

Fighting Back

Some suggestions as to how to campaign to save museums, archaeological services and the historic environment

RESCUE - The British Archaeological Trust

www.rescue-archaeology.org.uk

Introduction

These notes are intended to provide some guidance in campaigns to protect and preserve local and regional archaeological services, museums and heritage services from cuts which will damage the service they deliver to the profession, to academia and to the public at large. They are based on the experience of members of the committee of RESCUE - The British Archaeological Trust and on advice we have received from other campaigners. Many pressure groups have published similar advice and it is always worth looking at how these organisations conduct themselves for further ideas which might be adapted in defence of archaeology. These notes concern only England. We shall be compiling similar guidance for Scotland, Wales and Northern Ireland to take account of the different political arrangements in those countries in due course.

Basic rules

The basic rules to follow when contacting councillors, politicians, civil servants or others are fairly simple:

- Be polite
- Be confident
- Do your research and know your facts
- Stay calm

However misguided, short-sighted or plain stupid you think a proposal is, it is never a good idea to lose your temper and positively counter-productive to become abusive or insulting. In the case of Cllr. Melton and the Fenland District Council, we rapidly appropriated Cllr. Melton's contemptuous phrases (bunny huggers, historic lefties etc) as badges of pride. Don't hand your opponents the same gift and never let them play the 'injured party' card by giving them examples of abuse to pass on to the local or national media. We have every reason to be certain of the importance of the historic environment to society and the economy and we should be able to make the argument calmly and rationally. We can leave it to the politicians and the tabloid press to make empty rhetorical points and to appeal to the worst side of human nature.

Who to contact

Local government

Who you should contact about a particular issue will depend to some extent on where the threat is coming from and the nature of the institution or service concerned. In the case of most museums (other than those which are run privately), all HERs / SMRs and similar public services the first people to tackle are your own elected local councillors and those councillors who act as the chairs of committees. They rely on your votes and will respond to public pressure if this is deemed to represent a threat to their re-election or the local popularity of the political party they represent. If you do not know who your councillors are then check the local authority website where there will be lists, usually arranged by ward.

All local authorities maintain websites and these can be a useful source of information but sometimes finding the relevant facts and details can be difficult. Such websites usually have a good 'front page' which is designed to assist people in the commoner types of task. There will probably be very obvious links for those wanting to submit a planning application, report faulty streetlights or have graffiti removed. They will also make a feature of those aspects of Council policy which are deemed to be most attractive to voters. This is, of course understandable but it can make the work of the dissenter or campaigner difficult. Tasks such as searching for individual staff members' contact details or the correct minutes from a certain meeting where the decision you want to question was taken can be tricky but it is usually possible with a little application.

All Councils structure their websites differently, and simple searches will often not produce the desired results first time around. For example, sensibly searching for the contact details of the 'Head of Environmental Services' or the 'Head of Planning' may not give you useful results if the Council has renamed their officers 'Director of Communities' or 'Director of Regeneration and Partnerships'. Councils are constantly changing officers' job titles and departmental names. It is a technique that is probably designed to discourage people like you from contacting them. However, there are ways around this.

One of the simpler things to do initially is to search for the Council's *Organisational Structure Chart*. This will set out the way the management of your Council is organised and should give the names and job titles of the managers of the various departments and what those departments are currently called and what services they actually cover. Do not search for the structure chart using the Council website's search facility. It is almost always quicker to use Google.

Most local authorities have two contact points whose job titles are constant. These are the Chief Executive and the Leader of The Council. Some local authorities (including Doncaster, Bristol, London, Hartlepool and Middlesborough) have an elected Mayor rather than a Leader of the Council.

The *Chief Executive* is a professional member of staff who is paid (from the Council Tax) to run the business side of the Council's work. He or she will be a full time professional manager who has no party political affiliation and will usually remain in post irrespective of whether the political colour of the Council changes at election time.

The *Leader of the Council* is an elected official who represents the majority political party that runs the Council overall. Letters to the Leader of the Council should solicit a direct response - if they don't, you as a voter are entitled to ask why.

Letters to the Chief Executive will be passed to the relevant officer for a response. In some cases this can involve a letter being passed down a management chain through a number of members of staff before it gets to the right person. This means that your complaint could be seen by several people before being answered and is a better way of having your concern noted by a number of officers rather than simply sending a letter to (for example) the Head of Development Control in the first instance. Furthermore, when a direction to answer a query comes from a senior manager or a Councillor, Council staff tend to 'jump' and may respond more quickly than they do in answer to direct correspondence which will usually wait its turn in an in-tray.

Councils have systems of committees and sub-committees dealing with different areas of responsibility. The members of these should also be contacted along with your own local councillors. Different councils have their own ways of arranging things and you may have to search the website to find the correct committee. As with job titles the names of the committees are not always self-explanatory and may change at odd intervals in response to some arcane bureaucratic fashion. Examples of such committees include the Council's Cabinet, the Scrutiny and/or Finance Committees and your local Area Board: it is always advisable to discuss the issue with a Councillor you know on one of these Committees (or, in the case of an Area Board, your local Councillor) so that your approach to the Committee can be made most effective. If you are able to speak at a meeting, try to get your concerns and suggestions discussed and recorded in the minutes.

Some local authorities have appointed individual councillors to be *Heritage Champions* (<http://www.helm.org.uk/heritage-champions>). English Heritage have a full list of these people but won't release it on the rather curious grounds that if they did then the councillors concerned would be contacted by members of the public wishing to raise issues pertaining to heritage. We rather thought that was the point but sometimes there is no arguing with the official mind! They do, however, provide a list of councils which have appointed heritage champions (<http://www.helm.org.uk/heritage-champions/list-of-local-authority-heritage-champions/>). You ought to be able to find out if your local authority has a heritage champion by looking on your Council's website or by contacting the Town Hall or one of your local councillors.

Local newspapers once played an important part in the scrutiny of councils and would often act to hold elected members to account. To some extent they still do this but local journalism is in decline and many papers employ little more than a skeleton staff who rely on press releases for their information. This can be to your advantage as they will be receptive to information supplied to them and are usually keen to print letters from their readers. In addition, it can be useful to copy your letters and/or e-mails to councillors to the local newspapers with a covering letter. This will alert them to the fact that there is an issue of local concern and may prompt some further coverage. It also prevents councillors pretending that there is no public interest in the issue.

It may be helpful to discuss the issue, perhaps informally, via a contact or face-to-face, with your County Archaeological Officer or someone in the Council's Museums, Arts and Culture or Heritage Department.

Central government

Moving up the political ladder from local authorities we come to central government (Westminster) and the devolved governments of Scotland, Wales and Northern Ireland. This edition of 'Fighting Back' deals with only with England and, to a lesser extent, the European Parliament. Future editions will include information pertaining to the devolved administrations and more on the role of Europe.

In the first instance you should contact your MP and your MEP, the latter particularly in the case of planning matters as Britain has obligations under European Community regulations and directives in respect of the historic environment and planning (notably the Valletta Convention and the European Landscape Convention, details of which are given below).

Contact details for MPs and others can be found on several websites, including They Work for You: <http://www.theyworkforyou.com/>. A similar site, which also includes local councillors and MEPs, is Write to Them: <http://www.writetothem.com/>.

Your first objective should be your own MP and/or MEPs. If your local MP or a member of the House of Lords is willing to ask a Parliamentary Question (either a written question or a question for a short debate), that can be particularly helpful. Any letters you write to your MP can be copied to the Minister in charge of the relevant department. Those most directly concerned with archaeological and historic environment matters are in the Department of Communities and Local Government (DCLG) and the Department of Culture, Media and Sport (DCMS). Both have extensive websites which include contact details and much more, including the text of speeches, press releases etc. They can be found at:

Department of Communities and Local Government:

<http://www.communities.gov.uk/corporate/>

Department of Culture, Media and Sport: <http://www.culture.gov.uk/>. There is no specific page for archaeology on the DCMS website but museums and galleries are covered here: http://www.culture.gov.uk/what_we_do/museums_and_galleries/default.aspx

At the time of writing, the DCMS has just published statistical data from the annual 'Taking Part' survey which covers participation in heritage, leisure and sport and culture and the arts in England. This most recent release covers the second quarter for the year 2011 - 2012. This can be found here:

http://www.culture.gov.uk/what_we_do/research_and_statistics/4828.aspx with the most recent results here: <http://www.culture.gov.uk/publications/9547.aspx>

According to the website:

“The latest data from the 2012/13 Taking Part survey provides reliable national estimates of adult and child engagement with sport, libraries, the arts, heritage and museums & galleries. This release builds on the data from previous years and data from quarter 3 and 4 releases of data from 2011/12 and quarter 1 and 2 from 2012/13 to look at a number of areas in depth and present measures that begin to consider broader definitions of participation in our sectors. The report also looks at some of the other measures in the survey that provide estimates of volunteering, charitable giving and civic engagement”

Clearly, such statistics can be of great value in confounding the baseless assertions which are often made concerning the value of heritage to the economy of the country and to the population at large.

The **All-Party Parliamentary Group on Archaeology** (APPAG) can be contacted by writing to the Secretary, Lord Redesdale or the chairman, Lord Renfrew of Kaimsthorn at c/o APPAG, House of Lords, London SW1A 0PW.

The website (<http://www.appag.org.uk/>) does not seem to reflect a high level of activity (particularly given the current crisis affecting archaeology) although it seems that they do meet on a regular basis.

What to say and how to say it

Obviously the content of your letters and/or e-mails will depend on the particular issue that you are tackling but there are few general rules to follow which will maximise the impact of your campaign. Towards the end of this document you will find a ‘fact pack’ containing links relevant to a number of the points made here and which include the statistics and survey results which support these points.

- Be concise – there seems to be a general reluctance on the part of our elected representatives to read much more than a single side of A4 paper so try to keep your letters brief, concise and to the point. If the issue is a complex one and requires a longer letter, use bullet points to make the major points stand out.
- Keep the points you make strictly relevant to the issue – a long rambling letter raising multiple points will often be discarded as the work of a mad person.
- Politicians are keen on sound-bites and ideas with a simple tag-line. At the time of the last election, for example, we heard much about the Big Society and such initiatives often have a cultural and community aspect to them which can be emphasised in connection with heritage issues when you are dealing with politicians.
- Emphasise points that will resonate with elected representatives. In the case of museums and heritage attractions for example, emphasise the economic benefits to

the local area through tourism and the negative impact on local businesses if people have no reason to visit your town or village.

Most museums have active educational and outreach programmes and we have yet to hear of one of these that is not highly valued by parents, teachers and pupils. Such programmes are often amongst the early casualties of cuts and strike at the heart of an active local museum. Outline the importance of 'hands-on' experience of history and archaeology which is offered by such initiatives, the difference that they make to the educational experience and the negative effect of their cancellation.

Some museums and many community and heritage groups organise excavations and survey projects in which volunteers play a central part. Politicians seem to be generally ignorant of these (in spite of a few high profile visits made by government ministers and MPs) and are often surprised to learn of benefit gained by young people when they have the opportunity to participate in an archaeological excavation. Substantial reductions in crime and anti-social behaviour have been claimed for the Dig Manchester project for example and these were supported by Greater Manchester police.

The cultural importance of heritage should not be overlooked as contributing to the vitality of local communities- emphasise the numbers of people active in local heritage groups and societies and the positive impact this has on community cohesion.

- Emphasise the popularity and levels of interest in the past. Television programmes such as Time Team regularly attract an audience of around 2.5 million and TV companies only commission programmes when research indicates that the audience share (and advertising revenue) will be significant. Whether you like Time Team or not, the fact that it was re-commissioned repeatedly and was sold throughout the world attests to its popularity with a wide range of viewers and this is some indication that there is a sizeable body of people who regard archaeology as something to be supported.

There is no sense in which these examples are intended to be spurious or to mislead politicians and all can be substantiated from many sources. The point is that politicians are often ignorant of them and need to be informed that cuts, closures and sackings may save a small amount of money in the short term but the long term impact on local communities will be wholly negative. Examples of the wider benefits of archaeology and history are legion and many have been documented in RESCUE NEWS and in publications such as British Archaeology. You will find links to websites containing useful facts and figures at the end of this document but if you know of local examples which make the case then use them as they will be particularly relevant to local councillors and MPs.

Obtain as much support as possible for your concerns - the more letters that are written the more likely it is that notice will be taken of them. It is always better to write an

individual letter than to sign a petition. Circulars distributed to local people should set out the main concerns, give the names and addresses of individuals and organisations to write to and should encourage people to express their concerns in their own words. Writing short pieces for community or parish magazines or for local newspapers is another way of attracting attention and encouraging concerned individuals to join the campaign. The sample letters below can be adapted to suit local concerns and specific issues.

Sample letters

The following examples are suggested outlines of letters that might be useful in specific cases. It is important to include relevant local information. Specific references to recent museum exhibitions, services offered to local schools and community groups and outreach or community activities organised by or in co-operation with the local HER / Museum/ Archaeology Unit are essential. You may also want to mention specific contacts you have had with the Service / Museum either as an individual or as a member of a local heritage or archaeological society. Essentially the letter should be as specific to the local case as possible and should not look like a standard 'form letter' or 'round robin'. As mentioned above, you might also want to copy it to the local newspaper or internet forum to make sure it is widely discussed.

A further point (thanks to David Connolly for highlighting this) is to write and let councillors or your MP know when an institution has been of particular value or assistance and how much you value them as a result. If politicians hear that a museum or HER is valued by the voting community then they will be much less inclined to close it down and sack the employees. Examples might include a community excavation in which you or friends or relatives took part, a particularly good exhibition or display (permanent or temporary) in a local museum. It is always good to emphasise the benefits to the education of your children of the services provided by the museum or HER.

Copy your letters (preferably by e-mail) to RESCUE (contact details below) and post details of the proposed closures or cuts on the RESCUE Facebook site or use the feedback form on our 'map of cuts' (contact details in the final section, below). We can then take up the issue as well and make our own representations to the Council concerned as well as ensuring that the matter is included in any discussions we have with relevant government Ministers. We will not, of course, identify you by name if you would prefer to be anonymous.

Cuts to a Historic Environment Record or Archaeology Service

Dear Councillor X,

I am writing to you to express my grave concern over the proposal to close / impose budget cuts of XX% to the XXXshire Archaeology Service. The Archaeology Service does vital work in ensuring that proposals for development conform to existing UK planning regulations (specifically the National Planning Policy Framework) and to European Community Directives on planning and development. The Service is also charged with monitoring the work of archaeological contractors in the county. The staff maintain the county Sites and Monuments Record, an essential resource for a wide variety of community and educational groups whose work would be virtually impossible

without access to the raw data pertaining to our county's past.

With only [1/2/3/4] members of staff and a workload that is likely to increase as economic recovery gathers pace, the Service is already fully stretched and there is no room for further cuts to either staffing levels or to the operating budget. I urge you to oppose the proposed cuts and to argue for the retention and adequate funding of a service which does vital work in ensuring that the historic environment of the county survives and is enhanced for the benefit of all.

Yours sincerely

Cuts to or closure of a museum

Dear Councillor X

I am writing to you to express my grave concern over the proposed cuts to / closure of the XXX Museum. The museum not only holds archaeological and historical archives relating to the history of XXX (town, village, city, region) but the staff also do a vital job in working with local schools and colleges to educate children and young people about our community's rich and varied heritage.

Amongst the archives held in the museum are those of the XXX collection which are of national importance ... *(include relevant details)*

Educational services include provision for visits by local schools in connection with the history syllabus and these are threatened by the proposed cuts *(include relevant details)*

The museum attracts XXXXX visitors annually and plays a significant part in the local tourist industry from which many local businesses gain direct benefit. These benefits, which are probably generally unappreciated, will be lost if the plan to cut/close the museum are put into practice.

While I appreciate that these are difficult times and that careful attention has to be given to expenditure when budgets are under pressure, I believe that the decision to cut / close the museum will have an impact on the local community and on local businesses which will be wholly negative. I believe that you should look on the relatively modest expenditure involved not as a cost to local taxpayers but as an investment in the cultural infrastructure of our community that is amply repaid in a wide variety of ways.

Yours sincerely

How to structure your campaign

There is great value in individuals acting alone to campaign for local heritage services but the impact can be greater if a number of people join together either formally or informally to campaign on a particular issue.

At the informal level you can encourage friends, family and work colleagues to write to councillors on their own account and to raise such issues on the doorstep at election time. If you have time and opportunity, try to attend relevant council committee meetings and to raise points pertaining to the funding of museums and heritage services. The times of committee meetings will be posted on local authority websites although it can be difficult to

find the right one. If you are unable to attend, you ought to be able to table questions by letter or e-mail, referring to the appropriate section of the agenda which should be available on-line.

Local archaeological, historical and heritage groups are thriving in Britain, in part thanks to Lottery funding but principally because of the high level of interest in the past. If you are a member of one of these, try to make sure that the society as a body makes representations to the local authority whenever cuts are planned. If several similar or complementary organisations exist, make sure that they all write letters. It might be useful to call a meeting of like-minded groups and individuals – perhaps asking one or more Councillors to attend. Ensure that you have an effective chairman to lead the discussion.

Most of our local museums cover a wide range of subjects and cuts or closures may affect an art gallery or natural history department just as much as they will history and archaeology. Make sure the local wildlife groups and other relevant groups are also active in opposing the cuts. A broadly based campaign will be more effective than one which politicians can write off as narrow or sectional in its remit and support.

National organisations also have a role in campaigning and, not unsurprisingly as this document has been written by RESCUE, we would encourage you to join RESCUE at the earliest opportunity. When it comes to campaigning, politicians look at the size of the membership of campaigning groups and assess their significance on that basis. This is of particular importance in cases which where public enquiries are involved. If you don't feel that RESCUE represents your interests then consider joining another group such as the *Council for British Archaeology*. If your interests are more closely related to specific aspects of the built or rural environment then there are a wide range of groups which you may find relevant. These include the *Society for the Protection of Ancient Buildings*, *The Georgian Society*, *The Victorian Society* and *The 20th Century Society*, *Campaign to Protect Rural England* (CPRE) and *The National Trust* all of whom do excellent work in their own areas and with whom RESCUE has, on occasion, collaborated. All have websites which can be found through any search engine. Many of them run their own campaigns and you may find that one or more of these are relevant to issues on which you are campaigning. The CPRE provides useful advice for campaigners here: <http://www.planninghelp.org.uk/>.

Facebook and to a lesser extent other social networks have been highly effective in organising local and regional campaigns on particular issues. You may find a relevant group already in existence or you may want to start one yourself. Share links across groups to spread the word more widely. Useful current pages include [Save Our Museums \(UK\)](#) and the [Heritage & Archaeological Crime Research Information Collection Group](#) but almost every individual campaign has its own page.

There are also a variety of 'direct democracy' websites offering the opportunity to launch or publicise campaigns on-line. One example of these is Digital Democracy: <http://www.digitaldemocracy.org.uk/about.php>. It would seem from a brief glance at the campaigns currently running on this site and the limited amount of support that they have attracted that it is best used as part of a vigorous campaign rather than as the main means of organising such a campaign.

Accentuate the positive ...

Protecting heritage services and the funding that allows them to exist is not only a matter of fighting to protect a service under imminent threat, important though this is. It is equally important to establish heritage services as a vital part of local communities and community activities. Here we have a very definite advantage in that archaeological and heritage projects are not only popular with the participants and visitors but also with the local and national press. We need to emphasise both the popularity of such projects and their numerous social and economic benefits that they entail and to make sure that these are widely appreciated and reported. As mentioned above, local journalism is in decline but local papers and magazines are usually keen to be contacted by people with stories that offer photo-opportunities and stories with a positive message.

One particularly good example of a successful community project was Dig Manchester (<http://www.digmanchester.org.uk/>). This project has now expanded to cover the whole of Greater Manchester and looks set to repeat the success of the initial project. The new project, Dig Greater Manchester has attracted positive media attention (<http://www.bbc.co.uk/news/uk-england-manchester-15635235> and <http://www.manchesterconfidential.co.uk/News/Get-A-Spade-Dig-Up-Greater-Manchester> while the project 'blog can be found here: <http://diggreatermanchester.wordpress.com/about/>.

If you are involved with such a project, even if on a smaller scale, make sure local politicians and the media know all about it and are engaged with it. One example of this is Heeley City Farm in Sheffield which includes archaeology amongst the many activities offered to local people: <http://sheffieldcu.blogspot.com/2012/02/farm-life.html?sref=fb> or http://www.thestar.co.uk/community/youngsters_log_on_down_on_the_farm_1_4267929.

The fact pack

This section is intended to provide some guidance on the resources that are available in various areas and is organised in sections covering the specific angles that you might want to take when addressing a particular issue. This is a work in progress and more will be added as and when we have time.

To contact RESCUE you can e-mail members of the Committee directly or you can e-mail our office in Hertford. The website can be found at: <http://rescue-archaeology.org.uk/> and council members contact details are here: http://rescue-archaeology.org.uk/?page_id=160. We also have a Facebook page under our full title of 'RESCUE - The British Archaeological Trust' where we post items of news and maintain contact with our members (<http://www.facebook.com/groups/20505278656/>). You do not have to be a paid up member of RESCUE to use either the website or the Facebook page although we would encourage anyone with a concern for archaeology, heritage and related

subjects to join us and to make a direct contribution to saving our past. Membership details can be found here: <http://rescue-archaeology.org.uk/membership/>

Websites containing useful information have been listed under various headings below but a good starting point is often the HELM website, part of the larger English Heritage site. Information for general users can be found here: <http://www.helm.org.uk/> and there are individual pages which are of relevance to specific user groups, including members of local authorities.

The planning system: rules and obligations

At present the key planning policy document is the *National Planning Policy Framework* (NPPF) which replaced *Planning Policy Statement 5: Planning for the Historic Environment* (PPS5) at the end of March 2012. This in turn replaced PPG15 and PPG16 in 2010. You may still see references to PPS5 and PPG16 in documents and reports but they are no longer in force and have been entirely replaced by the NPPF.

The text of the NPPF and related documents can be found on the Department of Communities and Local Government website here:

<http://www.communities.gov.uk/planningandbuilding/planningsystem/planningpolicy/planningpolicyframework/>.

The full text of the NPPF is available here:

<http://www.communities.gov.uk/publications/planningandbuilding/nppf>

English Heritage have published a very useful guide to the law, policy and guidance relating to heritage protection here: <http://www.english-heritage.org.uk/professional/advice/hpg/>

European conventions

Three European conventions are of relevance to archaeology and the historic environment. The *European Convention on the Protection of the Archaeological Heritage*, better known as the Valletta Convention has been in force since 1992 and as a signatory, the British Government has to abide by its Articles (although RESCUE believes that Britain is, in fact, in breach of several of the provisions of the Convention). As with PPS5 it is less daunting than it may appear. Skip the preamble and go straight to the Articles which are straightforward and clearly phrased. The document can be downloaded from here:

<http://conventions.coe.int/treaty/en/treaties/html/143.htm>

Also of relevance is the *European Landscape Convention* better known as the Florence Convention. It is somewhat longer than the Valletta Convention and while it is not specifically concerned with archaeology, some of its provisions might be of relevance in specific circumstances. It can be downloaded here:

<http://www.coe.int/t/dg4/cultureheritage/heritage/landscape/>

The *Convention on the Value of Cultural Heritage for Society* (better known as the Faro Convention) sets out rights and responsibilities enjoyed by EC citizens in respect of their cultural heritage although as yet the UK does not appear to be a signatory and so is presumably not bound by its principles. The text of the convention can be read here:

<http://conventions.coe.int/Treaty/EN/Treaties/Html/199.htm>

A fuller guide to international agreements and treaties can be found here:

<http://www.english-heritage.org.uk/professional/advice/hpg/coventionstreatiesandcharters/>

Economic regeneration and the social benefits of the historic environment

The common cry of those hostile to archaeology and the historic environment is that it represents a luxury that the country cannot afford and that it must be sacrificed in the interests of economic regeneration and development. This is a wholly fallacious argument and one that is satisfactorily contradicted by a number of easily accessible documents and surveys. Of these, the annual *Heritage Counts* report is perhaps the most useful.

Heritage Counts is an annual survey of the role of the heritage sector in wider social and economic spheres. It is carried out on behalf of the Historic Environment Forum and the results are available through the English Heritage website: <http://hc.english-heritage.org.uk/>. A different theme is emphasised each year and that for 2012 was Heritage and Resilience. In 2010 the theme was, usefully for our purposes here, was the positive economic impact of the historic environment. The report can be found here: <http://hc.english-heritage.org.uk/Previous-Reports/HC-Economic-Impact/>. In 2011 the survey took as its theme the historic environment and the Big Society and details can be found here: <http://hc.english-heritage.org.uk/Previous-Reports/HC-big-society/>.

The Heritage Counts site contains a wealth of facts and figures which clearly demonstrate the very positive effect of investment in the historic environment in terms of returning a profit both locally and nationally. This should be the first stop when you have to argue against those who say that heritage protection represents a cost to the economy or a luxury that we can't afford. In fact, as the figures clearly show, the historic environment represents a significant source of income for the nation as well as for local and larger businesses and makes a very healthy overall contribution to GDP (in 2010 this was some £20 billion) and the economic health of the nation generally and specific regions individually.

More statistics and reports pertaining to the heritage sector (and related sectors) can be found on the Museums, Libraries and Archives website. The research pages are particularly useful: <http://www.mla.gov.uk/what/research>.

As a major investor in the historic environment, the *Heritage Lottery Fund* (HLF) has also carried out research into the value of the historic environment. A summary of the results can be found here: <http://www.hlf.org.uk/news/Pages/InvestinginSuccess.aspx> While the full text of the report (which will open in Internet Explorer) is here: http://www.hlf.org.uk/aboutus/howwework/Documents/HLF_Tourism_Impact_single.pdf

A search on the internet can also bring useful documents pertaining to specific regions or localities. Looking at Hadrian's Wall (for example) this document sets out the economic benefits for the area in the year 2008-9: http://www.hadrians-wall.org/ResourceManager/Documents/11-09%20AGM_33_633954424580163750.pdf

Education and training

The historic environment and archaeology in particular are widely acknowledged to be of great importance in education at all levels. The Historical Association exists to promote the value of history in education and their website may contain information of value if the educational service provided by a museum is under threat. It can be found here: <http://www.history.org.uk/about/>. The Council for British Archaeology also have resources devoted to education here: <http://www.britarch.ac.uk/education>.

The Culture, Media and Sport Committee

The Culture Media and Sport committee is the principal House of Commons Committee which deals with matters related to archaeology, museums and the historic environment. In March 2011 it published an important report on the funding of arts and heritage and this includes not only the conclusions of the committee itself (which were favourable towards heritage and critical of some aspects of government policy) but also two additional volumes of written evidence submitted by various bodies, including RESCUE. The main report can be read here:

<http://www.publications.parliament.uk/pa/cm201011/cmselect/cmcumeds/464/46402.htm>

and the government's response is here:

http://www.culture.gov.uk/images/publications/Govtreponse_ArtsHeritagefunding-CM8071.pdf

The All-Party Parliamentary Group on Archaeology has been mentioned above although its one (and so far only) report is now rather out of date.

Other organisations

There are numerous organisations concerned with archaeology and heritage in all its diverse aspects which may be of assistance in organising a campaign. Naturally we believe that RESCUE offers a unique and distinctive approach but we regularly work with colleagues from other bodies to present a broad front to government, business and commerce. The following list is not exhaustive and will be updated in the future. It may be read in conjunction with the links list on the RESCUE website: http://rescue-archaeology.org.uk/?page_id=207.

The **Institute for Archaeologists** (IfA) maintains a website here: <http://www.archaeologists.net/> and although the Institute is primarily concerned with professional archaeology and has areas restricted to members only, the site does include some useful information for the campaigner.

The **Council for British Archaeology** (CBA) has a large website which includes many sub-sections. It can be found here: <http://www.britarch.ac.uk/>. The CBA has a regional structure and you may want to contact members in your region in order to co-ordinate your campaign on some specific issue. Specific information on campaigning can be found here: <http://www.britarch.ac.uk/conservation/protection> and here (opens in Internet Explorer): http://www.britarch.ac.uk/sites/www.britarch.ac.uk/files/node-files/What_to_do_about_cuts.pdf

The **Heritage Alliance** is a co-ordinating body which brings together many diverse heritage and related groups. Their website (<http://www.theheritagealliance.org.uk/>) includes details of their stance on many different issues and includes a useful list of their members: <http://www.theheritagealliance.org.uk/our-members/>

The **Archaeology Forum** describes itself as 'a grouping of independent bodies concerned with the archaeological investigation, management and interpretation of the UK's historic environment - both buried remains and standing structures'

The website can be found here: <http://www.britarch.ac.uk/archforum/> and includes the text of letters written to ministers, MPs and others concerned with specific issues and campaigns. As such it may be a useful source of data and information.

Further reading

As mentioned above, many campaigning groups and some charities have produced guidance to assist their supporters in mounting and sustaining campaigns and there are a number of books on the subject. We have not reviewed these in detail but a search on the Amazon website under 'campaigning' brought up the following titles which seem to be relevant (all are available from other outlets as well as Amazon):

People power: http://www.amazon.co.uk/People-Power-grass-roots-campaigning-Difference/dp/1905261594/ref=sr_1_13?ie=UTF8&qid=1317829881&sr=8-13

Rebel, rebel: http://www.amazon.co.uk/Rebel-Protestors-Bibi-Van-Zee/dp/0852650957/ref=pd_sim_b2

How to win campaigns: http://www.amazon.co.uk/How-Win-Campaigns-Steps-Success/dp/1853839620/ref=pd_sim_b1

Not in our back yard: http://www.amazon.co.uk/Not-Our-Back-Yard-Neighbourhood/dp/0954821947/ref=sr_1_27?s=books&ie=UTF8&qid=1317830261&sr=1-27

We would be interested to know of any other books, pamphlets or websites that have proved particularly useful and any thoughts you may have on those listed above.

And finally ...

This document is not intended to be complete in its present form and will be updated in the near future with more suggestions and ideas. We would be particularly interested from hearing from campaigners in Scotland, Wales and Northern Ireland so that we can extend the details as appropriate. We would also be particularly interested to hear of any campaigns that have been successful so that we can include details of the lessons learned and circulate them amongst other campaigners.

Please feel free to contact RESCUE for advice or support in any campaign that you are undertaking. We are also keen to hear of any issues that we may have overlooked or missed as we rely on our members and supporters to be our eyes and ears on the ground. As noted above, contact details for all the members of the Rescue Council can be found on our website (<http://rescue-archaeology.org.uk/>) and you can report threats to museums and other institutions directly using the on-line form here:

<http://rescue.crowdmap.com/reports/submit/>.

We will not disclose your name or details to anyone without your permission and will always do our very best to protect our sources.