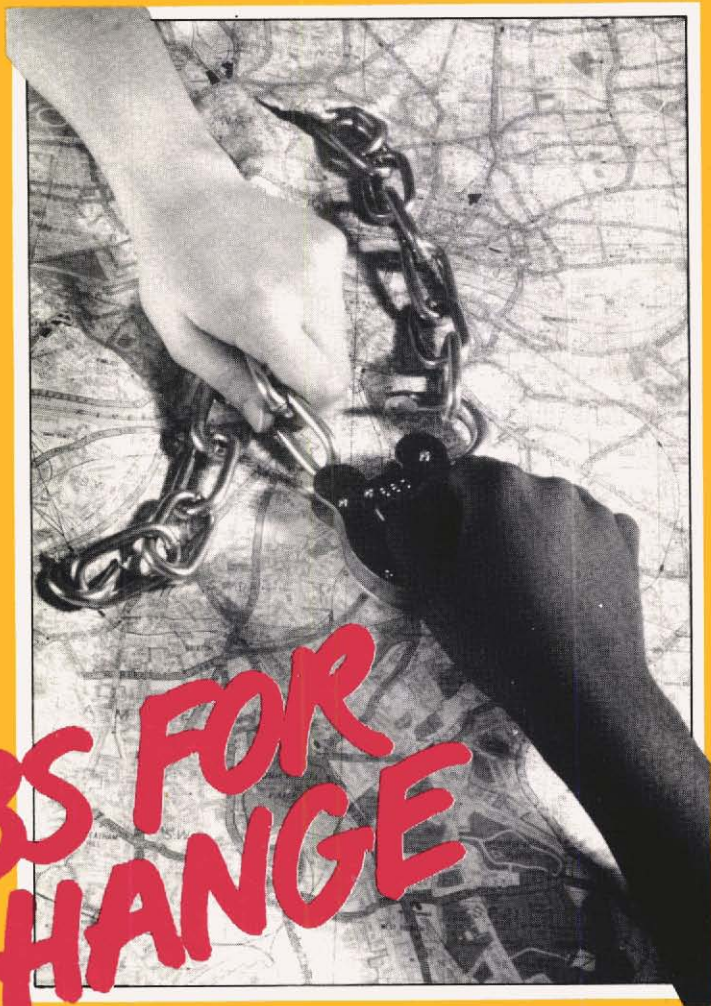


***The wealth of London is  
the skill and sense of its people.***

***This book is about  
unlocking that wealth.***



**JOBS FOR  
A CHANGE**

**GLC**

Working for Jobs

**// London used to be the largest city in the world; it now has probably the largest concentration of unemployed people ever found in a single town: 400,000.**

**Every time a factory closes, every time workers are made redundant, government ministers say 'there is no alternative.' The words have even begun to corrode peoples hopes. Sometimes there is no alternative. But this pamphlet proves that often there is.**

**Government policy is based on the free play of market forces. We say that the planned use of public resources under democratic control can produce a fairer society than market forces.**

**We are aiming both to build on the strengths of existing industries, food, furniture, engineering, clothing – and to develop the new industries that will restore skilled employment to London.**

**We believe that the needs of women are vitally important to our plan: we want to achieve for women greater access to better paid and more responsible jobs. This will mean investment in day care for children.**

**Unemployment among black people – in particular, young people – is higher than for any other group. We aim to work with black organisations to overcome inequality and achieve economic justice.**

**When the shipbuilding industry of Jarrow was destroyed in the first slump of this century, their MP wrote that the town had been murdered. What she went on to say provides the inspiration for our plan:**

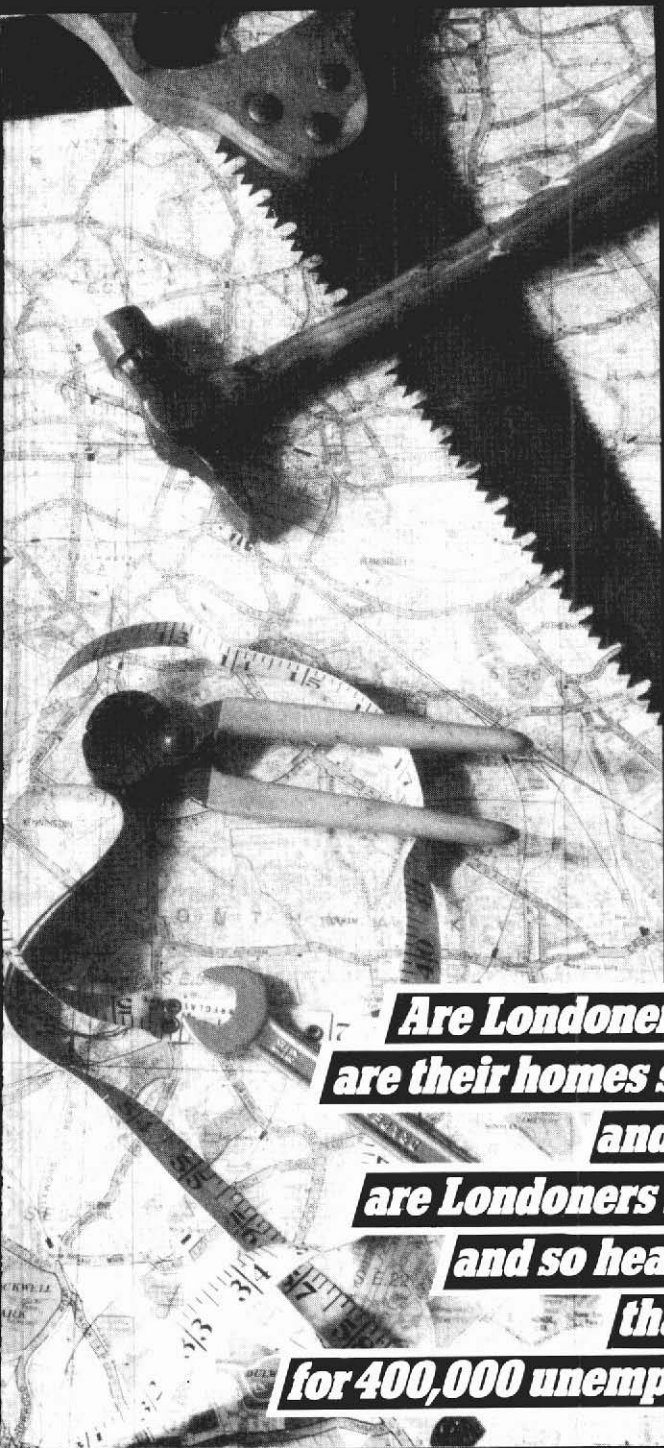
**'This island is too small, its economic life too precariously balanced, its geographical situation too vulnerable, for its fate to be left to the casual workings of chance, or the insatiable unheeding drive of the profit-makers. The profiteers, having ravaged a town or a country, can take themselves and their gains elsewhere. The workers have the main say in their homeland, for in it they must remain.**

**'They have built it, and worked for it, fought for it. On their skill and their toil has been built England's industrial reputation, and on their sacrifice great capital has been accumulated. It is time now that the workers took control of this country of ours. It is time that they planned it, organised it, and developed it so that all might enjoy the wealth which we can produce!'**

## ***London's unemployed***

28,000 engineering  
workers  
34,000 building  
and construction  
workers  
16,000 transport  
workers  
7,000 clothing and  
textile workers  
2,000 nurses  
and many more,  
have had no  
choice but to lay  
down their tools...





***Are Londoners so well housed;  
are their homes so warm***

***and so well furnished;***

***are Londoners so well clothed***

***and so healthy***

***that there is nothing  
for 400,000 unemployed people to do?***

## **Contents**

- "Why can't we run it ourselves?" 5**
- Slump City: the madness of monetarism... 10**
- Fighting for a living 20**
- Forewarned is forearmed 22**
- Training is our future 24**
- It's only common sense: producing for need 26**
- Alternatives to the dole 37**
- Alternatives to arms production 38**
- Meeting people's needs 42**
- Serving the community 46**
- Breaking free? 47**
- Insulate against unemployment! 48**
- Where will the money come from? 52**
- Money for training 57**
- London Community Builders 58**
- "With the people you can win..." 59**
- "We're not just anti" 63**
- A people's plan for London 66**
- Campaigning for jobs: GLC support 68**
- Making contact, getting organised... 70**

## ***"Why can't we run it ourselves?"***

We never believed the GLC at first. We just thought it was a load of toffee, a gimmick. Once we realised its support was becoming an actual fact, we saw it was our only chance.

**'If the GLC had not got involved, this place would be flattened'.**

COLIN MILROY, a joiner at AUSTINSUITE the East London furniture factory, was describing how he and his fellow workers felt about the GLC's financial support in saving their factory.

The company had gone bankrupt. The workers had been sacked; all 400 of them. The factory is so vast – 10 acres – and the state of London's furniture industry so desperate that no management was likely to take on the business without help.

The GLC believes that one of its most important tasks is to save skilled, well paid jobs in an area where the dole queues grow longer every day. So it worked out a deal at Austinsuite.

It bought the factory for £1.4 million. 120 workers kept their jobs. Austinsuite was leased to a new management which invested £150,000 into the new business. The GLC has made a loan equal to £20 per job for 18 months. Management, the unions and the GLC plan are negotiating a plan for reconstructing the business.

The workers, supported by their unions, will have two representatives on the board of the new company.

Not a perfect deal. Many joiners and cabinet makers still face the dole. Government policy has caused such a fall in living standards that many people cannot afford to buy new furniture, however much they might need it. So

the skills and energies of hundreds of furniture makers are wasted.

The GLC cannot reverse these national trends on its own but it can set a good example of what *should* be done. And it can give working people support in their action to get something done.

Shop stewards at Austinsuite, discussing how they, their union and the GLC will hold the new management to its side of the bargain.



At ASSOCIATED AUTOMATION, a factory owned by GEC in West London making telephone equipment, the workers themselves have taken action to save jobs. The GLC has supported them.

***"We felt betrayed."***

***"The company is viable"*** This was a different type of case from Austinsuite. GEC

was not closing the factory because ASSOCIATED AUTOMATION was bankrupt. GEC had allowed the machinery in the factory to become out of date. The products still had a market but this was declining and was not profitable enough for GEC. So the company decided to close the West London factory and move some of the work to a GEC factory in Coventry.

SHEILA DESAI, a shop steward, describes how she and the twelve shop stewards reacted when they heard the decision: **'It was a shock really. Then gradually we digested it and said well why can't we run it ourselves, if we get the products, and if the workers are behind it?'**

**'So the idea built up and we put it to the members. Many of them were very interested. They realised that once they go from here there are no jobs for them outside'.**

The idea that 'built up' was the idea that the workers themselves should buy the factory from GEC and run it democratically. In the past the workers at Associated Automation had resisted redundancies successfully: by

trade union pressure on GEC, and by political pressure on the government for more orders from British Telecom.

This time, however, the management of GEC had made it clear that they were determined to close. And GEC could afford to sit out any action in the factory.

Also the shop stewards felt that political lobbying could get nowhere with the present government. So the trade unions looked to the skills and energies of their members, and to the GLC for financial support.

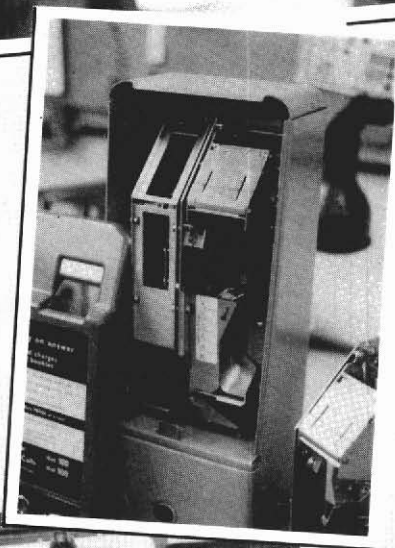
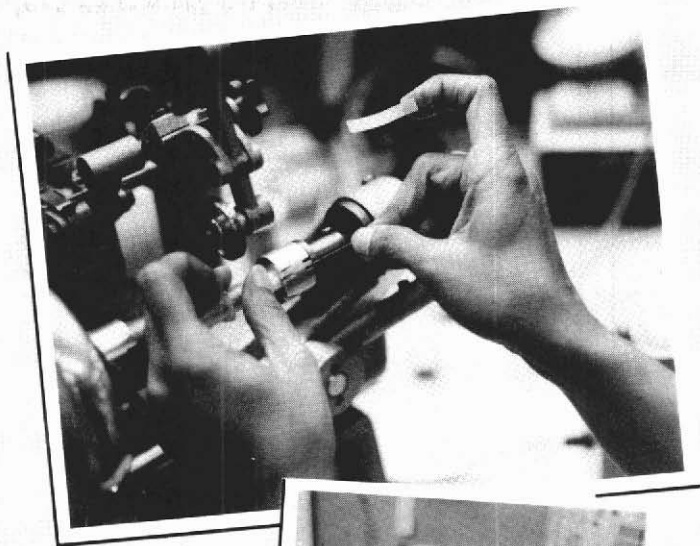


**Between 1971 and 1981 London has lost one third of its jobs in manufacturing industry.**

60 per cent of the workers at Associated Automation (now "Third Sector") are women. Many of them do the skilled, intricate work of winding electrical coils. The coils are used in telephone equipment.

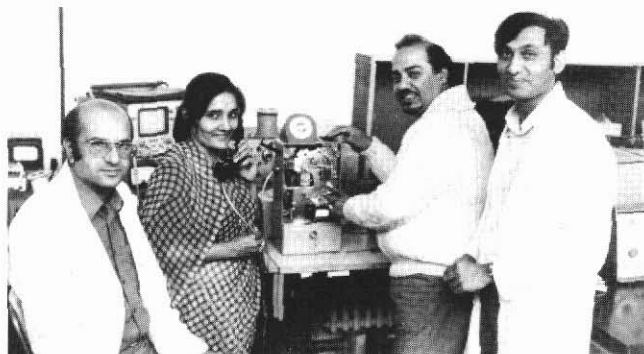
But the telephone boxes made at Associated Automation - like this coin box - are being replaced by card operated boxes. These are made somewhere else.

So the workers are looking into new products: for instance special alarm systems which local authorities could buy for old people's homes.





The workers' skills are considerable; so much so that GEC would have liked to make use of some of them elsewhere in the company.



Arvind Biradi, Sheila Desai, Abdul Wagu and a designer, four of the workers who took the initiative in forming the co-operative. Like them, most of the workers are Asian, or West Indian. Their experience of racism in the job market was a strong factor leading them to feel they should run the factory themselves.

Abdul Wagu: "I can see racialism growing again with the recession. I feel strongly that if this factory should be allowed to close, these people will not get a job. That has encouraged me to take this path".

For example ARVIND BIRADI, is a design engineer: GEC offered him a more highly paid job in another plant but he felt his skills would be better used by his fellow workers in the new co-operative.

**'There are new product ideas I want to work on. GEC does not listen to my ideas.**

**'If I'd gone with GEC I would have destroyed myself. THIRD SECTOR (the name of the new enterprise) needs new products. I prefer to work with them'.**

Several accountants also preferred to stay with the co-operative: **'The job will be more secure, and more interesting. In GEC you had to do as you were told. You had to keep your mouth shut'**, said VERINDRA PATEL, a senior accountant, explaining why he decided to stay with the co-op.

Skill and commitment like this is a good start to a new co-operative. And with GLC financial support these talents can go into the work of saving jobs. But skill, commitment and GLC funds will not guarantee job security.

During the first year or so, the new workers' enterprise will still depend partly on GEC, for sub-contract work. GLC funds alone cannot protect workers against market pressures.

Neither of these two rescue operations, Austinsuite and Associated Automation, are complete or secure. Both plants face the powerful economic forces which have destroyed thousands of jobs in their industries. But they show there is the spirit in London to resist these forces and to begin a reconstruction which will have to be national and international to succeed.

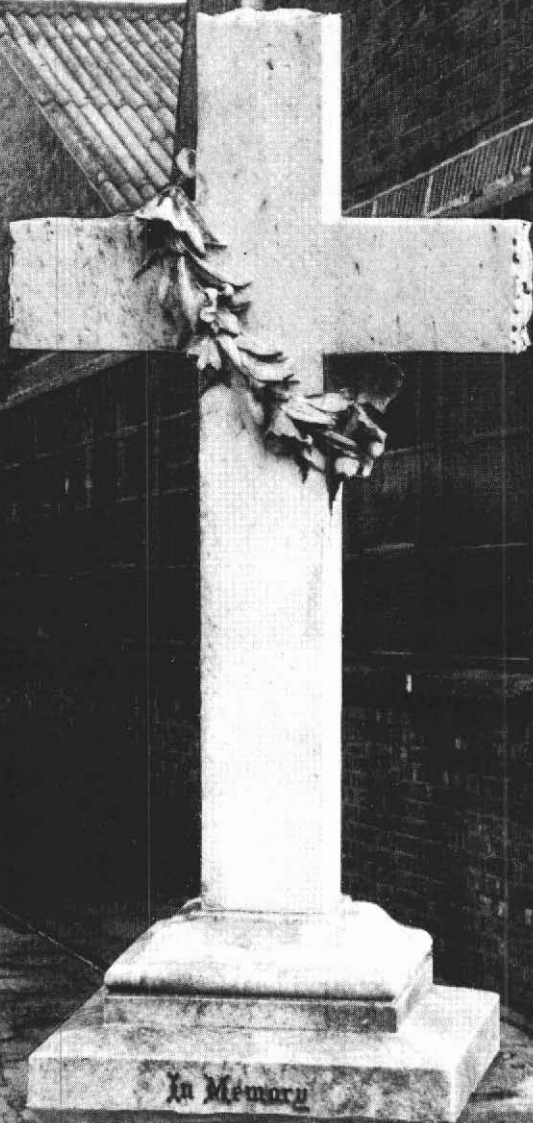
***Stop them tearing your city apart***



ENTIRE FACTORY  
9200 sq ft

**TO LET**  
**STRETTONS**

462, HOE ST., LEYTON, E.17.  
01-539 0626  
and at 111 Lower Clapton Road, E.5



*In Memory*

The Royal Docks: 1000 acres of underused land and buildings.

The results are the same: unemployment increases, the number of empty factories grows (33 million square feet of London's factory and warehouse space is now standing empty) and good machinery is sold abroad or melted down as scrap.

The managers blame the board, the board blames the government, and the government blames the world recession.

They all say they are bound by 'economic reality'.



***"This town's coming like a Ghost Town..."***

***No job to be found***

***in this country***

***Can't go on no more, people getting angry..."***

**The number of empty factories grows: 33 million square feet of London's factory and warehouse space is now empty.**



But what we now know is that the government's monetarist policies are aimed at shaping this 'economic reality' to suit its own purposes. There is a world recession, but monetarism has made it very much worse.

The government blame Britain's poor economic performance on the country's workforce, but British wages are among the lowest of all major industrial countries. Incomes policy had been one way of cutting people's take home pay in an age of inflation.

Mrs Thatcher's government tried a less obvious route. Their plan, set out before the election went like this:

- Raise interest rates, to make credit dearer
- higher interest rates would then attract foreign money and therefore push up the exchange rate
- a higher exchange rate would make exports more difficult and attract imports
- this would put pressure on firms, squeeze their profits, and make it impossible to allow wage increases
- rising unemployment would put further pressure on labour to accept lower wages and abandon improvements in working conditions which had been gained in the previous decades
- the weaker companies would go under, and the fittest survive

**In Greater London, one in eight are on the dole; in Inner London, one in six; in Stepney, one in three. These are government numbers.**



**I am the one in ten  
A number on a list  
I am the one in ten  
Even though I don't exist  
Nobody knows me  
But I'm always there  
A statistic, a reminder  
Of a world that doesn't care.**





## ***The crude axe of profit***

So it turned out. Interest rates jumped from 11 per cent to 17 per cent within a year of Mrs Thatcher becoming Prime Minister. The pound which had exchanged for 2.07 dollars after the election rose to 2.40 dollars to the £ by late 1980.

Industry was squeezed and its output fell by 12 per cent between 1979 and 1981. Unemployment rose from 1.3 million in May 1979 to 3½ million by September 1982. For the first time for two centuries, Britain imports more manufactured goods than it exports.

For London's engineering firms, or its eight furniture factories which went into the receivers hands last year, the fall in demand is not – like the weather – caused by some turbulence in the South Seas. It is designed and executed from 10 Downing Street – in the name of competition and profitability.

It seems to us to be economic and political madness to turn again to the crude axe of profit and tight budgets as a way of re-organising the British economy. It is to go back to the policies of fifty years ago, even when we know about the great depression, about the mass unemployment, about the fascism and war which followed. It leads to waste on a scale we have never previously known.

For each week that a Londoner is unemployed the economy loses £250, the value of what he or she could have produced plus the cost of the dole and social security.

It destroys industries which may never again recover. It also threatens a collapse of banking and a wave of international economic warfare. These already sit darkly upon the horizon. Profit is no longer an accurate guide to the way out of economic crisis.

It is like a compass which has lost its bearings and points in the opposite direction to the way in which we need to go.





**Sir John Sainsbury, chairman of the supermarket chain, was paid a salary of £1,500 a week in 1981. In addition he received another £31,512 a week in share dividends.**

**At the same time, women shop workers in London earned an average wage of only £78.50 a week.**

**The highest paid man in London is probably Dick Giordano the head of the British Oxygen Company International.**

**In 1981 he had a salary of £11,135 a week. In one week he is paid a third more than a London**

**manual worker normally earns in a year.**

What is required is a new economic guide.

The GLC has limited resources but it can show what action needs to be taken in this direction on a national and international scale. The GLC can achieve little on its own. So it will use its resources to help trade unions, black groups, women's organisations and local tenants associations to resist monetarism and to work together for an alternative.

First, this is a matter of defending jobs. Second it is showing that there is an alternative, based on the creativity of so-called 'ordinary' Londoners.



**“Just because we’re the workforce doesn’t mean we are idiots. All right there’s a lot who don’t care and just come in to do a day’s work. But there’s a lot of people on the shop floor who have opinions to voice.**

**Now, with the GLC conditions on the money, we are presuming that management will have to take our proposals more seriously.**

**“I don’t think the Guv’nor will have it all his own way. We must see to that”**

**WORKER AT  
AUSTINSUITE**

## ***Fighting for a living***

In the 1950’s and 60’s trade union action like work-ins and strikes were used to defend jobs. But in many places the high unemployment we now face has itself undermined the bargaining strength of trade union action.

A large local authority like the GLC can help to overcome this weakness. It can use its financial resources to back up and sometimes to help expand the bargaining power of the trade unions. This is what took place at Austinsuite’s furniture factory.

The GLC’s economic policy is not about bailing out bankrupt companies for short term jobs at any price. First, the GLC will only help firms which allow its workers to join trade unions and which pay wages on or above the union rates.

Secondly, a condition of the financial support for the new management of Austinsuite, as with any management, is that they negotiate a plan with the GLC and the trade unions for reorganising the business.

What is more, the GLC is now working closely with the trade unions throughout the London furniture industry on a strategy for defending jobs. Only an industry wide strategy backed up by trade union strength, will ensure that individual companies do not use GLC funds to their own benefit at the cost of jobs elsewhere.

The GLC trade union alliance at Austinsuite is not an isolated example. Whenever the GLC and the Greater London Enterprise Board helps a firm with money or buildings, there will be an *ENTERPRISE PLAN* worked out by management, trade unions and the GLC.

The plan will cover wages, investments, prices, technology, jobs, equal opportunities for women and ethnic minorities; and skills and training. And the trade union input into planning will not be limited to company level.

It is part of our policy to work with trade unions in every major sector of industry and the services – as we have begun in the furniture industry – to develop a strategy for how that sector should be organised to meet the needs of working people.

“A Concorde lands in Paris,  
And a briefcase clicks from Stateside  
On the briefcase lies a paper,  
The accountant clearly shows  
The position is tenable,  
The market is unviable,  
The profits unreliable,  
The outcome undeniable,  
A factory must close.”

Workers making Matchbox Toys at Lesneys in Hackney. It was the directors in Hong Kong who decided their jobs should go.

The jobs of 22,000 workers at Fords, Dagenham – 8,000 at Thorn-EMI, thousands more in other London factories also depend on multinational calculations of profit.

## ***The power of the multinationals***

These are some of the ways in which the GLC will work closely with the trade unions. It is important to remember though, that any successful defence depends on determined action by workers themselves. The GLC cannot substitute for trade union action. Where the workers do not have enough confidence to take action there is little hope of saving jobs especially when the company concerned is a multinational corporation with whom the GLC has little bargaining power.

The closure of LESNEY's, the Matchbox toy factory in Hackney, is a case in point. When Lesney's went bankrupt the GLC was prepared to step in. But a Hong Kong based multinational had its eyes on Lesney's. Or at least on Lesney's reputation and its assets – it did not want the factory or the workers. The GLC offer did not change its mind. And the workers at Lesney's themselves felt powerless.

So the last major factory in Hackney was closed and another 1,000 workers have joined Hackney's dole queues (which now include over 25 per cent of Hackney's would-be working people).

The problem faced by the Lesney's workers in the face of a multinational company with immense power over each local work force is faced by many other industrial workers in London. The 75 largest employers of London's industrial workforce are multinationals, with little or no loyalty to the people of this country.



**How do multi-plant companies take their planning and future investment decisions? How can workers in one factory safeguard their jobs when what they produce is just one small piece in the jigsaw of the company's total production?**

**Trade unionists and the GLC need to work together to answer these questions so that they can resist further closures.**

**Some trade union committees have already begun to investigate their company's strategy. These are some of their reports.**

**This work has already provided early warnings that have helped trade unions to prevent redundancies.**

An important way of strengthening trade union control in the face of powerful corporations, is by understanding management's plans well in advance of any redundancies. The unions can then prepare their own plans; so that when management tries to make people redundant the trade unions will have a positive bargaining position of their own.

## ***Forewarned is forearmed***

Through its ENTERPRISE BOARD the GLC could back up this bargaining position with an offer of financial support to assess and where possible implement the trade union plan. Even if management is not moved, the plan can still be the basis for an effective campaign of resistance.

Throughout London's workplaces, therefore, we need an *early warning system* so that the trade unions can prepare their alternatives and strengthen their resistance. This means workers piecing together all the day-to-day signs of what management is planning – such as postponement of investment, running down of stocks, leaving vacancies unfilled.

It also means the GLC providing research and information. In County Hall there is a group of researchers who are working to identify the main trends in each of London's major industries and services and gather information on London's largest employers. The GLC is also giving funds to local research and information centres which can help trade unionists trying to anticipate management strategy. Trade unionists should look upon these centres as a resource. That is what the GLC is funding them for.

*See directory at the back of this booklet.*





## Training is our future

Defence and improvement of training provision is another issue on which we need to look ahead and plan what we want. Unless action is taken quickly against the trend of government policy there won't be much left to defend: in *one year* the number of craft and technical apprentices taken on in the South East has been halved, from 6,000 in 1979 to 3,000 in 1981. With the closure of several industrial training boards the trend can only get worse.

Here's what one trainee, JANE WATTS from Eltham, had to say about the schemes that are replacing them, such as the government's work experience scheme:

**'You often don't learn anything. They treat you like a skivvy, give you all the dirty jobs, keep you there six months, and then don't take you on'.**

The GLC is trying to counter this trend. It is financing high standard courses for 30 engineering apprentices and it is funding a two year apprenticeship scheme especially for women technicians.

(In the past women have rarely had the opportunity to become more than semi-skilled machine operators in the engineering industry. This goes deeper than lack of available apprenticeships, however, and the GLC is finding it difficult to find recruits for the new scheme for women).

In Road Transport and Hotels and Catering the GLC is financing schemes that convert YOPs courses into full apprenticeships.



Women apprentice engineers with GLC councillor Gareth Daniel.

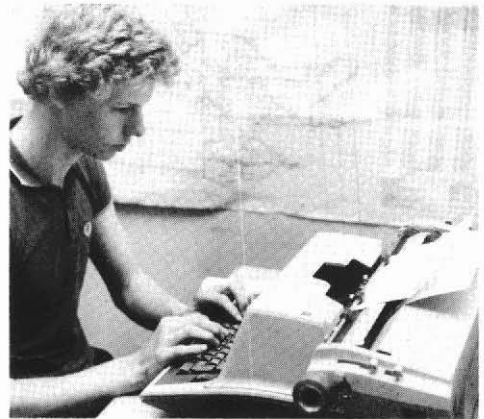


## Spot the difference!



“It just seems like every girl wants to go into an office, and I just thought I’d wanna go into an office!”

LINDA SMALL



“For me office skills are just basic. I’m going to college to learn computing skills, telecom skills and accounting skills as well.”

NEIL JOHNSON

“In our scheme, we would have courses intended to help women build up their confidence and recognise their potential”

CHARLTON SKILL CENTRE CAMPAIGN

At a local level the GLC is giving support to young people, trade unions, and womens’ groups who are taking their own initiatives on training. For instance in Greenwich a campaign is being built in defence of the CHARLTON SKILL CENTRE and its 150 places. It is to be closed by the Manpower Services Commission. The campaign is worth looking at in detail.

The people campaigning to defend the centre are using the opportunity to start a public discussion in Greenwich, so that local people can say what kind of training they want at the Charlton Skill Centre. They have lots of ideas for improving the training. People are suggesting courses:

**‘There is a need to be able to try out various skills, especially in cases where people want to try areas of work unusual to them, e.g. women considering manual trades traditionally done by men’.**

Another suggestion is courses to improve the skills you already have: **‘to enable people to carry on developing their skills, for example a joiner wishing to learn cabinet-making’.**



The campaign wants the Centre to be flexible enough to put on new courses whenever local people need them: for example a group of workers wanting to develop proposals for new products to negotiate over with management as an alternative to redundancies, or members of a co-operative needing to learn some new skills.

An ambitious plan; but with the dire choices young people face at present we need to think of bold alternatives.

**“What amount of wealth we should produce if we are all working cheerfully at producing the things that we all genuinely want; If all the intelligence, all the inventive power, all the keen wit and insight, all the healthy bodily strength were engaged in doing this and nothing else, what a pile of wealth we should have! How would poverty be a word whose meaning we should have forgotten.”**

***It's only common sense:  
producing for need***

In the GLC we are trying to spell out a bold alternative.

We start not from profit but from unused resources, and our guide is not just the market but social need.

It is quite simple: to find the vacant land and buildings, the knocked down machinery, the stranded skills and energies of London's workforce, and – with financial support – to bring them together to rebuild our wealth-creating industries and to produce what the great majority of us so clearly need: proper housing, and health, and transport.

It is what we might call a common sense economy, rather than the nonsense of a system which leaves one in eight of London's workforce unemployed, its factories empty and its engineering, printing, furniture, clothing and other great industries in a state of collapse.



In the long run, we cannot resist this collapse by trying to preserve the old industries as they are. New industries and services, new products and production processes are needed. And the techniques exist that make them possible:

- electronic techniques *could* make life easier for the blind and the deaf;
- cable television *could* enable groups without power or money to have a voice;
- changes in metal mechanics *could* allow the car industry to produce long lasting cars, serviced by skilled mechanics in local repair workshops. The monotony and triviality of



***Our need***

working on the throwaway products of the assembly line could be replaced by skilled jobs making useful things.

These are the kind of directions which open up if we drop the compass of profit and work with a new economic guide based on people's needs.

It is not a guide that has been followed often in the past. It is not a simple guide. People have conflicting needs; sometimes because of inequalities in power and wealth, sometimes because of different values and desires. An economics based on social need would challenge the inequalities, but it would seek to express and fulfill the different values and desires.



The choice between a policy for industry and services which starts from people's needs, and a policy which has private profit as its aim applies to the design of technology as well as to the organisation of the economy.

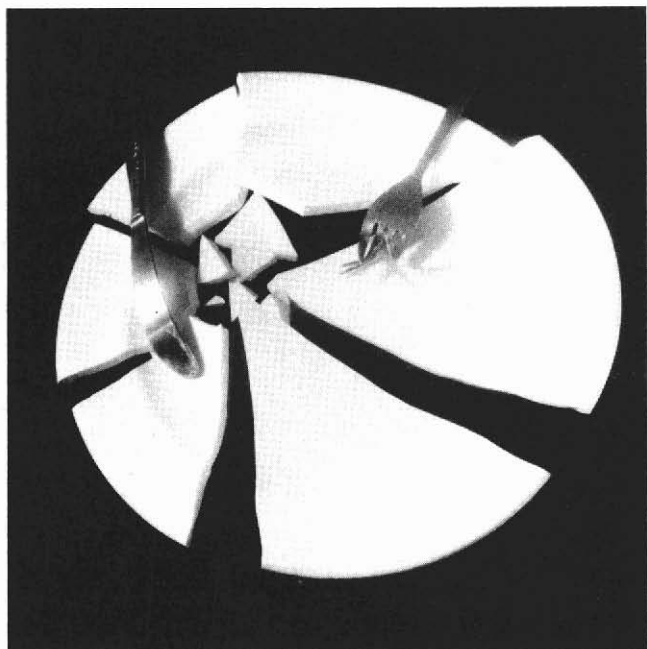
We do not accept that there is one inevitable path of technological progress. Technological changes can be developed and used in alternative ways. Cable television, for example could be used to commercialise our lives or it could improve our access to social services and political decisions. The problem is that most of us do not get to

## ***Their solution***

know about the different possibilities.

Most people feel that to challenge the direction of this progress, to question for instance the introduction of a computer, its purpose and design, would make us appear old-fashioned. More often than not, we keep our doubts to ourselves. If we do this, we are forgetting that it is people who design technologies, and decide how to use them – people who have to make choices, and who can make the wrong choice. We need to remember that if we turned our silent doubts into positive alternatives we could challenge and take part in those choices.

In several places, including London, some of the scien-



## ***Our frustration***

tists, designers and technicians who make decisions about technological progress are questioning the direction in which automation and computerisation are going.

For instance at the UNIVERSITY OF MANCHESTER, a group of technologists have developed a new 'human centred' manufacturing system. This will increase productivity but unlike most computer aided machines it will make more use of the workers' skills.

In London, the GLC is harnessing the tremendous tech-

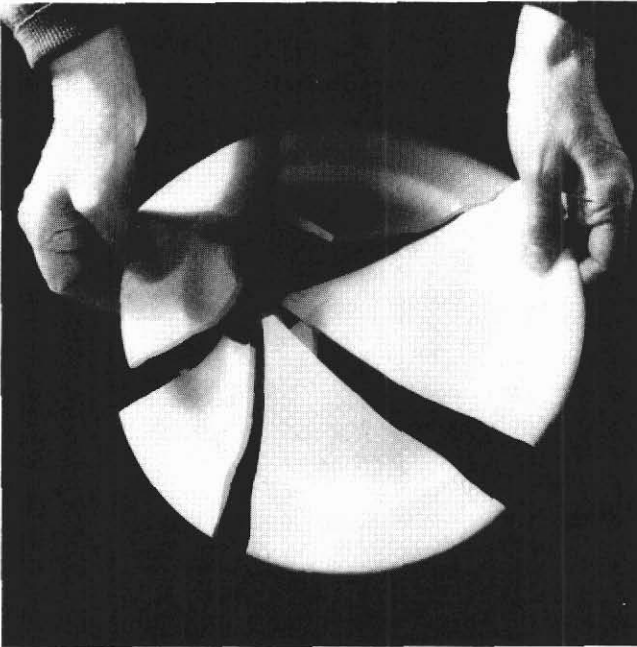
nological and scientific resources of London's universities and polytechnics to assess new technologies from the point of view of London's working people. It is doing this by creating 'technology networks' in different parts of London.

Each network will be closely connected with a polytechnic. At the same time they will be easily accessible to people from local workplaces and communities. The idea is that academic technologists will work with the workers and community groups who are at the sharp end of technological 'progress', to develop prototypes of machines that extend rather than restrict human abilities; and to develop new products which private business has been too

short-sighted, unimaginative or concerned with high profits to pick up.

At Third Sector, in West London, designers from the workers co-operative are already working with technologists from the GLC on new telephone technologies: for instance a telephone with a memory so that sick or old people can make contact with friends and relations at the push of a button.

The close co-operation with academic technologists will not happen automatically, at the touch of the GLC's magic wand. Trade unions and community groups will need to make demands on



## ***The solution is in our hands...***

the academic institutions if we are really to open up their technological resources.

After all it is the people of London who are paying for these resources.

What is more the flow of ideas will not be only one way: from academic experts to the workplace and the community. As people gain confidence from making technology work for *them*, they will develop ideas which they have never before had a chance to express.

**A model of how trade unionists, community groups and campaigns could make use of a technology network.**

**The photos in the model illustrate some of the problems Londoners face for which a new product, or type of technology might be part of the answer.**

**For instance the comfort and mobility of many old people could be improved with specially designed bathrooms and aids for climbing stairs or for overcoming some physical disability.**

**Another example: much of the equipment for people suffering from severely crippling diseases is extremely**



primitive. Iron lungs for instance have not been redesigned for 30 years or more, even though the technology to make them more comfortable has been available for some time.

Medical workers, workers in old people's homes, groups lobbying on behalf of the old, the sick or the disabled could make contact with workers whose jobs could be saved or created through making the improved product.

Together, they could make use of the technology network, its staff, its workshops, laboratories, research facilities and contacts to design and produce a prototype.





# RESOURCES

**WHY NOT TAP THIS WASTED ENERGY?**



**THE CENTRES WILL BE ACCESSIBLE**



**STAFF CAN HELP YOU WITH YOUR IDEAS**



**LONDON'S RESOURCES AT YOUR FINGERTIPS**



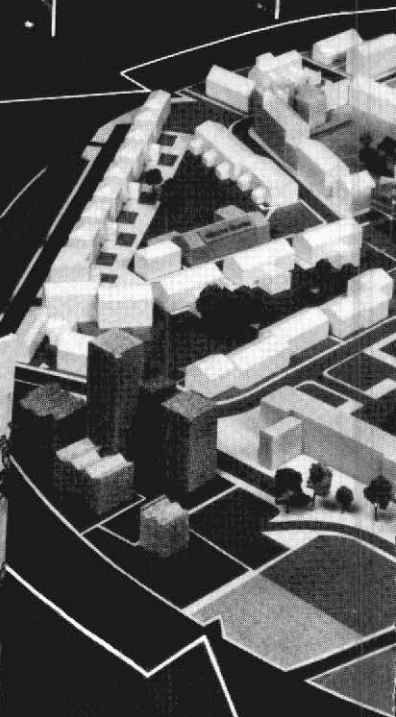
**DIRECT CONTACT WITH SPECIALISTS**



**SCORE MANAGING YOUR**



**RECOGNISING TO**



## **The Human Centred Lathe**

A good example of a machine designed to extend human skills is the 'human centred lathe'

The operator analyses a description



of the component to be machined. She or he then plans the sequence of operations, the selection of tools and the method of fixing.

This done by a dialogue with a computer display on the guard of the lathe.

This system enables the skilled operator to turn complex forms.

The lathe has been developed by UMIST (University of Manchester Institute of Science and Technology)

**A new product design will not in itself solve the problem, which is finally the problem of who controls investment decisions, both in the public sector and in private industry. But proof – especially in the form of physical prototype – that an improved technique or design is technically possible is a powerful argument for the resources to be made available on a large scale to those who so desperately need it.**

**It puts those with the power and the money to do so in an awkward and exposed position.**

**At present, the laboratories and workshops of several of London's Polytechnics are underused.**

**The technology networks will be staffed by people who can help trade union and community groups make use of these resources, to demonstrate the directions in which technology ought to be developed.**

**Each network will have a shop front separate from the Polytechnic so that Londoners can have direct access to their resources. At present the majority of the technical research at academic institutions is determined by the requirements of private industry.**

**The GLC believes it is time to redistribute this power over technological resources in favour of ordinary Londoners.**

**“I think it is an insult to our intelligence and our skills that we can produce Concorde and not provide adequate heating for the old age pensioners who are dying in the cold.”**

# PRODUCTION-PROTOTYPES

PROTOTYPE BUILT AT  
LONDON COLLEGE

FROM IDEAS INTO DESIGNS

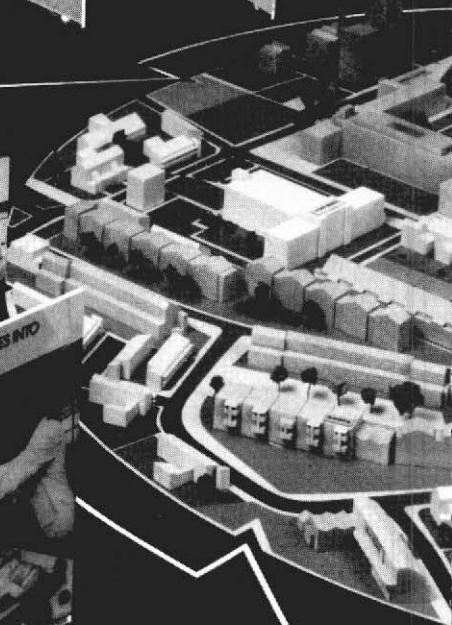
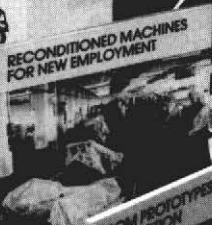
INFORMATION BANK  
FOR NEW PRODUCTS

RECONDITIONED MACHINES  
FOR NEW EMPLOYMENT

FROM PROTOTYPES INTO  
PRODUCTION

HOW CAN HELP  
YOU WIN YOUR IDEAS

THE CHALLENGE  
OF DESIGN



**“It seemed absurd to us that we had all this skill and knowledge and facilities at the same time as society urgently needed equipment and service which we could provide, and yet the market economy seemed incapable of linking the two. We therefore evolved the idea of a campaign for the right to work on socially useful products.”** LUCAS AEROSPACE SHOP STEWARDS

## ***Alternatives to the dole***

The North and East London technology network will have two centres, one based on the Polytechnic of North London, the other based on the Polytechnic of North East London.

This network will specialise in polymer and rubber technology, computing, mechanical and production engineering.

It will include space for meetings, exhibitions, offices and workshops.

It will provide equipment for light engineering, for electrical/electronic and design work.

The practical proposals for product development which come from these technology networks will be especially useful to trade unionists facing the threat of redundancy.

All too often workers feel there is no future in their job: **‘My members will not fight for a factory with no future. They can see the products piling up, unsold. It would be like fighting for a graveyard’** said ANDY GREEN, an AUEW shop steward from Ealing, West London.

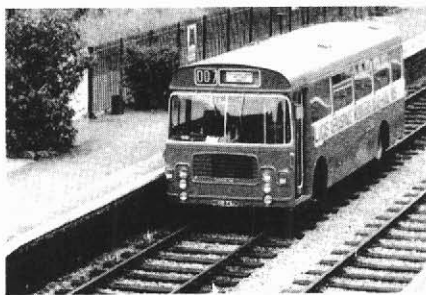
He can foresee the closure of the factory where he works but without some positive proposals showing how their skills could be used, he does not think his members will resist.

They will take the redundancy money and go; even though there is little chance of a skilled job anywhere else in West London, or the rest of London for that matter. In this case, the closure has not been announced, there is still

time to work out some positive proposals to negotiate with management.

A bank of product ideas, plus sympathetic technologists willing to help develop them, has already proved helpful to people setting up co-operatives. Three young welders came to the GLC for support in creating a welding co-operative.

They had the skills and they had the commitment, but they were not so confident about a product. They worked with a technologist associated with the GLC and came away with, among other things, the idea of a newly designed bicycle stand. They are asking the Council to order the stand from them in bulk.



Road-rail vehicle, a socially useful product



The industry whose trade unionists have gone furthest in the search for new products is the arms industry. As people are alerted to the real threat of a nuclear holocaust, there is a growing desire to take action to halt the military momentum.

Trade union plans for the conversion of arms production to the production of socially useful products is part of the pressure to dismantle the military machine. The GLC is working with trade unionists to develop a 'conversion plan' for London. In this way the GLC is backing up its propaganda for peace – its declaration of a Peace Year and a Nuclear Free Zone – with a serious commitment to plan the economy for peace.

## ***Alternatives to arms production***

25,000 jobs in London are dependent on orders for armaments. 200 of these jobs were in making explosive devices at a THORN EMI factory owned by the Ministry of Defence in Hayes.

In May 1982 the Ministry of Defence decided to move its work elsewhere. The factory will close and, if management have its way, most of the jobs will go with it.

However, the trade unions believe that there is an alternative. They argue jobs could be saved by investment in new products in other London factories in the Thorns empire. A working group of trade unions and management has been created to look at possible products.

Many of the workers at Thorn EMI are women. In several cases their interest in alternative products was stimulated not only by fear of redundancy but also by their discussions about the Falklands.

A woman T&GWU shop steward at Thorn EMI described the impact:

**'We talked about it (the issue of working on arms) for the first time during the Falklands. One of the women said to me "did you see that mine on telly? Wasn't it one of ours"?'**

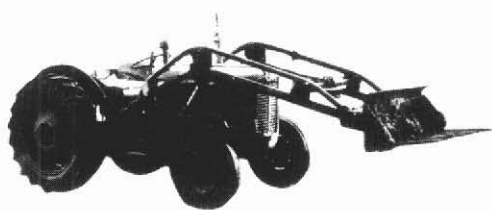
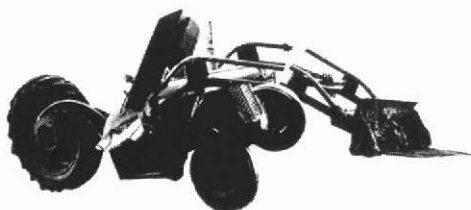
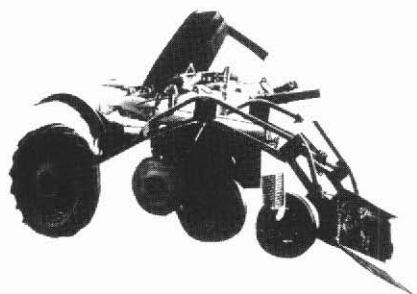
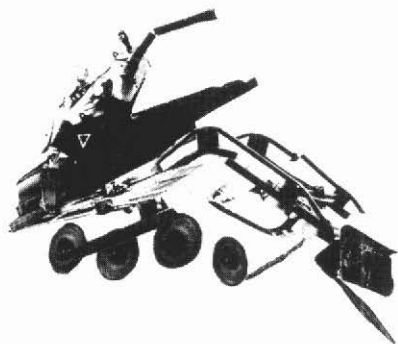
**'I said it wasn't but, my God, it could have been. That got me thinking'.**

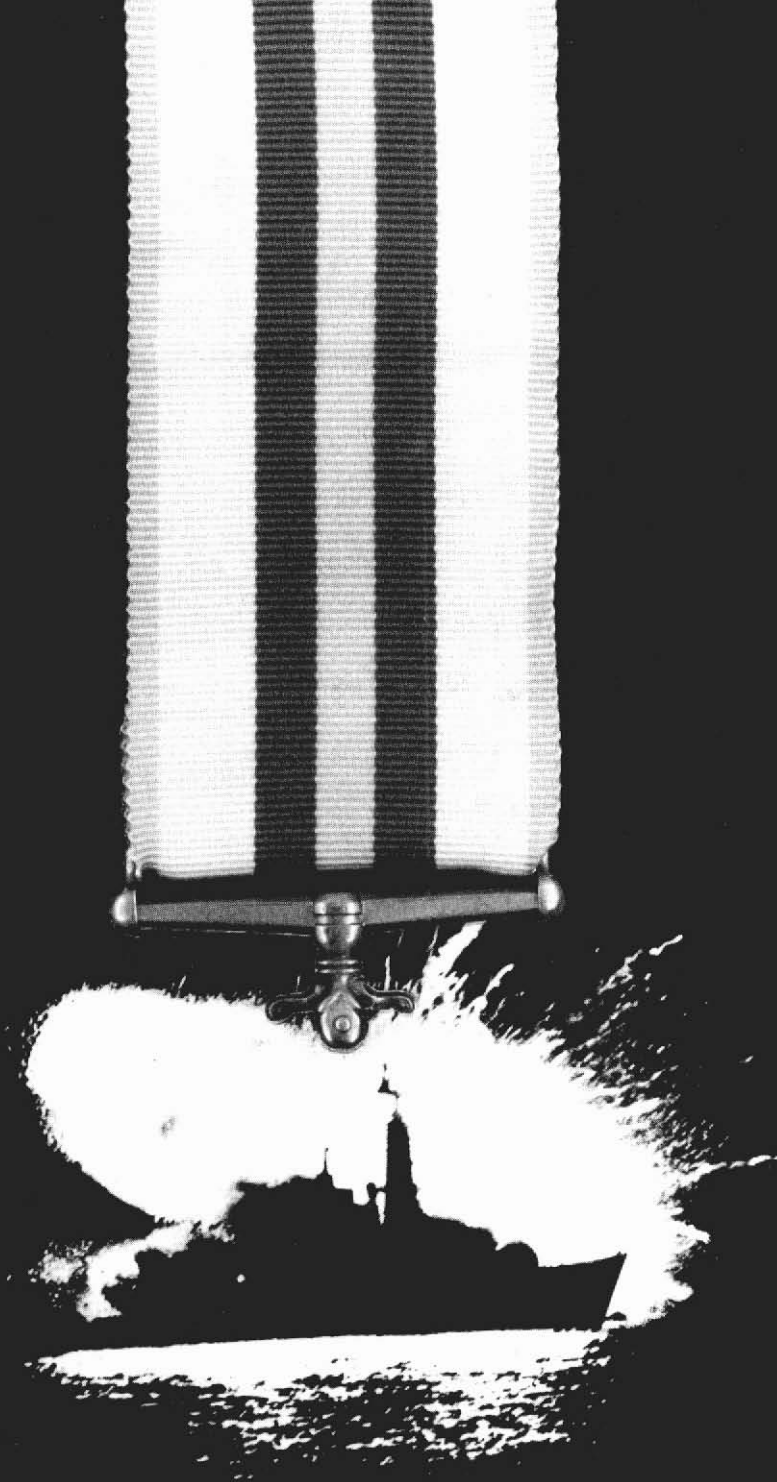
**The response of some of the women to the thought of what happened to the end product of their work, makes an important point about creating jobs to meet social needs: that the ideas and values of workers must play a part in deciding how their labour is used.**



**“We believe that if we can show ways in which the arms industry in London can be converted, we can help remove a threat not only to London but to the world!”**

**KEN LIVINGSTONE**





This was the point made by the most detailed and well known workers' plan for new products: the LUCAS AEROSPACE workers' plan. London was the original home of the shop stewards committee which drew up this plan, although workers from Lucas plants all over the country became involved.

Lucas Aerospace is involved in the production of components for military aerospace, including nuclear missile systems, for example the Sting Ray missile. However, the workers' skills and the machinery they work on are extremely versatile. They can be used to make almost any engineering product. When faced with the threat of redundancy the workers at Lucas Aerospace drew up a detailed plan of the socially needed products on which they could work, instead of joining the dole queue.

These products included an aid for children with Spina Bifida, called the Hobcart; a vehicle which could travel on the road and the rail; products for medical use; for more economical forms of transport; for energy conservation; and for opening up the riches of the sea-bed.

The Lucas workers, it is true, were a very skilled group of workers. But with the support of the technology networks there is no reason why other groups of arms workers could not draw up plans appropriate to their needs.

Lucas management refused to negotiate over the plan. They continued their attempts to slim down the company and cut jobs. Neither did the Lucas workers receive support from the Labour government. The GLC however has taken up their ideas in its election manifesto in 1981. They are an important part of its economic strategy.



New products are not the only way of saving jobs to produce the things that people need. There are new ways of looking at the products we already manufacture too. Without making completely different things, we can meet needs that are currently unmet; and draw on skills and ideas that are currently wasted.

## ***Meeting people's needs***

Sometimes it is a matter of manufacturing traditional products in a different form to suit a special need.

For instance in Lambeth, a group of Asian women have created a co-operative to make toys – jigsaws, dolls, books – with different ethnic images. This idea came from discussions among mothers, nursery workers and teachers who noticed that there are very few toys expressing the different cultures of children in Lambeth. Several local authorities have made orders for these toys.

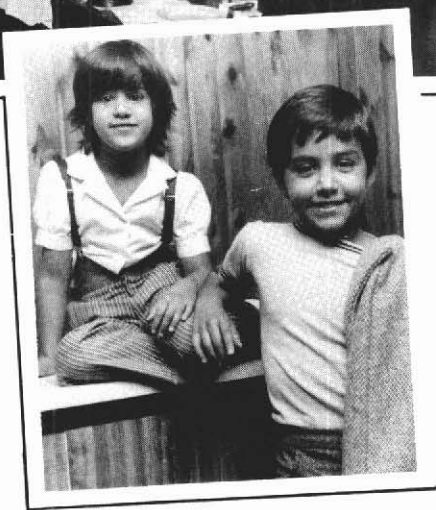
Sometimes it is a matter of making it possible for consumers to have a more direct influence over the design and distribution of a traditional product. A co-operative of women in Romford making childrens' clothes are experimenting along these lines. The women formed the co-operative after the closure of Lee Cooper Jeans factory where they worked. The co-operative, called POCO OF ROMFORD, are organising meetings and parties throughout the Harold Hill estate where they live and work. They are taking their samples to these gatherings not simply to sell them, like Avon cosmetics or Tupperware, but to ask for comments and ideas from parents and children.

In the past you had to be very rich to have clothes made to meet your own needs. The POCO women have shown a form of direct contact between user and producer which will still leave you change from a £5 note. As PAT MARSHALL put it:

**'You can't imagine a director of Lee Coopers going into a shop to get direct feedback from the customers'.**

**“We want people to say ‘if a load of women can do it, then so can we’, and so long as people are getting the idea, I don't mind us being called a load of women.’”**

The women from Poco of Romford celebrating their £3,000 grant from the GLC, with GLC councillor Valerie Wise.



The daughter of one of the women working at 'Toys for Lambeth' showing the jigsaws and clothes made at the co-op.

She goes to the creche which is attached to the co-op.







A luxury private children's and women's hospital – intended to become the Great Ormond Street of the private sector – is to be opened near Harley Street next June.

Every patient's room will have a private bathroom, telephone, television and piped oxygen. A special feature will be twin-bedded rooms, where parents, for an extra charge, can stay overnight with their sick child.

Medical facilities will include a special baby care unit, two delivery suites, twin operating suites, radiology, ultra sound and an intensive care unit

**THE GUARDIAN,**  
2 December  
1982

Up to 6,000 premature babies are likely to be deprived of the intensive care they need next year because of the shortage of hospital facilities it was estimated yesterday. A senior paediatrician, who asked not to be named, described the situation as a 'disgrace'.

Figures from the Neonatal Medical Unit at St Mary's Hospital, Manchester show that among the babies turned away because of lack of NHS care some 66 per cent died later, compared with only a 30 per cent death rate among those who were admitted. **THE GUARDIAN,** 3 December 1982

**The idea of production for social need has never been put into practice in England, but the National Health Service**

**was once a symbol of a service created to meet people's needs:**

**"The essence of a satisfactory health service is that rich and poor are treated alike, that wealth is not an advantage" was how Aneurin Bevan the founder of the Health Service described the aim of the NHS.**

**Now, under the present Minister of Health, there is a yawning gap between the health services for the poor – even the babies of the rich and the babies of the poor.**



“(I said) I’m not your little woman, your sweetheart or your dear, I’m a wage slave without wages, I’m a maintenance engineer. The terms of my employment would make your hair turn grey, I have to be on call, you see, for twenty-four hours a day...”

The principle of creating jobs to meet social needs could apply to new services, for example community laundrettes, childcare centres and services which care for the elderly and disabled. At present women do this work, unpaid and isolated in their own homes. But increasingly women are demanding the resources for these services to be socially organised.

In London there are literally hundreds of campaigns for better childcare; there are several attempts to create community laundrettes and many campaigns for better care for old and disabled people. Although these campaigns are not just about jobs, if their demands were put into practice there could be many more useful and caring jobs for men as well as women.

### ***Serving the community***

The GLC is working with some of these campaigns to draw up plans for jobs.

Sometimes these plans will contribute to resistance against government policy of cutting services and handing the profitable services to private companies.

Sometimes the GLC itself will fund projects which will show show these plans might work out in practice.

## Breaking free?

"I come here a lot. They're more likely to explain things about your bike, here. And you have to wait longer at other places.

"Also other places won't touch old bikes.

Some of the drawbacks from the workers' point of view:

"You can't just lock up and go off home at six o'clock, like you could if you worked for someone else.

"You've got to tie up all the ends. You are your own governor, you've got to work harder."



Workers and users from Mosquito Bikes, a co-operative repair workshop in Hackney, discuss the advantages and the snags.

Many of the working examples of technologies and economics based on social need are co-operatives. This is not surprising because through co-operatives, working people can organise themselves, at least within the workplace, according to their own needs and aims.

The hostile economic world around imposes tough limits, but in a co-operative, workers can decide themselves what kind of technology they use, and what kind of product, or services they provide. With financial and advisory support they can show the new ways of working which would be possible if workers controlled production.

The GLC therefore are giving considerable support to co-operatives: over £1m during the last year. This has been given to groups of workers starting up a co-operative, and to local organisations which provide advice and practical back-up for co-operatives (Co-operative Development Agencies).

*A list of these Co-operative Development Agencies is at the back of the booklet.*

However, there are problems with co-operatives. The main problem is that though there are not employers to exploit the workers, a kind of self-exploitation can take place as a result of market pressures. Co-operatives can all too easily become isolated and demoralised in the face of these pressures.

There are several ways in which the GLC and members of co-operatives or CDA's are strengthening the co-operative network against these dangers.

One defence is strong ties with the trade union movement. A second is the creation of close co-operation between co-operative themselves. This includes not only co-operation of an economic kind but also discussion of a common strategy for the co-operative movement.

The GLC, with co-operatives, has created a Co-operative Forum to encourage this close contact.

The GLC's approach of creating useful jobs and bringing wasted resources back into production does not apply simply to specific enterprises, whether co-operatives, worker-buyouts or extensions of collective bargaining. We will be taking the same approach to whole sectors of the London economy.

**We can see how these policies would work on a large scale if we look at an important part of the London economy: energy production and supply.**

Thousands of people in London suffer because heating is too expensive. In 1981, over 32,000 Londoners had their electricity supply disconnected because they could not afford to pay the bill. And the new Housing 'Benefits' will make things worse. In 1982 one third of all council tenants in London had damp homes.

Every winter the number of deaths among people of 60 and over is 20 per cent more than in the summer; something that does not occur in much colder countries, like Sweden and Canada, where houses are better heated.

## ***Insulate against unemployment!***

Proper insulation of council houses would help. It would cut heating bills by nearly 30 per cent. Nearly half of London's council housing has no insulation. So why can't we start to insulate? After all with thousands of building workers on the dole in London there is no shortage of people to do the work. The insulation of London's council housing would provide 13,000 people with jobs for five years.

The snag is that the present government has cut off the money which has been available in the past to enable local councils to insulate their housing. Though, as we shall see, tenants and building workers are pressing local authorities to find ways to carry out insulation schemes.

Another way of creating jobs and reducing the cost of warmth is to build COMBINED HEAT AND POWER stations in London. Combined Heat and Power channels all the heat which steams out of the chimneys of power stations, into people's homes.

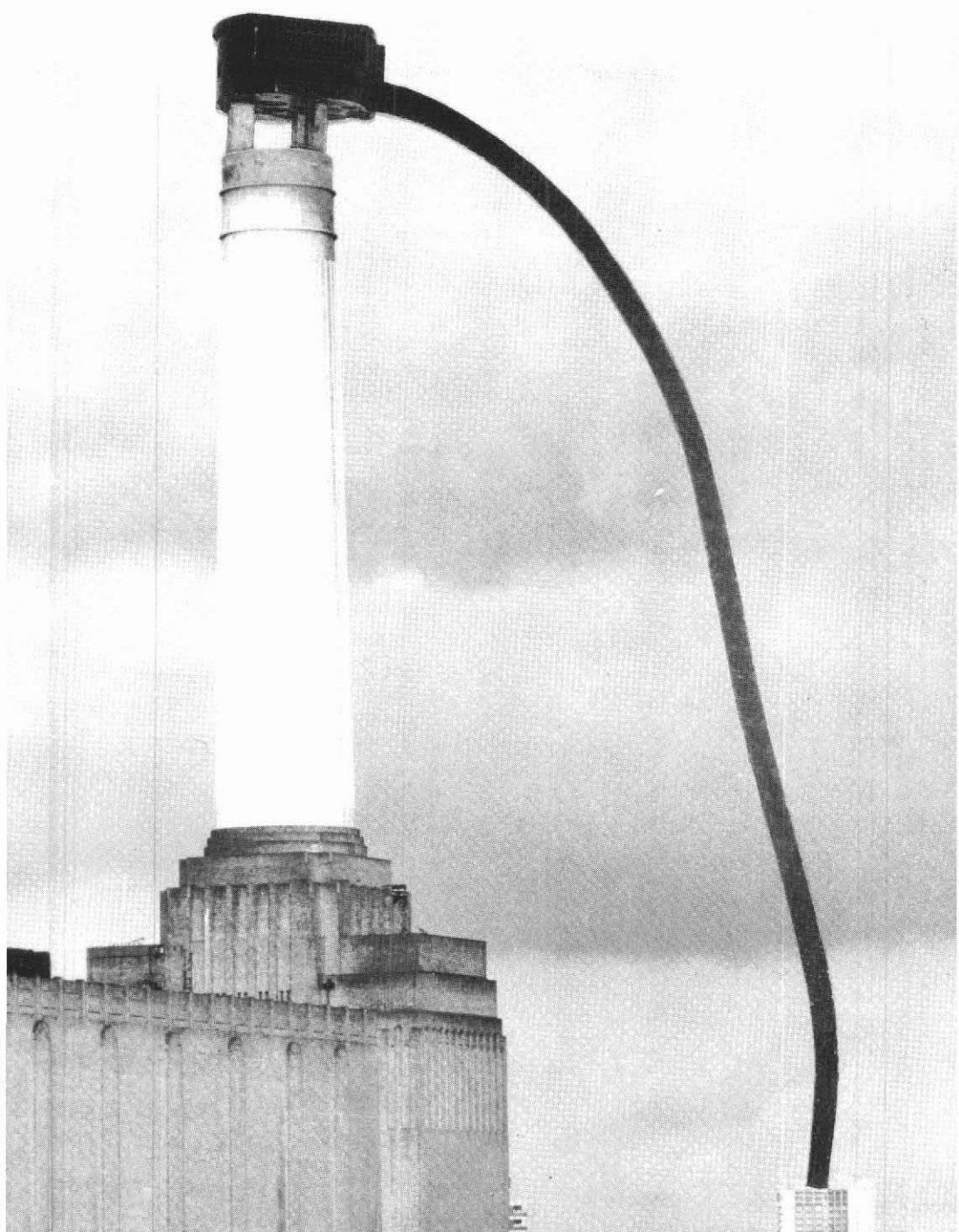
**'Someone from the Electricity Board told us that if they used all the waste heat from the local power station to grow tomatoes, they could put every single tomato grower in the Common Market out of business. And yet people are being forced to live in one room through lack of heat'** said KEN TERNANT, a trade unionist involved in the campaign for Combined Heat and Power.

Government investment in Combined Heat and Power would transform this. It could halve the heating bills of Londoners. And the building of each power station would mean at least 200 new jobs for every 1,000 houses serviced by power stations.

Each power station will cut the national heating bill by millions each year. A sensible

Lewisham Heating Action  
insulating old people's homes







investment you would have thought, in the interests of consumers and workers. And many experts and politicians are convinced too. But the government has other priorities.

Its aim is to create a new nuclear power station each year between 1982 and 1992, at a cost of over £1000m for each power station. The benefit they say will be cheaper electricity, but not until the next century.

Critics of nuclear power, though, have shown that the cost of building nuclear power stations will increase the cost of electricity dramatically. They have calculated that the price of electricity from nuclear power plans will be between 20 and 40 per cent more than electricity generated by new coal fired power stations.

No wonder an independent parliamentary body, the Monopolies and Mergers Commission, concludes that the Central Electricity Board's investment in nuclear power stations will **'operate against the public interest'**.

At the Sizewell B inquiry into the first of the government's nuclear power stations, the GLC is presenting an alternative to this madness. It is going to present a strategy for a safe, cheap and efficient energy based on Combined Heat and Power and insulation. A strategy which will create jobs from warmth.

The demand for jobs from warmth rings true with tenants and building workers at the moment. In ISLINGTON, and several other Boroughs, council house tenants are getting together with shop stewards from the council's Direct Works to campaign for jobs from warmth. People know that there is money to be spent on heating improvements (in the Housing Investment Programme) but not enough workers to carry out the work.



GEOFF TADMAN, a supervisor in a local borough's heating unit, put the problem vividly:

**'I have a letter from the Housing Department where they've got £1m underspent on their budget. They're more or less saying spend, spend, spend. But I can't because there is nobody to put it into operation.'**

**'It's like saying to a chap with one leg: if you run up that hill in four minutes you can have that pint of beer. But he'll never do it'.**

So the tenants and shop stewards from the direct works, with technical experts from one of the technology networks funded by the GLC, are drawing up their own plans, to show how the HIP money *could* be spent. With these longer term plans there will be no excuse for under-spending. In this instance the borough councillors are sympathetic and will work with the, Jobs From Warmth Campaign, to find, or fight for, ways in which these plans can be carried out.

Local plans for jobs from warmth are one of the foundations of the GLC's alternative energy plan for London. We will provide technical, educational and financial resources to local campaigns which are able to develop such plans.

We hope that tenants and workers' experience of developing these plans will strengthen the alliances needed to make them a reality.

These then are the GLC's policies for London's jobs, along with some of the Londoners we are working with to carry them out. They are ambitious aims in difficult times.

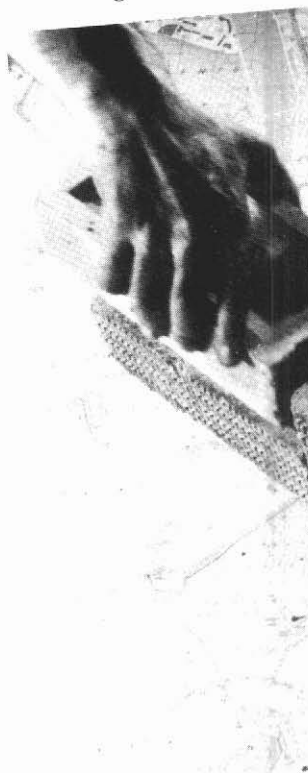


What are the means of carrying them out?

The GREATER LONDON ENTERPRISE BOARD (GLEB for short) will be the principal means of implementing the GLC's economic policies. It is GLEB which intervenes to save jobs in companies faced with bankruptcy, to support a trade union proposal to prevent redundancies, or to create new jobs with a co-op or a municipal enterprise.

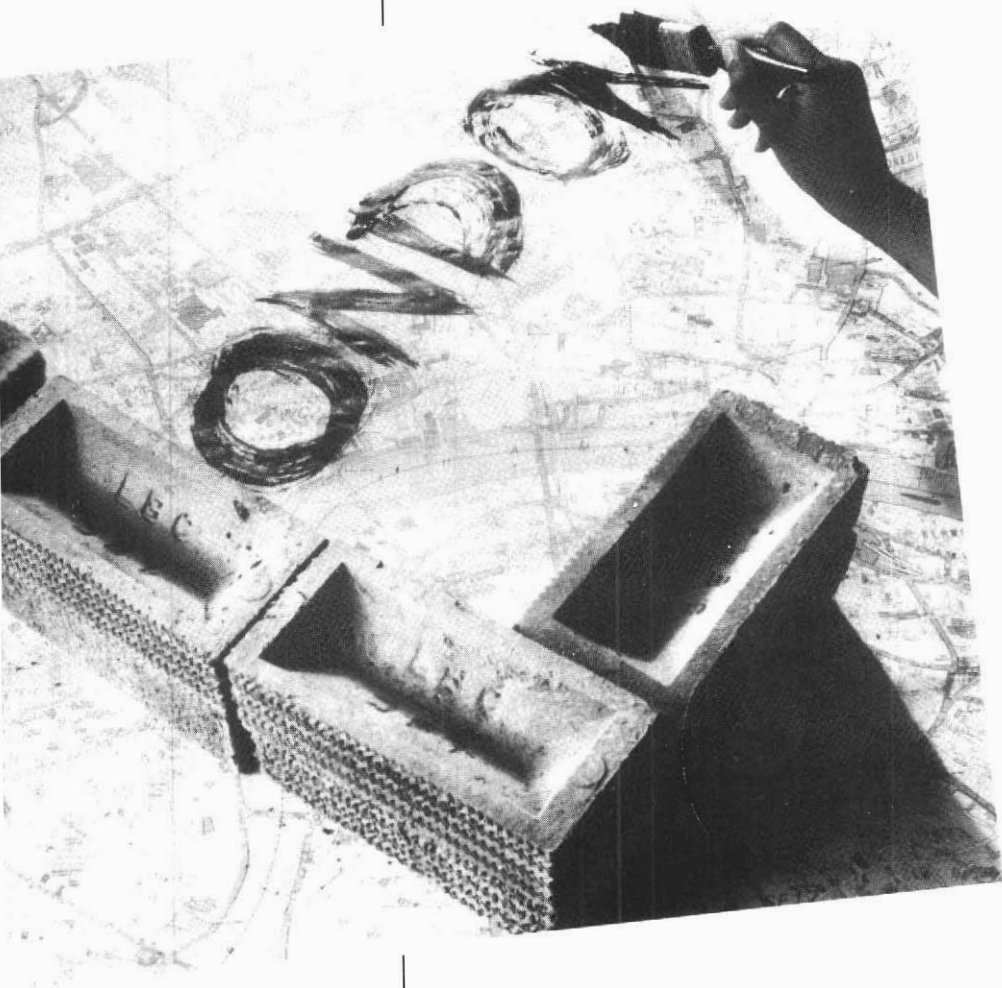
It will have about £30m to invest per year. Most of this money comes from a 2p rate which local authorities can levy under section 137 of the 1972 Local Government Act, to spend in the interests of the people of their area.

The GLC created GLEB to act quickly and flexibly. It can often take a long time to get decisions through local government committees; and if a factory is closing and the workers want support to save it, you have to act at once.



## ***Where does the money come from?***

So the GLEB is a separate company, free from the red tape of the GLC but committed to carrying out the GLC's new directions in economic strategy. It started work from County Hall but soon it moved into its own more accessible – no long corridors! – offices in the Elephant and Castle.



The GLEB will be very different from a normal company or bank: it will be more than simply a 'listening bank'. Its guidelines, set by the GLC, lay down the policies described in this pamphlet. When it decides what to invest in, it will not, like the banks, be deciding just on the basis of what makes most money.

GLEB will normally give financial support by providing loans, or by buying shares in the company. It will also be able to help with factories, and provide mortgages on factory buildings. When it decides whether to support a project, it will take into account the cost of unemployment, the cost of lost skills, and the cost of wasted land and building.

It will recognise the special benefits of increased investment in areas of high unemployment. It will consider how far a project gives working people more control over economic decisions.

And it will assess the possible benefits of a project, from the point of view of women and ethnic minorities.

The GLC have a list of policies for which an enterprise would receive extra support from GLEB. A project could receive extra money, depending on for instance, the number of apprentices it trains, the opportunities it provides for women and members of ethnic minorities, and whether it is a cooperative, or is under some form of social ownership.

This is a new and radical approach to investment decisions, and one which makes sure that rate-payers' money is not wasted. It is very different from the approach of most of the big investors based in the City: the pension funds, the insurance companies, the merchant banks and the ordinary clearing banks. These institutions tend to go for short term profits.

A wide spectrum of opinion has been highly critical of this approach. The GLC is particularly concerned to pioneer a new approach since it is jobs in major cities like London which suffer.

In their search for short term profits the financial institutions take a global view. They compare the profits of for instance a London based company paying a decent wage with a strong trade union organisation, with the profits of companies investing in rural areas where labour is weaker or in countries where authoritarian regimes have destroyed trade unions. Not surprisingly the London based company loses out. For there are few alternative sources of funds to those of the City's financial institutions.

Attempts to establish alternative approaches to invest-



**We intend to put the resources of the GLC at the disposal of all those fighting to save – or fighting to create – jobs in London.**

**LABOUR PARTY  
MANIFESTO FOR GLC  
ELECTIONS 1981**

ment in the past have failed to resist the influence of the City. At a national level, the Labour governments' National Enterprise Board did not fulfill the radical objectives for which it was created: in particular, industrial democracy and the creation of secure and useful jobs. The politicians concerned did not keep it to these objectives. In London it will require considerable determination, not only by the Board of GLEB and the GLC members but also by the trade union movement to make sure that GLEB implements the policies for which it was created.

The City's approach has created an investment gap which GLEB has the opportunity to fill. For GLEB is interested in the expansion of production and the creation of secure jobs rather than immediate profits.

Where a company is going for long term growth in production and is threatened with takeover by a rival, in a way likely to jeopardise jobs for Londoners then the workers in that company will find an ally in GLEB.

GLEB will involve the trade unions in negotiations over the company's strategy for growth. All GLEB's divisions will work with trade unions and management on joint plans. These enterprise plans will be strongly influenced by the strategies developed for different industrial and service sectors developed by the GLC, trade unions and local groups.

The GLEB divisions include a TECHNOLOGY DIVISION which will draw on the expertise of the technology networks to find new products and production processes.

There will be a STRATEGIC INVESTMENT DIVISION which will explore the scope for improvement within a whole sector of industry or services.

There will be a STRUCTURAL DIVISION which will work especially closely with the trade unions on every project. This division will also have responsibility for encouraging municipal enterprises in close collaboration with the GLC and the local borough councils. And it will provide support for co-operatives, both the large ones, often worker-buyouts like Third Sector, and the smaller start ups like Poco of Romford.

The success of GLEB in making a start on the reconstruction of London will depend on the quality of the proposals it receives for funding. It welcomes proposals not only, or even primarily, from businessmen but also from trade unionists trying to save jobs, and from co-operatives and local authorities trying to create new ones.

Here then is an opportunity to show in practice that there *is* an alternative. We must not let it pass.

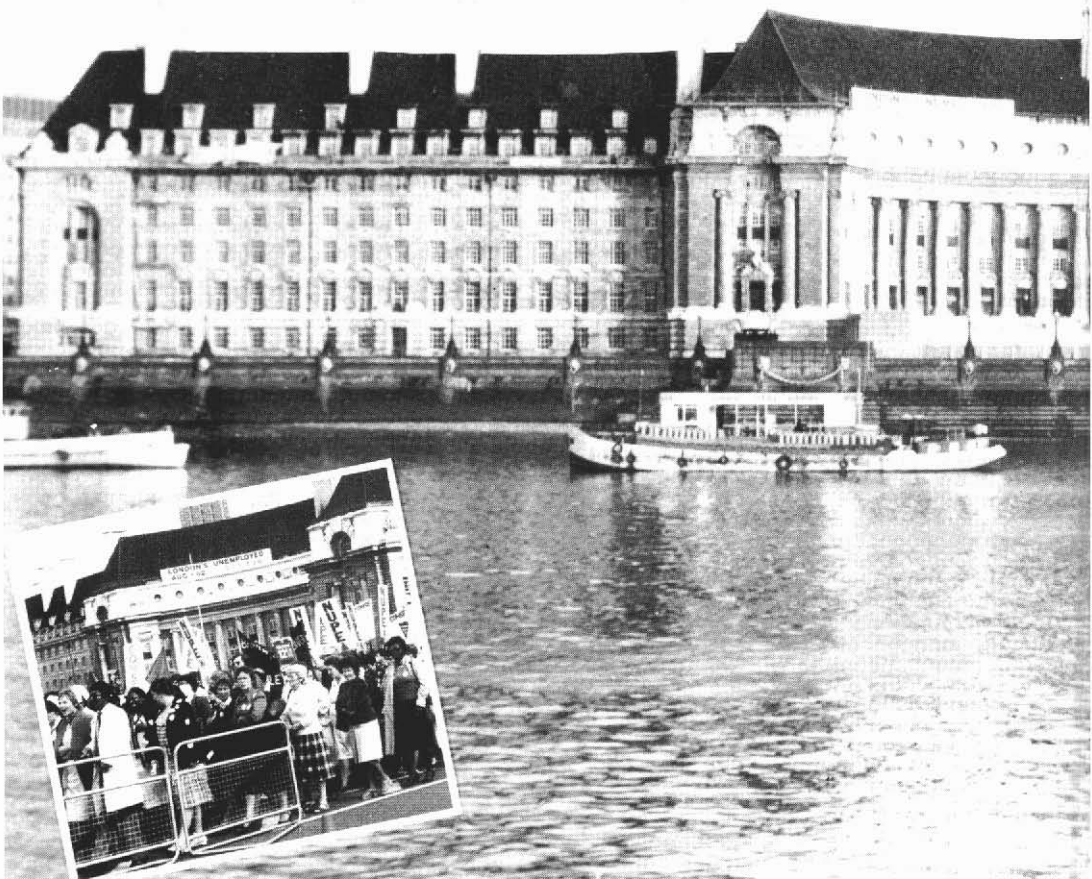
**“... We’re not helpless. In the last year, I’ve met women who’ve forced councils to convert heating systems, get repairs done that should have been done ten years ago, get councils to actually admit they’re wrong.**

**“There was a time when you would walk into a council building and you would think, ‘Oh a councillor!’; but now I think, ‘Oh, he’s just like me, just another person!’**

**“Actually, he’s there because I elected him to be there.”**

Below: Health workers march on their Day of Action, September 22, 1982.

Every month the number of London's unemployed goes up on a banner on the riverside of County Hall, facing Parliament.

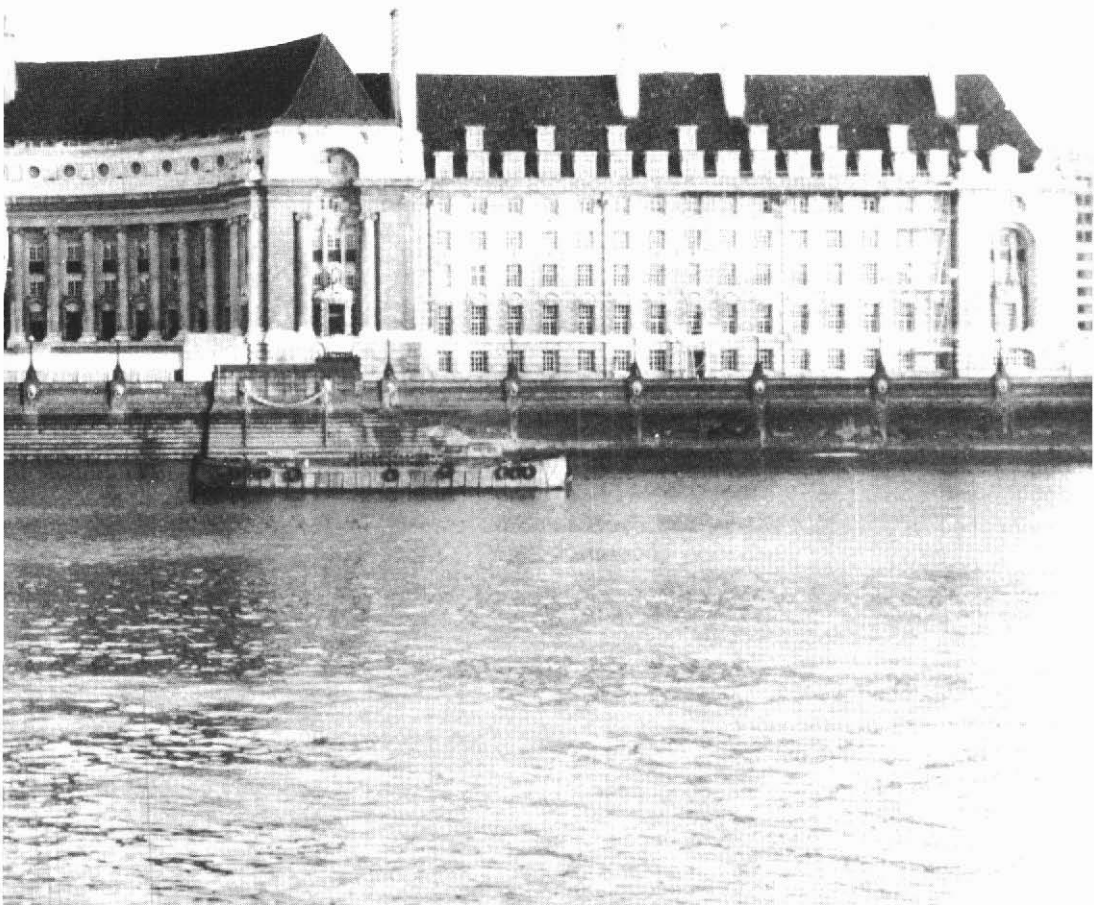


## ***Money for training***

The industrial and employment policies carried out by the GLEB will be closely co-ordinated with the GLC's policy towards defending and extending the skills of Londoners. This policy is put into action through the MANPOWER BOARD (despite the name, it places a high priority on the needs of women!).

The Manpower Board is part of the GLC. It does not have the independence of the GLEB, but representatives of the trade unions, the London Chamber of Commerce, and the Manpower Services Commission are all voting members of the board. Its annual budget is £1m, though this is likely to increase. It will also work to get funds from other public bodies - for instance the EEC Social Fund - for training initiatives in London.

As well as these two main agencies, there are other GLC organisations which will be involved in defending jobs and developing an alternative strategy.





**Nearly 10,000 Londoners are homeless;**

**Nearly 20,000 of London's building workers are on the dole.**

**Yet, because of government policy, Direct Labour Organisations are powerless to put these two together, unless they make a 5 per cent profit.**

**And employing more workers to build homes for homeless people is unlikely to make a profit.**

## ***London Community Builders***

First there is LONDON COMMUNITY BUILDERS., the GLC's Direct Works. This continues the tradition, first established by the London County Council of 1892, of carrying out building works directly, rather than depending on private contractors.

The LCC's Direct Works was founded because of the high prices charged by private contractors and because of the corruption involved in who was given contracts. Only with Direct Works can Londoners be sure that their rates are not boosting the profits of the engineering and building companies who happen to have friends and relations in high places.

Yet for all the tears the present government sheds over rate payers' money, it is severely limiting the operation of Direct Works like London Community Builders.

At present LCB's normal budget is only £15m and it employs 784 workers. Its scope is also limited by the fact that the government has transferred the GLCs housing responsibilities to the boroughs. However Councillors and officers are exploring ways in which the LCB can be expanded to help improve London's public housing and other buildings.

## ***The GLC's purchasing power***

Second, there is the GLC's huge purchasing power, under the responsibility of the SUPPLIES COMMITTEE. The GLC spends £101m per annum on goods and services, and it arranges £88m worth of contracts for local borough councils.

As a major customer, the GLC can use its powers to improve the quality of jobs and training and to expand the opportunities for women and ethnic minorities in companies from which it buys.

## **"With the people, you can win..."**

The GLC councillors who were elected in May 1981 and whose record will be judged on in May 1985, have final responsibility for all the decisions of these bodies. They set the guidelines for the Enterprise Board and every year they spell out in detail its immediate priorities.

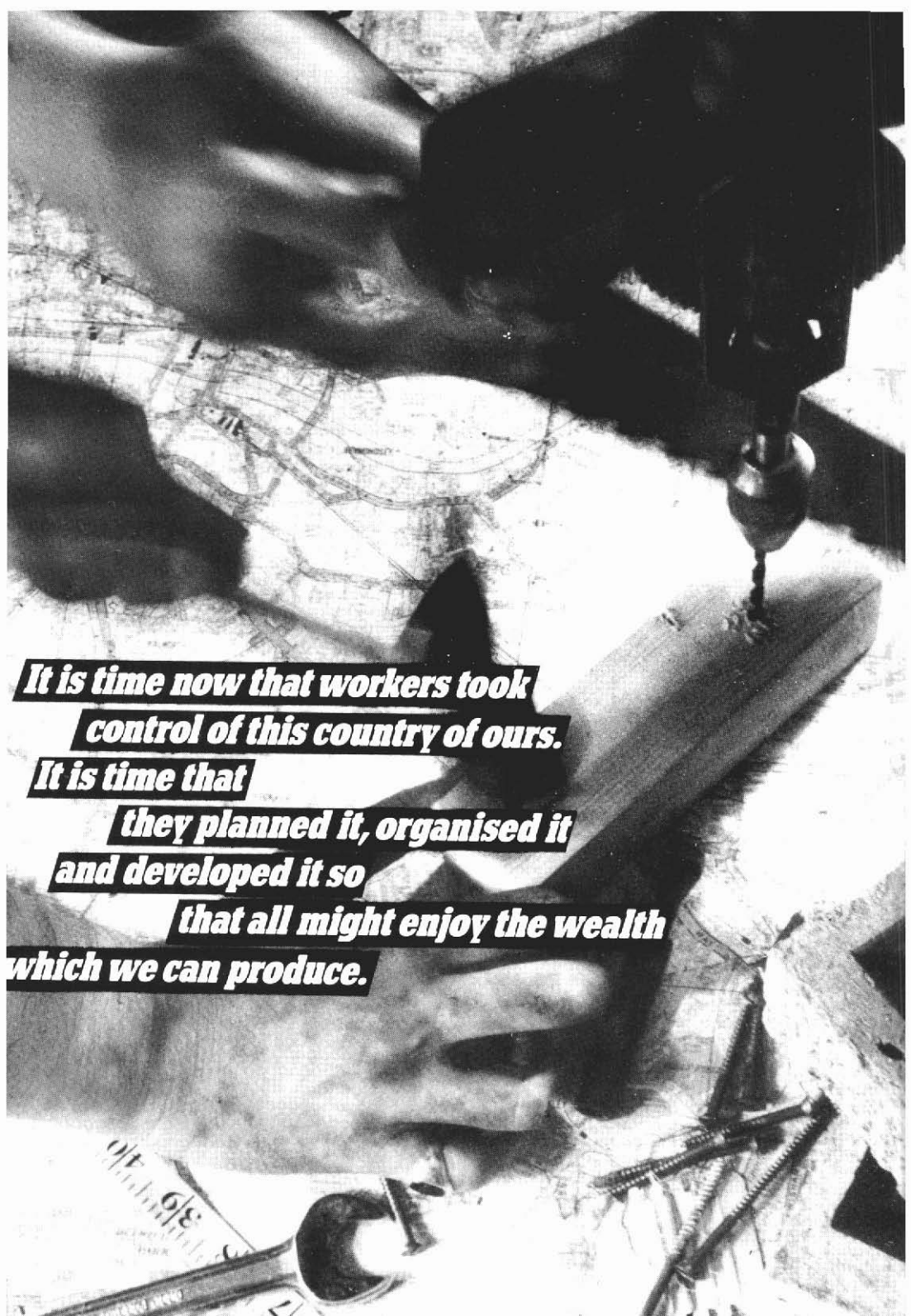
They also have direct control over funds for projects outside the Enterprise Board's brief, for example, funds for centres for the unemployed; for projects researching and campaigning on employment issues; for co-operative support agencies and co-operatives not at a stage where they will get money from GLEB. (A group of GLC officers called the Project Development Unit – see below – do all the preliminary work on these grant applications).

The meetings of the councillors are open to the public and their papers are available to the public. In these ways you can find out the decisions your councillors are taking; you can write to them, lobby them, demonstrate to them about the decisions you would like them to take. And then you can vote for or against them at the GLC election.

This is democracy of a kind but it is only passive form of democracy. It limits you to reacting; it leaves *policy making* in County Hall, in Whitehall and in the Boardrooms of the City.

Yet people should be able to contribute much more to decisions about London than just putting an X on a ballot paper every four years.

Think of it this way: Londoners include people who have the skills to design, produce and maintain the aeroplanes that carry thousands of people safely across the Atlantic; people who make the hundreds of sensitive decisions involved in bringing up children; people who design, produce and use the intricate medical instruments



***It is time now that workers took  
control of this country of ours.  
It is time that  
they planned it, organised it  
and developed it so  
that all might enjoy the wealth  
which we can produce.***



which save lives; people who care for the sick, and the old, who teach the young and help the disabled; people who repair ships which carry food and raw materials across the world; and so the list could go on.

What is more they are the people who *depend* on jobs in London for their livelihood. These are the people who, if they had the power, would be able to formulate the plans for reconstructing London.

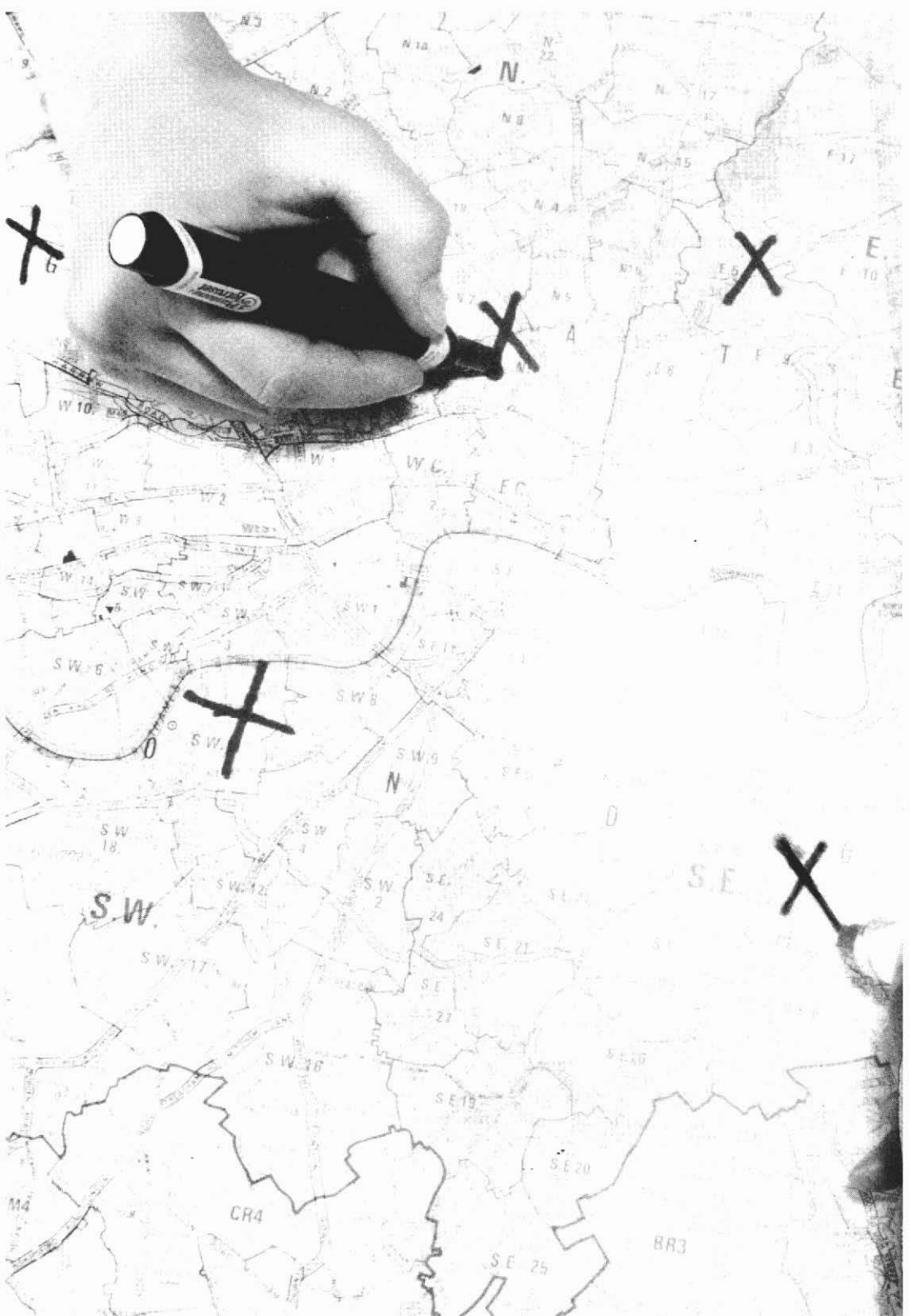
Throughout the pamphlet there are examples of this: the workers at Third Sector, at Austinsuite, at Poco of Romford; the tenants and direct labour workers in Islington; the campaign around the Charlton Skill Centre in Greenwich. There are other examples too, like the workers at Staffa Engineering who occupied their factory to save their jobs, and the trade unionists and young people who marched from all parts of London on the People's March for Jobs.

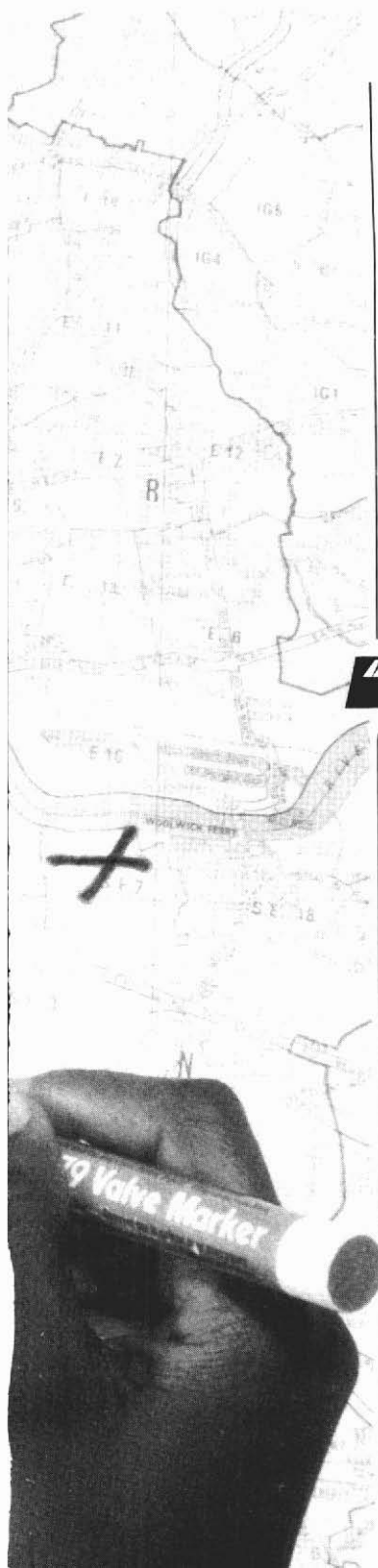
We intend to support and to help spread these initiatives. We believe that they are more than just a list of good causes. Such initiatives are the beginnings of a new kind of economic planning, planning based on where working people are organised, in the workplace and in the locality.

Some of those involved have called it 'workers planning' or 'popular planning'. Planning in the past has always been done from above; *the majority of Londoners have been just the victims of planning. Popular planning challenges the power of those at the top.* It challenges the monopoly which management, politicians and experts have had over co-ordinating and determining economic decisions.

Popular planning is about so called 'ordinary' people spelling out their vision of the future and fighting to get it implemented.

This requires confidence, organisation and resources. It is not simply a matter of writing a letter to Ken Livingstone with your latest brainwave. Nor is it simply a matter of influencing the policymaking of the GLC or Enterprise Board, though that is important. It is a matter of gathering





the strength to press for your plans with management, the local authority, government or whoever it is that has the finance your plans need.

This involves making alliances between the trade union movement with its industrial power, and community based groups who voice local needs. The Jobs from Warmth Campaign based on trade unionists from the Direct Labour Organisations working with local tenants, is a good example of this kind of alliance.

It also means going out and winning support amongst the people who do not normally go to meetings, or organise or demonstrate: as JIM LOCK campaigning against the STOLPORT (a short take off airport in Docklands to service the City) put it:

**'We've always got to get nearer to the grass roots, that's where your strength is. The powers that be know that. They can ignore you unless you've got the people behind you. With the people you can win'.**

## ***"We're not just anti..."***

Throughout London there are many local campaigns like the campaign against the STOLPORT.

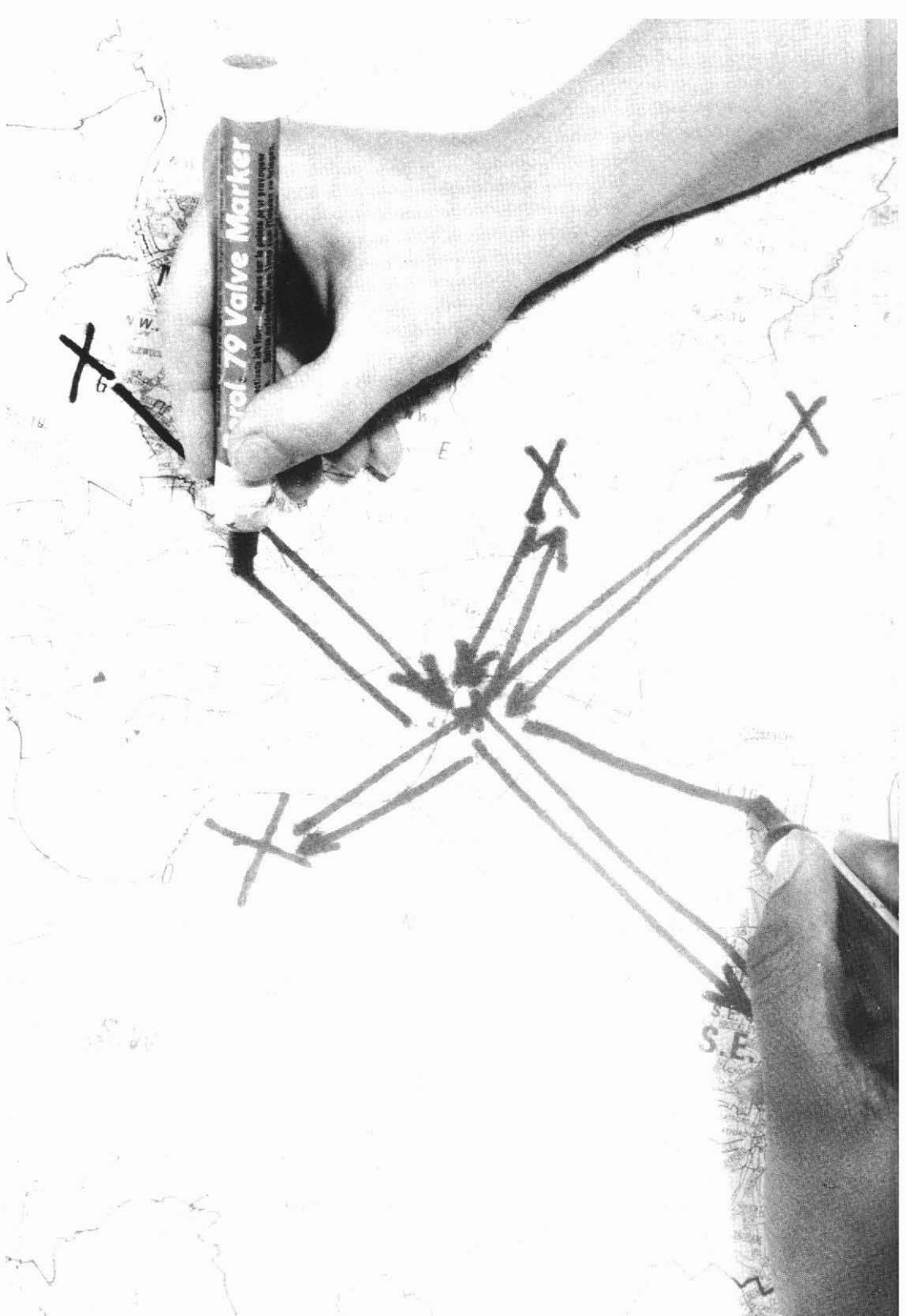
They have in common a determination to assert the needs of local people against the planning decisions taken by powerful and unaccountable organisations. They and the trade union initiatives already described in this booklet, are the seeds from which popular planning will grow.


The campaign against the Stolport is a good example to look at in more detail.

Trade unions and community organisations alike believe that the Stolport is not in the interests of the people of Newham. LIL HOPES, a member of the campaign committee, summed up this feeling when she described a conversation she had had with a representative of the London Docklands Development Corporation who are strongly backing the airport:

**'When I asked what will be the benefits of the Stolport to the people of Newham his answer was that "when you want to go abroad you won't have to go to the trouble of getting a taxi to Gatwick, you can get an aeroplane from Docklands".'**

**'I said I'd show him round Newham so that he could see how many people could afford to go abroad, never mind a taxi to Gatwick or an aeroplane from Docklands'.**





Neither are people in Newham convinced that the Stolport will bring more local jobs. They argue that even those few jobs that are created, will be created at considerable cost; the cost of constant noise, and constant danger from the aircraft using the Stolport.

The campaign sees the whole project as an attempt to give credibility to the London Docklands Development Corporation and therefore to the Government's Inner City Policy. The LDDC has received nearly £100m of government money over the past eighteen months. It is a symbol of the government attempts at inner city re-generation. But so far there are very few signs of re-generation. The Stolport provides an illusion of activity.

Many of the Newham people campaigning against the Stolport believe that in taking on the Stolport they are taking on the LDDC. To build up a campaign of sufficient force to do this they need to put forward an alternative. As RENE GERARTY put it at one of their meetings:

**'We're not just anti, we must develop positive plans of our own. We've got the ideas and the determination to do so'.**

The GLC is prepared to help local groups in Newham with the resources they need to involve their neighbours and workmates throughout the Royal Docks to shape up proposals which would really meet local needs. Some of these proposals would themselves then be funded by the GLC, through the Enterprise Board.

These GLEB funded proposals would show that there is an alternative to the government's false hopes in private investment. With working examples, the local campaigns against government policy in the Docklands will gather momentum.



Members of the campaign against the Stolport.



If you look behind the LDDC's proposal for the Stolport, or the Government's Sizewell B nuclear power station, or the multinationals involvement in cable television, you will always find a wider, long term view of how an area or an industry should be organised.

## ***A people's plan for London***

For example, the Stolport is part of a view of Docklands as an area whose prime purpose will be to serve the City; Sizewell B is part of a nuclear energy policy which will among other things reduce the bargaining power of the miners; cable television provides multinational companies with a completely unregulated means of communication.

We cannot challenge the decisions by governments or companies if we are only *reacting* to these decisions without a long term vision of our own. *We will always be in a weaker position than they, unless we develop our own vision, and strategy, for London's areas, industries and services.*

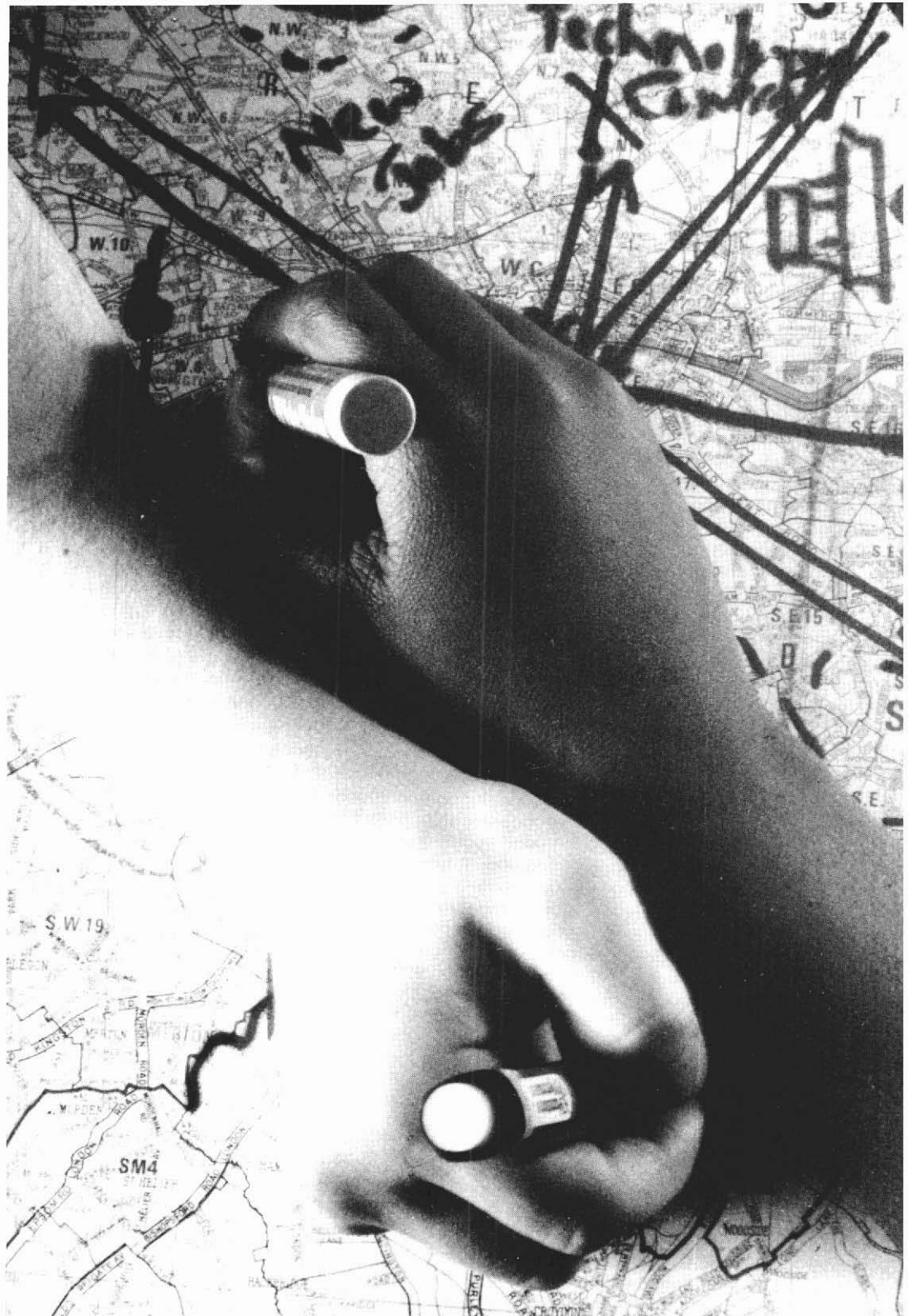
That is the other purpose of the GLC's support for popular planning: to encourage groups in different areas or different parts of industry or services to come together with back up from researchers at the GLC to create a long term plan for their area or industry, or eventually a plan for London. A plan which as one person put it 'will haunt the powers that be for years to come'.

*This plan cannot be implemented in full by the GLC.* As Ken Livingstone put it at the conclusion of his report on monetarism in London:

**'What is needed is a change of government, and the adoption not of a mere generalised reflation, but of a detailed interventionist policy of restructuring for labour along the lines we are developing in the Council'.**

But a change in the colour of the team in charge of government will not be enough to radically change the policies. For that we need to strengthen people's organised power in the workplace and the communities.

*This must start now with a campaign for jobs; not just any job at any cost, not jobs at a pittance, not jobs to keep you off the streets, or jobs that are here today, gone tomorrow, but jobs which will enable the people of London to thrive and to grow.*



## ***Campaigning for jobs:***

### ***GLC support***

Within the GLC there are several groups who are working on such a campaign.

The ECONOMIC POLICY GROUP has main responsibility for the policy and strategy of the GLC's campaign against unemployment. Part of its work involves giving support to and spreading popular initiatives for jobs. It is working closely with several trade union education departments, ILEA's Adult Education Institutes and the Workers' Education Association to provide workshops and educational material on popular planning for jobs.

The EPG convenes a regular 'Popular Planning Assembly' to enable groups to draw on each others ideas and experiences and to help to co-ordinate a London wide campaign for jobs.

In February there will be a regular newsletter publicising and spreading trade union and community campaigns for jobs, and informing Londoners of the GLC's industry and employment work.

Another part of the Economic Policy Group – the PROJECT DEVELOPMENT UNIT – works on grants to local groups concerned with employment. While the GLEB is responsible for major investments to save or create jobs, the PDU works on grants to groups who are campaigning for jobs, organising the unemployed, providing research and information to trade unions and working on the employment problems facing women and ethnic minorities. The PDU also works on applications for smaller co-operatives, although GLEB will usually provide the finance.

The people in the PDU have long experience of working in community groups and trade unions. They know the difficulties that face groups who have an idea for a project but may need help in working out the details, obtaining technical advice and then getting a grant to get the idea moving.

The Project Development Unit's job is to work with groups including many of those mentioned in this booklet, to make sure that if the idea is a good one, one that will benefit either the local community or a wider number of Londoners, then the application for assistance can be helped over the various administrative hurdles as quickly as possible.

The types of projects that have come in since the Unit started work in September 1982 vary enormously: local Trades Councils wanting to set up unemployed workers

centres; groups of handicapped people planning to start a printing co-operative; womens organisations who want to do a piece of research to find out the realities of how unemployment is affecting women on local estates; a community group that wants to use a disused dock to set up a training scheme for local youth – the list is endless.

The point is that if your idea can help to campaign for jobs, establish new methods of training, do research into the employment needs of your locality – or in some way combat the feeling of powerlessness that so many Londoners feel in the face of growing unemployment, then the Project Development Unit will help you.

The Unit doesn't help get-rich quick merchants, or individuals who want to do their own thing with no thought to how that affects local people. So if you want to go into business flogging dodgy double glazing systems to

your local tower block estate – don't bother to get in touch!



Members of the GLC's Project Development Unit

### How It Works

Typically, a group of tenants, or a black organisation or a shop stewards committee will hear about the possibility of

getting a GLC grant, and will phone in. One of the Unit will fix a time to come out and meet the group to talk about their proposals.

A report is written and it goes to a committee meeting at County Hall, to which members of the group applying can come. If the homework has been done properly if the proposal is consistent with Council policy, and there is enough money, then the elected Councillors will agree to it, and the project can start to get going.

The process may take a couple of months, and the aim is to try to get similar types of project applications to the same Committee, so that everyone can get an overview of whats being developed. It is important that grants are given in a way that enables the strategy to be developed, rather than just throwing cash out like confetti, hoping some of it gets to the right place. The Economic Policy Group and the Project Development unit can be contacted at room 6B County Hall, SE1.

The WOMEN'S COMMITTEE SUPPORT UNIT is especially concerned with the problems facing women as far as employment is concerned. They can be contacted at:  
WCSU County Hall London SE1

The ETHNIC MINORITIES UNIT similarly works on the special problems facing ethnic minorities as far as employment is concerned they can be contacted at:  
Room 601 County Hall London SE1

Below we will list the London addresses of the main trade unions local organisations of the unemployed, centres for trade union and community research and information, womens employment projects, black groups and other groups campaigning for jobs.

## ***Making contact, getting organised...***

### **Employment projects**

Community Works Service  
68 Chalton Street,  
London NW1  
Tel: 01-388 0241  
Contact: Cedric Jackson

### **Main trade unions in London**

South East  
Region TUC  
Congress House  
London WC1B 3LS  
Tel: 636 4030

TGWU Region 1  
(S Staden),  
Woodberry,  
218 Green Lanes  
London N4 2HB

AUEW (Engineering)  
Division 7  
28 Denmark Street  
London WC2

TASS (Division 25 & 26),  
Onslow Hall,  
Richmond,

GMWU London  
154 Brent Street,  
London NW4 2DP

NALGO Metropolitan  
Block 2  
17 Highfield Road,  
Golders Green,  
London NW11 9PF

UCATT London,  
11-13 Essex Road,  
Dartford, Kent,

ASTMS London  
79 Camden Road,  
London NW1 9ES

APEX London and Home  
Counties,  
3 Parkview Road,  
Welling, Kent DA16 1SZ

NUPE South London,  
13-15 Stockwell Road,  
London SW9 9AT

North London  
Britannia House  
960 High Road  
North Finchley,  
London N12 9BR

NGA London  
12-14 Theobalds Road  
London WC1

SOGAT  
34-44 Britannia Street,  
London WC1

## Trade union & community resource centres

Hackney Trade Council Trade Union Support Unit  
34 Dalston Lane  
London E8 3AZ  
Tel: 01-249 8086

The Junction Resource Centre  
248-250 Lavender Hill  
London SW11  
Tel: 01-228 1163/4

Joint Docklands Action Group  
2 Cable Street  
London E1 8JG  
Tel: 01-480 5324

Services to Community Action and Tenants  
31 Clerkenwell Close  
London EC1 0AT

Centre for Alternative Industrial and Technological Systems  
Polytechnic of North London  
Holloway Road  
London N7 8DB  
Tel: 01-607 2798 Ext 2498 or 01-607 7079

Multi Service Centre  
10 Bernays Grove  
London SW9  
Tel: 01-737 3617

Waterloo Action Centre  
14 Bayliss Road  
London SE1  
Tel: 01-261 1404

Tower Hamlets Alternative Strategy Group  
c/o J-DAG  
*see above*

Haringey Community and Trade Union Centre  
2A Brabant Road  
London N22

## Local assemblies

These have grown up since the London Assembly to campaign against unemployment and the government's attacks on London's services.

Lambeth Assembly  
*contact* C H Sutton  
10 Bemays Grove  
Brixton  
London SW9

West London Assembly  
*contact* Jack Dromey  
7-9 South Road  
Southall

East London Assembly  
*contact* Brian Nicholson  
1 Cable Street  
London E1

Charing Cross Hospital  
Joint Stewards Health Assembly  
*contact* Terry Quin  
Charing Cross Hospital  
London  
Tel: 01-748 2040 Ext 2665

## Law centres

Law Centres Federation  
164 North Gower Street  
Nr Euston,  
London NW1  
Tel: 01-387 8570

## Trades Councils

Greater London Association of Trades Councils  
Secretary of the Employment Committee  
19 Lancaster Road  
London W11  
Tel: 01-221 4585

## Unemployed centres

SERTUC  
Congress House  
Great Russell Street  
London WC1B 3LS  
Tel: 01-636 4030  
*contact* Terry Stevens

## Heating campaigns & projects

London Heating Forum  
17 Victoria Park Square  
Bethnal Green  
London E2 9PF  
Tel: 01-981 1221

National Anti-Dampness Campaign  
c/o SCAT  
31 Clerkenwell Close  
London EC1  
Tel: 01-253 3627

## Tenants Organisations

London Tenants Organisation  
17 Victoria Park Square  
Bethnal Green  
London E2 9PDE  
Tel: 01-981 1221

## Co-operative Development Agencies

Brent CDA  
192 The High Road  
Willesden  
London NW10  
Tel: 451 3777

**PUBLIC SERVICES UNDER THREAT**  
**BIG BUSINESS IS AFTER YOUR JOB**  
**What is PRIVATISATION?**

**EMPLOYMENT COMMITTEE BULLETIN**  
**FOUNDED 1994**  
**GREATER LONDON ASSOCIATION OF TRADES COUNCILS**  
**LONDON: THE FIGHT FOR JOBS**  
**THE PROBLEM**

Hackney CDA  
16 Dalston Lane  
London E8  
el: 254 3743

Lambeth CDA  
460 Wandsworth Road  
London SW8  
Tel: 720 1466

Newham CDA  
53 West Ham Lane  
Stratford  
London E15  
Tel: 519 1377

Islington CDA  
326 St Pauls Road  
London N1 2LF  
Tel: 226 2783

Greenwich Employment  
Resources Unit  
311 Plumstead High St  
London SE18 1JX  
Tel: 310 6695

Wandsworth Enterprise  
Development Agency  
56-60 Wandsworth High St  
London SW18 4LN

Westminster, Kensington and  
Chelsea CDA  
c/o 36-37 Great Marlborough St  
London W1V 1HA  
Tel: 434 1461

Waltham Forest CDA  
26 Hillside Gardens  
Walthamstow  
London E17

### Disabled people & employment

Royal Association for  
Disablement and Rehabilitation  
25 Mortimer Street  
London WC1  
Tel: 01-637 5400

Opportunities for the Disabled  
1 Bank Buildings  
Princes' Street  
London WC2R 8EU  
Tel: 01-726 4963/1

*Otherwise try the Disablement  
Resettlement officer at the Job  
Centre*

### Pensioners

Greater London Pensioners and  
Trade Union Action Association  
194 Queensbridge Road  
London E8 9GE  
contact Peter James

Retired Members Association  
TGWC  
Transport House  
Smith Square  
Westminster  
London SW1P 3JB  
Tel: 01-828 3806

### Women and employment

Women in Manual Trades  
c/o A Women's Place  
48 William IV Street  
London WC2  
Tel: 01-836 6081

Lady Margaret Hall Settlement  
460 Wandsworth Road  
London SW8  
Tel: 01-720 1466  
contact Laura McGalluray

Greenwich Employment  
Resource Unit  
311 Plumstead High Street  
Greenwich  
London SE18  
Tel: 01-310 6695  
contact Ali Mantle

London Homeworkers  
Campaign  
2 Cable Street  
London E1

Employment Group  
51 Mattison Road  
London N4  
Tel: 01-340 9342  
contact Heather Rabatatts

Women's Campaign for Jobs  
41 Ellington Street  
London N7  
Tel: 01-607 5268

Lewisham Women and  
Employment Project  
74 Deptford High Street  
London SE8  
Tel: 01-691 3550

Haringey Women's  
Employment Project  
2a Brabant Road  
London N22  
Tel: 01-889 6599

### Ethnic minorities & employment

Black Trade Union  
Solidarity Movement  
37 Rheold Close  
High Road  
London N17  
contact Bernie Grant

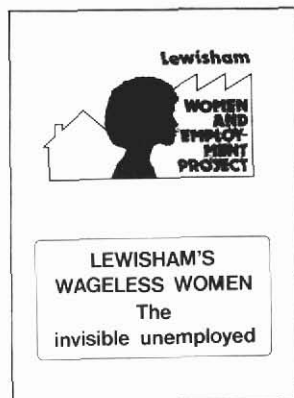
National Association of Asian  
Youth  
46 High Street  
Southall, Middlesex

Abeng Centre  
7 Gresham Road  
London SW9

*Some Community Relations  
Councils will be helpful - look  
them up in the phone book.*

### Gays & employment

For information on gay groups  
concerned with employment  
contact GLC Gay Working Party  
Employment Sub-Committee,  
c/o Bob Cant



Written and published in 1983  
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Unit

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pay, contact them at 9 Poland  
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GLC Research Library

'Jobs for a Change' was  
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300 million people and more are locked out of work.

Even though there is work that needs to be done.

800 million and more are locked in poverty.

Even though there is wealth, that should be theirs to enjoy.



**JOBS FOR  
A CHANGE**

*In this book, the Greater London Council shows that there is an alternative to this madness; an alternative which puts to use wasted skills and resources in order to eliminate poverty and need.*

*Our book launches a campaign for this alternative.*

*A campaign in workplaces and dole queues, the streets and the communities.*

*A campaign which we hope you will join.*

**Produced by the GLC  
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