

# CBA Behaviours

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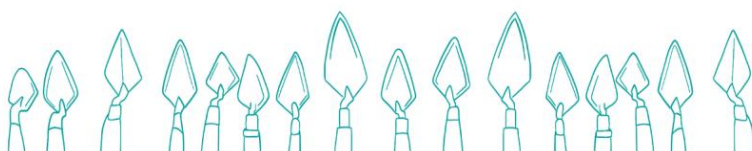
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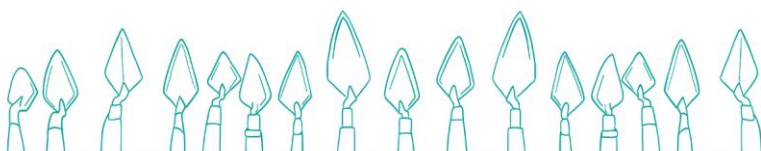
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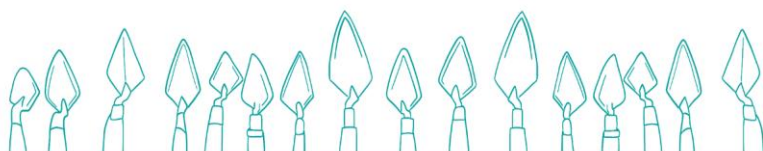


## 1. Introduction – CBA Behaviours

- 1.1 The Council for British Archaeology is an educational charity working throughout the UK that helps people to experience and participate in archaeology. We provide opportunities for people to take part through our network of local groups, our annual Festival of Archaeology and through the Young Archaeologists' Club for children aged 8-16. We speak up to champion and safeguard the future of archaeology and the historic environment and bring together everyone involved in archaeology.
- 1.2 All content is based on the thoughts of our staff and Trustees – constructed from interviews with staff, and several workshops with both staff and Trustees.
- 1.3 Recognising that the CBA is a small organisation, with significant resource constraints, where actions are required to make progress, these will need to be carefully planned to fit with day to day activity.
- 1.4 This is a living document, that will be regularly reviewed and updated. As such, it is not meant to be exhaustive, but a document that captures our aspirational behaviours.

## 2. Why Focus on Behaviours?

- 2.1 As we strive to live the CBA values, we hope our organisational behaviours will act as a set of principles for staff, volunteers and Trustees, and over time through engagement and collaboration, influence broader perceptions of archaeology. This document outlines our values and then provides behaviours for each value, which we have identified as being key to the way we work. It also summarises the behaviours that underpin our imperative to support and embody equity of practice and inclusion in all that we do.
- 2.2 Based on our definition, "Archaeology enables us to connect to the world around us. Archaeology helps us question what it means to be human by exploring the traces people leave behind," it follows that our interactions with people are at the very core of our approach.
- 2.3 Capturing a shared understanding of the CBA values and behaviours is important because it:
  - Guides our everyday interactions both internally and externally
  - Demonstrates what we are about and what we stand for
  - Enables the CBA to be a force for positive change and progress



- Allows us to continuously reflect on what works well, and where we might need to improve.

With kind regards,

*The CBA Team*

### 3. Vision, Mission & Values

- 3.1 Our Vision, Mission and Values (VMV) are the foundations of our organisational culture. Our behaviours are how we deliver and exemplify that culture. Therefore, it is important to set out our VMV as context to this document.

#### 3.2 Vision

- 3.2.1 *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.*

#### 3.3 Mission

- 3.3.1 *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.*
- 3.3.2 *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.*
- 3.3.3 *We will grow the public value of archaeology by connecting commercial, academic and community groups to demonstrate the social impact of archaeology.*

#### 3.4 Values

- 3.5 Our values define how we work and champion archaeology, widening public participation and making it more relevant and accessible to a wide range of people.
- 3.6 The CBA aspires to be:
- 3.6.1 **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.

- 3.6.2 **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.
- 3.6.3 **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.
- 3.6.4 **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.
- 3.6.5 **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.

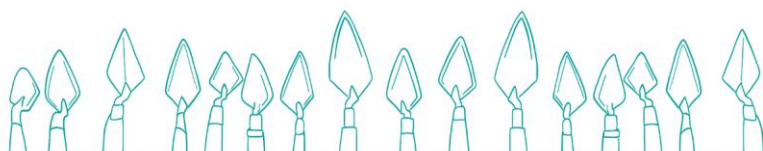
## 4. Our CBA Behaviours

- 4.1 For each of our values, we have listed the behaviours we will aspire to, and the behaviours that we do not want to see.

### 4.2 Inclusive and Participatory

We will:

- Identify what enabling others to participate looks like
- Actively work to identify and remove barriers to participation
- Create a friendly and welcoming environment for all wherever we work
- Recognise that all our stakeholders bring different skills and perspectives
- Proactively state and demonstrate our intentions of inclusivity
- Use inclusive, accessible language



- Communicate our values, clearly and consistently
- Approach communities who do not engage in archaeology to create partnerships around what's important to them
- Endeavour to make our digital and physical activities and outputs as accessible as possible

We will not:

- Assume what audiences want without asking them
- Allow anyone to be held back or defined solely by their differences
- Use patronising language
- Ignore the need to provide equitable resources and support

### 4.3 Curious and Enquiring

We will:

- Help people understand that archaeology is about questions, that all questions have legitimacy and that everyone can help shape the questions asked
- Be proactive in creating and developing opportunities to be curious and enquiring
- Give people the freedom and space to be inquisitive
- Take time to think differently about our processes and resources to enable people to be curious and enquiring
- Find ways to expand partnership working beyond archaeology to engage a wider audience
- Reflect and learn from our successes and mistakes

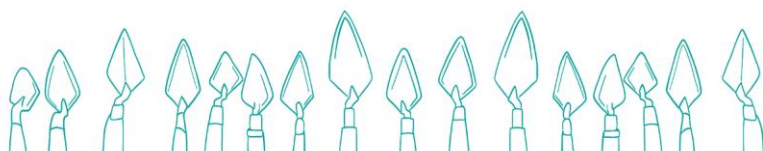
We will not:

- Be hesitant to bring ideas to the table
- Ignore the ideas of others
- Fear failure or the risk of challenge
- Fear thinking big (but without overextending ourselves)
- Privilege our views over those of others

### 4.4 Collaborative

We will:

- Constantly look for positive and innovative approaches
- Respect people for their knowledge, experience and enthusiasm
- Co-create and consult with varied groups and individuals
- Be active and go-getting, rather than waiting for people to come to us – look inside and outside the sector
- Be brave to ask questions and bring ideas to the table





- Cooperate and partner with other organisations
- Ensure equity in collaboration with partners in advance of starting projects
- Value the time we have for working creatively together

We will not:

- Allow collaboration to fall away
- Allow competing agendas to railroad our conversations
- Be dismissive of those with less archaeology sector knowledge or presence, but be prepared to expand and explain where we are more familiar
- Use acronyms and jargon that might confuse
- Undervalue internal collaboration

#### 4.5 Creative, Communicative and Connective

We will:

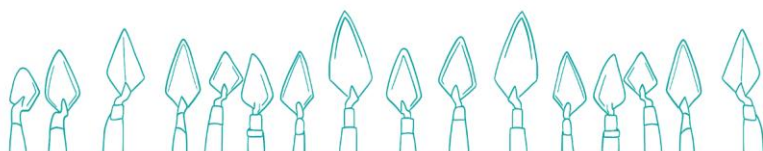
- Ask rather than tell, and communicate results
- Be open, listen actively, reflect and provide honest feedback
- Be realistic and manage expectations
- Seek to understand why people act in certain ways, based on their background and life experience
- Create engaging content and events which reach and appeal to a wide range of people
- Give platforms to wide and varied groups where they are wanted, whilst collectively working to dismantle the barriers that currently privilege certain voices over others
- Connect outside of our sector for recruitment
- Consider non-University placements and work experience
- Be outward looking

We will not:

- Batton down the hatches when confronted with change
- Be overly deferential to the “loudest voices” or fearful of taking a stand
- Channel our resources in an unequal manner, to appease the “loudest voices”
- Be geographically constrained i.e. focus on one area
- Assume that people understand what we are saying
- Assume that people are tech savvy
- Expect people to come to us
- Be inward looking

#### 4.6 Caring and Campaigning

We will:



- Campaign collectively, inviting others to join our campaigns and engage in current issues
- Be bold in our opinions and take a strong stance in the face of bigotry or inappropriate behaviour
- Care for ourselves, each other and the people in our sector, being mindful of our capacity
- Ask people what they care about and what they want us to campaign about
- Be flexible and pragmatic – we are willing to change based on new information
- Focus on opportunities and positives, looking for solutions
- Communicate effectively about our campaigning and caring focus, by engaging with people in a caring, open and welcoming way
- Make sure that all events are accessible

We will not:

- Think we are the experts on what is important, ignoring wider social and community values and voices
- Be deferential to everyone, we can engage but we can't necessarily do what everyone wants
- Focus on "pet projects" without considering what others want or need

## 5. About our Commitment to Equity, Diversity & Inclusion

5.1 The CBA believes wider participation is essential to archaeology and it underpins our core values and approach to our work. Anyone should be able to participate in archaeological activities and archaeology should be open to everyone.

5.2 This is part of our commitment to equity, diversity and inclusion (EDI). This section does not seek to duplicate our commitments as described in our EDI statement, rather it seeks to enhance our understanding of several issues that we understand to be relevant in promoting EDI.

5.3 We have highlighted three key issues below, where we have identified the behaviours and actions, we believe will be critical to the CBA in addressing these issues.

5.3.1 **The issue of Othering.** Othering can be defined as, "the act of treating someone as though they are not part of a group and are different in some way"<sup>1</sup>. The opposite of Othering is not "saming", it is belonging. And belonging does not insist that we are all the same. It means we recognise and celebrate our differences<sup>2</sup>. Therefore, we will focus on how we can build belonging, while avoiding the possibility of Othering.

<sup>1</sup> Cambridge Dictionary

<sup>2</sup> Us vs. Them: the sinister techniques of 'Othering' – and how to avoid them for the Guardian (2017)





- 5.3.2 **The issue of legacy.** Our history shapes our present, and that includes the aspects which have led to inequalities and prejudices in our modern society. Many aspects of heritage values and meaning are contested. While some people draw positive associations from them, other people find them painful, traumatic and difficult. Archaeology has been used in the past to justify and support dominant and sometimes oppressive narratives around race, nationalism and imperialism. We acknowledge this and we will change how we reflect, describe and use that legacy in our work, to help others understand and help create new perceptions about archaeology.
- 5.3.3 **The issue of representation.** We are aware more needs to be done to ensure archaeology and heritage are more representative of wider society. We need to actively address our own actions, policies, practices and procedures, and live our CBA behaviours to ensure they are fully reflective of society today.
- 5.4 We recognise the need to continuously reflect and learn from what we are doing to address these issues.

## 6. Demonstrating our Commitment to Equity, Diversity & Inclusion

- 6.1 The behaviours that we will demonstrate to address these three issues are listed below, with examples of the actions that underpin them.

### 6.2 Addressing Othering

- Identify and share othering in history from a variety of perspectives
- Be self-aware and reflective – particularly of what we are saying
- Promote an ongoing, grassroots, conversation about Othering, spotlighting existing positive work in this area
- Support and advocate change, to build bridges and belonging, in our network of non-CBA organisations
- Target activities on their importance to community

### 6.3 Talking About Legacy

- Present archaeology as an enquiring approach to the evolution of the places in which we live, work, learn and grow
- Be the agents and catalysts for change, supporting others to help shape our journey
- Speak up to challenge and bring in fresh perspectives on legacy issues, such as colonialism, in archaeology



- Use fresh perspectives to help create new perceptions about archaeology. Develop and implement language change for the CBA and the sector and its publications
- Have the confidence to call out misappropriation of the past which has led to misleading narratives

#### 6.4 Becoming More Representative

- Develop strategic partnerships to foster wider inclusion and equity in all its forms (e.g. placements, ambassadors, bursaries, recruitment and governance)
- Encourage representative membership growth
- Develop accessible volunteering with the CBA and seek to promote this across the sector
- Endeavour for all outreach to be open and accessible
- Use our Youth Engagement work to develop and support long term change

*In 2021 we undertook a Diversity Review of our vision, mission, values, activities and approaches. The development of a set of CBA behaviours is a direct result of that work. We will look to actively model and promote the behaviours set out in this document. We will regularly reflect to understand how well we are doing. We will develop further guidance and a refreshed approach to staff performance support and personal development which will help us to live these behaviours as we continue to deliver our vision and mission. For further information on our CBA Behaviours please contact our Executive Director Neil Redfern at [neilredfern@archaeologyuk.org](mailto:neilredfern@archaeologyuk.org)*

