

Brief for Audience Engagement Research Consultant for *Reconnecting Archaeology*

1. About the CBA

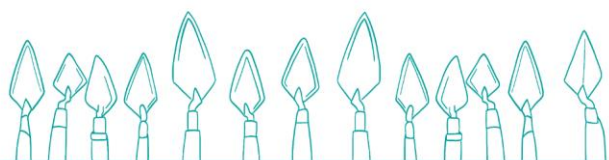
The Council for British Archaeology (CBA) helps people to experience and take part in archaeology through our network of groups and members. We run the Young Archaeologists' Club (YAC) for young people aged 8-16 and the annual Festival of Archaeology to encourage everyone to discover the places and spaces around them.

Founded in 1944, we champion and help safeguard archaeology and public participation. As the voice of archaeology in the UK, we bring together community groups, commercial units, academics and heritage organisations to create and share opportunities to discover, take part in and be inspired by archaeology.

The CBA is a membership organisation with over 250 archaeological groups, societies and organisations, and over 70 branches of the Young Archaeologists' Club, we bring together institutions and individuals to create a unique forum for the archaeological community in the UK. The organisation works across the UK, alongside eleven CBA Groups in Wales and England, through our sister organisation Archaeology Scotland and in support of Archaeology 2030 in Northern Ireland. The CBA publishes British Archaeology magazine, an award-winning bi-monthly publication focusing on archaeological endeavours around the UK and celebrates excellence in archaeology through our annual Archaeological Achievement Awards and the Marsh Community Archaeology Awards.

We have a relatively small staff team, and staff members support an extensive network of volunteers who run the eleven CBA groups, the Young Archaeologists' Clubs and many of the events offered during the Festival of Archaeology. Many of the organisations in our membership network are local archaeological and historical societies, which are also run by volunteers. As is the case for many heritage organisations, many of our volunteers are now elderly and, as the next generation have had very different career pathways and life experiences, we are unlikely to see a replacement pool of potential expert volunteers.

As an organisation, we face financial challenges and know that we need to adapt our approach to engagement and participation to reflect the changing nature of society and our



audience. We are therefore embarking on a significant programme of work to help us become more resilient and to enable more people to experience archaeology. 'Reconnecting Archaeology' is the start of a longer, exciting journey that will both strengthen the sector, and redefine current perceptions of archaeology and the roles that it can play in people's lives.

2. *Reconnecting Archaeology*: project purpose and activities

2.1. A Resilience Project

The CBA has been generously awarded funding from the National Lottery Heritage Fund's Heritage Resilience programme to enable it, over the 18-month long project 'Reconnecting Archaeology', to explore and develop two interconnected strands:

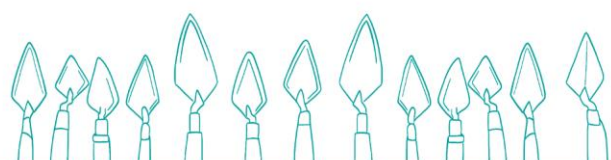
- i. Updating the CBA's understanding of audiences for grassroots archaeology; and
- ii. Building a resilient future for the CBA and for the wider community grassroots archaeology network.

The project consists of the following activity:

- 2.1.1. We will commission research from Audience Engagement Research consultants. This will update our understanding of the existing audiences for both the CBA and the wider network and identify how to serve them better. It will also identify new audiences; both audiences who are interested in archaeology but not accessing opportunities for deeper participation, and audiences who do not think archaeology is for them.
- 2.1.2. Concurrently, we will be working with four examples of new approaches in archaeology which positively demonstrate equity and community participation ('Catalysts for Change'). These projects include the involvement of new audiences who may face specific barriers, such as low-income, physical and mental disabilities, ethnicity, low levels of confidence, and ill health. The CBA will work with these projects to locate areas of success which can then be disseminated to, and potentially appropriated by, its members. Additional supporting examples of community and grassroots archaeology will be ascertained through desk research and stakeholder interviews.



- 2.1.3. To strengthen the CBA and the network, we will appoint new members of staff for the duration of the grant-funded period, to develop more effective partnerships for audience engagement and build a stronger membership offer. These two staff members – the Audience and Network Manager and the Audience and Network Assistant – will be central to this project, and the leads in several key activities, including the audience engagement research.
- 2.1.4. We will run pilot projects which will include testing new, incentivising models of events and activities, including a new ‘Access to Archaeology’ pass, cross-sector working, and exploring the feasibility of a new communications platform to provide opportunities for members’ knowledge sharing and ongoing, active dialogue. These will be a mixture of in-person and online events and activities.
- 2.1.5. We will commission fundraising consultants to upskill the CBA staff and local volunteers and help build new income streams.
- 2.1.6. We will work with partners and stakeholders to improve and develop our own organisational environmental sustainability and targets to become Net Zero by 2050, and in becoming more equitable, diverse and inclusive (EDI). We will then cascade our learning and facilitate training in these two areas for our members.
- 2.1.7. *Reconnecting Archaeology* celebrates the CBA’s 80th anniversary which falls in 2024. Originally founded in 1944, the CBA took up the mantle of the Congress of Archaeological Societies which had been established in 1888 to reflect the growing number of archaeological groups and societies that had come into being during the middle decades of the nineteenth century. The legacy of these organisations is enormous, with many now over 150 years old. Collectively they represent the oldest network of affiliated groups and societies in archaeology and heritage in the world. Understanding and helping them evolve is part of the CBA’s core mission, and part of our founding purpose. This included to champion archaeology, to understand the opportunities for archaeology due to post war reconstructions of our historic towns and cities, and to promote archaeology as widely as possible.
- 2.1.8. Our 80th Anniversary will enable us to reflect on our achievements over this time and to champion a new aspirational vision and mission for archaeology for the next 80 years. Archaeology has never been a static discipline and often better reflects the



present and the people who take part today. Understanding how this generation perceive archaeology will better enable us to shape our activities and role and to reimagine the aspirational goals first set out in 1944.

- 2.1.9. We will commission an Evaluation consultant. The Evaluation consultant will work alongside us throughout the programme as a critical friend, helping us reflect on what we are learning and plan how to build on it. The Audience Engagement Research consultant and the Evaluation consultant will liaise at key points of the project to share and discuss their respective findings.

The key Project Milestones can be found in **Appendix 1** of this brief.

3. Project Audiences

We have identified three key audiences for ‘Reconnecting Archaeology’ project and beyond, based on the results of Historic England’s recent audience segmentation work (Audiences in Focus: Segmentation Pen Portraits - Audience System: Segmentation ©Historic England). Developed in consultation with Historic England, the decision to amalgamate the different audience segments has been taken as a pragmatic, resource-led approach to ensure the CBA is focused on its audience development work. The three are listed here, and divide further into the following sub-groups, which have been defined collectively by the CBA staff team:

i. ‘Known to archaeology’

- Groups & Affiliates: - members, ex-members, potential members (i.e. those closest to archaeology)
- Individuals – members/subscribers, YAC children/young people, YAC volunteers/branch organisers

ii. ‘New to archaeology’

- Families - YAC parents/carers, Festival of Archaeology family attendees



- Festival of Archaeology attendees
- Young people aged 18-25¹
- Special interest individuals and groups, e.g. already engaging with heritage.

iii. 'Archaeology: Why me?'

- Local communities and/or under-represented groups (geographical)
- People facing specific barriers to participation²

4. Scope of work

The Audience Engagement Research consultant's scope of work sits within an established Project Context, the details of which can be found in **Appendix 2** of this brief, and will consist of the following:

4.1. Desk research

Comparator data from a minimum of three comparators (including outside the sector) researching memberships and how they are operated, communicated, grown, and sustained. To include socio-economic membership data (where known), and approaches taken to membership fees, activities, incentives, and marketing/promotion of membership.

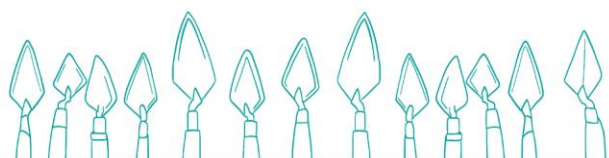
4.2. Consultation with individual members and potential members

The CBA's Audience and Membership team will lead on the identification and provision of contact details of all the participants for the Audience Engagement Research consultant to consult with, envisaged to be in the form of focus groups.

Consultation to take place with:

¹ I.e. Those that visit heritage and arts settings already, usually a strong interest in history but have not undertaken any active archaeological activity. They may well be at university doing adjacent degrees to archaeology.

² E.g. low income; ethnicity; disabilities; and ill health. To be identified through 'Catalysts for Change' case studies.



- i. Ex-members;
- ii. Current (long-standing) members;
- iii. Recent/new members;
- iv. Potential members (i.e. actively involved in archaeology but not a CBA member);
- v. Young members (under aged 30);
- vi. Current family members
- vii. Non-members – Young people aged 18-25

Exploring (as applicable):

- Reasons/motivations/incentives for becoming and staying a member
- Ideas for member activities
- Price points for membership and member activities
- Positioning of membership fee, e.g. 'sponsoring' the sector
- Preferred mechanisms; how well current mechanisms are working; improvements
- Marketing and communications around membership
- Name and identity – The CBA or Archaeology UK
- [Where applicable] Interest in leaving CBA a legacy/incentives, and/or giving donations (how, why, messaging), and language around these two areas.

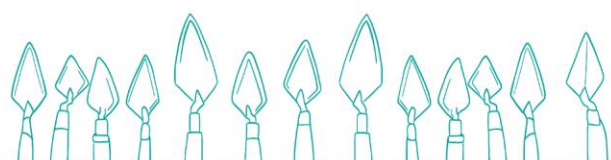
The CBA established in mid-2023 a new Youth Advisory Board and are in the process of setting up a Young Associate Network. We would like both groups to help inform how this work may reach young people. Findings from this potential activity will be fed back to the Audience Engagement Research consultant to incorporate into their report. (The working practice of these two groups will be more embedded in the organisation by the time this brief is commissioned.)

4.3 Catalysts for Change: Reimagining Archaeology through new approaches

The Audience Engagement Research Consultant will be expected to deliver the following audience research, including, but not limited to the proposed methodologies below.

4.3.1 Stakeholder Consultation: enabling inclusion

Up to five 1:1 stakeholder consultations with specific groups which are working towards breaking down the barriers in archaeology to:



- understand first the barriers they face; and
- to find out how the CBA can support them in achieving their aims.

4.3.2. Cross-sector working: desk research

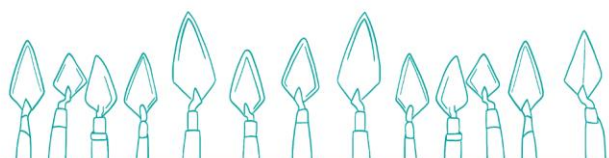
To complement the cross-sector pilot activity taking place as part of the project (not included in this brief), conduct desk research which locates successful examples of new audiences engaging with archaeological content and approaches in partnership with other sectors, e.g. the health, the arts, community, and youth sectors. (The CBA is the co-chair of the Wellbeing and Heritage Working Group and is creating a community of practice in this area. It can signpost the Audience Engagement Research Consultant to exemplars of cross-sector working between the Archaeology and Health and Wellbeing sectors accordingly.)

4.3.3. Catalyst site visits, focus groups, review meetings and desk research

- 4 x in-person visits to the four selected 'catalyst' projects happening around the UK, the findings from which will feed discussions on what new approaches could look like in engaging the 'Archaeology – Why me?' audience.

Catalyst projects:

- Scottish Crannog Centre, Kenmore;
 - Uncovering Roman Carlisle, Carlisle;
 - Caer Heritage, Caerau; and
 - Chester House Estate, Wellingborough, in partnership with University of Leicester's Heritage Hub.
- 1:1 in-person stakeholder consultations with those groups' organisers, to locate and explore strategic and operational components of best practice.
 - In-person focus groups with representative participants to:
 - locate and explore content-related and participatory components of best practice;
 - understand the drivers/reasons/motivation to be involved;
 - broadly identify the benefits for participants resulting from the activity.
 - Online reviews x 4: An additional, integrated component to the research will consist of each Catalyst for Change project's lead representative and two of its project

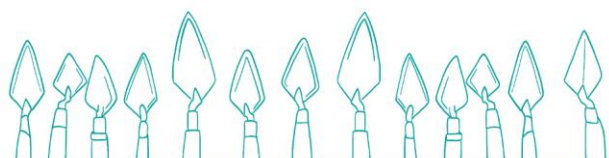


participants visiting one other Catalyst for Change project, and undertaking their own interviews with those project participants. As part of this component, the Audience Engagement Research consultant will conduct online reviews with each of the four groups' cohorts, to ascertain the main reflections and findings from their respective visits. Project participants will also be asked to document their visits, the results of which can be included in the Catalysts for Change report - see under 5. below.

- Additional desk research will be required to site other projects which reflect successful grassroots archaeology which have demonstrable benefits.

5. Outputs and deliverables

- Work in partnership with CBA staff to agree an approach to the scope of work outlined under Section 4 above.
- Produce two internal reports to inform the project activities:
 - *Re-imagining Membership* report, consisting of findings and recommendations from desk research and focus groups.
 - *Catalysts for Change* report, consisting of findings and recommendations from stakeholder consultations (partners; Catalyst for Change case studies), focus groups (Catalysts for Change case studies), and desk research.
- Contribute to internal discussions about lessons learned from the project and the next steps for the organisation.
- Create a short public-facing report/communication highlighting key insights and what the CBA has learnt through the process (for example, in the form of a blog post). (The CBA will undertake any required design work for this element.)
- Attend an estimated four progress meetings with CBA staff, and two meetings with the project's Evaluation consultant.



6. Contract Management

The contract will be let by the CBA. The project will be managed on a day-to-day basis for the CBA by CBA's Audience and Network Manager.

7. Timescales

We anticipate a contract start-date in June 2024 and for the work to be completed by May 2025.

The final *Reimagining Membership* report shall be submitted to the CBA by end of April 2024.

The final *Catalysts for Change* report will be submitted to the CBA by end of March 2025.

8. Fee, expenses and consultation incentives

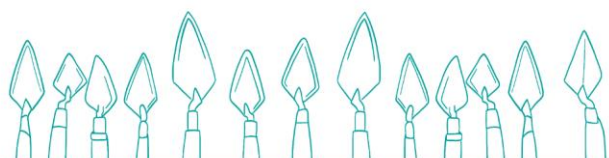
8.1. Budget

The budget is **£31,120**, including expenses and excluding VAT.

Consultation incentives will be managed separately by the CBA (see 8.2. below).

8.2. Consultation Incentives

- Incentives for all consultations for 'Reimagining Membership' focus groups will be administrated by the CBA, and are excluded in the consultancy fee. These are assumed as vouchers with a value of £40 per person per focus group, with an expectation that each of the seven focus groups will consist of 12 people.
- Incentives for Catalysts for Change projects' participants (4.3.3) at each of the sites will be administrated by the CBA, and are excluded in the consultancy fee. These are



assumed as vouchers with a value of £40 per person per focus group, with an expectation that each of the four focus groups will consist of 6 people.

- Honorariums for the Catalysts for Change partners (4.2.1) and for the projects' participants undertaking the site visits and feeding back on their reflections subsequently (4.3.3). These allocations are excluded in the consultancy fee and will be administrated by the CBA.

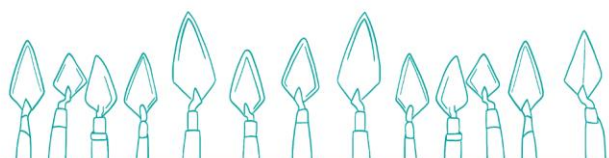
9. Award Criteria

A proposal for undertaking the work should include:

- i. a detailed methodology for undertaking the research;
- ii. details of individuals undertaking the work, their respective roles and relevant experience (maximum one page per individual). Please identify the lead contact;
- iii. the allocation of days between members of the team and their respective daily rates;
- iv. a timescale for example, in the form of a Gantt chart, for carrying out the project;
- v. an overall cost for the work;
- vi. travel expenses and how these have been calculated;
- vii. a statement on whether VAT will be charged;
- viii. a statement that you hold public liability insurance cover for a minimum of £1,000,000 (required).

Proposals submitted will be assessed by the CBA against the areas:

- i. The extent to which the proposal demonstrates an understanding of the issues related to this brief;
- ii. The extent to which the methodology and methods are appropriate to the requirements set out in this brief;
- iii. The degree of relevant knowledge and experience demonstrated by the bidder to successfully complete the work;



- iv. How well the bidder has structured a team to successfully manage the contract and deliver the required work to the budget and timetable required.

10. Procurement Process

10.1. Procurement timetable

The procurement timetable will be:

- Proposal return date: **by 9.30am on 3rd June 2024**
- Clarification period: **9.30am on 23rd May 2024**. Clarification questions can be sent in by email to the CBA contact (below), the responses to which will be collated and sent to all bidders by email at the end of the clarification period.
- The CBA will notify bidders shortlisted for interview by **4th June**. Interviews will take place via zoom on either **11th or 13th June**.

Submission Details

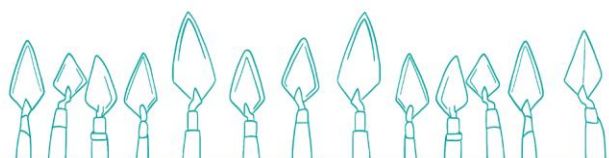
Please submit the required submission by email to:

- CBA CONTACT: **Neil Redfern** neilredfern@archaeologyuk.org
- **By 9.30am on 3rd June 2024**

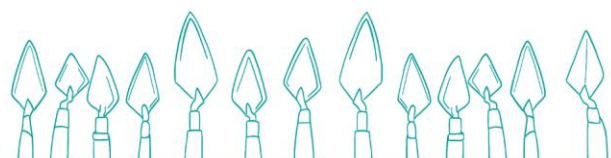
All bidders will be acknowledged.

Appendix 1: *Reconnecting Archaeology* Project Milestones

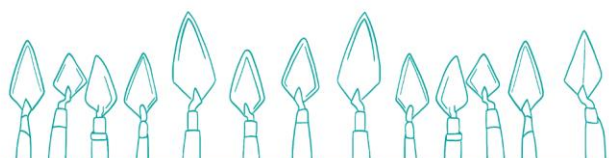
Project Milestone	Project Lead	Month & Year
Launch of Equity, Diversity, Inclusion and Equality (EDIE) programme of activity	Executive Director & Trustees	June 2024
Launch of 'Reimagining Membership pilot activity '80+80'	Development Manager	April 2024
Recruitment of key project roles (staff; consultants)	Executive Director	March-July 2024



Launch of 'Reimagining Membership pilot activity 'Memory & Meaning'	Development Manager	April 2024
Audience and Network Manager in post	Operations Manager	June 2024
Audience Engagement Research consultant appointed	Executive Director	June 2024
Fundraising consultant appointed	Executive Director	June 2024
Evaluation consultant appointed	Executive Director	June 2024
Launch of 'Out and About Archaeology' mini festival 2024	Development Manager	May 2024
Launch of new 'In Conversation' events	Development Manager & Audience & Network Manager	June 2024
Audience and Network Assistant in post	Audience & Network Manager	June/July 2024
Launch of Volunteers and Placements matching platform	Audience & Network Manager	July 2024
Launch of Environmental Sustainability and Net Zero programme of activity	Executive Director & Trustees	October 2024
Launch of cross-sector creative pilot activity with young people	Engagement & Delivery Manager	September 2024
Catalysts for Change 4 x partner project participant mutual site visits	Audience and Network Manager & Events Office	August 2024 – Jan 2025
Mid-term Evaluation report	Audience & Network Manager	Jan 2025
Completion of Activating Participation Network research & proposal produced	Audience & Membership team	March 25
Production of final Audience Engagement Research report	Audience & Network Manager	April 2025
Launch of pilot project 'Access to archaeology' pass	Engagement & Delivery Manager	April 2025
Launch of co-created Archaeology South-East (UCL) online course	Development Manager	July 2025
CBA website and CRM optimisation upgrades complete	Operations Manager	Sept 2025
Launch of 'Out and About Archaeology' mini festival 2025	Development Manager	May 2025



Governance activity completed	Executive Director & Trustees	Sept 2025
New Marketing & Communications Strategy completed	Comms & Marketing Manager	Sept 2025
Launch of new name, logo and merchandise	Operations Manager & Comms & Marketing Manager	Sept 2025
Steering Group Meetings	Executive Director	Seven times during the project
Stakeholder updates	Executive Director	Three times during the project
Final Evaluation report	Audience & Network Manager	Sept 2025



Appendix 2: Project Context

2.1. Resilience project strands

The audience research constitutes the first of the four Resilience Project strands below (i), and directly informs the subsequent three strands (ii, iii, & iv):

- i. Understanding our audiences
- ii. Reimagining membership and growing our network
- iii. Catalysts for change: Reimagining archaeology through new approaches
- iv. Organisational resilience

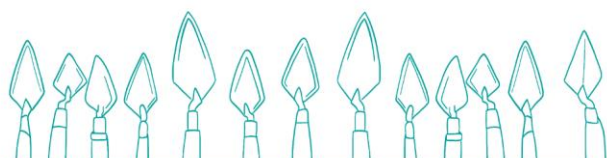
The context and information relating to the 'Reimagining membership' and 'Catalysts for change' strands are described below to provide context for the Audience Engagement Research Consultant's work.

2.2. Reimagining membership and growing our network

The CBA has a very traditional membership base comprising 3,500 individual, joint, student and family members, 250 organisations, groups and societies. We also support 11 CBA groups based locally around England and Wales. At present about 20% of the CBA income is derived from membership and about 60% of that income supports the publication of British Archaeology magazine - our main membership benefit.

A survey of grassroots archaeology in 2018 by the CBA estimated that there were about 9,700 people actively engaged in archaeology, as members of archaeological groups or societies, or engaged in community archaeology projects. 69% of these people were over the age of 51 and 48% over 61 years old. The survey also indicated that 96.4% of respondents were White. In September and October 2023, the CBA ran a survey of the 200 plus groups and societies that are currently part of our membership. 89% of the responses (130 in total) said that their membership profile was between the ages of 50 and 69 and that 69% said their age profile was made up of adults aged over 70. The survey also found that 94% of responders said the ethnicity of their group was White.

We know that the age profile of our individual membership is similar with 60% over the age of 60.



In the last 12 months we have started to see our membership decline steadily with numbers dropping by around 300 since January 2022.

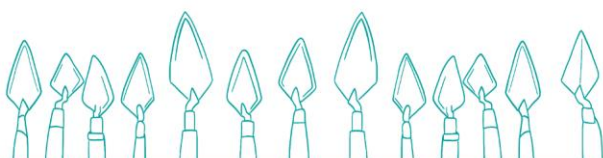
On the flip side of this we have excellent digital engagement figures with the CBA social media accounts (not including the YAC accounts) having a combined following of 142,857 followers and a reach of over 5.5 million.



2.3. Catalysts for Change: Reimagining archaeology through new approaches

Project strand emphasis

The CBA's aspiration is to build and support a community of practice for change. Archaeology in the UK is not reflective of society. 97% of people employed in the sector are White and there is a chronic aging demographic at grassroots level. However, within the sector there are some notable projects and organisations that can be seen as catalysts for change.



This theme, and its associated audience research and pilot activities, builds on the CBA tradition of identifying trends and issues in archaeology over the last 80 years and then acting as a catalyst to support, shape and frame conversations, activities and responses, as can be seen through Industrial Archaeology, Nautical Archaeology, The Young Archaeology' Club, Chartered Institute for Archaeologists (CIFA), Church Archaeology and Internet Archaeology. The CBA needs to continue to be at the forefront of reimagining archaeological audience and active participation.

2.4. Catalyst Stakeholders

We have secured the interest and potential involvement from CBA Steering Group members, other projects we are actively engaged in or leading on, and supporters who will assist/advise on this audience/activities where applicable, including representatives from:

- CIFA – Equality, Diversity, and Inclusion (EDI) Committee
- CIFA – Community Archaeology Group
- ESBA (European Society of Black & Allied Archaeologists)
- EAF (Enabled Archaeology Foundation).
- Archaeological Audience Network
- Wellbeing & Heritage Working Group
- Specific individuals who have shown leadership in these areas
- CBA's Youth Advisory Board and Young Associates Network members

In addition, representatives from outside the sector undertaking similar activity will also advise in this strand of work.

END

