

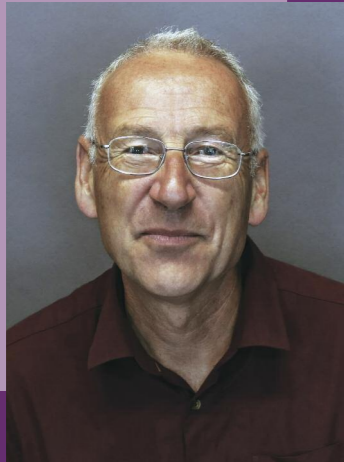
CIfA

Chartered
Institute for
Archaeologists

Annual Review 2020/2021

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***“Welcome to the
Annual Review of the
Chartered Institute for
Archaeologists 2020–
2021. This review covers the work
of the Institute from August 2020
to July 2021, but also highlights
the finances of the Institute in
our accounting period from
1 April 2020 to 31 March 2021.”***

Stephen Carter, ClfA Chair

Message from the Chair

I am writing this message at the beginning of August 2021, just as the third wave of Covid-19 cases in the UK appears to be on the wane. In last year's review I noted that it was too early then to predict the longer-term implications of the pandemic but hoped to have a much greater understanding by now. So, where do we stand? Much as we try as a society to wish it away, the pandemic is not yet over and its future course remains uncertain; it is therefore still too soon to make confident longer-term predictions about the impacts it will have on our sector.

In the short term, impact on archaeologists has been variable, depending very much on work role. Archaeologists working in higher education have had to rapidly adapt their teaching methods to allow for distance learning. Many of those working at visitor attractions and in other public-facing roles have experienced long periods of furlough, or even unemployment, as their workplaces have remained closed. Archaeological contractors working with the construction industry, after a brief period of disruption and uncertainty, are now largely back to pre-pandemic levels of activity with Covid-safe working practices in place. Geographical location also matters and it is worth reminding ClfA members in the UK that those members living and working in Australia, for example, continue to have a very different experience of the pandemic.

Two themes emerge from our collective experience of the past year: resilience and adaption, and these very much characterise the experience of the Institute and its staff. ClfA's staff left the Reading office back in March 2020 and continue to work from home, keeping the Institute on track under difficult circumstances. I would like to take this opportunity, on behalf of all members of the Institute, to thank the staff for their resilience over the past 16 months and their willingness to rise to each new challenge as it has emerged. Our thanks should also be extended to members who have acted in a voluntary capacity on the Board, Advisory Council and various committees and groups that are vital to the running of the Institute. This has required repeated adaptation of working practices and creative rethinking of how ClfA can continue to deliver services and support to its members.

There has been a lot to learn as ClfA has developed online resources and events to replace more traditional face-to-face experiences, but there have been some very positive outcomes. One example will illustrate this point: after the disappointment of a cancelled conference in April 2020, we held our first completely virtual annual conference in April 2021, attracting increased attendance with much greater representation of student and early-career members. These are the members that typically struggle to attend a traditional residential conference and the lesson for the future is clear: hybrid virtual/residential formats could offer more inclusive and more stimulating events.

Behind all of the effort and frustration associated with adapting to the pandemic, ClfA has been getting on with the day job, carrying out our planned work programme in what is the first year in the delivery of a new Strategic Plan. I would like to draw your attention to two topics. Advocacy on behalf of the sector is always an important and time-critical strand of our work and 2020/21 was no exception. Particular effort this year has gone into the planning reform agenda in England, where we have worked with partner organisations to develop better relations with civil servants and to brief parliamentarians on relevant archaeological issues in planning reform. The past year has also seen important progress made in the way that ClfA approaches equality, diversity and inclusion, focusing both on internal procedures for the Institute and the promotion of a positive change in culture across the sector in partnership with other organisations.

All this, and more, is reported on in the pages that follow; I hope you find it interesting and informative. If you want to know more about anything reported on here, or have something you want to tell us, please get in touch. It is your Institute, and members of the Board of Directors, Advisory Council and staff would all be pleased to talk to you.

What is the Chartered Institute for Archaeologists?

The Chartered Institute for Archaeologists (CIfA) is the leading professional body representing archaeologists working in the UK and overseas.



OUR AIM

By 2030 CIfA-accredited professionals will be setting and meeting **improved standards** for learning, competence and ethical practice.

They will be **trusted influencers** in the discipline.

Through their professionalism they will deliver **greater public benefit**, and they will be **better recognised** for doing so.

OUR STRATEGY

At the beginning of 2021 we launched our new ten-year strategic plan, setting out how we intend to achieve our aim. This gives us a ten-year framework for using our limited resources through annual business plans, with a review after five years. The plan makes all parts of CIfA coordinated and effective. It guides the annually reconstituted Board, Advisory Council, committees, groups and a changing membership and staff, helping everyone stay focused on what we need to achieve. It means we can alter approaches, but not objectives, according to changing circumstances.

WE WILL

- prioritise promoting the **public benefit** that professionalism in archaeology brings
- show that archaeologists have **skills, responsibilities and a value to society** equivalent to other professions
- encourage archaeologists to have **pride in their professionalism**

We are going to do this by

- 1 **Developing** archaeology as a career
- 2 **Reflecting** our discipline better
- 3 **Extending** our reach
- 4 Being more **inclusive**
- 5 **Strengthening** our institute
- 6 **Protecting** archaeology through advocacy and challenge

Find our strategic plan here: www.archaeologists.net/mission

Highlights of 2020/2021

Regulation



20
professional
conduct concerns

13 Standard
and guidance
documents

Engaging our members



70+
events

5 Area
Groups

1100+ Student
and Affiliate
members

233
committee volunteers

16 Special Interest
Groups

Advocacy and partnerships



7 formal partnerships (MoUs) with
other organisations

Professionalism



82 Registered
Organisations

6 apprenticeship standards

246 applications for
professional accreditation

84%
of jobs ask for ClfA
accreditation

12 accredited
degree
courses

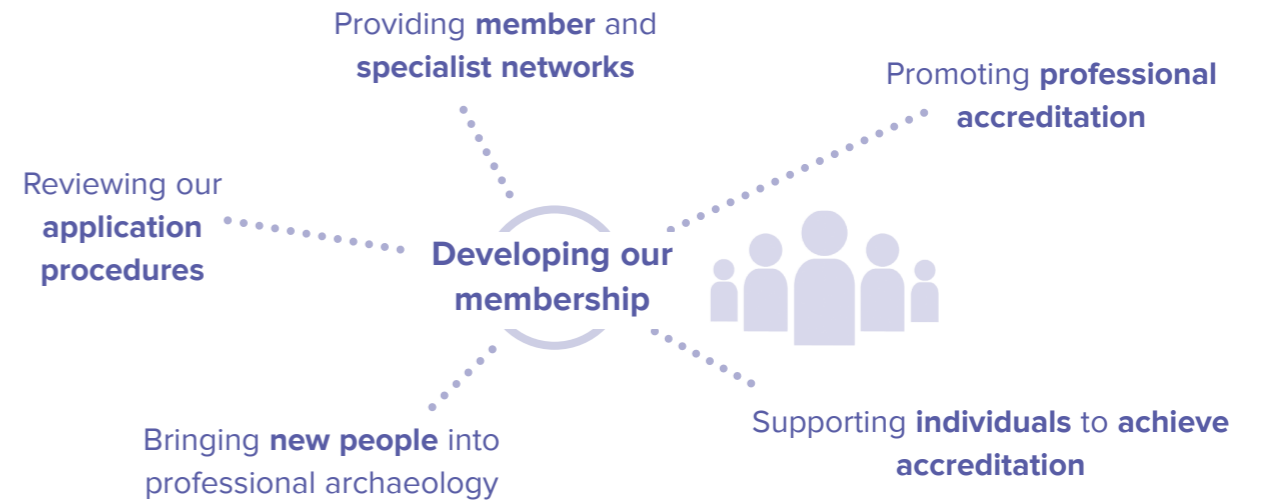
3100+
accredited individuals

16 approved employer
training programmes

500+ individuals on our
Professional
Pathways programme

Our membership

Support for ClfA from membership is helping our profession become stronger, improving the quality of archaeology through standards and training, and increasing our impact and influence on policy and decision makers. ClfA accreditation recognises the professionalism of practitioners, improves careers and attracts new people into archaeology.



Engaging new people

In November 2020 we launched our new application webpages, which now include all guidance for applying for accreditation in one place. Alongside this are individual pages for each grade of accreditation (Practitioner (PCIfA), Association (ACIfA) and Member (MCIfA)) and an 'apply online page' with details of validation meeting deadlines and FAQs. There is also a short video about how to apply for ACIfA and MCIfA accreditation.

For those interested in applying for the first time, we also have information about professional archaeologists, benefits, subscriptions and renewals, and testimonies from ClfA members of all accreditations and from a range of historic environment backgrounds. The pages have been set out in a new-style layout that aims to make them more user friendly and for the information to be more easily accessible. Since their launch, we have made some further improvements based on applicants' feedback and as a result we have noticed the quality of applications has improved.

Alongside the application pages, we have a new professional pathways page, which is being populated with resources to assist in gaining skills and knowledge to work towards the next accredited grade. We continue to provide information about what being a professional archaeologist means and why it is important to have individual accreditation. Professional accreditation by ClfA is a significant achievement for any individual as it is a recognisable indication of competence and a commitment to maintain and enhance these skills through continuing professional development. This is complemented by our careers section, which provides information for those looking to start a career in archaeology, for individuals wanting to build on their professional development through training and Continuing Professional Development (CPD), and for employers wanting to know more about how to provide professional development training for their staff.

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“Achieving accreditation ... assures my colleagues as well as any potential clients that they can trust me and the quality of my work.” MCIa professional
.....

Promoting accreditation

Employers continue to look for ClfA accreditation as a desirable qualification for applicants as part of their recruitment processes, with 84 per cent* of archaeological job adverts in the UK citing this. Over 1,300 individuals have now been formally recognised as being professionally qualified by the construction sector, using their ClfA accreditation to gain a Professional Qualified Person card.

We also promote to those who are likely to commission or employ archaeologists that our accredited members are skilled, competent and comply with professional standards, meaning the work we carry out will meet their needs and the needs of the public. Through events and articles – for example with the Civil Engineering Contractors Association (CECA), the Royal Town Planning Institute (RTPI) and HS2 construction companies – we reinforce these messages and engage with a range of audiences outside archaeology to enhance the profile and reputation of the profession.

Following survey feedback, we have undertaken a review of ClfA's Yearbook and Directory to improve and help continue to showcase and promote to clients the work that our Registered Organisations and individual members undertake.

In October 2020 we launched the new online Directory of Accredited Professionals, listing the professionally accredited (PCIfA, ACIfA, MCIa) archaeologists who have agreed to be listed. This is in addition to the existing Register of Organisations. Both are fully searchable and up to date registers that sit under our new website heading of 'Professional Register'.

This summer we circulated the new look Yearbook, now called *Professional archaeology: a guide for clients 2021* with the theme Innovations: new ways to deliver social value through archaeology. This will become an annual publication with a different theme, showcasing the work of ClfA professionals through case studies.

Our intention is that the revised publication will do more to promote the value of ClfA accreditations, how clients can deliver public benefit and meet the requirements of legislation or policy that relate to archaeology, and why they need professional archaeologists and Registered Organisations to help them through the process. We will use this as a key outward-facing tool that will include weblinks to the online Directory of Accredited Professionals and Register of Organisations to help clients find them more easily.

The top reasons why individuals apply for accreditation are to be recognised as a professional, to support the start of their career and ongoing career development, to demonstrate an ongoing commitment to professional standards and ethics, and to show support for the profession and ClfA.

*taken from adverts in JIST and on BAJR on 10 June 2021



ClfA Deutschland continues to promote professionalism in German archaeology through a range of initiatives, many with our partner the Deutsche Gesellschaft für Ur- und Frühgeschichte (DGUF). We marked the milestone of DGUF's 100th newsletter with several contributions from ClfA.

Supporting the achievement of accreditation

We have continued with our successful online workshops to assist archaeologists with the application process for accreditation and to give advice to Practitioners about starting a Continuing Professional Development log to support their career development. These workshops have been attended by almost 150 people and have allowed individuals to ask questions about the process. We also have a video explaining the application process more fully. The workshops have been very informative for us, highlighting the parts of the process that more frequently cause issues or are misunderstood.

Overcoming these barriers to accreditation is important. We are reviewing the information from these workshops alongside other feedback – for example from Advisory Council members – to constantly improve our process. Our Special Interest Groups have developed specialist competence matrices with input from external partner organisations including the Society for Museum Archaeologists (SMA), the Archaeological Archives Forum (AAF) and the British Association for Biological Anthropology and Osteoarchaeology (BABA0); these help applicants see how they can demonstrate the required criteria in relation to their own specialism and area of expertise, whilst also helping the Validation committee to reach a decision effectively. We have recently added a Voluntary and Community specialist matrix and updated the field archaeology matrix.

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“The process [of applying for ClfA accreditation] gave me the confidence to seek promotion and a new role ... where I can continue to develop.”
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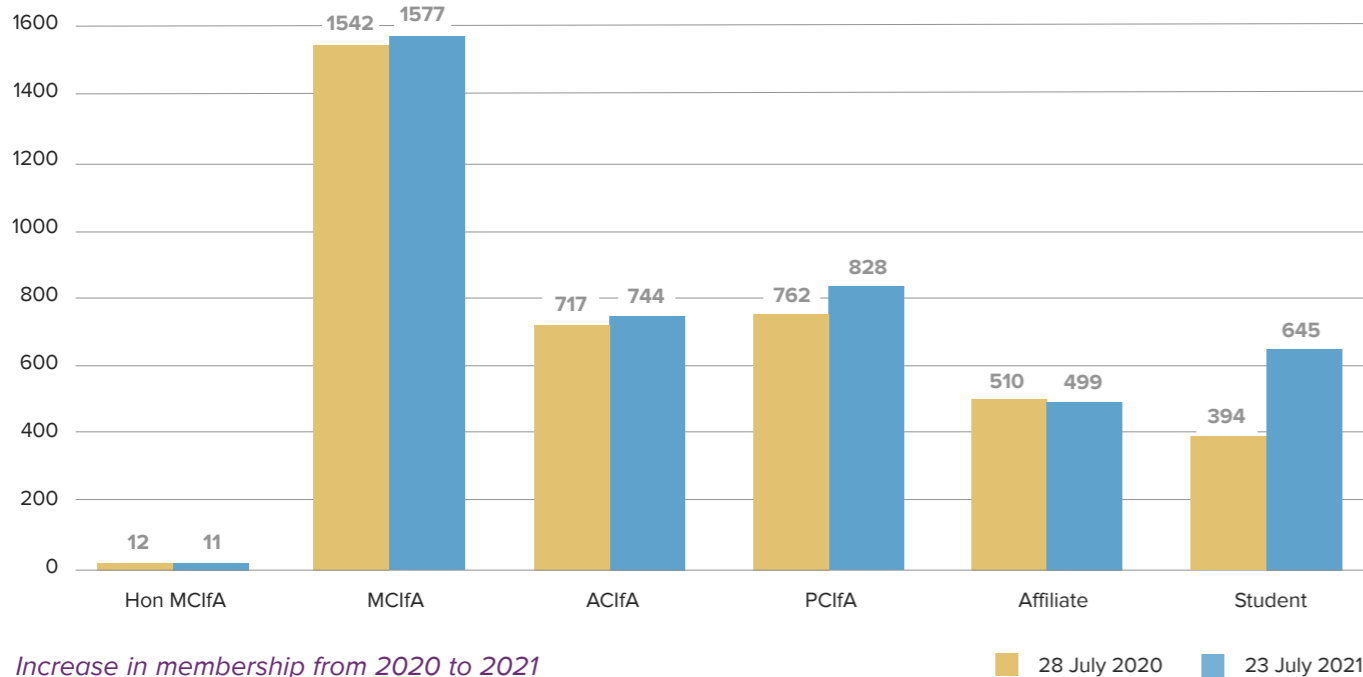
ACIfA professional

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In consultation with our Advisory Council, we have responded to feedback from members on the 2019 Chartered Archaeologist proposal to introduce the assessment of professional ethics for all accredited grades. At the same time, we have reviewed any structural or language barriers that may make it difficult for certain groups of archaeologists to gain accreditation. Revised membership regulations have been approved by the Board of

Directors, but they will not be implemented until 2022 to allow for the development of further resources to support applicants in demonstrating their ethical awareness.

Current membership statistics

Membership of ClfA now stands at 4304 (23 July 2021). Of these members, 3160 are accredited professionals (MCIfA, ACIfA and PCIfA) who have demonstrated their technical competence and ethical suitability – including the professional skills relevant to their grade of accreditation – to the Validation committee.



Increase in membership from 2020 to 2021

There is strong support from our non-accredited membership (Affiliate and Student), of which there are 1144. These categories are not assessed for technical competence or ethical suitability, and although not bound by it, individuals agree to support the Institute's Code of conduct. Many individuals in these categories are in a transitional period of their careers, gaining the relevant skills before seeking professional accreditation, and have joined our Special Interest Groups to help move the profession forward. Along with the forthcoming changes mentioned above to the membership regulations, one change that we have implemented immediately is an expansion of the definition of our Student grade to include apprentices and trainees on ClfA-approved training programmes.

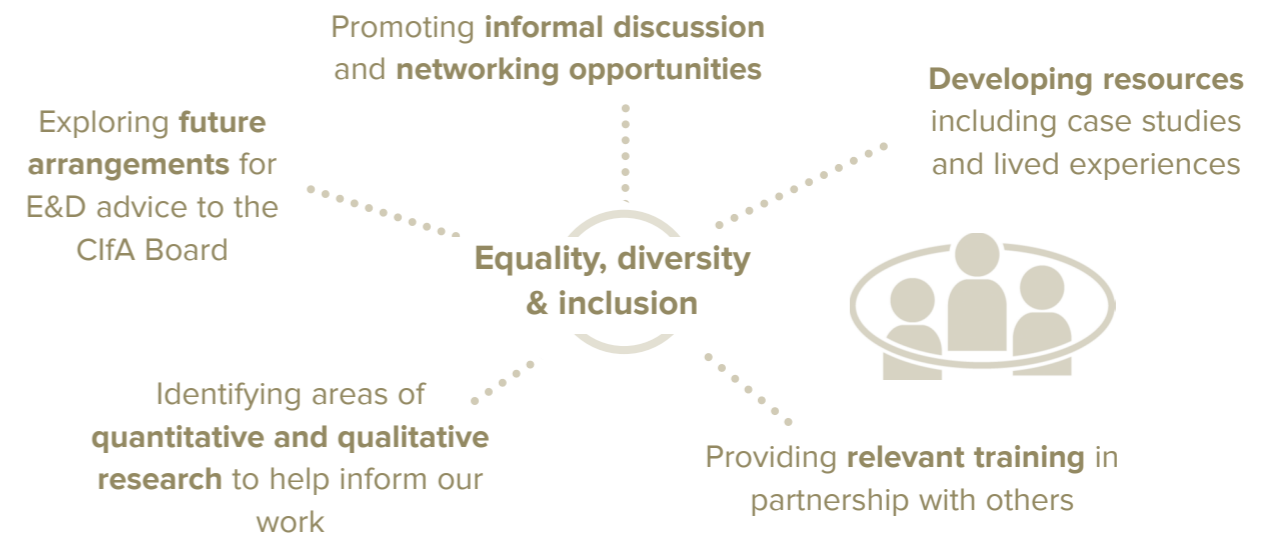
There are now 82 Registered Organisations. They include most of the large organisations in the UK, with a growing number of smaller self-employed companies and more specialist practices and archaeological advisory services.

For more information about professional accreditation and registration visit the ClfA website at www.archaeologists.net/join

For more information about progressing your career in archaeology visit the ClfA website at www.archaeologists.net/careers

Equality, diversity and inclusion in archaeology

In the 2019 Annual Review we reported on the Board of Directors' commitment to developing and implementing ClfA's strategy for equality, diversity and inclusion in archaeology. This also set out our plan to work with others in the archaeological sector to explore the development of a pan-sectoral strategy on equality and diversity. Making the Institute and the archaeological discipline more inclusive is an integral part of our new Strategic Plan.



Our current priorities

ClfA's own Equality and Diversity Group has been doing much work on this subject since it was founded in 2015, and we are keen to embed this culture change within all areas of ClfA's practice. Our work began in 2018 when representatives of Advisory Council reported to the Board on an initial set of priorities for equality, diversity and inclusion (EDI) relevant to ClfA. In response to this, in April 2019 ClfA, FAME and Prospect issued a joint statement setting out their commitment to tackling bullying, harassment and discrimination in archaeology. ClfA's Board of Directors subsequently established an EDI Steering Group to take forward the priorities identified by the Advisory Council report.

Since July 2020 this steering group has been meeting monthly to take forward these priorities, which focus on

- physical and sexual harassment – to provide greater clarity about the relationship of law, ethics and morality, and how this is addressed in and through the Code of conduct
- identifying areas of quantitative and qualitative research to help us understand inequalities relating to ethnicity, gender, socio-economic group and disability, including any barriers inadvertently created by ClfA processes and criteria
- day-to-day harassment – to work with others (eg FAME and Prospect) to encourage greater use of employers' harassment procedures, and providing relevant training events
- discrimination on the grounds of the protected characteristics identified in the Equality Act 2010 – by promoting existing guidance, case studies of good practice, etc
- future arrangements for equality and diversity advice to the ClfA Board

Our website has a new archaeology and inclusion section with resources, information and lived experiences to help members and organisations to better support colleagues. These currently have a greater focus on neurodiversity and mental health, where we have raised awareness through social media campaigns and training, alongside holding regular discussions as part of our tea break sessions.

Working with others

We have endorsed and promoted the work of the BAJR Respect group and worked with it and Prospect to develop an e-learning module to raise awareness about understanding sexual harassment in archaeology. Through our membership of Protect we ran a training session with their Chief Executive and Legal Director on 'Encouraging a speak-up culture in your workplace: effective whistleblowing arrangements for organisations', exploring reasons why staff may not feel comfortable to raise concerns and how to address this. We have also worked with Protect to develop a case study about how to deal with unwanted behaviour in the workplace.

We have joined the Professional Associations Research Network's (PARN) equality and diversity group to benefit from sharing with other professional bodies how they are developing EDI initiatives and how we might incorporate these into ClfA's strategy. The Board has also agreed the recommendation from the EDI Steering Group that a new committee should be created within ClfA's governance structure to advise the Board on EDI issues. This will begin following the Board meeting in November 2021 and will take over from the Equality and Diversity Group, which will be disbanded after this date.



For more information about equality, diversity and inclusion in archaeology visit the ClfA website at www.archaeologists.net/practices/equality_and_diversity_in_archaeology

For more information about Protect visit the ClfA website at www.archaeologists.net/protect

Supporting career development

A core area of our work focuses on professional development – ensuring that professional archaeologists have access to training to develop their skills, sharing good practice and knowledge, and strengthening traditional and non-traditional entry routes into the profession. This is to encourage a wide and diverse range of people to consider a career in archaeology.



Academic and vocational training

In a difficult year for archaeology in higher education, our partnership initiative with University Archaeology UK (UAUK) has gathered strength. This initiative is to offer accreditation to academic programmes providing appropriate vocational training relevant to a career in the historic environment sector. Twelve UK universities now have degree programmes or pathways accredited, with three further applications currently being assessed. We continue to work closely with UAUK on our advocacy objective to support higher education provision, ensuring that the profession has access to the skills it needs.



Alongside support for archaeology in higher education, our work to develop alternative routes to a career in archaeology has been focused on establishing ClfA as an End-Point Assessment Organisation (EPAO) to sit alongside the existing NVQ assessment centre. In anticipation of the first cohort of Historic Environment Advice Assistant apprentices coming through for assessment in August, we have developed the assessment infrastructure required, including standardised question banks, guidance for apprentices and support materials for assessors. We have been assessed as 'ready for delivery' by our external quality assurer and are in the process of gaining Ofqual recognition as an EPAO. We have continued to work with employers and training providers to promote Trailblazer Apprenticeship in England and are looking forward to the recruitment of the second cohort of Historic Environment Advice Assistant apprentices and the first cohorts of Archaeological Technician apprentices and Archaeological Specialist apprentices later in the year.

We have continued to work alongside employers to support the development of in-house graduate and non-graduate training schemes. Sixteen Registered Organisations now offer ClfA-approved training programmes that are based around defined learning objectives mapped to National Occupational Standards. The training programmes are mainly offered at career-entry stage with a smaller number also focusing on junior management

skills. Our revised Professional Practice Paper *An introduction to providing career entry training in your organisation* provides step-by-step guidance on designing early-career training programmes, recruitment and supporting trainees throughout their training.

In Scotland, our work to support the delivery of Aim Five of Scotland’s Archaeology Strategy (Skills and Innovation) has included the continued development of Scotland’s first Archaeology apprenticeship and two additional vocational qualifications. Scotland-centric CPD workshops have also progressed, with events focused on ClfA Standards and guidance, internal training and professional development programmes, and (in partnership with Dendrochronicle and other key stakeholders) dendrochronology in Scotland’s historic buildings.

Increased staff capacity in Scotland has enabled ClfA to get involved in additional initiatives such as supporting the delivery of the Skills Investment Plan (for the Scottish Heritage Sector). This work includes participating in the ‘Improving Access’ working group, contributing to a new Heritage Careers resource (which will be distributed throughout all Scottish Secondary schools) and working with Historic Environment Scotland and SCVO to create a heritage cohort offer for the Kickstart employability scheme. Working closely with the ClfA Scottish Group, we



ClfA-recognised training routes into professional archaeology



have been improving industry links with Scottish universities to highlight career options for new graduates and explore collaborative training opportunities. This year also saw Aberdeen University become the first Scottish university to achieve accredited degree status.

Training courses and learning opportunities

Since March 2020 all ClfA events have been taking place online. This has been challenging in terms of adapting to how we deliver online events and ensuring that those attending get the best experience. Our first main online event was the Annual General Meeting in October, followed early in the new year with our hugely successful week-long Innovation Festival, attended by over 460 people. This paved the way for our first completely virtual Annual Conference, ClfA2021, which adopted the same format as our usual face-to-face conference with 22 individual sessions, opening and plenary address, and lunch-time and evening social events. The online conference saw a 33 per cent growth in attendance from 2019, with a total of 470 in total attendance. There was also a significant increase in the number of student and early-career attendees, leading to greater representation across member types. Overall satisfaction from delegates was very high, with 91 per cent rating the conference four stars or higher.

We have continued to provide online networking opportunities for members in lieu of face-to-face opportunities. These included our regular tea-break sessions, which have covered a wide range of informal discussion topics, Group annual general meetings, and shorter ‘lunch and learn’-style sessions.



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“ So far I think ClfA2021 has been the most accessible conference that I've been to. Yesterday I sat in the office all day for sessions; today I popped in for an afternoon session from the living room. ClfA have done a great job with this one.”

.....

Through the year we have run over 70 CPD events, including

- specialist training in forensic archaeology, project management, dendrochronology, planning reform and archives
- good practice advice in supporting neurodiverse colleagues, whistleblowing, social distancing (SODA Toolkit), and standards and guidance
- developing our profession through discussions about decolonising archaeology, professional ethics, public benefit and innovation
- supporting accreditation, understanding CPD and networking

An advantage of running events totally online has been our ability to record them and add them to the event recording page on our website. We are now looking ahead at how we can reintroduce face-to-face training whilst retaining the additional benefits and engagement online events have offered.

.....

“ More than just welcoming, I felt like these [ClfA] tea breaks were actively encouraging towards early-career archaeologists (like me) by including highly relevant topics like entry routes into archaeology, advice for early career archaeologists and training and development opportunities. These have all been especially beneficial for me... I’m glad I started attending these tea breaks regularly. Accessible and engaging, they’re a great way to stay connected with archaeology during this surreal situation.”

.....

We have also been involved in other events including Scotland’s Community Heritage Conversations, a digital re-imagining of Scotland’s Community Heritage Conference. This launched in November 2020 and, so far, five online events have taken place. These have been attended by 470 attendees with themes such as youth empowerment, and health and wellbeing. Recordings of all past events are due to go live in autumn 2021, with further events scheduled throughout the year.

For more information about professional development and training opportunities visit the ClfA website at www.archaeologists.net/careers

For access to recordings of ClfA events visit the ClfA website at www.archaeologists.net/events/event-recordings

Creating, promoting and enforcing professional standards

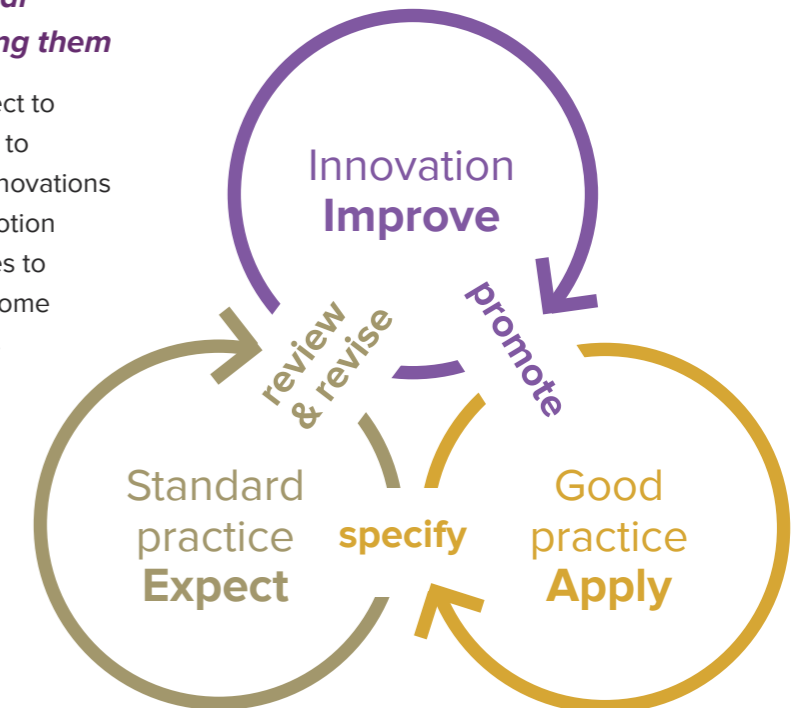
Defining and promoting professional standards of practice is key to the role of the Institute. We provide a mechanism for our profession to be self-regulated by setting standards of practice. Under the Code of conduct all accredited professionals have committed to not only comply with these standards themselves but to promote adherence to standards to others.



The Standards and guidance documents cover a wide range of professional archaeological practice, and are supported by professional practice papers, online toolkits/e-learning and CPD resources.

Continuous development: professional standards and the process of updating them

Standard and guidance documents are subject to continual development and need to respond to changes and expectations stemming from innovations or changes in policy or legislation. The promotion of new and **improved** methods or approaches to archaeology, once tried and tested, may become increasingly **applied** as good practice across the sector before evolving into what is **expected** as standard practice.



Celebrating and promoting innovative practice

Innovation continually drives our sector to review and evolve its working practices and research approach. With advancements in knowledge, methods, and technologies, the historic environment sector consistently pushes boundaries, reaches further, and makes new and exciting discoveries that enhance our ability as a profession to deliver greater and more effective public benefit. In January 2021 as part of a Historic England-funded project focused on *Building capacity through innovation*, ClfA hosted a weeklong innovation festival to showcase and celebrate some of the innovative practices and approaches being undertaken, whilst tabling some of the identified barriers and challenges to implementing innovation in archaeological research for wider discussion.

Finding new ways to deliver guidance: the development of Toolkits

Innovation feeds into the process of continuous development for the ClfA Standards and guidance and can also lead to the creation of additional resources to help support their implementation. Finding new and improved ways to provide accessible guidance and resources for professionals is at the forefront of the work the Institute undertakes, with the development of online Toolkits as a recent feature that works well in a digital format and can be more easily updated and maintained.

At the start of the year, we launched the *Toolkit for specialist reporting* to join the existing *Toolkit for selecting archaeological archives*. The specialist reporting toolkit stems from the results of a survey that was undertaken as part of the Historic England-funded project *Review of the Standard of Reporting on Archaeological Artefacts in England* (Cattermole 2017). The results highlighted considerable variation in the content and quality of specialist finds reports, identifying several areas that required improvement.

To tackle this, members of our Finds Group developed the toolkit resource to bring together guidance and information aimed at those writing or reviewing specialist grey literature reports. The Toolkit includes a report checklist, definitions and lists of standard terms, and details of existing specialist standards and guidance for artefacts studies. Originally aimed at the specialist reporting associated with developer-led projects, it soon became apparent that the Toolkit's application and use went beyond its initial scope, having equal relevance for other roles across the historic environment sector. These include project managers, artefact specialists, planning/monitoring archaeologists and those working with archives. The Toolkit can also be used to support the training of new specialists, or by students/apprentices, local societies and community groups; in fact, anybody engaged in producing finds reports will find this resource incredibly useful.

Promoting, enforcing and celebrating compliance with standards

Alongside the Standards and guidance work, we have continued to provide resources and training for members in relation to professional ethics. In January we launched our *Everyday ethics* module. This introduces professional ethics and explains how the ClfA *Code of conduct* and Standards and guidance help archaeologists to avoid acting unethically. It also gives some tips on how to develop ethical knowledge and sets out a variety of everyday ethical scenarios you might encounter. This adds to our growing online resource and supports our latest series of professional ethics workshops, which we are running in collaboration with the Register of Professional Archaeologists.

The Institute's Registered Organisation scheme is a mechanism for us to measure compliance with standards, and aligning with the process of continuous quality improvement, the requirements of registration have developed over the years. More recently there has been greater scrutiny of ethical business policies, and evidence of training

and understanding of professional ethics, particularly amongst those members of staff in the early years of their careers in archaeology, or those who work more remotely from a central hub.

ClfA Registered Organisations are competent, professional, and accountable. Registration with the scheme usually lasts for three years, after which organisations must put in a new application. Just as with individual accredited members, Registered Organisations are subject to the oversight of peers, so as part of that application process they must undergo an inspection by a panel of their peers. The benefits of working with Registered Organisations is promoted through our external relations programme, client guide, website and other ClfA material.

There are 82 Registered Organisations and normally a third would be subject to an inspection in any one year. Due to the Covid restrictions, all inspections planned for 2020–21 were postponed until 2021–22 apart from a small number of new organisations who were inspected and registered. This provided an opportunity to develop, trial and hone an online inspection and registration process to take forward into the 2021–22 inspections.

We started with the application process, redesigning the application form to create a more logical flow and to enable better navigation through the sections. To accompany it, an application form guidance document was produced to help Responsible Post Holders understand what information is required and what the inspection panel would be looking for.

Corresponding with the advancement of other areas of work taking place within the institute, the updated application form and guidance seeks evidence from Registered Organisations of public benefit that goes beyond basic outreach activities. Registered Organisations are asked to show how they promote the value of the historic environment and engage with the public to include, inform, and inspire. They are now also asked to show evidence of engagement with selection strategies and digital archiving.

Training materials have been developed for inspection panel members to assist new panel members in their role and to consolidate the process of review.

The website has been reorganised to allow Registered Organisations to access all their resources in one place. A Registered Organisation Community LinkedIn group has been established to act as a community of practice where common concerns, problems and interests can be shared; this has almost 100 members. The occasional Responsible Post Holder (RPH) meetings were replaced by four, two-hour seminars a year, on topics suggested by the RPHs and designed to meet their concerns.



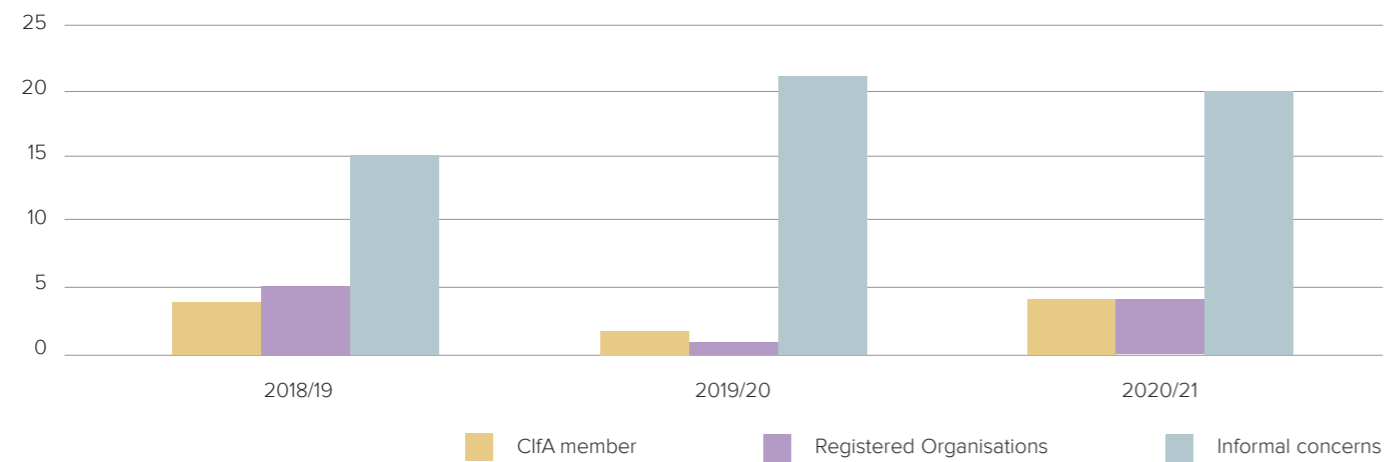
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“ ClfA champions professionalism in archaeology by setting standards, measuring compliance, promoting good practice and sharing knowledge”

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The governance process has been strengthened by formalising the recruitment of Registration Committee (Organisations) members and this year saw the recruitment of six new members, including a new committee Chair.

All accredited individuals and Registered Organisations agree to abide by the Institute's *Code of conduct* and can be held to account by their peers through the professional conduct process if their professional behaviour is in question. Over the last twelve months we have dealt with 20 concerns raised against individuals (10) and organisations (10). Eight were submitted as formal allegations. Six cases were dismissed as there was no case to answer or there was no reasonable prospect of a breach of the *Code of conduct* being found. Two cases are still ongoing. One ongoing case from 2020 resulted in the expulsion of an individual Member. Details of completed cases are published in *The Archaeologist* when applicable.



Number of formal and informal allegations received in the last three years

For more information about professional standards in archaeology, including the Toolkits, visit the ClfA website at www.archaeologists.net/codes/cifa

For more information about ClfA projects, including recordings of the Innovation Festival, visit the ClfA website at www.archaeologists.net/profession/projects

For more information about the Registered Organisations scheme visit the ClfA website at www.archaeologists.net/regulation/organisations

Policy, partnerships and collaborations

As part of ClfA's policy work, we work closely with government, civil servants and external organisations, collaborating with many others in both formal and informal partnership. Our annual advocacy objectives are discussed with the Advisory Council and agreed by the Board.



This year ClfA has deepened its relationships with civil servants in Whitehall, working proactively to influence policy change in a timely manner and working with our contacts and partnerships across the archaeological sector and with other sectors. English planning reform has been a major issue, and ClfA has spearheaded archaeology's advocacy response to the Planning White Paper last year and has driven proactive engagement with government on the development of a Planning Bill this year. ClfA has also taken part in sector discussions and research on Scotland's National Planning Framework 4 (NPF4) and provided advice to Scottish government. Both of these planning reform processes figure to be long-term advocacy challenges, but successful early engagement supported by collaborations with other groups and by pressure from ClfA members writing to MPs, as well as wider public campaigns (which we have supported and advised), has maximised our chances of securing positive outcomes.

In England, the planning reform agenda is tied closely to environmental reform in Westminster, with promised reviews of Environmental Impact Assessment being overarched by the progress of the Environment Bill. In Wales and Northern Ireland, concerning threats to the future of the provision for historic environment assets within agri-environment schemes has required a ClfA response, prompting liaison with Cadw and Historic Environment Division (HED) colleagues. We hope that Welsh and Northern Irish policy makers recognise errors and correct them ahead of beginning legislative processes, but ClfA is readying for campaigns if unsuccessful.

In these efforts, ClfA has worked closely with its advocacy partner the Council for British Archaeology (CBA), and with other archaeological bodies through The Archaeology Forum (which supports the All-Party Parliamentary Archaeology Group (APPAG) and wider heritage bodies through the Historic Environment Forum in England (HEF), Built Environment Forum Scotland (BEFS) and Wales Historic Environment Group in Wales (HEG), which ClfA joined this year.

Coordinated advocacy helps to maximise resources and share intelligence. This year, we have worked with Heritage Alliance and APPAG to brief parliamentarians to draft amendments and inform debates in the House of Lords on England's Environment Bill, unlocking multiple meetings with ministers as we have continued to make the case for integrated policies on the natural and historic environment. ClfA and CBA have collaborated with the natural environment sector, for example through Wildlife and Countryside Link and the Campaign for the Protection of Rural England (CPRE), to provide joined-up input on environment and planning issues. The HEF and DCMS-run Heritage Council have also been instrumental in creating access opportunities for ClfA to meet with ministers to discuss English planning reform and concerns arising from the new visa system.

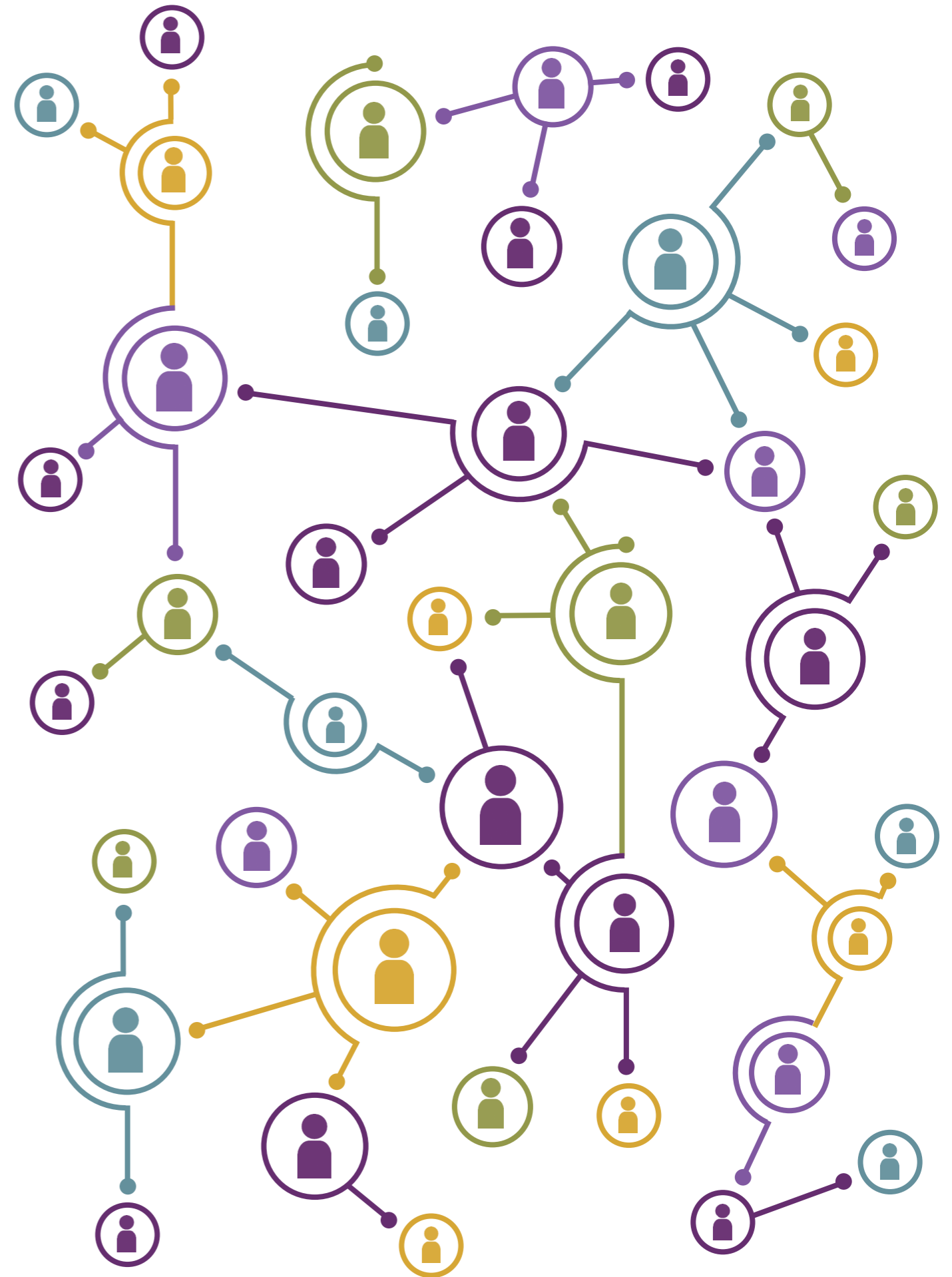
Working with the HEG in Wales for the first time has provided an improved link with other Welsh government historic environment stakeholders, as well as strengthening relations with Cadw. But ClfA also continues to work productively with Cadw officials on policy issues, and this year has taken up a role advising on the Welsh government's important process of consolidating historic environment legislation. In Scotland, ClfA continues to work closely with BEFS on all issues relating to advocacy in Scotland, despite the welcome context of fewer urgent concerns over the past 12 months!

ClfA has continued to work towards ever greater understanding and recognition of archaeology in other sectors outside heritage, emphasising the need to engage accredited archaeologists to meet the needs of the client and of society.

We have run joint events with the Royal Town Planning Institute (RTPI) and Chartered Institute of Building (CIOB), offering CPD on archaeology, the planning system, construction and carbon reduction. ClfA has also been actively collaborating on the production of multi-sector advice and guidance on issues where joint action benefits the wider operating environment in which archaeology sits. This includes the development of new Cultural Heritage Impact Assessment Principles with the Institute of Environmental Management and Assessment (IEMA) and the Institute of Historic Buildings Conservation (IHBC), which identifies and promotes shared good practice in assessing impact on cultural heritage.

We have also worked alongside MOLA and Taryn Nixon Heritage Works to revise the 2008 CIRIA publication *Archaeology and development – a good practice guide to managing risk and maximising benefit*. The revised guide showcases how combined construction and archaeological processes can be managed by an integrated, multidisciplinary team working to common goals to deliver increased commercial, public and sustainability value.

Though complex, the network of bodies and forums through which ClfA works allows us to champion the needs of the sector and its aspirations to deliver value to society. Where possible, ClfA has sought to simplify and streamline working, by reducing overlap and joining up to advocate multi-laterally in an open and committed manner where there are benefits to doing so. By working this way, ClfA demonstrates its commitment to being a reliable and expert partner, and achieves better outcomes for archaeology.



Details of our current advocacy priorities are on the ClfA website at www.archaeologists.net/advocacy

Celebrating our volunteers

ClfA has seen an increase in staffing provision (15 FTE) this year, but an enormous amount of work would not be achieved without the support and commitment from members who volunteer to help with our activities. Without volunteers joining our Board, Advisory Council and committees, and supporting our advocacy, the Institute would not be able to function as it does. Our governance structure and the mechanisms to determine applications for accreditation would not exist.

Of our 3160 accredited professionals (PCIfA, ACIfA and MCIfA), 86 currently volunteer on the Board of Directors, Advisory Council, Validation, Registration and Accredited Degree committees. They dedicate a huge amount of time and effort in assisting the Institute to meet its objectives and providing expert advice. In addition, a further 137 members (from all categories) are involved in Area and Special Interest Group committees, providing important networks, CPD opportunities and expert advice. Other volunteers offer their time by assisting with professional conduct panels, Registered Organisation inspections and Accredited Degree panels, with advocacy, or through running sessions or speaking at conferences and other events. Our volunteers come from a variety of backgrounds, such as fieldwork, finds, academia and museums. They may be self-employed, retired, students or in part- or full-time employment, and working at all levels of responsibility.

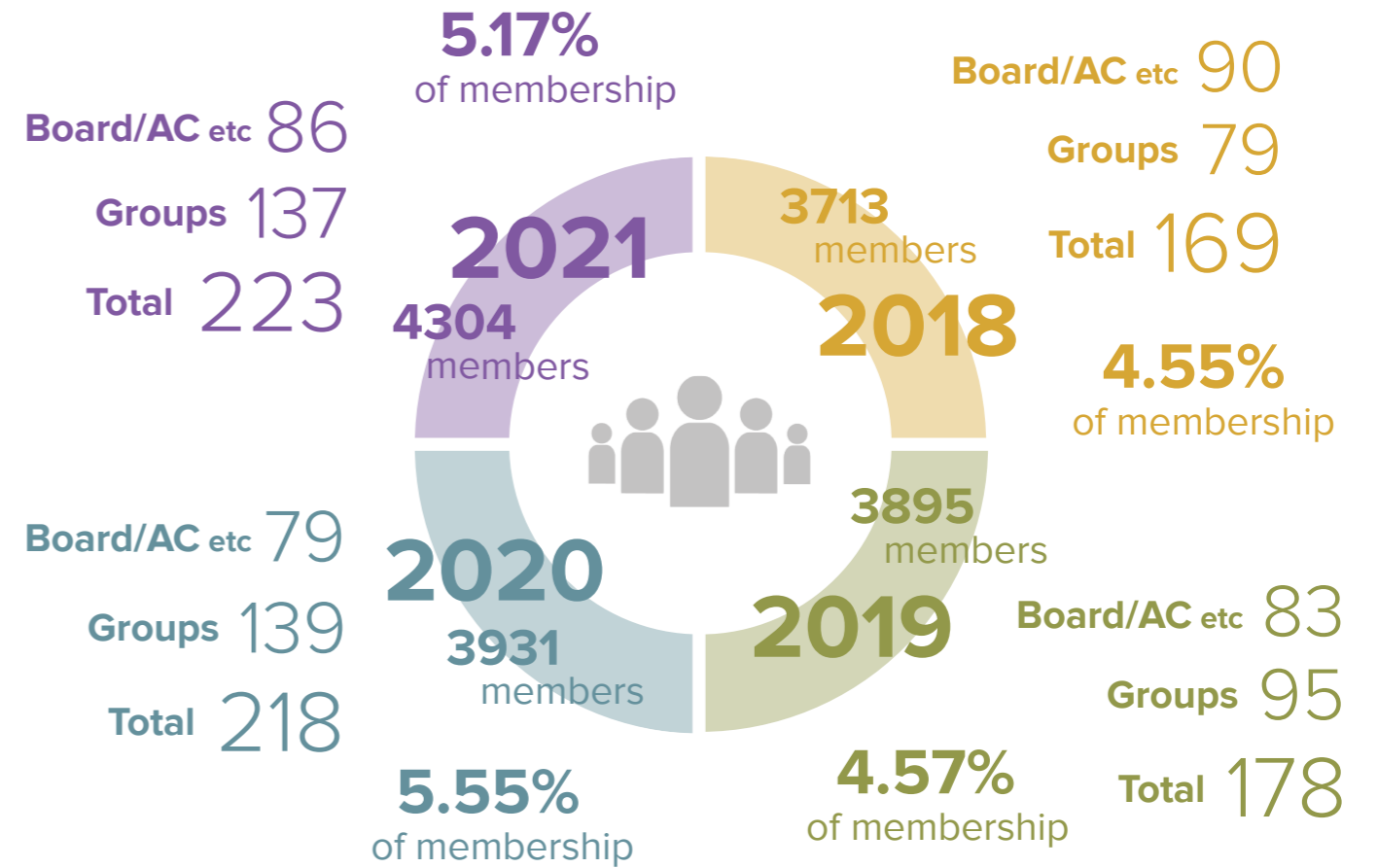
Volunteering for ClfA committees and groups provides many CPD benefits for individuals, from being involved at the forefront of discussion about developments to the profession, to networking with colleagues and benefiting from sharing advice and experiences. It also provides a strong sense of being able to contribute to the profession and to give something back.

For the last couple of years, we have taken part in the national Volunteer Week, using our social media platforms to promote the benefits of volunteering, and collecting sound bites from some of our volunteers about their experiences. Our regular tea breaks have provided a great opportunity to have informal discussions with members about how they can get more involved in ClfA. As we have seen with events, the move to online meetings has made our committees more accessible to members by not having to factor in the travel time to attend in person. Our Advisory Council have used this to review how their meetings function and have started to hold more frequent but shorter online meetings, which in turn has allowed them to offer more timely advice to the Board and ClfA staff. Additionally, having committee meetings online has allowed members to observe how these work before joining formally.

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“ ClfA accreditation should not be regarded as a passive membership – you have to get involved if you want your profession to evolve ”

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Increase in members involved in committees 2018–2021

We would like to take this opportunity formally to thank all those volunteers for their contributions to the Institute since it began. We would also like to thank the organisations and employers who allow their staff the time to commit to the Institute.

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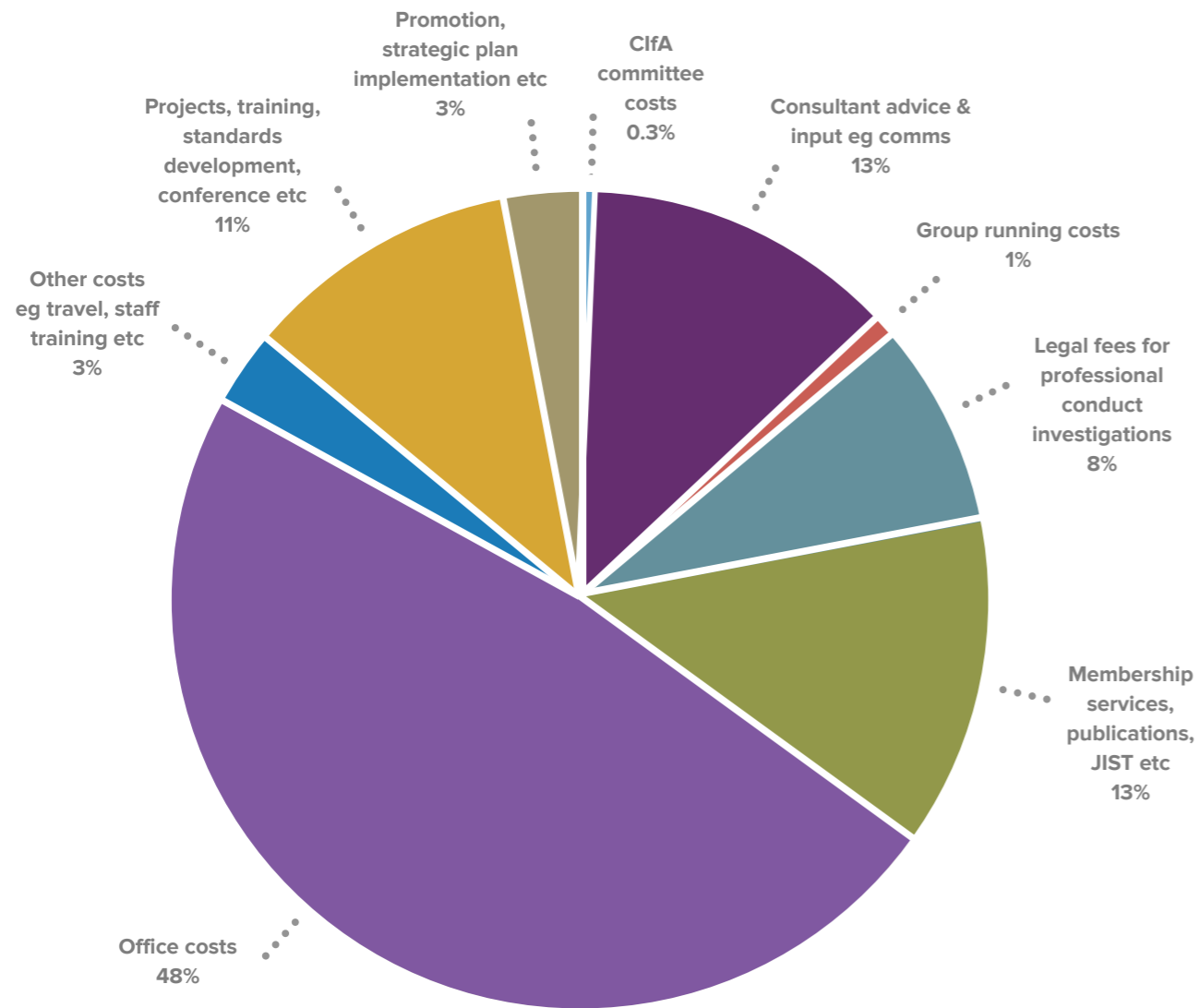
For more information about getting involved with ClfA visit our website at www.archaeologists.net/involved or email us at admin@archaeologists.net

Accounts from 1 April 2020 to 31 March 2021

CIfA's accounts have been audited by Haines and Co Chartered Accountants. Under our Charter, the Institute is required to provide details of its income and expenditure to members for consideration at the AGM. Although not specified in the Charter, the Board has agreed to have these prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

Detailed income and expenditure accounts, financial statements and Honorary Treasurer report are available on the CIfA website at www.archaeologists.net/annual-reviews-and-accounts.

In addition to the costs of employing staff to run the Institute and deliver the work highlighted in this review to meet the objectives for the Strategic Plan, your subscription fees, along with external project funding and event fees, have been invested in the following areas:



CIfA expenditure April 2020 to March 2021

