



Action for Growth Business Plan Summary 2021-2025

Council for
British Archaeology

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Summary

Executive Summary

Our vision

“To enable anyone to have the skills and opportunity to tell the stories of the people and places that connect us to our world, that help us understand it and to make it a better, more inclusive place”.

1.1.1 Our mission

By inspiring people to explore places and engage with their environment through archaeology, we will help them make new connections with each other and the places in which they live, work, learn and grow. We will help people explore and create heritage that matters to them, championing fresh perspectives in how we recognise and value things and places - everywhere.

We will grow the public value of archaeology by connecting commercial, academic and community groups to demonstrate the social impact of archaeology. This operational business plan describes how, over the next four years, the CBA will grow its influence and capabilities to deliver our vision.

1.1.2 Our values

In our approach to championing archaeology, widening public participation and making it more relevant and accessible to a wide range of people, the CBA aspires to be:

Inclusive and participatory

Archaeology is for all – it is everywhere, anyone can participate, it is open to everyone. Our role is to help people to discover and explore stories, connections and new perspectives using archaeology as a tool. Archaeology enables us to bring together diverse communities and create inclusive practice.

Curious and enquiring

Archaeology is about curiosity and enquiry – it helps shape the questions we ask about ourselves and our environment – the places we live, work, learn from, and visit.

Archaeology is an activity that helps generate understanding, knowledge, and cultural value. It helps us think about ourselves, our wider world, and the connections in between.

Collaborative

Archaeology is best done as a cooperative process – as a conversation between people and groups which leads to different, richer, more dynamic, and sustainable outcomes.

There are many ways to participate in archaeology and we seek to work collaboratively with partner organisations of

all sizes nationwide to increase the opportunities for everyone to get involved. Creative, communicative, and connective Archaeology is about thinking creatively: recognising, understanding, creating, and enhancing cultural value.

Archaeology makes an important societal contribution to education, social and economic resilience, health, and well-being and keeping people connected.

Understanding, assessing, and communicating the impact and value of archaeology and participation helps us develop new methods for improving access and increasing benefits to communities caring for their environment.

Caring and campaigning

Archaeology is central to our understanding of the natural and historic environment and how we can care for it, campaign for it, protect and enhance it.

Summary

Our strategic priorities are framed in five goals:

Goal 1. Our role in championing diverse and creative archaeology is better recognised for the public benefit it delivers.

Goal 2. To make archaeology more relevant to people so they feel better able to participate.

Goal 3. To target increased participation in archaeology for young people under the age of 25.

Goal 4. To build CBA's sustainability as the voice of archaeology in the UK, securing its long-term future.

Goal 5. To demonstrate the wider social value of archaeology and the benefits it delivers through participation and engagement.

The action planning section of this report describes the specific actions that will be undertaken over the business plan period to deliver the goals. The CBA operates in five core business areas: membership, publications (including British Archaeology magazine), events – notably the Festival of Archaeology, Youth Engagement including our Young Archaeologist's Clubs and our statutory casework function. Our plan builds on our strengths in each of these areas.

By leveraging our investment in our new website and CRM, we will improve the services to members, groups, and affiliates. In an ambitious four-year programme, we will continuously deliver new events, information and content to our existing members and increase our traditional and digital offerings to extend our influence and engage new audiences, particularly new young members under 25.

We have plans in place to reset our relationship with CBA groups, including significantly increased access to CBA expertise and the collaborative development of a memorandum of understanding setting out how we will support them.

A pro-active programme of engagement is planned to support affiliates, particularly in local served by CBA in the past. Delivering our plans for members, groups and affiliates will support the forecasted growth of individual membership. The 2020 festival had 580,000 online participants, with a reach of 24million. The CBA digital platforms in 2020 had a combined reach of 6,426,488. So far in 2021, our platforms have had a reach of 2,260,370 which is projected to surpass 2020 numbers. The challenge going forward is to convert those that engage with us digitally to become members. This is a key objective for the CBA in all communications. All membership rates increase modestly over

the period. Membership income remains the largest source of income for the CBA over the period of the plan representing c. one-third of total income.

British Archaeology magazine and publications remain prominent in the plan. Expansion of membership will increase circulation and we anticipate the CBA's extended reach, higher profile, prominent marketing, and social media presence will make BA more attractive to advertisers, driving a growth in advertising revenue. We anticipate BA sales to grow at 5% per annum.

Our work with young people has been largely represented by our Young Archaeologists Clubs. This plan builds on our experience to action a comprehensive youth engagement programme. Anticipating a future reduction in grants due to ongoing economic pressure, we plan to build fundraising activities to help us to fund and sustain youth engagement work including after school clubs and community engagement.

We have identified a gap in provision for young people aged between 16-21 and intend to establish a Youth Steering Group to amplify the voice of young people in the CBA. In a proposed major initiative, we will scope a Young Leader's Pathway for over-16s to help to develop skills in leadership or career specialisations through archaeology.

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The CBA Festival of Archaeology will continue to be our flagship event. Learning from the last 12 months, we will develop more digital engagement while retaining “in person” events.

We have expanded our ambitions to plan for new CBA events in the period including local and “pop-up” events where CBA can work with local festivals including local history days, music, arts and literature festivals and food and drink festivals.

We intend to use both the Festival and the new proposed events to help to drive membership as well as supporting increased participation in archaeology. We intend to seek commercial sponsorship for the Festival and other events. A new sponsor proposition has been developed and is being trialled in 2021.

Our casework, and our role in supporting the JCNAS members is a significant contribution to delivering public benefit. We will work with the JCNAS members to replace the outdated database with a new platform and explore how we make this more accessible via a renewed web presence. We also intend to re-instate the Casework Advisory Panel with academic and commercial archaeologist members to further cement our role in enabling connections across all forms of archaeology.

To achieve our goal of championing the public benefit of archaeology, we have a range of influencing and campaign activities planned. These include our proposals to seek funding to undertake a public/publication user needs study to develop understanding of what users and audiences want from archaeological products.

A challenge for archaeology and the CBA is to champion diverse and creative archaeology. Our plan includes a range of actions which will accelerate diversity and make archaeology more relevant to more people. These measures include geographic identification of areas of proposed activity, an ambitious programme of finding appropriate partners to help us to make archaeology more relevant to more people, and a measurement framework that will help us

hold ourselves accountable for the social value we deliver by supporting health, well-being, educational attainment, and skills development.



Making the CBA relevant takes many forms; we commissioned an equality, diversity, and inclusion review to look at what we need to do to make our vision of enabling anyone to have the skills and opportunity to tell their stories and by doing so to help make the world a better, more inclusive place.

The early recommendations of that review have been reflected throughout this plan both in our internal organisational actions and our external activities.

To continue to discharge its mission, the CBA needs to be sustainable. Whilst funding for core services is secured for the first three years of the plan.

Summary

Post-pandemic, our reserves were at an all-time low, membership is largely static and competition for grants will rise over the next few years as funding availability reduces. We have used the DCMS cultural recovery fund to invest in a sustainable future for the CBA. Our business plan balances investment in systems and processes with investment in skills and people.

We will conduct an organisational development review to ensure that the CBA is fit for the future. We have budgeted for the continuing training and development of our staff and for access to expertise as needed.

This plan balances ambition and realism. It builds on our strong foundations to create a financially sustainable organisation that delivers against our vision and mission and serves our members, groups, affiliates, donors, sponsors partners and the communities we work with.

Who we are

OUR GOVERNANCE

The CBA is a charity. Our board of Trustees leads the council on behalf of the membership. Trustees are elected by the CBA's members for a three-year term and can

be re-elected once. The board is led by our Chair, Ken Smith supported by 11 Trustees. The day-to-day running of the Council is led by our Executive Director, Neil Redfern.

OUR FUNDING

CBA funding comes from grants, membership fees, magazine subscriptions, donations/sponsorship, and a small contribution from retail sales of magazines and other publications and magazine advertising.

Our main grant funding sources are Historic England and CADW who help to support the Young Archaeologists Club and the Festival of Archaeology and our work with planning applications that impact on the historic environment in England and Wales.

We have received much-needed funding from the DCMS and the Welsh Government Cultural Recovery Funds in 2020/21 which has been used to invest in our post-covid recovery planning. In 2018-19, a Resilient Heritage grant from NLHF enabled a strategic review, and we receive other one-off project grants.

Our membership income is broadly static with slight improvements in the most recent year.

Sponsorship and donations come from a range of public and private sector organisations and individuals.

Our funding breakdown for the last three years is shown below.

Funding type	2018/19	2019/20	2020/21
Grants	302,362	162,932	541,108
Membership	179,699	153,492	180,000
Subscriptions	42,900	48,295	53,154
Sponsorship, donations & legacies	17,295	7,765	75,481
Gift Aid	34,010	30,971	32,732
Total	576,266	403,455	882,475

Table 1 CBA funding breakdown, 2018-21 (£)

Summary

OUR CONTEXT: WHAT WE DO

Our core work is focused on five activity areas which support our membership, deliver our events and projects, underpin our statutory role as a National Amenity Society, support our publications and deliver our youth engagement programmes. Our business plan will describe how we will consolidate and grow these activities using them as the foundation of delivery of the CBA business strategy. Descriptions of our five core areas are given below.

Youth engagement

The CBA's Young Archaeologist's Clubs (YAC) make up the CBA's flagship youth engagement project working with children and young people aged 8-16. The clubs, of which there are over 75, lie at the heart of our work to support youth engagement and early career archaeology.

Led by over 500 volunteers and attended by more than 2,000 young people, our YAC groups engage young people with the heritage of their local area through hands-on activities.

During the pandemic, we responded by expanding our online offer, developed new resources and toolkits, and provided materials and activities used by teachers, youth leaders and parents schooling at home.

The continuation of the YAC and its' recovery following the pandemic is the focus of our 2021 activities. Our core delivery priorities remain:

- To give 8-16-year-olds opportunities to take part in heritage or archaeology-themed activities in a club-type environment that is safe and accessible.
- To provide volunteers an opportunity to contribute to a national youth organisation and to provide them with the training, resources, and expertise to support this important work.
- To engage with young people and volunteers in a way that encourages them to become life-long advocates for the historic environment.
- To provide an opportunity for people of all ages and backgrounds to come together and have fun.
- To mitigate the impact of Covid-19 on our YAC branches ensuring they have the means to overcome short and medium- term issues arising from the pandemic.

Wider youth engagement is, however, central to CBA's future strategy. This business plan sets out how young people of all backgrounds and abilities will be supported to engage in archaeology to better understand the places where they live in an ambitious programme of youth engagement, collaboration, volunteering, and partnership.



Dig school helps teachers and home-schoolers to explore history and archaeology digitally

Summary

CBA membership, affiliates, and CBA groups

The CBA has approximately 4,000 members and c.280 organisational members (affiliates). We support 12 CBA groups who co-ordinate and deliver activities and support in their geographic areas.

CBA members: CBA membership is open to anyone with an interest in archaeology. Each member receives a copy of the CBA's British Archaeology magazine and many attend regular events. This plan shows how the CBA intends to strengthen and deepen its' relationship with members by providing more added-value services of interest to existing members and services that will attract new members from all sections of society.

CBA groups: We support 12 CBA groups in England and Wales, and we work with partner groups in Scotland and Northern Ireland. We support CBA groups who provide local information and advice, promote and deliver opportunities for participation, undertake regional research and safeguard heritage. The CBA provides support in the form of, for example, guidance and digital materials to help CBA groups to run their own programmes of local activities. This business plan sets out an ambitious programme of enhanced support,

collaboration, and development to strengthen the relationship between the CBA and CBA groups.

CBA affiliates: Affiliate members include organisations such as local archaeology societies and other community-based bodies interested in archaeology and heritage. The CBA provides support, guidance, and access to the archaeological community and events. Further expanding connections and services for affiliates forms part of this business plan

Festival of Archaeology

The CBA co-ordinates and supports an annual Festival of Archaeology. This national event comprises events, talks, digs, and activities designed to appeal to a broad range of people, including those new to archaeology. It is usually a series of events over a two-week period in multiple locations across the United Kingdom. In 2020, the festival was held digitally with great success.



Our 2021 Festival will take place from 17th July – 1st August. Learning from our 2020 experience, the 2021 programme will blend digital and on-the-ground events. The digital events will be additionally promoted via European Archaeology Days and the Archaeological Institute of America thus showcasing UK archaeology internationally. Self-led activities will be particularly important in the 2021 Festival with opportunities for people to explore their heritage close to home. A wide range of event organisers come together to deliver a relevant, exciting, and diverse programme.

“Takeover days” will see groups including the Young Archaeologists Clubs and university students having a day of the Festival organised, delivered, and aimed at their members. We want this Festival to be our best yet.

In this plan, we set out how we will build on our success by promoting more events and activities that will enable more people to participate in archaeology. We have a 5-year plan in preparation that will move the CBA's Festival experience into the context of enabling archaeological events throughout the year to meet the demand of academic, commercial, and public archaeologists, and to engage those new to archaeology.

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Statutory services – casework and advocacy

The CBA is one of six National Amenity Societies whose expertise and role is recognised in statute.

Collectively they come together as the Joint Committee of the National Amenity Societies (JCNAS) and act as a key advocacy voice for the historic environment and for heritage. Over 4,000 listed building applications from England and Wales are handled by the CBA's casework team each year. The CBA uses a network of volunteers from a variety of backgrounds to help CBA staff who advise on the impact and suitability of listed building application and development proposals according to legislation, policy, and guidance for safeguarding the historic environment within the planning system. The CBA allocates and records statutory casework on behalf of the JCNAS, creating and maintaining the publicly accessible records for five of the 6 JCNAS member organisations. The CBA is pleased that from mid-2021 we will provide this important service to all 6 JCNAS member organisations.

This important work helps to inform all of those interested in positively enhancing and conserving historic sites and places by supporting statutory responsibilities and

providing advice and guidance. The CBA also maintains a limited web presence for the JCNAS. In our business plan, we propose to extend access to our casework and further improve our services to our JCNAS partners including a plan to develop an enhanced web presence for the joint committee.

British Archaeology and Publishing

The CBA publishes British Archaeology, the foremost archaeological magazine in the UK. It brings in-depth news and research on archaeology to a wide audience. It is published six times each year and forms part of the CBA membership offer. It has a circulation of c.7,000 including overseas and subscription circulation.

We also publish specialised books and papers containing important archaeological insights which would otherwise not be able to be published due to their specialised nature and limited print runs. British Archaeology remains our flagship publication and will continue to play an important part in our mission of supporting people to value diverse heritage.

During this business plan period, we intend to build on our strong publishing foundations to develop and implement digital content services ensuring that we continue to evolve our role as the voice of archaeology in the digital context.



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Social Media

The CBA has a significant social media presence with three core accounts on Instagram, Facebook and Twitter, and additional Twitter accounts for YAC and Festival of Archaeology's "Ask an Archaeologist Day". All platforms are at different stages of development, targeting different audiences and with distinct approaches to sharing the messages of the CBA.

CBA Instagram: 3,856 followers. Younger audience, with a particular interest in careers and education.

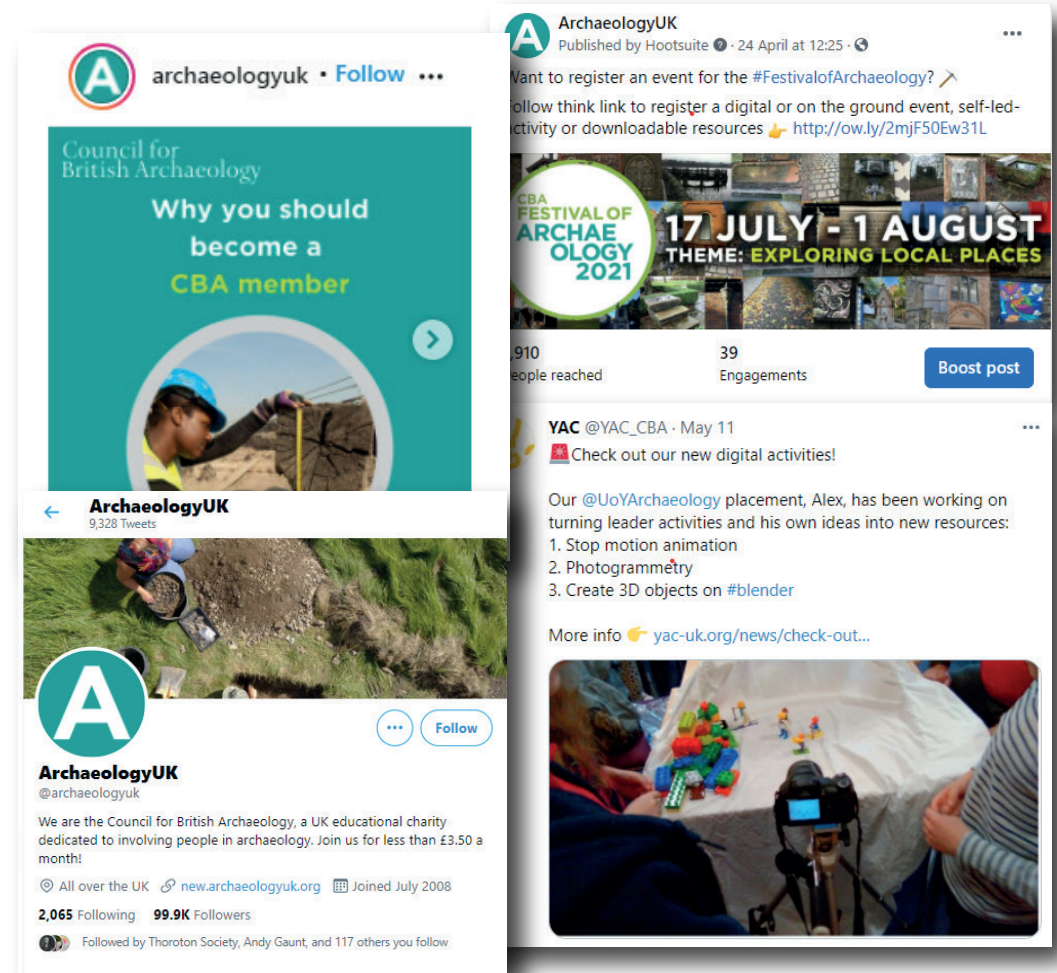
CBA Facebook: 14,879 followers. Audience with a wider age range, whose key interests include news stories, events and important archaeological issues.

CBA Twitter: 99,800 followers. High levels of audience engagement with news stories, key issues and discussions on relevant issues.

YAC Twitter: 3,108 followers. Audience of YAC members and carers, sharing activities of interest and news from YAC groups.

AAA Twitter: 1,944 followers, focused on sharing messages related to the Festival of Archaeology and Ask an Archaeologist day.

Aims for all platforms include ensuring reliability and consistency through regular posting, and growing audience reach and engagement. Our social media platforms will also play a key part in achieving the five key goals outlined in this business plan.



Summary

OUR CONTEXT: REBUILDING POST-COVID

The pandemic delivered many challenges to the CBA. Archaeology is, first and foremost, about people and their places. With restrictions in place, we had to re-imagine our services and our delivery models to provide members, groups, our Young Archaeologists' Clubs and the wider public with ways to engage. People sought out new ways to occupy their time and parents looked for different ways to engage and entertain their children.

The CBA responded by staging its first ever digital Festival of Archaeology, providing new materials for parents, volunteers, and young people to use at home via its' Young Archaeologists' Club website and, together with Professor Carenza Lewis, we launched "Dig School" creating 20 free archaeology-themed workshops to help teachers and home-schoolers to explore history and archaeology digitally.

Whilst we learned much that will change our approach to future engagement from the pandemic, we also have much ground to recover. Our YAC clubs need support to return to "in-person" operation, our income from traditional activities has suffered and the rapid shift to remote working exposed weaknesses in our corporate infrastructure and our business processes.



Summary

Our Goals: Headline Issues and Actions

The following tables are a summary of the issues and actions for each of our five goals. Detailed actions are set out in an accompanying CBA action plan.

Goal 1: Our role in championing diverse and creative archaeology is better recognised for the public benefit it delivers.

Issues		Actions	
Archaeology has become disconnected between those who deliver commercial projects, those who work in academia, and participants in community projects. Archaeology needs to understand the needs of its audiences if it is to increase its impact and public benefit.	1.1	Use our expertise, connections, and statutory relationships to publicise and advocate for access to archaeology and related activities	
Archaeology needs to strengthen and enhance the impact of collaborative approaches to understanding and managing the historic environment to ensure our collective voice and statutory remit is consolidated and enhanced.			
Funding cuts have resulted in reduced opportunities for school and university students to participate in and learn about arts and culture with consequent future effects on their well-being and their future employment opportunities.			
Availability of traditional funding is under increasing pressure but the requirement for services that can deliver measurable public benefit particularly in the development of skills, well-being and community engagement is increasing.			

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Goal 2: To make archaeology more relevant to people so they feel better able to participate.

Issues	Actions	
Under-investment in CBA infrastructure and resources has limited our ability to support community-based groups resulting in the CBA not giving CBA groups the support they have said they would find valuable.	2.1	Build on the existing network of CBA groups and affiliate members to extend opportunities to participate in archaeology.
Members see the primary benefit of CBA membership as the receipt of British Archaeology. We want to have a deeper relationship with our members to help them to access all the resources the CBA can bring to them. Surveys have provided information as to what members want. We have been unable to respond to those requests until now.		
The profile of those who participate in archaeology as a profession and a hobby is not representative of the UK today and does not support a vibrant, diverse future for archaeology.	2.2	Increase engagement and participation of existing members in CBA activities and attract new members to participate in archaeology.

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Goal 3. To target increased participation in archaeology for young people under the age of 25.

Issues	Actions	
Ensure that the Young Archaeologist Clubs (YAC) are sustained after Covid-19 to play a significant part in strengthening CBAs wider youth engagement approach.	3.1	Engage young people in archaeology to create opportunities for them to develop skills and knowledge for future careers and to encourage them to engage with heritage wherever they live
Archaeology is not seen as an activity that is relevant to developing invaluable life and work skills among young people. The CBA does not currently have any processes to engage young people in CBA planning and engagement activities.		
Access to community resources to introduce archaeology and heritage to young people is under-resourced, particularly in urban and low-income areas resulting in low/no participation in such areas and little opportunity for achieving diverse and inclusive youth engagement.		

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Goal 4. To build CBA's sustainability as the voice of archaeology in the UK, securing its long-term future.

Issues	Actions
<p>The CBA has been unable to implement its 2019 Strategy for Growth due to the challenges of operating during the pandemic. Action to rebuild operational and financial resilience is required including the rebuilding of reserves. Other organisations have been similarly affected.</p>	<p>4.1</p> <p>We will grow the CBA in size and capability securing its future by becoming a valuable hub for all types of archaeology and those interested in archaeology to connect and communicate.</p>
<p>The heritage and archaeology sectors have been increasingly operating independently and are disconnected, exacerbated by the pandemic's effects. Archaeology needs a focus for connecting, engaging, and communicating with its wide audiences and participants.</p>	
<p>Connecting the academic, commercial, and public branches of archaeology is made more difficult as "umbrella" bodies do not all have the infrastructure or connections to share information and opportunities within their own organisations or with other organisations they may benefit from connecting with.</p>	
<p>The CBA lacks the data to make informed and effective decisions about how to diversify across the breadth of its operations.</p>	
<p>The CBA organisation including its' board is not sufficiently diverse or inclusive and does not represent the society the CBA plans to serve. Diversity and inclusion are not embedded in CBA governance. Whilst progress has been made on gender equality more action is needed to ensure that everyone in CBA understands and has the tools to deliver the transformation needed to be an inclusive organisation.</p>	
<p>The CBA needs to grow its membership and wider participation in its activities and events at all levels to secure a sustainable growth in income and the long-term resilience of the organisation.</p>	

Summary

Goal 5. To demonstrate the wider social value of archaeology and the benefits it delivers through participation and engagement.

Issues	Actions	
Archaeology needs to demonstrate and publicise what it can contribute towards recognising and addressing social inequality, attainment, and health and well-being, and in delivering wider social value.	5.1	Archaeology at its core is a process about understanding places, and the impact people have had on the environment. It offers opportunities to connect people and communities and to get them active and outdoors.
The CBA believes that inspiring people to connect with their communities through archaeology could be important in promoting and rebuilding communities everywhere. Archaeology is not understood to be a community tool or activity. The CBA needs to find ways of explaining and promoting the “why” and “how” communities will benefit from telling the stories of their places and people.	5.2	We will build new networks and partnerships to co-create relevant activities for all sectors and communities, including those who are not well represented in our groups or members. We will develop membership offers relevant to a more diverse membership
Archaeology is not well represented or active in all communities. Its’ activities need to attract wider, more diverse, participation. To discharge its’ mission of valuing diverse heritage, and to live its’ value of being inclusive and participatory the CBA needs to lead by example.	5.3	We will align our activities in Wales with the national strategy for Wales “Prosperity for All” prioritising CBA Wales activities that support the well-being objectives.
CBA activities and plans are not routinely tested for the impact they will have in supporting the delivery of inclusive and participatory activities.	5.4	We will seek to increase co-operation with and support for archaeology in Northern Ireland and Scotland through the co-development of projects and activities with the Northern Ireland Archaeology Forum and Archaeology Scotland.

Summary

Dig at Pocklington



Sieving soil after the dig



Local Explorer Challenge in The Guardian letters, January 2021

