Tender Brief for a Co-Creation Consultant for Archaeology Connected: Participation in Practice

1. About the CBA and the context for the work

The Council for British Archaeology (CBA) is an educational charity working across the UK to promote the appreciation, understanding and care of the historic environment and to widen public participation in archaeology. Founded in 1944, the CBA supports people of all ages and backgrounds to engage with archaeology through publications, events, advocacy, training, youth engagement and support for grassroots archaeological networks.

Our mission is to enable anyone to have the skills and opportunity to tell the stories of people and places that connect us to our world, help us understand it and make it a better, more inclusive place. As part of our evolving future direction as Archaeology UK, we are also developing a renewed public vision: to work with people to provide equitable engagement and participation opportunities that connect us to each other, our environment and the world around us.

We are a membership charity with around 5,000 members and subscribers and provide support to a UK-wide network of regional groups and affiliated societies. Our work is broad in scope. We coordinate more than 80 Young Archaeologists' Clubs (YAC) across the UK, support the safeguarding of built heritage through Listed Buildings Caseworkers in England and Wales, deliver the annual Festival of Archaeology, publish British Archaeology magazine, and undertake a wide range of advocacy, participation and public engagement projects. We also work closely with volunteers, local societies, community groups, professional archaeologists, museums, universities and national heritage bodies.

Over recent years, the CBA has undertaken significant research and reflection through projects including Reconnecting Archaeology and Trowel and Error: Public and User Needs Survey (PUNS2). This work identified growing public appetite for more inclusive, participatory and digitally accessible forms of engagement, alongside increasing pressures facing grassroots archaeology groups and traditional membership models. The findings have directly informed the development of Archaeology Connected: Participation in Practice.

Archaeology Connected will embed participatory approaches across content, networks and membership activity, while strengthening the long-term sustainability of both the CBA and the

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wider grassroots archaeology sector. The project combines strategic development with practical public engagement and will involve collaboration with staff, trustees, volunteers, supporters, partner bodies and external consultants.

The CBA is committed to creating a more inclusive, collaborative and participatory approach to archaeology, and seeks to ensure that the stories, benefits and opportunities created through archaeology are accessible to a wider range of people and communities across the UK.

Diversity Policy Statement

The Council for British Archaeology is committed to the belief that archaeology should be accessible to everyone, and that anyone should be able to pursue this interest actively, free from any physical, psychological, economic, social, or cultural deterrents.

Everyone has the right to be treated with consideration and respect. The CBA is committed to achieving a truly inclusive environment for all, by developing better working relationships that release the full potential, creativity and productivity of each individual, and an atmosphere where everyone can learn, work and live free from prejudice, discrimination, harassment and violence. The CBA aims to ensure that all staff, volunteers, partners, clients, contractors, members, and the general public are treated fairly.

The CBA is committed to equal opportunities in employment. It will not discriminate unlawfully or unfairly against people on the grounds of age, disability, gender, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity.

We welcome applications from a wide range of candidates with the right mix of talent, skills and potential, including those with criminal records.

You can review the CBA's current vision, mission and values in Appendix A at the end of this document.

2. Project Overview and Scope

Archaeology Connected: Participation in Practice is a 20-month National Lottery Heritage Fund project running from August 2026 to March 2028. The project responds to growing evidence that, while public interest in archaeology remains strong, many people face barriers to meaningful participation and long-term engagement. At the same time, grassroots

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archaeological groups and participation networks are under increasing pressure due to limited capacity, ageing membership profiles and changing expectations around digital engagement and accessibility.

Building on learning from Reconnecting Archaeology and Trowel and Error: Public and User Needs Survey (PUNS2), the project will embed participatory approaches across the CBA's content, networks and membership activity. Archaeology Connected forms a key part of the CBA's wider development as Archaeology UK, helping to create clearer routes into archaeology, strengthen grassroots participation and improve long-term sustainability.

The project is structured around three interconnected strands:

Participatory Content – transforming how archaeology is shared and accessed through content redesign, digital engagement and co-created media.

Participatory Networks – strengthening grassroots archaeology through research, training, bursaries and regional networking activity.

Participatory Membership – developing more inclusive and sustainable approaches to membership, participation and supporter engagement.

Key project activities and outputs include:

- Development of a new 10-Year Strategy to help shape the future direction of Archaeology UK.
- A Membership Review and Delivery Plan, including financial modelling and testing of new approaches to audience engagement, retention and membership growth.
- Redesign of British Archaeology magazine — the first major redesign in nearly 20 years — alongside the development of a wider Digital Strategy and future digital content offer.
- Audit and reactivation of existing archaeological content and archives, including the creation of podcasts, short-form digital content and participatory media outputs.
- Youth engagement activity through the Young Associates Network, including supported training and collaborative video production.
- Establishment of the Archaeology UK Supporters' Group to support co-creation, shared decision-making and audience input into future activity.
- Delivery of a national Grassroots Archaeology Audit to better understand the current state, needs and geographic spread of grassroots archaeology activity across the UK.

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- Support for grassroots groups through bursaries, networking activity, training and skills development.
- Delivery of regional networking and knowledge-sharing events focused on governance, inclusion, participation and sustainability.
- Co-creation and participatory practice training for staff to strengthen inclusive ways of working.
- Independent project evaluation to support organisational learning, impact measurement and sector-wide dissemination of findings.

Through this work, Archaeology Connected aims to create stronger and more sustainable pathways into archaeology and support people not only to access archaeological knowledge, but to actively shape, share and participate in it. The project will help strengthen the networks, skills, content and relationships that underpin grassroots archaeology across the UK, while establishing foundations for future growth, resilience and public value.

3. Required Outputs

Co-creation Training and Participatory Practice Development

Working closely with the CBA Executive Team and project staff, the consultant will support the development and embedding of co-creation and participatory practice across Archaeology Connected: Participation in Practice.

The consultancy should build upon the CBA's existing work around participation, audience engagement and youth voice, including learning from Reconnecting Archaeology, the Youth Advisory Board, Young Associates Network and wider participatory activity already underway across the organisation. The consultant will not be expected to introduce co-creation as an entirely new concept, but rather to help strengthen confidence, consistency and shared understanding around how participatory practice can be embedded meaningfully across future activity.

The work should support the CBA in developing practical, values-led and achievable approaches to participation that align with the organisation's wider strategic direction as Archaeology UK.

Training and Facilitation

The consultant will design and facilitate a programme of training and reflective practice sessions

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for staff and relevant stakeholders. These sessions should:

- Increase understanding of co-creation and participatory practice;
- Explore ethical and inclusive approaches to participation;
- Consider examples of participatory and co-created practice from across the heritage and cultural sectors;
- Reflect on existing CBA practice and learning;
- Identify opportunities, challenges and barriers relating to participatory working;
- Support staff to consider how participatory approaches can be embedded across content, membership and network activity.

The training should encourage open discussion, critical reflection and collaborative thinking, while remaining proportionate and realistic in relation to organisational capacity and available resources.

Sessions should provide opportunities for participants to:

- Reflect on what meaningful participation and co-creation could look like within the CBA;
- Explore how participatory practice aligns with organisational values and future direction;
- Identify practical approaches for embedding co-creation into project delivery and future activity;
- Consider how participatory work can be inclusive, accessible and sustainable over time.

The consultant should ensure that sessions are interactive, supportive and accessible, and should provide participants with space for discussion, reflection and collaborative problem-solving.

Co-creation Framework and Action Planning

The consultant will support the development of a practical framework for co-creation and participatory practice within the CBA.

This is expected to include:

- A shared understanding of the purpose and value of co-creation within Archaeology UK;
- Identification of principles and approaches that will guide future participatory work;
- Consideration of how participatory approaches may apply across:

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    - Participatory Content;
    - Participatory Membership;
    - Participatory Networks;
- Practical recommendations for embedding co-creation within future planning and delivery;
- Identification of barriers, risks and enabling factors relating to participatory practice.

The consultant will also support the creation of practical next steps and actions that reflect organisational capacity, priorities and available resources.

Outcomes and Deliverables

The consultant will be expected to deliver the following:

- Planning and facilitation of a programme of co-creation and participatory practice training sessions;
- Supporting materials and resources for participants where appropriate;
- Facilitation of reflective discussion and collaborative learning activities;
- Practical guidance on embedding participatory practice across Archaeology Connected activity;
- A draft co-creation and participatory practice framework and/or manifesto for Archaeology UK;
- Recommendations and practical actions to support future delivery and implementation;
- A short summary report capturing key themes, learning, opportunities and recommendations arising from the consultancy.

The consultancy should help strengthen confidence, shared understanding and practical approaches to participation across the CBA, while supporting the organisation's wider ambition to create more inclusive, collaborative and community-led approaches to archaeology.

4. Skills and experience required

The consultant should be able to demonstrate most, if not all, of the following experience and skills:

- Significant experience developing and delivering co-creation, co-creation or

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participatory practice within the heritage, cultural, community or voluntary sectors;
- Experience designing and facilitating training, workshops and reflective learning sessions for staff, volunteers, trustees or community participants;
- Strong understanding of ethical, inclusive and accessible approaches to participation and co-creation;
- Experience supporting organisations to embed participatory approaches within wider organisational strategy, culture and delivery;
- Ability to balance ambition and best practice with practical organisational realities, capacity and resources;
- Experience working collaboratively with a broad range of participants, including volunteers, young people, community groups, staff teams and senior leadership;
- Strong facilitation, listening and relationship-building skills, with the ability to create supportive and inclusive discussion environments;
- Experience helping organisations reflect on and learn from existing participatory practice and audience engagement activity;
- Understanding of issues relating to participation, representation, access and inclusion within the heritage or cultural sectors;
- Experience developing practical frameworks, manifestos, action plans or guidance documents relating to participatory practice;
- Ability to communicate complex ideas clearly and accessibly to a range of audiences;
- Excellent written communication skills and the ability to produce concise and practical outputs;
- Successful delivery of consultancy or facilitation work on time and within agreed budgets and timescales.

5. Budget

A total fee of **£3,500** is available (including any travel and expenses), exclusive of VAT.

6. Provisional Timetable

TBC

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7. How to apply

Please send an application of no more than five pages highlighting your proposed approach, relevant experience, and how your insight could support our organisation, accompanied by a CV or other summary of your expertise/experience.

Applications and any questions should be sent to: jobs@archaeologyuk.org

Titled: Tender for Archaeology Connected – Co-Creation Consultant

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