

WESSEX ARCHAEOLOGY LIMITED

England & Wales · Charity number 287786

Details

Other names	WESSEX ARCHAEOLOGY
Status	Registered
Legal form	Charitable company
Company number	01712772
Registered	1983-09-16
Register	View on the Charity Commission register

Contact

Address Wessex Archaeology Ltd
The Portway House
1 Old Sarum Park
Old Sarum
Salisbury
SP4 6EB

Phone 01722 326867

Email info@wessexarch.co.uk

Website www.wessexarch.co.uk

Activities

Objects: 1. THE ADVANCEMENT OF EDUCATION; AND2. THE ADVANCEMENT OF THE ARTS, CULTURE, HERITAGE OR SCIENCE.

Activities: The advancement of education; and the advancement of the arts, culture, heritage and science.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage
- **Who:** The General Public/mankind

Geography

- Australia
- Falkland Islands
- Germany
- Guernsey
- Ireland
- Isle Of Man
- Jersey
- Netherlands
- Northern Ireland
- Norway
- Scotland
- Taiwan
- United States
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£27,688,332	£26,588,445	£8,898,173	387
2024-03-31	£24,981,245	£22,562,097	£7,801,763	349
2023-03-31	£22,799,483	£24,563,457	£5,367,677	390
2022-03-31	£22,690,461	£21,793,490	£7,115,137	363
2021-03-31	£21,291,097	£20,241,838	£6,218,166	318

Trustees

Name	Role	Appointed
Alexander Paul Schultz		2024-05-09
Dr Natasha Elena Gibson		2025-02-27
Kathryn Louise Culley		2025-02-27
Professor Robin Gerald Skeates		2024-02-08
Robert William Laddle		2025-02-27
Sarah Marie Sek		2026-01-26
Simon Jonathan Miller		2026-03-26

WESSEX ARCHAEOLOGY LIMITED

England & Wales - Charity number 287786

Accounts

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

REGISTERED COMPANY NUMBER: 01712772 (England and Wales)
REGISTERED CHARITY NUMBER: 287786

WESSEX ARCHAEOLOGY LIMITED

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WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Chair and Chief Executive's Report

Our strong performance in 2023/24 was continued with an equally strong performance in 2024/25. Building on the platform of 2023/24 we are able to report consolidated total funds of £8.9 million. During the financial year 24/25 we generated consolidated annual income of £27.7 million (2024: £25.0 million) and employed an average of 387 staff (2024: 349). Following the trend of previous years, our key areas of activity remain infrastructure, renewable energy schemes and residential development. The increase in renewable energy schemes and infrastructure witnessed during 23/24 is continuing and is reflected in the new Labour government's growth policies and Green Economy initiatives and reflects our market position as one of the only large organisations that has the capacity and in-house capability to work on more complex Nationally Significant Infrastructure Projects and onshore and (due to our Marine expertise) offshore renewable schemes.

Although we had a strong year, it wasn't all plain sailing. We experienced a major cyber incident in December 2024, which resulted in a rebuild of some of our core systems and a strengthening of our cybersecurity and IT systems. The incident also caused a limited loss of time and data, all of which was successfully mitigated (in part, through the insurance policy we had in place for such an eventuality). One of our major planned infrastructure projects for this financial year, the A303 Stonehenge tunnel scheme, was unexpectedly cancelled two months before we were ready to deploy a whole team. However, careful previous contingency planning and preparation built from our previous experiences ensured that the cancellation of the project did not affect our core business. We have been able to pivot the use of our Amesbury facilities and are looking forward to a consolidated team presence in Amesbury by the end of 2025.

The year 2024/25 also saw significant change in the governance at Wessex Archaeology Limited (Wessex), with a new Chief Executive (appointed April 2024) and a new Chair (appointed July 2024) as well as the arrival of four new Trustees alongside the sad departure of three very valued and long-serving trustees and our previous Chair. These appointments heralded a number of adjustments in overall strategic direction, including the introduction of a new Vision: *Uncovering the Past to help build a better world* and the simplification of our core values to: *Aim High, Respect and Care*. This was undertaken in close consultation with the entire organisation and resulted in the release of a new 10-year Strategy document in April 2025.

We continue to build on our range of charitable activities, including nationally significant social prescribing work with Well City Salisbury and the excavation of Sheffield Castle. We have also launched our Open Library making over 200 publications completely open access (many of which were out of print) and we continue to add to the list, including providing a worldwide print-on-demand service. We remain committed to our NetZero ambitions and have undertaken many different initiatives over the year, including Carbon Literacy training; changes to our sustainable procurement policies and a review of our Estates and Fleet.

We continue to have a strong and expanding international portfolio, working on projects in Australia, mainland Europe, Saudi Arabia and the Philippines.

Wessex is looking forward to a successful 2025/26 financial year – building on our new Vision, Values and Strategy and as part of this we will be investing for the future in new office spaces for both our Salisbury and Sheffield teams as well as a realignment of some of key departments and positions to better reflect our new direction.

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their report and the audited financial statements for the year ended 31 March 2025. The Trustees' Report incorporates the Directors' Report and Strategic Report required by company law.

Objectives and Activities

The objects for which the Charitable Company is established (its charitable purpose) are to derive public benefit through:

- the advancement of education; and
- the advancement of the arts, culture, heritage and science.

Wessex was set up as a charitable trust in 1979 and became a company in 1983. Wessex derives most of its income from its primary purpose trading in the provision of professional heritage services to businesses and government organisations throughout the UK and internationally. In addition to the public benefit delivered directly by these activities, the surplus generated by the Company is invested in educational and community engagement initiatives. Wessex serves and delivers value for its clients by deploying a wide range of technical, interpretative, advisory and public engagement capabilities and is recognised as a leader in innovation and the provision of high-quality services for archaeology and heritage sectors.

Vision and Values

Following the work on our strategic direction, we have determined that our vision is *Uncovering the Past to help build a better world* and our core values are to: *Aim High, Respect and Care*.

Strategic Goals

Our Strategy 2025-2035 will support our organisation to continue delivering its charitable aims, expertise and achievements to strengthen and extend our work on the domestic and international stages. We have defined seven strategic goals, which underpin all our charitable aims and which we will start to realise in the coming financial year.

We will:

1. Fulfil our charitable purpose and deliver social value whilst being a sustainable, net zero and inclusive organisation. We will focus on sustainable elements to the ongoing resilience of the charity:
 - Roll out carbon literacy training and ESG awareness to all employees.
 - Continue to work with our supply chain and our owned assets to reduce our carbon footprint.
 - Using audience research define priorities for direct company investment as a percentage of surplus in audience engagement and education work.
2. Invest in our people and our culture. We will focus on designing clear roles and structures to support and develop the skills of our staff; supporting their wellbeing and enhancing their abilities to align with their aspirations, the updated strategy and their continued contribution to our charitable aims:
 - Develop a clear organisational design to support the updated strategy.
 - Research and prepare for new models of recruitment and employment to increase diversity and foster an inclusive culture.
 - Work on reviewing and planning for skills, knowledge and leadership development in support of organisational needs to deliver strategic objectives both commercially and for the public benefit.
 - Invest in improving internal communications including digital channels to provide greater access and transparency of information for everyone.
 - Further develop opportunities for staff participation in committees etc.
3. Ensure financial resilience to invest in the long-term development of our organisation. We will work on having new systems in place and investment strategies:
 - Invest in the people, systems, technology and facilities we need for our collective future success.
 - Develop clear strategies for our subsidiaries to ensure they align with our values.

WESSEX ARCHAEOLOGY LIMITED

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FOR THE YEAR ENDED 31 MARCH 2025

4. Prioritise strategic relationships that align with our vision and core values. We will actively seek to build strategic relationships with organisations and individuals who share our charitable values:
 - Act as the host for symposia/events that align with our wider strategic goals and organise or sponsor at least one trade/academic/policy event.
 - Explore exchange programmes, secondments and training initiatives with our domestic and international partners.
5. Leverage our excellence to continue to diversify into new markets and services. We will use diversification to broaden our range of charitable outputs:
 - Define and communicate what we mean by diversification and how it relates to our vision, values, and relevant strategic goals.
 - Create a clear decision-making process for advancing diversification initiatives.
6. Influence policymakers and planners at a local, national, and international level to realise the value of the historic environment. We will use our work to inspire action on the most relevant and challenging issues of our time:
 - Connect with local cultural, scientific, community and educational organisations to learn about what they value and need and make what we do relevant to them.
 - Plan and identify budget to allow staff to volunteer 1-2 days per year
7. Create and deliver innovative engagement and impactful solutions by using data, analytics, and technology. We will be focused on data and information-led decisions, and we will promote a targeted, low environment and high-social-value impact approach:
 - Collate baseline info about our data (what/why/how/where) across the business to ensure our data is resilient and fit for our purpose.
 - Begin work on developing, implementing and embedding data-literacy resources and training across the organisation from induction to continuous professional development.

Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an enhanced appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-reliant and dynamic. Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social, physical and economic regeneration.

We continue to invest in new ways to promote an appreciation of cultural heritage and to assist the public in deriving appreciable social value from historic environment resources. We focus on education, community, technology, inclusion and wellbeing and we work to prioritise underserved sections of society.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK and beyond. In addition to the organisations or individuals who commission the work, beneficiaries include: fellow heritage professionals; individuals using publications and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as individuals who experience a higher risk of poverty, social exclusion, discrimination or violence than the general population, including, but not limited to, ethnic minorities, migrants, people with disabilities, isolated elderly people and children.

The Trustees confirm that they have had due regard to the Charity Commission guidance on public benefit.

Achievements and Performance

Committed to our social impact

Our 2024-25 ambition	What we will do	What we achieved
<p>Education & Community</p> <p>Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.</p>	<p>Continue to deliver activities that enhance knowledge and engage people with archaeology.</p> <p>Work with, engage and include clients, partners, suppliers and other strategic relationships in the delivery and engagement with the public, to improve our activities and diversity of reach.</p> <p>Launch and continue to add resources to our Open Library platform, where we share the charity's rich archaeological knowledge and data with as many people as possible, removing barriers including subscriptions and fees.</p>	<p>The Open Library platform was launched on 11th July 2024, starting with over 75 books (including many out-of-print titles) and 155 reports. We continue to add to and grow access to our rich knowledge and data.</p> <p>Wessex continues to engage with young people in schools through client co-delivery, supporting schools impacted by local archaeology, and supporting schools near our offices who cannot afford the cost of a school trip. In this period, over 3000 children have taken part in hands-on, face-to-face sessions that use archaeology as a stimulus for cross curricular learning. We are supporting teacher development through training in specific areas of the national curriculum.</p> <p>We have run three community drop in events that offer a selection of themed activities with something to read, something to do, something to watch and people to talk to. A part of these events is the inclusion of Open Library running on touch screen to encourage access to the content.</p> <p>Events encourage staff interaction and development in public speaking and presentation. Public events enable specialists to hone their dissemination skills, interpreting archaeological narratives for different audiences.</p> <p>27 talks have been delivered to local societies and community groups. This includes the WI, U3A, social and community groups. These talks have reached over 1620 people.</p>
<p>Inclusion & Wellbeing</p> <p>Challenge inherent bias and continue to target and engage underserved groups.</p>	<p>In line with our audience research and current business strategy, continue to find ways to work with relevant groups and communities and, where possible, expand on existing projects to increase the impact and our learnings.</p>	<p>Well-City Salisbury project continues for another three years, after securing funding from the National Lottery Community Fund, allowing us to continue working with people with mental health needs.</p> <p>Digging for Erlestoke project (funded by National Lottery Heritage Fund) took place in HMP Erlestoke and saw Wessex working with the hidden prison community, using archaeology to improve self-esteem, engender a change in mindset and in the rehabilitation of prisoners.</p> <p>Well-City Salisbury and Digging for Erlestoke were two key investment projects with Wessex making a 10% contribution to overall project costs.</p> <p>Through the Welcome Project we worked with overseas NHS staff using heritage for placemaking and connection.</p> <p>Both Digging for Erlestoke and The Welcome Project are models for new ways of working in communities.</p>
<p>Audience Research</p>	<p>Undertake research to understand the motivations, needs and behaviours of the people who engage with us.</p>	<p>Audience research has led to the creation of a set of audience profiles. The outcomes of the project are: actionable insights to inform audience development; reference point in decision making and a starting point for a cross-organisational audience-insights-led approach.</p>

People centred

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Our 2024-25 ambition	What we will do	What we achieved
Develop Health & Safety, for our staff	Continue with the integration of the Health and Safety (OHS) and Quality management systems (QMS), whilst providing an increased reporting mechanism that looks at the whole picture, spots trends and improves the way in which we manage what and how we do our work.	The integration of the OHS and QMS systems is established. A monthly meeting which looks at the clauses of the ISO standard allows for discussion on shared opportunities, risks, positive actions and non-conformities that have occurred in the business, this allows the group to discuss trends. A quarterly management review report provides evidence of top management interaction in the process.
Investment in upskilling people and communication Increase the wellbeing of our staff. Extend staff development capability by progressing our training and career support functions. Engage staff with our values and define our culture.	Updated organogram of the business which describes the functional accountabilities of the business, thus providing greater clarity on roles and responsibilities as well as mapping what we do more clearly.	We developed this into several strands of the strategic objective for the business, looking at the hierarchy and structure to better define the roles and responsibilities. Different strands of the business created explicit technical and behavioural skill matrices which set out the requirements and how those would be measured, thus allowing clear and explicit guidelines to be available to all. The model is being rolled out to other teams.
	Improve adverts and job designs to make these clearer, more up to date and attractive. Improve the onboarding and induction process so that new starters feel engaged and part of the business, its culture and purpose from day one.	We created a common template for job descriptions which can be applied across all recruitment. The onboarding programme continues to be developed with new strands of the business engaging with the process on a regular basis. This is an evolving strand.
	Invest in leadership support and training to support existing and emerging leaders in the business.	We continue to invest in home grown leadership and development, and positive initiatives are reflected in the decrease in the gender pay gap and increase in female representation in management.
Improving diversity, equality and inclusion (DEI)	Create a Diversity, Equality and Inclusion (DEI) committee, whose role is to remove barriers, improve engagement and provide ideas and support to colleagues and peers. Leverage our relationship with clients and strategic partners to increase our DEI and innovative ways of working.	We have consulted and agreed the Terms of reference for the DEI group and expect to have the committee starting in 2025. This has been acknowledged as an active strand in the strategic objectives for the business.

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FOR THE YEAR ENDED 31 MARCH 2025

Actively work for a better future

Our 2024-25 ambition	What we will do	What we achieved
Review and reduce emissions and significant energy use within the Wessex estate	Review all Wessex buildings (existing and new).	Estates review has taken place, moving to new offices at Salisbury and Sheffield.
	Evaluate vehicles, Fleet, Transport and Equipment.	Five underutilised diesel vans have been returned at the end of their lease and have been replaced with an electric van at Bristol office to start integrating EV's into the fleet.
	Continuing to build our aspects and impacts register – with fieldwork being the first to test the system.	This work is ongoing – the register has been used to complete several tender submissions.
	Integrate Estates and Facilities management to deliver sustainable goals, such as waste management across all operations.	The role was filled in early April 2025.
Engagement behavioural change and governance	Review corporate policies relating to carbon reduction and realign our Net Zero ambition based on current data.	These are still under review and new dates have been established based on the data that has been collated as part of our carbon footprint measurement.
	Review behavioural changes and training needed to focus on climate change.	Carbon literacy course was piloted with trustees and senior management and will be rolled out.
	Develop company communication strategy to improve engagement with our net zero ambition and changes needed to achieve it.	Use of internal communications tools has been successful. A staff forum is due to be launched to progress awareness and provide a mechanism for staff to share information and learn about the work being undertaken across the business.
	Integrate the new Procurement Manager role to deliver value and cost savings while working with our supply chain to realise the aims and collect data required for our Net Zero journey	This role was filled November 2024 – progress is already being made and engagement with our supply chain has significantly increased enabling data to be sourced at a more granular level.
	Onboard and embed supplier management software (to ensure all key suppliers are verified for a range of criteria such as H&S, sustainability, financial stability etc to reduce which, in return reduces our operational risk).	Constructionline is now up and running with an increase of over 20% of suppliers being on the platform. There is more work planned on this (ie to use the platform more and in a better way).

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STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Financial Review

Consolidated income for the year was £27.7m, an increase of 10.9% over the previous year. Expenditure increased by 17.9% which resulted in a net surplus of £1.1m. The result for the year to March 2024 was a surplus of £2.4m. The increased revenue and costs reflected strong core demand.

Our trading subsidiaries, Wessex Archaeology Ventures Limited and Trident WA GmbH, which deliver archaeological services to clients outside the UK, contributed a net loss for the year to March 2025 of £161k as we invest in our international capabilities (in 2024 the two entities generated a profit of £650k); see note 17. It should be noted that Wessex Archaeology Ventures Limited donated £150k of profits to the UK charity under Gift Aid in the year.

The total funds of the Group at 31 March 2025 were £8.9m (2024 - £7.8m) of which £44k is restricted (principally Well City funding). Cash balances have declined and Debtors have increased in the year ended March 2025, due to our investment in a trading joint venture with Museum of London Archaeology, another UK-based archaeological charity, to service a significant commercial contract.

The Charity (and the Group) continues to invest to improve efficiency, with significant expenditure on IT and Geosurvey equipment.

Reserves Policy

Following a review by the Finance, Risk and Audit Committee in 2025, the Trustees have approved the Reserves Policy. Based on an assessment of cashflow demand, the cash contingency requirement was set at one month's operating costs (c. £2m) and the minimum reserves were set at three months' operating costs (c. £6m). In determining the reserve level, consideration was given to the level of working capital required to satisfy the expected cash flow requirements of projects. If, at any point, Wessex can foresee it may breach the minimum reserves threshold of three months' operating costs, the policy requires that this position be included on the Charitable Company's Risk Register and addressed with an appropriate action plan.

Total net assets in the charity's Balance Sheet at 31 March 2025 were £9.1m (2024 - £7.7m). Total assets include fixed assets of £2.0m (2024 - £2.1m) and restricted funds of £44k (2024: £33k) leaving available reserves of £7.1m (2024 - £5.6m), of which, £0.2m represents the revaluation reserve (2024: £0.2m).

To cover the potential risks of moving offices, the board has requested that an additional reserve of £0.5m is held until the freehold property is sold.

The reserves policy is reviewed annually to balance delivery of the Charitable Company's objectives and the need to maintain the resilience of the operation.

Risk Management

Wessex has both a Risk Management Policy and a Risk Management Procedure in place. These are regularly reviewed by the Finance, Risk and Audit committee. The Executive Management Team is responsible for the execution of the Risk Management Procedure and the maintenance of the Risk Register and Risk Appetite. The Risk Register and Risk Appetite are then regularly considered by the Finance, Risk and Audit committee and approved by the Board.

The key areas of risk identified are as follows:

Governance Risks

Governance risks are mitigated through regular monitoring of the regulatory and operational environment supported by internal controls and external advisors. These mechanisms ensure that emerging issues are identified early and escalated to the Trustees and management team

Operational Risks

Operational risks are mitigated by robust management systems, that guide decision-making, track performance and include responsive procedures to reduce the impact of adverse events. This includes business continuity planning and scenario testing.

Cybersecurity is a known area of concern. The increasing frequency and sophistication of cyber threats pose a significant risk to operations, data integrity, and reputation. Wessex has implemented cyber strategies aligned with industry best

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FOR THE YEAR ENDED 31 MARCH 2025

practices and maintains cyber insurance cover. Regular training and awareness measures are undertaken to strengthen organisational resilience.

Financial Risks

Financial risks are mitigated through careful financial forward planning, the monitoring of budgets and reporting mechanisms. The Finance team has access to in house Quantity Surveyors as well as external financial advice and the support of legal and payment collection services to manage exposure.

External Risks

External Risks, including geopolitical instability, climate change and supply chain disruption are mitigated by careful strategic planning and service development programmes that can adapt to changing market conditions and regulatory change.

Compliance Risks

Risks are mitigated by robust compliance systems such as ISO 45001 and ISO 9001 which are externally audited. In addition, we continue to foster a strong organisational culture rooted in integrity and accountability. Mandatory training for all staff includes business compliance (anti-bribery and corruption, GDPR, Modern slavery, Whistleblowing plus others) and sustainability and Net Zero. Staff are expected to demonstrate and communicate the company's core values and are empowered to challenge behaviours or decisions which that fall short of our standards.

Other Risks

Economic Risk – in common with many businesses, the charity remains exposed to macroeconomic volatility. Inflationary impacts and staff / skills shortages are of particular concern. In mitigation the Trustees and the Executive continue to monitor economic developments closely and the Trustees have maintained their support for a series of business development and diversification strategies which seek to explore additional income streams.

Risks to People – the organisation is dependent upon its people and turbulent times can place our team under increased personal and professional strains which can result in lowered performance, ill health, staff losses or recruitment difficulties. The Board of Trustees and the management team treat the health, safety, wellbeing and retention of our people as a priority, ensuring a safe, supportive and developmental environment.

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Structure, Governance and Management

Governing documents

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each.

Subsidiary undertakings

The Charity has a trading subsidiary, Wessex Archaeology Ventures Limited which is the sole shareholder of Trident WA GmbH. The trading results of these subsidiaries are shown in Note 17 of the Group financial statements.

Appointment of Trustees and Directors

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Trustees, Chief Executive Officer, and Principal Officers as appropriate. During 2024, the Chair of the Trustees, I. Selby, stepped down and T. Wright was appointed as Chair. At 31 March 2025, there were seven members (2024:8).

Structure of organisation and decision making

The Trustees are responsible for the overall strategic direction and policy objectives of Wessex. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers. The Board of Trustees and the Senior Management Team comprise the key management personnel of the Charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis.

Wessex maintains partnership working relationships with a range of charitable and commercial enterprises in the archaeological sector and in related fields. The Trustees are satisfied that these relationships serve to further the charitable aims.

The Trustees have reviewed the events or actions which would adversely affect Wessex's ability to achieve its stated charitable objects or its legal obligations. The Trustees have also implemented a risk management system based on Charity Commission guidance. They are satisfied that the major risks have been identified and that suitable measures are in place to monitor the possible occurrence of these risks and to avoid or, if necessary, to mitigate their effects.

The Board has established three sub-committees: Nominations Committee, Remuneration Committee and Finance, Risk and Audit Committee. The Committees are established as sub-committees of the Board and comprise at least two serving Trustees.

Pay policy for senior staff

All of the current Trustees give their time freely and no Trustee received remuneration in the year. Trustees' expenses and related party transactions are disclosed in the notes to the Financial Statements. The pay of the Executive Management Team and all staff is reviewed annually and is increased in line with a minimum level set by the Remuneration Committee. The Trustees benchmark pay awards against pay levels in comparable charities.

Inclusive employment Policies

Wessex welcomes applications for employment from all prospective employees regardless of gender, race, belief or disability. We aim to actively promote equality of opportunity and maximise the abilities, skills and experience of all employees, to ensure that management practices are inclusive.

Employee information

Wessex places great importance on ensuring that employees are regularly updated and have appropriate opportunities to engage with senior management. A staff newsletter is circulated to all offices and by email and all staff are provided with

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FOR THE YEAR ENDED 31 MARCH 2025

an account on an internal social network. A Staff Forum meeting is convened on a quarterly basis which is attended by staff representatives, the Prospect Union and a member of the Executive Management Team.

Gender Pay information

As an organisation of over 250 employees, Wessex is required to monitor and publish Gender Pay Gap information. To comply with these regulations the Group:

- reports and publishes gender pay gap information annually,
- reports gender pay gap information to the government online, using the Gender Pay Gap Service and
- publishes gender pay gap information on its website at <https://www.wessexarch.co.uk/gender-pay-reporting>

Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. To do this we make a consistent effort to attract as diverse a range of candidates as possible, create opportunities so that everyone can explore a career in a way that works for them and ensure that we have the right processes in place to make pay and progression fair for everyone.

Wessex is committed to the development of our staff, by fostering a culture of inclusion, fairness and flexibility Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. We make a consistent effort to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. Every level of our business is challenged to create opportunities so that everyone can explore a career in a way that works for them ensuring we have the right processes in place to make pay and progression fair for everyone.

Fundraising

Wessex does not actively fundraise from the general public, either directly or through the use of third-party fundraising providers. No complaints were received in respect of fundraising in either the current or previous financial year.

The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Reference and administrative details

Registered Company number
01712772 (England and Wales)

Registered Charly number
England and Wales: 287786
Scotland: SC042630

Registered office

Portway House
Old Sarum Park
Salisbury
Wiltshire
SP4 6EB

Trustees

T Wright (Chair) (Appointed 17/06/2024)
I Selby (Resigned 04/06/2024)
R K V Cook (Resigned 26/11/2024)
J N Johnson (Resigned 22/05/2025)
C M Watson
S L U Voaden (Resigned 31/10/2024)
M Denmead
R Skeates
S Trow
A Schultz (Appointed 24/05/2024)
N Gibson (Appointed 22/05/2025)
R W Laddle (Appointed 22/05/2025)
K Ward (Appointed 22/05/2025)

Secretary

S D Smith

Further offices:

Pure offices Suite 68 Bannington Road 2 Anderson Place Edinburgh EH6 5NP
Logix House, Wrotham Road, Meopham Kent DA13 0QB
Unit R6, Riverside Block, Sheaf Bank Business Park, Prospect Road, Sheffield S2 3EN
Unit 9, City Business Park, Easton Road, Bristol BS5 0SP

Principal Officers:

P A Baggaley	Chief Technology Officer (Resigned 01/05/2025)
A H N Bryant	Chief Commercial Officer
C Budd	Chief Operating Officer
S Eve	Chief Executive Officer
M Rajic	Chief Strategy Officer
S D Smith	Chief Finance Officer

Bankers:

Lloyds Bank PLC, 39 Threadneedle St, London EC2R 8AU

Auditors:

HaysMac LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors:

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, SP1 2SB

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

Statement of the Board of Trustees responsibilities for the financial statements

The Trustees, who are also directors of Wessex Archaeology Limited for the purposes of company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity and the Group as at the balance sheet date and of the incoming resources and application of resources, including income and expenditure, of the Charity and Group for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

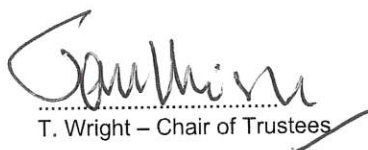
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Each of the directors, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

Auditors

During the year, the auditors Haysmacintyre LLP changed their name to HaysMac LLP. HaysMac LLP have expressed their willingness to continue in office as auditors. A resolution proposing that HaysMac LLP be reappointed as auditors of the charitable company for the forthcoming year will be put to members at the Annual General Meeting.

The Trustees' Report (incorporating the Strategic Report) was approved by the Trustees on 30 October 2025 and signed on their behalf by:


T. Wright – Chair of Trustees

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of Wessex Archaeology Limited for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Chair and Chief Executive's Report, and the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2025

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns;
or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, The Charities Act 2011, VAT, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to work in progress. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, such as the recognition of work in progress.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

WESSEX ARCHAEOLOGY LIMITED

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2025**

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Richard Weaver
For and on behalf of HaysMac LLP
Statutory Auditors

Date: 17 November 2025

10 Queen Street Place
London
EC4R 1AG

WESSEX ARCHAEOLOGY LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
INCOME FROM:					
Charitable activities					
Archaeological projects	3	27,538,001	150,331	27,688,332	24,981,245
Total income		<u>27,538,001</u>	<u>150,331</u>	<u>27,688,332</u>	<u>24,981,245</u>
EXPENDITURE ON					
Charitable activities	4	26,449,158	139,287	26,588,445	22,562,097
Total expenditure		<u>26,449,158</u>	<u>139,287</u>	<u>26,588,445</u>	<u>22,562,097</u>
NET INCOME		1,088,843	11,045	1,099,888	2,419,148
Gains & losses		(3,478)	-	(3,478)	14,938
Net movement in funds		1,085,365	11,045	1,096,410	2,434,086
RECONCILIATION OF FUNDS					
Total funds brought forward		7,768,638	33,125	7,801,763	5,367,677
TOTAL FUNDS CARRIED FORWARD		<u><u>8,854,003</u></u>	<u><u>44,169</u></u>	<u><u>8,898,173</u></u>	<u><u>7,801,763</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A charity only Statement of Financial Activities is included in note 18.

The notes on pages 19 to 30 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AT 31 MARCH 2025

	Notes	Group		Charity	
		2025 £	2024 £	2025 £	2024 £
FIXED ASSETS					
Tangible assets	8	1,978,924	2,081,998	1,964,262	2,075,461
Investments		-	-	10	10
Total fixed assets		<u>1,978,924</u>	<u>2,081,998</u>	<u>1,964,262</u>	<u>2,075,471</u>
CURRENT ASSETS					
Debtors	9	9,430,532	5,939,945	9,720,962	5,412,282
Cash at bank and in hand		2,336,906	5,284,192	2,085,664	4,947,112
Total current assets		<u>11,767,438</u>	<u>11,224,137</u>	<u>11,806,625</u>	<u>10,359,394</u>
CREDITORS: amounts falling due within one year	10	<u>(4,339,230)</u>	<u>(4,871,207)</u>	<u>(4,133,272)</u>	<u>(4,121,370)</u>
NET CURRENT ASSETS		<u>7,428,208</u>	<u>6,352,930</u>	<u>7,673,354</u>	<u>6,238,024</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>9,407,132</u>	<u>8,434,928</u>	<u>9,637,626</u>	<u>8,313,495</u>
CREDITORS: amounts falling due after one year	11	(5,846)	(65,226)	(5,846)	(65,226)
PROVISIONS FOR LIABILITIES	13	<u>(503,113)</u>	<u>(567,938)</u>	<u>(503,113)</u>	<u>(567,161)</u>
NET ASSETS		<u>8,898,173</u>	<u>7,801,763</u>	<u>9,128,665</u>	<u>7,681,108</u>
FUNDS					
Restricted funds					
Restricted funds		44,169	33,125	44,169	33,125
Unrestricted funds:					
General fund		8,616,696	7,531,331	8,847,189	7,410,675
Revaluation reserve		237,308	237,308	237,308	237,308
TOTAL FUNDS		<u>8,898,173</u>	<u>7,801,763</u>	<u>9,128,666</u>	<u>7,681,108</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 30 October 2025 and are signed on its behalf by:


T. Wright – Chair of Trustees

The notes on pages 19 to 30 form part of these financial statements.

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

	Note	Total 2025 £	Total 2024 £
Cash flows from operating activities:			
Cash (used)/provided by operations	A	(2,364,566)	3,203,735
Interest paid		(243)	(7,683)
Interest element of hire purchase and finance lease rental payments		(17,738)	(21,897)
Net cash (used)/provided by operating activities		<u>(2,382,547)</u>	<u>3,174,155</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(387,380)	(303,631)
Net cash used in investing activities		<u>(387,380)</u>	<u>(303,631)</u>
Cash flows from financing activities:			
Assets purchased under finance leases		0	59,880
Capital repayments in the year		(177,359)	(242,847)
Net cash used in financing activities		<u>(177,359)</u>	<u>(182,967)</u>
Change in cash and cash equivalents in the reporting period		<u>(2,947,286)</u>	<u>2,687,557</u>
Cash and cash equivalents at the beginning of the reporting period		5,284,191	2,596,634
Cash and cash equivalents at the end of the reporting period		<u>2,336,906</u>	<u>5,284,191</u>

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total 2025 £	Total 2024 £
Net income for the reporting period (as per Statement of Financial Activities)	1,235,365	2,434,086
Adjustments for:		
Depreciation charges	490,454	506,754
Interest paid	243	7,683
Loss on disposal of fixed assets	14,500	20,279
Interest element of hire purchase and finance lease rental payments	17,738	21,897
(Decrease)/increase in provisions	(64,825)	67,805
(Increase)/decrease in debtors	(3,490,587)	233,316
Decrease in creditors	(413,998)	(88,085)
Currency differences	(3,456)	0
Net cash (used in) provided by operating activities	<u>(2,364,566)</u>	<u>3,203,735</u>

The notes on pages 19 to 30 form part of these financial statements

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1. STATUTORY INFORMATION

Wessex Archaeology Limited is a company limited by guarantee (company number 01712772), registered in England and Wales, without share capital. Wessex Archaeology Limited is also a charity registered with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator in Scotland. The guarantors are the trustees to the extent of £10 each. There were 7 trustees at the balance sheet date (2024 – 8 trustees). The company's registered office address can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets. The financial statements are presented in Sterling, which is also the functional currency of the company. The financial statements are rounded to the nearest Pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

These financial statements consolidate the results of the Charity and its wholly-owned subsidiary, Wessex Archaeology Ventures Limited, on a line-by-line basis. Wessex Archaeology Ventures Limited has its own wholly-owned subsidiary, Trident WA GmbH, a company registered in Germany, which is also included in these consolidated financial statements. The results of the joint venture with MOLA Ltd have been included on a proportional basis (see note 15).

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from charitable activities includes amounts invoiced in the year, exclusive of Value Added Tax. In respect of long-term contracts, income represents the value of work done in the year, including estimates of amounts not invoiced and is recognised by reference to the stage of completion.

Long term contracts

Where contracts are not complete at the end of the financial year provision is made for the anticipated value of income where the cost of work exceeds the actual value of income, provided that there is reasonable certainty that the anticipated value will be realised in the next accounting period. This is separately disclosed within debtors as "amounts recoverable on contracts". Any surplus of income over expenditure is not recognised unless there is reasonable certainty that the surplus will crystallise in a future period. This is separately disclosed within creditors as "payments on account on contracts". Full provision is made for losses on all contracts in the year which they are first foreseen.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on the provision of the charitable company's activities, which includes education and community engagement, may be either costs that can be allocated to specific archaeological projects or costs that cannot be allocated to specific projects, but which are incurred only for archaeological projects collectively.

Support costs enable the Charity to carry out its activities but do not themselves produce the output of these activities. They include items which are wholly identifiable as support costs and an apportionment of shared costs, which are allocated on the basis of the number of support staff.

Governance costs associated with the general running of the Charity as opposed to the direct management of the Company's operations are classed as governance costs and include direct and related support costs.

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Assets are capitalised where the cost of an item exceeds £2,000 and the useful economic life of the asset is longer than the year of acquisition. Assets are disposed of in the accounts and removed from the fixed asset register when the useful economic life of the asset comes to an end and the net book value is nil. The charitable company operates a policy of revaluation on freehold land and property. Freehold land and property is included at current value at the balance sheet date.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, evenly over the useful economic life of that asset, as follows:

Leasehold buildings	Calculated evenly over the remaining period of the lease
Computer equipment	3 years straight line basis
Archaeology Evaluation Equipment	3 years straight line basis
Motor vehicles	4 years straight line basis
All other assets	3-, 5- and 10-years straight line basis

Investments

Investments in subsidiaries are valued at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and highly liquid bank accounts.

Provisions

Provisions are recognised when the charitable company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amount unexpended at the balance sheet date is shown within Restricted Funds.

General funds are Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Deficit balances incurred on specific Restricted funds are funded from Unrestricted funds where no further Restricted fund income is expected to offset the expenditure incurred.

The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within Unrestricted Funds. Where the trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to general Unrestricted Funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension scheme

The charitable company operates a defined contribution pension scheme for all its employees. The assets of the Scheme are held separately from those of the charitable company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charitable company in the year.

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

2. ACCOUNTING POLICIES - continued

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, taking into consideration the forecast income and expenditure streams. The Trustees consider the budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Judgements and key sources of estimation uncertainty

In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and the underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant areas of judgement in preparing the financial statements are the anticipated value and costs in relation to incomplete long-term contracts.

Hire purchase and leasing commitments

Assets funded through finance leases are capitalised as fixed assets and depreciated on a straight-line basis over the shorter of their useful economic life and the lease term. Interest is charged to the Statement of Financial Activities on a straight-line basis. Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

3. INCOME FROM CHARITABLE ACTIVITIES

Analysis of income by activity:

	2025	2024
	£	£
Coastal		
Community	765,331	836,727
Fieldwork	14,827	274,095
GeoServices	19,387,932	17,283,744
Graphics	3,215,489	3,283,859
Heritage	15,870	55,484
Research	925,227	687,559
Other	2,326,389	2,388,819
	888,936	36,510
	<u>27,538,001</u>	<u>24,846,797</u>

Income relating to Community engagement is allocated directly. Surpluses or deficits on projects are allocated directly to each activity. The remaining income is apportioned to each activity on the basis of total staff charge values for the year. £0.5m of income is attributable to the joint venture with MOLA (see note 15); 2024: £0.

WESSEX ARCHAEOLOGY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4. CHARITABLE ACTIVITIES COSTS

Provision of charitable activities:

	2025	2024
	£	£
Archaeological & Community projects	21,307,697	18,892,854
Support costs	4,937,937	3,386,507
Governance costs	203,524	169,315
	<u>26,449,158</u>	<u>22,448,675</u>

Governance costs include £90,181 (2024: £73,670) salaries (incl. pensions and employer's national insurance).

Analysis of archaeological projects & education costs:

	2025	2024
	£	£
Salaries (incl. pensions and employer's national insurance)	12,404,051	10,587,730
Plant/Buildings hire and other site costs	2,744,935	2,800,018
Travel and vehicle hire	1,047,928	812,397
Staff accommodation	1,011,227	558,569
External specialists' fees	1,740,102	1,688,675
Direct facilities and services costs	1,669,278	1,412,505
Other project costs	265,657	594,455
Depreciation	424,519	438,505
	<u>21,307,697</u>	<u>18,892,854</u>

Included in direct facilities and services costs is an operating lease charge of £372,773 for land and buildings (2024 - £354,411). Included in travel and vehicle hire costs is an operating lease charge of £33,324 for other operating lease charges (2024 - £18,310). In addition, the Charity incurred other operating lease costs relating to software and IT assets of £7,927 (2024 - £5,966).

Analysis of support costs:

	2025	2024
	£	£
Salaries (incl. pensions and employer's national insurance)	3,703,418	2,625,148
Travel and subsistence	233,370	89,096
Telephone and IT related services	163,935	158,010
Print, postage and stationery	20,211	18,833
Professional fees and services	507,269	217,434
Insurance	18,132	16,956
Utilities and facilities costs	39,756	32,057
Other support costs	178,057	158,058
Depreciation	66,073	68,250
Staff Accommodation	7,716	2,664
	<u>4,937,937</u>	<u>3,386,507</u>

WESSEX ARCHAEOLOGY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

4. CHARITABLE ACTIVITIES COSTS (continued)

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2025

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	863,451	200,371	8,549	1,071,968
Community	457,025	105,930	4,366	567,393
Consultancy	839,652	194,615	8,021	1,042,421
Fieldwork	14,458,248	3,350,617	138,100	17,946,965
Geoservices	2,597,497	602,050	24,814	3,224,772
Graphics	17,980	4,167	172	22,319
Research	2,073,092	480,427	19,801	2,573,321
	<u>21,307,697</u>	<u>4,937,937</u>	<u>203,524</u>	<u>26,449,158</u>

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2024

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	817,324	146,504	7,325	971,152
Community	233,864	41,920	2,096	277,880
Consultancy	667,154	119,586	5,979	792,719
Fieldwork	12,853,932	2,304,042	115,195	15,273,168
Geoservices	2,587,801	463,858	23,191	3,074,850
Graphics	50,376	9,030	451	59,857
Research	1,682,404	301,568	15,077	1,999,049
	<u>18,892,854</u>	<u>3,386,507</u>	<u>169,315</u>	<u>22,448,675</u>

Costs relating to Community are allocated directly to the relevant activity. Other archaeological & community projects and support costs are apportioned to each activity on the basis of total staff charge values for the year.

5. NET INCOME

Net Income is arrived at after charging:

	2025 £	2024 £
Depreciation	490,454	506,755
Operating leases - land and buildings	372,773	354,411
Operating leases - other	33,324	24,276
Auditors' remuneration - audit	44,246	25,086
	<u>940,797</u>	<u>910,528</u>

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

6. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' remuneration was paid in the normal course of duties, and for the period of trusteeship was as follows:

	2025	2024
	£	£
Salaries	0	108,246
Pension contributions	0	2,838
Benefit in Kind	0	5,134
Expenses	2,434	840
	<u>2,434</u>	<u>117,058</u>

Remuneration and benefits for the previous year were in relation to Mr C M Brayne. Authority to pay trustees remuneration is provided by the Articles of Association of the charitable company. Trustees were reimbursed expenses of £2,434 (2024 £840)

7. STAFF COSTS

The aggregate payroll costs were:

	2025	2024
	£	£
Wages and salaries	13,751,243	10,859,907
Employer's national insurance	1,361,758	1,129,004
Pension contributions	943,469	1,099,021
Redundancy & Termination payments	142,000	98,942
	<u>16,198,470</u>	<u>13,186,874</u>

The average number of staff employed by the charitable company during the financial year amounted to:

	2025	2024
Archaeologists	295	279
Education/Outreach staff	7	7
Support staff	85	63
	<u>387</u>	<u>349</u>

The number of employees whose earnings for the year exceeded £60,000 are within the following bands:

	2025	2024
	No.	No.
£60,000 - £69,999	10	2
£70,000 - £79,999	0	3
£80,000 - £89,999	3	0
£90,000 - £99,999	1	0
£100,000-£109,999	1	1
	<u>15</u>	<u>6</u>

The key management personnel of the charity during the year comprised the Non-Executive Trustees and the Senior Management Team (Chief Executive Officer, Chief Commercial Officer, Chief Operating Officer, Chief Strategy Officer, Chief Financial Officer and 6 directors covering Human Resources, Quality, Systems, Communications, Sustainability and Consultancy). The total costs or consultancy fees where appropriate, comprising salary, compensation for loss of office, pension contributions and benefits in kind and associated national insurance costs of the 16 (2024 – 15) key management personnel of the charity were £1,401,755 (2024 - £1,026,509).

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8. TANGIBLE FIXED ASSETS

GROUP

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2024	750,000	719,183	1,102,767	78,240	1,753,425	4,403,615
Additions	0	38,980	231,455	0	116,945	387,380
Disposals	0	0	0	0	0	0
At 31 March 2025	<u>750,000</u>	<u>758,163</u>	<u>1,334,222</u>	<u>78,240</u>	<u>1,870,370</u>	<u>4,790,995</u>
DEPRECIATION						
At 1 April 2024	0	136,312	883,733	45,255	1,256,317	2,321,617
Charge for year	0	70,689	178,312	14,606	226,847	490,454
Disposals	0	0	0	0	0	0
At 31 March 2025	<u>0</u>	<u>207,001</u>	<u>1,062,045</u>	<u>59,861</u>	<u>1,483,164</u>	<u>2,812,071</u>
NET BOOK VALUE						
At 31 March 2024	<u>750,000</u>	<u>551,162</u>	<u>272,177</u>	<u>18,379</u>	<u>387,206</u>	<u>1,978,924</u>
At 31 March 2025	<u>750,000</u>	<u>582,871</u>	<u>219,034</u>	<u>32,985</u>	<u>497,108</u>	<u>2,081,998</u>

WESSEX ARCHAEOLOGY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

8. TANGIBLE FIXED ASSETS (CONTINUED)

CHARITY

	Freehold property	Leasehold improvements	Archaeology Evaluation Equipment	Motor Vehicles	Office & computer equipment, fixtures & fittings	Total
	£	£	£	£	£	£
COST OR VALUATION						
At 1 April 2024	750,000	719,183	1,096,273	78,240	1,749,394	4,393,090
Additions	0	39,980	219,207	0	115,694	373,882
Disposals	0	0	0	0	0	0
At 31 March 2025	<u>750,000</u>	<u>758,163</u>	<u>1,315,480</u>	<u>78,240</u>	<u>1,865,088</u>	<u>4,766,972</u>
DEPRECIATION						
At 1 April 2024	0	136,312	881,358	45,255	1,254,704	2,317,629
Charge for year	0	70,689	174,412	14,606	225,373	485,081
Disposals	0	0	0	0	0	0
At 31 March 2025	<u>0</u>	<u>207,001</u>	<u>1,055,770</u>	<u>59,861</u>	<u>1,480,077</u>	<u>2,802,710</u>
NET BOOK VALUE						
At 31 March 2025	<u>750,000</u>	<u>551,162</u>	<u>259,710</u>	<u>18,379</u>	<u>385,011</u>	<u>1,964,262</u>
At 31 March 2024	<u>750,000</u>	<u>582,871</u>	<u>214,915</u>	<u>32,985</u>	<u>494,690</u>	<u>2,075,461</u>

Included within the net book value of £1,964,262 is £ 33,727 (2024 - £152,230) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £ 118,503 (2024 - £163,672).

The charitable company had the freehold property valued on 9 November 2020 by Aitchison Raffety, Chartered Surveyors and Property Consultants. The value of the property at this date was £750,000. The Trustees consider this to be the most accurate valuation of the property at 31 March 2025 and are satisfied that there is no material difference between the valuation at 31 March 2025 and the valuation at 9 November 2020.

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Trade debtors	4,488,787	4,141,301	4,553,590	3,517,437
Amounts recoverable on contracts	1,934,943	673,882	1,917,215	352,556
Amounts owed by subsidiary undertakings	0	0	446,081	417,680
Other debtors	2,419,355	919,137	2,218,925	918,984
Prepayments	587,447	205,625	585,151	205,625
	<u>9,430,532</u>	<u>5,939,945</u>	<u>9,720,962</u>	<u>5,412,282</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Finance lease (see note 12)	59,318	177,297	59,318	177,297
Payments on account	2,184,495	2,458,072	2,122,355	2,324,411
Trade creditors	941,079	916,891	911,343	284,847
Social security and other taxes	646,146	899,497	593,198	928,610
Other creditors	262,117	216,674	290,743	213,683
Accruals and deferred income	246,075	202,776	156,316	192,522
	<u>4,339,230</u>	<u>4,871,207</u>	<u>4,133,272</u>	<u>4,121,370</u>

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (GROUP AND CHARITY)

	2025 £	2024 £
Finance lease (see note 12)	<u>5,846</u>	<u>65,226</u>

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

12. LEASING AGREEMENTS (GROUP AND CHARITY)

	Finance leases	
	2025	2024
	£	£
Net obligations repayable:		
Within one year	59,318	177,297
Between one and five years	5,846	65,226
	<u>65,164</u>	<u>242,523</u>

The tangible fixed assets held under finance lease agreements are provided as security for the obligations under finance lease agreements.

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025	2024
	£	£
Within one year	553,596	345,505
Between one and five years	1,398,619	617,787
	<u>1,952,216</u>	<u>963,292</u>

13. PROVISIONS FOR LIABILITIES (GROUP AND CHARITY)

	Bad debts	Deposition	Total
	£	£	£
At 1 April 2023	73,226	426,907	500,133
Charged in the year	22,574	45,231	67,805
	<u>95,800</u>	<u>472,138</u>	<u>567,938</u>
At 1 April 2024	95,800	472,138	567,938
Charged in the year	32,000	-	32,000
Utilised in the year	(95,800)	(1,025)	(96,825)
	<u>32,000</u>	<u>471,113</u>	<u>503,113</u>
At 31 March 2025	<u>32,000</u>	<u>471,113</u>	<u>503,113</u>

Deposition provision

The deposition provision relates to costs which will be incurred when project archives are deposited in the relevant museum. As many of these museums are currently at full capacity, it is not possible to give a certain date as to when this provision will be utilised.

WESSEX ARCHAEOLOGY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

14. MOVEMENT IN FUNDS

With the exception of the revaluation reserve all of the unrestricted funds have been generated from surplus income on archaeological projects which have been carried out in the furtherance of the charitable company's objectives. These funds have been and continue to be fully utilised in meeting the needs of the charitable company, as explained in the Trustees' report, without which its objectives could not be pursued.

The movement in general funds is analysed in the Statement of Financial Activities.

Movement in restricted funds (group and charity)

	At 31 March 2024 £	Income £	Expenditure £	At 31 March 2025 £
Well City fund: National Lottery Fund	33,204	120,759	116,332	37,631
Defensive Links: Burntisland's Military Past Fund	110	-	-	110
Chemistry in Schools	(190)	9,992	2,577	7,226
Sanday Wreck	-	17,690	18,655	(965)
Chesterhill cist cemetery community	-	1,890	1,722	168
Total restricted funds	<u>33,125</u>	<u>150,331</u>	<u>139,287</u>	<u>44,169</u>

15. RELATED PARTY DISCLOSURES

MOLA-Wessex Archaeology is a joint venture between Wessex Archaeology Limited and MOLA (Museum of London Archaeology). Each party has 50% rights to the net assets of the arrangement. A Bryant, S Eve and S Smith represent Wessex Archaeology on the board of the joint venture. The gross value of sales invoiced and the outstanding receivable balance from MOLA-Wessex Archaeology was £637,985 (2024 – n/a).

Mrs R K V Cook is a shareholder and director of Beechmast Consultancy Limited. Beechmast Consultancy Limited provided legal services to the charitable company and its subsidiary Wessex Archaeology Ventures Ltd, where she was also a director during the year ended 31st March 2025, to the value of £199 (2024 - £52,673).

There were no further related party transactions in the current or previous year.

16. ULTIMATE CONTROLLING PARTY

The charitable company has no ultimate controlling party.

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

17. SUBSIDIARY UNDERTAKINGS

Wessex Archaeology Limited owns 100% of the share capital of Wessex Archaeology Ventures Limited. A summary of Wessex Archaeology Ventures Limited's financial performance is shown below. Full audited accounts are available publicly available at Companies House. Wessex Archaeology Ventures Limited owns 100% of the share capital of Trident WA GmbH, a company limited by shares and registered in Germany. A summary of Trident WA GmbH's financial performance is shown below.

Profit and loss account	Wessex Archaeology Ventures Limited		Trident WA GmbH	
	2025 £000	2024 £000	2025 £000	2024 £000
Turnover	179	1,329	1,758	1,974
Expenditure	(357)	(926)	(1,708)	(1,692)
Net interest payable	(21)	(9)	(11)	(26)
Profit / (loss) for the year	(200)	394	39	256
Balance Sheet				
Investments and Fixed Assets	22	22	15	7
Current Assets	843	1,290	529	376
Current Liabilities	(951)	(1,049)	(404)	(549)
Net Assets / Liabilities	(86)	264	(140)	(166)
Total capital and reserves	(86)	264	(140)	(166)

18. CHARITY-ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
INCOME FROM:				
Charitable activities				
Archaeological projects	26,354,455	150,331	26,504,786	23,176,705
Total income	26,354,455	150,331	26,504,786	23,176,705
EXPENDITURE ON				
Charitable activities	25,067,943	139,287	25,207,230	21,450,430
Total expenditure	25,067,943	139,287	25,207,230	21,450,430
Gift Aid	150,000	-	150,000	-
NET INCOME/(EXPENDITURE)	1,436,512	11,045	1,447,556	1,726,275
RECONCILIATION OF FUNDS				
Total funds brought forward	7,647,983	33,125	7,681,108	5,954,833
TOTAL FUNDS CARRIED FORWARD	9,084,495	44,169	9,128,665	7,681,108

WESSEX ARCHAEOLOGY LIMITED

England & Wales - Charity number 287786

Accounts

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

REGISTERED COMPANY NUMBER: 01712772 (England and Wales)
REGISTERED CHARITY NUMBER: 287786

WESSEX ARCHAEOLOGY LIMITED

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WESSEX ARCHAEOLOGY LIMITED

CHAIR AND CHIEF EXECUTIVE'S REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Chair and Chief Executive's Report

Following a challenging year in 2022/23, brought on in part by wider economic challenges, 2023/24 saw a resurgence of our normal strong performance. Consolidations in staffing, budgets and wider plans during the early part of 2023 have enabled us to rebuild total funds to £7.8m (2023: £5.4m): a level both in line with our reserves policy as well as providing a stable platform from which to build.

This strong trading position has allowed us to also report a consolidated surplus of £2.4m (2023: deficit of £1.8m), which has not only offset our reported deficit in the previous year – but provided further funds to support our charitable activities. This in part results from previous consolidation activities – as well as a renewed focus on the key areas of our business. During the financial year 2023/24 we generated a consolidated annual income of £25.0 million (2023: £22.8m) and employed an average of 349 staff (2023: 390).

As in previous years, these key areas include infrastructure projects, renewable energy schemes and residential development. We have seen a particular upward trend in the renewable sector, which we predict will continue during the new government's tenure. As such we have continued to invest in our skills and business development within this sector. This investment includes continuing to build our Coastal & Marine capabilities, taking advantage of our sector-leading expertise in offshore energy and energy infrastructure landfall and cable sites.

Our international work continues to expand, with an increase of projects across all of areas of operation, particularly in the Baltic Sea, continental Europe, Australia, the Middle East and Arabia.

We have continued to invest in the development of processing facilities and other capital and non-capital projects to ensure that we are ready and capable to undertake upcoming large infrastructure projects, as well as provide specialist services to other archaeological organisations. We have been prudent in the planning and execution of our large infrastructure offering and have been mindful to put in place systems and processes that will be able to cope with any delays or cancellations of major projects.

Following the national post-COVID trend, the organisation's employees continue to work in a hybrid and flexible environment which benefits both the employees and the organisation. Our Management Team, HR team, and the Prospect union continue to collaborate closely to provide wellbeing support and development to all staff. During 2023/24 we appointed a new Chief Financial Officer and a new Chief Executive Officer has been recruited to take up post in April 2024. Our current Chair of Trustees will also come to the end of his tenure during 2024, with the new Chair in post in June 2024.

While building back our reserves and continuing to develop a stable base for the organisation, we continued to undertake a large range of charitable activities. These included the conclusion of a ground-breaking joint project with Historic England, Project Rejuvenate, working with young people across Wiltshire to actively participate in their historic environment outside their classrooms to aid in health and wellbeing. We continued to work on the Well City Salisbury project, a social prescribing model, working with local artists and other creative organisations to support people with mental health needs. We also undertook the Digging for Erlestoke project, working with prisoners within HMP Erlestoke to undertake all stages of an archaeological project within the Prison grounds, alongside a creative programme – all working towards a more holistic form of rehabilitation. Digging for Erlestoke is the first project of its kind in the UK and will act as a pilot project for future work in this area in the coming years.

Wessex Archaeology Limited (Wessex) looks forward to 2024/25; we are currently in the process of undertaking a major strategy review, which will provide us with a strong platform and clear direction to further achieve our charitable aims, ensure our continued financial resilience and continue to train, support and develop the heart of our organisation, our people.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report and the audited financial statements for the year ended 31 March 2024. The Trustees' Report incorporates the Directors' Report and Strategic Report required by company law.

Objectives and Activities

The objects for which the Charitable Company is established (its charitable purpose) are to derive public benefit through:

- the advancement of education; and
- the advancement of the arts, culture, heritage and science.

Wessex was set up as a charitable trust in 1979 and became a company in 1983. Wessex derives most of its income from its primary purpose trading in the provision of professional heritage services to businesses and government organisations throughout the UK and internationally. In addition to the public benefit delivered directly by these activities, the surplus generated by the Company is invested in educational and community engagement initiatives. Wessex serves and delivers value for its clients by deploying a wide range of technical, interpretative, advisory and public engagement capabilities and is recognised as a leader in innovation and the provision of high-quality services for archaeology and heritage sectors.

Mission

To stimulate positive change in society both through the excellence of the services it supplies to its clients and the quality of the information it shares with its beneficiaries.

Vision

Our vision is to create a universal appreciation of the value of cultural heritage. We want everyone to understand and appreciate the value of heritage for its social, economic and cultural benefits. By creating knowledge and understanding about the past, and by engaging a wide audience, we will help bring the past into the present, where its value can be understood and appreciated as cultural heritage. We want to highlight and articulate the contribution that cultural heritage can make to sustainability.

In working to achieve this, we recognise our dual responsibility to our clients and the public interest:

- Our offer to our clients is summarised as: "Complex problems creatively solved." We investigate, record, interpret and communicate the value of cultural heritage found below ground, above ground, and underwater. Our team of specialists use innovative combinations of techniques to deliver sustainable solutions which create value for our clients, the historic environment, and the needs of communities.
- The aim of our work within the wider community is: "Enriching lives through heritage." We share the results of our work widely and with a diverse audience, using archaeology to educate the public in science, the arts, culture, and heritage. We leave a positive legacy of social cohesion and wellbeing within local communities, through sharing knowledge, developing skills and promoting sustainability.

Strategic Goals

We currently have a strategic framework to achieve our vision centred around our public benefit, our people, and ensuring a sustainable future.

- Maximising Public Benefit: strengthening our ability to deliver meaningful public engagement;
- People-centred: investing in our people and creating opportunities for personal and professional development because we value the contribution made by everyone in our business;
- Building a Sustainable Business: delivering high quality professional services that are a sustainable solution to managing heritage risk.

Values

We strive to deliver our goals, adhering to our core values of:

- Authenticity and Ethics
- Customer Focus
- Applied Knowledge
- Reliability and Resilience
- Communicating Passion
- Collaborative Behaviour
- Innovative Thinking

Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an enhanced appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-reliant and dynamic. Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social, physical and economic regeneration.

We continue to invest in new ways to promote an appreciation of cultural heritage and to assist the public in deriving appreciable social value from historic environment resources. We focus on education, community, technology, inclusion and wellbeing and prioritise underserved sections of society.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK. In addition to the organisations or individuals who commission the work, beneficiaries include: fellow heritage professionals; individuals using publications and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as individuals who experience a higher risk of poverty, social exclusion, discrimination or violence than the general population, including, but not limited to, ethnic minorities, migrants, people with disabilities, isolated elderly people and children. The Trustees confirm that they have had due regard to the Charity Commission guidance on public benefit.

Achievements and Performance

Public Benefit

Aim	Our 2023/24 ambition	Our achievements
EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.	Create an agile Audience Function to capitalise on opportunities to closely align Communications, Engagement and Studio teams to use skills more flexibly and link our audience offer to our core commercial work.	Wessex has improved links and is working on improving collaborative tendering. A critical step identified is investment in audience research to inform the organisation-wide strategy and ensure we maintain an inclusive, agile and efficient approach to our audiences. This research is being commissioned to start in 2024/25. We have continued to work with clients to design ways to deliver exciting ways of engaging the public with archaeology and heritage. Projects such as Viking Link gave the public a chance to engage with the heritage of their local area through a range of activities aimed at all age ranges and interests. A similar approach is being planned for Sheffield Castle.
COMMUNITY Deliver sector-leading community engagement activities to serve the most diverse audience and leave a meaningful legacy. Promote health, wellbeing and social welfare for underserved groups and demonstrate verifiable impact for our wellbeing services.	Deliver the Well-City Salisbury Project so we reach more people in the community and raise awareness of the project across the UK. Deliver Digging for Erlestoke, community dig in partnership with HMP Erlestoke and learn from the project evaluation on this unique project.	The Well-City project extends into the 2024/25 but has continued to deliver its support to people with mental health needs through creative courses and volunteering opportunities. In year 2 Well-City Salisbury partners engaged with 139 course participants who came from 17 referring partners or self-referral. Feedback from everyone involved and the funders has been incredibly positive. Work is ongoing to obtain funding for the next 3-year phase of the project to build on its successes and positive impact in the community. Digging for Erlestoke also extended into 2024/25. The project has resulted in the men not only engaging with heritage but also seeing improvements to their wellbeing through social interactions, as well as learning and developing new skills that may support their rehabilitation needs.
TECHNOLOGY Increase our engagement on media channels and technical platforms.	Align our teams to collaborate more, improve content planning and creation, enhance channel management and focus on engagement	A review of media channels resulted in the decommissioning of regional social media accounts and reviewing legacy websites. Collaborative working on content planning and creation of communications has led to the development of new workflows for information sharing and high-impact content development across the organisation.
INCLUSION Engage underserved groups.	Continue to work with underserved groups in our local communities to deliver co-created heritage inclusion and wellbeing projects.	We have continued to deliver projects such as Project Rejuvenate which aimed to explore how engagement with heritage could help improve the behaviour, well-being, and life-chances of the young people and to positively impact their engagement with learning provision.

People-Centred

Aim	Our 2023/24 ambition	Our achievements
Develop our Health & Safety, seeking and maintaining accreditations	Integrate our Health and Safety Management System with our Quality Management System and align to Environmental Management System elements.	<p>The continued safety and wellbeing of our people remains a consistent theme of all work we undertake, integrating it with the QMS ensures that systems of work are wholly considered, and work together to be more effective, deliver efficiencies and a more sustainable approach to our business.</p> <p>The alignment with an environmental management system continues that theme of sustainability and consistency of process.</p> <p>In late 2023 we also launched a safety culture survey, the outcome of which will drive improvements in processes around safety from communication to processes, behaviours leadership and support.</p>
Streamline our Human Resources functions.	Improve data gathering and reporting in areas such as Turnover, Health, Recruitment and other people metrics to inform strategic need	We have continued to improve and report on the information that we gather about people; those reports will drive initiatives that improve the quality of the jobs that people do, driving positive employee engagement. The future aim is to develop systems that are linked and applied equally and consistently across the organisation.
Increase the wellbeing of our staff	<p>Improve our Death in Service offering to provide additional benefits to all employees including a Health Support Package.</p> <p>Reduce the Gender pay gap continuing the positive emerging trend increasing the number of women in positions of responsibility within the business.</p>	We have increased our well-being service to include additional benefits such as access expert advice in mental health. We have continued to utilise external therapy sources who provide confidential counselling through a referral service, and we have continued to grow our mental health first aider capacity across all services in the company.
Extend staff development capability by progressing our training and career support functions.	We will look to recruit apprentices in the and explore further apprenticeship opportunities to train and accredit staff internally.	<p>We were able to offer employment to all 3 apprentices who completed the level three Archaeological Technician apprenticeship programme in March 2023. We have continued to be involved in developing the apprenticeship standard, via the trailblazer group comprising Historic England, ClfA and other archaeological organisations, so that it continues to be relevant for the future of the industry. Within the business, investment and development of skills and capabilities were focussed in areas such as CPD, compliance and safety and capturing individual skills and knowledge.</p> <p>WA invested £379k, an average of 3.5 days per person in training between 2023 and 2024. Learning, development, and training ranged from essential compliance ensuring our staff are safe and healthy to CPD and technical skill investment and conference attendance.</p>
Engage staff with our values and define our culture.	We will carry out an organisation wide culture survey to give further insights into attitudes, behaviours and help to shape our focus of continuous improvement.	Following the outcome of the consultation around the Purpose of the business, a further working group examined the pathway by which we would achieve that common purpose. In doing so we examined the connection and resonance of the core values and how these are owned individually within the business. The pathway map was published to the Board and a video describing these next steps was communicated to all staff.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Building a Sustainable Business

Aim	Our 2023/24 ambition	What we achieved
Continue to implement our Sustainability Strategy	Continue to implement our sustainability plan by establishing baseline metrics, monitoring arrangements and aligning operational practice and infrastructure with opportunities to reduce energy use and carbon emissions and continue implementation of an Environmental Management System in compliance with ISO14001	We established our Baseline Carbon Footprint by assessing our Scope 1, 2 and a selection of Scope 3 emissions from the previous year, including energy consumption, transportation, and waste generation, and worked with an independent company to calculate and verify our impacts via our spend data. Alignment with ISO14001 is progressing with collaborative input from both the Quality and OHS teams. A gap analysis has been undertaken and we are working on key documents such as the environmental impacts and aspects register which form the foundations of an Environmental Management System.
Develop our Procurement Strategy	We will continue to develop our procurement strategy to improve our supply chain and to provide our clients with assurance that our procurement is aligned with statutory as well as client requirements.	A working group has been developing our procurement strategy and updating policies and procedures to support best practice. Ensuring our supply chain is both sustainable and compliant has been a focus along with how we monitor and measure this.
Continue to implement our IT development plan.	We will continue to invest and expand our data storage strategy, web-based collaboration and communications tools and our IT Infrastructure.	We have invested in new tape libraries for our backup and disaster recovery system improving the security of our data. We already have Cyber Essential accreditation. Work has been ongoing to update and improve our O365 licensing to give enhanced security features and additional systems/functionality. Once new features are fully implemented it will enable us to apply for Cyber Essentials + bringing additional enhancements to our security. We have expanded the IT team to meet demand and introduce resilience (knowledge and expertise) across the business.
Improve our environmental, social and economic performance.	We will seek ways to improve the performance of the business and enhance measuring and recording the environmental, social and economic performance of the Charity.	We have made good progress on establishing measurable data for carbon and economic reporting and are continuing to develop ways to measure our social performance. We continue to embed or look for ways to embed sustainable practices within our commercial and charitable activities and within our supply chain. We have returned the business to surplus, after a deficit in 2022/23 to build our economic sustainability.
Increase our national and international reach.	Develop new international partnerships and explore opportunities in new territories whilst maintaining and developing our established network.	We have continued to nurture our existing network both nationally and internationally. We have worked on projects with our international partners from Australia and USA and have expanded our work in the Middle East and Ireland.

Plans for the future

Wessex is in the midst of a strategic review which will conclude in late 2024.

Public Benefit

Our 2024/25 ambition	What we will do
EDUCATION & COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.	Continue to deliver activities that enhance knowledge and engage people with archaeology. Work with, engage and include clients, partners, suppliers and other strategic relationships in the delivery and engagement with the public, to improve our activities and diversity of reach. Launch and continue to add resources to our Open Library platform, where we share the charity's rich archaeological knowledge and data with as many people as possible, removing barriers including subscriptions and fees.
INCLUSION & WELLBEING Challenge inherent bias and continue to target and engage underserved groups.	In line with our audience research and current business strategy, continue to find ways to work with relevant groups and communities and, where possible, expand on existing projects to increase the impact and our learnings.
AUDIENCE RESEARCH	Undertake research of our audiences to understand the motivations, needs, and behaviours of the people who use our services and engage with our work. We will use insights from this research to inform our future strategy and the development of plans and activities across the business. We aim to not only understand our audiences but also prioritise them in line with current business objectives and see the outcome as creating deeper connections and more meaningful engagements where we focus our resources.

People-Centred

Our 2024/25 ambition	What we will do
Develop Health & Safety, for our staff.	Continue with the integration of the Health and Safety and Quality management systems, whilst providing an increased reporting mechanism that looks at the whole picture, spots trends and improves the way in which we manage what and how we do our work.
Investment in upskilling people and communication Increase the wellbeing of our staff. Extend staff development capability by progressing our training and career support functions. Engage staff with our values and define our culture.	Update organogram of the business which describes the functional accountabilities of the business, thus providing greater clarity on roles and responsibilities as well as mapping what we do more clearly. Invest in improving adverts and job designs to make these clearer, more up to date and attractive to new starters. Invest in improving the onboarding and induction process so that new starters feel engaged and part of the business, its culture and purpose from day one. Look at working with diverse groups in the business to understand, improve and remove barriers that the language and content in an advert unconsciously creates. Invest in leadership support and training to support existing and emerging leaders in the business.
	Create two new staff engagement groups whose role is to remove barriers, improve engagement and provide ideas and support to colleagues and peers: <ul style="list-style-type: none"> • Diversity, Equality and Inclusion (DEI) committee • Foreign Nationals Forum
Improving diversity, equity and inclusion (DEI)	Leverage our relationship with clients and strategic partners to increase our DEI and innovative ways of working.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Sustainable Business

Our 2024/25 ambition	What we will do
Emissions and significant energy use within the WA estate	Review all WA sites (operational and commercial) buildings (existing and new) Evaluate vehicles/Fleet/Transport/Equipment. Continue to build our aspects and impacts register – with field work being the first to test the system. Integrate the new Estates Manager role to deliver sustainable goals, such as waste management across our operations, energy reductions and facilitate equitable and fit for purpose working environment across our estate.
Engagement behavioural change and governance	Review corporate policies relating to carbon reduction and realign our Net Zero ambition based on current data. Review behavioural changes and training needed to focus on climate change. Develop company communication strategy to raise awareness of and improve engagement with our net zero ambition (and changes needed to achieve it). Improve strategic investment policies and sustainable procurement whilst considering social value outcomes. Integrate the new Procurement Manager role to deliver value and cost savings, while working with our supply chain to realise the aims and collect data required for our Net Zero journey. Onboard and embed supplier management software (to ensure all key suppliers are verified for a range of criteria such as H&S, sustainability, financial stability etc which, in return reduces our operational risk).

Financial Review

Consolidated income for the year was £25.0m, an increase of 9.6% over the previous year. Expenditure decreased by 8.1% which resulted in a net surplus of £2.4m (2023: deficit of £1.8m). The total funds of the Group at 31 March 2024 were £7.8m (2023 - £5.4m) of which £33k is restricted (principally Well City fund). The increased revenue reflected strong demand and the decrease in costs resulted from a focus on Wessex's core activities.

The Charity continues to invest to improve efficiency, with significant expenditure on IT and Geosurvey technology. The Group spent £0.3m (2023 - £1.1m) on fixed assets during the year.

Overall expenditure on salaries and benefits decreased by 6.9% to £13.2m (2023 - £14.2m) and this remains the largest single category of expenditure. Average headcount was 349 (2023 - 390).

The total employer's Group Personal Pension Plan contribution for the year was £1.1m (2023 - £1.2m).

In September 2024, the government chose to stop funding for several infrastructure projects, one of which Wessex was delivering. It should be noted that this decision had no major impact on the financial position of Wessex.

Investment powers and restrictions

The Charitable Company may invest monies not immediately required for its purposes in such investments, securities or property as it thinks fit, subject to charities and corporate law.

Reserves Policy

Following a review by the Finance, Risk and Audit Committee in 2024, the Trustees have approved the Reserves Policy. Based on an assessment of cashflow demand, the cash contingency requirement was set at one month's operating costs (c. £2m) and the minimum reserves were set at three months' operating costs (c. £6m). In determining the reserve level, consideration was given to the level of working capital required to satisfy the expected cash flow requirements of projects. If, at any point, Wessexcan foresee it may breach the minimum reserves threshold of three months' operating costs, the policy requires that this position be included on the Charitable Company's Risk Register and addressed with an appropriate action plan.

Total assets in the Charity's Balance Sheet as at 31 March 2024 were £7.7m (2023 - £6.0m). Total assets include fixed assets of £2.1m (2023 - £2.3m) leaving available reserves of £5.6m (2023 - £3.6m).

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Supporting strategies and activities designed to meet the Reserves Policy include marketing, productivity improvement, service development, overhead reduction initiatives and working capital optimisation. Responsibility for these is delegated to the executive. The policy is reviewed annually to balance delivery of the Charitable Company's objectives and the need to maintain the resilience of the operation.

Risk Management

Wessex Archaeology Limited has both a Risk Management Policy and a Risk Management Procedure in place. These are regularly reviewed by the Finance, Risk and Audit sub-committee.

The Executive Management Team is responsible for the execution of the Risk Management Procedure and the maintenance of the Risk Register and Risk Appetite. The Risk Register and Risk Appetite are then regularly considered by the Finance, Risk and Audit sub-committee and approved by the Board. The Resilience Team, which comprises the Directors with accountability for HR, H&S and Quality, supports this process.

The key areas of risk identified are as follows:

Governance Risks

Governance risks are mitigated through regular monitoring of the regulatory and operational environment and the performance of internal systems. This includes the use of external advisors and internal measures which bring potential problems to the attention of the Trustees and the management team.

Operational Risks

Operational risks are mitigated by the design and maintenance of management systems which direct and document decisions made by the management team, provide performance monitoring and include responsive procedures to minimise the impact of adverse events.

Financial Risks

Financial risks are mitigated through careful financial forward planning, the monitoring of budgets and reporting mechanisms. The Finance team has access to in house Quantity Surveyors as well as external financial advice and the support of legal and payment collection services.

External Risks

External Risks are mitigated by careful strategic planning and service development programmes which remain flexible and able to respond to market and regulatory change.

Compliance Risks

Compliance risks are mitigated by continuous efforts to maintain and project a strong organisational culture. Staff are required to demonstrate and communicate the company's core values throughout their work and are empowered to challenge behaviours and potential outcomes which fall below our standards.

Principal Risks and Uncertainties

Economic Risk – in common with many businesses, the charity is exposed to changes in the wider economy. In mitigation the Trustees and the Executive continue to monitor economic developments closely and the Trustees have maintained their support for a series of business development and diversification strategies which seek to explore alternative income streams.

Client Failure – The global economic picture remains highly volatile, and failures of large-scale consulting and engineering firms continue to be a risk. The Trustees recognise that many potential client organisations may be directly or indirectly affected by such failures in the future. Impacts are controlled by close attention to the level of outstanding debt and the financial stability of all client organisations.

Risks to People – The organisation is dependent upon its people and increased personal and professional strains can result in lowered performance, ill health, staff losses or recruitment difficulties. The Board of Trustees and the management team treat the health, safety, wellbeing and retention of our people as a priority, ensuring a safe, supportive and developmental environment.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Regulatory Risk – Current income streams depend upon environmental regulations and planning policy guidance. The loss of overarching legislation from the EU and the potential use of deregulation and policy change as an economic stimulant at national level pose threats to these income streams.

The Trustees and executive team maintain contacts within the heritage disciplines, across the wider environmental sector and within government. These provide insight into the potential for change and the organisation makes the most of any opportunity to influence the development of policy. Several diversification and business development strategies targeting new income streams are in progress.

Structure, Governance and Management

Governing documents

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each. At 31st March 2024, there were eight members.

Subsidiary undertakings

The Charity has a trading subsidiary, Wessex Archaeology Ventures Limited which is the sole shareholder of Trident WA GmbH Germany. The trading results of these subsidiaries have been incorporated within the Group financial statements.

Appointment of Trustees and Directors

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Trustees, Chief Executive Officer, and Principal Officers as appropriate. During 2024, the Chair of the Trustees, I. Selby, stepped down and T. Wright was appointed as Chair.

Structure of organisation and decision making

The Trustees are responsible for the overall strategic direction and policy objectives of Wessex. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers. The Board of Trustees and the Executive Management Team comprise the key management personnel of the Charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis.

Wessex maintains partnership working relationships with a range of charitable and commercial enterprises in the archaeological sector and in related fields. The Trustees are satisfied that these relationships serve to further the charitable aims.

The Trustees have reviewed the events or actions which would adversely affect Wessex's ability to achieve its stated charitable objects or its legal obligations. The Trustees have also implemented a risk management system based on Charity Commission guidance. They are satisfied that the major risks have been identified and that suitable measures are in place to monitor the possible occurrence of these risks and to avoid or, if necessary, to mitigate their effects.

The Board has established three sub-committees: Nominations Committee, Remuneration Committee and Finance, Risk and Audit Committee. The Committees are established as sub-committee of the Board and comprise at least two serving Trustees.

Pay policy for senior staff

All of the current Trustees give their time freely and no Trustee received remuneration in the year. Details of remuneration of the previous Chief Executive who was also a Trustee is set out in note 6 to the Financial Statements. Trustees' expenses and related party transactions are disclosed in notes 6 and 15 to the Financial Statements. The pay of the Executive Management Team and all staff is reviewed annually and is increased in line with a minimum level set by the Remuneration Committee. The Trustees benchmark pay awards against pay levels in comparable charities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Inclusive employment Policies

Wessex welcomes applications for employment from all prospective employees regardless of gender, race, belief or disability. We aim to actively promote equality of opportunity and maximise the abilities, skills and experience of all employees, to ensure that management practices are inclusive.

Employee information

Wessex places great importance on ensuring that employees are regularly updated and have appropriate opportunities to engage with senior management. A staff newsletter is circulated to all offices and by email and all staff are provided with an account on an internal social network. A Staff Forum meeting is convened on a quarterly basis which is attended by staff representatives, the Prospect Union and a member of the Executive Management Team.

Gender Pay information

As an organisation of over 250 employees, Wessex Archaeology is required to monitor and publish Gender Pay Gap information. To comply with these regulations the Group;

- reports and publishes gender pay gap information annually,
- reports gender pay gap information to the government online, using the Gender Pay Gap Service and
- publishes gender pay gap information on its website at <https://www.wessexarch.co.uk/gender-pay-reporting>

Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. To do this we make a consistent effort to attract as diverse a range of candidates as possible, create opportunities so that everyone can explore a career in a way that works for them and ensure that we have the right processes in place to make pay and progression fair for everyone.

Wessex Archaeology is committed to the development of our staff, by fostering a culture of inclusion, fairness and flexibility. Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. We make a consistent effort to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. Every level of our business is challenged to create opportunities so that everyone can explore a career in a way that works for them ensuring we have the right processes in place to make pay and progression fair for everyone.

Fundraising

Wessex does not actively fundraise from the general public, either directly or through the use of third-party fundraising providers. No complaints were received in respect of fundraising in either the current or previous financial year.

The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Reference and administrative details

Registered Company Number

01712772 (England and Wales)

Registered Charity (England and Wales) Number:

287786

Scottish Charity Register Number:

SC042630

Registered office

Portway House
Old Sarum Park
Salisbury
Wiltshire
SP4 6EB

Trustees

I Selby (Chair) (Resigned 04/06/2024)
T Wright (Chair) (Appointed 17/06/2024)
R Cook
J Johnson
C Watson
R Whimster (Resigned 08/02/2024)
S Voaden
C Brayne (Resigned 31/07/2023)
P Jamieson (Resigned 08/02/2024)
M Denmead (Appointed 13/02/2024)
R Skeates (Appointed 13/02/2024)
S Trow (Appointed 13/02/2024)
A Schultz (Appointed 24/05/2024)

Secretary

P Sealey (Resigned 09/10/2023)
S Smith (Appointed 27/10/2023)

Further offices:

Pure offices Suite 68 Bannington Road 2 Anderson Place Edinburgh EH6 5NP
Logix House, Wrotham Road, Meopham Kent DA13 0QB
Unit R6, Riverside Block, Sheaf Bank Business Park, Prospect Road, Sheffield S2 3EN
Unit 9, City Business Park, Easton Road, Bristol BS5 0SP

Principal Officers:

S Eve	Chief Executive Officer
P Baggaley	Chief Technology Officer
A Bryant	Chief Commercial Officer
C Budd	Chief Operating Officer
M Rajic	Chief Strategy Officer
S Smith	Chief Finance Officer

Bankers:

Lloyds Bank PLC, 39 Threadneedle St, London EC2R 8AU

Auditors:

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors:

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, SP1 2SB

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2024

Statement of the Board of Trustees' responsibilities for the financial statements

The Trustees, who are also directors of Wessex Archaeology Limited for the purposes of company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity and the Group as at the balance sheet date and of the incoming resources and application of resources, including income and expenditure, of the Charity and Group for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis.

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

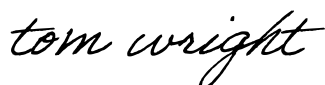
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Each of the directors, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

Auditors

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the charitable company for the forthcoming year will be put to members.

The Trustees' Report (incorporating the Strategic Report) was approved by the Trustees on 31 October 2024 and signed on their behalf by:



.....
T. Wright – Chair of Trustees

Opinion

We have audited the financial statements of Wessex Archaeology Limited for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Executive Summary, Chair's Report, and the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, The Charities Act 2011, VAT, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to work in progress. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, such as the recognition of work in progress.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2024

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Richard Weaver
For and on behalf of Haysmacintyre LLP
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 7 November 2024

WESSEX ARCHAEOLOGY LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME FROM:					
Charitable activities	3				
Archaeological projects		24,846,797	134,448	24,981,245	22,799,483
Total income		<u>24,846,797</u>	<u>134,448</u>	<u>24,981,245</u>	<u>22,799,483</u>
EXPENDITURE ON:					
Charitable activities	4	22,448,675	113,422	22,562,097	24,563,457
Total expenditure		<u>22,448,675</u>	<u>113,422</u>	<u>22,562,097</u>	<u>24,563,457</u>
NET INCOME/(EXPENDITURE)		2,398,122	21,026	2,419,148	(1,763,974)
Gains & losses		14,938	0	14,938	0
Net movement in funds		2,413,060	21,026	2,434,086	(1,763,974)
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>5,355,578</u>	<u>12,099</u>	<u>5,367,677</u>	<u>7,131,651</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>7,768,638</u></u>	<u><u>33,125</u></u>	<u><u>7,801,763</u></u>	<u><u>5,367,677</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A charity only Statement of Financial Activities is included in note 18.

The notes on pages 19 to 30 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AT 31 MARCH 2024

	Notes	Group		Charity	
		2024 £	2023 £	2024 £	2023 £
FIXED ASSETS					
Tangible assets	8	2,081,998	2,305,400	2,075,461	2,296,581
Investments		-	-	10	10
Total fixed assets		<u>2,081,998</u>	<u>2,305,400</u>	<u>2,075,471</u>	<u>2,296,591</u>
CURRENT ASSETS					
Debtors	9	5,939,945	6,173,261	5,412,282	6,435,382
Cash at bank and in hand		5,284,192	2,596,634	4,947,112	2,427,727
Total current assets		<u>11,224,137</u>	<u>8,769,895</u>	<u>10,359,394</u>	<u>8,863,109</u>
CREDITORS: amounts falling due within one year	10	<u>(4,871,207)</u>	<u>(5,014,358)</u>	<u>(4,121,370)</u>	<u>(4,511,607)</u>
NET CURRENT ASSETS		<u>6,352,930</u>	<u>3,755,537</u>	<u>6,238,024</u>	<u>4,351,502</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>8,434,928</u>	<u>6,060,937</u>	<u>8,313,495</u>	<u>6,648,093</u>
CREDITORS: amounts falling due after one year	11	<u>(65,226)</u>	<u>(193,127)</u>	<u>(65,226)</u>	<u>(193,127)</u>
PROVISIONS FOR LIABILITIES	13	<u>(567,938)</u>	<u>(500,133)</u>	<u>(567,161)</u>	<u>(500,133)</u>
NET ASSETS		<u><u>7,801,763</u></u>	<u><u>5,367,677</u></u>	<u><u>7,681,108</u></u>	<u><u>5,954,833</u></u>
FUNDS	14				
Restricted funds					
Restricted funds		33,125	12,099	33,125	12,099
Unrestricted funds:					
General fund		7,531,331	5,118,271	7,410,675	5,705,426
Revaluation reserve		237,308	237,308	237,308	237,308
TOTAL FUNDS		<u><u>7,801,763</u></u>	<u><u>5,367,677</u></u>	<u><u>7,681,108</u></u>	<u><u>5,954,833</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 31 October 2024 and are signed on its behalf by:

tom wright

.....
Mr T Wright CBE -Trustee

The notes on pages 19 to 30 form part of these financial statements.

WESSEX ARCHAEOLOGY LIMITED
CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Note	Total 2024 £	Total 2023 £
Cash flows from operating activities:			
Cash generated from operations	A	3,203,735	(808,235)
Interest paid		(7,683)	(7,991)
Interest element of hire purchase and finance lease rental payments		(21,897)	(21,261)
Net cash provided by operating activities		<u>3,174,155</u>	<u>(837,487)</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(303,631)	(1,108,934)
Net cash provided by (used in) investing activities		<u>(303,631)</u>	<u>(1,108,934)</u>
Cash flows from financing activities:			
Assets purchased under finance leases		59,880	300,714
Capital repayments in the year		(242,847)	(255,185)
Net cash provided by (used in) financing activities		<u>(182,967)</u>	<u>45,529</u>
Change in cash and cash equivalents in the reporting period		<u>2,687,557</u>	<u>(1,900,892)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>2,596,634</u>	<u>4,497,526</u>
Cash and cash equivalents at the end of the reporting period		<u><u>5,284,191</u></u>	<u><u>2,596,634</u></u>

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total 2023 £	Total 2023 £
Net income for the reporting period (as per Statement of Financial Activities)	2,434,086	(1,763,974)
Adjustments for:		
Depreciation charges	506,754	468,886
Interest paid	7,683	7,991
Loss on disposal of fixed assets	20,279	7,980
Interest element of hire purchase and finance lease rental payments	21,897	21,261
Increase in provisions	67,805	103,088
(Increase)/decrease in debtors	233,316	188,034
Increase/(decrease) in creditors	(88,085)	158,499
Net cash provided by (used in) operating activities	<u>3,203,735</u>	<u>(808,235)</u>

The notes on pages 19 to 30 form part of these financial statements.

1. STATUTORY INFORMATION

Wessex Archaeology Limited is a company limited by guarantee (company number 01712772), registered in England and Wales, without share capital. Wessex Archaeology Limited is also a charity registered with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator in Scotland. The guarantors are the trustees to the extent of £10 each. There were 8 trustees at the balance sheet date (2021 – 8 trustees). The company's registered office address can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets. The financial statements are presented in Sterling, which is also the functional currency of the company. The financial statements are rounded to the nearest Pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

These financial statements consolidate the results of the Charity and its wholly-owned subsidiary, Wessex Archaeology Ventures Limited, on a line-by-line basis. Wessex Archaeology Ventures Limited has its own wholly-owned subsidiary, Trident WA GmbH, a company registered in Germany, which is also included in these consolidated financial statements.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from charitable activities includes amounts invoiced in the year, exclusive of Value Added Tax. In respect of long-term contracts, income represents the value of work done in the year, including estimates of amounts not invoiced and is recognised by reference to the stage of completion.

Long term contracts

Where contracts are not complete at the end of the financial year provision is made for the anticipated value of income where the cost of work exceeds the actual value of income, provided that there is reasonable certainty that the anticipated value will be realised in the next accounting period. This is separately disclosed within debtors as "amounts recoverable on contracts". Any surplus of income over expenditure is not recognised unless there is reasonable certainty that the surplus will crystallise in a future period, with any surplus recognised on a sliding scale through to completion. This is separately disclosed within creditors as "payments on account on contracts". Full provision is made for losses on all contracts in the year in which the loss is first foreseen.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on the provision of the charitable company's activities, which includes education and community engagement, may be either costs that can be allocated to specific archaeological projects or costs that cannot be allocated to specific projects, but which are incurred only for archaeological projects collectively.

Support costs enable the Charity to carry out its activities but do not themselves produce the output of these activities. They include items which are wholly identifiable as support costs and an apportionment of shared costs, which are allocated on the basis of the number of support staff.

Governance costs associated with the general running of the Charity as opposed to the direct management of the Company's operations are classed as governance costs and include direct and related support costs.

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Assets are capitalised where the cost of an item exceeds £2,000 and the useful economic life of the asset is longer than the year of acquisition. Assets are disposed of in the accounts and removed from the fixed asset register when the useful economic life of the asset comes to an end and the net book value is nil. The charitable company operates a policy of revaluation on freehold land and property. Freehold land and property is included at current value at the balance sheet date.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, evenly over the useful economic life of that asset, as follows:

Leasehold buildings	Calculated evenly over the remaining period of the lease
Computer equipment	3 years straight line basis
Archaeology Evaluation Equipment	3 years straight line basis
Motor vehicles	4 years straight line basis
All other assets	3-, 5- and 10-years straight line basis

Investments

Investments in subsidiaries are valued at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and highly liquid bank accounts. Cash held as part of an investment portfolio is included with the investment to which it relates.

Provisions

Provisions are recognised when the charitable company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amount unexpended at the balance sheet date is shown within Restricted Funds.

General funds are Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Deficit balances incurred on specific Restricted funds are funded from Unrestricted funds where no further Restricted fund income is expected to offset the expenditure incurred.

The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within Unrestricted funds. Where the trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to general Unrestricted funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension scheme

The charitable company operates a defined contribution pension scheme for all its employees. The assets of the Scheme are held separately from those of the charitable company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charitable company in the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

2. ACCOUNTING POLICIES - continued

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The Trustees consider the budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Judgements and key sources of estimation uncertainty

In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and the underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant areas of judgement in preparing the financial statements are the anticipated value and costs in relation to incomplete long-term contracts and the estimate of costs for the future deposition of archaeological archives.

Hire purchase and leasing commitments

Assets funded through finance leases are capitalised as fixed assets and depreciated on a straight-line basis over the shorter of their useful economic life and the lease term. Interest is charged to the Statement of Financial Activities on a straight-line basis. Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

3. INCOME FROM CHARITABLE ACTIVITIES

Analysis of income by activity:

	2024 £	2023 £
Coastal	836,727	484,801
Community	274,095	148,772
Fieldwork	17,283,744	16,533,777
GeoServices	3,283,859	3,129,544
Graphics	55,484	90,526
Heritage	687,559	863,687
Research	2,388,819	1,302,436
Other	36,510	156,340
	<u>24,846,797</u>	<u>22,707,883</u>

4. CHARITABLE ACTIVITIES COSTS

Provision of charitable activities:

	2024 £	2023 £
Archaeological & Community projects	18,892,854	20,487,395
Support costs	3,386,507	3,854,993
Governance costs	169,315	125,054
	<u>22,448,675</u>	<u>24,467,442</u>

WESSEX ARCHAEOLOGY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2024**

Governance costs include £73,670 (2023: £26,190) salaries (incl. pensions and employer's national insurance).

Analysis of archaeological projects & education costs:

	2024	2023
	£	£
Salaries (incl. pensions and employer's national insurance)	10,587,730	10,991,549
Plant/Buildings hire and other site costs	2,800,018	3,342,617
Travel and vehicle hire	812,397	1,167,884
Staff accommodation	558,569	784,601
External specialists' fees	1,688,675	1,479,119
Direct facilities and services costs	1,412,505	1,527,922
Other project costs	594,455	787,967
Depreciation	438,505	405,736
	<u>18,892,854</u>	<u>20,487,395</u>

Included in direct facilities and services costs is an operating lease charge for land and buildings of £354,411 (2023 - £300,628). Included in travel and vehicle hire costs is an operating lease charge for other operating lease charges of £18,310 (2023 - £Nil). In addition, the Charity incurred other operating lease costs relating to software and IT assets of £5,966 (2023 - £20,954).

Analysis of support costs:

	2024	2023
	£	£
Salaries (incl. pensions and employer's national insurance)	2,625,148	3,151,342
Travel and subsistence	89,096	41,142
Telephone and IT related services	158,010	87,411
Print, postage and stationery	18,833	25,775
Professional fees and services	217,434	259,407
Insurance	16,956	13,575
Utilities and facilities costs	32,057	22,438
Other support costs	158,058	190,754
Depreciation	68,250	63,150
Staff accommodation	2,664	-
	<u>3,386,507</u>	<u>3,854,993</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

4. CHARITABLE ACTIVITIES COSTS (continued)

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2024

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	817,324	146,504	7,325	971,152
Community	233,864	41,920	2,096	277,880
Consultancy	667,154	119,586	5,979	792,719
Fieldwork	12,853,932	2,304,042	115,195	15,273,168
Geoservices	2,587,801	463,858	23,191	3,074,850
Graphics	50,376	9,030	451	59,857
Research	1,682,404	301,568	15,077	1,999,049
	18,892,854	3,386,507	169,315	22,448,675
	18,892,854	3,386,507	169,315	22,448,675

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2023

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	708,156	128,265	4,016	840,436
Community	319,613	86,318	0	405,931
Consultancy	1,014,327	183,720	5,752	1,203,800
Fieldwork	14,022,456	2,654,200	90,163	16,766,819
Geoservices	2,861,942	518,771	16,273	3,397,986
Graphics	68,251	12,362	387	81,000
Research	1,492,649	270,357	8,464	1,771,470
	20,487,395	3,854,993	125,054	24,467,442
	20,487,395	3,854,993	125,054	24,467,442

Costs relating to archaeological & community projects and support costs are apportioned to each activity on the basis of total staff charge values for the year.

5. NET INCOME/(EXPENDITURE)

Net Income and Expenditure is arrived at after charging:

	2024 £	2023 £
Depreciation	506,755	468,886
Operating leases - land and buildings	354,411	300,628
Operating leases - other	24,276	20,954
Auditors' remuneration - audit	25,086	24,700
Auditors' remuneration - other	0	7,775
	910,528	822,943

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

6. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' remuneration was paid in the normal course of duties and for the period of trusteeship was as follows:

	2024	2023
	£	£
Salaries	108,246	88,648
Pension contributions	2,838	5,100
Benefit in Kind	5,134	6,834
Expenses	840	0
	<u>117,058</u>	<u>100,582</u>

The salary, pension contribution and benefit in kind was in relation to C. Brayne for the current and previous year. Authority to pay trustees remuneration is provided by the Articles of Association of the charitable company. Trustees were reimbursed expenses of £840 in 2024 (2023 £nil).

7. STAFF COSTS

The aggregate payroll costs were:

	2024	2023
	£	£
Wages and salaries	10,859,907	11,731,666
Employer's national insurance	1,129,004	1,216,773
Pension contributions	1,099,021	1,175,746
Redundancy & Termination payments	98,942	44,994
	<u>13,186,874</u>	<u>14,169,179</u>

The average number of staff employed by the charitable company during the financial year amounted to:

	2024	2023
Archaeologists	279	301
Education/Outreach staff	7	11
Support staff	63	78
	<u>349</u>	<u>390</u>

The number of employees whose earnings for the year exceeded £60,000 are within the following bands:

	2024	2023
	No.	No.
£60,000 - £69,999	2	3
£70,000 - £79,999	3	2
£90,000 - £99,999	0	1
£100,000-£110,999	1	0
	<u>6</u>	<u>6</u>

The key management personnel of the charity during the year comprised the Trustees and the Executive Management Team. The total costs comprising salary, compensation for loss of office, pension contributions and benefits in kind and associated national insurance costs of the 15 (2023 – 14) key management personnel of the charity were £1,026,509 (2023 £931,279).

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

8. TANGIBLE FIXED ASSETS

GROUP

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2023	750,000	614,372	1,011,424	73,821	1,694,611	4,144,228
Additions	0	104,811	91,343	4,419	103,058	303,631
Disposals	0	0	0	0	(44,244)	(44,244)
At 31 March 2024	750,000	719,183	1,102,767	78,240	1,753,425	4,403,615
DEPRECIATION						
At 1 April 2023	0	71,484	691,047	28,111	1,048,186	1,838,828
Charge for year	0	64,828	192,686	17,144	232,096	506,754
	0	0	0	0	(23,965)	(23,965)
At 31 March 2024	0	136,312	883,733	45,255	1,256,317	2,321,617
NET BOOK VALUE						
At 31 March 2024	750,000	582,871	219,034	32,985	497,108	2,081,998
At 31 March 2023	750,000	542,888	320,377	45,710	646,425	2,305,400

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

8. TANGIBLE FIXED ASSETS (CONTINUED)

CHARITY

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2023	750,000	614,372	1,006,428	73,821	1,690,786	4,135,407
Additions	0	104,811	89,845	4,419	102,852	301,927
Disposals	0	0	0	0	(44,244)	(44,244)
At 31 March 2024	<u>750,000</u>	<u>719,183</u>	<u>1,096,273</u>	<u>78,240</u>	<u>1,749,394</u>	<u>4,393,090</u>
DEPRECIATION						
At 1 April 2023	0	71,484	691,046	28,111	1,048,186	1,838,827
Charge for year	0	64,828	190,312	17,144	230,483	502,767
Disposals	0	0	0	0	(23,965)	(23,965)
At 31 March 2024	<u>0</u>	<u>136,312</u>	<u>881,358</u>	<u>45,255</u>	<u>1,254,704</u>	<u>2,317,629</u>
NET BOOK VALUE						
At 31 March 2024	<u>750,000</u>	<u>582,871</u>	<u>214,915</u>	<u>32,985</u>	<u>494,690</u>	<u>2,075,461</u>
At 31 March 2023	<u>750,000</u>	<u>542,888</u>	<u>315,383</u>	<u>45,710</u>	<u>642,600</u>	<u>2,296,581</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

8. TANGIBLE FIXED ASSETS (continued)

Included within the net book value of £2,075,461 is £152,230 (2023 - £360,146) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £163,672 (2023 - £181,084).

The charitable company had the freehold property valued on 9 November 2020 by Aitchison Raffety, Chartered Surveyors and Property Consultants. The value of the property at this date was £750,000. The Trustees consider this to be the most accurate valuation of the property at 31 March 2024 and are satisfied that there is no material difference between the valuation at 31 March 2024 and the valuation at 9 November 2020.

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade debtors	4,141,301	4,382,302	3,517,437	4,189,117
Amounts recoverable on contracts	673,882	1,242,449	352,556	1,242,449
Amounts owed by subsidiary undertakings	0	0	417,680	455,463
Other debtors	919,137	339,976	918,984	339,819
Prepayments	205,625	208,534	205,625	208,534
	<u>5,939,945</u>	<u>6,173,261</u>	<u>5,412,282</u>	<u>6,435,382</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Finance lease (see note 12)	177,297	232,363	177,297	232,363
Payments on account	2,458,072	2,874,244	2,324,411	2,408,895
Trade creditors	916,891	642,113	284,847	611,758
Social security and other taxes	899,497	940,353	928,610	951,507
Other creditors	216,674	225,372	213,683	224,027
Accruals and deferred income	202,776	99,913	192,522	83,057
	<u>4,871,207</u>	<u>5,014,358</u>	<u>4,121,370</u>	<u>4,511,607</u>

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (GROUP AND CHARITY)

	2024 £	2023 £
Finance lease (see note 12)	<u>65,226</u>	<u>193,127</u>

12. LEASING AGREEMENTS (GROUP AND CHARITY)

	Finance leases	
	2024	2023
	£	£
Net obligations repayable:		
Within one year	177,297	232,363
Between one and five years	65,226	193,127
	<u>242,523</u>	<u>425,490</u>

The tangible fixed assets held under finance lease agreements are provided as security for the obligations under finance lease agreements.

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	345,505	310,201
Between one and five years	617,787	727,944
	<u>963,292</u>	<u>1,038,145</u>

13. PROVISIONS FOR LIABILITIES (GROUP AND CHARITY)

	Bad debts	Deposition	Total
	£	£	£
At 1 April 2022	97,381	299,664	397,045
Arising and charged in the year			
Utilised in the year	(24,155)	127,243	103,088
At 1 April 2023	<u>73,226</u>	<u>426,907</u>	<u>500,133</u>
Utilised in the year	0	0	0
Arising and charged in the year	22,574	45,231	67,805
At 31 March 2024	<u>95,800</u>	<u>472,138</u>	<u>567,938</u>

Deposition provision

The deposition provision relates to costs which will be incurred when project archives are deposited in the relevant museum. As many of these museums are currently at full capacity, it is not possible to give a certain date as to when this provision will be utilised.

14. MOVEMENT IN FUNDS

All of the Unrestricted funds, except the revaluation reserve, have been generated from surplus income on archaeological projects which have been carried out in the furtherance of the Charitable Company's objectives. These funds have been and continue to be fully utilised in meeting the needs of the Charitable Company, as explained in the Trustees' report, without which its objectives could not be pursued.

The movement in general funds is analysed in the Statement of Financial Activities.

Movement in restricted funds (group and charity)

	At 31 March 2023 £	Income	Expenditure £	At 31 March 2024 £
Well City fund	4,880	126,465	98,141	33,204
Defensive Links: Burntisland's Military Past Fund	7,219	0	7,108	110
Chemistry in Schools	0	7,982	8,172	190
Total restricted funds	<u>12,099</u>	<u>134,448</u>	<u>113,422</u>	<u>33,125</u>

15. RELATED PARTY DISCLOSURES

Mrs R K V Cook is a shareholder and director of Beechmast Consultancy Limited. Beechmast Consultancy Limited provided legal services to the charitable company and its subsidiary Wessex Archaeology Ventures Ltd, where she is also a director, to the value of £52,673 (2023 - £110,305).

Mr C Brayne was the Vice Chair / Director of FAME (Federation of Archaeological Managers and Employees). The charitable company paid £nil while C M Brayne was working for the charity (2023 - £1,195).

Mr C Brayne is also a Commissioner for Royal Commission on the Ancient and Historic Monuments of Wales (RCAHMW). The charitable company sold services to RCAHMW to the value of £nil while C M Brayne was working for the charity (2023 - £5,741).

There were no further related party transactions in the current or previous year.

16. ULTIMATE CONTROLLING PARTY

The charitable company has no ultimate controlling party.

17. SUBSIDIARY UNDERTAKINGS

Wessex Archaeology Limited owns 100% of the share capital of Wessex Archaeology Ventures Limited. A summary of Wessex Archaeology Ventures Limited's financial performance is shown below. Full audited accounts are available publicly available at Companies House. Wessex Archaeology Ventures Limited owns 100% of the share capital of Trident WA GmbH, a company limited by shares and registered in Germany. A summary of Trident WA GmbH's financial performance is shown below.

Profit and Loss account	Wessex Archaeology Ventures Limited		Trident WA GmbH	
	2024 £000	2023 £000	2024 £000	2023 £000
Turnover	1,329	835	1,994	739
Expenditure	(926)	(891)	(1,657)	(865)
Net interest payable	(9)	(1)	(27)	(14)
Profit / (Loss) for the year	394	(57)	256	(140)
Balance Sheet				
Investments	22	22	7	9
Current Assets	1,290	1,215	376	192
Current Liabilities	(1,049)	(1,366)	(549)	(633)
Net Assets / Liabilities	264	(129)	(166)	(432)
Total capital and reserves	264	(129)	(166)	(432)

18. CHARITY-ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2024 £	Total 2023 £
INCOME FROM:				
Charitable activities				
Archaeological projects	23,042,257	134,448	23,176,705	21,841,513
Total income	23,042,257	134,448	23,176,705	21,841,513
EXPENDITURE ON:				
Charitable activities	21,337,008	113,422	21,450,430	23,388,534
Total expenditure	21,337,008	113,422	21,450,430	23,388,534
NET INCOME/(EXPENDITURE)	1,705,249	21,026	1,726,275	(1,547,021)
RECONCILIATION OF FUNDS				
Total funds brought forward	5,942,734	12,099	5,954,833	7,501,855
TOTAL FUNDS CARRIED FORWARD	7,647,983	33,125	7,681,108	5,954,834

WESSEX ARCHAEOLOGY LIMITED

England & Wales - Charity number 287786

Accounts

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

REGISTERED COMPANY NUMBER: 01712772 (England and Wales)
REGISTERED CHARITY NUMBER: 287786

WESSEX ARCHAEOLOGY LIMITED

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WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Executive Summary

Wessex Archaeology Limited (Wessex) aims to further the advancement of education, the arts, culture, heritage and science. It was set up as a charitable trust in 1979 and became a company in 1983. Wessex derives most of its income from its primary purpose trading in the provision of professional heritage services to businesses and government organisations throughout the UK and internationally. In addition to the public benefit delivered directly by these activities, the surplus generated by the Company is invested in educational and community engagement initiatives.

Wessex serves and delivers value for its clients by deploying a wide range of technical, interpretative, advisory and public engagement capabilities and is recognised as a leader in innovation and the provision of high-quality services for archaeology and heritage sectors.

Headquartered in Salisbury, where it has been based for 40 years, Wessex maintains regional offices in Edinburgh, Sheffield, Meopham (Kent) and Bristol. During the financial year 2022/23 it generated a consolidated annual income of £22.8 million and employed an average of 390 staff.

Wessex Archaeology Limited owns a 100% trading subsidiary, Wessex Archaeology Ventures Limited, which in turn has a 100% owned private company, Trident WA GmbH, registered in Rostock, Germany. Since January 2020 Trident WA GmbH has been trading as Trident Archäologie and in January 2022 began offering services from its branch office in Rotterdam in the Netherlands. The three companies are collectively referred to as the "Group" throughout this report.

Chair's Report

After many years of strong performance, the economic challenges that were evident in the wider economy were reflected in the performance of Wessex in the 2022-23 Financial Year. Business uncertainty presented us with challenges as the Charity experienced difficult trading conditions for the first 9 months of the year, although there was an improvement in activity for the final 3 months of the year. The poor trading conditions resulted in a reported consolidated loss of £1.8m.

In particular, trading conditions were made more difficult during the year as the uncertainties arising from the fallout from COVID, the war in Ukraine and macro-economic changes had an effect on the confidence of some of our clients and have created some uncertainty surrounding larger infrastructure projects.

In light of the difficult trading conditions, the Trustees and the Executive and Management Teams reviewed operations across the whole business to ensure that the Charity's financial position remained stable and that the necessary changes were made to ensure a secure future for the Charity. During this process there were some staff reductions in the later part of the year. These staffing decisions were carefully considered in the light of future budgets, expected workflows and plans for the Charity. As a result of the changes made to some areas of the business, this was a demanding year for our staff who continued to work flexibly to support the business.

Throughout the year investments were made in vehicles, survey equipment, IT infrastructure, staff training, improved management support and business development. Investments in building and process design and significant capital commitments continued to be made to support the development of processing facilities for the A303 Stonehenge Tunnel Project. This significant project will come on stream in 2023-24.

At the end of the period under review, the Charity's consolidated Reserves were £5.4m, a figure that reflects the reported deficit for 2022/23.

The activity levels of Wessex Archaeology Ventures Ltd and Trident Archäologie continued to grow and the Group also continued to receive invitations to tender for work around the world, including Europe, West Africa and Arabia. International opportunities are all considered against both our corporate strategy and our values, as we gradually continue to build an international network and work with archaeologists, stakeholders and suppliers around the World. Trident Archäologie has continued to expand its operations and conducted work in the Baltic Sea around Germany and Denmark and in the Atlantic off Portugal. Wessex Archaeology Ventures has also completed projects in Australia from the offshore wind sector.

As in the previous year, investment in major infrastructure and renewable energy projects continued to provide a large proportion of Wessex's income, with the level of activity increasing significantly in the renewable sector.

Following changes resulting from COVID there has been a gradual return to office attendance and the company's employees operate in a hybrid and flexible environment. Our Management Team, HR team, and the Prospect union collaborated to continue to provide wellbeing support and development to all staff. Wessex primarily concentrated on ensuring a solid base for the future. We continued to deliver innovative projects to the community and to our clients

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

through a combination of innovative technology, as well as by trusted and traditional methods to promote the heritage sector, for example (www.welcitysalisbury.co.uk) is an excellent example of bringing heritage to the community which supports people with mental health needs.

Wessex Archaeology looks forward to FY 2023-2024 from a position of strength with a renewed appetite for delivering valuable services to benefit our clients and heritage in the widest sense.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their report and the audited financial statements for the year ended 31 March 2023.

The Trustees' Report incorporates the Directors' Report and Strategic Report required by company law. The sections Achievements and Performance, our Plans for the Future and Financial Review comprise the Strategic Report.

Objectives and Activities

The objects for which the Charitable Company is established are to derive public benefit through:

- the advancement of education; and
- the advancement of the arts, culture, heritage and science.

Which the Charitable Company seeks to achieve by adhering to its core values of:

- Authenticity and Ethics
- Customer Focus
- Applied Knowledge
- Reliability and Resilience
- Communicating Passion
- Collaborative Behaviour
- Innovative Thinking

Mission

To stimulate positive change in society both through the excellence of the services it supplies to its clients and the quality of the information it shares with its beneficiaries.

Vision

Our vision is to create a universal appreciation of the value of cultural heritage. We want everyone to understand and appreciate the value of heritage for its social, economic and cultural benefits. By creating knowledge and understanding about the past, and by engaging a wide audience, we will help bring the past into the present, where its value can be understood and appreciated as cultural heritage. We want to highlight and articulate the contribution that cultural heritage can make to sustainability.

In working to achieve this, we recognise our dual responsibility to our clients and the public interest:

Our offer to our clients is summarised as: "Complex problems creatively solved." We investigate, record, interpret and communicate the value of cultural heritage found below ground, above ground, and underwater. Our team of specialists use innovative combinations of techniques to deliver sustainable solutions which create value for our clients, the historic environment, and the needs of communities.

The aim of our work within the wider community is: "Enriching lives through heritage." We share the results of our work widely and with a diverse audience, using archaeology to educate the public in science, the arts, culture, and heritage. We leave a positive legacy of social cohesion and wellbeing within local communities, through sharing knowledge, developing skills and promoting sustainability.

Strategic Goals

We have a three-pillared strategic framework to guide our work towards achieving our vision over the coming decade.

- Maximising Public Benefit: strengthening our ability to deliver meaningful public engagement.
- Developing Our People: ensuring our staff are happy, fulfilled and progress.
- Building a Sustainable Business: delivering high quality professional services that are a sustainable solution to managing heritage risk.

Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an enhanced appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

reliant and dynamic. Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social, physical and economic regeneration.

We continue to invest in new ways to promote an appreciation of cultural heritage and to assist the public in deriving appreciable social value from historic environment resources. We focus on education, community, technology, inclusion and wellbeing and we work to prioritise underserved sections of society.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK and beyond. In addition to the organisations or individuals who commission the work, beneficiaries include: fellow heritage professionals; individuals using publications and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as individuals who experience a higher risk of poverty, social exclusion, discrimination or violence than the general population, including, but not limited to, ethnic minorities, migrants, people with disabilities, isolated elderly people and children.

The Trustees confirm that they have had due regard to the Charity Commission guidance on public benefit.

Achievements and Performance

Maximising Public Benefit

	Our 2022-23 ambition	Our achievements
<p>EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.</p>	<p>Experiment with new digital dissemination platforms for</p> <ul style="list-style-type: none"> • Digital Video • Research Outcomes 	<p>As the largest video platform, YouTube delivers video content free of charge to a wide audience. 2022-23 saw a marked increase in interest in our YouTube channel, achieving over 13.5k subscribers. The upload of the longform content associated with the Amesbury Archer anniversary increased our overall traffic.</p> <p>During National Archaeology Week the Chesapeake, Stonehenge and Avebury YouTube was encouraged by subscribe buttons and others via social media channels.</p> <p>Our engagement team provided free viewings of these videos at events.</p>
<p>COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.</p> <p>Become an established social prescribing provider in heritage services to promote health, wellbeing and social welfare for underserved groups</p> <p>Demonstrate verifiable impact metrics for our wellbeing services.</p>	<p>Develop community links and programmes with partners in Sheffield. Social Prescribing - deliver Year 2 Well City Salisbury Project programmes, evaluate their efficacy using a refined evaluation model.</p> <p>Deliver a heritage and climate themed community project in Salisbury for the Environment Agency (Ripple Effect).</p> <p>Commence delivery of the Historic England funded Project Rejuvenate pilot and develop social value measures in conjunction with partners</p>	<p>Delivered Year 2 of Well City Salisbury. The partnership delivered 8 courses, art club sessions and a placement project to 139 participants with mental health needs and expanded to include Art Club, Personal Projects and Placements and a reflection session for artists. The evaluation processes were reviewed and the Self-Identified Aims Wheels was adopted by the Holburne Museum in Bath. The project featured in the European Association of Archaeologists conference 2023.</p> <p>Funded by the Environment Agency we began delivery of The Ripple Effect, an environmental and personal wellbeing project working with artists and experts from Wessex Archaeology and other organisations.</p> <p>Funded by Historic England, Project Rejuvenate was delivered in partnership with Wiltshire Wildlife Trust and St Joseph's Catholic School. The project used heritage, archaeology and bushcraft skills to work with pupils to improve wellbeing by taking them out of the classroom and into the natural world. The project evaluation saw a significant positive impact on pupil attendance as a result.</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

<p>TECHNOLOGY Increase our engagement on media channels and technical platforms.</p>	<p>Expand and deepen engagement on social media platforms.</p> <p>Develop a collaborative platform on which to consolidate the output of not-for-profit organisations.</p> <p>Continue to develop and widen our 3D capability to bring the past to life, to support heritage interpretation and meet learning objectives.</p> <p>Develop a wider range of digital dissemination products to engage both local communities and a wider global audience.</p>	<p>We funded a cross-sectoral programme of developmental workshops to determine the level of interest for creating consolidated video platforms.</p> <p>We developed two new VR experiences. One based on wreck survey data (Barracuda). This was initially developed as proof of marine based content and later sold to a museum.</p> <p>The second was based on the results of a medieval house excavation, linked to the Salisbury site's publication and has been designed for Steam download.</p> <p>We created a range of historically accurate repurposable animals using our Universal Character Rigging System</p> <p>We developed our social media offering to enhance knowledge sharing and foster an appreciation for cultural heritage.</p> <p>We published new content on channels with more focus on video content than in previous years.</p>
<p>INCLUSION Challenge inherent bias and continue to target and engage underserved groups.</p>	<p>Improve our use of the internal Magnifying Public Benefit fund to enable staff to deliver public benefit heritage engagement projects that have access and inclusion at the core.</p> <p>Extend our work with underserved communities to other cities and build partnerships and opportunities for heritage engagement.</p> <p>Develop a pilot programme for young people at risk of offending in partnership with Historic England and Isle Heritage CIC.</p> <p>Leverage our Magnifying Public Benefit Fund to support heritage themed community initiatives (Burntisland, Fife project).</p> <p>Submit a Heritage Lottery Fund bid for a prison project.</p>	<p>Five internal projects were funded: Burtisland, Bradbury Rings, Project Rejuvenate Trial and a Heritage Feelgood pack.</p> <p>The Magnifying Public Benefit Fund supported two projects during this period. We designed a project to use geophysical and walkover surveys, recording and researching the defences of Burntisland to develop the skillsets and breakdown isolation of military veterans in central Scotland, their friends and families.</p> <p>We funded the production of a 360° video of Bradbury Rings. This video demonstrates how visualisation technologies can provide access to prehistoric landscapes.</p> <p>We submitted and won a Heritage Lottery Fund bid for the Erlestoke Prison project to start in June 2023.</p>

Developing Our People

	Our 2022-23 ambition	Our achievements
Develop our Health and Safety (OHS) and Environmental Management systems, seeking and maintaining accreditations.	<p>Implement an OHS Management system that continues to comply with ISO 45001.</p> <p>Emergence from the Coronavirus pandemic with a supportive health and safety culture where staff well-being continues to be valued.</p> <p>Ensure we meet the health and safety expectations of clients on all sizes and types of projects.</p>	<p>We achieved certification for ISO45001.</p> <p>We grew the OHS team by recruiting a new member to sit in the northern office.</p> <p>We continue to follow good practice for staff that test positive for COVID.</p> <p>We continue to monitor and refine Risk Assessments for all our operations.</p>
Streamline our Human Resources functions.	<p>Develop the capacity and capability of the HR function to influence, steer, and implement a people strategy which aligns capabilities across the organisation.</p>	<p>We programmed skills assessments and development reviews for the fieldwork team in a systematic way.</p> <p>We delivered a package of training for managing feedback and having difficult conversations.</p> <p>Processed 51 new job roles, attracted 946 applicants and inducted 144 new starters.</p>
Increase the wellbeing of our staff.	<p>Continue to develop the implementation of our Wellbeing Strategy. Deliver Mental Health Awareness training to all staff via our trained mental health first aiders. Review our employee benefit offering and establish opportunities for improvement.</p>	<p>We increased mental health first aid training capacity across the business and programmed mental health training for managers to improve awareness.</p> <p>We introduced a referral scheme with a therapy service.</p> <p>We enhanced parental benefits for the organisation to reduce the early financial challenges of parenthood and encourage returners.</p>
Extend our staff development capabilities by progressing our training and career support functions.	<p>Continue to progress our staff training and development opportunities. Extend our ILM accredited Leadership & Management development programmes for junior and middle managers.</p>	<p>We introduced the Workrite Environmental Training Module which was completed by 378 staff.</p> <p>The Developing People Strategy was published internally - focussing on</p> <ul style="list-style-type: none"> • Increasing Diversity • Promoting Development • Improving Line Management and Leadership <p>10 employees attained the ILM (Institute of Line Management) level 3 – Team Leadership Apprenticeship standard and a further 5 continue with the ILM L5 Operational Management Apprenticeship</p>
Engage staff with our values and define our culture.	<p>Undertake a periodic staff survey to gain feedback, understand what really matters to our people and inform our plans for improvement. Improve engagement through better internal communications and collaboration.</p>	<p>We surveyed new starters to test value and effectiveness of the induction and onboarding offer by asking whether the induction process delivers its promise of development, values, wellbeing and engagement.</p> <p>We recruited specialist internal communications resources within the Communications team to help devise and implement a new Internal Communications Strategy.</p>

Building a Sustainable Business

	Our 2022-23 ambition	What we achieved
Implement our Sustainability Strategy	<p>Implement our sustainability plan for the business by establishing baseline metrics and monitoring arrangements and align all functions, operational practice and infrastructure with opportunities to reduce energy use and carbon emissions.</p> <p>Implement an Environmental Management System in compliance with ISO14001</p> <p>Consolidate our sustainability offer for our clients by continuing to engage with our customers and supply chain to identify further sustainability improvements and where possible share best practice.</p>	<p>We appointed a Sustainability Director to oversee our sector-leading sustainability strategy.</p> <p>Complied with ESOS3 (Energy Savings Opportunity Scheme) which needs the Carbon Usage legal compliance data.</p> <p>We complied with PPN0621 (Public Procurement Notice) which covers the measurement of Scopes 1 2 and 3 (partial) of Carbon Emissions</p> <p>We are undertaking a GAP analysis on Environmental Management System ISO 14001.</p> <p>We partnered with the Supply Chain Sustainability School to help our staff and our supply chain to provide free resources in relation to all elements of sustainability.</p> <p>We implemented a flexible working policy so that staff could work from home when able reducing our transport and office emissions.</p> <p>Introduced a Cycle to Work scheme and Electric Vehicle Salary Sacrifice scheme to support staff members in reducing carbon emissions in their commute or any business travel.</p> <p>We have moved most of our Electricity contracts to renewable sources.</p> <p>We have used HBO (Hydrogenised Biodegradeable Oil) for some of our projects and utilised Solar Power welfare units on site.</p>
Develop our Procurement Strategy	<p>Develop procurement strategy to improve our supply chain and to provide our clients with assurance that our procurement is aligned with statutory as well as client requirements.</p>	<p>We delivered a Responsible Procurement Policy and a Sustainability Policy</p> <p>Started to develop Supply Chain management process.</p>
Continue to implement our IT Development Plan focussing on Security Infrastructure and storage, Integrated Communications, digital recording and knowledge management	<p>Obtain Cyber Essentials Plus accreditation. Maintain and improve our cyber security including improvements to web filtering and malware detection systems.</p> <p>Complete the implementation of our data storage strategy.</p> <p>Develop our use of web-based collaboration and communications tools.</p>	<p>We improved our cyber security and have chosen and tested a web filtering solution.</p> <p>We postponed obtaining Cyber essentials plus pending the release of the additional filtering solutions to enable assessment of comparable features and functionality.</p> <p>We increased our storage capacity and enhanced internal data management.</p>
Develop an integrated suite of innovative archaeological and heritage	<p>Develop our customer facing functions continue to strengthen our project management and contractual control functions to</p>	<p>Progress towards this objective is encouraging. A new role of Chief Commercial Officer was introduced to provide oversight and coordination of customer facing sales functions. We continue with our client focus and have strengthened internal communications around</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

<p>management services that ensure that we deliver a high-quality solution</p>	<p>ensure greater organisational resilience.</p> <p>Work to improve our management of our supply chain and use collaborative frameworks to strengthen partnerships.</p>	<p>client needs to support sales. We have improved the collation of data relating to performance and client satisfaction to support, our client facing functions.</p> <p>We have continued to monitor and improve contractual control both on projects and within our supply chain. Resilience has also been improved by investment in wider sector partnerships that help to support resource sharing</p>
<p>Continue to diversify revenue streams into related areas to enhance our public benefit capability.</p>	<p>We will seek funding to experiment with the development of digital engagement and social prescribing offers.</p>	<p>Funded by the Arts Council England as part of a larger project at The Potteries Museum and Art Gallery, the Fragments Project was delivered to a group of local seniors and explored their memories of the town and their childhoods.</p>
<p>Increase our national and international reach, through developing new and existing partnerships, refining our international offering and proactively seeking global opportunities.</p>	<p>Support the work of our partnership arrangements by engaging in marketing and lobbying activity to promote the broader understanding of good cultural heritage management practices.</p>	<p>The business activity associated with Trident WA GmbH our German subsidiary continued to increase with projects in Germany, Netherlands, Denmark and Portugal as we continued to expand our client base and develop new relationships with international bodies.</p> <p>Outside the EU, Wessex Ventures was successful in winning projects in Australia as well as working to strengthen our track record of working with Extent Heritage. Wessex Ventures also won our first project on the Arabian peninsula and continued to work in Nigeria.</p> <p>These projects were selected in accordance with our values and strategic aims as well as being undertaken in accordance with strong project controls in order to manage the additional risks which arise from working internationally.</p> <p>All of our international work continues to work with local suppliers and archaeologists where possible, in order to develop local supply chains and to respect indigenous views on the value and significance of heritage.</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Our Plans for the Future

Maximising Public Benefit

Our 2023-24 ambition	What we will do
EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.	Create an agile Audience Function to capitalise on opportunities to closely align the Communications, Engagement, and Studio teams to use skills more flexibly and link our audience offer to our core commercial work.
COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.	Deliver the final year of the Well-City Salisbury Project which enters its final year of funding, and to further develop the project so we reach more people in the community and raise awareness of the project across the UK. Deliver Digging for Erlestoke, community dig in partnership with HMP Erlestoke and learn from the project evaluation on this unique project.
TECHNOLOGY Streamline our media channels and enhance content on our technical platforms.	Align our Audiences teams to collaborate more closely and share skills, improve content planning and creation, enhance channel management and focus on quality/ high-impact digital engagement.
INCLUSION Challenge inherent bias and continue to target and engage underserved groups.	Continue to work with and alongside underserved and underrepresented groups in our local communities to deliver co-created heritage inclusion and wellbeing projects.

Developing Our People

Our 2023-24 ambition	What we will do
Develop our Health, Safety, seeking and maintaining accreditations.	Integrate our Health and Safety Management System with our Quality Management System and align to Environmental Management System elements.
Streamline our Human Resources functions.	Improve data gathering and reporting in areas such as Turnover, Health, Recruitment and other people metrics to inform strategic need.
Increase the wellbeing of our staff.	Improve our Death in Service offering to provide additional benefits to all employees including a Health Support Package giving access to healthcare including mental health and wellbeing experts. Reduce the Gender pay gap continuing the positive emerging trend increasing the number of women in positions of responsibility within the business.
Extend staff development capability by progressing our training and career support functions.	We will look to recruit apprentices in the and explore further apprenticeship opportunities to train and accredit staff internally.
Engage staff with our values and define our culture.	We will carry out an organisation wide culture survey to give further insights into attitudes, behaviours and help to shape our focus of continuous improvement.

Building a Sustainable Business

Our 2023-24 ambition	What we will do
Continue to implement our Sustainability Strategy	Continue to implement our sustainability plan by establishing baseline metrics, monitoring arrangements and aligning operational practice and infrastructure with opportunities to reduce energy use and carbon emissions and continue implementation of an Environmental Management System in compliance with ISO14001.
Develop our Procurement Strategy	We will continue to develop our procurement strategy to improve our supply chain and to provide our clients with assurance that our procurement is aligned with statutory as well as client requirements.
Continue to implement our IT development plan.	We will continue to invest and expand our data storage strategy, web-based collaboration and communications tools and our IT Infrastructure.
Improve our environmental, social and economic performance.	We will seek ways to improve the performance of the business and enhance measuring and recording the environmental, social and economic performance of the Charity.
Increase our national and international reach.	Develop new international partnerships and explore opportunities in new territories whilst maintaining and developing our established network .

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Financial Review

Consolidated income for the year was £22.8m, an increase of 0.5% over the previous year. Expenditure grew by 13% which resulted in a net operating loss of £1.8m. The result for the year to March 2022 was an operating profit of £0.9m. The total funds of the Group at 31st March 2023 were £5.4m (2022 - £7.1m) of which £12k is restricted (Well City funding). The increased revenue reflected strong core demand.

The Charity continues to invest to improve efficiency, with significant expenditure on IT and Geosurvey technology. The Group spent £1.1m (2022 - £0.5m) on fixed assets during the year.

Overall expenditure on salaries and benefits increased by 18% to £14.2m (2022 - £12m) and this remains the largest single category of expenditure. Average headcount was 390 (2022 - 363).

The total employer's Group Personal Pension Plan contribution for the year was £1.2m (2022 - £0.5m). The Charity has worked closely with Aviva to increase the visibility of Pension Information and online Pension Management to members. In Feb 2022 the company implemented a Salary Sacrifice scheme for pensions contributions.

Investment powers and restrictions

The Charitable Company may invest monies not immediately required for its purposes in such investments, securities or property as it thinks fit, subject to charities and corporate law.

Reserves Policy

The Risk and Audit Committee is established as a subcommittee of the Board and comprises four serving Trustees. The Committee meets four times per year with the Chief Executive invited as a guest.

Following a review by the Risk and Audit Committee in July 2022, the Trustees have approved the standing Reserves Policy as appropriate. Based on an assessment of cashflow demand, the cash contingency requirement was set at £1.25m and the minimum reserves were set at £4.5m. In determining the reserve level, consideration was given to the level of working capital required to satisfy the expected cash flow requirements of projects. If, at any point, the Charitable Company does not have retained earnings of £4.5 million the policy requires that this position be included on the Charitable Company's Risk Register and addressed with an appropriate action plan.

Total Group assets in the Balance Sheet as at 31st March 2023 were £5.4m (2022 - £7.1m). Total assets include fixed assets of £2.3m (2022 - £1.7m) leaving available reserves of £3.1m (2022 - £6.5m).

Supporting strategies and activities designed to meet the Reserves Policy include marketing, productivity improvement, service development, overhead reduction initiatives and working capital optimisation. Responsibility for these is delegated to the executive. The policy is reviewed annually to balance delivery of the Charitable Company's objectives and the need to maintain the resilience of the operation.

Risk Management

Wessex Archaeology Limited has both a risk management policy and a risk management procedure in place. The Risk and Audit sub-committee, formed by the Board to guide its work, met quarterly during the year and reviewed current risk management procedures. This included updates to the Risk Management Policy and Procedure, a statement of Risk Appetite and a review of the Reserves Policy. The Executive Management Team is responsible for the execution of the Risk Management Procedure and the maintenance of the Risk Register for approval by the Board. It is supported in this work by the Resilience Team which comprises the Directors with accountability for HR, H&S and Quality.

The key areas of risk identified are as follows:

Governance Risks

Organisational integrity and effectiveness may be impacted by:

- failure to respond to changes in legal or regulatory requirements;
- failure to be represented at Board level by relevant heritage expertise;
- failure to nominate interim postholders at executive level; and
- legal exposure arising from the management of complex commercial contracts.

Governance risks are mitigated through regular monitoring of the regulatory and operational environment and the performance of internal systems. This includes the use of external advisors and internal measures which bring potential

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

problems to the attention of the Trustees and the management team. Reduced Board expertise is mitigated by a proactive and informed recruitment strategy. Reduced executive level oversight is mitigated by responsive delegation of powers of authority and clear documentation of roles and responsibilities.

Operational Risks

Operational effectiveness may be impacted by:

- a major incident / disruption to business continuity;
- failure to monitor organisational performance (finance and wellbeing);
- failure to report on major incidents (safety or environmental management) resulting in harm/reputational damage;
- poor quality of service delivery;
- failure to monitor or mitigate contractual supply chain and procurement responsibility;
- failure to recruit and/or retaining suitable staff; and
- failure of IT systems (including security).

Operational risks are mitigated by the design and maintenance of management systems which direct and document decisions made by the management team, provide performance monitoring and include responsive procedures to minimise the impact of adverse events.

Financial Risks

Projected financial performance may be impacted by:

- poor management of contractual terms;
- trading limited by cash flow / available credit;
- trading limited by external economic and market forces;
- failure to monitor and control income and expenditure; and
- bad debts and slow payment by significant trade debtors.
- adverse currency movements.
- poor investment performance.

Financial risks are mitigated through careful financial forward planning, the monitoring of budgets and hierarchical reporting mechanisms. The Finance team also has access to in house Quantity Surveyors as well as external financial advice and the support of legal and payment collection services.

External Risks

The organisational business model may be impacted by:

- a deterioration in general economic conditions
- geopolitical instability;
- competitor growth or consolidation;
- changes in planning regulations and a continued decline in public spending;
- reduced funding of curatorial services;
- a reduced commitment to sustainability at international levels.

External Risks are mitigated by careful strategic planning and service development programmes which remain flexible and able to respond to market and regulatory change.

Compliance Risks

The organisation's legal, contractual, professional, reputational or ethical standing may be impacted by behaviours or performance which fall short of regulatory/stakeholder expectations, such as:

- failure to comply with law, regulations or to meet professional responsibilities;
- failure to implement/follow professional standards;
- poor client relationship management;
- poor quality control; and
- business relationships with unethical or unprofessional organisations.

Compliance risks are mitigated by continuous efforts to maintain and project a strong organisational culture. Staff are required to demonstrate and communicate the company's core values throughout their work and are empowered to challenge behaviours and potential outcomes which fall below our standards.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Principal Risks and Uncertainties

These are events or circumstances which alone or in combination, pose a significant threat to the organisation's charitable aims or its status as a going concern.

Economic Risk – In common with many businesses, the charity is exposed to changes in the wider economy. The economic changes resulting from the government's COVID19 recovery plans, the war in Ukraine and the resulting energy crisis are yet to be fully ascertained. Inflationary impacts and staff / skills shortages are of particular concern. In mitigation the Trustees and the Executive continue to monitor economic developments closely and the Trustees have maintained their support for a series of business development and diversification strategies which seek to explore alternative income streams.

Client Failure – The global economic picture remains highly volatile, and failures of large-scale consulting and engineering firms continue to be a risk. The Trustees recognise that many potential client organisations may be directly or indirectly affected by such failures in the future. Impacts are controlled by close attention to the level of outstanding debt and the financial stability of all client organisations.

Risks to People – The organisation is dependent upon its people and turbulent times can place our team under increased personal and professional strains which can result in lowered performance, ill health, staff losses or recruitment difficulties. The Board of Trustees and the management team treat the health, safety, wellbeing and retention of our people as a priority, ensuring a safe, supportive and developmental environment.

Regulatory Risk – Current income streams depend upon environmental regulations and planning policy guidance. The loss of overarching legislation from the EU and the potential use of deregulation and policy change as an economic stimulant at national level pose threats to these income streams.

The Trustees and executive team maintain contacts within the heritage disciplines, across the wider environmental sector and within government. These provide insight into the potential for change and the organisation makes the most of any opportunity to influence the development of policy. Several diversification and business development strategies targeting new income streams are in progress.

Structure, Governance and Management

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each. At the date of this report there are currently eight members, and the maximum number is twenty.

The Charity has a trading subsidiary, Wessex Archaeology Ventures Limited which is the sole shareholder of Trident WA GmbH Germany. The Trading results of these subsidiaries have been incorporated within the Group financial statements. Wessex Archaeology Ventures Limited also agreed to close its US trading partnership, CEWA Inc. of Delaware, USA in July 2021

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Trustees, Chief Executive Officer, and Principal Officers as appropriate.

The Trustees are responsible for the overall strategic direction and policy objectives of the Charitable Company. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers.

The Charitable Company maintains partnership working relationships with a range of charitable and commercial enterprises in the archaeological sector and in related fields. The Trustees are satisfied that these relationships serve to further the charitable aims.

The Trustees have reviewed the events or actions which would adversely affect the Charitable Company's ability to achieve its stated charitable objects or its legal obligations. The Trustees have also implemented a risk management system based on Charity Commission guidance. They are satisfied that the major risks have been identified and that suitable measures are in place to monitor the possible occurrence of these risks and to avoid or, if necessary, to mitigate their effects.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Pay policy for senior staff

The Board of Trustees and the Executive Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis. Except for the Chief Executive, who is remunerated, all Trustees give their time freely and no director received remuneration in the year. Details of remuneration of the Chief Executive, Trustees' expenses and related party transactions are disclosed in notes 6 and 15 to the Financial Statements. The pay of the Executive Management Team and all staff is reviewed annually and is increased in line with a minimum level set by the Remuneration Committee. In view of the nature of the charity, the Trustees benchmark pay awards against pay levels in other charities.

Inclusive employment Policies

Wessex Archaeology welcomes applications for employment from all prospective employees regardless of gender, race, belief or disability. We aim to actively promote equality of opportunity and maximise the abilities, skills and experience of all employees, to ensure that management practices are inclusive.

Employee information

Wessex Archaeology places great importance on ensuring that employees are regularly updated and have appropriate opportunities to engage with senior management. A staff newsletter is circulated to all offices and by email and all staff are provided with an account on an internal social network. A Staff Forum meeting is convened on a quarterly basis which is attended by staff representatives, the Prospect Union and a member of the Executive Management Team.

Gender Pay information

As an organisation of over 250 employees, Wessex Archaeology is required to monitor and publish Gender Pay Gap information. To comply with these regulations the Group;

- reports and publishes gender pay gap information annually,
- reports gender pay gap information to the government online, using the Gender Pay Gap Service and
- publishes gender pay gap information on its website at <https://www.wessexarch.co.uk/gender-pay-reporting>

Wessex Archaeology strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. To do this we make a consistent effort to attract as diverse a range of candidates as possible, create opportunities so that everyone can explore a career in a way that works for them and ensure that we have the right processes in place to make pay and progression fair for everyone.

Wessex Archaeology is committed to the development of our staff, by fostering a culture of inclusion, fairness and flexibility. Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. We make a consistent effort to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. Every level of our business is challenged to create opportunities so that everyone can explore a career in a way that works for them ensuring we have the right processes in place to make pay and progression fair for everyone.

Fundraising

Wessex Archaeology does not actively fundraise from the general public, either directly or through the use of third-party fundraising providers. No complaints were received in respect of fundraising in either the current or previous financial year. The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities. The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2023

Reference and administrative details

Registered Company number

01712772 (England and Wales)

Registered Charity number

287786

Registered office

Portway House
Old Sarum Park
Salisbury
Wiltshire
SP4 6EB

Trustees

Dr I C Selby (Chair)
Mrs R K V Cook
Mr C M Brayne (Resigned 31/7/2023)
Mrs J N Johnson
Mr C M Watson
Dr R P Whimster
Mrs S L U Voaden
Mr P H Jamieson

Secretary

Mr P A Sealey (Resigned 9/10/2023)
Mr S D Smith (Appointed 27/10/2023)

Scottish Charity:

Registered as part of Wessex Archaeology Limited

Scottish Charity Register Number:

SC042630

Further offices:

Pure offices Suite 68 Bannington Road 2 Anderson Place Edinburgh EH6 5NP
Logix House, Wrotham Road, Meopham Kent DA13 0QB
Unit R6, Riverside Block, Sheaf Bank Business Park, Prospect Road, Sheffield S2 3EN
Unit 9, City Business Park, Easton Road, Bristol BS5 0SP

Principal Officers:

Mr P A Baggaley	Chief Technology Officer
Ms C Budd	Chief Operating Officer
Ms A H N Bryant	Deputy Chief Operating Officer
Mr S D Smith	Chief Finance Officer

Bankers:

Lloyds Bank PLC, 39 Threadneedle St, London EC2R 8AU

Auditors:

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors:

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, SP1 2SB
Beechmast Solicitors, Wellgarth, Rivar Road, Shalbourne, Marlborough SN8 3PU

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

Statement of the Board of Trustees responsibilities for the financial statements

The Trustees, who are also directors of Wessex Archaeology Limited for the purposes of company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity and the Group as at the balance sheet date and of the incoming resources and application of resources, including income and expenditure, of the Charity and Group for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

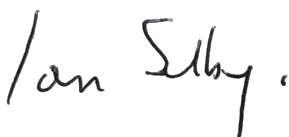
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Each of the directors, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

Auditors

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the charitable company for the forthcoming year will be put to members at the Annual General Meeting.

The Trustees' Report (incorporating the Strategic Report) was approved by the Trustees on 4 December 2023 and signed on their behalf by:



.....
Dr I C Selby – Trustee

Opinion

We have audited the financial statements of Wessex Archaeology Limited for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Executive Summary, Chair's Report, and the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, The Charities Act 2011, VAT, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to work in progress. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, such as the recognition of work in progress.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2023

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Richard Weaver
For and on behalf of Haysmacintyre LLP
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 5 December 2023

WESSEX ARCHAEOLOGY LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
INCOME FROM:					
Charitable activities	3				
Archaeological projects		22,707,883	91,600	22,799,483	22,690,461
Total income		<u>22,707,883</u>	<u>91,600</u>	<u>22,799,483</u>	<u>22,690,461</u>
EXPENDITURE ON					
Charitable activities	4	24,467,442	96,015	24,563,457	21,793,490
Total expenditure		<u>24,467,442</u>	<u>96,015</u>	<u>24,563,457</u>	<u>21,793,490</u>
NET INCOME/(EXPENDITURE)		(1,759,559)	(4,415)	(1,763,974)	896,971
RECONCILIATION OF FUNDS					
Total funds brought forward		7,115,137	16,514	7,131,651	6,218,166
TOTAL FUNDS CARRIED FORWARD		<u><u>5,355,578</u></u>	<u><u>12,099</u></u>	<u><u>5,367,677</u></u>	<u><u>7,115,137</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A charity only Statement of Financial Activities is included in note 18.

The notes on pages 22 to 35 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AT 31 MARCH 2023

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
FIXED ASSETS					
Tangible assets	8	2,305,400	1,673,332	2,296,581	1,673,183
Investments		-	-	10	10
Total fixed assets		<u>2,305,400</u>	<u>1,673,332</u>	<u>2,296,591</u>	<u>1,673,193</u>
CURRENT ASSETS					
Debtors	9	6,173,261	6,344,781	6,435,382	6,659,717
Cash at bank and in hand		2,596,634	4,497,526	2,427,727	4,452,284
Total current assets		<u>8,769,895</u>	<u>10,842,307</u>	<u>8,863,109</u>	<u>11,112,001</u>
CREDITORS: amounts falling due within one year	10	<u>(5,014,358)</u>	<u>(4,828,606)</u>	<u>(4,511,607)</u>	<u>(4,711,441)</u>
NET CURRENT ASSETS		<u>3,755,537</u>	<u>6,013,701</u>	<u>4,351,502</u>	<u>6,400,560</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>6,060,937</u>	<u>7,687,033</u>	<u>6,648,093</u>	<u>8,073,753</u>
CREDITORS: amounts falling due after one year	11	<u>(193,127)</u>	<u>(174,851)</u>	<u>(193,127)</u>	<u>(174,851)</u>
PROVISIONS FOR LIABILITIES	13	<u>(500,133)</u>	<u>(397,045)</u>	<u>(500,133)</u>	<u>(397,045)</u>
NET ASSETS		<u><u>5,367,677</u></u>	<u><u>7,115,137</u></u>	<u><u>5,954,833</u></u>	<u><u>7,501,857</u></u>
FUNDS	14				
Restricted funds					
Restricted funds		12,099	16,514	12,099	16,514
Unrestricted funds:					
General fund		5,118,271	6,861,315	5,705,426	7,248,035
Revaluation reserve		237,308	237,308	237,308	237,308
TOTAL FUNDS		<u><u>5,367,677</u></u>	<u><u>7,115,137</u></u>	<u><u>5,954,833</u></u>	<u><u>7,501,857</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 4 December 2023 and are signed on its behalf by:



.....
Dr I C Selby -Trustee

The notes on pages 22 to 35 form part of these financial statements.

WESSEX ARCHAEOLOGY LIMITED

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2023

	Note	Total 2023 £	Total 2022 £
Cash flows from operating activities:			
Cash generated from operations	A	(808,235)	819,498
Interest paid		(7,991)	(11,791)
Interest element of hire purchase and finance lease rental payments		(21,261)	(15,128)
Net cash provided by operating activities		<u>(837,487)</u>	<u>792,579</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(1,108,934)	(490,916)
Net cash provided by (used in) investing activities		<u>(1,108,934)</u>	<u>(490,916)</u>
Cash flows from financing activities:			
Assets purchased under finance leases		300,714	279,273
Capital repayments in the year		(255,185)	(180,188)
Net cash provided by (used in) financing activities		<u>45,529</u>	<u>99,085</u>
Change in cash and cash equivalents in the reporting period		<u>(1,900,892)</u>	<u>400,748</u>
Cash and cash equivalents at the beginning of the reporting period		<u>4,497,526</u>	<u>4,096,778</u>
Cash and cash equivalents at the end of the reporting period		<u><u>2,596,634</u></u>	<u><u>4,497,528</u></u>

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total 2023 £	Total 2022 £
Net income for the reporting period (as per Statement of Financial Activities)	(1,763,974)	896,971
Adjustments for:		
Depreciation charges	468,886	391,871
Interest paid	7,991	11,791
Loss on disposal of fixed assets	7,980	-
Interest element of hire purchase and finance lease rental payments	21,261	15,128
Increase in provisions	103,088	57,869
(Increase)/decrease in debtors	188,034	442,944
Increase/(Decrease) in creditors	158,499	(997,076)
Net cash provided by (used in) operating activities	<u>(808,235)</u>	<u>819,498</u>

The notes on pages 22 to 35 form part of these financial statements

1. STATUTORY INFORMATION

Wessex Archaeology Limited is a company limited by guarantee (company number 01712772), registered in England and Wales, without share capital. Wessex Archaeology Limited is also a charity registered with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator in Scotland. The guarantors are the trustees to the extent of £10 each. There were 8 trustees at the balance sheet date (2021 – 8 trustees). The company's registered office address can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets. The financial statements are presented in Sterling, which is also the functional currency of the company. The financial statements are rounded to the nearest Pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

These financial statements consolidate the results of the Charity and its wholly-owned subsidiary, Wessex Archaeology Ventures Limited, on a line-by-line basis. Wessex Archaeology Ventures Limited has its own wholly-owned subsidiary, Trident WA GmbH, a company registered in Germany, which is also included in these consolidated financial statements.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from charitable activities includes amounts invoiced in the year, exclusive of Value Added Tax. In respect of long-term contracts, income represents the value of work done in the year, including estimates of amounts not invoiced and is recognised by reference to the stage of completion.

Long term contracts

Where contracts are not complete at the end of the financial year provision is made for the anticipated value of income where the cost of work exceeds the actual value of income, provided that there is reasonable certainty that the anticipated value will be realised in the next accounting period. This is separately disclosed within debtors as "amounts recoverable on contracts". Any surplus of income over expenditure is not recognised unless there is reasonable certainty that the surplus will crystallise in a future period. This is separately disclosed within creditors as "payments on account on contracts". Full provision is made for losses on all contracts in the year which they are first foreseen.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on the provision of the charitable company's activities, which includes education and community engagement, may be either costs that can be allocated to specific archaeological projects or costs that cannot be allocated to specific projects, but which are incurred only for archaeological projects collectively.

Support costs enable the Charity to carry out its activities but do not themselves produce the output of these activities. They include items which are wholly identifiable as support costs and an apportionment of shared costs, which are allocated on the basis of the number of support staff.

Governance costs associated with the general running of the Charity as opposed to the direct management of the Company's operations are classed as governance costs and include direct and related support costs.

2. ACCOUNTING POLICIES - continued

Tangible fixed assets

Assets are capitalised where the cost of an item exceeds £2,000 and the useful economic life of the asset is longer than the year of acquisition. Assets are disposed of in the accounts and removed from the fixed asset register when the useful economic life of the asset comes to an end and the net book value is nil. The charitable company operates a policy of revaluation on freehold land and property. Freehold land and property is included at current value at the balance sheet date.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, evenly over the useful economic life of that asset, as follows:

Leasehold buildings	Calculated evenly over the remaining period of the lease
Computer equipment	3 years straight line basis
Archaeology Evaluation Equipment	3 years straight line basis
Motor vehicles	4 years straight line basis
All other assets	3-, 5- and 10-years straight line basis

Investments

Investments in subsidiaries are valued at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and highly liquid bank accounts. Cash held as part of an investment portfolio is included with the investment to which it relates.

Provisions

Provisions are recognised when the charitable company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amount unexpended at the balance sheet date is shown within Restricted Funds.

General funds are Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Deficit balances incurred on specific Restricted funds are funded from Unrestricted funds where no further Restricted fund income is expected to offset the expenditure incurred.

The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within Unrestricted Funds. Where the trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to general Unrestricted Funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension scheme

The charitable company operates a defined contribution pension scheme for all its employees. The assets of the Scheme are held separately from those of the charitable company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charitable company in the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

2. ACCOUNTING POLICIES - continued

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, taking into consideration the forecast income and expenditure streams and the continuing impact of the COVID-19 pandemic and Brexit on the Charity's operations and finances. The Trustees consider the budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Judgements and key sources of estimation uncertainty

In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and the underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant areas of judgement in preparing the financial statements are the anticipated value and costs in relation to incomplete long-term contracts and the estimate of costs for the future deposition of archaeological archives.

Hire purchase and leasing commitments

Assets funded through finance leases are capitalised as fixed assets and depreciated on a straight-line basis over the shorter of their useful economic life and the lease term. Interest is charged to the Statement of Financial Activities on a straight-line basis. Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

3. INCOME FROM CHARITABLE ACTIVITIES

Analysis of income by activity:

	2023	2022
	£	£
Coastal	484,801	684,981
Community	148,772	1,082,691
Fieldwork	16,533,777	16,100,498
GeoServices	3,129,544	2,434,453
Graphics	90,526	45,257
Heritage	863,687	1,023,456
Research	1,302,436	1,057,268
Other	156,340	262,277
	<u>22,707,883</u>	<u>22,690,461</u>

Income relating to Community engagement is allocated directly. Surpluses or deficits on projects are allocated directly to each activity. The remaining income is apportioned to each activity on the basis of total staff charge values for the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

4. CHARITABLE ACTIVITIES COSTS

Provision of charitable activities:

	2023	2022
	£	£
Archaeological & Community projects	20,487,395	18,056,518
Support costs	3,854,993	3,574,838
Governance costs	125,054	162,134
	<u>24,467,442</u>	<u>21,793,490</u>

Governance costs include £26,190 (2022: £26,190) salaries (incl. pensions and employer's national insurance).

Analysis of archaeological projects & education costs:

	2023	2022
	£	£
Salaries (incl. pensions and employer's national insurance)	10,991,549	9,031,341
Plant/Buildings hire and other site costs	3,342,617	3,240,784
Travel and vehicle hire	1,167,884	1,208,603
Staff accommodation	784,601	961,331
External specialists' fees	1,479,119	1,029,445
Direct facilities and services costs	1,527,922	1,212,603
Other project costs	787,967	1,033,475
Depreciation	405,736	339,094
	<u>20,487,395</u>	<u>18,056,518</u>

Included in direct facilities and services costs is an operating lease charge of £300,628 for land and buildings (2022 - £173,568). Included in travel and vehicle hire costs is an operating lease charge of £nil for other operating lease charges (2022 - £28,947). In addition, the Charity incurred other operating lease costs relating to software and IT assets of £20,954 (2022 - £111,146).

Analysis of support costs:

	2023	2022
	£	£
Salaries (incl. pensions and employer's national insurance)	3,151,342	2,825,705
Travel and subsistence	41,142	121,752
Telephone and IT related services	87,411	101,242
Print, postage and stationery	25,775	21,879
Professional fees and services	259,407	151,039
Insurance	13,575	11,009
Utilities and facilities costs	22,438	140,256
Other support costs	190,754	149,179
Depreciation	63,150	52,777
	<u>3,854,993</u>	<u>3,574,838</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

4. CHARITABLE ACTIVITIES COSTS (continued)

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2023

	Archaeological & Community Projects	Support costs	Governance costs	Total
	£	£	£	£
Coastal	708,156	128,265	4,016	840,436
Community	319,613	86,318	0	405,931
Consultancy	1,014,327	183,720	5,752	1,203,800
Fieldwork	14,022,456	2,654,200	90,163	16,766,819
Geoservices	2,861,942	518,771	16,273	3,397,986
Graphics	68,251	12,362	387	81,000
Research	1,492,649	270,357	8,464	1,771,470
	<u>20,487,395</u>	<u>3,854,993</u>	<u>125,054</u>	<u>24,467,442</u>

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2022

	Archaeological & Community Projects	Support costs	Governance costs	Total
	£	£	£	£
Coastal	595,272	120,724	5,873	721,869
Community	1,194,796	242,311	-	1,437,107
Consultancy	736,523	149,371	7,267	893,161
Fieldwork	12,786,283	2,506,008	121,923	15,414,214
Geoservices	1,780,439	361,082	17,567	2,159,088
Graphics	180,328	36,571	1,779	218,678
Research	782,877	158,771	7,725	949,373
	<u>18,056,518</u>	<u>3,574,838</u>	<u>162,134</u>	<u>21,614,701</u>

Costs relating to Community are allocated directly to the relevant activity. Other archaeological & community projects and support costs are apportioned to each activity on the basis of total staff charge values for the year.

5. NET INCOME/(EXPENDITURE)

Net Income and Expenditure is arrived at after charging:

	2023	2022
	£	£
Depreciation	468,886	391,871
Operating leases - land and buildings	300,628	173,568
Operating leases - other	20,954	140,093
Auditors' remuneration - audit	24,700	20,200
Auditors' remuneration - other	7,775	4,740
	<u>822,943</u>	<u>870,472</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

6. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' remuneration was paid in the normal course of duties, and for the period of trusteeship was as follows:

	2023	2022
	£	£
Salaries	88,648	88,648
Pension contributions	5,100	5,100
Benefit in Kind	6,834	5,899
	<u>100,582</u>	<u>99,647</u>
	<u><u>100,582</u></u>	<u><u>99,647</u></u>

The above was all in relation to Mr C M Brayne for the current and previous year. Authority to pay trustees remuneration is provided by the Articles of Association of the charitable company. No trustees were reimbursed expenses in either year.

7. STAFF COSTS

The aggregate payroll costs were:

	2023	2022
	£	£
Wages and salaries	11,731,666	10,372,105
Employer's national insurance	1,216,773	1,009,433
Pension contributions	1,175,746	578,212
Redundancy & Termination payments	44,994	16,737
	<u>14,169,179</u>	<u>11,976,487</u>
	<u><u>14,169,179</u></u>	<u><u>11,976,487</u></u>

The average number of staff employed by the charitable company during the financial year amounted to:

	2023	2022
Archaeologists	301	286
Education/Outreach staff	11	4
Support staff	78	73
	<u>390</u>	<u>363</u>
	<u><u>390</u></u>	<u><u>363</u></u>

The number of employees whose earnings for the year exceeded £60,000 are within the following bands:

	2023	2022
	No.	No.
£60,000 - £69,999	3	1
£70,000 - £79,999	2	3
£90,000 - £99,999	1	1
	<u>1</u>	<u>1</u>
	<u><u>1</u></u>	<u><u>1</u></u>

The key management personnel of the charity during the year comprised the Non-Executive Trustees and the Senior Management Team (Chief Executive Officer, Chief Operating Officer, Chief Technical Officer, Chief Financial Officer, Director – Coastal and Marine, Director - Geoservices and 9 senior managers covering Human Resources, Quality, Research, Compliance, Consultancy, IT and regional Fieldwork Regions). The total costs or consultancy fees where appropriate, comprising salary, compensation for loss of office, pension contributions and benefits in kind and associated national insurance costs of the 14 (2022 – 14) key management personnel of the charity were £931,279 (2022: £1,033,639).

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

8. TANGIBLE FIXED ASSETS

GROUP

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2022	750,000	86,754	914,608	32,175	1,376,375	3,159,912
Additions	-	533,397	166,739	41,646	367,152	1,108,934
Disposals		(5,779)	(69,923)	-	(48,916)	(124,618)
At 31 March 2023	750,000	614,372	1,011,424	73,821	1,694,611	4,144,228
DEPRECIATION						
At 1 April 2022	-	42,495	551,177	16,725	876,183	1,486,580
Charge for year	-	34,768	201,813	11,386	220,919	468,886
		(5,779)	(61,943)	-	(48,916)	(116,638)
At 31 March 2023	-	71,484	691,047	28,111	1,048,186	1,838,828
NET BOOK VALUE						
At 31 March 2023	750,000	542,888	320,377	45,710	646,425	2,305,400
At 31 March 2022	750,000	44,259	363,431	15,450	500,192	1,673,332

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

8. TANGIBLE FIXED ASSETS (CONTINUED)

CHARITY

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2022	750,000	86,754	914,554	32,175	1,376,375	3,159,912
Additions	-	533,397	161,799	41,646	363,422	1,100,264
Disposals	-	(5,779)	(69,923)	-	(48,916)	(124,618)
At 31 March 2023	750,000	614,372	1,006,430	73,821	1,690,786	4,135,409
DEPRECIATION						
At 1 April 2022	-	42,495	551,177	16,725	876,183	1,486,580
Charge for year	-	28,989	139,870	11,386	172,003	352,248
Disposals	-	(5,779)	(61,943)	-	(48,916)	(116,638)
At 31 March 2023	-	71,484	691,047	28,111	1,048,186	1,838,828
NET BOOK VALUE						
At 31 March 2023	750,000	542,888	315,383	45,710	642,600	2,296,581
At 31 March 2022	750,000	44,259	363,377	15,450	500,097	1,673,183

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

8. TANGIBLE FIXED ASSETS (continued)

Included within the net book value of £2,296,581 is £ 360,146 (2022 - £338,970) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £ 181,084 (2022 - £131,014).

The charitable company had the freehold property valued on 9 November 2020 by Aitchison Raffety, Chartered Surveyors and Property Consultants. The value of the property at this date was £750,000. The Trustees consider this to be the most accurate valuation of the property at 31 March 2023 and are satisfied that there is no material difference between the valuation at 31 March 2023 and the valuation at 9 November 2020.

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

The aggregate payroll costs were:

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade debtors	4,382,302	3,578,880	4,189,117	3,560,851
Amounts recoverable on contracts	1,242,449	1,366,684	1,242,449	1,366,684
Amounts owed by subsidiary undertakings	-	-	455,463	333,116
Other debtors	339,976	1,229,659	339,819	1,229,508
Prepayments	208,534	169,558	208,534	169,558
	<u>6,173,261</u>	<u>6,344,781</u>	<u>6,435,382</u>	<u>6,659,717</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Finance lease (see note 12)	232,363	205,110	232,363	205,110
Payments on account	2,874,244	2,592,911	2,408,895	2,592,911
Trade creditors	642,113	601,081	611,758	490,859
Social security and other taxes	940,353	900,864	951,507	898,319
Other creditors	225,372	429,676	224,027	430,881
Accruals and deferred income	99,913	98,962	83,057	93,359
	<u>5,014,358</u>	<u>4,828,606</u>	<u>4,511,607</u>	<u>4,711,441</u>

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (GROUP AND CHARITY)

	2023 £	2022 £
Finance lease (see note 12)	193,127	174,851

12. LEASING AGREEMENTS (GROUP AND CHARITY)

	Finance leases	
	2023 £	2022 £
Net obligations repayable:		
Within one year	232,363	205,110
Between one and five years	193,127	174,851
	<u>425,490</u>	<u>379,961</u>

The tangible fixed assets held under finance lease agreements are provided as security for the obligations under finance lease agreements.

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023 £	2022 £
Within one year	310,201	291,247
Between one and five years	727,944	840,779
	<u>1,038,145</u>	<u>1,132,026</u>

13. PROVISIONS FOR LIABILITIES (GROUP AND CHARITY)

	Bad debts £	Publication £	Deposition £	Total £
At 1 April 2021	81,252	10,142	247,782	339,176
Arising and charged in the year	16,129		90,531	106,660
Utilised in the year	-	(10,142)	(38,649)	(48,791)
	<u>97,381</u>	<u>0</u>	<u>299,664</u>	<u>397,045</u>
At 1 April 2022	97,381	0	299,664	397,045
Arising and charged in the year		-		
Utilised in the year	(24,155)		127,243	103,088
	<u>73,226</u>	<u>-</u>	<u>426,907</u>	<u>500,133</u>
At 31 March 2023	<u>73,226</u>	<u>-</u>	<u>426,907</u>	<u>500,133</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

13. PROVISIONS FOR LIABILITIES (continued)**Publication provision**

This provision relates to liabilities associated with publishing project reports in archaeological journals. These journals are produced periodically whenever there are sufficient articles to warrant publication.

Deposition provision

The deposition provision relates to costs which will be incurred when project archives are deposited in the relevant museum. As many of these museums are currently at full capacity, it is not possible to give a certain date as to when this provision will be utilised.

14. MOVEMENT IN FUNDS

With the exception of the revaluation reserve all of the unrestricted funds have been generated from surplus income on archaeological projects which have been carried out in the furtherance of the charitable company's objectives. These funds have been, and continue to be fully utilised in meeting the needs of the charitable company, as explained in the Trustees' report, without which its objectives could not be pursued.

The movement in general funds is analysed in the Statement of Financial Activities. There were no movements in the revaluation reserve during the year (2021: no movement).

Movement in restricted funds (group and charity)

	At 1 April 2022 £	Income	Expenditure £	At 31 March 2023 £
Well City fund	16,514	76,650	88,284	4,880
Defensive Links: Burntisland's Military Past Fund	-	14,950	7,731	7,219
Total restricted funds	<u>16,514</u>	<u>91,600</u>	<u>96,015</u>	<u>12,099</u>

15. RELATED PARTY DISCLOSURES

Dr R Whimster was a freelance editor for Historic England Limited in the previous financial year, however has had no formal ties with them in the year ended March 2023. The Charitable Company received £127,533 from, Historic England Limited during the year (2022: £173,266). Wessex Archaeology Limited received services from Historic England totalling £1,381 (2022 - £2,352)

Mrs R K V Cook is a shareholder and director of Beechmast Consultancy Limited. Beechmast Consultancy Limited provided legal services to the charitable company and its subsidiary Wessex Archaeology Ventures Ltd, where she is also a Director, to the value of £110,305 (2022 - £16,993).

Mr C M Brayne is the Vice Chair / Director of FAME (Federation of Archaeological Managers and Employees) and the charitable company pays an annual subscription of £1,195 (2022 - £1,140).

Mr C M Brayne is also a Commissioner for Royal Commission on the Ancient and Historic Monuments of Wales (RCAHMW). The charitable company sold services to RCAHMW to the value of £5,741 (2022 - £nil).

Mrs S L U Voaden is a director of Vhroom Limited and the Charitable Company received services totalling £nil (2022 - £6,772) from the company.

There were no further related party transactions in the current or previous year.

16. ULTIMATE CONTROLLING PARTY

The charitable company has no ultimate controlling party.

17. SUBSIDIARY UNDERTAKINGS

Wessex Archaeology Limited owns 100% of the share capital of Wessex Archaeology Ventures Limited.

A summary of Wessex Archaeology Ventures Limited's financial performance is shown below. Full audited accounts are available publicly available at Companies House.

Profit and loss account

	2023	2022
	£	£
Turnover	835,305	8,709
Expenditure	(891,500)	(49,007)
	<hr/>	<hr/>
Operating loss	(56,195)	(40,298)
Interest receivable	15,059	5,232
Interest payable	(16,319)	(7,457)
	<hr/>	<hr/>
Loss for the year	(57,455)	(42,523)
	<hr/> <hr/>	<hr/> <hr/>
Total capital and reserves	(129,271)	(71,816)

Balance sheet

Investments	22,389	22,389
Current assets	749,449	332,088
Current liabilities	901,109	426,293
Net liabilities	(129,271)	(71,816)
Called up share capital	10	10
Profit and loss account	(129,271)	(71,816)
Loss for the year	(57,455)	(42,523)
	<hr/>	<hr/>
Total capital and reserves	(129,281)	(71,826)
	<hr/> <hr/>	<hr/> <hr/>

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

Wessex Archaeology Ventures Limited owns 100% of the share capital of Trident WA GmbH, a company limited by shares and registered in Germany. A summary of Trident WA GmbH's financial performance is shown below:

	2023	2022
	£	£
Turnover	739,448	197,595
Expenditure	(864,400)	(337,703)
	<hr/>	<hr/>
Operating loss	(124,952)	(140,108)
	<hr/>	<hr/>
Interest payable	(14,246)	(5,022)
	<hr/>	<hr/>
Loss for the year	(137,198)	(145,130)
	<hr/> <hr/>	<hr/> <hr/>

Total capital and reserves at the year-end are £(430,536) (2022: £(293,338))

18. CHARITY-ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2023 £	Total 2022 £
INCOME FROM:				
Charitable activities				
Archaeological projects	21,749,913	91,600	21,841,513	22,521,688
Total income	<u>21,749,913</u>	<u>91,600</u>	<u>21,841,513</u>	<u>22,521,688</u>
EXPENDITURE ON				
Charitable activities	23,292,519	96,015	23,388,534	21,363,785
Total expenditure	<u>23,292,519</u>	<u>96,015</u>	<u>23,388,534</u>	<u>21,363,785</u>
NET INCOME/(EXPENDITURE)	(1,542,606)	(4,416)	(1,547,021)	1,089,236
RECONCILIATION OF FUNDS				
Total funds brought forward	7,485,341	16,514	7,501,855	6,412,621
TOTAL FUNDS CARRIED FORWARD	<u><u>5,942,735</u></u>	<u><u>12,099</u></u>	<u><u>5,954,834</u></u>	<u><u>7,501,857</u></u>

WESSEX ARCHAEOLOGY LIMITED

England & Wales - Charity number 287786

Accounts

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

REGISTERED COMPANY NUMBER: 01712772 (England and Wales)
REGISTERED CHARITY NUMBER: 287786

WESSEX ARCHAEOLOGY LIMITED

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WESSEX ARCHAEOLOGY LIMITED

EXECUTIVE SUMMARY AND CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Executive Summary

Wessex Archaeology Limited is a charity and a company limited by guarantee. Its aims are the advancement of education, the arts, culture, heritage and science. Beginning as a charitable trust in 1979 and becoming a company in 1983, the Charitable Company derives most of its income from its primary purpose of trading in the provision of professional heritage services to businesses and government organisations throughout the UK and internationally. In addition to the public benefit delivered directly by these activities, the surplus generated is invested in educational and community engagement initiatives.

The Charitable Company serves its clients by deploying a unique range of technical, interpretative, advisory and public engagement capabilities and is recognised as a leader in innovation and high-quality service provision.

The Charitable Company operates from its headquarters in Salisbury, where it has been based for 38 years and maintains regional offices in Edinburgh, Sheffield, Meopham (Kent) and Bristol. During the financial year 2021/22 it generated an annual income of £22.6million and employed an average of 363 staff.

Wessex Archaeology Limited owns a 100% trading subsidiary, Wessex Archaeology Ventures Limited, which in turn has a 100% owned a private company, Trident WA GmbH, registered in Rostock Germany. Since January 2020 Trident WA GmbH has been trading as Trident Archäologie and in January 2022 began offering services from its branch office in Rotterdam in the Netherlands. The three companies are collectively referred to as the "Group" throughout this report.

Chair's Report

The 2021-22 Financial Year presented many of the same challenges of the previous year and the organisation responded with characteristic resilience, maintaining a flexible but conscientious response to the continuing COVID-19 pandemic. The board and the executive again worked together to prioritise the safety of staff, colleagues, and the public. The organisation maintained its COVID-secure working arrangements and continued to experience very low levels of internal transmission. However, for the first-time, operations were noticeably affected by increased absenteeism due to the virus.

As Public Health regulations were relaxed, the Business Continuity Team met on a weekly basis (until 31st May 2022) to maintain established good practice and compliance with Health and Safety regulations. In the later part of the year, and in response to falling risks and increasing staff confidence, a staged relaxation of infection control arrangements was implemented. Policy updates were communicated regularly to employees and the organisation's use of the JRS (Job Retention Scheme) was phased out. The Trustees received quarterly updates on the company's position and its management of the situation.

As commercial activity continued to grow, the Board of Trustees and the executive worked closely to manage the risks associated with the increasing scope and value of projects and the executive team implemented changes to the management structure to take account of opportunities created by the A303 Stonehenge Tunnel Project. These developments proved successful, and the organisation continued to enjoy steady growth in activity and good surpluses. Turnover grew by over 6.6% to £22.7M and the charity produced a surplus of £0.9M (4.0%).

Income from large infrastructure projects remained the mainstay of the organisation's cashflow with COVID era payment behaviour, coupled with close attention to debtor accounts supporting a strong cash position.

Throughout the year investments were made in vehicles, survey equipment, IT infrastructure, staff training, improved management support and business development. Investments in design and legal services and significant capital commitments were also made to support the development of processing facilities for the A303 Stonehenge Tunnel Project.

The Charity's Reserves grew by £0.9m to £7.1m which is comfortably within the bounds set by the Reserves Policy. To preserve the value of reserves against inflation the Board of Trustees agreed an investment policy and appointed a firm of investment advisors to propose a scheme aligned with the organisation's values and ethical position.

The Board of Trustees and the Board of Wessex Archaeology Ventures Limited had previously approved the establishment of a branch office of Trident Archäologie to be located in the Netherlands and the successful accreditation of the business by the Dutch regulators in January 2022 generated new tendering opportunities and two successful commissions for the forthcoming financial year. The Group also continued to receive invitations to tender for work around the world and undertook work in West Africa in association with the University of Cambridge. A pilot project, undertaken as part of the group's strategic alignment with Extent Heritage in Australia, also proved successful and attracted further joint tender invitations from the Australian offshore wind sector.

During the year the Group benefitted from deferring the March 2020 VAT payment for one year. HMRC was fully reimbursed over the 10 months commencing April 2021.

WESSEX ARCHAEOLOGY LIMITED

EXECUTIVE SUMMARY AND CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2022

Investment in major infrastructure and renewable energy projects continued to provide a significant proportion of income. Collaboration with various sector partners helped to maintain an adequate supply of skilled field staff and an agreement to form a joint bidding consortium with MOLA for post excavation and analysis work was designed to ensure capacity for these longer-term projects.

Despite active and successful recruitment, increasing activity in the market meant a demanding year for our staff who continued to work flexibly, blending home working, COVID-secure away working and a gradual return to office attendance. Our HR team, the management team and the Prospect union collaborated to continue to provide wellbeing support and development opportunities. The positive impact of our first cohort of Leadership and Management apprentices was noted and an online resource signposting staff to learning resources was also well received. The Board of Trustees recognised the very significant achievements made by staff in recent years and strongly supported improvements in pay and conditions.

Our capabilities in digital engagement techniques, developed in response to recent restrictions, attracted interest from both our traditional and new clients. Income from Community and Engagement activities rose to £1.1m and a commission from National Trust to create our first long-form documentary will provide a high-profile opportunity to demonstrate our live action and animated video production skills.

It is becoming clear that the inflationary effects of the war in Ukraine may have a significant impact on the UK Economy and new leadership has brought changes in government policy, however, current governmental commitments to regional development and to drive economic recovery through infrastructure investment and support for the housing sector continue to offer the prospect of strong demand. The organisational resilience developed during the pandemic and recent success in income and geographical diversification provide continued reassurance for the long-term sustainability of the organisation.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their report and the audited financial statements for the year ended 31 March 2022.

The Trustees' Report incorporates the Directors' Report and Strategic Report required by company law. The sections Achievements and Performance, Future Plans and Financial Review comprise the Strategic Report.

Objectives and Activities

The objects for which the Charitable Company is established are to derive public benefit through:

- the advancement of education; and
- the advancement of the arts, culture, heritage and science.

Which the Charitable Company seeks to achieve by adhering to its core values of:

- Authenticity and Ethics
- Customer Focus
- Applied Knowledge
- Reliability and Resilience
- Communicating Passion
- Collaborative Behaviour
- Innovative Thinking

Mission

To stimulate positive change in society both through the excellence of the services it supplies to its clients and the quality of the information it shares with its beneficiaries.

Vision

Our vision is to create a universal appreciation of the value of cultural heritage. We want everyone to understand and appreciate the value of heritage for its social, economic and cultural benefits. By creating knowledge and understanding about the past, and by engaging a wide audience, we will help bring the past into the present, where its value can be understood and appreciated as cultural heritage. We want to highlight and articulate the contribution that cultural heritage can make to sustainability.

In working to achieve this, we recognise our dual responsibility to our clients and the public interest:

Our offer to our clients is summarised as, "Complex problems creatively solved." - We investigate, record, interpret and communicate the value of cultural heritage found below ground, above ground, and underwater. Our team of specialists use innovative combinations of techniques to deliver sustainable solutions which create value for our clients, the historic environment, and the needs of communities.

The aim of our work within the wider community is, "Enriching lives through heritage." - We share the results of our work widely and with a diverse audience, using archaeology to educate the public in science, the arts, culture, and heritage. We leave a positive legacy of social cohesion and wellbeing within local communities, through sharing knowledge, developing skills and promoting sustainability.

Strategic Goals

We have a three-pillared strategic framework to guide our work towards achieving our vision over the coming decade.

- Maximising Public Benefit: Strengthening our ability to deliver meaningful public engagement.
- Developing Our People: Ensuring our staff are happy, fulfilled and progress.
- Building a Sustainable Business: Delivering high quality professional services that are a sustainable solution to managing heritage risk.

Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an enhanced appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

reliant and dynamic. Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social, physical and economic regeneration.

We continue to invest in new ways to promote an appreciation of cultural heritage and to assist the public in deriving appreciable social value from historic environment resources. We focus on education, community, technology, inclusion and wellbeing and we work to prioritise underserved sections of society.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK and beyond. In addition to the organisations or individuals who commission the work, beneficiaries include: fellow heritage professionals; individuals using publications and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as individuals who experience a higher risk of poverty, social exclusion, discrimination or violence than the general population, including, but not limited to, ethnic minorities, migrants, people with disabilities, isolated elderly people and children.

The Trustees confirm that they have had due regard to the Charity Commission guidance on public benefit.

Achievements and Performance

Maximising Public Benefit

	Our 2021-22 ambition	Our achievements
<p>EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.</p>	<p>Invest in a new dissemination platform.</p>	<p>Procured and provisioned the Janeway open-source publishing platform to support open access to reports and publications.</p> <p>Inaugurated an internal Data Leadership Group to identify our Digital Vision and Data Strategy for the future.</p> <p>12 articles published in national and local journals, plus a fact-based fictional comic book. Research collaborations included DNA / Human Bone projects led by Harvard University and the Crick Institute.</p> <p>We supported PhD students from Universities of Bournemouth, Southampton, Sheffield, Cardiff, and York.</p> <p>We supported staff serving as committee members of ClfA special interest groups, national finds research groups and HE regional workshops for research frameworks.</p>
<p>COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.</p> <p>Become a social prescribing provider in heritage services to promote health, wellbeing</p>	<p>Through a Heritage and Wellbeing Working Group, work in partnership with heritage sector bodies to raise awareness and improve the evidence of the social value of engagement with heritage.</p> <p>Deliver Year 1 Well City Salisbury Project programmes and evaluate their efficacy.</p>	<p>Delivered Year 1 of Well City Salisbury. The partnership delivered 7 courses overall with 57 participants with mental health needs. The course participants were supported in developing skills in their personal journeys underpinned by the 5 Ways to Wellbeing.</p> <p>The project was also featured in the report, Creatively Minded and</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

<p>and social welfare for underserved groups.</p>		<p>Heritage: Creativity & mental health activity in heritage settings. This was published by The Baring Foundation.</p>
<p>TECHNOLOGY Increase our engagement on media channels and technical platforms.</p>	<p>Develop a collaborative platform on which to consolidate the output of not-for-profit organisations.</p> <p>Continue to develop our 3D VR capability to populate heritage settings with characters to support interpretation.</p> <p>Launch our own TikTok social media channel to reach a younger digital audience.</p>	<p>Funded a cross-sectoral programme of developmental workshops to establish the basis for a consolidated video platform.</p> <p>Developed two forms of VR experiences. Based on survey data (Bath Abbey) and built from evidence (Westbury Bronze Age Settlement). Initially developed as proof of concept both examples were later sold for museum settings.</p> <p>Developed Universal Character Rigging System, to create a wide range of repurposable 3D people, and started creating historically accurate animals. Every object/character is added to our assets library to speed up/reduce future VR costs.</p> <p>Our TikTok channel has 1036 followers and received 4192 likes. Data indicates the channel increased/diversified attendance at online events, partner engagement and YouTube subscriptions.</p>
<p>INCLUSION Challenge inherent bias and continue to target and engage underserved groups.</p>	<p>Launch an internal fund to enable staff from across the company to deliver public benefit heritage engagement projects that have access and inclusion at the core.</p> <p>Continue to develop a pilot programme for young people at risk of offending in partnership with Historic England and Isle Heritage CIC.</p> <p>Develop our understanding of underserved communities and provision in the Sheffield region to build partnerships and opportunities for heritage engagement.</p>	<p>Magnifying Public Benefit fund launched and the first project it funded was a co-created Feel-Good Pack for people suffering with feelings of isolation or loneliness. This was undertaken in collaboration with Pound Arts and staff were asked to contribute ideas for heritage themed activities.</p> <p>The second project funded was a pilot called Project Rejuvenate in partnership with Wiltshire Wildlife Trust and a local school providing sessions for young people who have difficulties engaging at school.</p> <p>Launched Dig In Café in Salisbury Art Centre - a monthly wellbeing café for people in the local community aimed at anyone curious about archaeology and heritage.</p> <p>We also work with local communities in Sheffield via Community Network and Connecting Project – there are monthly sessions with MIND, with Sheffield Age UK and Yorkshire Accessible Museums network.</p>

Developing Our People

	Our 2021-22 ambition	Our achievements
Develop our Health, Safety and Environmental Management systems, seeking and maintaining accreditations.	<p>We will gain ISO 45001 Health and Safety accreditation.</p> <p>We will continue to develop a close working relationship with the operational teams ensuring that we deliver an OHS process focussed on:</p> <ol style="list-style-type: none"> 1. OHS Culture and development 2. H&S systems management 3. Proactive OH&S monitoring 4. Reactive OH&S monitoring 5. Training and Development 	<p>Mapped the ISO 45001 Health and Safety Management systems and booked in for ISO Audits in 2022/23.</p> <p>Refreshed the OHS objectives to:</p> <ul style="list-style-type: none"> • Implementing an OH&S Management system that is confirmed as being commensurate with ISO 45001. • Emerging from the Coronavirus pandemic with a supportive health and safety culture where staff well-being continues to be valued. • Ensuring we meet the health and safety expectations of clients on all sizes and types of projects. <p>The focus of the OHS team was to continue to manage the H&S response to the coronavirus and help ensure safe systems of work in line with government guidance.</p>
Streamline our Human Resources functions.	<p>We will recruit into the HR team, to develop the capacity and capability of the HR function to influence, steer, and implement a people strategy which aligns capabilities across the whole organisation.</p>	<p>Successfully recruited a junior supervisor role into the HR team to increase capacity.</p> <p>Successfully used the Visa Sponsorship route to alter 2 internal student visas to skilled workers.</p> <p>Processed 51 new job roles, attracted 946 applicants and resulted in 144 new starters.</p>
Increase the wellbeing of our staff.	<p>We will continue to develop the implementation of our Wellbeing Strategy.</p> <p>We will deliver Mental Health Awareness training to all staff and improve our sign posting to assistance via our trained mental health first aiders.</p> <p>We will review our employee benefit offering and establish opportunities for improvement.</p>	<p>Implemented Wellbeing Hub page with links to resources on mental and physical wellbeing</p> <p>Established improved access to employee support and external counselling services.</p> <p>Added 5 days carers leave and increased Paternity Pay to 2 weeks paid.</p>
Extend our staff development capabilities by progressing our training and career support functions.	<p>We will continue to progress our staff training and development opportunities.</p> <p>We will implement an ILM accredited Leadership & Management development programmes for junior and middle managers and implement Personal Development Plans for all staff.</p>	<p>Developing People Strategy published internally - focussed on</p> <ul style="list-style-type: none"> • Increasing Diversity • Promoting Development • Improving Line Management and Leadership <p>Launched two ILM leadership and Management apprenticeship programmes:</p>

		<p>Level 3 – Excelling in Team Leadership Level 5 – Excelling in operational Management</p> <p>Created a job specification for a Level 3 Archaeologist Apprenticeship and successfully recruited 4 people.</p>
Engage staff with our values and define our culture.	<p>We will undertake a periodic staff survey to gain feedback, understand what really matters to our people and inform our plans for improvement. We will improve engagement through better internal communications and collaboration.</p>	<p>An Equality Diversity and Inclusivity survey was carried out in November 2021 which targeted individual profiles, experiences of working at Wessex Archaeology and social mobility. Reports were published to all staff, and the outcomes informed the Developing People Strategy to increase diversity, equality, and inclusivity in the organisation. The survey was a collaborative effort between the HR Director, Prospect representatives and a member of the Engagement team.</p>

Building a Sustainable Business

	Our ambition	What we achieved
Digital	<p>Continue to implement our Information Technology Development Plan focussing on</p> <ul style="list-style-type: none"> • Security • Infrastructure and storage • Integrated Communications • Digital Recording and • Knowledge Management 	<p>Maintained and improved security performance in compliance with Cyber Essentials. Improved Firewall / perimeter security and upgraded backup server capacity. Cyber essential certification achieved Early “out of print” Wessex Archaeology monographs scanned and made available for internal access. Configured and tested Janeway e-publishing platform. Consulted on a digital video platform.</p>
Services	<p>Develop an integrated suite of innovative archaeological and historic environment management services that ensure that we deliver a high-quality solution.</p>	<p>Delivered over £22M of integrated data collection, research, dissemination, and community engagement services to commercial clients.</p> <p>Enhanced Project/Contract Management capabilities.</p> <p>Developed Sustainability Strategy including a commitment to a Net Zero target of 2030.</p>
Diversification	<p>Continue to diversify revenue streams into related areas to enhance our public benefit capability.</p>	<p>Trident WA GmbH successfully gained accreditation to practice in Netherlands.</p> <p>Delivered £1.1m of developer funded community engagement services.</p> <p>Successfully attracted grant funding to deliver the Well City and Rejuvenate projects.</p>
Reach and Influence	<p>Increase our national and international reach, through developing new and existing partnerships, refining our</p>	<p>Engaged with sector bodies and delivery partners to improve public appreciation of cultural heritage. Sponsored the CBA Festival of Archaeology and Archaeology Awards.</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

	international offering and proactively seeking global opportunities.	Successfully delivered archaeological assessment work in West Africa. Successfully delivered a pilot marine archaeological assessment and interpretation project in association with Extent Archaeology and the Gunditj Mirring Traditional Owners Aboriginal Corporation.
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Our Plans for the Future

Maximising Public Benefit

Our 2022-23 ambition	What we will do
<p>EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.</p>	<p>Experiment with new digital dissemination platforms for</p> <ul style="list-style-type: none"> • Digital Video • Research Outcomes
<p>COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.</p> <p>Become an established social prescribing provider in heritage services to promote health, wellbeing and social welfare for underserved groups</p> <p>Demonstrate verifiable impact metrics for our wellbeing services.</p>	<p>Through a Heritage and Wellbeing Working Group, work in partnership with heritage sector bodies to raise awareness and improve the evidence of the social value of engagement with heritage.</p> <p>Develop community links and programmes with partners in Sheffield. Social Prescribing - deliver Year 2 Well City Salisbury Project programmes, evaluate their efficacy using a refined the evaluation model.</p> <p>Leverage our Magnifying Public Benefit Fund to support heritage themed community initiatives (Burntisland, Fife project). Submit a HLF bid for a prison project (Erlestoke). Deliver a heritage and climate themed community project in Salisbury for the Environment Agency (Ripple Effect)</p> <p>Commence delivery of the Historic England funded Project Rejuvenate pilot and develop social value measures in conjunction with partners</p>
<p>TECHNOLOGY Increase our engagement on media channels and technical platforms.</p>	<p>Expand and deepen engagement on social media platforms.</p> <p>Develop a collaborative platform on which to consolidate the output of not-for-profit organisations.</p> <p>Continue to develop and widen our 3D capability to bring the past to life, to support heritage interpretation and meet learning objectives.</p> <p>To develop a wider range of digital dissemination products to engage both local communities and a wider global audience.</p>
<p>INCLUSION Challenge inherent bias and continue to target and engage underserved groups.</p>	<p>Review and improve our use of our internal Magnifying Public Benefit fund to enable staff from across the company to deliver public benefit heritage engagement projects that have access and inclusion at the core.</p> <p>Extend our work with underserved communities to other cities and build partnerships and opportunities for heritage engagement.</p> <p>Continue to develop a pilot programme for young people at risk of offending in partnership with Historic England and Isle Heritage CIC.</p>

Developing Our People

Our 2022-23 ambition	What we will do
<p>Develop our Health, Safety, seeking and maintaining accreditations.</p>	<p>Implement an OH&S Management system that is continues to comply with ISO 45001.</p> <p>Emerging from the Coronavirus pandemic with a supportive health and safety culture where staff well-being continues to be valued.</p> <p>Ensuring we meet the health and safety expectations of clients on all sizes and types of projects.</p>

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

Streamline our Human Resources functions.	We will develop the capacity and capability of the HR function to influence, steer, and implement a people strategy which aligns capabilities across the whole organisation.
Increase the wellbeing of our staff.	We will continue to develop the implementation of our Wellbeing Strategy. We will deliver Mental Health Awareness training to all staff and improve our sign posting to assistance via our trained mental health first aiders. We will review our employee benefit offering and establish opportunities for improvement.
Extend our staff development capabilities by progressing our training and career support functions.	We will continue to progress our staff training and development opportunities. We will extend our ILM accredited Leadership & Management development programmes for junior and middle managers and implement Personal Development Plans for all staff.
Engage staff with our values and define our culture.	We will undertake a periodic staff survey to gain feedback, understand what really matters to our people and inform our plans for improvement. We will improve engagement through better internal communications and collaboration.

Building a Sustainable Business

Our 2022-23 ambition	What we will do
Implement our Sustainability Strategy	<p>Implement our sustainability plan for the business by establishing baseline metrics and monitoring arrangements and aligning all functions, operational practice and infrastructure with opportunities to reduce energy use and carbon emissions.</p> <p>Implement an Environmental Management System in compliance with ISO14001</p> <p>Consolidate our sustainability offer for our clients by continuing to engage with our customers and supply chain to identify further sustainability improvements and where possible share best practice.</p>
Develop our Procurement Strategy	We will continue to develop our procurement strategy to improve our supply chain and to provide our clients with assurance that our procurement is aligned with statutory as well as client requirements.
Continue to implement our Information Technology Development Plan focussing on <ul style="list-style-type: none"> • Security • Infrastructure and storage • Integrated Communications • Digital Recording and Knowledge Management 	<p>Obtain Cyber Essentials Plus accreditation. We will maintain and improve our cyber security including improvements to web filtering and malware detection systems.</p> <p>We will complete the implementation of our data storage strategy.</p> <p>We will continue to develop our use of web-based collaboration and communications tools.</p>
Develop an integrated suite of innovative archaeological and heritage management services that ensure that we deliver a high-quality solution.	<p>We will develop our customer facing functions continue to strengthen our project management and contractual control functions to ensure greater organisational resilience</p> <p>We will work to improve our management of our supply chain and use collaborative frameworks to strengthen partnerships.</p>
Continue to diversify revenue streams into related areas to enhance our public benefit capability.	We will seek funding to experiment with the development of digital engagement and social prescribing offers.
Increase our national and international reach, through developing new and existing partnerships, refining our international offering and proactively seeking global opportunities.	Support the work of our partnership arrangements by engaging in marketing and lobbying activity to promote the broader understanding of good cultural heritage management practices.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

Financial Review

Income for the year was £22,690,461 an increase of 6.6% over the previous year. Expenditure grew by 7.7% which resulted in a net operating profit of £896,971 with a net margin of 4.0%. which was slightly down on the previous year's £1,049,259. The total funds of the Charitable Company at 31st March 2022 were £7,115,137 (2021 - £6,218,166) of which £16,514 is restricted (Well City funding). The increased revenue was the result of income levels and surpluses ahead of forecasts derived from large infrastructure projects and strong core demand.

The Charity continues to improve its systems and to invest in equipment to improve efficiency and with significant expenditure on IT and Geosurvey technology with £490,916 (2021 - £248,533) expended on fixed assets during the year.

Working capital was supported by new finance leases totalling £279,273 (2021 - £127,088) and operating leases continued to support investment in key infrastructure and equipment to improve efficiency and the maintenance and provision of our regional offices.

Overall expenditure on salaries and benefits increased by 20.7% to £11,976,487 (2021 - £9,923,110) and this remains the largest single category of expenditure. Average headcount was 363 (2021 - 318). Salary increases were awarded in the second half of the year, in line with market conditions.

The number of Group Personal Pension Plan members at 31st March 2022 was 361 (2021 - 294) with only 4 (2021 - 6) staff opting out. The total employer's contribution for the year was £578,212 (2021 - £401,266). The Charity has worked closely with Aviva to increase the visibility of Pension Information and online Pension Management to members during the year. In Feb 2022 the company implemented a Salary Sacrifice scheme for pensions contributions to provide greater flexibility to staff in determining their lifestyle choices.

Investment powers and restrictions

The Charitable Company may invest monies not immediately required for its purposes in such investments, securities or property as it thinks fit, subject to charities and corporate law.

Reserves Policy

The Risk and Audit Committee is established as a subcommittee of the Board and comprises three serving Trustees. The Committee meets four times per year with the Chief Executive and Chief Financial Officer invited as guests.

Following a review by the Risk and Audit Committee in July 2022, the Trustees have approved the standing Reserves Policy as appropriate. Based on an assessment of cashflow demand, the cash contingency requirement was set at £1,250,000(2021- £750,000) and the minimum reserves were set at £4.5m (2021- £3.5m).In determining the reserve level consideration was given to the level of working capital required to satisfy the expected cash flow requirements of projects. If, at any point, the Charitable Company does not have retained earnings of £4.5 million the policy requires that this position be included on the Charitable Company's Risk Register and addressed with an appropriate action plan.

Total Group net assets in the Balance Sheet as 31st March 2022 stood at £7,115,137 (an increase of £896,971) on the previous year). Unrestricted funds totalled £7,098,623 and Restricted funds £16,514. Total assets include fixed assets of £1,673,332 (2021 - £1,574,287) leaving available reserves of £5,425,291 (2021 - £4,643,879). While reserves were £0.9m in excess of the minimum reserve reserves are reviewed on a continuing basis in the light of the working capital requirements of our project workload.

Supporting strategies and activities designed to meet the Reserves Policy include marketing, productivity improvement, service development, overhead reduction initiatives and working capital optimisation. Responsibility for these is delegated to the executive. The policy is reviewed annually to balance delivery of the Charitable Company's objectives and the need to maintain the resilience of the operation in the short and long terms.

Risk Management

The Wessex Archaeology Group has both a risk management policy and a risk management procedure in place. The Risk and Audit sub-committee, formed by the Board to guide its work, met quarterly during the year and reviewed current risk management procedures. This included updates to the Risk Management Policy and Procedure, a statement of Risk Appetite and a review of the Reserves Policy. The Executive Management Team is responsible for the execution of the Risk Management Procedure and the maintenance of the Risk Register for approval by the Board. It is supported in this work by the Resilience Team which comprises the Directors with accountability for HR, H&S and Quality.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The key areas of risk identified are as follows:

Governance Risks

Organisational integrity and effectiveness may be impacted by:

- failure to respond to changes in legal or regulatory requirements.
- failure to be represented at Board level by relevant heritage expertise.
- failure to nominate interim postholders at executive level; and
- legal exposure arising from the management of complex commercial contracts.

Governance risks are mitigated through regular monitoring of the regulatory and operational environment and the performance of internal systems. This includes the use of external advisors and internal measures which bring potential problems to the attention of the Trustees and the management team. Reduced Board expertise is mitigated by a proactive and informed recruitment strategy. Reduced executive level oversight is mitigated by responsive delegation of powers of authority and clear documentation of roles and responsibilities.

Operational Risks

Operational effectiveness may be impacted by:

- a major incident / disruption to business continuity.
- failure to monitor organisational performance (finance and wellbeing).
- failure to report on major incidents (safety or environmental management) resulting in harm/reputational damage.
- poor quality of service delivery.
- failure to monitor or mitigate contractual supply chain and procurement responsibility.
- failure to recruit and/or retaining suitable staff; and
- failure of IT systems (including security).

Operational risks are mitigated by the design and maintenance of management systems which direct and document decisions made by the management team, provide performance monitoring and include responsive procedures to minimise the impact of adverse events.

Financial Risks

Projected financial performance may be impacted by:

- poor management of contractual terms.
- trading limited by cash flow / available credit.
- trading limited by external economic and market forces.
- failure to monitor and control income and expenditure; and
- bad debts and slow payment by significant trade debtors.
- adverse currency movements.
- poor investment performance.

Financial risks are mitigated through careful financial forward planning, the monitoring of budgets and hierarchical reporting mechanisms. The Finance team also has access to in house Quantity Surveyors as well as external financial advice and the support of legal and payment collection services.

External Risks

The organisational business model may be impacted by:

- a deterioration in general economic conditions.
- geopolitical instability.
- competitor growth or consolidation.
- changes in planning regulations and a continued decline in public spending.
- reduced funding of curatorial services.
- a reduced commitment to sustainability at international levels.

External Risks are mitigated by careful strategic planning and service development programmes which remain flexible and able to respond to market and regulatory change.

Compliance Risks

The organisation's legal, contractual, professional, reputational or ethical standing may be impacted by behaviours or performance which fall short of regulatory/stakeholder expectations, such as:

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

- failure to comply with law, regulations or to meet professional responsibilities.
- failure to implement/follow professional standards.
- poor client relationship management.
- poor quality control; and
- business relationships with unethical or unprofessional organisations.

Compliance risks are mitigated by continuous efforts to maintain and project a strong organisational culture. Staff are required to demonstrate and communicate the company's core values throughout their work and are empowered to challenge behaviours and potential outcomes which fall below our standards.

Principal Risks and Uncertainties

These are events or circumstances which alone or in combination, pose a significant threat to the organisation's charitable aims or its status as a going concern.

Economic Risk – in common with many businesses, the charity is exposed to changes in the wider economy. The economic changes resulting from the government's COVID19 recovery plans, the war in Ukraine and the resulting energy crisis are yet to be fully ascertained. Inflationary impacts and staff / skills shortages are of particular concern. In mitigation the Trustees and the Executive continue to monitor economic developments closely and the Trustees have maintained their support for a series of business development and diversification strategies which seek to explore alternative income streams. The organisation continues to interact with organisations in the archaeological sector to balance demand for staff and share good practice in learning and development.

Client Failure – The global economic picture remains highly volatile, and failures of large-scale consulting and engineering firms continue to be a risk. The Trustees recognise that many potential client organisations may be directly or indirectly affected by such failures in the future. Impacts are controlled by close attention to the level of outstanding debt and the financial stability of all client organisations.

Risks to People – The organisation is dependent upon its people and turbulent times can place our team under increased personal and professional strains which can result in lowered performance, ill health, staff losses or recruitment difficulties. The Board of Trustees and the management team treat the health, safety, wellbeing and retention of our people as a priority, ensuring a safe, supportive and developmental environment.

Regulatory Risk – Current income streams depend upon environmental regulations and planning policy guidance. The loss of overarching legislation from the EU and the potential use of deregulation and policy change as an economic stimulant at national level pose threats to these income streams.

The Trustees and executive team maintain contacts within the heritage disciplines, across the wider environmental sector and within government. These provide insight into the potential for change and the organisation makes the most of any opportunity to influence the development of policy. Several diversification and business development strategies targeting new income streams are in progress.

Structure, Governance and Management

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each. At the date of this report there are currently eight members, and the maximum number is twenty.

The Charity has a trading subsidiary, Wessex Archaeology Ventures Limited which is the sole shareholder of Trident WA GmbH Germany. The Trading results of these subsidiaries have been incorporated within the Group financial statements. Wessex Archaeology Ventures Limited also agreed to close its US trading partnership, CEWA Inc. of Delaware, USA in July 2021

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Trustees, Chief Executive Officer, and Principal Officers as appropriate.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees are responsible for the overall strategic direction and policy objectives of the Charitable Company. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers.

The Charitable Company maintains partnership working relationships with a range of charitable and commercial enterprises in the archaeological sector and in related fields. The Trustees are satisfied that these relationships serve to further the charitable aims.

The Trustees have reviewed the events or actions which would adversely affect the Charitable Company's ability to achieve its stated charitable objects or its legal obligations. The Trustees have also implemented a risk management system based on Charity Commission guidance. They are satisfied that the major risks have been identified and that suitable measures are in place to monitor the possible occurrence of these risks and to avoid or, if necessary, to mitigate their effects.

Pay policy for senior staff

The Board of Trustees and the Executive Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis. Except for the Chief Executive, who is remunerated, all Trustees give their time freely and no director received remuneration in the year. Details of remuneration of the Chief Executive, Trustees' expenses and related party transactions are disclosed in notes 6 and 15 to the Financial Statements.

The pay of the Executive Management Team and all staff is reviewed annually and is increased in line with a minimum level set by the Remuneration Committee. In view of the nature of the charity, the Trustees benchmark pay awards against pay levels in other charities.

Inclusive employment Policies

Wessex Archaeology welcomes applications for employment from all prospective employees regardless of gender, race, belief or disability. We aim to actively promote equality of opportunity and maximise the abilities, skills and experience of all employees, to ensure that management practices are inclusive.

Employee information

Wessex Archaeology places great importance on ensuring that employees are regularly updated and have appropriate opportunities to engage with senior management. A staff newsletter is circulated to all offices and by email and all staff are provided with an account on an internal social network. A Staff Forum meeting is convened on a quarterly basis which is attended by staff representatives, the Prospect Union and a member of the Executive Management Team.

Gender Pay information

As an organisation of over 250 employees, Wessex Archaeology is required to monitor and publish Gender Pay Gap information. To comply with these regulations the Group;

- reports and publishes gender pay gap information annually,
- reports gender pay gap information to the government online, using the Gender Pay Gap Service and
- publishes gender pay gap information on its public-facing website at <https://www.wessexarch.co.uk/gender-pay-reporting>

Wessex Archaeology strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. To do this we make a consistent effort to attract as diverse a range of candidates as possible, create opportunities so that everyone can explore a career in a way that works for them and ensure that we have the right processes in place to make pay and progression fair for everyone.

Wessex Archaeology is committed to the development of our staff, by fostering a culture of inclusion, fairness and flexibility. Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. We make a consistent effort to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. Every level of our business is challenged to create opportunities so that everyone can explore a career in a way that works for them ensuring we have the right processes in place to make pay and progression fair for everyone.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

Fundraising

Wessex Archaeology does not actively fundraise from the general public, either directly or through the use of third-party fundraising providers. No complaints were received in respect of fundraising in either the current or previous financial year. The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2022

Reference and administrative details

Registered Company number

01712772 (England and Wales)

Registered Charity number

287786

Registered office

Portway House
Old Sarum Park
Salisbury
Wiltshire
SP4 6EB

Trustees

Dr I C Selby (Chair)
Mrs R K V Cook
Mr C M Brayne
Mrs J N Johnson
Mr C M Watson
Dr R P Whimster
Mrs S L U Voaden
Mr P H Jamieson

Secretary

Mr P A Sealey

Scottish Charity:

Registered as part of Wessex Archaeology Limited

Scottish Charity Register Number:

SC042630

Further offices:

21-23 Slater's Steps, Edinburgh EH8 8PB
Logix House, Wrotham Road, Meopham Kent DA13 0QB
Unit R6, Riverside Block, Sheaf Bank Business Park, Prospect Road, Sheffield S2 3EN
Unit 9, City Business Park, Easton Road, Bristol BS5 0SP

Principal Officers:

C M Brayne	Chief Executive Officer
P A Sealey	Chief Finance Officer
P A Baggaley	Chief Technology Officer
G D Woodhouse	Chief Strategy Officer
C Budd	Chief Operating Officer
A H N Bryant	Deputy Chief Operating Officer
D E Atkinson	Regional Director, Scotland

Bankers:

Lloyds Bank PLC, 39 Threadneedle St, London EC2R 8AU

Auditors:

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors:

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, SP1 2SB
Beechmast Solicitors, Wellgarth, Rivar Road, Shalbourne, Marlborough SN8 3PU

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

Statement of the Board of Trustees responsibilities for the financial statements

The Trustees, who are also directors of Wessex Archaeology Limited for the purposes of company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity and the Group as at the balance sheet date and of the incoming resources and application of resources, including income and expenditure, of the Charity and Group for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently.
- observe the methods and principles of the Charities SORP.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

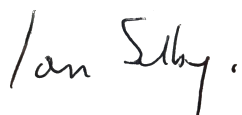
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Each of the directors, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

Auditors

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the charitable company for the forthcoming year will be put to members at the Annual General Meeting.

The Trustees' Report (incorporating the Strategic Report) was approved by the Trustees on 19 December 2022 and signed on their behalf by:



.....
Dr I C Selby – Trustee

Opinion

We have audited the financial statements of Wessex Archaeology Limited for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Executive Summary, Chair's Report, and the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 17, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission and health and safety regulations, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, The Charities Act 2011, VAT, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to work in progress. Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, such as the recognition of work in progress.

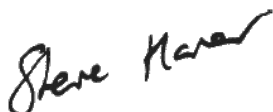
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2022**

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 20 December 2022

WESSEX ARCHAEOLOGY LIMITED

**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
INCOME FROM:					
Charitable activities	3				
Archaeological projects		22,605,280	85,181	22,690,461	21,291,097
Total income		<u>22,605,280</u>	<u>85,181</u>	<u>22,690,461</u>	<u>21,291,097</u>
EXPENDITURE ON					
Charitable activities	4	21,724,823	68,667	21,793,490	20,241,838
Total expenditure		<u>21,724,823</u>	<u>68,667</u>	<u>21,793,490</u>	<u>20,241,838</u>
NET INCOME/(EXPENDITURE)		880,457	16,514	896,971	1,049,259
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>6,218,166</u>	-	<u>6,218,166</u>	<u>5,168,907</u>
TOTAL FUNDS CARRIED FORWARD		<u><u>7,098,623</u></u>	<u><u>16,514</u></u>	<u><u>7,115,137</u></u>	<u><u>6,218,166</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A charity only Statement of Financial Activities is included in note 18.

All income received was unrestricted during the year ended 31 March 2021.

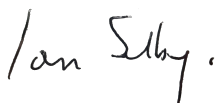
The notes on pages 23 to 37 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AT 31 MARCH 2022

	Notes	Group		Charity	
		2022 £	2021 £	2022 £	2021 £
FIXED ASSETS					
Tangible assets	8	1,673,332	1,574,287	1,673,183	1,574,287
Investments		-	-	10	10
Total fixed assets		<u>1,673,332</u>	<u>1,574,287</u>	<u>1,673,193</u>	<u>1,574,297</u>
CURRENT ASSETS					
Debtors	9	6,344,781	6,787,725	6,659,717	6,964,483
Cash at bank and in hand		4,497,526	4,096,778	4,452,284	4,050,281
Total current assets		<u>10,842,307</u>	<u>10,884,503</u>	<u>11,112,001</u>	<u>11,014,764</u>
CREDITORS: amounts falling due within one year	10	<u>(4,828,606)</u>	<u>(5,754,272)</u>	<u>(4,711,441)</u>	<u>(5,690,089)</u>
NET CURRENT ASSETS		<u>6,013,701</u>	<u>5,130,231</u>	<u>6,400,560</u>	<u>5,324,675</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>7,687,033</u>	<u>6,704,518</u>	<u>8,073,753</u>	<u>6,898,972</u>
CREDITORS: amounts falling due after one year	11	<u>(174,851)</u>	<u>(147,176)</u>	<u>(174,851)</u>	<u>(147,176)</u>
PROVISIONS FOR LIABILITIES	13	<u>(397,045)</u>	<u>(339,176)</u>	<u>(397,045)</u>	<u>(339,176)</u>
NET ASSETS		<u><u>7,115,137</u></u>	<u><u>6,218,166</u></u>	<u><u>7,501,857</u></u>	<u><u>6,412,620</u></u>
FUNDS					
Restricted funds					
Well City fund	14	16,514	-	16,514	-
Unrestricted funds:					
General fund		6,861,315	5,980,858	7,248,035	6,175,312
Revaluation reserve		237,308	237,308	237,308	237,308
TOTAL FUNDS		<u><u>7,115,137</u></u>	<u><u>6,218,166</u></u>	<u><u>7,501,857</u></u>	<u><u>6,412,620</u></u>

Financial statements were approved by the Board of Trustees and authorised for issue on 19 December 2022 and are signed on its behalf by:



.....
Dr I C Selby -Trustee

The notes on pages 23 to 37 form part of these financial statements.

WESSEX ARCHAEOLOGY LIMITED

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2022

	Note	Total 2022 £	Total 2021 £
Cash flows from operating activities:			
Cash generated from operations	A	819,498	2,703,764
Interest paid		(11,791)	(7,871)
Interest element of hire purchase and finance lease rental payments		(15,128)	(13,741)
Net cash provided by operating activities		<u>792,579</u>	<u>2,682,152</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(490,916)	(248,533)
Net cash provided by (used in) investing activities		<u>(490,916)</u>	<u>(248,533)</u>
Cash flows from financing activities:			
Assets purchased under finance leases		279,273	127,088
Capital repayments in the year		(180,188)	(143,393)
Net cash provided by (used in) financing activities		<u>99,085</u>	<u>(16,305)</u>
Change in cash and cash equivalents in the reporting period		<u>400,748</u>	<u>2,417,314</u>
Cash and cash equivalents at the beginning of the reporting period		4,096,778	1,679,464
Cash and cash equivalents at the end of the reporting period		<u><u>4,497,526</u></u>	<u><u>4,096,778</u></u>

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total 2022 £	Total 2021 £
Net income for the reporting period (as per Statement of Financial Activities)	896,971	1,049,259
Adjustments for:		
Depreciation charges	391,871	404,479
Interest paid	11,791	7,871
Interest element of hire purchase and finance lease rental payments	15,128	13,741
Increase in provisions	57,869	52,833
(Increase)/decrease in debtors	442,944	(1,518,129)
Increase/(Decrease) in creditors	(997,076)	2,693,710
Net cash provided by (used in) operating activities	<u>819,498</u>	<u>2,703,764</u>

The notes on pages 23 to 37 form part of these financial statements

1. STATUTORY INFORMATION

Wessex Archaeology Limited is a company limited by guarantee (company number 01712772), registered in England and Wales, without share capital. Wessex Archaeology Limited is also a charity registered with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator in Scotland. The guarantors are the trustees to the extent of £10 each. There were 8 trustees at the balance sheet date (2021 – 8 trustees). The company's registered office address can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets. The financial statements are presented in Sterling, which is also the functional currency of the company. The financial statements are rounded to the nearest Pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

These financial statements consolidate the results of the Charity and its wholly owned subsidiary, Wessex Archaeology Ventures Limited, on a line-by-line basis. Wessex Archaeology Ventures Limited has its own wholly owned subsidiary, Trident WA GmbH, a company registered in Germany, which is also included in these consolidated financial statements.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from charitable activities includes amounts invoiced in the year, exclusive of Value Added Tax. In respect of long-term contracts, income represents the value of work done in the year, including estimates of amounts not invoiced and is recognised by reference to the stage of completion.

Income claimed under the coronavirus job retention scheme is recognised when the associated staff costs are incurred.

Long term contracts

Where contracts are not complete at the end of the financial year provision is made for the anticipated value of income where the cost of work exceeds the actual value of income, provided that there is reasonable certainty that the anticipated value will be realised in the next accounting period. This is separately disclosed within debtors as "amounts recoverable on contracts". Any surplus of income over expenditure is not recognised unless there is reasonable certainty that the surplus will crystallise in a future period. This is separately disclosed within creditors as "payments on account on contracts". Full provision is made for losses on all contracts in the year which they are first foreseen.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on the provision of the charitable company's activities, which includes education and community engagement, may be either costs that can be allocated to specific archaeological projects or costs that cannot be allocated to specific projects, but which are incurred only for archaeological projects collectively.

Support costs enable the Charity to carry out its activities but do not themselves produce the output of these activities. They include items which are wholly identifiable as support costs and an apportionment of shared costs, which are allocated on the basis of the number of support staff.

2. ACCOUNTING POLICIES - continued

Governance costs associated with the general running of the Charity as opposed to the direct management of the Company's operations are classed as governance costs and include direct and related support costs.

Tangible fixed assets

Assets are capitalised where the cost of an item exceeds £2,000 and the useful economic life of the asset is longer than the year of acquisition. Assets are disposed of in the accounts and removed from the fixed asset register when the useful economic life of the asset comes to an end and the net book value is nil. The charitable company operates a policy of revaluation on freehold land and property. Freehold land and property are included at current value at the balance sheet date.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, evenly over the useful economic life of that asset, as follows:

Leasehold buildings	Calculated evenly over the remaining period of the lease
Computer equipment	3 years straight line basis
Archaeology Evaluation Equipment	3 years straight line basis
Motor vehicles	4 years straight line basis
All other assets	3-, 5- and 10-years straight line basis

Investments

Investments in subsidiaries are valued at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and highly liquid bank accounts. Cash held as part of an investment portfolio is included with the investment to which it relates.

Provisions

Provisions are recognised when the charitable company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amount unexpended at the balance sheet date is shown within Restricted Funds.

General funds are Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Deficit balances incurred on specific Restricted funds are funded from Unrestricted funds where no further Restricted fund income is expected to offset the expenditure incurred.

The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within Unrestricted Funds. Where the trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to general Unrestricted Funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension scheme

The charitable company operates a defined contribution pension scheme for all its employees. The assets of the Scheme are held separately from those of the charitable company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charitable company in the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

2. ACCOUNTING POLICIES - continued**Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that the company will have sufficient funds to operate into the future. At the date of signing these statements the trustees considered the current and expected levels of funds held together with current performance of the Company from April 2022 and the date of signing and the forecast levels of income and expenditure for the 12 months from authorising these financial statements.

In determining their forecasts, the Trustees consider current performance, company strategy, the likely impact of ongoing economic and political instability, changes in staffing levels and terms and conditions and forecast capital expenditure on Company infrastructure.

Judgements and key sources of estimation uncertainty

In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and the underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant areas of judgement in preparing the financial statements are the anticipated value and costs in relation to incomplete long-term contracts and the estimate of costs for the future deposition of archaeological archives.

Hire purchase and leasing commitments

Assets funded through finance leases are capitalised as fixed assets and depreciated on a straight-line basis over the shorter of their useful economic life and the lease term. Interest is charged to the Statement of Financial Activities on a straight-line basis. Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

3. INCOME FROM CHARITABLE ACTIVITIES

Analysis of income by activity:

	2022	2021
	£	£
Coastal	684,981	600,127
Community	1,082,691	303,626
Fieldwork	16,100,498	15,581,521
Geoservices	2,434,033	2,307,879
Graphics	45,257	343,845
Heritage	1,023,456	732,217
Research	1,057,268	888,834
Other	262,277	80,375
Amounts received under the Coronavirus Job Retention Scheme	-	452,673
	<u>22,690,461</u>	<u>21,291,097</u>

Income relating to Community engagement is allocated directly. Surpluses or deficits on projects are allocated directly to each activity. The remaining income is apportioned to each activity on the basis of total staff charge values for the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

4. CHARITABLE ACTIVITIES COSTS

Provision of charitable activities:

	2022	2021
	£	£
Archaeological & Community projects	18,056,518	17,163,191
Support costs	3,574,838	2,962,431
Governance costs	162,134	116,216
	<u>21,793,490</u>	<u>20,241,838</u>

Governance costs include £26,190 (2021: £23,941) salaries (incl. pensions and employer's national insurance).

Analysis of archaeological projects & education costs:

	2022	2021
	£	£
Salaries (incl. pensions and employer's national insurance)	9,031,341	7,473,166
Plant/Buildings hire and other site costs	3,240,626	5,056,424
Travel and vehicle hire	1,208,603	878,591
Staff accommodation	961,331	755,862
External specialists' fees	1,029,445	1,306,191
Direct facilities and services costs	1,212,603	941,905
Other project costs	1,033,475	401,048
Depreciation	339,094	350,004
	<u>18,056,518</u>	<u>17,163,191</u>

Included in direct facilities and services costs is an operating lease charge of £173,568 for land and buildings (2021 - £181,436). Included in travel and vehicle hire costs is an operating lease charge of £28,947 for other operating lease charges (2021 - £41,714). In addition, the Charity incurred other operating lease costs relating to software and IT assets of £111,146 (2021 - £113,639).

Analysis of support costs:

	2022	2021
	£	£
Salaries (incl. pensions and employer's national insurance)	2,825,705	2,426,003
Travel and subsistence	121,752	75,294
Telephone and IT related services	101,242	78,312
Print, postage and stationery	21,879	23,392
Professional fees and services	151,039	40,343
Insurance	11,009	7,527
Utilities and facilities costs	140,256	133,914
Other support costs	149,179	123,171
Depreciation	52,777	54,475
	<u>3,574,838</u>	<u>2,962,431</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

4. CHARITABLE ACTIVITIES COSTS (continued)

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2022

	Archaeological & Community Projects	Support costs	Governance costs	Total
	£	£	£	£
Coastal	595,272	120,724	5,873	721,869
Community	1,194,796	242,311	-	1,437,107
Fieldwork	736,523	149,371	7,267	893,161
Geoservices	12,786,283	2,506,008	121,923	15,414,214
Graphics	1,780,439	361,082	17,567	2,159,088
Heritage	180,328	36,571	1,779	218,678
Research	782,877	158,771	7,725	949,373
Other				
	<u>18,056,518</u>	<u>3,574,838</u>	<u>162,134</u>	<u>21,793,490</u>

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2021

	Archaeological & Community Projects	Support costs	Governance costs	Total
	£	£	£	£
Coastal	528,084	92,694	3,685	624,463
Community	508,712	39,089	-	547,801
Fieldwork	13,065,270	2,288,066	90,691	15,414,297
Geoservices	1,413,005	248,023	9,860	1,670,888
Graphics	277,947	48,788	1,940	328,675
Heritage	589,330	103,444	4,112	732,216
Research	810,483	142,327	5,658	958,828
Other	-	-	-	-
	<u>17,163,191</u>	<u>2,962,431</u>	<u>116,216</u>	<u>20,241,838</u>

Costs relating to Community are allocated directly to the relevant activity. Other archaeological & community projects and support costs are apportioned to each activity on the basis of total staff charge values for the year.

5. NET INCOME/(EXPENDITURE)

Net Income and Expenditure is arrived at after charging:

	2022	2021
	£	£
Depreciation	391,871	404,479
Operating leases - land and buildings	173,568	181,436
Operating leases - other	140,093	155,353
Auditors' remuneration - audit	20,200	19,150
Auditors' remuneration - other	4,740	4,850
	<u> </u>	<u> </u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

6. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' remuneration was paid in the normal course of duties, and for the period of trusteeship was as follows:

	2022 £	2021 £
Salaries	88,648	81,596
Pension contributions	5,100	4,121
Benefit in Kind	5,899	6,834
	<u>99,647</u>	<u>92,551</u>

The above was all in relation to Mr C M Brayne for the current and previous year.

Authority to pay trustees remuneration is provided by the Articles of Association of the charitable company.

Trustees' expenses

No trustees were reimbursed expenses of during the year (2021: £nil expenses were reimbursed to 0 trustees).

7. STAFF COSTS

The aggregate payroll costs were:

	2022 £	2021 £
Wages and salaries	10,372,105	8,569,531
Employer's national insurance	1,009,433	812,302
Pension contributions	578,212	401,266
Redundancy payments	16,737	140,011
	<u>11,976,487</u>	<u>9,923,110</u>

Particulars of employees:

The average number of staff employed by the charitable company during the financial year amounted to:

	2022	2021
Archaeologists	286	262
Education/Outreach staff	4	3
Support staff	73	53
	<u>363</u>	<u>318</u>

The number of employees whose earnings for the year exceeded £60,000 are within the following bands:

	2022 No.	2021 No.
£60,000 - £69,999	1	3
£70,000 - £79,999	3	2
£80,000 - £89,999	2	1
	<u>6</u>	<u>6</u>

7. STAFF COSTS (Continued)

The key management personnel of the charity during the year comprised the Non-Executive Trustees and the Senior Management Team (Chief Executive Officer, Chief Operating Officer, Chief Technical Officer, Deputy Chief Operating Officer, Chief Financial Officer, Chief Strategy Officer, an 8 Directors covering Coastal and Marine, Geoservices, Human Resources, Quality, Research, Compliance, Consultancy, IT and Fieldwork. The total costs or consultancy fees where appropriate, comprising salary, compensation for loss of office, pension contributions and benefits in kind and associated national insurance costs of the 14 (2021 – 15) key management personnel of the charity were £1,033,639 (2021: £1,009,397).

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

8. TANGIBLE FIXED ASSETS

GROUP

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2021	750,000	74,204	581,091	32,175	1,231,526	2,668,996
Additions	-	12,550	333,517	-	144,849	490,916
At 31 March 2022	<u>750,000</u>	<u>86,754</u>	<u>914,608</u>	<u>32,175</u>	<u>1,376,375</u>	<u>3,159,912</u>
DEPRECIATION						
At 1 April 2021	-	35,025	369,855	10,545	679,284	1,094,709
Charge for year	-	7,470	181,322	6,180	196,899	391,871
At 31 March 2022	<u>-</u>	<u>42,495</u>	<u>551,177</u>	<u>16,725</u>	<u>876,183</u>	<u>1,486,580</u>
NET BOOK VALUE						
At 31 March 2022	<u>750,000</u>	<u>44,259</u>	<u>363,431</u>	<u>15,450</u>	<u>500,192</u>	<u>1,673,332</u>
At 31 March 2021	<u>750,000</u>	<u>39,179</u>	<u>211,236</u>	<u>21,630</u>	<u>552,242</u>	<u>1,574,287</u>

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

8. TANGIBLE FIXED ASSETS (CONTINUED)

CHARITY

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2021	750,000	74,204	581,091	32,175	1,231,526	2,668,996
Additions	-	12,550	333,463	-	144,754	490,767
At 31 March 2022	<u>750,000</u>	<u>86,754</u>	<u>914,554</u>	<u>32,175</u>	<u>1,376,280</u>	<u>3,159,763</u>
DEPRECIATION						
At 1 April 2021	-	35,025	369,855	10,545	679,284	1,094,709
Charge for year	-	7,470	181,322	6,180	196,899	391,871
At 31 March 2022	<u>-</u>	<u>42,495</u>	<u>551,177</u>	<u>16,725</u>	<u>876,183</u>	<u>1,486,580</u>
NET BOOK VALUE						
At 31 March 2022	<u>750,000</u>	<u>44,259</u>	<u>363,377</u>	<u>15,450</u>	<u>500,097</u>	<u>1,673,183</u>
At 31 March 2021	<u>750,000</u>	<u>39,179</u>	<u>211,236</u>	<u>21,630</u>	<u>552,242</u>	<u>1,574,287</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

8. TANGIBLE FIXED ASSETS (continued)

Included within the net book value of £1,673,183 is £338,970 (2021 - £182,127) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £131,014 (2021 - £137,874).

The charitable company had the freehold property valued on 9 November 2020 by Aitchison Raffety, Chartered Surveyors and Property Consultants. The value of the property at this date was £750,000. The Trustees consider this to be the most accurate valuation of the property at 31 March 2022 and are satisfied that there is no material difference between the valuation at 31 March 2022 and the valuation at 9 November 2020.

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

The aggregate payroll costs were:

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Trade debtors	3,578,880	4,611,102	3,560,851	4,601,212
Amounts recoverable on contracts	1,366,684	1,078,713	1,366,684	1,078,713
Amounts owed by subsidiary undertakings	-	-	333,116	188,518
Other debtors	1,229,659	954,344	1,229,508	954,192
Prepayments	169,558	143,566	169,558	141,848
	<u>6,344,781</u>	<u>6,787,725</u>	<u>6,659,717</u>	<u>6,964,483</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2022 £	2021 £	2022 £	2021 £
Finance lease (see note 12)	205,110	133,700	205,110	133,700
Payments on account	2,592,911	2,250,833	2,592,911	2,250,833
Trade creditors	601,081	1,533,787	490,859	1,465,418
Social security and other taxes	900,864	1,513,417	898,319	1,501,601
Other creditors	429,676	256,555	430,881	276,148
Accruals and deferred income	98,964	65,980	93,361	62,389
	<u>4,828,606</u>	<u>5,754,272</u>	<u>4,711,441</u>	<u>5,690,089</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (GROUP AND CHARITY)

	2022 £	2021 £
Finance lease (see note 12)	174,851	147,176

12. LEASING AGREEMENTS (GROUP AND CHARITY)

	Finance leases	
	2022 £	2021 £
Net obligations repayable:		
Within one year	205,110	133,700
Between one and five years	174,851	147,176
	<u>379,961</u>	<u>280,876</u>

The tangible fixed assets held under finance lease agreements are provided as security for the obligations under finance lease agreements.

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022 £	2021 £
Within one year	291,247	313,679
Between one and five years	840,779	456,105
	<u>1,132,026</u>	<u>769,784</u>

13. PROVISIONS FOR LIABILITIES (GROUP AND CHARITY)

	Bad debts £	Publication £	Deposition £	Total £
At 1 April 2019	50,362	11,004	224,977	286,343
Arising and charged in the year	30,890	7,592	61,929	100,411
Utilised in the year	-	(8,454)	(39,124)	(47,578)
	<u>81,252</u>	<u>10,142</u>	<u>247,782</u>	<u>339,176</u>
At 1 April 2021	81,252	10,142	247,782	339,176
Arising and charged in the year	16,129	-	90,531	106,660
Utilised in the year	-	(10,142)	(38,649)	(48,791)
	<u>97,381</u>	<u>-</u>	<u>299,664</u>	<u>397,045</u>

Publication provision

This provision relates to liabilities associated with publishing project reports in archaeological journals. These journals are produced periodically whenever there are sufficient articles to warrant publication.

Deposition provision

The deposition provision relates to costs which will be incurred when project archives are deposited in the relevant museum. As many of these museums are currently at full capacity, it is not possible to give a certain date as to when this provision will be utilised.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

14. MOVEMENT IN FUNDS

With the exception of the revaluation reserve all of the unrestricted funds have been generated from surplus income on archaeological projects which have been carried out in the furtherance of the charitable company's objectives. These funds have been, and continue to be fully utilised in meeting the needs of the charitable company, as explained in the Trustees' report, without which its objectives could not be pursued.

The movement in general funds is analysed in the Statement of Financial Activities. There were no movements in the revaluation reserve during the year (2021: no movement).

Movement in restricted funds (group and charity)

	At 1 April 2021 £	Income	Expenditure £	At 31 March 2022 £
Well City fund	-	85,181	(68,667)	16,514
Total restricted funds	<u>-</u>	<u>85,181</u>	<u>(68,667)</u>	<u>16,514</u>

The Well City fund is a fund provided by The National Lottery Community Fund to four partner organisations to make a positive change to the mental health of everyone involved in the project. Other objectives of the fund include creating a legacy of trained artist, facilitators and volunteers who will work to the benefit of those with mental health need in their community and to improve mental health services in Salisbury and across Wiltshire.

The Charity held no restricted funds at any stage during the year ended 31 March 2021.

15. NET ASSETS BY FUND

Group net assets by fund at 31 March 2022.

	Unrestricted funds £	Restricted Funds £	Total Funds £
Fixed assets	1,673,332	-	1,673,332
Current assets	10,825,793	16,514	10,842,307
Current liabilities	(4,828,606)	-	(4,828,606)
Non-current liabilities	(174,851)	-	(174,851)
Provisions for liabilities	(397,045)	-	(397,045)
Net assets	<u>7,098,623</u>	<u>16,514</u>	<u>7,115,137</u>

Charity-only net assets by fund at 31 March 2022.

	Unrestricted funds £	Restricted Funds £	Total Funds £
Fixed assets	1,673,193	-	1,673,193
Current assets	11,095,487	16,514	11,112,001
Current liabilities	(4,711,441)	-	(4,711,441)
Non-current liabilities	(174,851)	-	(174,851)
Provisions for liabilities	(397,045)	-	(397,045)
Net assets	<u>7,485,343</u>	<u>16,514</u>	<u>7,501,857</u>

All net assets held by the group, and the parent charity, at 31 March 2021 were held in unrestricted funds.

16. RELATED PARTY DISCLOSURES

Dr R Whimster is a freelance editor for Historic England Limited. The Charitable Company received £173,266 from, Historic England Limited during the year (2021: £353,626). Wessex Archaeology received services from Historic England totalling £2,352 (2021-£210)

Mrs R K V Cook is a shareholder and director of Beechmast Consultancy Limited. Beechmast Consultancy Limited provided legal services to the charitable company and its subsidiary Wessex Archaeology Ventures Limited, where she is also a Director to the value of £16,993 (2021 - £24,598).

Mr C M Brayne is the Vice Chair / Director of FAME (Federation of Archaeological Managers and Employees) and the charitable company pays an annual subscription of £ 1,140 (2021 - £1,090).

Mr C M Brayne is also a Commissioner for Royal Commission on the Ancient and Historic Monuments of Wales (RCAHMW). The charitable company sold services to RCAHMW to the value of £nil (2021 - £3,816).

Mrs S L U Voaden is a director of Vhroom Limited and the Charitable Company received services totalling £6,772 (£2021- £nil) from the company.

There were no further related party transactions in the current or previous year.

18. SUBSIDIARY UNDERTAKINGS

Wessex Archaeology Limited owns 100% of the share capital of Wessex Archaeology Ventures Limited. A summary of Wessex Archaeology Ventures Limited's financial performance is shown below. Full audited accounts are available publicly available at Companies House.

Profit and loss account

	2022	2021
	£	£
Turnover	8,709	34,095
Expenditure	(49,007)	(60,246)
Operating loss	(40,298)	(26,151)
Interest receivable	5,232	2,537
Interest payable	(7,457)	(3,678)
Loss for the year	(42,523)	(27,292)
Total capital and reserves	(71,816)	(29,293)

Balance sheet

	2022	2021
	£	£
Investments	22,389	22,389
Current assets	332,088	196,255
Current liabilities	(426,293)	(247,937)
Net liabilities	(71,816)	(29,293)
Called up share capital	10	10
Profit and loss account	(71,826)	(29,303)
Total capital and reserves	(71,816)	(29,293)

WESSEX ARCHAEOLOGY LIMITED**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR ENDED 31 MARCH 2022****18. SUBSIDIARY UNDERTAKINGS (continued)**

Wessex Archaeology Ventures Limited owns 100% of the share capital of Trident WA GmbH, a company limited by shares and registered in Germany. A summary of Trident WA GmbH's financial performance is shown below:

Profit and loss account

	2022	2021
	£	£
Turnover	197,126	87,366
Expenditure	(351,794)	(193,294)
Operating loss	(154,668)	(105,928)
Interest payable	(5,012)	(2,306)
Loss for the year	(159,680)	(108,234)

Balance sheet

	2022	2021
	£	£
Current assets	31,551	26,521
Current liabilities	(324,017)	(159,154)
Net liabilities	(292,466)	(132,633)
Called up share capital	21,148	21,302
Profit and loss account	(313,615)	(153,935)
Total capital and reserves	(292,466)	(132,633)

19. CHARITY-ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
INCOME FROM:				
Charitable activities				
Archaeological projects	22,436,507	85,181	22,521,688	21,291,097
Total income	<u>22,436,507</u>	<u>85,181</u>	<u>22,521,688</u>	<u>21,291,097</u>
EXPENDITURE ON				
Charitable activities	21,363,785	68,667	21,363,785	20,241,838
Total expenditure	<u>21,363,785</u>	<u>68,667</u>	<u>21,363,785</u>	<u>20,241,838</u>
NET INCOME/(EXPENDITURE)	1,072,722	16,514	1,089,236	1,049,259
RECONCILIATION OF FUNDS				
Total funds brought forward	6,412,621	-	6,412,621	5,168,907
TOTAL FUNDS CARRIED FORWARD	<u><u>7,485,343</u></u>	<u><u>16,514</u></u>	<u><u>7,501,857</u></u>	<u><u>6,218,166</u></u>

WESSEX ARCHAEOLOGY LIMITED

England & Wales - Charity number 287786

Accounts

WESSEX ARCHAEOLOGY LIMITED
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

REGISTERED COMPANY NUMBER: 01712772 (England and Wales)
REGISTERED CHARITY NUMBER: 287786

WESSEX ARCHAEOLOGY LIMITED

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WESSEX ARCHAEOLOGY LIMITED

EXECUTIVE SUMMARY AND CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2021

Executive Summary

Wessex Archaeology Limited is a charity and a company limited by guarantee. Its aims are the advancement of education, the arts, culture, heritage and science. Beginning as a charitable trust in 1979 and becoming a company in 1983, the Charitable Company derives most of its income from its primary purpose of trading in the provision of professional heritage services to businesses and government organisations throughout the UK and internationally. In addition to the public benefit delivered directly by these activities, the surplus generated is invested in educational and community engagement initiatives.

The Charitable Company serves its clients by deploying a unique range of technical, interpretative and advisory capabilities and is recognised as a leader in innovation and high-quality service provision.

The Charitable Company operates from its headquarters in Salisbury, where it has been based for 37 years and maintains regional offices in Edinburgh, Sheffield, Meopham and Bristol. During the financial year 2020/21 it generated an annual income of £21.3 million and employed an average of 318 staff.

Via its trading subsidiary, Wessex Archaeology Ventures Ltd., the company owns a private company registered in Rostock Germany Trident WA GmbH which trades as Trident Archäologie, the company has also recently established a branch office in Rotterdam in the Netherlands.

Chair's Report

The 2020-21 financial year was characterised by the ongoing Coronavirus Pandemic and the associated restrictions to travel and operations. The Board of Trustees, the executive and the staff adapted well to the changed working environment and the organisation was successful in attracting funding to support developments in commercial management and digital engagement capabilities. The support functions of the business were restructured with a specific focus on organisational resilience, and operational teams developed strong collaborative relationships with clients and partner organisations. These achievements, in combination with the effects of support of the government Job Retention Scheme, allowed the Group to increase its activity by over 38% to an historic high of £21.3M and resulted in a surplus of £1.05M (4.9%)

The Group was able to continue its programme of investments in its infrastructure, management systems and in staff development and, in accordance with the approved Reserves Policy, was able to maintain the required levels of both reserved funds and available cash. In addition, the company was able to accumulate excess working capital of around £1.5m which is available for long term investment. The Trustees recognise this achievement under difficult circumstances and continue to support plans for investment, service development and diversification.

Throughout the 2020-21 financial year the organisation continued to be affected by the government's response to the COVID-19 pandemic. The Trustees ensured that the safety of staff, colleagues and the public remained the absolute priority throughout the year and the Board met regularly with the executive to align the organisation's response to changes in government policy and general perceptions of risk. The Business Continuity Team met weekly to ensure compliance with public health regulations and good practice, to communicate policy updates to the staff and to coordinate the conscientious use of the Job Retention Scheme (JRS). Trustees continued to receive quarterly updates on the company's position and its response to the crisis.

In total, 153 staff were placed on furlough at various times and the organisation received a total of £452k funding from the HMRC's Job Retention Scheme. The organisation has also benefitted from deferring the March 2020 VAT payment for one year and have elected to reimburse HMRC in the 10 months commencing April 2021. We continued to develop our COVID response measures to accommodate the changes in Government advice and best practice during the year. Our staff experienced perhaps a unique year as the year started with a huge level of uncertainty in the commercial world and falling revenues as a result of the pandemic and ended the year with very high activity levels mainly as a result of Investment into large infrastructure projects by the Government. We used our best endeavours to develop safe working practices and protect our staff's mental health and wellbeing during this period and we are appreciative of the staff and the Prospect Union as well as our Clients and Partners in this respect

A very significant proportion of the company's income during the year was derived from major infrastructure works such as HS2, the East Leeds Orbital Road and Viking Link (offshore renewables) and the experience of managing these projects informed the company's approach to tendering for the A303 Stonehenge Tunnel Project. The decision to lead a supply consortium of trusted partners proved successful in winning the bid and also reduced the impact of the programme delays caused by the Judicial Review.

The successful establishment of a trading subsidiary and an EU base in Trident Archäologie lead to the group's first commission in Germany. Travel restrictions meant the development of a new supply chain entirely within the EU which proved successful. The Group also continued to receive invitations to tender for work around the world and began the process of forging a strategic alignment with Extent Heritage in Australia.

WESSEX ARCHAEOLOGY LIMITED

EXECUTIVE SUMMARY AND CHAIR'S REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The impossibility of convening large audience groups and the difficulties of travel during the pandemic forced the Charity to adopt a series of innovations to its educational and community engagement activities. This involved a wholesale move to digital content creation and online delivery – much of which was live and interactive. This required staff to develop new skills and the recruitment of new members of the Studio and Community and Education Teams.

The impact of a series of lockdowns on society, and a quickening in the pace of social change prompted government to recognise the value of culture and this resulted in a marked increase in the availability of grant funding – particularly for work to support inclusion, mental health and wellbeing. Having taken a lead in these areas recently, the Charity was quick to step in to provide suitable services. The expectation is that inclusion and wellbeing will continue to be a focus for funding and for public benefit delivery for the foreseeable future.

The longer term economic and social impacts of both the pandemic and the UK's changing international trading relationships remain unclear. However, the Group has proved its ability to adapt and even to thrive in these difficult circumstances. The support functions and flexible working practices developed during the crisis are expected to remain a key part of the Group's future operations and, despite delays in major projects, the economic recovery policies already in train mean that forecasts for the coming year are as strong as at any time in the company's history. Strong reserves, a growing geographical distribution, and an increasing ability to serve a range of markets offer further reassurance for a sustainable future.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and the audited financial statements for the year ended 31 March 2021.

The Trustees' Report incorporates the Directors' Report and Strategic Report required by company law. The sections Achievements and Performance, Future Plans and Financial Review comprise the Strategic Report.

Objectives and Activities

The objects for which the Charitable Company is established are to derive public benefit through:

- the advancement of education; and
- the advancement of the arts, culture, heritage and science.

Which the Charitable Company seeks to achieve by adhering to its core values of:

- Authenticity and Ethics
- Customer Focus
- Applied Knowledge
- Reliability and Resilience
- Communicating Passion
- Collaborative Behaviour
- Innovative Thinking

Mission

To stimulate positive change in society both through the excellence of the services it supplies to its clients and the quality of the information it shares with its beneficiaries.

Vision

Our vision is to create a universal appreciation of the value of cultural heritage. We want everyone to understand and appreciate the value of heritage for its social, economic and cultural benefits. By creating knowledge and understanding about the past, and by engaging a wide audience, we will help bring the past into the present, where its value can be understood and appreciated as cultural heritage.

In working to achieve this, we recognise our dual responsibility to our clients and the public interest:

Our offer to our clients is summarised as, "Complex problems creatively solved."- We investigate, record, interpret and communicate the value of cultural heritage found below ground, above ground, and underwater. Our team of specialists use innovative combinations of techniques to deliver sustainable solutions which create value for our clients, the historic environment, and the needs of communities.

The aim of our work within the wider community is, "Enriching lives through heritage." - We share the results of our work widely and with a diverse audience, using archaeology to educate the public in science, the arts, culture, and heritage. We leave a positive legacy of social cohesion and wellbeing within local communities, through sharing knowledge, developing skills and promoting sustainability.

Strategic Goals

In 2017 we created a three-pillared strategic framework to guide our work towards achieving our vision over the coming decade.

- Maximising Public Benefit: Strengthening our ability to deliver meaningful public engagement.
- Developing Our People: Ensuring our staff are happy, fulfilled and progress.
- Building a Sustainable Business: Delivering high quality professional services that are a sustainable solution to managing heritage risk.

Public Benefit

Cultural heritage contributes to a sense of place, to community identity and an enhanced appreciation of the environment in which we live. It is both tangible and intangible: contributing to social capital and making our communities more self-

reliant and dynamic. Our work delivers public benefit by enhancing social inclusion and cohesion, promoting cultural diversity and contributing to social, physical and economic regeneration.

The beneficiaries of our work encompass a wide spectrum of communities and groups across the UK and beyond. In addition to the organisations or individuals who commission the work, beneficiaries include: fellow heritage professionals; individuals using publications and digital resources; local communities; special interest groups; teachers and students in all sectors of education; disadvantaged groups such as individuals who experience a higher risk of poverty, social exclusion, discrimination or violence than the general population, including, but not limited to, ethnic minorities, migrants, people with disabilities, isolated elderly people and children.

We continue to invest in new ways to promote an appreciation of the cultural heritage environment and to assist the public in deriving appreciable social value from the heritage resource.

We focus on education, community, technology and inclusion and work to prioritise underserved sections of society.

The Trustees confirm that they have had due regard to the Charity Commission guidance on public benefit.

Achievements and Performance

Maximising Public Benefit

	OUR AMBITIONS	OUR ACHIEVEMENTS
EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.	Make our knowledge base more accessible, engaging and relevant to the general public.	We published 22 articles in journals, 1 monograph and 1 Occasional Paper. Contribution to archives (inc. ADS/OASIS) and general media coverage
	Create unique educational activities	Virtual engagement events including multiple HS2 webinars and heritage talks during the Covid pandemic with on-line delivery segmented for specific audiences resulting from audience mapping research.
	Create a scalable set of resources which deliver against National Curriculum learning objectives.	School sessions designed from the ground up in collaboration with teachers to meet National Curriculum learning aims. As well as enhancing the quality of pupils learning by providing hands-on access to tangible heritage, teachers' planning made easier by being able to 'subcontract' the delivery of specific aims to WA. Sessions not limited to the teaching of history (archaeology is not specifically mentioned in the NC); WA sessions use archaeology as a stimulus for cross-curricular teaching including literacy and science.
	Grow our provision of heritage education and skills to the wider public through accreditation.	See note below on the application for the Sandford award
	Work with partners to expand our reach for boxes into West London.	The Covid pandemic prevented the realisation of this objective
	Apply for the Sandford Award for excellence in Heritage education.	An application was prepared and submitted for the Sandford Award on 31 Mar 2021.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy.	We will continue to find ways of building a legacy of knowledge and engagement into our project designs.	We were commissioned by Historic England to conduct research and design on employing a heritage themed programme to work with young people at risk of offending.
	Offer meaningful community engagement activities that resonate with a diverse audience.	Via the Culture Recovery Fund, we were able to recruit a Development Officer to develop a strategy for sustainable funding of community projects that promote access and inclusion
TECHNOLOGY Increase our engagement on media channels and technical platforms.	We will develop our digital media platforms, and experiment with fresh ways of communicating the value of cultural heritage to the public.	. Invested resource in creating consistent, themed content for our WA YouTube channel resulting in a 325% increase in views to over 200,000. Our digital reach on Facebook, Twitter and Instagram also reflected positive growth in reach and engagement; our reach grew by over 1,000,000 to > 4,000,000. Our Covid pandemic response included replacing in person lectures with webinar talks and digital wellbeing content through our Heritage 360 series of natural historic environment videos.
	We will increase our digital media production capabilities with innovative capture and content creation, to increase our engagement across these platforms.	Culture Recovery Funding enabled us, during the Covid pandemic, to invest in an animation artist and 3D VR artist to develop new digital media engagement techniques in our Studio department.
INCLUSION Challenge inherent bias and continue to target and engage hard-to-reach groups.	We will work to recognise and challenge inherent bias in our understanding and representation of the past and work to remove the barriers which limit access to our resources for people from black and minority ethnic groups	We initiated contact with the founder of Razana Africa, Christelle Pellecuer, to explore opportunities for partnership working with black communities in the Bristol area.
	We will identify and target underserved groups and those who would not ordinarily engage with heritage, and, in particular, those who would derive therapeutic benefits from heritage.	With Historic England Emergency Response Fund support we were able to deliver an on-line, therapeutic, heritage intervention project entitled "Lost and Found" during the lock down arising from the Covid Pandemic. Groups included carers, deaf children, individuals with mental ill-health and individuals with brain injuries.
	We will become a social prescribing provider, promoting health, wellbeing and social welfare for underserved groups through heritage services.	As lead partner we were awarded NCLF (National Community Lottery Fund) funding for a 3-year Well City Salisbury project to support individuals with mental ill health.

Developing Our People

	Our ambition	What we achieved
Health and Safety Develop our Health, Safety and Environmental Management systems,	Gain ISO 45001 Health and Safety accreditation.	Reviewed and amended all Health and Safety policy documentation in line with the standard. Completed a gap analysis in preparation for external audit.

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TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

seeking and maintaining accreditations.	Create and deliver engaging Health & Safety videos for staff to improve and augment our existing Health and Safety processes.	Produced and promoted our Cat and Genny Training video – receiving over 20,000 views on YouTube.
Human Resources Streamline our Human Resources functions.	Implement an HR management system to streamline our HR function.	Researched and assessed a range of cloud-based HR management tools. Collated user requirement information.
Increase the wellbeing of our staff.	Enact our Mental Health & Wellbeing Strategy. We will deliver Mental Health Awareness Training to all staff. We will review our employee benefit offering and establish opportunities for improvement.	Completed Mental Health First Aid training for 25 staff. Commissioned a programme of communication campaigns on the theme of mental health and wellbeing.
Extend our staff development capabilities by progressing our training and career support functions.	We will continue to progress our staff training and development opportunities. We will improve our Leadership & Management development programmes. We will implement Personal Development Plans for all staff.	Delivered 2238 hours of compliance training. Delivered 4431 hours of technical training.
Engage staff with our values and define our culture.	We will undertake a staff engagement survey to gain feedback, understand what really matters to our people and drive meaningful change. We will improve engagement through better internal communications and collaboration.	Successfully conducted a staff engagement survey in October 2019 and used the results to inform improvements in management procedures and internal communications. We rapidly improved virtual teamworking to accommodate the Covid lockdown and the need to interact remotely.

Building a Sustainable Business

	Our ambition	What we achieved
Digital	Continue to implement our Information Technology Development Plan focussing on <ul style="list-style-type: none"> • Security • Infrastructure and storage • Integrated Communications • Digital Recording and • Knowledge Management 	Maintained and improved security performance in compliance with Cyber Essentials. Deployed improved data storage capacity and ensured ubiquitous and secure remote access through improved VPN services. Adopted and developed remote, collaboration tools based in MS365. Scaled tablet recording capabilities to meet the demands of HS2 and A303 projects. Researched suitable specifications for an organisational Digital Asset Management System. Early “out of print” WA monographs scanned and made available for internal access.
Services	Develop an integrated suite of innovative archaeological and heritage management services that ensure that we deliver a high-quality solution.	Delivered over £21M of integrated data collection, research, dissemination, and community engagement services to commercial clients Established the largest ever consortium of archaeological service providers and tendered successfully for the A303 Stonehenge Tunnel Project.
Diversification	Continue to diversify revenue streams into related areas to	Successfully attracted grant funding to develop approaches to public engagement focusing on wellbeing and inclusion. Successfully delivered

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

	enhance our public benefit capability.	extended public benefit activity as part of HS2 programme.
Reach and Influence	Increase our national and international reach, through developing new and existing partnerships, refining our international offering and proactively seeking global opportunities.	Completed our first commercial project through our Trident Subsidiary in Germany. Established an MoU with Extent Heritage in Australia and commissioned a joint research project targeting the marine renewables sector.

Our Plans for the Future

Maximising Public Benefit

Our 2021-22 ambition	What we will do
<p>EDUCATION Deliver our findings to the public in engaging, informative and accessible formats, free of charge.</p>	<p>Invest in a new dissemination platform.</p>
<p>COMMUNITY Deliver sector-leading community engagement activities to serve the broadest and most diverse audience possible and leave a meaningful legacy. Become a social prescribing provider in heritage services to promote health, wellbeing and social welfare for underserved groups</p>	<p>Through a Heritage and Wellbeing Working Group, work in partnership with heritage sector bodies to raise awareness and improve the evidence of the social value of engagement with heritage. Deliver Year 1 Well City Salisbury Project programmes and evaluate their efficacy.</p>
<p>TECHNOLOGY Increase our engagement on media channels and technical platforms.</p>	<p>Develop a collaborative platform on which to consolidate the output of not-for-profit organisations. Continue to develop our 3D VR capability to populate heritage settings with characters to support interpretation. Launch our own TikTok social media channel to reach a younger digital audience.</p>
<p>INCLUSION Challenge inherent bias and continue to target and engage underserved groups.</p>	<p>Launch an internal fund to enable staff from across the company to deliver public benefit heritage engagement projects that have access and inclusion at the core. Develop our understanding of underserved communities and provision in the Sheffield region to build partnerships and opportunities for heritage engagement. Continue to develop a pilot programme for young people at risk of offending in partnership with Historic England and Isle Heritage CIC.</p>

Developing Our People

Our 2021-22 ambition	What we will do
<p>Develop our Health, Safety and Environmental Management systems, seeking and maintaining accreditations.</p>	<p>We will gain ISO 45001 Health and Safety accreditation. We will continue to develop a close working relationship with the operational teams ensuring that we deliver an OHS process focussed on:</p> <ol style="list-style-type: none"> 1. OHS Culture and development 2. H&S systems management 3. Proactive OH&S monitoring 4. Reactive OH&S monitoring 5. Training and Development
<p>Streamline our Human Resources functions.</p>	<p>We will recruit into the HR team, to develop the capacity and capability of the HR function to influence, steer, and implement a people strategy which aligns capabilities across the whole organisation.</p>
<p>Increase the wellbeing of our staff.</p>	<p>We will continue to develop the implementation of our Wellbeing Strategy. We will deliver Mental Health Awareness training to all staff and improve our sign posting to assistance via our trained mental health first aiders. We will review our employee benefit offering and establish opportunities for improvement.</p>

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Extend our staff development capabilities by progressing our training and career support functions.	We will continue to progress our staff training and development opportunities. We will implement a ILM accredited Leadership & Management development programmes for junior and middle managers and implement Personal Development Plans for all staff.
Engage staff with our values and define our culture.	We will undertake a periodic staff surveys to gain feedback, understand what really matters to our people and inform our plans for improvement. We will improve engagement through better internal communications and collaboration.

Building a Sustainable Business

Our 2021-22 ambition	What we will do
Enact our Sustainability Strategy	Develop an actionable sustainability plan for the business by analysing all internal functions, operational practice and infrastructure focusing on opportunities to reduce energy use and carbon emissions. Consolidate our sustainability offer for our clients by continuing to engage with our customers and supply chain to identify further sustainability improvements and where possible share best practice.
Continue to implement our Information Technology Development Plan focussing on <ul style="list-style-type: none"> • Security • Infrastructure and storage • Integrated Communications • Digital Recording and Knowledge Management 	Obtain Cyber Essentials Plus accreditation. We will maintain and improve our cyber security including improvements to web filtering and malware detection systems. We will complete the implementation of our data storage strategy. We will continue to develop our use of web-based collaboration and communications tools.
Develop an integrated suite of innovative archaeological and heritage management services that ensure that we deliver a high-quality solution.	We will work to improve our management of our supply chain and use collaborative frameworks to strengthen partnerships We will continue to strengthen our project management and contractual control functions to ensure greater organisational resilience. We will achieve OH&S Management Standard ISO 45001 and Environmental Standard ISO 14001
Continue to diversify revenue streams into related areas to enhance our public benefit capability.	We will seek funding to experiment with the development of digital engagement and social prescribing offers.
Increase our national and international reach, through developing new and existing partnerships, refining our international offering and proactively seeking global opportunities.	Support the work of our partnership arrangements by engaging in marketing and lobbying activity to promote the broader understanding of good cultural heritage management practices.

Financial Review

Income for the year was £21,291,097 an increase of 39% over the previous year. Expenditure grew by 29% which resulted in a net operating profit of £1,049,259 with a net margin of 4.9% an improvement of £1,338,377 on the result for the year to March 2020. The total funds of the Charitable Company, all unrestricted, at 31st March 2021 were £6,218,166 (2020 - £5,168,907). The increased revenue was the result of sales levels ahead of forecasts achieved through the company's ability to continue trading despite the impact of the COVID-19 pandemic. The Charity continues to improve its systems and to invest in equipment to improve efficiency, which is reflected by the increase in the depreciation charge from £325k to £404k for the year.

Working capital was supported by new finance leases totalling £127,088 (2019 - £243,1021) and operating leases continued to support investment in key infrastructure and equipment to improve efficiency and the maintenance and provision of our regional offices.

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TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The number of Group Personal Pension Plan members at 31st March 2021 was 294 (2020 - 305) with only 4 (2020 - 6) staff opting out. The total employer's contribution for the year was £401,266 (2020 - £396,145). The Charity has worked closely with Aviva to increase the visibility of Pension Information and online Pension Management to members during the year.

Overall expenditure on salaries and benefits increased by 4.3% to £9,923,110 (2020 - £9,543,925) and this remains the largest single category of expenditure. Average headcount was 318 (2020 - 311). The Company adopted a performance management approach to optimise its response to fluctuations in demand and redundancies implemented in mitigation of the early impacts of the pandemic cost £140k. Salary increases were awarded in the second half of the year, in line with market conditions.

Investment powers and restrictions

The Charitable Company may invest monies not immediately required for its purposes in such investments, securities or property as it thinks fit, subject to charities and corporate law.

Reserves Policy

The Risk and Audit Committee is established as a subcommittee of the Board and comprises three serving Trustees. The Committee meets four times per year with the Chief Executive invited as a guest.

Following a review by the Risk and Audit Committee in October 2021, the Trustees have approved the standing Reserves Policy as appropriate. Based on an assessment of cashflow demand, the cash contingency requirement was maintained at £750,000 and the minimum reserves at £3.5m (3 months operating costs of £1.17m per month). If, at any point, the Charitable Company does not have retained earnings of £3.5 million the policy requires that this position be included on the Charitable Company's Risk Register and addressed with an appropriate action plan.

Total Group assets in the Balance Sheet as at 31st March 2021 stood at £6,218,166 (an increase of £1,049,259 on the previous year). The entirety of total assets was unrestricted. Total assets include fixed assets of £1,574,287 (2020 - £1,730,233) leaving available reserves of £4,643,879 (2020 - £3,438,674). Whilst reserves were £1.1m in excess of the minimum reserve it is anticipated that future large projects may necessitate an increase in reserves owing to the additional working capital requirement.

Supporting strategies and activities designed to meet the Reserves Policy include marketing, productivity improvement, service development, overhead reduction initiatives and working capital optimisation. Responsibility for these is delegated to the executive. The policy is reviewed annually to balance delivery of the Charitable Company's objectives and the need to maintain the resilience of the operation.

Risk Management

Wessex Archaeology Limited has both a risk management policy and a risk management procedure in place. The Risk and Audit sub-committee, formed by the Board to guide its work, met quarterly during the year and reviewed current risk management procedures. This included updates to the Risk Management Policy and Procedure, a statement of Risk Appetite and a review of the Reserves Policy. The Executive Management Team is responsible for the execution of the Risk Management Procedure and the maintenance of the Risk Register for approval by the Board. It is supported in this work by the Resilience Team which comprises the Directors with accountability for HR, H&S and Quality.

The key areas of risk identified are as follows:

Governance Risks

Organisational integrity and effectiveness may be impacted by:

- failure to respond to changes in legal or regulatory requirements;
- failure to be represented at Board level by relevant heritage expertise;
- failure to nominate interim postholders at executive level; and
- legal exposure arising from the management of complex commercial contracts.

Governance risks are mitigated through regular monitoring of the regulatory and operational environment and the performance of internal systems. This includes the use of external advisors and internal measures which bring potential problems to the attention of the Trustees and the management team. Reduced Board expertise is mitigated by a proactive and informed recruitment strategy. Reduced executive level oversight is mitigated by responsive delegation of powers of authority and clear documentation of roles and responsibilities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

Operational Risks

Operational effectiveness may be impacted by:

- a major incident / disruption to business continuity;
- Failure to monitor organisational performance (finance and wellbeing);
- Failure to report on major incidents (safety or environmental management) resulting in harm/reputational damage;
- poor quality of service delivery;
- failure to recruit and/or retaining suitable staff; and
- failure of IT systems (including security).

Operational risks are mitigated by the design and maintenance of management systems which direct and document decisions made by the management team, provide performance monitoring and include responsive procedures to minimise the impact of adverse events.

Financial Risks

Projected financial performance may be impacted by:

- poor management of contractual terms;
- trading limited by cash flow / available credit;
- trading limited by external economic and market forces;
- failure to monitor and control income and expenditure; and
- bad debts and slow payment by significant trade debtors.

Financial risks are mitigated through careful financial forward planning, the monitoring of budgets and hierarchical reporting mechanisms. The Finance team also has access to third party financial advice and the support of legal and payment collection services.

External Risks

The organisational business model may be impacted by:

- a deterioration in general economic conditions;
- competitor growth or consolidation;
- changes in planning regulations and a continued decline in public spending;
- reduced funding of curatorial services;
- change in trading conditions caused by COVID-19
- implementation of the Brexit deal and
- a reduced commitment to sustainability at international levels.

External Risks are mitigated by careful strategic planning and service development programmes which remain flexible and able to respond to market and regulatory change.

Compliance Risks

The organisation's legal, contractual, professional, reputational or ethical standing may be impacted by behaviours or performance which fall short of regulatory/stakeholder expectations, such as:

- failure to comply with law, regulations or to meet professional responsibilities;
- failure to implement/follow professional standards;
- poor client relationship management;
- poor quality control; and
- business relationships with unethical or unprofessional organisations.

Compliance risks are mitigated by continuous efforts to maintain and project a strong organisational culture. Staff are required to demonstrate and communicate the company's core values throughout their work and are empowered to challenge behaviours and potential outcomes which fall below our standards.

Principal Risks and Uncertainties

These are events or circumstances which alone or in combination pose a significant threat to the organisation's charitable aims or its status as a going concern.

Economic Risk – in common with many businesses, the charity is exposed to changes in the wider economy. The economic changes resulting from both Brexit and the COVID19 outbreak are yet to be fully ascertained and potential staff

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

shortages and the potential inflationary impacts are of particular concern. In mitigation the Trustees and the Executive continue to monitor economic developments closely and the Trustees have maintained their support for a series of business development and diversification strategies which seek to explore alternative income streams.

Client Failure – Recent shifts in the global economic picture have precipitated the failure of several large-scale consulting and engineering firms leaving many suppliers with unpaid accounts. Trustees recognise that many potential client organisations may be directly or indirectly affected by similar failures in the future. Impacts are controlled by close attention to the level of outstanding debt and the financial stability of all client organisations.

Risks to People – The organisation is dependent upon its people and turbulent times can place our team under strain which can result in lowered performance, ill health, staff losses or recruitment difficulties. The management team treats the health, safety, wellbeing and retention of our people as a priority, ensuring a safe, supportive and developmental environment.

Regulatory Risk – Current income streams depend upon environmental regulations and planning policy guidance. The loss of overarching legislation from the EU and the potential use of deregulation and policy change as an economic stimulant at national level pose threats to these income streams.

The Trustees and executive team maintain contacts within the heritage disciplines, across the wider environmental sector and within government. These provide insight into the potential change and the organisation makes the most of any opportunity to influence the development of policy. Several diversification and business development strategies targeting new income streams are in progress.

Structure, Governance and Management

Wessex Archaeology Limited is a registered charity and is incorporated as a company limited by guarantee and without share capital. The governing document is its updated Articles of Association, which were adopted by a special resolution on 20 March 2015. Members of the Charitable Company may vote at general meetings and their liability for its debts is limited to £10 each. At the date of this report there are currently eight members, and the maximum number is twenty.

The Charity has a trading subsidiary, Wessex Archaeology Ventures Limited which is the sole shareholder of Trident WA GmbH Germany. The Trading results of these subsidiaries have been incorporated within the Group financial statements. Wessex Archaeology Ventures Limited also agreed to close its US trading partnership, CEWA Inc. of Delaware, USA in July 2021

On appointment, all Directors of the Company also become Trustees of the Charitable Company. The procedure for appointment of the Directors and Trustees is described in the Charitable Company's Articles of Association. Trustees are appointed by the Board of Directors. New Trustees spend time at one of the Charitable Company's offices at the beginning of their appointment. Their induction day includes meetings with the Charitable Company's Chief Executive Officer and with the Chairman of Trustees. The induction process is designed to familiarise new Trustees with the work of the Charitable Company and its aims and objectives. Further training and awareness-raising is provided by the Trustees, Chief Executive Officer, and Principal Officers as appropriate.

The Trustees are responsible for the overall strategic direction and policy objectives of the Charitable Company. Day-to-day management is delegated to the Chief Executive Officer and the other Principal Officers.

The Charitable Company maintains partnership working relationships with a range of charitable and commercial enterprises in the archaeological sector and in related fields. The Trustees are satisfied that these relationships serve to further the charitable aims.

The Trustees have reviewed the events or actions which would adversely affect the Charitable Company's ability to achieve its stated charitable objects or its legal obligations. The Trustees have also implemented a risk management system based on Charity Commission guidance. They are satisfied that the major risks have been identified and that suitable measures are in place to monitor the possible occurrence of these risks and to avoid or, if necessary, to mitigate their effects.

Pay policy for senior staff

The Board of Trustees and the Executive Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Charity on a day-to-day basis. Except for the Chief Executive, who is remunerated, all Trustees give their time freely and no director received remuneration in the year. Details of remuneration of the Chief Executive, Trustees' expenses and related party transactions are disclosed in notes 6 and 15 to the accounts.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

The pay of the Executive Management Team and all staff is reviewed annually and is increased in line with a minimum level set by the Remuneration Committee. In view of the nature of the charity, the Trustees benchmark pay awards against pay levels in other charities.

Inclusive employment Policies

Wessex Archaeology welcomes applications for employment from all prospective employees regardless of gender, race, belief or disability. We aim to actively promote equality of opportunity and maximise the abilities, skills and experience of all employees, to ensure that management practices are inclusive.

Employee information

Wessex Archaeology places great importance on ensuring that employees are regularly updated and have appropriate opportunities to engage with senior management. A staff newsletter is circulated to all offices and by email and all staff are provided with an account on an internal social network. A Staff Forum meeting is convened on a quarterly basis which is attended by staff representatives, the Prospect Union and a member of the Executive Management Team.

Gender Pay information

As an organisation of over 250 employees, Wessex Archaeology is required to monitor and publish Gender Pay Gap information. To comply with these regulations the Group;

- reports and publishes gender pay gap information annually,
- reports gender pay gap information to the government online, using the Gender Pay Gap Service and
- publishes gender pay gap information on its public-facing website at <https://www.wessexarch.co.uk/gender-pay-reporting>

Wessex Archaeology strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. To do this we make a consistent effort to attract as diverse a range of candidates as possible, create opportunities so that everyone can explore a career in a way that works for them and ensure that we have the right processes in place to make pay and progression fair for everyone.

Wessex Archaeology is committed to the development of our staff, by fostering a culture of inclusion, fairness and flexibility. Wessex strives to maintain a workplace where people can engage in a fulfilling career and can thrive at work. We make a consistent effort to build a culture that ensures that all employees feel a sense of belonging and that everyone is valued for the differences they bring. Every level of our business is challenged to create opportunities so that everyone can explore a career in a way that works for them ensuring we have the right processes in place to make pay and progression fair for everyone.

Fundraising

Wessex Archaeology does not actively fundraise from the general public, either directly or through the use of third-party fundraising providers. No complaints were received in respect of fundraising in either the current or previous financial year. The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

The organisation does respond to funding calls from government and civil agencies. Such opportunities are subject to the same risk management and auditing criteria as the company's commercial activities.

WESSEX ARCHAEOLOGY LIMITED

TRUSTEES' REPORT (INCLUDING THE STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2021

Reference and administrative details

Registered Company number

01712772 (England and Wales)

Registered Charity number

287786

Registered office

Portway House
Old Sarum Park
Salisbury
Wiltshire
SP4 6EB

Trustees

Dr I C Selby (Chair)
Mrs R K V Cook
Mr C M Brayne
Mrs J N Johnson
Mr C M Watson
Dr R P Whimster
Mrs S L U Voaden
Mr P H Jamieson

Secretary

Mr P A Sealey - Appointed 8 December 2020

Scottish Charity:

Registered as part of Wessex Archaeology Limited

Scottish Charity Register Number:

SC042630

Further offices:

21-23 Slater's Steps, Edinburgh EH8 8PB
Logix House, Wrotham Road, Meopham Kent DA13 0QB
Unit R6, Riverside Block, Sheaf Bank Business Park, Prospect Road, Sheffield S2 3EN
Unit 9, City Business Park, Easton Road, Bristol BS5 0SP

Principal Officers:

C M Brayne	Chief Executive Officer
P A Sealey	Chief Finance Officer
P A Baggaley	Chief Technology Officer
G D Woodhouse	Chief Strategy Officer
C Budd	Chief Operating Officer
D E Atkinson	Regional Director, Scotland

Bankers:

Lloyds Bank PLC, 39 Threadneedle St, London EC2R 8AU

Auditors:

Haysmacintyre LLP, 10 Queen Street Place, London, EC4R 1AG

Solicitors:

Wilsons Solicitors LLP, Alexandra House, St Johns Street, Salisbury, SP1 2SB

Beechmast Consultancy Ltd, Wellgarth, Rivar Road, Shalbourne, Marlborough, Wiltshire SN8 3PU

WESSEX ARCHAEOLOGY LIMITED

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

Statement of the Board of Trustees responsibilities for the financial statements

The Trustees, who are also directors of Wessex Archaeology Limited for the purposes of company law, are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year and not approve the financial statements unless they are satisfied that the financial statements give a true and fair view of the state of the affairs of the Charity and the Group as at the balance sheet date and of the incoming resources and application of resources, including income and expenditure, of the Charity and Group for the year then ended.

In preparing those financial statements which give a true and fair view, the Trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue on that basis

The Trustees are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). The Trustees are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

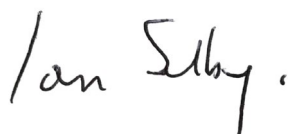
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable Company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

Each of the directors, who held office at the date of approval of this Trustees' Report, has confirmed that there is no information of which they are aware which is relevant to the audit but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are made aware of such information.

Auditors

Haysmacintyre LLP have expressed their willingness to continue in office as auditors. A resolution proposing that Haysmacintyre LLP be reappointed as auditors of the charitable company for the forthcoming year will be put to members at the Annual General Meeting.

The Trustees' Report (incorporating the Strategic Report) was approved by the Trustees on 29 October 2021 and signed on their behalf by:



.....
Dr I C Selby – Trustee

Opinion

We have audited the financial statements of Wessex Archaeology Limited for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, Consolidated and Charity Balance Sheets, Consolidated Cash Flow Statement, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Executive Summary, Chair's Report, and the Trustees' Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to the regulatory requirements of the Charity Commission, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, The Charities Act 2011, VAT, and payroll taxes.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries and management bias in certain accounting estimates and judgements such as the income recognition policy applied to work in progress. Audit procedures performed by the engagement team included:

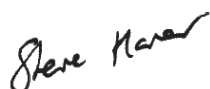
- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, postings by unusual users or with unusual descriptions; and
- Challenging assumptions and judgements made by management in their critical accounting estimates, such as the recognition of work in progress.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WESSEX ARCHAEOLOGY LIMITED
FOR THE YEAR ENDED 31 MARCH 2021

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Steven Harper
For and on behalf of Haysmacintyre LLP
Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 12 November 2021

WESSEX ARCHAEOLOGY LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Total 2021 £	Total 2020 £
INCOME FROM:			
Charitable activities	3		
Archaeological projects		21,291,097	15,347,836
Total income		<u>21,291,097</u>	<u>15,347,836</u>
EXPENDITURE ON			
Charitable activities	4	20,241,838	15,636,954
Total expenditure		<u>20,241,838</u>	<u>15,636,954</u>
NET INCOME/(EXPENDITURE)		1,049,259	(289,118)
Gains on revaluation of fixed assets		-	50,000
NET MOVEMENT IN FUNDS		<u>1,049,259</u>	<u>(239,118)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward		5,168,907	5,408,025
TOTAL FUNDS CARRIED FORWARD		<u><u>6,218,166</u></u>	<u><u>5,168,907</u></u>

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities. A charity only Statement of Financial Activities is included in note 18.

All income received was unrestricted during the years ended 31 March 2021 and 31 March 2020.

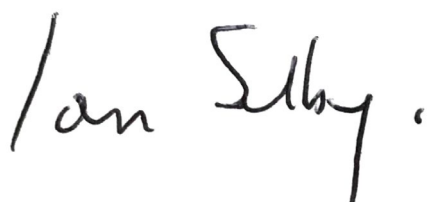
The notes on pages 22 to 34 form part of these financial statements.

CONSOLIDATED AND CHARITY BALANCE SHEETS

AT 31 MARCH 2021

	Notes	Group		Charity	
		2021 £	2020 £	2021 £	2020 £
FIXED ASSETS					
Tangible assets	8	1,574,287	1,730,233	1,574,287	1,730,233
Investments		-	-	10	10
Total fixed assets		<u>1,574,287</u>	<u>1,730,233</u>	<u>1,574,297</u>	<u>1,730,243</u>
CURRENT ASSETS					
Debtors	9	6,787,725	5,269,596	6,964,483	5,373,464
Cash at bank and in hand		4,096,778	1,679,464	4,050,281	1,635,329
Total current assets		<u>10,884,503</u>	<u>6,949,060</u>	<u>11,014,764</u>	<u>7,008,793</u>
CREDITORS: amounts falling due within one year	10	<u>(5,754,272)</u>	<u>(3,052,693)</u>	<u>(5,690,089)</u>	<u>(3,051,863)</u>
NET CURRENT ASSETS		<u>5,130,231</u>	<u>3,896,367</u>	<u>5,324,675</u>	<u>3,956,930</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>6,704,518</u>	<u>5,626,600</u>	<u>6,898,972</u>	<u>5,687,173</u>
CREDITORS: amounts falling due after one year	11	<u>(147,176)</u>	<u>(171,350)</u>	<u>(147,176)</u>	<u>(171,350)</u>
PROVISIONS FOR LIABILITIES	13	<u>(339,176)</u>	<u>(286,343)</u>	<u>(339,176)</u>	<u>(286,343)</u>
NET ASSETS		<u><u>6,218,166</u></u>	<u><u>5,168,907</u></u>	<u><u>6,412,620</u></u>	<u><u>5,229,480</u></u>
FUNDS	14				
Unrestricted funds:					
General fund		5,980,858	4,931,599	6,175,312	4,992,172
Revaluation reserve		237,308	237,308	237,308	237,308
TOTAL FUNDS		<u><u>6,218,166</u></u>	<u><u>5,168,907</u></u>	<u><u>6,412,620</u></u>	<u><u>5,229,480</u></u>

The financial statements were approved by the Board of Trustees and authorised for issue on 29 October 2021 and are signed on its behalf by:



.....
Dr I C Selby -Trustee

The notes on pages 22 to 34. form part of these financial statements.

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

	Note	Total 2021 £	Total 2020 £
Cash flows from operating activities:			
Cash generated from operations	A	2,703,764	607,948
Interest paid		(7,871)	(5,873)
Interest element of hire purchase and finance lease rental payments		(13,741)	(11,139)
Net cash provided by operating activities		<u>2,682,152</u>	<u>590,936</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		(248,533)	(567,667)
Net cash provided by (used in) investing activities		<u>(248,533)</u>	<u>(567,667)</u>
Cash flows from financing activities:			
Assets purchased under finance leases		127,088	243,102
Capital repayments in the year		(143,393)	(114,457)
Net cash provided by (used in) financing activities		<u>(16,305)</u>	<u>128,645</u>
Change in cash and cash equivalents in the reporting period		<u>2,417,314</u>	<u>151,914</u>
Cash and cash equivalents at the beginning of the reporting period		<u>1,679,464</u>	<u>1,527,550</u>
Cash and cash equivalents at the end of the reporting period		<u><u>4,096,778</u></u>	<u><u>1,679,464</u></u>

A. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Total 2021 £	Total 2020 £
Net income for the reporting period (as per Statement of Financial Activities)	1,049,259	(239,118)
Adjustments for:		
Gains on fixed asset revaluation	-	(50,000)
Depreciation charges	404,479	324,621
Interest paid	7,871	5,873
Interest element of hire purchase and finance lease rental payments	13,741	11,139
Increase in provisions	52,833	58,502
(Increase)/decrease in debtors	(1,518,129)	790,195
Increase/(Decrease) in creditors	2,693,710	(293,264)
Net cash provided by (used in) operating activities	<u>2,703,764</u>	<u>607,948</u>

The notes on pages 22 to 34 form part of these financial statements

1. STATUTORY INFORMATION

Wessex Archaeology Limited is a company limited by guarantee (company number 01712772), registered in England and Wales, without share capital. Wessex Archaeology Limited is also a charity registered with the Charity Commission in England and Wales and the Office of the Scottish Charity Regulator in Scotland. The guarantors are the trustees to the extent of £10 each. There were 8 trustees at the balance sheet date (2020 – 8 trustees). The company's registered office address can be found in the Trustees' Report.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition, effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets. The financial statements are presented in Sterling, which is also the functional currency of the company. The financial statements are rounded to the nearest Pound.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Basis of consolidation

These financial statements consolidate the results of the Charity and its wholly-owned subsidiary, Wessex Archaeology Ventures Limited, on a line-by-line basis. Wessex Archaeology Ventures Limited has its own wholly-owned subsidiary, Trident WA GmbH, a company registered in Germany, which is also included in these consolidated financial statements.

Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably, and it is probable that the income will be received.

Income from charitable activities includes amounts invoiced in the year, exclusive of Value Added Tax. In respect of long-term contracts, income represents the value of work done in the year, including estimates of amounts not invoiced and is recognised by reference to the stage of completion.

Income claimed under the coronavirus job retention scheme is recognised when the associated staff costs are incurred.

Long term contracts

Where contracts are not complete at the end of the financial year provision is made for the anticipated value of income where the cost of work exceeds the actual value of income, provided that there is reasonable certainty that the anticipated value will be realised in the next accounting period. This is separately disclosed within debtors as "amounts recoverable on contracts". Any surplus of income over expenditure is not recognised unless there is reasonable certainty that the surplus will crystallise in a future period. This is separately disclosed within creditors as "payments on account on contracts". Full provision is made for losses on all contracts in the year which they are first foreseen.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required, and the amount of the obligation can be measured reliably.

Expenditure on the provision of the charitable company's activities, which includes education and community engagement, may be either costs that can be allocated to specific archaeological projects or costs that cannot be allocated to specific projects, but which are incurred only for archaeological projects collectively.

Support costs enable the Charity to carry out its activities but do not themselves produce the output of these activities. They include items which are wholly identifiable as support costs and an apportionment of shared costs, which are allocated on the basis of the number of support staff.

2. ACCOUNTING POLICIES - continued

Governance costs associated with the general running of the Charity as opposed to the direct management of the Company's operations are classed as governance costs and include direct and related support costs.

Tangible fixed assets

Assets are capitalised where the cost of an item exceeds £2,000 and the useful economic life of the asset is longer than the year of acquisition. Assets are disposed of in the accounts and removed from the fixed asset register when the useful economic life of the asset comes to an end and the net book value is nil. The charitable company operates a policy of revaluation on freehold land and property. Freehold land and property is included at current value at the balance sheet date.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, evenly over the useful economic life of that asset, as follows:

Leasehold buildings	Calculated evenly over the remaining period of the lease
Computer equipment	3 years straight line basis
Archaeology Evaluation Equipment	3 years straight line basis
Motor vehicles	4 years straight line basis
All other assets	3-, 5- and 10-years straight line basis

Investments

Investments in subsidiaries are valued at cost less impairment.

Debtors and creditors receivable / payable within one year

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in expenditure.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and highly liquid bank accounts. Cash held as part of an investment portfolio is included with the investment to which it relates.

Provisions

Provisions are recognised when the charitable company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Where funds are received for specific purposes set out by the donor or implied by the terms of appeal, these are shown as restricted income in the Statement of Financial Activities. Expenditure for the purposes specified is applied against the income and any amount unexpended at the balance sheet date is shown within Restricted Funds.

General funds are Unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes. Deficit balances incurred on specific Restricted funds are funded from Unrestricted funds where no further Restricted fund income is expected to offset the expenditure incurred.

The Trustees, at their discretion, may set aside funds to cover specific future costs. Such funds are shown as designated funds within Unrestricted Funds. Where the trustees decide such funds are no longer required for the purposes intended, they may be released by transfer to general Unrestricted Funds.

Foreign currencies

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

Pension scheme

The charitable company operates a defined contribution pension scheme for all its employees. The assets of the Scheme are held separately from those of the charitable company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charitable company in the year.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

2. ACCOUNTING POLICIES - continued

Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements, taking into consideration the forecast income and expenditure streams and the continuing impact of the COVID-19 pandemic and Brexit on the Charity's operations and finances. The Trustees consider the budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

Judgements and key sources of estimation uncertainty

In the application of the charitable company's accounting policies, management is required to make judgements, estimates and assumptions about the carrying value of assets and liabilities that are not readily apparent from other sources. The estimates and the underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The most significant areas of judgement in preparing the financial statements are the anticipated value and costs in relation to incomplete long-term contracts and the estimate of costs for the future deposition of archaeological archives.

Hire purchase and leasing commitments

Assets funded through finance leases are capitalised as fixed assets and depreciated on a straight-line basis over the shorter of their useful economic life and the lease term. Interest is charged to the Statement of Financial Activities on a straight-line basis. Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

3. INCOME FROM CHARITABLE ACTIVITIES

Analysis of income by activity:

	2021	2020
	£	£
Coastal	600,127	628,987
Community	303,626	30,616
Fieldwork	15,581,521	10,698,497
GeoServices	2,307,879	1,531,703
Graphics	343,845	21,939
Heritage	732,217	1,211,413
Research	888,834	1,204,032
Other	80,375	20,649
Amounts received under the Coronavirus Job Retention Scheme	452,673	-
	<u>21,291,097</u>	<u>15,347,836</u>

Income relating to Community engagement is allocated directly. Surpluses or deficits on projects are allocated directly to each activity. The remaining income is apportioned to each activity on the basis of total staff charge values for the year.

4. CHARITABLE ACTIVITIES COSTS

Provision of charitable activities:

	2021 £	2020 £
Archaeological & Community projects	17,163,191	12,763,745
Support costs	2,962,431	2,744,064
Governance costs	116,216	129,145
	<u>20,241,838</u>	<u>15,636,954</u>

Governance costs include £23,941 (2020: £23,945) salaries (incl. pensions and employer's national insurance).

Analysis of archaeological projects & education costs:

	2021 £	2020 £
Salaries (incl. pensions and employer's national insurance)	7,473,166	7,415,918
Plant/Buildings hire and other site costs	5,056,424	2,064,624
Travel and vehicle hire	878,591	781,130
Staff accommodation	755,862	602,168
External specialists' fees	1,306,191	209,210
Direct facilities and services costs	941,905	934,799
Other project costs	401,048	474,995
Depreciation	350,004	280,901
	<u>17,163,191</u>	<u>12,763,745</u>

Included in direct facilities and services costs is an operating lease charge of £181,436 for land and buildings (2020 - £162,325). Included in travel and vehicle hire costs is an operating lease charge of £41,714 for other operating lease charges (2020 - £47,224). In addition, the Charity incurred other operating lease costs relating to software and IT assets of £113,639 (2020 - £49,560).

Analysis of support costs:

	2021 £	2020 £
Salaries (incl. pensions and employer's national insurance)	2,426,003	2,151,434
Travel and subsistence	75,294	94,673
Telephone and IT related services	78,312	79,069
Print, postage and stationery	23,392	20,497
Professional fees and services	40,343	70,963
Insurance	7,527	6,303
Utilities and facilities costs	133,914	139,266
Other support costs	123,171	138,139
Depreciation	54,475	43,720
	<u>2,962,431</u>	<u>2,744,064</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

4. CHARITABLE ACTIVITIES COSTS (continued)

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2021

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	528,084	92,694	3,685	624,463
Community	508,712	39,089	-	547,801
Fieldwork	13,065,270	2,288,066	90,691	15,414,297
Geoservices	1,413,005	248,023	9,860	1,670,888
Graphics	277,947	48,788	1,940	328,675
Heritage	589,330	103,444	4,112	732,216
Research	810,483	142,327	5,658	958,828
Other	-	-	-	-
	<u>17,163,191</u>	<u>2,962,431</u>	<u>116,216</u>	<u>20,241,838</u>

Analysis of direct charitable expenditure by activity:

Year ended 31 March 2020

	Archaeological & Community Projects £	Support costs £	Governance costs £	Total £
Coastal	550,324	115,787	5,722	671,833
Community	341,102	72,999	-	414,401
Fieldwork	8,921,404	1,877,046	92,764	10,891,214
Geoservices	1,115,999	234,804	11,604	1,362,407
Graphics	19,494	4,102	203	23,799
Heritage	1,025,739	215,814	10,664	1,252,217
Research	786,336	165,442	8,177	959,955
Other	3,347	58,070	11	61,128
	<u>12,763,745</u>	<u>2,744,064</u>	<u>129,145</u>	<u>15,636,954</u>

Costs relating to Community are allocated directly to the relevant activity. Other archaeological & community projects and support costs are apportioned to each activity on the basis of total staff charge values for the year.

5. NET INCOME/(EXPENDITURE)

Net Income and Expenditure is arrived at after charging:

	2021 £	2020 £
Depreciation	404,479	324,621
Operating leases - land and buildings	181,436	162,325
Operating leases - other	155,353	96,784
Auditors' remuneration - audit	19,150	18,500
Auditors' remuneration - other	4,850	6,337
	<u> </u>	<u> </u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

6. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' remuneration was paid in the normal course of duties, and for the period of trusteeship was as follows:

	2021	2020
	£	£
Salaries	81,596	81,625
Pension contributions	4,121	4,081
Benefit in Kind	6,834	6,593
	<u>92,551</u>	<u>92,299</u>

The above was all in relation to Mr C M Brayne for the current and previous year.

Authority to pay trustees remuneration is provided by the Articles of Association of the charitable company.

Trustees' expenses

No trustees were reimbursed expenses of during the year (2020: £299 expenses were reimbursed to 2 trustees).

7. STAFF COSTS

The aggregate payroll costs were:

	2021	2020
	£	£
Wages and salaries	8,569,531	8,399,278
Employer's national insurance	812,302	748,502
Pension contributions	401,266	396,145
Redundancy payments	140,011	-
	<u>9,923,110</u>	<u>9,543,925</u>

Particulars of employees:

The average number of staff employed by the charitable company during the financial year amounted to:

	2021	2020
Archaeologists	262	260
Education/Outreach staff	3	2
Support staff	53	49
	<u>318</u>	<u>311</u>

The number of employees whose earnings for the year exceeded £60,000 are within the following bands:

	2021	2020
	No.	No.
£60,000 - £69,999	3	2
£70,000 - £79,999	2	2
£80,000 - £89,999	1	1
	<u>6</u>	<u>5</u>

7. STAFF COSTS (Continued)

The key management personnel of the charity during the year comprised the Non-Executive Trustees and the Senior Management Team (Chief Executive Officer, Chief Operating Officer, Chief Technical Officer, Chief Financial Officer, Director – Coastal and Marine, Director - Geoservices and 9 senior managers covering Human Resources, Quality, Research, Compliance, Consultancy, IT and regional Fieldwork Regions). The total employee costs (or consultancy fees where appropriate), comprising salary, compensation for loss of office, pension contributions and benefits in kind and associated national insurance costs of the 15 (2020 – 15) key management personnel of the charity were £1,009,397 (2020: £1,019,788).

WESSEX ARCHAEOLOGY LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

8. TANGIBLE FIXED ASSETS (GROUP & CHARITY)

	Freehold property £	Leasehold improvements £	Archaeology Evaluation Equipment £	Motor Vehicles £	Office & computer equipment, fixtures & fittings £	Total £
COST OR VALUATION						
At 1 April 2020	750,000	57,674	513,484	13,300	1,135,710	2,470,168
Additions	-	16,530	111,467	24,720	95,816	248,533
Disposals	-	-	(43,860)	(5,845)	-	(49,705)
At 31 March 2021	750,000	74,204	581,091	32,175	1,231,526	2,668,996
DEPRECIATION						
At 1 April 2020	-	29,009	268,360	13,300	429,266	739,935
Charge for year	-	6,016	145,355	3,090	250,018	404,479
Disposals	-	-	(43,860)	(5,845)	-	(49,705)
At 31 March 2021	-	35,025	369,855	10,545	679,284	1,094,709
NET BOOK VALUE						
At 31 March 2021	750,000	39,179	211,236	21,630	552,242	1,574,287
At 31 March 2020	750,000	28,665	245,124	-	706,444	1,730,233

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

8. TANGIBLE FIXED ASSETS (continued)

Included within the net book value of £1,574,287 is £182,127 (2020 - £211,048) relating to assets held under finance lease agreements. The depreciation charged to the financial statements in the year in respect of such assets amounted to £137,874 (2020 - £117,749).

The charitable company had the freehold property valued on 9 November 2020 by Aitchison Raffety, Chartered Surveyors and Property Consultants. The value of the property at this date was £750,000. The Trustees consider this to be the most accurate valuation of the property at 31 March 2021 and are satisfied that there is no material difference between the valuation at 31 March 2021 and the valuation at 9 November 2020.

If the freehold property had not been revalued it would have been included at the following historic cost:

	2021	2020
	£	£
Cost	659,852	659,852
Aggregate depreciation	160,357	160,357
Net book value	499,495	499,495

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

The aggregate payroll costs were:

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Trade debtors	4,611,102	3,690,209	4,601,212	3,697,734
Amounts recoverable on contracts	1,078,713	1,190,757	1,078,713	1,190,757
Amounts owed by subsidiary undertakings	-	-	188,518	100,069
Other debtors	954,344	279,080	954,192	278,922
Prepayments	143,566	109,550	141,848	105,982
	<u>6,787,725</u>	<u>5,269,596</u>	<u>6,964,483</u>	<u>5,373,464</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Finance lease (see note 12)	133,700	125,831	133,700	125,831
Payments on account	2,250,833	1,357,643	2,250,833	1,357,643
Trade creditors	1,533,787	695,191	1,465,418	695,191
Social security and other taxes	1,513,417	755,737	1,501,601	756,025
Other creditors	256,555	64,428	276,148	63,310
Accruals and deferred income	65,980	53,863	62,389	53,863
	<u>5,754,272</u>	<u>3,052,693</u>	<u>5,690,089</u>	<u>3,051,863</u>

11. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR (GROUP AND CHARITY)

	2021 £	2020 £
Finance lease (see note 12)	147,176	171,350

12. LEASING AGREEMENTS (GROUP AND CHARITY)

	Finance leases	
	2021 £	2020 £
Net obligations repayable:		
Within one year	133,700	125,831
Between one and five years	147,176	171,350
	<u>280,876</u>	<u>297,181</u>

The tangible fixed assets held under finance lease agreements are provided as security for the obligations under finance lease agreements.

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021 £	2020 £
Within one year	313,679	323,457
Between one and five years	456,105	597,930
	<u>769,784</u>	<u>921,387</u>

13. PROVISIONS FOR LIABILITIES (GROUP AND CHARITY)

	Bad debts £	Publication £	Deposition £	Total £
At 1 April 2019	57,900	14,280	155,661	227,841
Arising and charged in the year	-	8,483	99,014	107,497
Utilised in the year	(7,538)	(11,759)	(29,698)	(48,995)
	<u>50,362</u>	<u>11,004</u>	<u>224,977</u>	<u>286,343</u>
At 1 April 2020	50,362	11,004	224,977	286,343
Arising and charged in the year	30,890	7,592	61,929	100,411
Utilised in the year	-	(8,454)	(39,124)	(47,578)
	<u>81,252</u>	<u>10,142</u>	<u>247,782</u>	<u>339,176</u>

13. PROVISIONS FOR LIABILITIES (continued)

Publication provision

This provision relates to liabilities associated with publishing project reports in archaeological journals. These journals are produced periodically whenever there are sufficient articles to warrant publication.

Deposition provision

The deposition provision relates to costs which will be incurred when project archives are deposited in the relevant museum. As many of these museums are currently at full capacity, it is not possible to give a certain date as to when this provision will be utilised.

14. MOVEMENT IN FUNDS

With the exception of the revaluation reserve all of the unrestricted funds have been generated from surplus income on archaeological projects which have been carried out in the furtherance of the charitable company's objectives. These funds have been, and continue to be fully utilised in meeting the needs of the charitable company, as explained in the Trustees' report, without which its objectives could not be pursued.

The movement in general funds is analysed in the Statement of Financial Activities. There were no movements in the revaluation reserve during the year (2020: increased by £50,000 due a revaluation uplift of the Charity's freehold property).

15. RELATED PARTY DISCLOSURES

Dr R Whimster is a Trustee of the Friends of Holy Cross Ramsbury. The charitable Company sold services to the Friends of Holy Cross Ramsbury to the value of £nil (2020 - £1,655).

Dr R Whimster is a freelance editor for Historic England Limited. The Charitable Company received £353,626 from, Historic England Limited during the year (2020: £5,446).

Mrs R K V Cook is a shareholder and director of Beechmast Consultancy Limited. Beechmast Consultancy Limited provided legal services to the charitable company and its subsidiary Wessex Archaeology Ventures Ltd, where she is also a Director, to the value of £24,598 (2020 - £35,885).

Mr C M Brayne is the Vice Chair / Director of FAME (Federation of Archaeological Managers and Employees) and the charitable company pays an annual subscription of £1,090 (2020 - £830).

Mr C M Brayne is also a Commissioner for Royal Commission on the Ancient and Historic Monuments of Wales (RCAHMW). The charitable company paid RCAHMW in respect of search fees to the value of £nil (2020 - £70). The charitable company sold services to RCAHMW to the value of £3,816 (2020 - £437).

There were no further related party transactions in the current or previous year.

16. ULTIMATE CONTROLLING PARTY

The charitable company has no ultimate controlling party.

17. SUBSIDIARY UNDERTAKINGS

Wessex Archaeology Limited owns 100% of the share capital of Wessex Archaeology Ventures Limited.

A summary of Wessex Archaeology Ventures Limited's financial performance is shown below. Full audited accounts are available publicly available at Companies House.

Profit and loss account

	2021	2020
	£	£
Turnover	32,300	1,915
Expenditure	(68,321)	(3,706)
	<u>(36,021)</u>	<u>(1,791)</u>
Operating loss	(36,021)	(1,791)
Interest receivable	2,537	135
Interest payable	(3,678)	(335)
	<u>(37,162)</u>	<u>(2,011)</u>
Loss for the year	<u><u>(37,162)</u></u>	<u><u>(2,011)</u></u>

Wessex Archaeology Ventures Limited owns 100% of the share capital of Trident WA GmbH, a company limited by shares and registered in Germany. A summary of Trident WA GmbH's financial performance is shown below:

	2021	2020
	£	£
Turnover	87,366	-
Expenditure	(193,294)	(57,904)
	<u>(105,928)</u>	<u>(57,904)</u>
Operating loss	(105,928)	(57,904)
Interest payable	(2,306)	(143)
	<u>(108,234)</u>	<u>(58,047)</u>
Loss for the year	<u><u>(108,234)</u></u>	<u><u>(58,047)</u></u>

WESSEX ARCHAEOLOGY LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. CHARITY-ONLY STATEMENT OF FINANCIAL ACTIVITIES

	Total 2021 £	Total 2020 £
INCOME FROM:		
Charitable activities		
Archaeological projects	21,220,195	15,348,311
	<u>21,220,195</u>	<u>15,348,311</u>
EXPENDITURE ON		
Charitable activities	20,037,055	15,576,856
Total	<u>20,037,055</u>	<u>15,576,856</u>
NET INCOME/(EXPENDITURE)	1,183,140	(228,545)
Gains on revaluation of fixed assets	-	50,000
	<u>1,183,140</u>	<u>(178,545)</u>
NET MOVEMENT IN FUNDS	1,183,140	(178,545)
RECONCILIATION OF FUNDS		
Total funds brought forward	5,229,480	5,408,025
TOTAL FUNDS CARRIED FORWARD	<u><u>6,412,620</u></u>	<u><u>5,229,480</u></u>