Tender Brief for a Membership Strategy 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-curation, 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-curation 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

Membership Review and Strategic Development

Working closely with the CBA Executive Team and project staff, the consultant will undertake a Membership Review and develop a future-facing Membership Strategy and Delivery Plan aligned with the wider direction of Archaeology UK and the outcomes of Archaeology Connected: Participation in Practice.

The consultancy should build upon the significant audience insight and research already undertaken through the Reconnecting Archaeology project, *'Trowel and Error: Public and User Needs Survey (PUNS2)'*, membership surveys and wider organisational development work. The consultant will therefore not be expected to begin from first principles, but to help translate existing evidence and emerging strategic direction into a clear, practical and financially sustainable membership framework.

The review should consider how the CBA can move from a primarily transactional membership offer towards a more participatory and relationship-led model that encourages progression from initial interest and digital engagement into longer-term belonging, advocacy and support.

The consultancy is intended to provide a strategic framework and direction of travel for future membership development rather than detailed operational implementation.

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Membership Review and Analysis

The consultant will undertake a review of the CBA's current membership structure, systems and offer, including consideration of:

- Existing membership categories, pricing structures and benefits;
- Membership recruitment, retention and churn;
- Audience and supporter pathways;
- Current and future use of CRM infrastructure;
- Opportunities for improved supporter journeys and member engagement;
- The relationship between free content, member benefits and paid access;
- Benchmarking and examples of relevant practice from comparable organisations where appropriate.

The review should help identify what future membership models and associated infrastructure are required to support long-term sustainability, audience growth, and participatory engagement.

Membership Strategy and Financial Modelling

The consultant will develop an evidenced Membership Strategy linked to the emerging 10-Year Strategy for Archaeology UK.

The strategy should consider:

- Future membership structures and tiers;
- Opportunities for revised membership awards, recognition and reward systems;
- Approaches to digital engagement and tiered access to content and experiences;
- How membership supports wider participation and belonging;
- Financial sustainability and unrestricted income generation;
- Opportunities for growth, retention and supporter progression;
- The role of CRM systems and data infrastructure in supporting delivery.

The consultant will develop high-level financial modelling and scenario planning to help assess the viability of proposed membership approaches and support future decision-making.

The strategy should balance ambition with realism and provide practical recommendations that reflect organisational scale, staffing and capacity.

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Membership Delivery Plan and Piloting

Alongside the strategic review, the consultant will support the creation of a Membership Delivery Plan that details how the preferred model could be phased and tested over time.

This should include:

- Recommended priorities and sequencing for delivery;
- Potential pilot activity and testing approaches;
- Indicative implementation considerations;
- Resource and capacity implications;
- Risks, opportunities and dependencies;
- Recommendations for future development.

The proposed model and delivery approach will be reviewed and sense-checked with the Archaeology UK Supporters' Group as part of the wider participatory approach embedded within Archaeology Connected.

Outcomes and Deliverables

The consultant will be expected to deliver the following:

- Review and analysis of the current membership model and supporting infrastructure;
- Targeted consultation with relevant staff, stakeholders and members/supporters where appropriate;
- Development of an evidenced Membership Strategy linked to the wider 10-Year Strategy;
- Development of high-level financial modelling and scenario planning;
- High-level recommendations relating to future CRM and membership infrastructure requirements;
- Strategic recommendations relating to future membership tiers, digital engagement and potential paid/free content pathways;
- A phased Membership Delivery Plan outlining indicative implementation priorities, piloting opportunities and recommended next steps;
- Presentation and discussion of findings and recommendations with the CBA team and Trustees where required.

The consultancy should help establish a clear and sustainable future direction for membership at

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Archaeology UK, supporting stronger participation, audience progression, organisational resilience and long-term public value.

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 membership strategies, audience development strategies or supporter engagement models within the heritage, cultural, charitable or membership sectors;
- Experience reviewing and redesigning membership structures, offers or supporter journeys;
- Understanding of how organisations can move from transactional membership models towards participatory and relationship-led approaches;
- Experience developing financially sustainable membership or audience models, including financial forecasting and income modelling;
- Experience considering the relationship between free content, paid access, digital engagement and member value;
- Understanding of CRM systems, audience data and supporter pathways, including how infrastructure can support engagement, retention and growth;
- Experience working with charities, membership organisations, networks or public-facing cultural organisations;
- Strong analytical and strategic thinking skills, including the ability to interpret audience insight, participation data and membership trends;
- Experience facilitating discussion and consultation with staff, trustees, supporters and stakeholders;
- Ability to balance long-term ambition with practical delivery considerations, organisational capacity and available resources;
- Understanding of participation, inclusion and audience engagement within the heritage or cultural sectors;
- Excellent written communication skills, including the production of clear and practical strategy and delivery documents;
- Strong communication and relationship-building skills;
- Successful delivery of consultancy work on time and within agreed budgets and timescales.

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5. Budget

A total fee of **£10,000** is available (including any travel and expenses), exclusive of VAT.

6. Provisional Timetable

TBC

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 – Membership Strategy Consultant

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