

Saving Open Space

How to Run a Successful Community Campaign to Save Open Space





Acknowledgements

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Foreword

For many years, the Government has emphasised the need for local authorities and developers to take account of the opinions of local communities when planning development.

Local residents usually have clear views regarding their own needs, particularly regarding parks and open spaces, and both local authorities and developers proposing development of such land should be prepared to enter into meaningful consultation and dialogue. Many local authorities are doing an excellent job of listening to such views.

However, sometimes consultation breaks down, and sometimes development is proposed which is inappropriate. In such cases, the community may resort to campaigning to save its valuable open space. But this should not stop them trying to establish and develop dialogue.

The six year battle fought by the Crystal Palace Campaign over Crystal Palace Park, led by the author of this guide, resulted not only in the saving of the park, but also in the local authority agreeing to sit on a steering group with residents to determine its future. This case study illustrates the potential power of communities, and also shows that former adversaries can work productively towards common aims.

Saving Open Space will help all groups, whatever their situation, become more aware of the planning and political systems within which their parks and green spaces exist. This guide will put communities in a much stronger position should their open space be threatened in the future.

GreenSpace



GreenSpace is a not-for-profit organisation set up to help those committed to the planning, design, management and use of public parks and open spaces.

GreenSpace's vision is to create a network of easily accessible, safe, attractive and welcoming parks, gardens and green spaces which meet the needs of everyone and which contribute to the economic, social and environmental well-being of people and places, now and for future generations.

GreenSpace aims to be the UK's leading advocate for the economic, social and environmental benefits of better planned, designed and managed parks, gardens and green spaces and for their positive contribution to our economic, physical and spiritual health, to social cohesion and to biodiversity.

www.green-space.org.uk

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1. Introduction

Imagine you decide to campaign against war. There's only you and your best mate, and a bloke you met down the pub. And you've only got £4.83. But Guy Fawkes Night is next week and you get an idea. Maybe you could email all your friends and ask them to let off a rocket at exactly 8pm in aid of FAB (Fireworks Against Bombs). And attach a little poster they could put in their windows. And get them to email all their friends. And get all of them to email you if they want more information on your campaign. Then the bloke from the pub stands outside the fireworks shop with a placard, handing out an action sheet you did on your home printer.

Lots of people get interested, and they agree to copy his action sheet, and hand it out at the train station. Then your best mate reckons the local radio might be interested, so she does a press release and gets you a slot on the morning show, and you are sincere, brief and passionate. You tell people that if they work together, with one small act they can make a big difference. The local paper rings up and wants to do a piece, so you get your daughter and her friends to make a FAB collage and they stand in front of it for the photo. It makes the front page. They print your phone number and email address for further information. Your local MP, sensing a bandwagon, agrees to be photographed with you in front of Big Ben, placard in one hand and sparkler in the other. More front page material.

The night arrives. At 8pm exactly you light the blue touch paper. The rocket fizzes briefly in the sky. Then silence. Oh well. Suddenly, rockets go off all over town. They fill the sky. They inspire your community. You have made a difference. And you've still got 89p left. Seed capital for the glorious campaign ahead.

The principles are easy, really. A cause you believe in. A simple, fun, positive, lawful campaigning idea. An opportunity for people to give as little or as much energy as they want. The channelling of that energy to make as big an impact as possible. Use of the media to publicise your campaign. Signing up influential people. Using events to grow the campaign and move forwards. Engaging people's creativity. Enjoying yourself.

In this little book, we shall take these principles and apply them to something which matters to hundreds of millions of people, most of them not yet born. Saving Open Space.

2. Getting Going

2.1 It's never too early to start

As you read these words, a developer is eyeing up your park. Where you see grass he sees a lucrative housing scheme. Of course, it will be nicely dressed up. Only 'X' per cent of the park will be taken. Survey work has shown that part of the park to be under-used. The scheme will raise 'Y' million pounds of which some will go to building a new playground at the other end of the park. And of course there will be the new community centre for local people. The local authority, which would never sell off its assets for short term gain, sees the public interest in this and gets talking. Before you know it, hey presto, your park is for sale and you will have to spend tens of thousands of hours campaigning to save it.

There is a better way.

Most good parents do not start parenting only when they have to collect their wayward teenager from the custody suite. If you want to save your open space, start now, before it is threatened. Like, immediately!

Go around your neighbourhood with your friends and identify sites which might be under threat: the tired, sad, neglected open space so favoured of developers. The fringe of the park that is used to store skips in. The bit of woodland at the back of your estate. The triangle behind the railway track where your kids play, or where nature has taken over.

Then set about protecting it.

Make the site look valued and reclaim it for the whole community. It is much harder for a local authority or developer to attack a site which is loved, used and designated than one which is underused and forgotten.

Top tips for protecting open space

- Form a friends group, or even a management group, to protect and maintain the land.
- Show you love it. Clean it up. Plant flowers. Hold community events on it. Run a tree planting drive, offering people the chance to dedicate trees to their loved ones.
- Give it a name and display the name prominently on a welcome board.
- Use the planning system. Seek its designation as open space or a local nature reserve in the local authority's development plan. Your local authority will tell you when the plan is next up for review. You could also try to get the land designated as a village green, or ask the local authority to make tree preservation orders to protect the trees.
(See chapter 5 'Playing the System').
- Work with the local authority to consult with the public over the future of the park, or run a consultation exercise yourself, using it to develop regeneration proposals for further consultation.
- Ask to see the Park Management Plan for the site. Ideally, this will have been written by the local authority in consultation with the community. It will describe the local authority's vision and objectives for the park and proposals for its management over a fixed time period of perhaps three, five or ten years. This will allow you to assess the risk of inappropriate development coming forward and the context for future proposals. If there is no Park Management Plan, offer to work with the local authority to produce one.
- Ask to see the local authority's Park and Green Space Strategy, which will describe the management of all of the parks within the Borough on a strategic scale, based on the budgets and resources available to the local authority.

Parks and Green Space Strategies

A Parks and Green Space Strategy is a document which sets out a local authority's vision for its parks and green spaces. This will include the goals it wants to achieve over a period of time (usually 5 - 10 years), and allows it to find out about the needs of its communities and determine what it wants from its parks and green spaces. It allows the local authority to develop a strategic approach to the management of its green spaces.

It is a recognition that good planning, management and improvement is needed to provide a good parks service, and is designed to prevent reactive, piecemeal approaches to the management of green spaces. Park and Green Space Strategies are designed to protect and safeguard green spaces of value. If a green space is identified in the strategy as being of great value and importance to the community, it will be much more difficult for planning permission to be granted on the site. As part of developing strategies, local authorities should undertake assessments of all of their park stock. The local authority should map out the quantity, quality, and location of the existing green spaces in its area.

These audits will allow it to identify parks and green spaces according to their value to the community and the level of use. If parks are deemed to be of low value and low use, it is possible that the local authority will identify the site within the strategy as having potential for alternative uses, identifying them as 'surplus to requirements'. When developing Parks and Green Space Strategies, local authorities must conduct comprehensive consultation with the community to find out what value is placed on individual green spaces by residents and users and what they want from a parks service.

In some cases it may not be immediately apparent that some green spaces are valued by the communities around them, so if you want your local green space to be recognised within the strategy as being a site of high value, then you should make sure you feed this into the consultation stage. This is your chance to influence the strategic management of green spaces in your area and make sure your park is not seen as limited value by the local authority.

You should first find out whether your local authority has a Parks and Green Space Strategy in operation by contacting your parks department. If it has, you should read this thoroughly and make sure it is honouring the commitments it has made. If it does not have one, you should suggest to the local authority that you would like to see one developed, and you would be keen to be consulted on it. As good strategies will take significant time to develop, many local authorities will still be in the development stages. If this is the case with your local authority, you should take this opportunity to feed in and offer your opinions on the direction of the strategy and provide information about your green space, making the value of the site known to the local authority.

It should be remembered that local councillors can be very influential people. If the local authority recognises your local park as being of value to the community (through things such as possessing a friends group, the running of community events on site or general improvements), then it should express this within the strategy. Providing community input into the Parks and Green Space Strategy, or encouraging your local authority to develop one, will allow open spaces to be safeguarded before they are even threatened.

Working with your local authority

You may find it frustrating to try to work in partnership with the local authority, particularly if you know the authority is hell-bent on developing your beloved green space. You may also resent having to conduct public consultations or work up regeneration proposals when this should be the job of the local authority. But there are clear benefits in this approach. It means that if and when you have to start confronting the local authority, you can say you tried every peaceful method first.

Putting up your own proposals will avoid charges of “nimbyism” (Not In My Back Yard), crucial for green space community groups. These proposals might include regeneration of the parkland itself. But if the local authority proposal is for something of social worth like a school or a hospital, you should go further, and try to find a compromise solution which involves building the scheme elsewhere. If you declare yourself “anti-school”, you will have scuppered yourself before you even start. The debate should never be “green space or school” but “where shall we put the school?”

If you take over these local authority planning, consultation and regeneration functions, you will become the real authority locally. That is your aim.

Consultation Starts Here

The Crystal Palace Campaign consulted 40,000 households and local primary and secondary schools over the future of the Park. We produced the results in our book ‘Consultation Starts Here’ and got Ken Livingstone to write the foreword. The report is available at www.green-space.org.uk. Once the cinema development was defeated, we built on the results by calling a meeting of 80 local groups and statutory agencies to plan the future of the Park. To ensure equality amongst participants we decided not to run the meeting but to hire in an independent facilitator. The process has continued, now funded by the London Development Agency, community groups and our former adversaries Bromley Council.

But if you do find yourself in conflict with the local authority, you should continue to try to solve the problem with reasoned debate, compromise and dialogue. You will gain the community’s trust if they see that you are trying to take a constructive approach and are not hostile just for the sake of it. Who knows? You might even win over the local authority! Remember, a local authority is not the politburo - it is composed of officers and councillors from different parties, with many different views and motives. Hostility is a sure fire way to make sure they start speaking with one voice - against yours. It is much better, through patient argument, to persuade them one by one.

Simple things such as asking about the development, finding out what the local authority wants to achieve, what their motives and justifications are and so on can be a good starting point. In many cases, patience and perseverance can result in productive dialogue being reached - Bromley Council productively fed into the debates on the future of Crystal Palace Park once the development threat was removed.

Why not meet the odd councillor for a drink, have him round for tea, drop the occasional email or just shake a hand and have a chat in the car park after the committee meeting? Have an off the record discussion. Find out what is really going on. Even if they do not agree with your views, you will acquire information, develop trust, earn respect for your campaign and build bridges for later.

Further reading

Making a Difference: How to Set up and Maintain a Community Group for Parks and Green Space (GreenSpace 2004).

The Community Planning Handbook: How People Can Shape Their Cities, Towns and Villages in Any Part of the World (Nick Wates, Earthscan, 1999)

2.2 The call to arms

The first public meeting

In reality, most open space campaigns only start when the development plans are published. You wake up on a wet Wednesday to find your local park is threatened. You could write a letter, or grumble about it at work, or just forget about it. Too much on to get involved. Or, then again, you could take action.

The best way to kick off a campaign is to get together with friends and plan a public meeting. This will achieve lots of things:

- Test local opinion. Do people feel as strongly as you?
- Define the aims of the campaign.
- Gather together potential workers and supporters.
- Raise awareness and create publicity.
- Raise finance. A bucket is the campaigner's best friend.
- Register your presence.
- Start to influence decision makers.

How to arrange the meeting

- Pick an accessible venue and time. The date and time should not clash with other local or national events. You should also, if possible, avoid evenings when popular television programmes are broadcast.
- If you are expecting a lot of people, arrange a sound system and a roving microphone for floor speakers. These are not expensive to hire, and the venue itself may have the equipment. Check it thoroughly before the meeting.
- Appoint a chair, often a respected local figure.
- Pick speakers. A local expert will lend weight to the proceedings. An elected politician will tell local people this is being taken seriously. An ordinary local person will underline that campaigning is by people, for people.
- Decide on the agenda.
- Copy the agenda, for placing on chairs.
- Publicise the meeting. This can be done by several methods, including: posters in shop and house windows; leaflets door to door around the park; hand-outs at the station; put posters on trees in the park with a big red 'X' and the word "CONDEMNED", followed by details of the meeting; press releases (perhaps the local press will advertise the meeting for free).
- Put the name of your campaign prominently in front of the speakers' table and on the wall behind it. This looks great on photos.
- Arrange a photographer.
- Appoint a record-keeper or minute-taker.

Snowmen and snowballs

At an early stage, planning permission was granted for the multiplex development on our park. We realised that unless we could stop the permission in its tracks, the building would be thrown up and our campaign would be over before it had begun. So we called a public meeting. I explained how dire the situation was and that we needed £25,000 within 5 days to start a legal challenge to the planning permission. An old lady came up and said "I believe in what you're doing", and gave me a cheque for £1,500. We had our money in 50 minutes.

Later, we held huge public meetings where we pitted election candidates one against the other. It was amazing to have ministers, MPs and councillors making promises to us about our park. Crowds turned up to see them. We had to put a tannoy in the car park. The press loved it. It must have depressed the developer no end. At one meeting, we took a vote: the development lost 1,250-nil. Point made.

It is crucial to use the energy from a public meeting to drive the next event. A snowman is made and admired, then melts. A snowball rolls, moves and grows. We would call the meeting, at which we would secure the commitment of the community to a direct action event, which the press would then advertise for us. After holding the event, we would carry lots of pictures in our next newsletter, which we would use to publicise the next public meeting, and so on.

Further Reading

Making a Difference: How to Set up and Maintain a Community Group for Parks and Green Space. (GreenSpace 2004).

Tips for running a good meeting

A well-run meeting will increase your credibility and support for your campaign. A poorly run meeting may terminate it.

- Start on time and do not over-run.
- Look smart, or wear t-shirts with the campaign name on them.
- Thank everyone for coming. Explain how important they are.
- Announce the purpose of the meeting.
- Describe the agenda and provide printed copies.
- State what time the meeting will terminate, and stick to it.
- Meetings should rarely exceed two hours. Of that, one hour should be for floor discussion.
- The main job of the chairman is to keep the meeting focused and contributions to the point, and to prevent personal attacks.
- Do not allow a single group or individual to dominate the discussion.
- Try to respect everyone's opinion and do not allow any abusive or prejudiced remarks.
- Be honest about bad news and involve all members in the solution.
- Make sure everyone signs an attendance list with their address, phone and email. These are the committed ones: get them on your database which will also allow you to send a written follow-up to keep people informed of developments.
- Know what you want to achieve. This can include, for example: a resolution to form the campaign; an agreement as to its core aims; a vote against the development; an agreement on the next step for the campaign; a positive step which everyone can take, whether writing a letter or becoming closely involved in the campaign.
- Conclude the meeting with a summary of what has been agreed and decided and thanks again to all attending. End on an up-beat note, like "If we pull together, we can win - we will win."

The campaign should be a rallying point and the public meeting its bugle call. If you spend more than a few minutes discussing matters of constitution and procedure, it will also be its death knell.

2.3 Linking with other groups

Taking on a campaign can be a daunting prospect. It quickly becomes apparent that you are not on your own, however, and many members of the community are likely to come together in aid of your cause. It is also likely that there are already some existing community groups in your area working with other areas of green space. It can be greatly beneficial to contact these groups as they are likely to have a wealth of information they can share. They are likely to be able to pass on the benefit of their experience, offer you useful advice and help you avoid making any of the same mistakes they might have made. They may also be willing to give you access to some of their resources, and even lend a hand with projects. It can also be an ideal opportunity to recruit new members, publicise activities and exchange ideas.

They may even wish to join you in your campaign and offer you some form of support. Practically, they may also know of useful local suppliers, which local politicians are supportive, which organisations can help, and local or national sources of grant aid.

The groups in your area may also be involved in some form of parks network or forum, or an annual conference that allows groups to get together and discuss areas of shared interest. Participation in these is a useful way to tap into a pool of information, expert knowledge and shared resources. The best way to find out about such forums is to contact your local authority, your citizen's advice bureau or your local library.

The National Register of Community Groups

One of the best ways to find out if there are other groups working in your area is through GreenSpace's National Register of community groups. This is a public register of the contact details of community groups who are involved with parks and green spaces and lists over 1,900 groups across the UK. The Register acts as a platform to exchange experiences, ideas and skills - to be successful, groups cannot exist in isolation from one another, as there is a huge resource of information to be shared. You can access the National Register at www.green-space.org.uk in the community section, where you can search for other groups by group name, town or postcode.

3. Developing Your Campaign

3.1 Running the campaign

However high profile your campaign, certain things are given. At its heart, you have a small nucleus of people with tons of energy, but probably limited time. You can't hire and fire your staff, but have to work with what you have, playing to their strengths. You have a shoestring budget. You have an opposition which has everything you lack: time, money, full-time staff and influence.

The business of campaigning is to:

- Direct your efforts to the result you want and to nothing else.
- Leverage all the help and support you can.
- Maximise the output from your resources.
- Fight the battle on your territory, not theirs.

There is only so much human effort that can go into campaigning. You must make sure that none of it is wasted. So, you need to decide what you want your campaign to achieve and how you are going to get there. If the local authority does not own the land and has already granted planning permission, you are wasting your time by campaigning against the local authority. You need to direct every ounce of your effort at the person who can actually stop the development happening. That might be the developer or his tenant. It might be a person who has the benefit of a covenant over the land. It might be a village green registration authority or, in the case of a leisure development, the licensing authority.

Directing your energy involves prioritising. It is likely that all sorts of ideas will arise. You can't pursue all of them. Decide what you can do well, what will have maximum effect, and go for it.

At the nucleus of your campaign will be:

- Chair and vice chair
- Treasurer
- Secretary
- Press secretary
- Newsletter editor
- Newsletter distribution director
- Supporter liaison
- Web-site editor
- Events organiser

Running the heart of the organisation

- You will need to meet only when there is an actual purpose to meeting. Talking sessions without a purpose will drive away the most capable.
- Decide who is in charge. Is the chair to make the decisions, or the committee? What decisions may be made day by day outside the committee, and by whom? Clarity here will avoid the build-up of resentment.
- You should plan ahead, with ongoing small events which are easy to organise and keep the campaign ticking, and large events which should not be so frequent that they sap energy.
- Each of the officers may have others with whom they work to achieve their goals. You must avoid interfering in the work of other officers. A campaign only works effectively when there is delegation down the line and people can do their work and get the sense of achievement it brings. They are not being paid after all.
- You can achieve a huge amount by empowering other people. The general public need to know clearly what they can do to support your campaign. Other groups are not rivals but allies: work with them, or give them public support in their own initiatives. Build links with schools, churches, residents and amenity societies, ecological groups, youth clubs, walking and cycling forums etc.
- Create web-links to their sites, and vice-versa. Email is a wonderful thing, enabling day to day decisions to be taken with minimum fuss or disruption.
- You should celebrate your results and so bond with each other. Hold social events.
- Thank everyone constantly. Affirmation of volunteers is extremely important. They don't have to do this, you know!
- You must avoid being seen as an elite uninfluenced by the views of others. For those interested, you should hold sessions at which the direction of the campaign can be discussed. Keep your supporters informed. Supportive shopkeepers might agree to post a regular bulletin in their shop window.

- You should aim to bring in new blood to replenish the energy of the campaign. Never, ever turn down an offer of help.
- Remember the campaign is not about you, any more than Handel's Messiah is about the conductor. The campaign is about the issue. The committee is there to channel the community's energy to win the issue. You are the community's servant, not they yours. Any fight, any victory, big or small, is theirs. Remember that in everything you do. Drop the word "I" from your vocabulary.

The role of the leader of the campaign

The leader of the campaign has a special and difficult role, for which their previous life may not have equipped them. They must:

- Be the public face of the campaign at public meetings and demonstrations.
- Represent the campaign with politicians and the opposition.
- Guide the thinking of the campaign, making key decisions if that is their agreed role.
- Mediate differences in view among the committee.
- Inspire and motivate others.
- Lead by example, with humility, humour and respect.
- Accept responsibility for errors.
- Understand when it is time to go, particularly when there is no formal election process.

Leading a vigorous campaign will certainly take over your life. You need to decide whether you are comfortable with seeing less of your friends and family, losing your other interests and putting on weight. You will experience periods when you feel drained, low and bereft of hope. But it will change you for the better. You will have served your community. You will have fought for something really valuable. You will have stood up for your rights. You will get to know your neighbours better. You will develop all sorts of new skills. And maybe, when you get old, you can rest with your granddaughter under a tree which you helped save.

Our great strength

We were a rag tag and bob tail group which grew to massive proportions really quickly without ever developing a proper underlying structure. While this caused no end of organisational and political difficulties it was also our great strength. We had no membership, so you could drop in and give whatever support you wanted when you wanted. If you waved a banner, you were a member. We had no constitution, so we could be what we wanted to be, and change when necessary. This prevented our opponents ever getting a real handle on us. When we were asked how many members we had, we joked that we didn't have a clue. Maybe the dozen committee members sitting round the kitchen table, or the 2,000 registered financial supporters, or the 40,000 who signed our petition. Who's counting?!

"The Campaign" came to be seen by the public, press and politicians as a powerful organisation. In truth we were a small handful of people who became adept at leveraging in community support for our ideas and, by listening carefully, effectively representing the predominant community view. After the multiplex cinema scheme was abandoned, our fluidity meant that we could start to campaign for positive change immediately, with no procedural impediments. We had no elections, which outraged some, but meant that we grew into our roles and came to be seen as the face of the Campaign.

But we also went where the energy was. We accepted help from hundreds of talented people, channelling their contributions to what we needed most. We piggy-backed on the reputation of national groups like Friends of the Earth. We formed close alliances with other local organisations, forming a group of groups to co-ordinate our campaigning activities. We worked jointly on lots of ventures, particularly legal actions and planning battles. And, finally, we built the biggest alliance of all, with our erstwhile opponents Bromley Council, in planning the future of our Park together.

You can't plan Governments or businesses with such loose structures. But, even now, I still believe that grassroots activism thrives in such rocky soil, using creative friction and individual energy as its catalyst. Provided those at the heart of the campaign are identifiable and trusted, you do not need to fossilize your campaign in constitutional niceties.

3.2. Building up the case

You can only survive so long on slogans. You need to build up a convincing case, which you can deploy when necessary.

- Why is your park important? You should consider questions such as: Is there a deficiency of open space in the area? Is the residential population large, or dense, or poor? What is the ecological value of the park? What is its historic value? What is its cultural value in the life of the community? What is its recreational value? How far is the nearest alternative? How many busy roads does one need to cross to get there? Does it serve the same age-groups or recreational needs anyway?
- How many people use the park?
- How do they use it?
- Do a survey - remember to survey on all sides of the park, and include children. You should consider questions such as: What proportion of local people want to see the park remain a park? What do they think of the development? What alternative ideas do they have?
- What is wrong with the proposed development? It does not belong in a park, but what are the other arguments? Is it too big, too ugly, the wrong use, the wrong location, or would it have adverse recreational or ecological effects, or cause traffic problems, or air pollution?
- What is the need for the proposed development?
- Why would it go better elsewhere?
- Think of every argument in favour of the development, and then work out why it is wrong. For example, maybe the town needs a cinema. Sure, you like cinemas, but there is plenty of space to put it near the train station in the town centre. Once parks are built on, the space is gone forever.

If the park obviously needs some tender loving care, it is always better if you can suggest a viable alternative. If the local authority won't carry out public consultation as to its future, or bring local groups together, you should. Then, you cannot be accused of negativity. The local authority will seem undemocratic. And you will bring on board everyone who sees a green future for the space.

Get all of your arguments into the public domain, through newsletters, websites and public meetings, and use them whenever you are interviewed. Soon, the whole community will be unified around your arguments.

The highest rooftop car park in the UK

We constantly tried to find messages which were true, brief and resonant. The building was the largest multiplex cinema in the south. The Park was the highest tree-lined ridge in London. Two hundred mature trees would be lost. The building was the size of two football stadia. The car park was the highest rooftop car park in the UK, with 1,000 spaces. The building would bring 5,000 cars per day to the Park. And so on. You don't need adjectives, or rhetoric, when you have facts.

3.3. Finances

It goes without saying that a successful campaign needs finance - not millions, but enough for its core activities, and to respond quickly in times of emergency.

Fundraising without asking for it

We never appealed for money unless there was something to appeal about. Therefore when we did, we raised fortunes. Looking professional is a big attractor of funds: no-one wants to fund a shambles. We also covered finances in some novel ways. When we ran a legal action, we accepted pledges in case of defeat, giving author-signed books on Crystal Palace for our "Paxton 100" club, 100 donors who gave £100 and pledged a further £400 in the event of defeat. We took some long-stop underwriting from a couple of wealthy donors. We spread the risk of litigation by asking for dozens of people's names to put on the writ. And we also got legal expenses insurance to cover costs. Eventually, we stopped fund-raising altogether, since enough money came in to cover our costs without our asking for it.

Tips for fund-raising for your group

- It is always easier to fund-raise for a specific event, or to deal with a particular crisis. People are quicker to support a particular goal than a general aim. "We need £250 for transport, insurance and placards for our demonstration" will produce a better result than "Please give generously to our campaign."
- Fund-raising is about the donor, not the recipient. Tell the donor how much they are valued, how important their money is to you, and what their money will achieve.
- People like things in return. T-shirts, car stickers, pens and post cards are all good bets.
- Repeat donors are gold dust. Get your supporters to sign a standing order for £1 a month. If you can get 1,000 people to do this, you will probably never need to raise another penny. Would you spend £1 a month to save your park?
- Never under-estimate the bucket.
- Fund-raising events fulfil many purposes other than just fund-raising, such as raising the profile of your group or attracting new members. Try concerts, sponsored walks, raffles, auctions, quizzes, jumble sales or picnics in the park.
- Businesses will sponsor you if there is something in return: particularly publicity in your newsletter.
- Donors need confidence in you. Your newsletter must make it clear that: every penny is carefully spent; money is spent only on campaign objectives; no member of the campaign has ever been paid for their work, or ever will be; expenses are paid only when previously authorised and verified; you will never engage in unlawful activity; you will publish accounts.
- All money received must go into the bank. There should be at least three signatories to every outgoing cheque, including the chair and the treasurer.
- Thank every donor profusely. They are your lifeblood. The pensioners who send in £2.50 need just as much thanks as the businessman who can spare £250.

Remember, keeping costs down is just as important as fund-raising. You should aim to get most of your professional help for free. Businesses may offer benefits in kind, like photocopying, catering, transportation or sound equipment. Whatever you produce or do, you can look professional without it costing a fortune.

3.4 Insurance

If your group carries out any practical work on site, or even if you just plan to carry out demonstrations or events in the park, you must have insurance to cover your activities. You will need public liability insurance to cover accidents to the public and personal accident insurance to cover accidents to volunteers working on the site.

The cost of insurance depends on how often you work on the site and on the types of tools you use or activities you plan to carry out. You can contact an insurance broker for a quote, but BTCV offer an insurance scheme underwritten by Zurich Municipal, designed especially for community groups, with a range of packages starting from £135 per year. Costs increase for power tools and go higher if chainsaws are used by members (who must have been trained and hold a certificate). To save costs it might be better to leave power tool work to the local authority or its contractors who will have their own insurance. If you work on a community garden, the Federation of City Farm and Community Gardens (FCFCG) offer public liability insurance for an annual premium of £105.

To take advantage of these special insurance offers, your group will have to become an associated member of the organisations; BTCV currently costs £25 for a year and FCFCG costs £20 (see chapter 8 'Further Resources' for contact details).

If you are considering litigation, and are not publicly funded, you may wish to consider legal expenses insurance to cover the costs of your opponents if you lose. Your legal representative will advise you of the sources and costs of such insurance.

4. Getting Your Message Across

4.1 Newsletters

The role of newsletters

Lots of campaigns fail because a small number of dedicated campaigners flog themselves and then burn out, without ever drawing on the resources of the community. You have to reach, inform, recruit and energise. You must always be seen to represent the whole community and always seek to be inclusive. One of the best ways to achieve this is to publish a regular newsletter.

The purposes of a newsletter are to:

- Inform people of your campaign.
- Raise your profile.
- Set out the facts and arguments.
- Publicise your next event or meeting. Every newsletter should be directed at this.
- Tell people what they can do to help. Lots of people won't want to devote their lives to the campaign, but they might: put up the poster printed on the back; complete a donation form or (better still) standing order; send off for your car sticker; sign the postcard to the councillor which you have attached; get their friends to sign the petition you have enclosed.

Cartoons to drive the message home

Our newsletters were mostly cost-neutral, financed by local businesses advertising on the back, or printed as a favour by local printers. We got local artists to create cartoons and graphics to drive the message home. We had a distribution system which regularly delivered 30,000 newsletters for free.



Tips for designing newsletters

- Pick a logo for your campaign. Stick to it. It is your brand.
- Use a big headline on the front page. Remember, you are competing on the doormat with everything from pizza adverts to bank statements.
- Include lots of graphics and photos.
- Keep sentences short.
- Summarize the big points in text boxes. People will not read a tome.
- Get quotes from local people: "Why I support the campaign".
- Your newsletter never attacks anyone personally, only their arguments. It is brief, eye-catching, passionate, serious and even funny, never abusive. Every enemy is a potential ally. Nastiness alienates your core support as well as exposing you to possible libel claims. Local authorities cannot sue for libel, but councillors, local authority officers and developers can.
- Check facts, spelling and grammar. Look professional: it generates support and frightens the developer.
- Show contact details - phone, web, email, fax, and address.

There is no point printing thousands of newsletters which will lie in distributor's front rooms. Give one person overall responsibility for distribution. They would be wise to appoint area distributors, who will be in charge of, say, eight streets. The area distributor will find a street representative in every street. Give everyone enough time to get the newsletter out: people are busy. It should be printed at least a month before the event you are publicising.

Creating a Website

Increasing numbers of community groups are finding that websites are an excellent method of promoting their group and keeping members and other interested parties informed. They can be particularly important if you are running a campaign and are trying to get your message across to as wide an audience as possible.

You should think carefully whether a website would be appropriate and useful for your group as it will be a time consuming project and could involve a small financial investment. The benefits can be enormous, however.

There are two main costs involved with developing a website. Firstly, you must buy a domain name for your group (for example www.crystal.dircon.co.uk - this is the address people will type into their computer to find your website) which will cost approximately £20 a year. Secondly, you must pay for a company to host or 'hold' your website on the internet so that people can find it when they type in your domain name. Prices for this service start at around £40 for a year.

There are additional costs such as the purchase of computer software used to design the website, which can range in cost but can also be found for free. If your group doesn't have much money, you can actually develop a website for free through the BT Volunteering Service's 'Community Website Builder' by visiting www.communitykitik.com. During the development of your website, there are several things which you must consider and some of the most important are:

- Always remember your audience when editing your pages. It's important to create content that your users want to read and not what you think they want to read.
- When writing for the web, ensure that your copy draws in the reader. Never write as much for the web as you would for print - you should write at least 25 per cent less.
- Your homepage is the flagship for your whole site and as such it should be the clearest, best presented and most readable page on your website. It should have up-to-date information about your group and its activities and contain attractive, but not over the top images.
- Do not overload your pages with images and text. This will result in the page taking longer to download and may confuse the user.

As a rule of thumb, keep content as concise as possible. GreenSpace have produced a guidance document describing how to go about setting up your own website, which can be downloaded for free by visiting the 'community' section of www.green-space.org.uk.

4.3 Virtual campaigning

The role of a website

More than anything else, the World Wide Web and email have shifted the balance between campaigners and the organisations they oppose. However big the developer, it will not have the resources to cope with thousands of local protestors acting together, linked by computer.

An effective, communicative website, together with a system of e-communications is the most effective campaigning tool of all.

You can use your website to:

- Publicise events and activities.
- Describe what your campaign is about.
- Create links to like-minded organisations.
- Ask for help.

- Seek feedback as to how you are doing and what you could do better.
- Tell people what they can do for you.
- Ask for readers' email addresses so you can keep in touch. When you first create your database, you may need to register under the Data Protection Act. This is a simple procedure. See www.informationcommissioner.gov.uk.
- Create a database for public information. It might contain: the facts supporting your argument; a rebuttal of the opposition view; photographs of the park; press coverage of your campaign; a record of events; speeches and articles by your leaders, supporters and others.

5. Playing the System

5.1 Planning

Getting involved

While the planning system is complicated, it is possible for a local group to play a key role in influencing planning, without professional support. You should not be daunted by the apparent position of power held by the developer. With a bit of research, you can quickly become experts in the field and fight on their level.

You should be trying to exert influence at two key stages:

- When the planning application for development is being decided.
- When the development plan is being prepared.

In this guide we can only touch on the main points.

The planning system

Every development (like a building or a change of use) needs planning permission. Planning applications are usually determined by the planning authority, the local council. If they refuse the application, the developer can appeal and there will be a public inquiry, conducted by a planning inspector appointed by the Secretary of State.

For larger or more controversial schemes, the Secretary of State may “call in” the application for determination by him after a public inquiry.

Development Plan Documents

Under arrangements brought into force in September 2004, each planning authority has to publish a suite of documents, known as Development Plan Documents, which form part of its Local Development Framework. Development Plan Documents will replace the existing documents, known simply as development plans, over a period of three years. Under the previous legislation, the London and Metropolitan authorities prepared Unitary Development Plans. Other authorities had Structure Plans prepared by the County Council and Local Plans prepared by the District Council.

Development Plan Documents contain a series of planning policies for the area. They deal with things like housing and retail development, ecological matters and identification and preservation of important open space. They are key documents, because by law planning applications must be determined in accordance with the development plan (which means the Development Plan Documents taken as a whole), unless other considerations outweigh the plan.

All campaigning groups should obtain a copy of the Development Plan Documents, and be able to point to how the opposed development breaches them. Some local authorities also publish “supplementary planning guidance” on subjects including open space. If this exists, you should check what it says.

One of the Development Plan Documents is a proposals map, which will show any designations applying to your site such as Green Belt, Metropolitan Open Land, Conservation Area, Registered Historic Park or Garden, recreational open space, any ecological designations and so on. In addition, you should ask to see the Planning Register, which will show whether there are any listed buildings or other structures on the site, which have been considered worthy of protection.

Sometimes, there are “restrictive covenants” applying to the land, imposed or accepted by a previous landowner. You will not find these on the planning register, but will need to obtain a copy of the land register, which can be done quite cheaply from the Land Registry: www.landreg.gov.uk.

It is extremely important to build up a profile of the existing designations and other forms of protection applying to the land. These are all obstacles in the way of the developer, and if you understand them implicitly you will be able to fight the developer on their level.

Planning Policy Guidance

Planning Policy Guidance (PPG) notes set out the Government's national policies on different aspects of planning, to which all decision-makers must have regard (in future, Planning Policy Guidance notes will be replaced with Planning Policy Statements). It is a very good idea to research such notes in order to develop a better understanding of the planning system and the context within which the proposed development exists. If you are armed with comprehensive and accurate information and have done your research, your chances of success are likely to be much higher, and it becomes possible to fight on an equal footing with the developer.

The most important PPGs are:

PPG1:	General policy and principles.
PPG2:	Green Belts.
PPG3:	Housing.
PPG7:	Countryside.
PPG9:	Nature Conservation.
PPG15:	Planning and the historic environment.
PPG17:	Planning for Open Space, Sport and Recreation

(see *'Assessing Needs and Opportunities, a Companion Guide to PPG17'* which is crucial reading to accompany PPG17).

Understanding PPG17 provides you with a key weapon in the planning fight as it throws Government weight behind open space which is, or has the potential to be, of value to the community.

PPG17 compels local authorities to undertake audits of their existing open space, which will look at things such as quantity, quality, use and access. They must also carry out recreational space assessments. As part of this, local authorities are obliged to undertake comprehensive assessments of the existing and future needs of their communities for open space, sports and recreational facilities, developing local, rather than national, standards in relation to green space, therefore focusing on the needs of local communities.

These assessments and audits will then form the foundation for establishing an effective strategy for open space, sport and recreation at the local level, and for effective planning through the development of appropriate policies in plans. PPG17 is designed to protect open space from unplanned developments, stating that "existing open space...should not be built on unless an assessment has been undertaken which has clearly shown the open space or the buildings and land to be surplus to requirements". It also places emphasis on developers conducting public consultation with a requirement to demonstrate widely held support for the proposed development if it is to go ahead.

All the PPG documents can be viewed in the planning section of the ODPM's website at www.odpm.gov.uk. PPG17, together with 'Assessing Needs and Opportunities, a Companion Guide to PPG17' can be viewed in the planning section of GreenSpace Online at www.green-space.org.uk.

Opposing planning applications

Every planning application is put out to public consultation. This is your chance to mount a compelling case based on, for example:

- Conflict with the development plan.
- Breach of planning guidance.
- The recreational value of the land. A good survey of usage should bear this out.
- The open space value of the land, whether for formal or informal recreation, or merely as a break in the urban fabric - its "green lung" value.
- Its place in the topography and landscape of the area.
- Its historic value. This might be formally recognised, in that the park might be on the National Register of Historic Parks and Gardens, or on a local authority development plan list of historic parks and gardens, or in a Conservation Area, or it might just be part of the historic weave of the neighbourhood. I once successfully opposed a superstore proposal on a private cricket field in Sheffield by pointing out that "Meadowhead" meant the head of the historic meadow, the last bit of green space connecting local people to their past.

- Its nature conservation value. Your local ecological society will help here.
- Loss of trees, particularly those with Tree Preservation Orders.
- Domination of remaining park or over-development - town cramming.
- The transportation consequences of the proposal.
- The fact that the development belongs elsewhere. Government policy and most development plans try to direct retail, built leisure and, increasingly, housing developments to the town centre or, at worst, areas well served by public transport (see PPG3: Housing; PPG6: Town Centres and Retail Development; and PPG13: Transport).

You may also argue that the scheme requires environmental assessment. There are Environmental Assessment Regulations which require such assessment automatically for certain large schemes, and all urban infrastructure schemes like housing or industrial estates which are liable to produce a “significant environmental effect”. The effect could be on anything: nature conservation, drainage, traffic, open space, the historic environment etc. An environmental assessment is an expensive and slow process, which can act as a deterrent to developers, and requires them to spell out the effects of the development in a non-technical way, so that it can be consulted upon with local people. It has been a key environmental campaigning tool for many years.

Ensure you copy your letter of objection to every councillor in the local authority. They could be sitting on the planning committee, and the planning officer might not fully reflect your objection in his report to the committee. Follow up your letter with a call to the planning officer to find out how he is treating your objection. This is your chance to find out whether you need to submit further material in support, or to rebut something the developer is now saying.

Eventually, there will be a planning committee meeting. If you notify the local authority that you want to turn up and speak, it will usually give you a few minutes to make your case. Plan exactly what you want to say and use your time wisely. Bring lots of local support. Behave. It can be very effective, when you have concluded your address, to ask all those on your side to stand up: each one a local voter! If planning permission is rejected, the developer may appeal, which will lead to a public inquiry.

Alternatively, if the Secretary of State calls in the application, there will be a public inquiry anyway. Provided you are organised and play by the rules, you will be allowed to play a full part in the inquiry, cross-examining witnesses, calling evidence of your own and making submissions to the inspector at the beginning and end of your case. You will need to prepare proofs of evidence together with summaries, and exchange them with the opposition according to directions given by the Inspector.

The Inspector will bend over backwards to give you a sympathetic hearing.

If you feel you need representation, there is a way of doing it for free. The Planning and Environmental Bar Association may be able to supply a young barrister to represent you without charge. You should contact the Association via the Bar Council, 3 Bedford Row, London, WC1R 4DB or telephone 020 7242 0082.

If, eventually, planning permission is granted, there is very little you can do. It is possible to apply to judicially review the decision in the High Court. But the High Court will not grant your application just because you think the planning authority got it wrong. You would have to show it went wrong in law, which is not easy to do. Funding actions can be very expensive, and you run the risk of having to pay tens of thousands in legal costs if you lose. Funding becomes much easier if your means qualify you for legal funding by the Legal Services Commission. There are a small number of solicitors who specialise in representing claimants in environmental cases. Although they may be a long way from your park, it is usually better to use them than a local high street solicitor.

If you need legal assistance, a good place to start is the Environmental Law Foundation, a national charity which links communities and individuals to expert legal and technical help. For more information, see their website at www.elf.org. Their own services are free, and the lawyer to whom you are referred may be prepared to work at reduced rates, or on a “no-win no-fee” arrangement.

If you decide against litigation, another route is to complain to the Local Government Ombudsman. The Ombudsman investigates complaints of injustice arising from maladministration by local authorities. His services are free. Like courts, he will consider whether a planning decision was procedurally improper, took into account irrelevant considerations, failed to take into account relevant considerations, or was otherwise unreasonable (i.e. perverse or irrational). But he will not find against local authorities just because he disagrees with their planning judgment. Unlike courts, he cannot overturn a planning decision. However, if the decision has been made, an Ombudsman finding that it was arrived at unlawfully carries great political weight. Furthermore, if your complaint is about the handling of a process that is ongoing, the authority might be asked to suspend the process pending his determination. See www.lgo.org.uk.

Development Planning

Every few years, a Council is required to review its Development Plan Documents. This is your opportunity to exert an influence over the policies which will govern your park in the future. The Council will carry out preliminary consultation, where you should make your points known. Then it will submit the draft development plan to the Secretary of State. You are given the right to make a statutory objection. You have a right to be heard at an independent examination in support of your objection, if you wish. Again, you will be required to submit and exchange proofs of evidence, and to turn up and give evidence and make submissions on the day. As intimidating as all this may seem, the Inspector will probably be glad to see a real local person, and will extend you every courtesy. A local development plan victory will protect your open space for the next generation, enabling you to regain some semblance of normal life.

The kinds of things you can do are:

- Seek the designation of the area as an Area of Open Space Deficiency.
- Seek the designation of the park as Green Belt, Metropolitan Open Land, or Urban Open Space. Green Belt is the highest form of protection for open space, principally outside the urban areas. Metropolitan Open Land is the urban equivalent, and in London provides the same level of protection. Urban Open Space designations usually provide a strong policy presumption against development.
- Conversely, try to write into retail and housing policies that these developments will not be permitted on open space of value to the community.

- In addition to proposing or opposing particular designations, it is good to propose specific alternative wording for policies in your objection. Then, the Inspector will be inquiring of the local authority why it disagrees with your wording, rather than vice versa.
- Speak to the local authority's ecology officer and ask for any public research on the ecological value of the site. Get a local ecology group to do an ecological assessment, and press for the park's designation as a local nature reserve, or, if the site is of national importance, a SSSI (Site of Special Scientific Interest) or a SAC (Special Area of Conservation). These will give strong protection against development proposals.
- Try to beef up protection for open space and areas of ecological interest generally in the plan, by asking for policies which underline their importance. Read PPG2, PPG9 and PPG17 carefully, and ensure that the Plan properly reflects their language in its support for open space and ecological protection.

Planning action and community resistance

We regarded planning action as a cornerstone of our work.

- We persuaded the Secretary of State to freeze the planning application for eight months while he decided whether to call it in.
- We judicially reviewed the outline planning permission, albeit unsuccessfully. We had a "fee-capping" arrangement with our lawyers, and also took out legal expenses insurance to cover the costs of the other side, so the action delayed the development for a year without being a financial disaster for us.
- We complained about the lack of environmental assessment to the European Commission. This has led to the European Commission suing the UK Government in the European Court of Justice, at no cost to us.
- We led community resistance to removal of the Metropolitan Open Land designation of the Park, proposed by the local authority in its revised Unitary Development Plan. This was a long and intensive project, but the Local Authority's case collapsed, and they agreed to the retention of the designation and the strengthening of policies protecting the park.

5.2 Other formal action

Official designations

There are a host of other formal procedures you can use to protect your park. Here are some of them.

Tree Preservation Orders

The main purpose of a Tree Preservation Order is to protect trees which make a significant impact on their local surroundings and is particularly important where trees are in immediate danger. If there are trees on your site, ask the local authority to make tree preservation orders. These can be individuals or groups or areas of trees or woodlands.

A tree preservation order does not prevent development, but it is a weighty factor in the consideration of a planning application. It also deters the developer from just cutting down the trees without specific permission from the local planning authority.

Conservation Areas

The Town and Country Planning Act 1990 obliges local planning authorities to designate as conservation areas any 'areas of special architectural or historic interest the character or appearance of which it is desirable to preserve or enhance'. Authorities are obliged to review their areas from time to time, to see whether any further designations are called for. This is an opportunity to lobby the authority to designate your park as a conservation area. You should be pointing to its topography, the quality of its trees and other green features, historic structures on the site such as bandstands, bridges, railings or other buildings, whether listed or not.

If the local authority decides to designate your park, it will then have to consult upon and then publish policies for the preservation and enhancement of the conservation area. When considering any subsequent application for development within the park, the local authority will then have to pay special attention to the desirability of preserving or enhancing the character or appearance of the conservation area. While conservation area status does not prevent development, a designation of parkland provides strong protection against inappropriate built schemes.

Listed buildings

The Government, through the Department of Culture Media and Sport (DCMS) is responsible for protecting the historic environment by listing buildings of special architectural or historic interest. There are three grades of listing:

- Grade II are of special interest, warranting every effort to preserve them.
- Grade II* are particularly important buildings of more than special interest.
- Grade I buildings are those of exceptional interest.

Requests for a building to be listed can be made to the Secretary of State for Culture, Media and Sport. As well as your reasons for wanting the building listed, you should try to include:

- A location plan showing, wherever possible, the position of any other listed buildings nearby.
- Clear, up-to-date photographs of the main elevations of the building.
- Any information about the building, e.g. maps.
- Details of specialised function (such as industrial use).
- Historical associations.
- The name of the architect.
- The building's group value in the street scene.
- Details of any interior features of interest.
- The daytime telephone number of the owner or his or her agent who may be able to give access to the building for an inspection.

It is not only buildings which can be listed, but other structures too, such as bridges, bandstands, and even railings, fountains, monuments, sculptures, gateways and gates, boundary walls and follies.

Listing a building does not mean that it is preserved forever in its existing state. But it does impose a strict duty on the planning authority to 'have special regard to the desirability of preserving the building or its setting or any features of special architectural or historic interest which it possesses'. In practice, this provides very strong protection for the building and its setting. In order to make a request for a building to become listed or a tree to be protected, you do not need to own the land.

When researching local heritage, it can be a good idea to look in the local studies section of your local library where you can find a wealth of information about the history of local sites. The local authority's Museum Services can also be useful here.

Village Green

To get registration as a village green, you will need to gather evidence that a significant number of local people have used the land without permission, without being stopped or seeing notices which stop them, and without being secretive about it, for a continuous period of 20 years. This works best where there is a woodland or open space which has been neglected by the owner for a couple of decades at some point in the last half century, and “colonised” by local people for recreational pursuits, which might be just dog walking.

While the registration authority is the local authority, it does not have any discretion. If the facts are proved, it has to register the land. Registration protects the land forever. The experts are the Open Spaces Society (www.oss.org.uk), who have published an excellent book called *Getting Greens Registered: A Guide to Law and Procedure for Town and Village Greens*.

Register of Historic Parks and Gardens

Inclusion of your park on this non-statutory register (maintained by English Heritage) does not prevent development, but it makes it politically much more difficult for a local authority or the Secretary of State to support it. Local plan policies for such sites provide a strong presumption against development.

You can make an application for registration direct to English Heritage by writing to the Head of Parks and Gardens Register, English Heritage, 23 Saville Row, London W1S 2ET, explaining the reason for the request and the urgency of the issues involved. You need to include:

- Details of the location of the site either as its national grid reference or in relation to the nearest settlement(s), and the local authority in which it lies.
- Information on ownership if known.
- A brief written statement explaining what you consider might make the park or garden of special historic interest in a national context, and an outline of its historic development.
- A map clearly showing the site.
- A brief description of the site as it is today, including mention of features within it of particular note.
- A set of current photographs of the site clearly labelled with the name of site and a one-line description of what each individual photograph shows.
- Supporting information: Copies of any documents which provide details of the historic evolution of the park or garden, such as old ordnance survey map.

Failing national registration, seek the inclusion of the park on the local list of historic parks and gardens or your local authority's Sites and Monuments Record (SMR). Inclusion will give recognition to the site and help to resist inappropriate development.

For further information, visit www.english-heritage.gov.uk. English Heritage also publishes a free leaflet called *'Registration of Parks and Gardens: an Introduction'*.

Licensing

Licensing law is in the process of change. From February 2005, if the development scheme involves a pub, nightclub or late night restaurant, it will need a premises licence under the Licensing Act 2003.

While the grounds of resistance are narrow, relating to public safety, public nuisance, crime and disorder or the protection of children from harm, it can be a very effective tool of opposition. A built leisure scheme without a pub may never get off the ground financially.

Licences are provided by local authorities, and local people can object. Even if the licence is granted, objectors can appeal to the Magistrates Court, although there is a risk of costs being awarded against you. Licensing authorities must periodically publish policies, which are subject to consultation. This is a key opportunity for residents groups to try to get policies which protect family-oriented residential areas, the kind of areas in which one finds local parks.

A summary of the law can be found on the Department of Culture Media and Sport website at www.culture.gov.uk.

Archaeology

For sites of great archaeological importance, designations may be sought as a Scheduled Ancient Monument or Area of Archaeological Importance. For further information see PPG16: Archaeology and Planning, on the ODPM website www.odpm.gov.uk. For lesser sites, a local listing through the local authority provides protection for the archaeological features before development, though is less likely to restrain development itself.

A satisfyingly furious response

The developer at Crystal Palace applied for 14 pub licences. We employed a leading barrister to represent our case, and persuaded Ken Livingstone to appoint a barrister to co-object with us. We produced survey work to show how affected the area already was by licensing, not just residents but also businesses who complained of vandalism and intimidation.

We called politicians to show that they had never experienced such a level of opposition, and encouraged the leaders of many local groups to speak of the results of the opinion polls amongst their own members. Eventually, only one pub licence was granted, which wounded the scheme grievously.

To make sure, we sent an "Alternative Prospectus" to the managing directors of the 100 leading pub and leisure companies, to explain to them how damaging it would be to their finances and PR to come to our park, and why, pointing to the stigma we had heaped on poor, beleaguered UCI. The response was satisfyingly furious. The scheme collapsed three months later.

Further Reading

Assessing Needs and Opportunities, a Companion Guide to PPG17

Campbell, K. (Office of the Deputy Prime Minister, www.odpm.gov.uk)

How to Stop and Influence Planning Permission by Roy Speer and Michael Dade (Stonepound Books, 2001).

How to Win, Saving Wildlife Sites (Friend of the Earth, 2001). This is particularly relevant if your site has ecological value.

Local Plans and Unitary Development Plans: Guide to Procedures

(Office of the Deputy Prime Minister, www.odpm.gov.uk)

The Crystal Palace Campaign's representations to the Unitary Development Plan Inquiry are on GreenSpace Online at www.green-space.org.uk. They contain material of general use for park groups, as well as showing a good format for presentations to public inquiries.

6. Taking Action

6.1 Direct action

Direct action is the litmus test of a good campaign. There are loads of good reasons for doing it:

- It raises consciousness.
- It demonstrates support for your campaign.
- It generates great press.
- It tells the world you mean it and you aren't going away.
- It strikes fear into the heart of the opposition.
- It gives your supporters a chance to meet their fellow supporters. In our nuclear society, how often do we get the chance to belong to something?
- It re-energises the campaign, and gives you fuel to go on to the next thing.

But it also exposes you to huge risks.

- Maybe no-one will turn up. That would be very damaging to your profile.
- You might attract troublemakers, who will be forever associated with your campaign.
- The day might go wrong. The police might try to break you up.
- If you strike too strident a note, you might alienate the moderates.

So you need to plan the event down to the last detail, leaving nothing to chance.

Plan your direct action to:

- Make an emphatic point colourfully.
- Be lawful, humorous and good natured. The poll tax riots made a point, but community campaigns fail if they rely on anger. Passion is OK.
- Involve everyone who turns up.

Here are some ideas for direct actions to save your park.

- Have a kite flying day in the park.
- Plant 10,000 crocuses.
- Make a human chain around the park.
- Organise a sponsored walk in the park.
- March from the park to the local authority offices.
- Let off 1,000 balloons printed with your campaign logo. Fund-raise by selling each for a pound, with a prize for the one which travels furthest.
- Get a celebrity to lead a clean-up. Invite the press.
- Take a meeting table to the developer's HQ, complete with white tablecloth, glasses and name plates. If they won't come out, hold the meeting on the pavement, with their places empty. The press will snap away.
- A candle-lit vigil is very photogenic.
- Go en bloc to the local authority meeting in campaign t-shirts. To make a point about traffic pollution, wear oxygen masks too. Or get every one to bring a pot plant or a deck chair and make a garden in the car park, just to remind councillors what one looks like.

You will need to think about:

- Putting in place a sub-group whose job it is to run the event to budget.
- Publicising the event.
- Arranging stewards for the day: they should be linked by mobile to a central number.
- Informing local police and liaising with them.
- Collecting funds and offers of support on the day.
- Hiring any equipment and arranging necessary catering.
- Insurance. We took out public liability insurance in case anyone got hurt (see section 3.4)

A snowdrop for next spring

We started with small events. At a picnic in the park I planted a single snowdrop to demonstrate that the park would still be a park next spring. It was. As we grew in confidence we got big. We held a march from the Park to the Empire Leicester Square, the flagship of the proposed multiplex cinema operator UCI. A thousand people came dressed as film characters. We called it Strike Back Against the Empire. Darth Vader handed a petition of 40,000 names to the manager. A spin-off group, Boycott UCI, started to picket outside the Empire regularly, diverting customers to other cinemas who were not going to destroy our precious park.

Eventually, we had the confidence to hold a national day of action, when we picketed all 40 UCI cinemas in the UK from Strathclyde to Poole, working with Friends of the Earth groups in many places. I did Strathclyde with my wife and daughter, and soon loads of local youngsters took up our placards and demonstrated their support for our park, over 400 miles away. The pressure we put on UCI, with its squeaky clean American corporate parentage, was a key element in getting the scheme to collapse. We felt a bit sorry for UCI at first. They had not known the extent of local opposition when they first got involved. But we had to make an example of UCI so as to deter further operators from signing up, so we fired all of our direct action arrows at this single target, which proved to be the Achilles heel of the scheme.

Our slogan was "Militant but lawful" in order not to alienate local or institutional support, and to avoid legal action. This was tested when a group of eco-warriors occupied the site, bringing high press profile to the site but arousing mixed opinions locally. That created a dilemma for the Campaign, which was heightened when the local authority sued an 82 year old local lady for bringing the eco-warriors a bread pudding while intimating to us that we would be in the firing line unless we publicly denounced the eco-warriors. We published a newsletter in which we published the implied threat (thus humiliating the local authority still further), declared our own commitment to solely lawful action, but refused either to support or denounce the means used by the eco-warriors to protect the site, since they were nothing to do with us.

Instead, we set out the arguments for and against their civil disobedience and left the readers to make up their own minds. In the end, it cost the local authority over £2m to evict the eco-warriors. So we felt that we were right not to lend public support to their illegal occupation, however much we admired their individual courage. If a community group behaves unlawfully, or incites or gives practical support to unlawful action, it risks legal proceedings for damages or an injunction, which most insurance policies will not cover.



People power: The march to Leicester Square

6.2 Petitions

There is often argument about how effective a petition is. True to say a planning inspector is more impressed by a well-developed planning argument than a wodge of paper signed “Mickey Mouse.” But if I am talking to an MP I would like him to know that I’ve got 25,000 of his electors on my side.

Top tips for petitions

- Make it clear what the problem is: “The local authority has decided to build a housing estate on Hyde Park.”
- State briefly what you are asking for: “We the undersigned request the local authority to preserve the park for the benefit of local people.”
- Get out there. Organise the team to hit the streets, the workplace, the schools, pubs and clubs etc.
- Put the petition on your website.
- Put it in your newsletter, to get others to collect signatures on your behalf.
- Have the petition available at your meetings and events, to collect signatures and distribute forms to those willing to do so.
- Get local newsagents to leave petition forms on their counter.
- Make sure there is room for signatories’ address and email address, and a box for them to tick giving you permission to contact them. Otherwise, you are in danger of breaching the Data Protection Act .
- When the time comes to deliver the petition, deliver a copy. Keep back the original and make it grow.
- Use the names and addresses you collect. Create an e-newsletter. This reaches thousands of interested people at nil cost.

You can’t argue with numbers

We took our petition with us everywhere. It’s probably still going, somewhere. We stopped counting when we got to 40,000 signatures. You can’t argue with a number like that.

6.3 Influential people

Movers and shakers

There are lots of types of movers and shakers, but the most important in environmental campaigning are Members of Parliament, councillors and celebrities.

MPs

MPs can be of great benefit to a campaign, particularly when facing re-election. They might be persuaded to:

- Speak at a public meeting.
- Give you a quote for use in your literature.
- Propose an early day motion in Parliament.
- Refer to the issue in a Parliamentary or Select Committee debate.
- Write to other politicians or political bodies on your behalf.

Councillors

Councillors are usually in a position to exercise more direct control. They might:

- Try to get funding for regeneration or maintenance of the park.
- Influence policies in the local plan.
- Vote or speak on planning applications.
- Work to change hearts and minds in the local authority, whether formally or informally.

Tips for dealing with politicians

- The importance of remaining friends with politicians cannot be over-stressed. Even those who set out loathing you can be won round with a respectful attitude, a well-marshalled argument, and a few thousand supporters up your sleeve.
- You should certainly keep in regular touch with your political representatives, but keep your communications brief and to the point: they are very busy people.
- You might ask your supporters to write to their MP, supplying the text if necessary. A few hundred letters on an issue will make any politician sit up and beg.
- Just because they are political does not make them inhuman. In fact they are more human than most, needing copious thanks and public praise for everything they do for your campaign.
- Never play party politics. You do not support one party over another and you should always maintain political impartiality so as not to alienate people. You simply want the support of the individual politician for your issue.

Remember, if you do not like what your local politicians are doing, you could always stand for office yourself. Many rural districts now have single issue campaigners sitting on their local councils. There, you have endless opportunity to exercise decisive influence. The mere threat of standing can bring about a remarkable change of heart on the part of councillors.

Celebrities

Celebrities can bring a huge amount of profile to a campaign. But they are very busy people and get endless requests to lend their names to causes. Approach them respectfully, set out your case briefly, ask for a small amount of help and thank them profusely. Never abuse their name by using it for purposes beyond that which they allowed. Celebrities might:

- Give you a quote for a press release.
- Allow themselves to be photographed on site.
- Take part in some direct action.
- Make a speech.
- Be your patron.

They are not necessarily your trump card. Not all are liked equally. But they can add profile to your campaign with a snap of their bejewelled finger. If you have one, use one.

Getting noticed in Europe

We were lucky to have strong support from politicians. Our local MP regularly turned up to public meetings, and wrote letters to the local authority and other bodies on our behalf. Another MP even presented a Parliamentary bill which we drafted to transfer ownership of the park to the London Mayor! We got local councillors to chair our meetings, which built their standing and our profile. Our MEP was key in getting us noticed at European level, both by the European Commission and the European Parliament. Our Greater London Authority members took a deep interest at regional level.

The Mayor of London was a powerful influence, stating his opposition to the scheme, intervening in litigation regarding licences for the scheme, and writing a supportive foreword to our public consultation exercise *Consultation Starts Here*. We never found a celebrity patron, but were greatly indebted to the cellist Raphael Wallfisch and the comedian Jeremy Hardy for their benefit gigs, and to Andrew Lloyd Webber who gave us a quote which we used endlessly.

7. Conclusion:

influencing the developer

In your battle of chess, the developer is the king. He has the money, the expertise, the contacts, and the time. He only needs to win once, whereas you need to protect the park for ever.

But the king is vulnerable. He must play according to pre-set rules. He can only move in straight lines, one square at a time. You are the knight - you can go two ways at once. You can leap obstacles. You can summon an army of pawns to chip away at his position. And if that is not working, you can fold up the board and play a different game. Your ingenuity and persistence wins the day.

The developer never reckoned on having to deal with 10,000 voices. He visibly wilts when child protestors look him in the eye. He can't get support in Parliament, develop a web campaign or pull off photogenic stunts.

You choose the battlefield. What is it to be today? The local press? The Council Chamber? Some direct action? Undermining the economics of the scheme? A planning battle? A new legal point? Unveiling a high profile objector? Or just a letter asking an innocent question, making him spend a couple of grand on legal costs to answer it? You decide. Who is the pawn now?

It's good to ask the developer to do things. If he responds constructively, you have a dialogue, and who knows where that will end? If he doesn't, he looks hostile and inflexible. A win-win for you.

Better still if the developer responds with direct attacks. Nothing will gain you more sympathy and support. And if he resorts to personal abuse, oh joy! It means your campaign is winning. Oh, and do remember to publish it.

The British are in full flood when against something. It brings out all our virtues. And we have something the developer can never have. **Passion.**

A campaigning coup

We got the Minister Tessa Jowell to persuade the developer to join our stakeholders' forum. We announced this at a large public meeting to great acclaim. It drove a wedge between the developer, who was under great political pressure, and the local authority, who was adamant that the scheme should proceed unchanged.

Shortly afterwards the developer reneged. Jowell was furious, the press outraged and the community both incandescent and energised. We were delighted - it was a campaigning coup at pretty well nil price or effort. The Crystal Palace Campaign kept up a continuous dialogue with the developer. A polite drip feed of explanation of how unfortunately we were going to have to take a new form of action was intended to depress and demotivate. We considered our persistent courtesy to be one of our most potent weapons: un-nerve gas.

Epilogue

This book is not a bible, or even a template.

What wins campaigns is not playing by the book, but using your own creativity, drawing on the resources of your own local community, and applying them to your particular open space.

More of the Amazon rain forest is lost to the loggers every minute than the area of Crystal Palace Park we spent seven years campaigning to save. But at stake was much more than 12 acres of open space, but a principle. It is local people who should determine the future of their environmental assets, not distant corporations.

If this book provides one or two tips that you can draw on, if it gives you confidence to have a go, if it even just tells you that the fight is not always hopeless, it will have done its job.

Good campaigning.

Something worth fighting for: the twelve acres of saved Crystal Palace Park



8. Further Resources

BTCV

BTCV is the UK's largest practical conservation charity. Founded in 1959, they have helped over 130,000 volunteers take hands-on action to improve the rural and urban environment. BTCV is a national organisation with local offices around the country.
T: 01491 821600
F: 01491 839646
E: information@btcv.org.uk
www.btcv.org

CABE Space

As a new unit of the Commission for Architecture and the Built Environment, CABE Space campaigns to raise the quality of urban space, including parks and other green space. The unit promotes and develops skills training, disseminates good practice and provide help and advice to local authorities on delivering improvements to the public realm.
T: 020 7960 2400
F: 020 7960 2444
E: enquiries@cabe.org.uk
www.cabespace.org.uk

Campaign for the Protection of Rural England (CPRE)

CPRE operate as a network with over 200 district groups, a branch in every county, a group in every region and a national office, making CPRE a powerful combination of effective local action and strong national campaigning.
T: 020 7981 2800
F: 020 7981 2899
E: info@cpre.org.uk
www.cpre.org.uk

Community Development Foundation (CDF)

Part of the Home Office, they develop and promote informal activity in local communities not unduly reached by the agencies concerned with more formal volunteering.
T: 0207 226 5375
F: 0207704 0313
E: admin@cdf.org.uk
www.cdf.org.uk

Department for Culture, Media and Sport (DCMS)

The DCMS is responsible for Government policy on the arts, sport, the National Lottery, tourism, libraries, museums and galleries, broadcasting, film, the music industry, press freedom and regulation, licensing, gambling and the historic environment. If you wish to make a request for a building to be listed, it should be done through this Government Department. DCMS also provides information regarding licensing law for pubs and nightclubs.
T: 020 7211 6200
E: enquiries@culture.gov.uk
www.culture.gov.uk/default.htm

Directory of Social Change (DSC)

This organisation gives advice and support to voluntary organisations. The long-term vision is to be an internationally recognised, independent source of information and support to voluntary and community sectors worldwide. They help voluntary and community organisations to thrive through advice on: how to raise the money they need; how to manage their resources to maximum effect; how to influence the right people; what their rights and responsibilities are; and how to plan and develop for the future. The DSC also speaks out on issues affecting the sector through the media, public platforms and membership of government and advisory groups working for and within the sector.
T: 0207 391 4800
F: 0207 391 4808
E: info@dsc.org.uk
www.dsc.org.uk

Environmental Campaigns (ENCAMS)

ENCAMS is an environmental charity, which aims to achieve litter free and sustainable environments by working with community groups, local authorities, businesses and other partners. It is the charity that runs the Keep Britain Tidy Campaign.
T: 01942 612639
F: 01942 824778
E: information@encams.org

English Heritage

English Heritage works in partnership with central government departments, local authorities, voluntary bodies and the private sector to conserve and enhance the historic environment, broaden public access to the heritage and increase people's understanding of the past. They are responsible for the maintenance of the English Heritage Register of Historic Parks and Gardens. You should contact them if you wish to make an application for a particular park or green space.

T: 0870 333 1181

F: 01793 414926

E: customers@english-heritage.org.uk

www.english-heritage.org.uk

English Nature

English Nature champions the conservation of wildlife, geology and wild places in England. They are a Government agency set up by the Environment Protection Act 1990 and are funded by the Department of Environment, Food and Rural Affairs

T: 01733 455101

F: 01733 455103

E: enquiries@english-nature.org.uk

www.english-nature.org.uk

Environment Law Foundation

The Environmental Law Foundation (ELF) is the national UK charity linking communities and individuals to legal and technical expertise to prevent damage to the environment and to improve the quality for all. Through its network of members, ELF provides people with information and advice on how the law can help resolve environmental problems such as pollution, development and health.

T: (0)20 7404 1030

F: (0)20 7404 1032

E: info@elflaw.org

www.elflaw.org

Federation of City Farms and Community Gardens (FCFCG)

FCFCG is the main national organisation involved with supporting community gardens and city farms across the city. They also have expansive knowledge and experience of allotments. If you have such a site, or are planning to start one, this organisation can offer you valuable advice and support.

T: 0117 923 1800

E: admin@farmgarden.org.uk

www.farmgarden.org.uk

Friends of the Earth

Friends of the Earth is the largest international network of environmental groups in the world, represented in 68 countries and is one of the leading environmental pressure groups in the UK.

T: 020 7490 1555

E: info@foe.co.uk

www.foe.co.uk or <http://community.foe.co.uk/>

GreenSpace

One of the UK's leading advocates for better planned, designed and managed parks, gardens and green spaces and for their positive contribution to our economic, physical and spiritual health, to social cohesion and to biodiversity. GreenSpace hosts the Community Network, a national network designed to support community groups working with parks and green spaces.

T: 0118 946 9060

F: 0118 946 9061

E: info@green-space.org.uk

www.green-space.org.uk

Greenspace Scotland

Greenspace Scotland is a new organisation, which has been established to provide a national lead on local action to improve the environment within and around urban settlements in Scotland.

T: 01786 465934

E: info@greenspacescotland.org.uk

www.greenspacescotland.org.uk

Groundwork UK

Groundwork is a federation of 50 trusts in England, Wales and Northern Ireland, each working with their partners in poor areas to improve the quality of the local environment, the lives of local people and the success of local businesses. Groundwork works in certain areas of high deprivation across the UK. Its regional offices can be found on the main website.

T: 0121 236 8565

F: 0121 236 7356

E: info@groundwork.org.uk

www.groundwork.org.uk

Land Registry Office

The main purpose of the Land Registry Office is to register title to land in England and Wales and to record dealings (for example, sales and mortgages) with registered land. They can supply copies of land registries for green space, which will list details of any 'restrictive covenants' applying to the land.

T: 020 7 917 8888

www.landreg.gov.uk

Legal Services Shop.com

This site provides all range of free legal information on thousands of topics using their free lawyer service. This is a vast database of law which is written by solicitors/barristers and provided on this website for free. Bear in mind however that there is no free follow-up service, if your particular query is not covered, or you need further explanation, or you wish to speak to a solicitor, these services will incur a charge.

T: 0870 241 6465

F: 0207 278 1001

E: enquiries@judicium.com

www.freelawyer.co.uk

Local Government Ombudsman

The Local Government Ombudsmen investigate complaints of injustice arising from maladministration by local authorities and certain other bodies. There are three Local Government Ombudsmen in England and they each deal with complaints from different parts of the country. They investigate complaints about most local authority matters including housing, planning, education, social services, consumer protection, drainage and council tax.

T: 0845 602 1983

www.lgo.org.uk

National Association of Cemetery Friends

The formation of a number of groups of volunteers with the common aim of conserving their local cemeteries led, in 1986, to the founding of The National Federation of Cemetery Friends. Many of the Cemetery Friends started as pressure groups to counter owners' neglect of a cemetery or proposals for inappropriate use. Often those who were successful continued their interest by monitoring the owner's maintenance and restoration work and, if given the opportunity, helping in a practical way.

E: info@cemeteryfriends.fsnet.co.uk

www.cemeteryfriends.fsnet.co.uk

National Playing Fields Association

Protecting and improving playing fields is the core work of The National Playing Fields Association (NPFA). There is no statutory protection for our playing fields so the country's irreplaceable recreational heritage is constantly at risk. The NPFA believes they deserve better protection.

T: 020 7833 5360

E: npfa@npfa.co.uk

www.npfa.co.uk

National Society of Allotment and Leisure Gardeners (NSALG)

NSALG has its roots as far back as 1901, when the Agricultural Organisation Society was established with the aim of co-operation amongst agriculturists and the organisation of smallholdings and allotments. It provides a united voice and action to protect and preserve a traditional way of life. With today's emphasis on protection of the environment, increased leisure facilities, attention to a healthy way of life and the recognition of organic growing, the Society has an organisational structure spreading the length and breadth of the country.

T: 01536 266576

F: 01536 264509

E: natsoc@nsalg.demon.co.uk

www.nsalg.demon.co.uk

Office of the Deputy Prime Minister (ODPM)

ODPM was created as a central department in its own right in May 2002. It is responsible for policy on housing, planning, devolution, regional and local government and the fire service. It also takes responsibility for the Social Exclusion Unit, the Neighbourhood Renewal Unit and the Government Offices for the Regions.

T: 0207 944 3000

E: scdu@opdm.gsi.gov.uk

www.odpm.gov.uk

Open Spaces Society

The Open Spaces Society protects common land and public rights of way. If you know of a blocked public path or encroachment on common land, or you want to register a 'new' green, they can help you, once you have joined the Society. This organisation can provide information on village greens and registration.

T: 01491 573535

E: hq@oss.org.uk

www.oss.org.uk

Planning Aid for London

Planning Aid for London aims to provide easy-to-use information about the planning system and to improve awareness about how to get involved. They provide free and independent town planning related advice to individuals and groups unable to afford professional consultants. They can also advise groups outside of London.

T: 020-7247 4900

F: 020-7247 8005

E: info@planningaidforlondon.org.uk

www.pafl.org.uk

Planning and Environmental Bar Association

The objects of the Association are to provide a professional organisation for barristers in independent practice in the field of local government, planning and environmental law; to represent their views as and when appropriate within the framework for the government of the Bar of England and Wales; to provide opportunities to meet and discuss matters of interest to those barristers; and to do anything which may be conducive to or to facilitate such objectives.
T: 020 7242 0082

Planning Inspectorate

The main work of the Planning Inspectorate is the processing of planning and enforcement appeals and holding inquiries into local development plans. They also deal with a wide variety of other planning related casework including listed building consent appeals, advertisement appeals, and reporting on planning applications.
T: 0117 372 8000
F: 0117 372 8139
www.planning-inspectorate.gov.uk

Royal Town Planning Institute (RTPI)

The RTPI influences the development of planning policy at regional, national, European and international level.
T: 020 7929 9494
F: 020 7929 9490
E: online@rtpi.org.uk
www.rtpi.org.uk

Save Britain's Heritage

SAVE has been described as the most influential conservation group to have been established since William Morris founded the Society for the Protection Ancient Buildings over a century ago. It was created in 1975 - European Architectural Heritage Year - by a group of journalists, historians, architects, and planners to campaign publicly for endangered historic buildings. Through press releases, lightening leaflets, reports, books and exhibitions, SAVE has championed the cause of decaying country houses, redundant churches and chapels, disused mills and warehouses, blighted streets and neighbourhoods, cottages and town halls, railway stations, hospitals, military buildings and asylums.
T: 020 7253 3500
F: 020 7253 3400
E: save@btinternet.com
www.savebritainsheritage.org

The Victorian Society

The Victorian Society is the national society responsible for the study and protection of Victorian and Edwardian architecture and other arts. It was founded in 1958 to fight the then widespread ignorance of nineteenth and early twentieth century architecture.
T: 020 8994 1019
F: 020 8747 5899
E: admin@victorian-society.org.uk
www.victorian-society.org.uk

Town and Country Planning Association

The purpose of the Association is to promote and improve the art and science of town and country planning and to promote, encourage and assist in all other arts and sciences connected therewith. The TCPA is working to improve the quality of people's lives and the environments in which they live.
T: 020 7930 8903
F: 020 7930 3280
E: tcpa@tcpa.org.uk
www.tcpa.org.uk

Wildlife Trusts

The Wildlife Trusts partnership is the UK's leading conservation charity exclusively dedicated to wildlife. The network of 47 local Wildlife Trusts and the junior branch, Wildlife Watch, work together to protect wildlife in towns and the countryside. They care for over 2,400 nature reserves from rugged coastline to urban wildlife havens. With more than 382,000 members, and unparalleled grass roots expertise, The Wildlife Trusts lobby for better protection of the UK's natural heritage and are dedicated to protecting wildlife for the future.
T: 0870 036 7711
F: 0870 036 0101
E: info@wildlife-trusts.cix.co.uk
www.wildlifetrust.org.uk

9. Further Reading

Assessing Needs and Opportunities, a
Companion Guide to PPG17

Campbell, K. ODPM, www.odpm.gov.uk

The Community Planning Handbook: How
People Can Shape Their Cities, Towns and
Villages in Any Part of the World

Wates, N. (1999), Earthscan

Community Start Up, How to Start a Community
Group and Keep it Going

Pinder, C. (1995), National Extension
College & Community Matters

Environmental Action

Friends of the Earth, (2002)

Getting Greens Registered: A Guide to
Law and Procedure for Town and Village Greens
The Open Spaces Society

Green Space Strategies, a Good Practice Guide
Cabe Space, (2004)

How to Stop and Influence Planning Permissio
Speer, R. & Dade, M. (2001), Stonepound Books

How to Win: a Guide to
Successful Community Campaigning
Friends of the Earth, (2002)

How to Win: Saving Wildlife Sites

Friends of the Earth, (2001)

Local Plans and Unitary Development Plans:
Guide to Procedures

ODPM, www.odpm.gov.uk

Parks and Greenspace, Engaging the Community

Urban Parks Forum (2002)

www.green-space.org.uk

Raising Money for Good Causes

Sutherland J. & Eastwood, M. (1998), Directory of
Social Change

The Community Planning Handbook

Wates, N. (2000), Earthscan

The Complete Fundraising Handbook

Botting, N. & Norton, M. (2001), Directory
of Social Change

The Complete Guide to Fundraising

Sterrett, P. & Sterrett, P. (2001), Management Books

Voluntary but Not Amateur: a Guide to the
Law for Voluntary Organisations and Community
Groups

Forbes, D., Hayes, R. & Reason, J. (2000), LVSC

10. Further Publications

10.1 Publications by GreenSpace

Making a Difference (2004)

This publication is a toolkit for people who want to start, or develop, a community group or friends of group aimed at improving parks and green space. It shows the benefit and mutual support that can be achieved by working closely in partnership with your local authority and other organisations.

Covering the basics involved in setting up and running a community-based group, Making a Difference will provide groups with the initial confidence they need to get out there and make a difference to their local environment.

ISBN: 0-9542663-4-X

(£5 members, £9.99 non-members)

Claiming Your Share (2003)

A 52-page two-colour publication, Claiming Your Share is GreenSpace's first publication targeted specifically at community groups working with parks and green spaces. Claiming Your Share helps these groups find their way through the frequently confusing maze of funding options, as well as providing extensive details and links to over 110 funding bodies and support organisations. Claiming Your Share uniquely unravels the jargon of fundraising, describes the main types of funding available, gives advice on organising an approach and provides practical tips on what makes a successful application.

ISBN: 0-9542663-3-1

(£5 members, £9.99 non-members)

Your Parks (2002)

A remarkable publication promoting the many benefits that parks and green space provide in today's society. 'Your Parks', a 20-page full-colour publication, is written to highlight the value of parks and green space and further push them up the political, cultural and ecological agenda. Whether or not you are currently aware of the many benefits provided by parks and green space, this publication will increase your knowledge base.

ISBN: 0-9542663-2-3

(£2 members, £3 non-members)

Parks & Greenspace:

Engaging the Community (2002)

A forward-thinking publication designed to encourage local authority park managers and park departments to embrace the prospect of increased community involvement in the management and maintenance of public parks and green space. This 200-page two-colour publication is accompanied by 20 in-depth case studies highlighting truly innovative approaches to community involvement and partnership working. A must-have on the desks of any organisation who wants to successfully engage the community.

ISBN: 0-9542663-1-5

(£55 members, £80 non-members)

Public Park Assessment (2002)

A 144-page full-colour publication, the Public Parks Assessment is the first major report on the state of the nation's public parks. It has produced major findings on: land types; land use; finance; condition and trend in condition; the effectiveness of conservation designations; visitor numbers and much, much more. A must-have publication for all those concerned with public parks and green space.

ISBN: 0-9542663-0-7

(£27 members, £37 non-members)

To order any of the above publications, please telephone 0118 946 9060 or visit GreenSpace Online at www.green-space.org.uk. All prices include postage and packing.

10.2 Publications by Philip Kolvin

Butterworths Licensed Premises Law and Practice (to be published January 2005)

Phillip Kolvin is managing editor of this forthcoming publication, which will be published to coincide with the largest revamp of licensing laws since Henry VIII. The book brings together leading lawyers, academics, police officers, industry operators and professionals in the fields of licensing, health and safety and acoustics to produce a unified theory of licensing law, practice and policy in the management of the night time economy.

11. Community Network

GreenSpace Community Network

The GreenSpace Community Network is a resource designed specifically to be used by community groups working with parks and green space across the UK.

The Community Network brings together over 1,900 community-based organisations across the country who have an interest in parks and green space. The network promotes communication between groups, provides a base to disseminate examples of good practice drawn from around the country and acts as a support system to help raise your capacity.

To register as part of the Community Network, visit GreenSpace Online at www.green-space.org.uk and click on 'community section' on the left or phone 0118 946 9060. Registration is free, and some of the main benefits include:

Community Green Place

This free bi-monthly newsletter comes straight to your inbox. It provides comprehensive updates on funding streams and Government policy, news from GreenSpace and other organisations, stories from community groups themselves and much more.

Publications

A series of publications aimed at the needs of community groups include comprehensive guides providing information on topics such as seeking external funding and how to make a grant application, as well as how to start and maintain a community group. Community groups registered on the Community Network receive discounted rates.

GreenSpace Online

There is a dedicated community section to the highly successful GreenSpace website, which can be found at www.green-space.org.uk. The section contains information on funding, news, past copies of Community Green Place, factsheets, research on community involvement, case studies of good practice, hundreds of links to other community groups and organisations and much more.

National Register

This is a unique searchable online database of the contact details of community groups who work with parks and green spaces across the UK. The National Register is found on GreenSpace Online and contains the contact details of over 1,900 groups. Users can search quickly under group name, town or postcode, in a system designed to promote networking and the sharing of experiences between groups.

Community Events

This includes free networking events for community groups in different parts of the country. To date, successful and well-attended events have been held in Manchester and London, being the first of their kind in the country with future ones planned.

Spaces&Places and Full Membership of GreenSpace

GreenSpace's member's magazine is available on subscription at a cost of £20 a year. This gives you six issues, packed with information on the latest news in the parks world, and has a dedicated community section, including interviews with community groups and case studies. Community groups can join GreenSpace as a full member for £35 a year, which qualifies you for discounts for GreenSpace conference and publications amongst other benefits.

Contact and Advice

The team at GreenSpace can always be contacted at the offices to offer help and advice, or direct you to other sources of information.

If you would like to know more about the Community Network, would like to get involved, or are in need of advice, the team can be reached at the contact details below.

Caversham Court
Church Road
Caversham
Reading
Berkshire
RG4 7AD

T: 0118 946 9060

F: 0118 946 9061

E: community@green-space.org.uk
www.green-space.org.uk

Saving Open Space provides a toolkit for residents who want to run a campaign to fight a development on a park or green space. Covering the different approaches and methods behind running a successful campaign, it proves that when communities are forced into taking on the might of developers and planners, they can win.



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