

Brief for the development of a set of CBA Organisational Behaviours

1. About the CBA and the context for the work.

The Council for British Archaeology is an educational charity working throughout the UK to involve people in archaeology and to promote the appreciation and care of the historic environment for the benefit of present and future generations. Our mission is “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”

We are a membership organisation with around 5,000 members and subscribers and provide support to the CBA Groups network. Our work is broad in its scope, coordinating 70 Young Archaeologists’ Clubs (YAC for short), helping to safeguard built heritage with Listed Building’s Caseworkers in England and Wales, and undertaking a wide range of advocacy and projects, as well as producing British Archaeology magazine.

In 2021 the CBA secured funding from the DCMA Culture Recovery Fund to undertake a full Diversity Review of our activities. A key recommendation of the review was that the CBA should develop a set of organisational behaviours to support our work in championing a more open and inclusive approach to archaeology.

We believe Archaeology is a powerful tool in effecting social change for our society. We see the opportunity to harness the transformational power of archaeology to combat society’s divisions and effect positive social change. We understand to do that effectively we need to be clear about our own behaviors and how we wish to see our wider organisational values translated in to action and outputs.

2. Purpose

The purpose of this brief is to secure a consultant to help us translate our vision, mission and values (attached Appendix 1) into a set of organisational behaviours to stand as a set of principles for staff and Trustees and over time the wider archaeological community.

The initial development will require the active involvement of the whole team. We want these organisational behaviours to be present in our everyday work and internal interactions with each other. For example, a practical demonstration of these behaviours might be seen in the development of a CBA “meetings protocol” e.g. starting/finishing on time, agenda agreed in advance, all views expressed are to be respected and how appropriate challenges can be made etc.... And as we develop our organisational training plan and performance review processes, we want to ensure they are developed to reflect and support the team in demonstrating our organisational behaviours.

We are in a good place as an organisation, we just want to clearly identify and develop visible behaviours which will help demonstrate what our values look like in action and translate how the values support our business activity and the attainment of organisational mission and vision. They will need to be expressed openly and simply and designed to help us transform the way we engage wider society.

Over time we would like them to be seen by our external partners and stakeholders as an active statement of our approach and aspirations.

3. Our challenge

Our biggest challenge is our ability to communicate our vision, mission and core values clearly, consistently, and in a manner that ensures inclusion and equity are a natural element of this.

With support from the DCMS Culture Recovery Fund we commissioned an extensive Diversity Review, and the work produced two key outputs:

- Diversity Review – Summary report (insert SharePoint link)
 - Provides a short and easy to navigate break-down of the risks of inaction and recommendations made in relation to CMP's work for this Diversity Review.
- Handbook for Change (insert SharePoint link)
 - Provides the legal, regulatory, and social context for this work, as well as providing narrative and case studies exploring the complexities and nuances of the action outlined in the Summary Report.

(These are commercial sensitive documents – not to be used outside the scope of this tender)

A key recommendation in the Summary Report we want to address in this commission is:

<u>Recommendation</u>	<u>Actions</u>
The CBA draw up a framework of organisational behaviours which demonstrate the charity's values	<ol style="list-style-type: none">1. Internally collaborate to develop behaviours which demonstrate the CBA's values via the proposed Organisational Review2. Work alongside Evaluation Consultant to connect behaviours to new staff management systems.3. Embed the behaviours in line management and 121s4. Develop a method of colleague-led celebration of these behaviours. For example, an online form where colleagues can mark where each other have gone above and beyond in the delivery of these behaviours.

4. Scope of the work

The successful consultant will be required:

- To work in partnership with CBA staff to understand the context in which we operate and the multiple audiences we engage with (or more accurately would LIKE to engage with).
- To lead and work collaboratively with CBA staff to develop the behaviours for use internally to underpin the delivery of our work and aspirations.
- To work with our Board of Trustees to ensure the behaviours works across all aspects of our governance structure.
- Set out how the CBA behaviours might be shared externally with our partners stakeholders, group and members
- Provide a report on the final outcomes with recommendations for any future work and an executive summary.

- Deliver two workshops presenting the report, final outcomes and recommendations:
 - In person CBA staff session at the CBA offices in York (20th or 21st September).
 - In person session to the CBA Board of Trustees in York (12th or 13th October).

5. Staff and Trustee Engagement

The CBA is a hybrid working environment with staff and trustees being geographically dispersed. We anticipate that consultants will want to engage with CBA Staff and Trustees in the delivery of this work (with the exception of presentation of the final report as outlined above). Contact details for all staff and trustees will of course be available, however should consultants wish to engage directly then to facilitate this the below opportunities are available:

- CBA Trustee meeting – 7 July – Zoom.
- CBA Office Days with all staff present in the York office:
 - Tuesday 21st June
 - Wednesday 22nd June
 - Tuesday 12th July
 - Wednesday 13th July
 - Tuesday 20th September
 - Wednesday 21st September
 - Tuesday 18th October
 - Wednesday 19th October

N.B. CBA staff will be unavailable 14th July – 1st August due to the delivery of a major project.

6. Skills and experience required

Consultants must have experience of working with organisations in translating vision, mission and values into a set of embedded and sustainable organisational behaviours.

Knowledge and experience of the charity/voluntary sector is essential.

Knowledge and experience of working with membership organisations is desirable.

7. Budget

A fee of £5000 is available, inclusive of VAT and all other expenses.

The CBA can, subject to availability, provide free meeting space at our main office in York.

8. Timetable

This is subject to review. Our expectations currently are:

- Project tender deadline 9 am 13th June 2022
- Project initiation meeting w/c 20th June 2022
- Project End: October 2022.

9. How to apply

Please send an application of no more than 3 pages highlighting your proposed approach, your relevant experience and how your insight could support our organisation.

This should be accompanied by a CV or other summary of your expertise/experience of no more than 4 pages.

Your submission should also include 2 relevant referees – contact will only be made with permission.

Applications and any questions should be sent to:

Neil Redfern - CAB Executive Director

neilredfern@archaeologyuk.org

Deadline for the return of submissions - 9 am 6th June 2022

Appendix 1

The CBA's 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”

Mission:

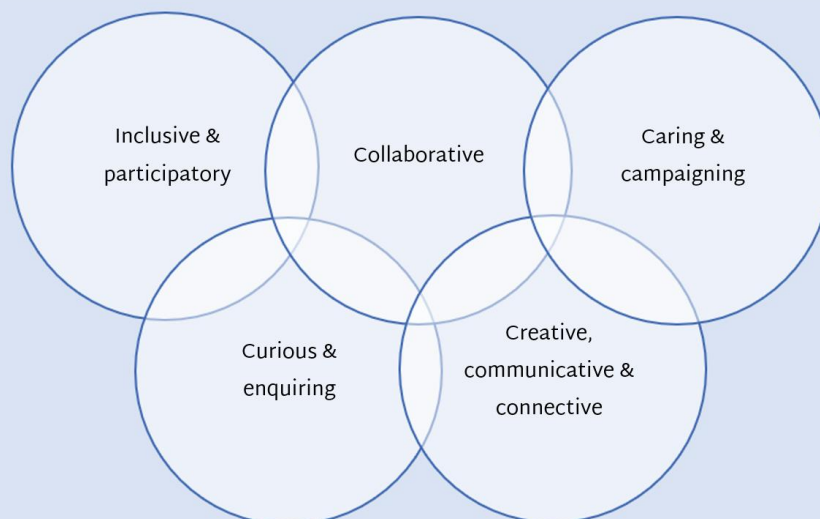
By inspiring people to explore places and engage with their environment through archaeology, we will help them **make new connections** with each other and the places in which they live, work, learn and grow.

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.

Values

The Council for British Archaeology and all who work on our behalf including our groups, affiliates and partners aspire to be:



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.