Tender Brief for an Evaluation Consultant – 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.

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

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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.
- Support for grassroots groups through bursaries, networking activity, training and skills development.

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- 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

Evaluation Logic Model and Evaluation Plan

Working with the CBA Executive Team and project staff, the Evaluation Consultant will develop an **Evaluation Logic Model and Evaluation Plan** for Archaeology Connected: Participation in Practice.

The project already has a clearly established strategic direction, mission and emerging vision for Archaeology UK. The consultant will therefore not be expected to redefine organisational vision or undertake a separate Theory of Change process from first principles. Instead, the Logic Model and Evaluation Plan should build directly upon the project's existing aims, intended outcomes and participatory values, helping to create a clear and proportionate framework for understanding impact, learning and organisational change throughout delivery.

The Logic Model will provide the framework for evaluation of activity across the project's three interconnected strands: Participatory Content, Participatory Networks, and Participatory Membership.

The Logic Model should identify key project activities, intended outcomes, assumptions and external factors influencing delivery, while recognising that Archaeology Connected is fundamentally concerned with long-term impact, participation and organisational learning rather than solely quantitative outputs.

The Evaluation Plan should establish realistic and proportionate approaches for evidencing change

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across areas including:

- Participation and belonging;
- Confidence, skills and knowledge development;
- Quality of engagement and co-curation;
- Organisational learning and culture change;
- Strengthening grassroots networks and relationships;
- Audience progression and sustainability;
- Digital engagement and accessibility.

The consultant should ensure that the Evaluation Plan aligns with National Lottery Heritage Fund guidance and investment principles while remaining practical and useful for staff, participants and stakeholders throughout delivery.

Development of Data Collection and Evaluation Framework

The Evaluation Consultant will work collaboratively with the CBA team to develop a practical **Data Collection and Evaluation Framework** that identifies:

- Appropriate methodologies for evaluating each relevant project activity;
- Proportionate approaches to qualitative and quantitative evidence gathering;
- Key data collection points and responsibilities;
- Suitable approaches for participant reflection and feedback;
- Methods for capturing learning, progression and longer-term impact;
- Approaches for evaluating both digital and in-person activities.

The CBA anticipates that the evaluation approach will place a strong emphasis on reflective practice, participant experience, case studies, storytelling and organisational learning alongside the use of appropriate quantitative measures where useful and relevant.

Project activities include, but are not limited to:

- Redesign of British Archaeology magazine;
- Development of a Digital Strategy and participatory content pilots;
- Content audit and reactivation of archival material;
- Podcast and youth video production activity;
- Grassroots Archaeology Audit;
- Regional networking and training events;

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- Grassroots bursary programme;
- Co-curation training;
- Archaeology UK Supporters' Group activity;
- Membership Review and pilot membership events;
- Strategic and organisational development activities.

The final approach to evaluation responsibilities will be agreed collaboratively during project inception. The CBA anticipates that some evaluation activity will be led directly by the consultant, while other elements will be delivered internally with guidance and oversight from the consultant.

Evaluation Support and Reflective Learning

The Evaluation Consultant will provide ongoing support and guidance throughout the project to ensure that evaluation remains embedded within delivery and contributes to reflective practice, adaptive learning and future planning.

This is expected to include:

- Advising on evaluation methodologies and tools;
- Supporting staff in the creation of evaluation resources where required;
- Providing guidance on capturing evidence and participant feedback;
- Supporting the interpretation of findings and emerging themes;
- Helping staff identify learning and opportunities for adaptation during delivery;
- Contributing to a culture of reflective and participatory practice across the project and organisation.

The consultant will be expected to work collaboratively with project staff, external consultants and relevant stakeholders to ensure that evaluation activity is proportionate, meaningful and useful both during and beyond the funded period.

Outcomes and Deliverables

The Evaluation Consultant will be expected to deliver the following:

- Production of an Evaluation Logic Model and Evaluation Plan;
- Development of a Data Collection and Evaluation Framework for project activity;
- Ongoing evaluation advice and support to project staff;
- Support for the development of evaluation tools and resources where required;

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- Review and interpretation of project data, feedback and findings collected throughout delivery;
- Production of a mid-term evaluation report summarising progress, learning and emerging recommendations;
- Production of a final Evaluation Report in line with National Lottery Heritage Fund requirements, with presentation of findings to the CBA team and Trustees. The report should include recommendations for future evaluation approaches across CBA activity and the identification of any transferable learning relevant to the wider heritage and archaeological sector.

4. Skills and experience required

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

- Significant experience designing and delivering evaluation frameworks for heritage, cultural, charitable or participation-focused projects;
- Experience developing Logic Models, Evaluation Plans and/or Theory of Change frameworks;
- Strong understanding of National Lottery Heritage Fund evaluation expectations and approaches to outcomes-based evaluation;
- Experience balancing qualitative and quantitative evaluation methodologies, with an emphasis on meaningful impact, learning and reflective practice;
- Experience evaluating participatory, co-curated, community-led or engagement-focused projects;
- Ability to design proportionate and practical evaluation approaches appropriate to organisational capacity and project scale;
- Experience supporting organisations to embed reflective learning and evaluation within day-to-day delivery;
- Experience developing data collection tools, participant feedback mechanisms and evaluation resources;
- Strong analytical skills, including the ability to interpret findings, identify themes and communicate learning clearly;
- Excellent written communication skills, including the production of accessible and well-structured evaluation reports;
- Strong facilitation and relationship-building skills, with the ability to work

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collaboratively with staff, trustees, participants and external stakeholders;
- Understanding of issues relating to participation, inclusion, audience engagement and organisational sustainability within the heritage or cultural sectors;
- Ability to work independently, manage multiple strands of activity, and deliver work to agreed timescales and budgets.

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 – Evaluation Consultant

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