Tender Brief for a 10-Year 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

Strategic Review and Engagement Process

Working closely with the CBA Executive Team, Trustees, staff and selected stakeholders, the consultant will facilitate the development of a new long-term strategic framework for the CBA as it evolves into Archaeology UK. The process should build upon the significant research, reflection and strategic development already undertaken through projects including Reconnecting Archaeology, *Trowel and Error: Public and User Needs Survey (PUNS2)*, and the development of the organisation's new mission, values and vision statement.

The consultancy is not expected to redefine the organisation's core vision or values from first principles. Instead, the work should focus on helping the CBA translate this emerging direction into a clear, practical and deliverable long-term strategy with shared ownership across the organisation.

The consultant will be expected to design and facilitate a structured strategic review process that encourages reflection, prioritisation and collective direction-setting across both governance and operational teams.

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Consultation and Facilitation

The consultant will undertake an initial consultation and engagement phase with key individuals connected to the CBA. This is anticipated to include:

- Introductory conversations and/or interviews with Trustees, Executive Team members, staff and selected stakeholders;
- Review of existing strategic and research material;
- Identification of key opportunities, challenges and priorities emerging from current activity and sector context.

The consultant will then facilitate a series of collaborative workshops with Trustees, staff and invited participants to explore:

- What the CBA currently does well;
- Areas where activity, focus or delivery could be strengthened;
- Long-term ambitions and desired legacy;
- Strategic priorities for the next 10 years;
- The activities, skills, partnerships and capacity required over the next 5 years;
- Immediate priorities and areas of focus over the next 2 years.

The process should support open discussion, shared ownership and practical prioritisation, while recognising the realities of organisational scale, staffing and capacity.

Strategic Framework and Delivery Planning

The consultant will be responsible for synthesising the findings of the consultation and workshop process into a clear and accessible strategic framework.

This is expected to include:

- A long-term strategic direction and overarching ambitions for Archaeology UK;
- Clear strategic themes and priorities;
- Identification of future opportunities, challenges and risks;
- Consideration of participation, inclusion, digital engagement, sustainability and public value across the strategy;
- Practical recommendations for implementation and delivery.

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The strategy should align with and complement other strands of work being delivered through Archaeology Connected, including the Membership Review, British Archaeology Magazine Digital Strategy, participatory activity and evaluation framework.

Outcomes and Deliverables

The consultant will be expected to deliver the following:

- A structured consultation and engagement process with key staff, Trustees and stakeholders;
- Facilitation of collaborative strategic workshops;
- Summary findings and reflections from the consultation process;
- A new long-term strategic framework for Archaeology UK;
- Identification of:
    - 10-year ambitions and outcomes;
    - 5-year strategic priorities and development goals;
    - 2-year operational priorities and areas of focus;
- A final written strategy document suitable for adoption by the Board of Trustees;
- Recommendations for implementation, prioritisation and future review.

The final strategy should provide a practical and achievable framework that helps guide decision-making, prioritisation and future development across the CBA and Archaeology UK, while supporting the organisation's commitment to participation, inclusion, sustainability and public value.

4. Skills and experience required

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

- Significant experience facilitating strategic planning and organisational development processes within the heritage, cultural, charitable or public sectors;
- Experience working with charities, membership bodies, networks or complex stakeholder-led organisations;
- Strong facilitation and workshop leadership skills, including the ability to support collaborative discussion and consensus building across staff, trustees and stakeholders;
- Experience supporting organisations through periods of transition, change or repositioning;

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- Ability to translate broad ambitions, values and consultation findings into clear and practical strategic priorities and delivery frameworks;
- Understanding of participatory practice, audience engagement and organisational sustainability within the heritage or cultural sectors;
- Experience balancing long-term visioning with realistic operational planning and prioritisation;
- Excellent communication, listening and relationship-building skills;
- Ability to work collaboratively and sensitively with a wide range of participants, including volunteers, trustees, senior leaders and external stakeholders;
- Experience producing clear, accessible and concise strategic documents suitable for governance and operational use;
- Understanding of current challenges and opportunities facing the heritage, archaeology or wider cultural sectors;
- Successful delivery of consultancy work on time and within agreed budgets and timescales.

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 – 10-Year Strategy Consultant

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