAT
sat lunch: buffet @ 10.75 pp		£199.00	ex VAT
sat evening: meal @ 25.00 pp		£462.00	ex VAT
sun lunch: @ buffet 10.75 pp		£210.00	ex VAT
sun: light tea @ 8.75 pp		£171.00	ex VAT
	sub total		£2,558.00
<i>facility hire</i>			
4 small meeting rooms			
1 day: saturday		£410.00	ex VAT
1 large meeting room			
1 day: sunday		£170.00	ex VAT
	sub total		£595.00
<i>external staff</i>			
SS x 5 days @ 250.00 per day		£1,250.00	
SJ x 5 days @ 250.00 per day		£1,250.00	
SW x 5 days @ 250.00 per day		£1,250.00	
AD x 5 days @ 150.00 per day		£750.00	
AC x 2 days @ 150.00 per day		£300.00	
	sub total		£4,800.00
<i>travel</i>			
air/rail/car: allowance		£2,009.00	ex VAT
	sub total		£2,009.00
	Net Total		£14,462.00
		VAT	£905.00
	Gross Total		£15,367.00

F3.6 Project website		£	
<i>project staff</i>			
	SC x 11 days @ 200.00 per day	£2,200.00	
	GG x 3 days @ 250.00 per day	£750.00	
	sub total		£2,950.00
<i>external staff</i>			
	AD x 2 days @ 150.00 per day	£300.00	
	sub total		£300.00
	Net Total		£3,250.00
	Gross Total		£3,250.00

F3.7 Academic resource		£	
<i>external staff</i>			
	SP 16 days @ 150.00 per day	£2,400.00	
	sub total		£2,400.00
	Net Total		£2,400.00
	Gross Total		£2,400.00

F3.8 ADS Archive strategy

project staff

GG x 3 days @ 250.00 per day	£750.00	
sub total		£750.00
Net Total		£750.00
Gross Total		£750.00

F3.9 Best practice

		£	
<i>project staff</i>			
	GG x 18 days @ 250.00 per day	£4,500.00	
	sub total		£4,500.00
<i>external staff</i>			
	RR x 11 days @ 250.00 per day	£2,750.00	
	AD x 3 days @ 150.00 per day	£450.00	
	sub total		£3,200.00
<i>travel</i>			
	11 days @ 150.00 per day	£1,350.00	ex VAT
	sub total		£1,350.00
<i>accommodation</i>			
	2 nights @ 100.00 per night	£200.00	ex VAT
	sub total		£200.00
	Net Total		£9,250.00
		VAT	£272.00
	Gross Total		£9,522.00

Best practice: itemised costs (staff, travel and accommodation)

week 117	BP1: 2 visits	£1,800.00
week 129	BP2: 4 visits	£4,300.00
week 143	BP3: 3 visits	£2,700.00

F3.10 Conference		£	
<i>project staff</i>			
	SM x 4 days @ 250.00 per day	£1,000.00	
	GG x 6 days @ 250.00 per day	£1,500.00	
	sub total		£2,500.00
<i>external staff</i>			
	SP x 21 days @ 150.00 per day	£3,150.00	
	sub total		£3,150.00
<i>non staff costs</i>			
	conference consumables	£550.00	ex VAT
	sub total		£550.00
	Net Total		£6,200.00
		VAT	£149.00
	Gross Total		£6,349.00

F3.11 Project design: dissemination		£	
<i>project staff</i>			
	SM x 4 days @ 250.00 per day	£1,000.00	
	GG x 10 days @ 250.00 per day	£2,500.00	
	SC x 1 day @ 200.00 per day	£200.00	
	sub total		£3,700.00
<i>EH staff</i>			
	TP x 4 days		
<i>external staff</i>			
	SS x 1 day @ 250.00 per day	£250.00	
	SJ x 1 day @ 250.00 per day	£250.00	
	SW x 1 day @ 250.00 per day	£250.00	
	RR x 1 day @ 250.00 per day	£250.00	
	AC x 1 day @ 150.00 per day	£150.00	
	sub total		£1,150.00
<i>travel</i>			
	allowance	£1,000.00	ex VAT
	sub total		£1,000.00
	Net Total		£5,850.00
		VAT	£118.00
	Gross Total		£5,968.00

Appendix G.1: Overall Costs, Dates and Performance Indicators 2007/10

Project: Visualisation in Archaeology, 5172

Organisation with which the agreement is being conducted:
3's Company (Consultancy) Limited

Overall cost to EH: £179,519.00

Date of Project Design: 13 November 2007

Start Date: 19 November 2007

Completion Date: 17 November 2010

IAM:

Project Officer: Sarah May (to be confirmed)

Annex A: Performance Indicators

Monitoring point 1: 17th December 2007
Completion of: Submission of a digital summary of the project for
EH website + Tasks 1, 2
Satisfactory progress of: Tasks 3, 4, 5

Monitoring point 2: 11 February 2008
Completion of: Tasks 8, 10
Satisfactory progress of: Tasks 11, 12

Monitoring point 3: 07 April 2008
Completion of: Tasks 13, 14, 16,17, 18, 19, 20
Satisfactory progress of: Tasks 15, 21

Monitoring point 4: 19 May 2008
Completion of: Task 23, 24, + Strategic Report research proposal
Satisfactory progress of: Tasks 26, 28, 29, 30

Monitoring point 5: 14 July 2008
Completion of: Tasks 31, 32, 33, 35, 36, 37
Satisfactory progress of: Tasks 34, 38

Monitoring point 6: 11 August 2008
Completion of: Tasks 43,44, 45
Satisfactory progress of: Tasks 47, 48, 49

Monitoring point 7:	20 October 2008
Completion of:	Tasks 50, 51, 52
Monitoring point 8:	09 February 2009
Completion of:	Tasks 56, 57, 67, + Strategic Report research proposal
Satisfactory progress of:	Tasks 58, 59, 64, 65, 66,
Monitoring point 9:	30 March 2009
Completion of:	Tasks 69, 71, 80
Satisfactory progress of:	Tasks 70, 72, 73, 76, 78, 79
Monitoring point 10:	11 May 2009
Satisfactory progress of:	Tasks 82, 83, 85, 86, 87
Monitoring point 11:	06 July 2009
Completion of:	Tasks 88, 89, 90, 93, 94
Satisfactory progress of:	Tasks 91
Monitoring point 12:	10 August 2009
Completion of:	Tasks 97, 98, 102, 107
Satisfactory progress of:	Tasks 99, 104, 105, 106
Monitoring point 13:	09 November 2009
Completion of:	Tasks 108, 110, 114, 115, 116
Satisfactory progress of:	Tasks 111
Monitoring point 14:	08 February 2010
Completion of:	Tasks 118, 119, 120, 121
Satisfactory progress of:	Tasks 124, 125, 126
Monitoring point 15:	29 March 2010
Completion of:	Tasks 127, 128 + Project Design: dissemination
Satisfactory progress of:	Tasks 129, 130, 131
Monitoring point 16:	03 May 2010
Completion of:	Tasks Strategic Report: review feedback
Satisfactory progress of:	Tasks 133, 138, 139, 140
Monitoring point 17:	21 June 2010
Completion of:	Tasks 141, 142, 143, 144, 145 + summary of conference papers post on-line + project overview
Satisfactory progress of:	Tasks 147
Monitoring point 18:	09 August 2010
Completion of:	Tasks 149, 150, 151, 152, 155
Satisfactory progress of:	Tasks 154, 158, 159, 160

Monitoring point 19: 08 November 2010
Completion of: Tasks 161, 162, 163, 164, 165, 166, 168, 169, 170, 171
+ conference summary

Annex B: **Staged Payments**

1	£ 4,310.00	Week 1	19 November 2007
		start-up costs + capital equipment (see Annex C)	
2	£15,719.00	Monitoring point 1	17 December 2007
3	£16,693.00	Monitoring point 4	19th May 2008
4	£19,065.00	Monitoring point 7	20 October 2008
5	£37,500.00	Monitoring point 9	30th March 2009
6	£26,898.00	Monitoring point 12	10th August 2009
7	£31,923.00	Monitoring point 14	08 February 2010
8	£27,411.00	Monitoring point 16	03 May 2010
Total	£179,519.00		

Annex C: **Capital Equipment**

£ 2,072.00	Week 1	19 November 2007
	Digital recorder	
	Sony Microphone	
	Microsoft project	
	Web hosting	
	Domain name registration	
	Adobe Dreamweaver	
	Adobe Flash Player	

Appendix I.1: Submission Details



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