Archaeology UK

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Brief for the Development of an Artificial Intelligence (AI) Policy and Governance Framework

Tender Brief for the Development of an Artificial Intelligence (AI) Policy and Governance Framework for Archaeology UK

1. About Archaeology UK and the Context for the Work

Archaeology UK[1] is an educational charity working throughout the UK to involve people in archaeology and to promote the appreciation and care of the historic environment for the benefit of present and future generations. Archaeology UK is a membership organisation with around 5,000 members and subscribers, supports a network of regional groups, coordinates approximately 80 Young Archaeologists' Clubs, publishes British Archaeology magazine and leads the Festival of Archaeology.

Artificial Intelligence (AI) technologies are increasingly becoming part of day-to-day working practices across the organisation. Recent audits undertaken with both staff and trustees identified existing use of a range of AI tools, including Microsoft Copilot, ChatGPT and other generative AI services. These audits also highlighted a need for clearer governance, guidance, training and organisational decision-making processes around the use of AI.

Archaeology UK wishes to appoint an appropriately qualified contractor to support the organisation in developing and embedding an AI Policy and associated governance framework that enables responsible innovation while protecting organisational, stakeholder and heritage interests.

2. Project Overview

Archaeology UK recognises the opportunities AI presents for improving productivity, enhancing member services, supporting research and streamlining administration.

At the same time, engagement with staff and trustees highlighted concerns regarding:

- intellectual property and copyright;
- transparency of AI-generated outputs;

[1] Archaeology UK is the operating name of the Council for British Archaeology

- bias and fairness in AI systems;
- data protection and confidentiality;
- understanding of approved and appropriate uses of AI.

Archaeology UK is seeking a practical and proportionate governance framework appropriate to the size and complexity of the organisation. The intention is to establish clear principles, responsibilities, decision-making processes and usable governance tools, while avoiding an unnecessarily technical or resource-intensive regime.

The appointed contractor will work with staff, trustees and key stakeholders to develop:

- An Archaeology UK AI Policy
- A developed AI Governance Framework
- An AI Risk Assessment Framework and supporting template
- An AI Use Case Assessment Process and decision-making guidance
- An AI Register template and management guidance
- Staff and Trustee Guidance and quick-reference materials
- A prioritised implementation roadmap and recommendations for ongoing governance and future AI adoption
- Recommendations to help us support our network of archaeology groups, societies and YAC branches with AI
- Practical awareness and implementation support for staff and trustees.

The resulting framework should be practical, accessible and proportionate, and should provide Archaeology UK with a clear basis for responsible AI use and future decision-making. Above all it needs to be practical and user friendly for staff in their everyday work with clear flow-charts and systems for us to track what tools are in use.

3. Policy and Governance Brief

The following observations, derived from a recent staff and trustee review, should be considered:

The following observations, derived from a recent staff and trustee review, should be considered:

- AI use is already occurring across the organisation using a variety of publicly available tools
- There is currently no clear understanding of which tools are approved, restricted or prohibited.
- Most users have not received formal AI training (internally or externally)
- There is significant interest in using AI for research, summarisation, drafting content and knowledge management
- Care must be taken around archaeological interpretation, published content and intellectual property

3.1. Policy Development

The contractor should develop an AI Policy that addresses:

- Purpose and scope
- Definitions and terminology
- Organisational principles for responsible AI use
- Acceptable and prohibited uses
- Data protection, confidentiality and information governance
- Intellectual property, copyright and attribution
- Transparency requirements
- Human oversight and accountability
- Roles and responsibilities
- Training and awareness expectations
- Monitoring, compliance and review

The policy should be written in an accessible style appropriate for staff, trustees and volunteers and should be proportionate to Archaeology UK's size and resources.

3.2. Governance Framework

The contractor should develop a practical AI Governance Framework supported by separate tools and guidance that can be used in day-to-day organisational decision-making. This should include:

- An AI Risk Assessment Framework and supporting assessment template
- An AI Use Case Assessment Process, including proportionate decision-making and escalation guidance
- An AI Register template, with guidance on ownership, maintenance and review
- Incident reporting and escalation guidance
- Procurement guidance and an assessment checklist for AI-enabled products and services
- Recommended governance roles, responsibilities, review arrangements and appropriate committee or working-group structures.

The materials should be sufficiently developed to support consistent organisational practice without creating a governance burden that is disproportionate to Archaeology UK's resources. They should be practical, accessible and proportionate, and should provide Archaeology UK with a clear basis for responsible AI use and future decision-making. Above all it needs to be practical and user friendly for staff in their everyday work with clear flow-charts and systems for us to track what tools are in use.

3.3. Stakeholder Engagement

Stakeholder engagement should build on the staff and trustee AI surveys and audit activity already undertaken by Archaeology UK, the outputs of which will be made available to the appointed contractor.

The core scope should allow for up to four facilitated remote stakeholder sessions and up to six targeted individual or small-group interviews. Engagement is expected to include appropriate representation from staff, trustees and relevant volunteers or project leads. The precise engagement approach should be agreed during project initiation.

Archaeology UK will coordinate attendance, identify participants and nominate a project contact. Wider consultation or additional sessions may be proposed as optional services where the contractor believes these would add value.

Contractors should explain how their engagement approach will build organisational ownership and support practical adoption of the resulting framework.

Core Deliverables

The appointed contractor will be expected to deliver the following core outputs:

1. Archaeology UK Artificial Intelligence Policy
2. AI Governance Framework
3. AI Risk Assessment Framework and supporting assessment template
4. AI Use Case Assessment Process and decision-making guidance
5. AI Register template and associated management guidance
6. Incident Reporting and Escalation Guidance
7. AI Procurement Guidance and assessment checklist
8. Staff and Trustee Guidance Note and quick-reference resource
9. Recommendations to help us support our network of archaeology groups, societies and YAC branches with AI (could be in the form of a guidance note)
10. Prioritised AI Governance and Implementation Roadmap
11. One remote staff and trustee AI awareness and responsible-use session of up to 90 minutes
12. One final remote presentation and governance workshop with staff and trustees of up to 90 minutes.

The above constitute the core deliverables for the contract. The contractor is asked to set out how these will be presented in order to ensure they are practical, accessible and proportionate, and will provide Archaeology UK with a clear basis for responsible AI use and future decision-making. Above all it needs to be user friendly for staff in their everyday work with clear flow-charts and systems for us to track what tools are in use.

Any additional materials or activities should be clearly identified and costed separately as optional services.

4. Training, Guidance and Implementation Support

The contractor should provide practical support to help Archaeology UK understand, adopt and maintain the new policy and governance framework.

4.1. Training and Awareness

The audit findings indicate a particular need for guidance and awareness relating to:

- Data protection and legal risks
- Ethics and responsible AI use
- Practical AI skills
- Prompt-writing and productivity techniques
- Human oversight, verification and responsible use of AI-generated outputs

The contractor should deliver one remote awareness and responsible-use session of up to 90 minutes for staff and trustees. The session should introduce the policy and governance framework, explain key organisational risks and responsibilities, and provide practical guidance on safe and appropriate AI use.

The contractor should also identify priority areas for future training and make recommendations for ongoing provision. Development and delivery of a comprehensive or role-specific training programme is outside the core scope unless proposed as an optional service.

4.2. Supporting Materials

The project should include development of:

- A Staff and Trustee Guidance Note written for non-specialist users
- A concise quick-reference resource
- Recommendations for ongoing awareness raising and induction of future new starters.

4.3. Implementation Roadmap

The contractor should provide a prioritised implementation roadmap setting out recommended actions following adoption of the policy and framework. This should identify immediate, short-term and longer-term actions; suggested ownership; dependencies; and appropriate review points.

The roadmap should focus on proportionate organisational implementation rather than technical system deployment. The final governance workshop should support Archaeology UK in understanding priorities, responsibilities and next steps.

5. Skills and Experience Required

We expect the contractor to have:

- Experience developing AI policies and governance frameworks
- Knowledge of responsible and ethical AI practices
- Strong understanding of UK data protection legislation
- Experience of governance and risk management within charities, public sector organisations or membership bodies
- Experience within the heritage, cultural, education or charity sectors.
- Excellent communication and stakeholder engagement skills
- Experience translating complex technical issues into practical organisational guidance
- Experience facilitating organisational change, training or implementation activity.

6. Costing and Schedule

The contractor should provide:

- A fixed cost for delivery of the core project within the available budget
- A breakdown of project stages and activities
- Details of any assumptions underpinning the proposal
- Costs for any optional services outside the core brief
- Day rates where appropriate

The core fee is expected to cover:

- Review of relevant existing organisational policies and procedures identified by Archaeology UK and supplied at the start of the project
- Review of the existing staff and trustee AI survey and audit findings
- Up to four facilitated remote stakeholder sessions and up to six targeted interviews
- Development of draft core deliverables

- Two consolidated rounds of Archaeology UK review and reasonable revision of the draft deliverables
- Remote staff and trustee awareness and responsible-use sessions of up to 90 minutes
- Remote/in person final presentation and governance workshops of up to 90 minutes to staff and trustees.
- Delivery of final documents in editable electronic formats.

Scope assumptions and exclusions

For the purposes of the £10,000 budget, the following assumptions apply:

- The work will be delivered remotely unless otherwise agreed; any requested travel or in-person activity should be costed separately
- Archaeology UK will provide relevant existing policies, survey findings and audit outputs at the start of the project and will nominate a single project contact
- Archaeology UK will coordinate stakeholders and provide consolidated feedback within agreed timescales
- The core scope does not include legal advice, a formal legal compliance audit, Data Protection Impact Assessments, detailed data mapping, cybersecurity or technical security assessment, or technical testing of AI systems
- The core scope does not include detailed due diligence or procurement assessment of individual AI products, implementation of technical controls, or development of tool-specific operating procedures
- Comprehensive or role-specific training programme design and delivery, additional stakeholder engagement beyond the stated allowance and technical implementation activity are outside the core scope and may be proposed as optional services.

The budget available for this project is £10,000 inclusive of VAT. Contractors should demonstrate how they will deliver the core scope within this budget and provide strong value for money. Optional services should be clearly identified and costed separately.

The current expectation is that the project will be completed within five months of appointment, subject to timely provision of information, stakeholder availability and

consolidated feedback by Archaeology UK. The indicative timetable includes information on when staff and trustees already have meetings available. Additional online meeting can be arranged as required or time during the weekly online staff meeting made available.

Indicative timetable:

Month 1:

- Discovery, document review and project initiation
- Stakeholder consultation and targeted interviews. Staff have in person office days on 23rd and 24th February 2027. Trustees have an online briefing on 18th March 2027.

Month 2:

- Development of draft policy, governance framework and supporting tools
- First review and consultation round; revisions and development of guidance

Month 3:

- Second review round; implementation roadmap and staff/trustee awareness session. Staff meeting weekly on a Monday, Trustees have an in person Trustees meeting and training session on 29th April.

Month 4:

- Finalisation

Month 5:

- Final governance workshop/presentation and handover. Staff have in person office days on 1st /2nd June and Trustees have an online briefing meeting on 3rd June.

Contractors may propose alternative timetables where this would improve delivery within the available budget.

7. Award Criteria

Criteria	Weighting

Experience developing AI governance frameworks	25%
Understanding of responsible and ethical AI	20%
Proposed methodology and stakeholder engagement approach	20%
Relevant experience of project team	15%
Organisational capability and quality assurance	10%
Value for money and deliverability within budget	10%

Applications will be assessed by a panel of staff and trustees, with interviews held following shortlisting.

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8. How to Apply

Please submit:

- A proposal outlining your approach
- Relevant experience and case studies
- Details of the proposed project team
- A project timetable
- Cost breakdown
- Two references from comparable projects

Applications and enquiries should be sent to:

jobs@archaeologyuk.org

Deadline: 12pm on 5th January 2027

Please Note: interviews will be held during week commencing 18th January 2027.

If you have any questions, please email the Executive Director:
neil.redfern@archaeologyuk.org