

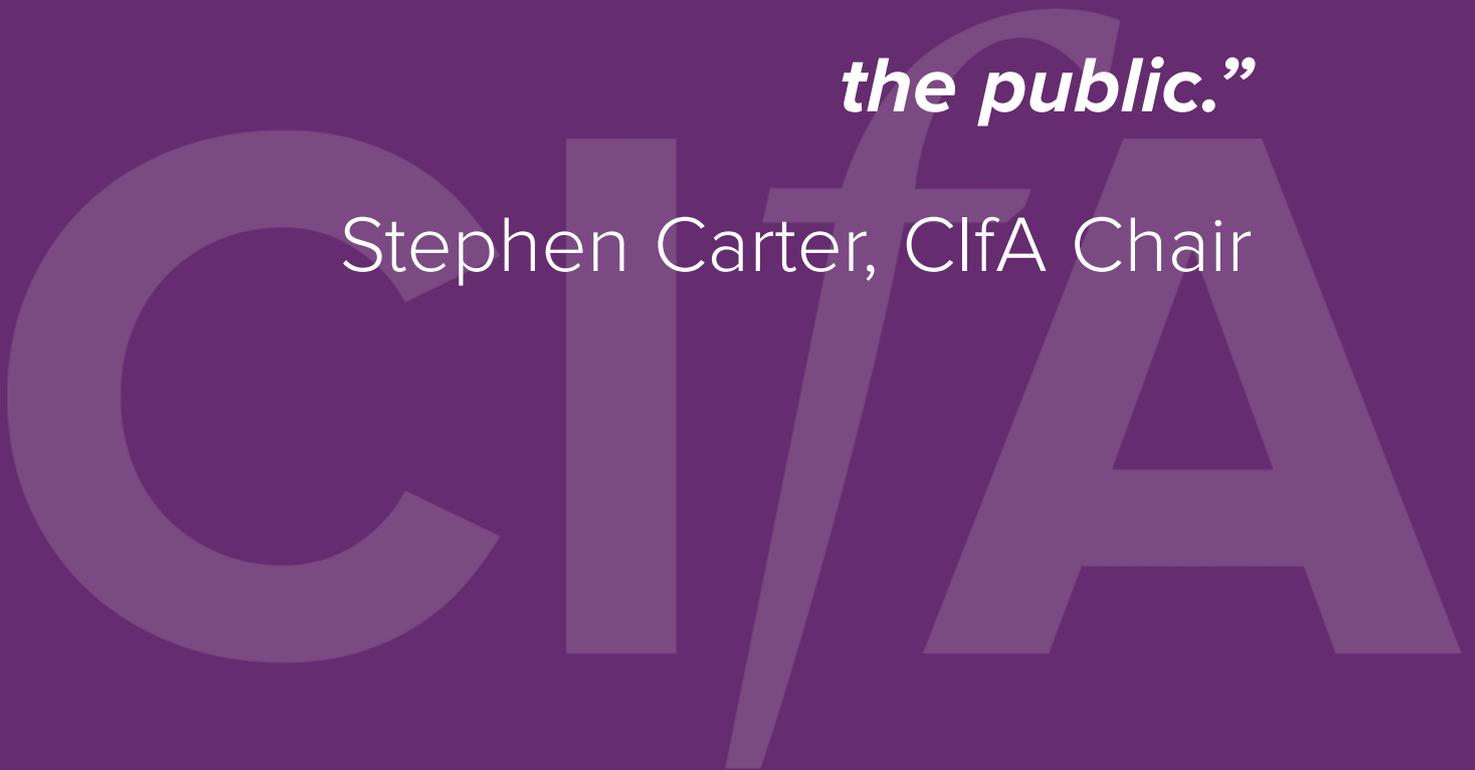
**CIfA**

Chartered  
Institute for  
Archaeologists

**Annual Review 2018/2019**

***“By demonstrating  
compliance to standards  
and good practice, we,  
as professionals, will work  
to meet the needs of the  
client and for the benefit of  
the public.”***

Stephen Carter, ClfA Chair



## Message from the Chair

The main purpose of our Chartered Institute is

- to advance the practice of archaeology
- to define and maintain proper professional standards and ethics in training and education in archaeology, and
- to disseminate information about archaeologists and their areas of interest.

Every year staff and the Board, with input from the Advisory Council, agree a programme of work to meet these objectives. This annual review provides an opportunity to report on our recent achievements and to highlight the ones we are most excited about.

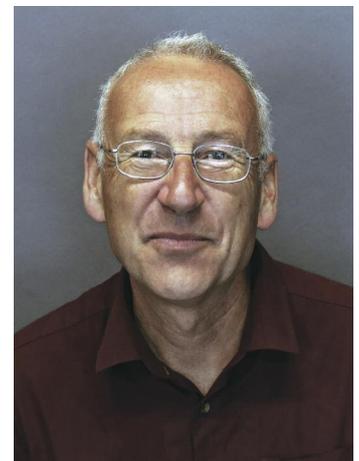
The focus of our work in the last few years, which encompasses all the above, is to promote professionalism. Externally, for example through our advocacy work (see page 14), we promote the professionalism of our Institute and its accredited professionals and Registered Organisations to clients and sector partners; our message is that by demonstrating compliance to standards and good practice, we, as professionals, will work to meet the needs of the client and for the benefit of the public.

We have continued to develop the resources we provide in terms of good practice advice, such as our Professional Practice Papers, training opportunities and networks (see page 7). These allow individuals to develop their professional understanding, knowledge and skills. We have also increased the awareness of professional ethics through case studies and sources of information, which provide support for professional archaeologists to develop their ethical behaviour, respect and care for others and to meet the expectations set out in the *Code of conduct* (see page 12). The draft proposals for a Chartered Archaeologist accreditation included new evidence requirements for demonstrating ethical awareness. They were more rigorous than those currently used and were designed to be consistent with Privy Council expectations of a Chartered professional accreditation.

More widely, our work relating to training and education in archaeology has been about creating accessible routes for new talent to enter the profession and to develop their careers. We are working, on our own and in partnership with others, to provide a range of diverse pathways through traditional and non-traditional entry routes, such as degree accreditation and apprenticeships (see page 7). This not only increases access to the profession, but ensures individuals have the appropriate training, skills and competence to support the needs of archaeological employers and to progress.

Our volunteers, from the Board, Advisory Council, committees and our 21 Area and Special Interest Groups, have played an active role in the development of these initiatives. This has included enhancing good practice through revisions to our Policy statements and Standards and guidance, reviewing the Institute's role in addressing equality and diversity in archaeology, and providing a range of CPD and training events.

There is a lot happening that is not reported in this review, and you can find out more about it in our magazine, *The Archaeologist*, through our regular eBulletins and on our website [www.archaeologists.net](http://www.archaeologists.net), as well as by speaking to staff, or members involved in the ClfA committees, Advisory Council or the Board of Directors.



**Stephen Carter** ClfA Chair

# 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

For all professional archaeologists to have the skills, integrity and versatility to ensure archaeology brings real benefit to people's daily lives.

## What we do

### Training and development

We provide access to training, good practice advice and guidance, and support to strengthen entry routes into the profession



### Networks

We provide an active community of professional archaeologists to support and shape our profession

### Accreditation

We recognise and promote the skills and competence of professional archaeologists



### Regulate the profession

Our *Code of conduct* and Standards and guidance define good, ethical practice in archaeology. They provide the organisation, structures and mechanisms for self-regulation, allowing the profession to take responsibility for the assurance of the quality of our work, monitor it, and hold members to account

## Who we work with

Employers, universities and training providers, government, trade unions, clients, other sector partners and other professional bodies



## What we achieve

Improving professional archaeology through

- competence and knowledge
- recognition and respect
- career pathways and prospects
- diversity and skills
- ethical awareness
- value and public benefit



### Our 2010–20 Strategic Plan objectives are to

- 01** increase understanding of the role of archaeologists in society and improve our status
- 02** inspire excellence in professional practice
- 03** strengthen the relationships between archaeologists across the historic environment and other sectors
- 04** make ClfA accreditation an essential demonstration of fitness to practice
- 05** develop a stronger influence on historic environment policy
- 06** give archaeologists a credible, effective and efficient professional institute

01



*Promotes the profession*

02



*Inspires excellence*

03



*Builds relationships  
with other bodies*

06



*Provides a credible  
and effective institute*

05



*Influences  
government policies*

04



*Promotes accredited  
professionals*

ClfA

## Highlights of 2018/19



### Regulation

We have dealt with 24 professional conduct complaints raised against individuals and organisations, nine of which were formal allegations. As a result, one member has received a formal reprimand and one has been suspended from membership. Through the Registered Organisations inspection process, we issued four conditions of registration and 68 recommendations for improvement.



### Professional training and skills

ClfA2019 in Leeds was attended by over 360 individuals. We held 12 sessions and 4 CPD workshops, and we have run 21 other events via our AGM, Groups and other specialist workshops. We have launched a ClfA Approved Training & CPD scheme to identify and promote high-quality learning opportunities to members. A framework and process for accrediting degree programmes has been developed and is ready for implementation.



### Advocacy and influence

Our priority policy objectives inform our proactive advocacy and the 24 responses to consultations we have submitted in the past twelve months. The evidence submitted by ClfA and others to the Migration Advisory Committee has resulted in archaeology being added to the UK Shortage Occupation List.

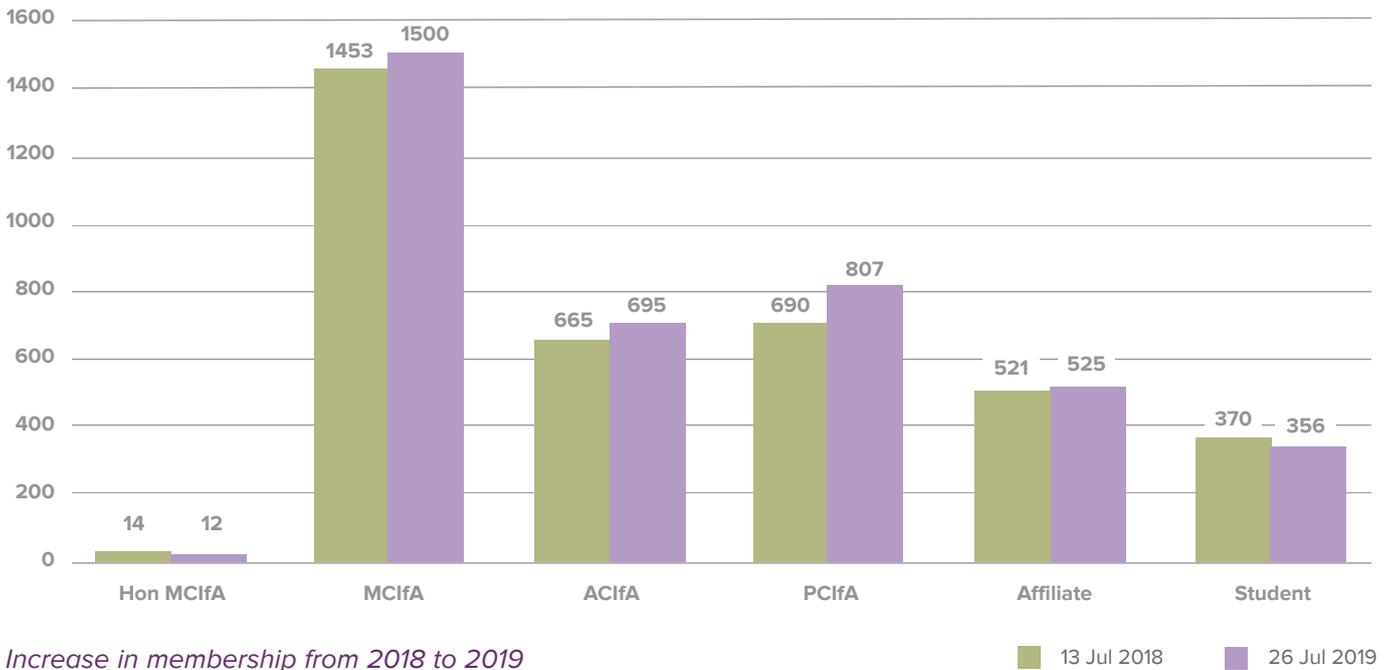


### Professionalism

We aim to demonstrate that archaeology adds value to business and society, and that using accredited archaeologists and Registered Organisations ensures that the work will meet the needs of clients and the public. In the past year the number of ClfA professionals has increased by 6.5 per cent and there are now over 3000 accredited archaeologists.

## Accreditation and registration

Membership of ClfA has grown by 6.5 per cent since July 2018 and now stands at 3895 (26 July 2019). Of these members, 3014 are accredited professionals (Member, Associate and Practitioner) who have demonstrated their technical competence and ethical suitability – including the professional skills relevant to their grade of membership – to the Validation committee.



Through events such as those with the Royal Town Planning Institute (RTPI) and the British Property Federation, we reinforce the messages in our *Archaeology: a guide for clients* Professional Practice Paper about the importance of engaging professional archaeologists in the early stages of projects to inform decisions and manage risks and opportunities. We have taken the opportunity through our close links with HS2 to introduce ClfA to construction managers, engineers and site supervisors, highlighting our remit and the important role this plays, and raising awareness that the same professional structures exist for archaeologists as for other professions.



**“Accreditation is by peer review  
and it is a way of ensuring clients  
can have confidence in my abilities.”**

MCIfA professional



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***“Archaeologists accredited by ClfA have demonstrated that they have the skills and competence to carry out their work to recognised standards. Using accredited archaeologists assures clients and customers that archaeological work will meet their needs and the needs of the public.”***

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The increased awareness of professional accreditation and recognition for archaeologists has raised the profile of ClfA outside of the UK. We have established a new Area Group in Australia with the purpose of enhancing archaeology there by creating a professional standards framework for archaeological practice and promoting links with ClfA. As part of this the Group committee has been encouraged to seek Memoranda of Understanding with the other relevant bodies in Australia.

These initiatives have had a positive impact on the numbers of applications for accreditation at all grades, and to support applicants we have made the process clearer and enabled online submission. Our Special Interest Groups have developed further specialist competence matrices that 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. These cover environmental, curatorial and academic/research specialisms and have been added to our existing suite of matrices.

Professional accreditation is a significant way of demonstrating the skills of individuals and gaining recognition from fellow professionals, clients and the public. Employers look for ClfA accreditation as part of their recruitment processes, with over 80 per cent\* of archaeological job adverts in the UK citing ClfA membership as a desirable qualification for applicants. Over 800 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 maintain strong support from our non-accredited membership (Affiliate and Student). 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 upgrading to an accredited level, while others do not work in archaeology, have left the profession or have retired but continue to support ClfA and the work we do.

The number of Registered Organisations in the scheme has increased to 82. These include most of the large organisations in the UK, with a growing number of smaller and more specialist practices and curatorial organisations.

*\*taken from adverts in JIST and on BAJR on 10 June 2019*

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For more information about professional accreditation and registration visit the ClfA website at [www.archaeologists.net/join](http://www.archaeologists.net/join)

For more details about Archaeology: a guide for clients see [www.archaeologists.net/clientguide](http://www.archaeologists.net/clientguide)

## Professional 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 ensure a wide and diverse range of people consider a career in archaeology.



Twenty years ago, the Institute launched its training vision. This vision was to set out

- the roles that archaeologists fulfil, and the skills required to meet these (National Occupational Standards (NOS))
- the training required to provide the skills and the qualifications to meet these criteria (NVQs and apprenticeships)
- a suite of grades of professional accreditation to demonstrate an individual's competence

Our recent work has seen the introduction of a scheme for ClfA Approved Training & CPD, which assesses course outcomes in line with the NOS. We have also developed a framework and process for accrediting degree programmes, which is now ready for implementation. This collaborative project with University Archaeology UK (UAUK) will promote academic study that is providing appropriate vocational training relevant to a career in the historic environment. The aim is to provide the sector with access to sufficiently skilled, accredited professionals to meet the increasing demand for historic environment services.

In addition to seeking to enhance traditional academic entry routes into archaeology, we have been actively developing non-traditional routes, particularly through the Historic Environment Trailblazer Apprenticeship group in England and by chairing the Archaeology Working Group. The latter has developed apprenticeship standards for Archaeological Technician and Archaeological Specialist.

# 20 years of training and professional development

**1999** IFA launches its training vision



**2003** National Occupational Standards for Archaeological Practice published

**2006** HLF supported workplace learning bursaries initiated

**2007** NVQ in Archaeological Practice launched

**2009** First NVQs awarded



**2011** Model for supported workplace learning published

**2014** 'An introduction to providing career entry training in your organisation' professional practice paper published



**2014** Trailblazer Apprenticeship working group established (with Historic England and sector employers)

**2016** CifA accreditation formally recognised by Construction Industry Training Board (CITB) as demonstration of competence for CSCS cards

**2016** CifA scheme to formally approve employer training schemes launched



**2018–19** Trailblazer Apprenticeship standards published for Archaeological Technician (L3) and Archaeological Specialist (L7)

**2018** CifA Approved Training and CPD scheme launched



**2019** CifA and UAUK launch degree accreditation programme

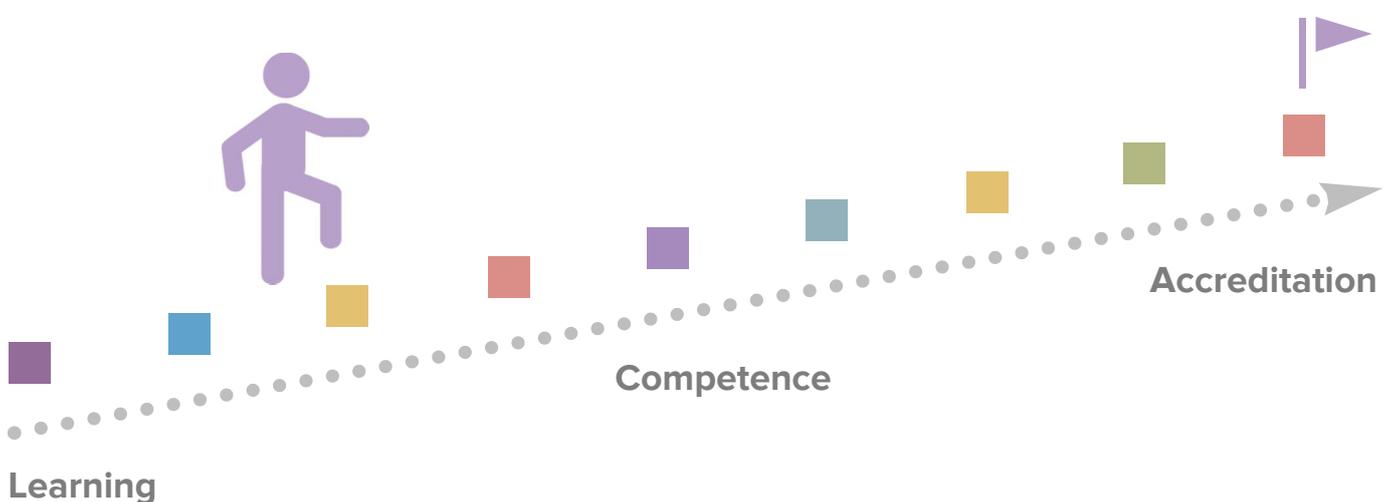
**CifA** | Chartered Institute for Archaeologists

In September 2018 a new post of Events Manager was established. As well as continuing to provide the existing training and conference opportunities, this post is also looking at how we can improve and enhance these. We are particularly keen to ensure we provide relevant and accessible training to all individuals. In the last year through our Annual Conference, Annual General Meeting, Groups and other activities, we have provided over 30 CPD events. These have included *What's going wrong with desk-based assessments?*; *Puberty in the past*; *Site formation processes: a refresher*; and *New developments in archiving practice*.

We have also extended our professional development work in Scotland, with a part-time Senior Professional Development and Practice Coordinator. This post supports our involvement in Aim 5 of Scotland's Archaeology Strategy (Innovation and Skills). In collaboration with the ClfA Scottish Group, we have been active in coordinating workshops that provide cost-efficient training opportunities. Our work supporting the Archaeology Strategy has enabled us to look further into the ways we support professional development, to explore new ways of upskilling our existing workforce and to develop new entry routes into a career in archaeology. This work is being delivered against a wider backdrop of initiatives supported by Scottish government, which include the Attainment Challenge and the development of apprenticeships. ClfA is now coordinating the development of a Modern Apprenticeship in Field Archaeology and exploring the creation of several new qualifications that will help upskill our existing workforce in Scotland. This work is being informed and guided by the recently created Archaeology Skills and Training Working Group, a collection of industry leaders who ensure that any new initiative we are developing is fit for purpose.

The careers section on our website provides information for those looking to start a career in archaeology, for individuals wanting to build on their professional development through training and CPD, and for employers wanting to know more about how to provide professional development training for their staff. In recent editions of *The Archaeologist* we've shared examples of how training not only builds our skills and knowledge but can also provide additional benefits to individuals and organisations in terms of increased engagement and motivation. We have pushed the boundaries of professional development by encouraging discussion of professional ethics and more open debate about mistakes and sharing the knowledge we've learnt from them. The series of online 'CPD diaries' from members provides an insight into the different types of learning and CPD individuals undertake, and our new online CPD log allows members to record activities, reflect on learning and review their development objectives.

More recently we have reviewed how we support other archaeological events and conferences, and now look for opportunities to sponsor free attendance for students or early career professionals. Recent events have included the *Unravelling human origins* and the *Association for environmental archaeology* conferences.





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***“By encouraging me to partake in CPD events, my employer has helped me to develop my career as a recent graduate. CPD events allow me to improve my skills, network and get an understanding of industry, and the support my employer has shown me has helped me thrive in my role within their business.”***

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Our work to develop an assessment methodology and criteria for Chartered Archaeologist builds on the existing levels of professional accreditation to bring them into line with the most trusted and established professional bodies. This aims to improve the value and recognition of ClfA accreditation by archaeologists, clients and the public. Feedback from the 2019 Extraordinary General Meeting vote will inform further work to review our accreditation levels to ensure they are rigorous, accessible and recognises the high level of skill and competence demonstrated by our members at all career stages.

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*For more information about professional development and training opportunities visit the ClfA website at [www.archaeologists.net/careers](http://www.archaeologists.net/careers)*

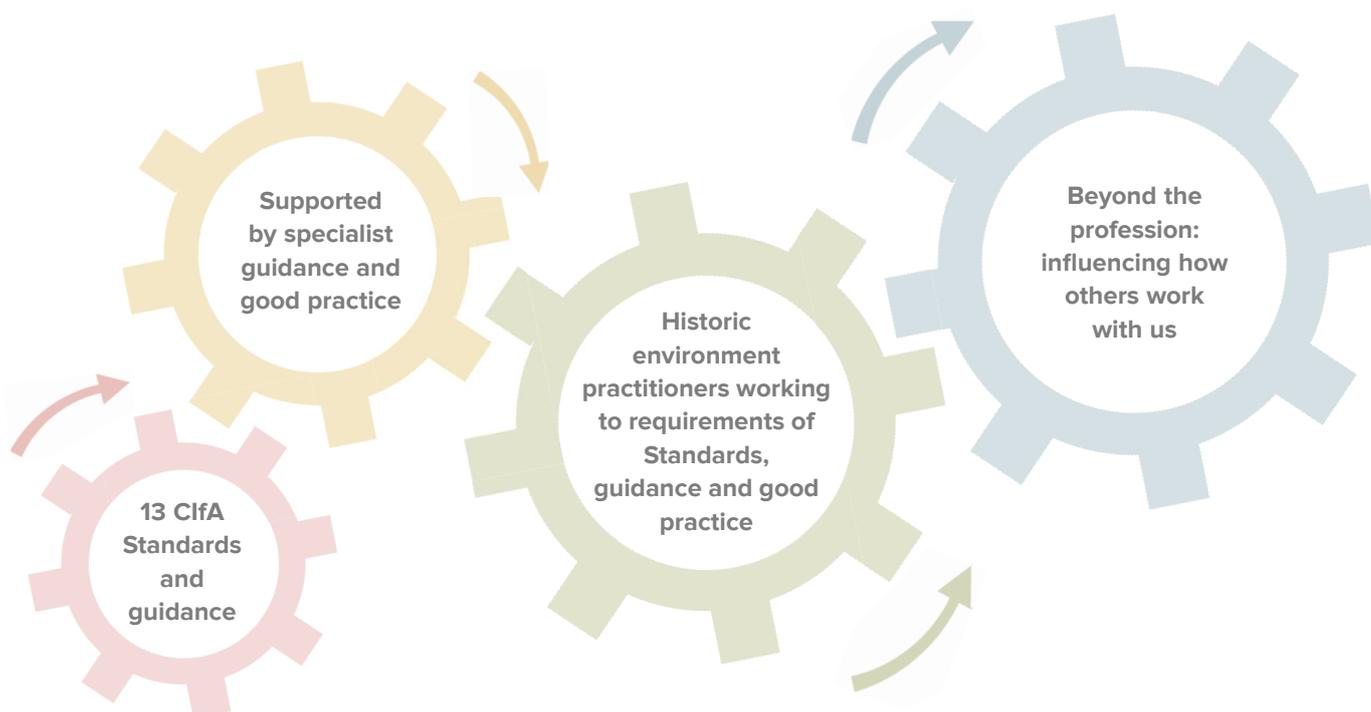
## Professional standards

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

This is another area of work where we have invested more resource, with the appointment of a full-time Senior Professional Standards and Practice Coordinator to focus on the Institute's work in these areas. A review of the ClfA Standards and guidance is underway which has included looking in more detail at various standard- and guidance-related recommendations from projects, member feedback and the outcomes from the Registration and professional conduct processes. Several projects are underway in conjunction with sector partners that will lead to further amendments and changes. An updated version of the *Standard and guidance for the archaeological investigation of standing buildings and structures* was recently made available using the expertise of the ClfA Buildings Archaeology Group committee. Substantial changes to the Standards and guidance are discussed with the Advisory Council before recommendations are made to the Board of Directors, and to assist with this we have reintroduced a network of accredited archaeologists to act as a sounding board – the Professional Standards Advisory Panel.

To support members in the use of our Standards and guidance documents we have introduced a series of spotlight articles in *The Archaeologist*. They focus on the key requirements of the Standards, and elements of the guidance that help members to meet their professional obligations. We are running workshops throughout the UK, with input from local authority archaeologists and FAME, looking at potential issues with desk-based assessments and how these can be addressed to meet the current Standard. Discussions about compliance with standards and sharing of good practice also takes place at the Responsible Post Holder meetings attended by representatives from Registered Organisations.

## The influence of Standards and guidance



The Standards and guidance are supported by other good practice advice such as the Professional Practice Papers and policy statements. In 2018 we released the new Practice Paper *An introduction to professional ethics* as a starting point to help archaeologists develop awareness of ethical issues in the profession. We have continued to debate this topic at the ClfA conference and in *The Archaeologist* 106, and have set up a resource page on the website. This includes the *Code of conduct*, the shared archaeological ethics database with the Register of Professional Archaeologists (the Register), the Professional Practice Paper and a selection of ethical case studies and scenarios which may be familiar to professional archaeologists.

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The Institute's Registered Organisation scheme is a mechanism for us to measure compliance with standards. The scheme is unique, highlighting the importance of quality assurance and demonstrating that a Registered Organisation can be trusted to work to all relevant ClfA Standards. The benefits of working with Registered Organisations is promoted through our client guide, Yearbook, website and other ClfA material, as well as through our policy and advocacy work.

Over the past year ClfA has carried out 28 inspections of organisations. This resulted in 4 conditions of registration and 68 recommendations for improvement.

The conditions primarily focus on

- acting on archive deposition and publication backlog strategies
- developing a skills audit and training plan for staff
- reviewing and updating desk-based assessment (DBA) templates and reference to regional research frameworks

The recommendations included

- ensuring written schemes of investigation (WSIs) and DBAs are compliant with Standards and guidance and that staff are trained
- producing and implementing policies on ethical business practices and conflicts of interest
- reviewing and writing policies for volunteers
- implementing quality assurance processes

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 if their professional standards are in question.

Over the last twelve months we have dealt with 24 complaints raised against individuals and organisations, 9 of which were formal allegations. One member has received a formal reprimand, one has been suspended from membership and one Registered Organisation was issued with a condition of registration.



## Equality and diversity in professional archaeology

At the AGM in October 2018 the Board of Directors made a commitment to work with others in the archaeological sector to explore the development of a pan-sectoral strategy on equality and diversity in archaeology. A working party was asked to produce a report advising the Board on ClfA's potential role and the strategies and outputs that might come from this.

The working group, made up of members from the Advisory Council and the Equality and Diversity Group, has made a series of recommendations to the Board. The first of these to be actioned has been the appointment to the Board of an Equality and Diversity Champion, who is forming a new group to help the Institute to develop and implement a strategy. A copy of the full report from the initial working group is on the website at [https://www.archaeologists.net/practices/equality\\_and\\_diversity\\_in\\_archaeology](https://www.archaeologists.net/practices/equality_and_diversity_in_archaeology)

Prior to the commitment at the AGM, revisions had been made to ClfA Policy statements – with input from the Equality and Diversity Group – to reinforce their link with the *Code of conduct* and to indicate how a member undertaking archaeological work may best comply with the *Code*. The Policy statements cover equal opportunities in archaeology, health and safety, the use of volunteers and students, environmental protection, self-employment and the use of self-employed sub-contractors, and the use of training posts on archaeological projects.

Since October 2018 ClfA, through the Industry Working Group, has issued a joint statement with the Federation of Archaeological Managers and Employers (FAME) and Prospect Trade Union setting out a commitment to tackle bullying, harassment and discrimination in archaeology. This is the foundation for the three organisations to develop a pan-sectoral strategy as mentioned above. The Board of Directors has also issued a statement recognising the Institute's duty of care to ClfA staff in their dealings with members and customers and committing the organisation (including its members) to providing a safe and respectful working environment for all ClfA employees.



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



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*For more information about professional standards in archaeology visit the ClfA website at [www.archaeologists.net/codes/cifa](http://www.archaeologists.net/codes/cifa)*

*For more information about professional practice advice visit the ClfA website at [www.archaeologists.net/members/downloadpapers](http://www.archaeologists.net/members/downloadpapers)*

*For more information about professional ethics visit the ClfA website at [www.archaeologists.net/membership/ethics](http://www.archaeologists.net/membership/ethics)*

## Policy, partnerships and collaborations



ClfA's external relations work is informed by our advocacy and policy priorities, which are regularly reviewed with the Advisory Council. We influence government and external organisations, collaborating with many informally or in partnership. These include The Archaeology Forum, Heritage Alliance, Historic Environment Forum, Heritage 2020, Scotland's Archaeology Strategy, Built Environment Forum Scotland, and the Northern Ireland Department for Communities 'Way forward' groups for archaeology.

Supporting our advocacy with evidence is key. This year ClfA, funded by Historic England, has collated case studies of good and not-so-good archaeology in the English planning process. The 118 case studies, which have been verified, provide information about the operation of the planning system and the implementation of national and local planning policies. They demonstrate enormous public benefit when properly administered with adequate evaluation and pre-commencement conditions. They also show the problems caused by inadequate local authority resources, short-cut evaluation, or prematurely discharged conditions, and they highlight the as yet largely unrealised risk of recent changes to planning policy. The resource will be available to all and will continue to support ClfA's position on local authority resources and planning deregulation.

The importance of evidence is shown by the recommendation by the Migration Advisory Committee to add archaeology to the UK Shortage Occupation List. The decision recognises the current demand for commercial archaeologists, a result of the boom in housing and infrastructure projects. The decision directly references the 'convincing evidence' supplied by ClfA, the Council for British Archaeology (CBA) and Federation of Archaeological Managers and Employers (FAME). Two important resources for drawing this evidence are the Profiling the Profession and State of the Archaeological Market surveys.

The impact of Brexit on immigration is a crucial area of ClfA advocacy. Brexit will also affect the environment – both terrestrial and marine – and ClfA has worked with colleagues across the heritage and natural environment sectors to influence emerging legislation, protect the environmental principles on which much archaeology depends, and advance the integration of archaeology with policies on environmental management and landscape. ClfA has maintained close communication with government departments on these issues and has sought to keep ClfA members and parliamentarians up to speed with regular briefings.

Away from Brexit, change to the planning systems in England and Scotland has continued. In Scotland, a Planning Bill continues a problem-strewn passage through Parliament. ClfA pays tribute to the diligence of the Built Environment Forum Scotland (BEFS) in leading the advocacy from the sector and seeking appropriate outcomes in this process. In England the National Planning Policy Framework has been revised: ClfA met the Ministry for Housing, Communities and Local Government (MHCLG) and secured important changes to the proposals that would have harmfully eroded provision for archaeology. ClfA has worked as a critical friend commenting on draft revisions of guidance on Minerals Extraction and various Historic England Advice Notes, providing authoritative advice that seeks to prevent some proposed damaging changes to guidance. Ensuring that the collaborative but honest relationship between ClfA and the national heritage agencies remains effective was a driving force in our responses to the DCMS Tailored Review of Historic England and to recent changes to a suite of Historic Environment Scotland strategy and policy documents.



Details of our current advocacy priorities are on the ClfA website at [www.archaeologists.net/advocacy](http://www.archaeologists.net/advocacy)

## Celebrating our volunteers

Although ClfA has seen an increase in staffing provision (12.5 FTE) this year, 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.

This year, the Advisory Council carried out a participation survey asking for feedback from members on their experience of being on ClfA committees, and to identify some of the barriers to getting involved. As a result, we have been doing more to promote volunteer vacancies through the website and social media and thinking about how we can develop volunteer opportunities to make them more accessible. Volunteering for ClfA committees and groups provides 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.

Of our 3014 accredited professionals, 83 currently volunteer on the Board of Directors, Advisory Council, Validation and Registration committees. In addition, a further 95 members (from all categories) are involved in Area and Special Interest Group committees. They dedicate a huge amount of time and effort in assisting the Institute to meet its objectives and provide expert advice, important networks and CPD opportunities. Other volunteers offer their time by assisting with professional conduct panels and Registered Organisation inspections 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.

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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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We would like to take this opportunity formally to thank all those volunteers for their contribution 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/organisation/council](http://www.archaeologists.net/organisation/council) or email us at [admin@archaeologists.net](mailto:admin@archaeologists.net)

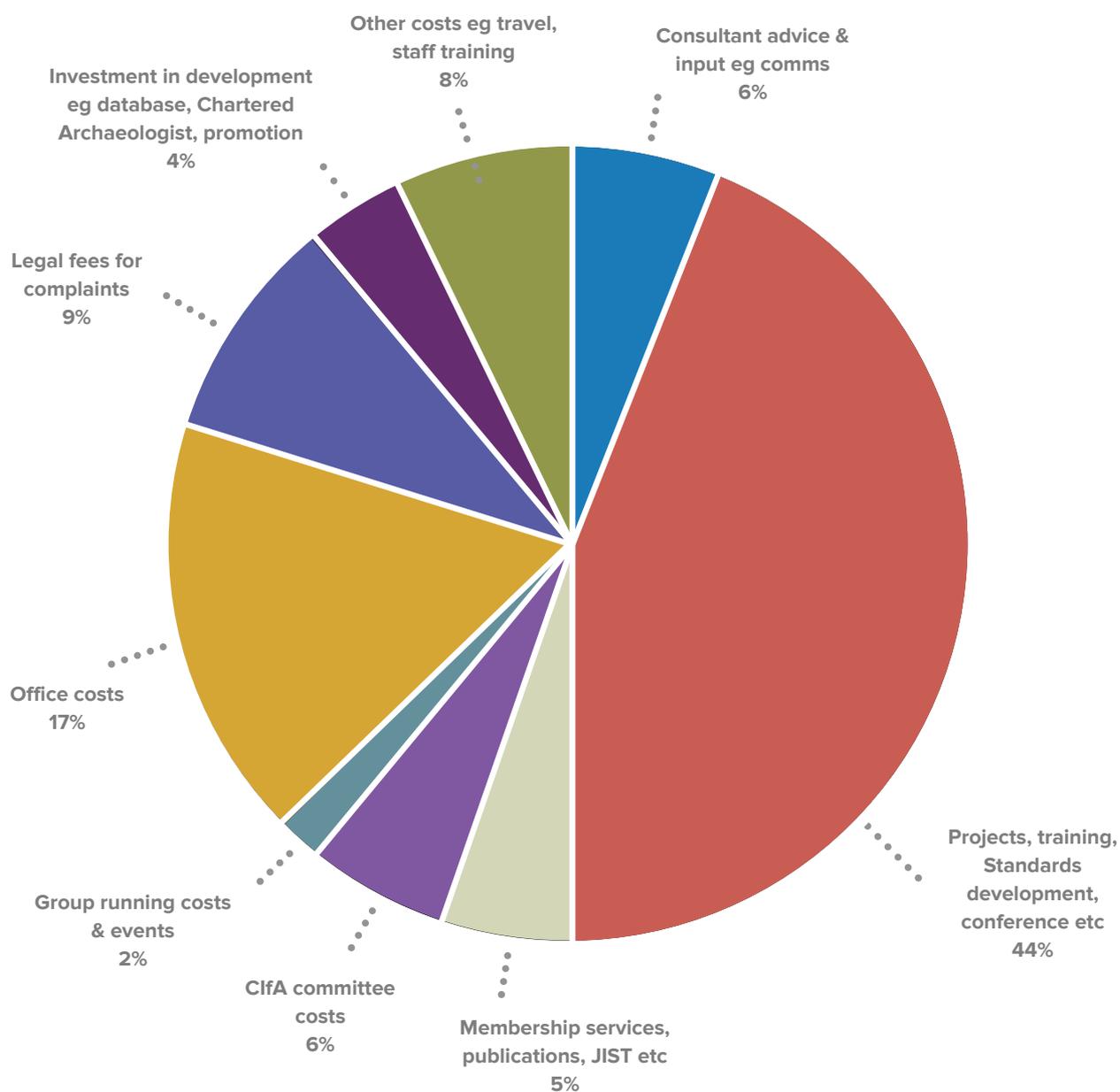


## Accounts from 1 April 2018 to 31 March 2019

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](http://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 2018 to March 2019*

***“Working with others helps us to more effectively communicate the work of the Institute and its members, and to benefit from sharing ideas with other professionals.”***

**CI/A**