



THE TRUST FOR WELSH  
ARCHAEOLOGY

YMDDIRIEDOLAETH  
ARCHAEOLEG CYMRU

**Heneb**

# Strategic Plan to 2030

**REVEALING WALES' PAST, SHAPING OUR FUTURE**

Limited Company in England and Wales: 1198990 Registered Charity Number: 504616



[WWW.HENEB.ORG.UK](http://WWW.HENEB.ORG.UK)



# Foreword



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here.

## From our Chair and CEO

Heneb is more than a new organisation - built on more than 50 years of experience as the regional archaeological trusts, we are **building the future of archaeology in Wales**. For the first time, Heneb is a national voice of Welsh archaeology.

Heneb has two distinct parts:

- Our Advisory Services which include Planning advice, Heritage Management advice, managing Wales' Historic Environment Record and our Public Engagement work. These services are funded by local authorities, public bodies, and by Welsh Government via Cadw
- Our Field Services work which encompasses self-earned income through a range of archaeological consultancy including archaeological watching briefs, archaeological evaluations, archaeological excavations, geophysical surveys, historic buildings recording, 3D modelling, photogrammetry and unmanned aerial vehicles work

This document lays out our strategy which guides our course for the **next five years**: delivering on our public duty, growing our sustainability and resilience, and ensuring that all communities feel connected to their heritage.

Together with our partners, supporters and communities, **we will protect and explore the heritage of Wales** and share new discoveries to enhance the understanding of our communities of the history of Wales.

*Dr Carol Bell, Chair | Richard Nicholls, CEO*





# How to Use This Strategy

This document outlines our **vision, mission, and strategic goals** for 2025–2030.

It is designed to:

- Set out our priorities
- Guide our partnerships
- Inform stakeholders and the public
- Track our progress





# About Heneb



Heneb is the national **Trust for Welsh Archaeology**, a registered charity formed in 2024 by merging the four regional archaeological trusts.

Our name - the Welsh word for "**monument**" - reflects our mission to protect and promote the archaeological heritage of Wales.

Heneb is:

- **One national voice**, rooted in decades of local knowledge
- **A team of 75+ professionals**, from field archaeologists to heritage advisors
- **Guardians of the Historic Environment Record**, Wales' national archaeological database
- **A national charity for Welsh archaeology**, committed to education, outreach and public benefit



# Our Journey

## From four regional trusts to one national charity:

- ↘ 1974–31 March 2024: Four Regional Archaeological trusts serve Wales
- ↘ 2021–31 March 2024: Evaluation, planning and completion of the merger
- ↘ 1 April 2024: Launch of Heneb





# Our Vision

Wales connected to its past, helping to shape a vibrant future.

We believe archaeology enriches lives, builds pride in place, and connects us across generations. Heneb's vision is a future where everyone, regardless of background or location, can engage with their heritage.

# Our Mission

To explore, preserve, and share the archaeological heritage of Wales through research, community engagement, and partnerships.

We aim to:

- Protect archaeology at risk
- Inspire new audiences
- Support the planning system and sustainable development
- Proactively identify research projects for funding
- Lead community outreach and build public understanding
- Safeguard, enhance and share the Historic Environment Record for Wales (HER)





# Our Values in Action

RELIABLE | INCLUSIVE | COLLABORATIVE | CREATIVE | PROGRESSIVE

These aren't just words.

Our values shape how we:

- Deliver advisory services for Planning and Heritage Management
- Design inclusive community excavations
- Partner with heritage organisations, universities, and local groups
- Harness digital technologies for research and engagement
- Train the next generation of archaeologists
- Safeguard archaeology and the written record



# Our Impact



**100+** annual walks, talks, events & exhibitions



Over **350** developer-funded archaeology projects annually



Over **500** annual enquiries to Wales' Historic Environment Record (HER)



Enhancing the HER with over **140,000+** new and updated records annually



Screening over **22,000** planning applications annually



Advising on over **1,200** Heritage Management consultations annually



Engaging with **50,000+** people through online events, news & posts annually



Management and curation of **450,000+** HER records, available to view for free on Archwilio



# Our Legacy



Heneb's advisory services exist to safeguard Wales' historic environment as a cornerstone of identity, wellbeing, and economic resilience. We provide authoritative, evidence-based guidance that balances heritage protection with sustainable change, ensuring decisions today enrich future generations.

Through collaboration, innovation, and sector leadership, we make heritage integral to planning, policy, and public life, delivering measurable public benefit and strengthening the cultural fabric of Wales.

## By 2030 we will:

- Increase awareness of Heneb as a leading advisory authority on archaeology and heritage in Wales
- Be actively involved in Welsh Government-led historic environment policy consultations and initiatives
- Prioritise training and development on specific issues for environmental management



# Strategic Goal One

## STRENGTHEN PUBLIC SERVICES

We:

- Advise all 22 local authorities in Wales on planning and development
- Provide specialist support for landowners and developers
- Manage and update the statutory Historic Environment Record

By 2030 we aim to:

- Enhance service provision across Wales
- Increase digital access to records
- Support local resilience through Regional Advisory Panels





# Strategic Goal Two

## GROW INCOME & RESILIENCE

Plans include:

- Growing developer-led archaeology year on year
- Diversifying income from fundraising, membership and sponsorships
- Strengthening communications

We'll also:

- Launch regional campaigns and fundraising events
- Create accessible donation and legacy-giving channels



# || | Strategic Goal Three

ENGAGE & INCLUDE

We're building inclusive, community-led engagement through:

- Public events and lectures, festivals and conferences each year
- Ensuring Wales' diverse communities are represented
- Developing our Discovery Hub – a mobile exhibition space for all ages



INSPIRING NEW AUDIENCES



# Strategic Goal Four

## LEAD INNOVATION & RESEARCH

We will:

- Proactively identify projects for excavation and research and raise funding
- Lead collaborative research projects with universities through pan-Wales thematic studies
- Expand our use of LiDAR and drone mapping
- Launch wellbeing excavations and monuments-at-risk programmes
- Share data openly with schools and researchers



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# Strategic Goal Five

GROW AS ONE ORGANISATION

Actions:

- Structured continued professional development (CPD) and staff development
- Bilingual communications and inclusive hiring
- Modern IT and internal systems



BECOMING A COHESIVE, FORWARD-LOOKING TEAM



# | 4 Risks and Challenges

Every plan faces uncertainty. Key risks include:

- Competitive funding landscape
- Climate change impact
- Volunteer and workforce recruitment
- Legislative change

We are developing contingency approaches in each area.





# Our Commitment to Climate Action

We're responding to climate risks by:

- Prioritising sites at risk from erosion and flooding
- Embedding sustainability through policy and operations
- Measuring and reducing our carbon footprint and increasing carbon literacy
- Working through memoranda of understanding with public bodies in Wales on climate change monitoring and mitigation schemes



# Case Study Dinas Dinlle

Our coastal excavation with the National Trust and volunteers delivered critical insights and media coverage, informing national adaptation policy.

***Location:***

Gwynedd

***Issue:***

Coastal Erosion

***Intervention:***

Site Recording and consolidation

***Outcome:***

Enhanced interpretation and public access



# Case Study Pontcysyllte Aqueduct

Commercially funded by the Canal & River Trust, Heneb were able to provide archaeological support for a multi-year project of improvements and maintenance at the Pontcysyllte Aqueduct UNESCO World Heritage Site. The once-a-decade decision to drain the aqueduct canal provided the opportunity to undertake a photogrammetrical survey of the structure's interior.

***Location:***

Wrecsam/Wrexham

***Issue:***

Condition survey for conservation planning

***Intervention:***

Draining of aqueduct and Photogrammetric Survey

***Outcome:***

A suite of orthographic images from a range of perspectives, built using over 4000 geospatially referenced photographs, which will facilitate monitoring and conservation through highly accurate digital recording of this iconic site





# Case Study Basingwerk Abbey

Programme of participatory events including archaeological skills training with university students and local volunteers, public celebrations and Open Days including the Festival of Archaeology and improved legacy record on the HER available to the public via Archwilio.

***Location:***

Sir Fflint/Flintshire

***Issue:***

Assess the extent of monastic activity within Greenfield Valley Heritage Park

***Intervention:***

Geophysical survey and multi-season community excavations

***Outcome:***

Enhanced understanding of the area, including prehistoric and roman activity in addition to its later monastic occupation.



# Case Study Swansea Castle Cinema

Developer-funded archaeological monitoring and recording (sometimes known as watching brief), which uncovered the nationally important remains of Swansea Castle. This project enhanced understanding of defence, river trade and transport in Swansea throughout the medieval period and beyond, whilst enabling works to stabilise and conserve a listed cinema.

### ***Location:***

Swansea

### ***Issue:***

Investigation to collect information on a Grade II Listed Building as part of conservation works, resulting in discovery of castle remains

### ***Intervention:***

Excavation, recording, analysis and reporting

### ***Outcome:***

Enhanced understanding and interpretation of Swansea Castle and the surrounding post-medieval structures, and conservation of a regionally significant Listed Building



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# Case Study

## The Pembrokeshire Iron Age Chariot Burial

Heneb is contributing to the research, outreach and learning programme around this find in partnership with Amgueddfa Cymru and the University of Manchester, including:

- School visits
- Public events
- University research links

***Location:***

Sir Benfro/Pembrokeshire

***Issue:***

Public discovery

***Intervention:***

Full excavation

***Outcome:***

Conservation and National Museum exhibit





# Case Study Pendinas Hillfort

A two-year community archaeology project at one of the largest hillforts in Wales, delivered with local partners and supported by the National Lottery Heritage Fund and Cadw. The project combined excavations, public events, school visits and community-led activities, shaped by local residents and heritage experts in Penparcau, Aberystwyth.

## ***Location:***

Ceredigion

## ***Issue:***

Helping the community of Penparcau connect with the past. Understanding of Pendinas Hillfort

## ***Intervention:***

Walks, talks, festivals, habitat improvement, signage, a booklet, a mural, workshops, community excavations, full-time community archaeologist

## ***Outcome:***

Increased community ownership of Pendinas hillfort, community engagement and representation, increased understanding of a significant archaeological site





# Case Study Ynys Cybi - Treaddur Burial Chamber

This intergenerational, bilingual project is a model for grassroots archaeology, with digital outputs and local ownership.

***Location:***

Ynys Môn/Anglesey

***Issue:***

Establish nature and significance of cairn deposit

***Intervention:***

Community excavation and recording

***Outcome:***

New interpretation of the Bronze Age Standing Stone, community education and outreach





# Our Enablers

Our operations teams deliver:

- Website and CRM improvements
- Digital fundraising tools
- Reporting and impact tracking
- Staff wellbeing and inclusion support



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# Looking Ahead

By 2030 we aim to:

- Deliver inclusive community archaeology projects across all of Wales
- Shape historic environment policy through consultation and engagement
- Build and grow our consultancy services to increase business resilience and sustainability





# Our People



## OUR TEAM

Heneb



## MEET OUR TRUSTEES

Scan to view our team on our website





# Ways to Get Involved

Whether you're a heritage professional, a history lover, or simply curious about archaeology — there's a place for you.



Donate, Volunteer or Sponsor



Follow Us Online



Visit Our Projects



# Working Together

## OUR CORE PARTNERS INCLUDE

- Cadw, Welsh Government
- Local authorities, Natural Resources Wales, National Lottery Heritage Fund, Wales Council for Voluntary Action, Portable Antiquities Scheme Cymru
- Our Members, donors, academic and community partners

*Heneb brings national leadership with local trust.*





# Heneb: The Trust for Welsh Archaeology

## EMAIL:

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## WEBSITE:

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This document is also  
available in Welsh



## SOCIAL MEDIA:

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