

PUBLIC SERVICE ACTION

Action Organising Information Contractors New threats

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AN ANTI-PRIVATISATION NEWSLETTER FOR THE LABOUR MOVEMENT No 18 October 1985



CARING FOR PROFIT

So you thought hospitals were about taking care of the sick?

For a mere £100, Central Manchester Health Authority will send you copy of an exciting report from consultants **Touche Ross** which tells you how to turn your drab old NHS hospital into a mixture of Butlins and an out of town shopping centre. Pioneering Manchester have led the way by setting up a shop in their Eye Hospital to see (privatised) spectacles. A new fast food restaurant is to follow and, later, a private sports clinic.

Touche Ross have much more exciting ideas, though — hairdressers, petrol stations, banks, video

games, building societies and many more, and, with exceptional good taste, undertakers. And since all this fun and money making is to be based on hospitals, there are the inevitable proposals for private health screening facilities, private health clubs and gymnasias.

Apparently about 100 health authorities are considering taking up at least some of these ideas. It seems that DHSS ministers and bosses weren't consulted about all this, but are now to 'study it carefully'. How long before the circulars start emerging from DHSS headquarters insisting that hospitals finance their entire operations from commercial enterprises?

CONSULTANTS JAMBOREE

Auditors and management consultants **Coopers and Lybrand** are currently holding a series of regional seminars for councillors and senior officers. Over 135 people attended the Yorkshire seminar in Wakefield on October 8th. Coopers and Lybrand explained the problems likely to be encountered by statutory tendering in local government e.g. council manual workers get higher wages than their private sector counterparts but senior officials are underpaid so councils don't attract the 'right sort' of manager. The consultants then went on to explain various 'solutions' to increase productivity, organisational changes, monitoring techniques etc, and yes, who better to help you implement these schemes than Coopers and Lybrand. Those attending then got stuck into the free booze.

..... Meanwhile in New York

The use of consultants and contractors has become so extensive that 30 council members and Council President Carol Bellamy introduced a Bill proposing a Consultants Control Act. The Bill is supported by District Council 37, American Federation of State, County and Municipal Employees. The scale of cost overruns (\$112m on nine projects alone — an average 235 per cent higher than the initial estimates), repeated mistakes and failures by consultants, and the higher fees — at least 20-30 per cent higher than in-house costs, led to the Bill. If approved, the Bill will require the New York City Councillor to draw up comprehensive guidelines on the use, awarding, monitoring and reporting of contracts.

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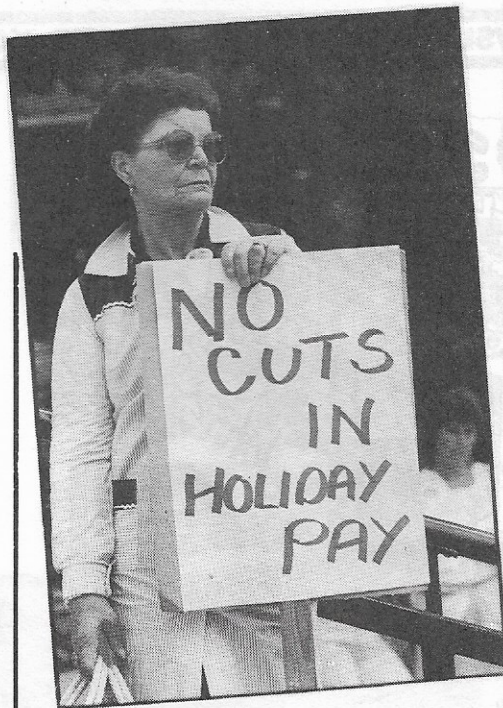
CONTRACTORS Fines & Failures

Cambridgeshire: School cleaning to go back to direct labour!

Private contractors are to be thrown out of Cambridgeshire's schools at the end of the year and direct labour brought back. The county has had a hung council since the May elections, and on 23rd September a combination of Labour, Alliance and co-opted members of the Education Committee defeated the Tories' attempt to continue with privatised cleaning.

The decision, which also went against officers' recommendations for a part-privatised part-direct labour service, is the culmination of a long campaign by trade unions, with support from parents and teachers organisations, who have managed to keep the issue in the press and on the agenda for over 2 years, with continuing reports of dirty schools, and contractors' failure to do the job properly. There are three firms involved: **Pall Mall** (Sunlight Services Group), **Taskmasters** (Hawley Group) and **Initial** (BET Group).

The in-house bid which won the contract was a management bid, which the unions agreed to support. NUPE reports that it is a far better deal than the previous in-house package, with better specifications and cleaning frequencies, nationally agreed wages and conditions. NUPE argues that the concessions they won on two issues was crucial in the success of the in-house bid, because they removed from the private contractors the grounds on which they can always undercut direct labour: wages and hours allowed for the job. The trade unions had succeeded in getting the council to retain a fair Wages Clause in its standing orders which forced up the companies' bids. They all had to tender on the basis of an hourly rate of £2.01 — and would have had to retender following the pay award which gives a 12% rise to this grade. Secondly, management were persuaded to advise



councillors that the cleaning hours in the in-house bid were necessary for the job, and that any bids with more than 5% fewer hours offered should not be considered.

Though existing employees of the cleaning companies are to be invited to apply for the new jobs, NUPE is arguing for a mass recruitment and induction programme, in which the union will be involved. Contact: Margaret Dunn, NUPE, Bury St Edmunds, 0284 64013

INITIAL LOSES CONTRACT

Initial plc has failed to renew its cleaning contract at the Birmingham Dental Hospital. The work will now be done by direct labour. Initial retendered but a full cost comparison showed that the contractors costs were £10,000 higher based on Whitley pay and conditions. Initial were paying domestics £1.30 per hour undercutting the Whitley rates and flouting the Central Birmingham Health Authority's standing orders.

SCHOOL CLEANING FINES

Five contract cleaners, including **Provincial** (Hawley Group) and **Andmarc** have been fined a total of £34,424 for poor quality cleaning in Kent County Council schools. The council has admitted that standards have slumped dramatically. The contractors have found difficulty recruiting staff for some schools and have resorted to hiring school kids to do the work.

CROTHALL'S CROYDON FINES

Following a survey of cleaning standards in two health centres by the Croydon DHA Trade Union delegate the contractors, Crothalls (Pritchard Services group), were fined £2000 in July 1985 and a further £2000 in August for a 50 per cent failure rate. Crothall's clean 4 health centres and a number of clinics where there have been numerous complaints about dirty toilets, unwashed walls, dirt and grime on floors, and the physiotherapy rooms had not been cleaned since the contract started.

Discussions with management at the health centre revealed the following:

1. standards are falling
2. some rooms have not even been touched
3. buffing/wet mopping not carried out as per specifications
4. difficulties have been found in getting the contractor's supervisor to rectify deficiencies in the service
5. valuable managerial resources are being wasted chasing up the contractor's supervisor

Further information from Croydon Trades Union Council, 23 Coombe Road, Croydon, Surrey.

CROTHALLS FOUL UP IN MAIDSTONE

Crothalls' contract to clean the 150 bed psychiatric wing at Maidstone Genral Hospital is undergoing a period of 'review' with the possibility of termination if the company doesn't improve both the quality of cleaning and the attendance of its cleaning staff. At the start of the contract cleaning standards were 'very bad' a DHA official told us, and though the company's performance has improved, there are still 'repeated failures' to met the contract specifications. According to the terms of the contract there should be regular full time staff on all wards, because of the particular needs of psychiatric patients, but on a number of occasions cleaners have simply not turned up for work, putting a huge extra burden on nursing staff. The company's solution to this — sending in 'flying squads' is considered entirely unsatisfactory by the Authority.

Reports from COHSE and NUPE representatives reveal that the patients' canteen, the occupational therapy unit and the physiotherapy unit have all had to be closed at various times because they were too filthy to be used. Toilets have been left uncleaned and at least five wards have gone without cleaning at various times.

Statutory Tendering

With the threat of legislation to force local authorities to put services out to tender, it is crucial that we start making demands on councils now. Some councils have begun to set up structures and develop strategies to deal with the challenge ahead. Others are waiting ostrich-like, praying that it won't happen. If they don't take it on, we can be sure that management will — and if the initiative is left to management, their response will be to reorganise, rationalise, streamline and cut jobs and services to compete with contractors on the contractors' terms. Experience shows that this approach brings no guarantee that services will stay with direct labour — and if they do, the cost in terms of jobs, wages and conditions will be high.

This is not a manifesto — it is a list of ideas which can be adapted to local political conditions. It includes demands to be put to councils and local political parties to try and influence both current policy on the use of contractors, and also the longer-term approach



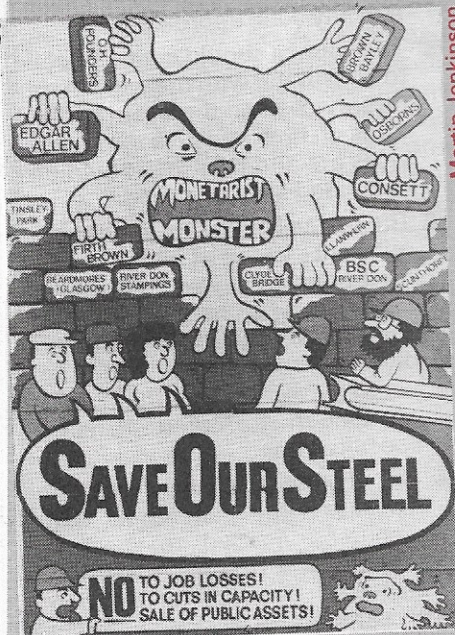
DEMANDS NOW

- The council, in coordination with other local authorities and the trade unions, campaign against the proposed legislation, both in principle and in detail.
- The council should resist, by all possible means, pressure to put council services out to tender, and to put no service out to tender unless specifically required by law to do so.
- The council should launch a campaign to publicise and explain the principles of public services based on needs, not profit, showing how privatisation has failed both in the past and the present to provide good services.
- The council should publicly commit itself to the principles and practice of using directly employed labour and to the council's role as employer, both to provide jobs and to set high standards of employment practice.
- The council should launch an immediate counter offensive on companies which already have council contracts. This should involve strengthening Standing Orders, imposing stringent conditions on contractors covering quality of service, staffing ratios, standards and performance, wages and conditions, health and safety, training and equal opportunities, with much stiffer penalties for defaults. Contract conditions should be implemented until the point at which they become illegal.
- The council should carry out a Privatisation Audit to:
 - a) list all the contractors and consultants already being used in all departments of the council, and to work out total annual payments to these firms.
 - b) examine ways in which the use of as many of these firms as possible can be terminated and the work carried out by direct labour. (For example by combining it with similar work in other departments or by cooperation with neighbouring authorities for the provision of specialist services.)
 - c) work out the likely effects of privatisation of services under threat on jobs, pay and conditions, and knock-on effects on the local economy, on the basis of privatisation of council services elsewhere.
- The council should, in consultation with the trade unions, explore ways of expanding municipal services, such as trade waste collection, skip hire, laundries, etc in order to create direct labour jobs.
- The council should explore with neighbouring authorities the possibility of setting up consortia for running services, to achieve economies of scale, for the better protection of jobs and services from privatisation.
- The council should set up a special committee of councillors, management and trade union representatives to coordinate the council's policy on the proposed legislation and to establish common procedures which all departments will follow. An anti-privatisation unit should be set up to carry out the agreed policy.
- The council should guarantee freedom of information on privatisation so that all documents relating to contractors, tenders, minutes of meetings, etc will be made available to trade unions. Facilities should be available for regular trade union educational workshops.
- The council should instruct all officers to report any approaches, either formal or informal, from private companies seeking contracts in areas of work currently undertaken by direct labour, and further instruct them to refuse to entertain any such approaches.
- The council should commit itself to consulting with the workers in its services and the users of services on how effective those services are and how they could be expanded and improved.
- The council should make a commitment to use all possible methods to delay and make tendering as difficult as possible for contractors. This could include dividing work into very large or very small contracts, the timing of tendering, comprehensive specifications.
- The council should urgently reassess the staffing and resources needed to inspect, monitor and report on defaults and cost overruns of existing and any future work by contractors.
- The council should carry out regular detailed investigation into the financial, employment and performance records of firms seeking contracts for council services.
- The council should make a commitment to make a comprehensive cost comparison of the full public financial and social costs of tenders, including their preparation, supervision and all the knock-on effects. This requires an immediate start to develop the necessary financial and auditing methods.

Phoenix 1-7

So far there have been seven Phoenix projects covering production of wire rod, heavy forgings, bright bar, steel tube and special steel sectors. The largest mergers to date have been in wire rod (Phoenix 1) and heavy forgings (Phoenix 3). In all they have disposed of £72m of BSC assets and BSC has provided an additional £58m in working capital.

The Phoenix 2 merger in engineering steels, will dwarf all that has gone before. It will have assets of £400m with a proposed annual steel production of 1.5m tonnes including GKN steelmaking in Brymbo (Wales) and forging companies in Sheffield and elsewhere: while on the BSC side virtually all the remaining BSC plants in South Yorkshire (Sheffield and Rotherham) will go into the new company. The new private company will have a turnover of £700m and employ 12,000, which puts it in the top five European steelmakers in this specialised area. Even as the



negotiations have gone on in private, the ground clearing exercises have taken place cutting jobs and steel capacity in the private and public sector. Since the closure of Duponts Llanelli plant in 1981 with a loss of 1,199 jobs, the engineering steel making capacity in the UK has been cut by 40% and employment has been cut by a quarter. BSC has already spent £102m in acquiring and managing businesses in preparation for Phoenix 2, or, as in the case of the once-famous Hadfields site in Sheffield as a prelude to closure. More closures and cuts will follow.

BSC Mergers & Closures for PRIVATE STEEL

Martin Jenkinson



In early August it was announced that the biggest single privatisation project in the steel industry will be operational in April of next year. The project, code-named Phoenix 2, will put £200m of BSC's assets and the jobs of 7000 BSC workers into a joint company with the multi-national GKN. Less than a week after the announcement, the multi-union Committee at BSC's Tinsley Park works in Sheffield, reluctantly signed an agreement that the plant would close in November, with the loss of 1,100 jobs and 450,000 tonnes of steel making capacity.

Every steel worker in South Yorkshire knows that the two events are directly related: the Tinsley Park closure is part of the ground clearing exercise to facilitate the privatisation, which has actually been under private negotiation between BSC, GKN and the government for five years. It points up the general experience of the way in which different parts of BSC are being privatised, through the Phoenix type mergers: massive job losses and cuts in steel making capacity. Though these mergers have attracted less public debate nationally than the threats to the big five integrated steel works like Ravenscraig, they are undermining the commercial and industrial structure of BSC (at the expense of thousands of workers' jobs and millions of pounds of public money).

Private bargain

Privatisation of parts of BSC commenced in 1979. Like other nationalised industries BSC has sold wholly or partly-owned subsidiaries in the UK and overseas. The Phoenix ventures were a new method of privatisation of the steel industry in the late 70s when there was an apparent slump in the demand for steel and when BSC itself was threatening to increase its share of the market as

private firms struggled. Private steel makers have acquired 50% of new companies set up in specialised areas of steel making, by putting up assets and cash against similar assets and cash put up by BSC. The private steel makers have got a bargain.

Public costs

The previous Phoenix mergers are a mechanism for channelling public money and resources into private hands. Only last month the Commons Public Accounts Committee published a report based on a detailed investigation of the two largest Phoenix projects by the National Audit Office. It focused, in particular, on Allied Steel and Wire, the Phoenix 1 company set up by BSC and GKN in 1981, and concluded that GKN had done much better out of the deal than taxpayers largely because BSC had effectively channelled resources into the company by a price agreement on the supply of steel.

Where public money is not available as a drip feed to the private company, the Phoenix 3 example shows how the mergers can set parts of the steel industry into a further downward spiral. The Phoenix 3 merger bought privatised BSC forging

BRITISH STEEL CORPORATION PRIVATISATION 1980-85

	Disposals	Joint Ventures (Phoenix mergers)
1980-81	<p><i>UK Wholly Owned</i> The Unit Inspection Company Limited Orkot Engineering Industrial Plastics Limited Teesside Galvanising <i>UK Partly Owned</i> The Bamburgh Shipping Company Limited John Finlan Limited Kiveton Park Steel & Wire Work Limited <i>Overseas Interests</i> Tubemakers of Australia Limited Pacific Steel Limited (New Zealand) Steel & Tube Holdings Limited (New Zealand) Ostrillion (Argentina)</p>	
1981-82	<p><i>UK Wholly Owned</i> Redpath Dorman Long Limited Hamilton Foundry <i>UK Partly Owned</i> Lee Bright Bars Limited <i>Overseas Interests (all South Africa)</i> Consolidated Metallurgical Industries Limited Dorbyl Limited International Pipe & Steel Investments South Africa (Pty) Limited Pipe Couplings (Pty) Limited Stewarts and Lloyds of South Africa Limited</p>	<p>Allied Steel and Wire (Holdings) Ltd (Merger with Guest Keen and Nettlefolds plc of rod bar and reinforcement engineering activities. BSC share 50%)</p>
1982-83	<p><i>UK Wholly Owned</i> Port Clarence and Totton Works Fluorspar Mining Scunthorpe Open Cast Ore Mining The Victaulic Company Limited (Employees 40%, institutions 30%, BSC 30%) <i>UK Partly Owned</i> Bitmac Limited Britflex Resin Systems Limited Six Hundred Metal Holdings Limited Colvilles McKinney Limited <i>Overseas Interests</i> The Indian Tube Company Limited</p>	<p>British Bright Bar Limited (Merger with GKN and Brymill of Bright drawing and Bright products stockholding. BSC share 40%) Sheffield Forgemasters (Holdings) plc (Merger of River Don Works with Johnson & Firth Brown's Atlas works and other activities. BSC share 50%)</p>
1983-84	<p><i>UK Wholly Owned</i> Coated Electrodes Limited (part only) The Unit Superheater and Pipe Company Ltd <i>UK Partly Owned</i> Sarcas International Limited Samuel Groves & Company Limited <i>Overseas Interests</i> IISCO-Stanton Pipe and Foundry Company Limited (India) AB Dalforsan (Sweden)</p>	<p>Cold Drawn Tubes Limited (Merger with TI of Cold Drawn Business. BSC share 25%) Seamless Tubes Limited (Merger with TI of Hot Finished Small Seamless business. BSC share 74.5%) Clyde Shaw Limited (Merger with W Shaw Limited of Craignuk Foundry. BSC share 50%) Hadfields (Holdings) Limited (With GKN and Lonrho to acquire Hadfield Limited as part of Phoenix II arrangements. BSC share 37.5%) Fixborough Wharf Limited (Merger with Faber Prest Holdings plc). BSC share 25%)</p>
1984-85	<p><i>UK Wholly Owned</i> Pipework Engineering (PED) Limited Stanton and Staveley Limited (75%) <i>UK Partly Owned</i> Coated Electrodes (Holdings) Limited (Balance) RGC Offshore plc <i>Overseas Interests</i> Genrec Pipework Engineering Development (Pty) Limited (South Africa) Lancashire Steel (Private) (Zimbabwe)</p>	<p>Afon Tinplate Company Limited (Merger with Wolff Steel Limited of Lye Tinplate for recovery of prime for non-prime tinplate. BSC share 50%) United Merchant Bar plc (Merger with Caparo Industries plc of Scunthorpe No 1 Rod Mill for production of steel flats and light sections. BSC share 25%) GR-Stein Refractories Limited (Merger with GR-Stein Refractories Limited a subsidiary of Hepworth Ceramic Holdings plc, of BSC's refractory interests. BSC share 22%)</p>

interests into a joint company, Sheffield Forgemasters, with the foundry and forging interests of Johnson Firth Browns in December 1982. Since then, Forgemasters had made total losses of £35m with an annual turnover averaging £85m.

More job losses

It is quite clear that while the public purse pays the bill, it's the steel workforce that feels the pinch of these mergers. Before the Allied Steel and Wire Phoenix 1 merger, BSC and GKN employed 7000 in the plants included in the package. Allied Steel present employment is 3200. On its formation in December 1982, Sheffield Forgemasters had 6225 workers; since then it has made over 3000 redundancies.

Uphill struggle

The weaknesses in the trade union

structure in the steel industry and the hammering that the industry as a whole has taken since 1979, would have made it difficult to organise effective opposition to any privatisation plans. The way in which privatisation is taking place makes it even more of an uphill struggle. Firstly, because of the piecemeal way in which each Phoenix merger is undertaken. Secondly, since half the trade union who might be involved in a campaign against the merger already works for a private steel-maker, so for them privatisation is a non-issue.

For the Tories, the privatisation schemes have the additional benefit that it is difficult to say how re-nationalisation would take place. A lot more work needs to be done in spelling out what 'reversing privatisation' will mean.

More News

THE £1 BILLION CABLE SWINDLE

The Government is to sell its remaining 23 per cent stake in the telecommunications group Cable and Wireless which was first privatised in 1981. The delay in selling British Airways, now planned after April 1986, meant the government was short of its £2.5 billion asset sales target for 1985-86. The final public stake in Cable and Wireless will be sold in December or January and is likely to total £570m.

The original 49 per cent stake was sold at 168p per share raising £224m gross. Two years later a further 22 per cent was sold at 275p per share raising £275m. **This means the company was under-valued by a staggering £1173m based on the current, and still rising, share price.** Stockbrokers and bankers will have creamed off nearly £20m in fees and commission during the 3 share sales.

Meanwhile, Cable and Wireless has provided another example of how privatisation leads to competition — it is paying \$8m over five years to the Bermuda Government to retain its private monopoly of the island's external telecommunications links.



BRITOL BOILS

The recent £449m sale of the remaining 49 per cent of the Government's shares in Britoil was a success for the big financial institutions here and abroad (see PSA No 17). The shares were priced at 185p, ten per cent less than the market price on the day the offer was announced. They now stand at 216p — 31p higher. The so-called 'small investors' got less than a twentieth of the shares they applied for — most received a mere 100 shares. This led to bitter comments in the financial press because stockbrokers fees would absorb most of the profit on such small sales. Bankers and brokers got the last laugh yet again in this latest state lottery.

Further information on BSC privatisation can be obtained from Research Dept, Sheffield City Council Employment Department, Palatine Chambers, Pinstone Street, Sheffield S1. Tel 0742-755215

Contractors & Consultants

LIVE AID PROFIT

A catering company made substantial profits providing food and drinks at both the recent Live Aid concerts at Wembley and Philadelphia to raise funds to fight starvation in Africa. Turnover at Wembley alone was estimated at at least £250,000 from selling food and drinks to 162,000 people for 16 hours. Beer was over £1 a glass. The company eventually gave a measly £1000 donation to Live Aid. Who could be so mean and exploitative — none other than **ARA Services**, the US-based catering and nursing home operator. Readers of *PSA Nos 13 14* will know all about ARA's previous illegal activities, fines and failures and their current quest for NHS and council contracts.

CLOUDS OVER SUNLIGHT

Sunlight Service Group is considering pulling out of its hospital and local authority cleaning contracts in the South East and Midlands. A spokesperson blamed 'increased competition and the low prices of tenders'. In the past 6 months Sunlight's profits have been depressed as it faced substantial overhead costs, considerable management time and initial trading losses involved in its privatisation work.



WASTECARE HITS INSURANCE PROBLEM

Wastecare's Wandsworth refuse trucks were until recently insured by the Zurich Insurance Co. But Wastecare (Browning Ferris International) are reported to have had the second highest number of accident claims among refuse operations. Only Birmingham had a worse record — the DLO won the contract when the unions agreed to a 37 per cent cut in jobs resulting in 263 redundancies. Wastecare attempted to use only drivers aged 26 or older to try to ease their insurance problems but workers in Wandsworth refused to go out and management backed down.

It is also rumoured that BFI are taking legal action against Grandmet, from whom they bought Wastecare in February 1985, because additional company debts were discovered after the sale.



EMPIRE GROWS ON PUBLIC FUNDS AND PRIVATE FEES

American Medical International is racing ahead in its bid to dominate the UK private health care scene. A whole range of take-overs, deals and new projects have given the company a major stake in the growing private psychiatric sector (funded largely by referrals from local and health authorities), a start in the rich end of the addiction treatment market, and a firm foothold on the provision of occupational health services to employers.

Their target is the establishment, within 3 years, of an 'embryo-to-grave' private health service to rival the NHS, and discussions are under way with major insurance companies for a new comprehensive form of health insurance to make this viable.

● AMI is already the largest single owner of private acute hospitals in the UK, with 13 so far, and has recently bought up the first private GP surgery in Harrow (see *PSA 17*).

One of these hospitals, **Ross Hall in Glasgow** was the subject of a huge public outcry in June this year during an inquiry into the death of a 7 year old boy, admitted for a cosmetic operation to remove a blemish on the lip. The presence of only two medically qualified staff on the premises, the lack of essential back up facilities, the fact that the hospital's intensive care unit was closed, meant that by the time the boy arrived at an NHS hospital in a 'faltering' private hospital ambulance, it was too late to save him.

What emerged from the enquiry was that if the operation had been done in an NHS hospital in Glasgow, there would have been the expertise, back up and necessary machinery to prevent his death. It emerged that

the GP had sent him on to the Nuffield MacAlpin clinic on the basis of the father's BUPA cover, where an eminent consultant plastic surgeon, Martyn Webster, referred the boy to Ross Hall for the operation, without discussing the risks involved, or the fact that an operation of this type had never been done there before, and without mentioning that he held £27,000 worth of shares in Ross Hall. "..... the share ownership of Ross Hall is like reading a Who's Who of the Scottish medical establishment" the *Glasgow Herald* said at the time. The enquiry is to be resumed on 21st October

"AMI's contribution to health care in the United Kingdom is being a leader in first class medical care and setting a standard for others to follow."

Robson

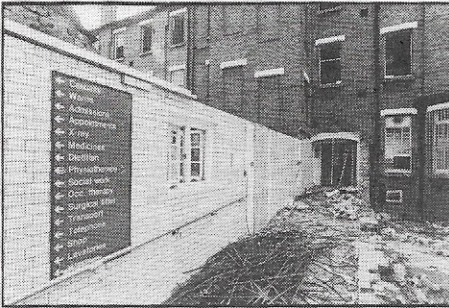
THE LORD ROBENS OF WOLDINGHAM
Member of the Board of Directors
AMI (Europe) Ltd.



● AMI has recently moved into the field of psychiatric care for disturbed adolescents. Last November it took over a private psychiatric care concern, **Psychiatric Management Services Limited**, which owns **Langton House**, a private unit in Dorset, formerly called **Spyway**, the subject of considerable publicity last year which questioned the unit's regime, using controversial behaviour modification techniques including deprivation of liberty, denial of food and extensive use of drugs, including 'Tegretol' which has known serious side effects.

The fees for patients at Langton House are £651 per week, and 80% of patients are patients are paid for by local authority money.

A further four similar units are planned to be opened shortly. Clearly the closure programme for NHS psychiatric hospitals and the lack of adequate specialist facilities in the public sector makes this an attractive prospect for private operators.



● AMI has also established a private psychiatric hospital in Cambridgeshire, **Kneesworth House**, including a 'secure unit' for disturbed adults. Referrals to it are mainly from health authorities, so again the profits will be from public funds. But there are no council or health authority representatives on the visiting committees, and there the local CHC is concerned about the hospital's regime and staffing. Despite pressure from MIND, the DHSS has refused to issue guidelines for the running of private secure units, though they confirm that Home Office permission will be needed to detain patients there in the secure unit.

● The company has opened a clinic in London for outpatient assessment and treatment of anxiety conditions, such as stress and phobias. This is run in association with a company called **Psychiatric and Psychological Consultant Services Ltd**

● AMI is also offering new services to employers. It has established a subsidiary company to provide occupational health consultancy services to employers, and the London clinic offers 'computerised psychology screening' of employees, and 'appropriate treatment'. It has also just bought an 80% stake in **Physiometrics**, a firm set up by Salford University academics to test the fitness of business executives. The company has contracts with several large industrial concerns and is currently screening about 6 people a day, at about £150 a head. Companies using this private service include British Nuclear Fuels, British Gas and the Cooperative Society.

ANNUAL REPORT
Kingdom, as we continued to pursue our strategic decision to solidify our preeminent private sector market share with an ambitious expansion program in the United

● The lack of publicly funded facilities for the treatment of addiction has already led to a growth of private clinics for the rich, such as the **Charter Clinics**. Now AMI has set up an alcohol treatment unit in London with a charity, **ACCEPT**.

● Wherever the company spots a gap in public provision it moves in: it has recently opened a rehabilitation unit for patients with head injuries in Northamptonshire, and is shortly to open a private casualty unit at Windsor where the NHS casualty department has closed. This new unit will be linked with a private GP surgery and new private hospital.

Cambridge CHC have compiled a mass of information on AMI and supplied much of the material for this report. (See also Information section on back page). They are monitoring a huge growth of private provision of private hospital and nursing and residential home provision in their area and welcome information from other areas. Contact them at 21 Trumpington Street, Cambridge CB2 1QA.

Correction to PSA No 27: Airport Sales: Lessons from Southend

NALGO District Officer, Adrian Longden, has written to us pointing out three errors:

1. NALGO was offered recognition immediately by BAI in addition to the service conditions package.
2. The pay and conditions offered by International Aeradio Radio Ltd were inferior to those of existing local government rates of pay, however, all but three of the air traffic controllers continued with the company. In addition, there are no administration staff employed by IAL, only air traffic control staff.
3. In the section referring to 'lessons to be learnt' it is incorrect to say that is NALGO's view that airports should have their own branches. There is no policy decision to that effect. It is my *personal* view that it would be a sensible arrangement but I have no role in policy making.

WIMPEY WINS NCB OPENCAST CONTRACT

Wimpey Mining (George Wimpey Ltd) has won a £20m contract to mine 1.3m tonnes of opencast at Burhope, Durham. The NCB has also just invited tenders, worth about £100m, at three other opencast sites in Northumberland, Cumbria and Lancashire.

MULTINATIONALS CONTRACT OUT

Contracting out is not confined to public services. Many large companies are increasingly sacking their own workers, then hiring contractors to take over the work. **Texaco** is a good example. It recently decided to contract out its oil delivery operations to the **National Freight Corporation** (itself privatised in a management buyout in 1982) starting in November 1985. About 570 Texaco drivers and maintenance workers will be made redundant with only about two thirds being re-employed by NFC. Texaco will close 5 depots. A TGWU conference of delegates from all oil companies are threatening industrial action if any other oil company tries the same scheme. They also want improved terms in the Texaco deal.



BARRATT BOTHER

Builders **Barratt Developments** pre-tax profits for 1984-85 collapsed from £35.6m to £4.1m — an 88.5 per cent drop — on turnover of £538m. Profits will no doubt rise again since Thatcher decided to buy one of Barratt's 'Premier' neo-Georgian houses situated in a virtual stockade in Dulwich, south London.

HOME HELP TEMPS

Adia, the Swiss-based multinational owners of the **Alfred Marks** temp agencies, are planning to further exploit the increasing casualisation of the labour force. The company is evidently interested in expanding into home helps and 'home care' nursing staff in both Britain and America. The firm is also expanding its security guard service. It also recently set up a chain of temp agencies in Japanese department stores. The firm previously owned **Taskmasters** (Merton refuse and street cleaning contract) but sold it to the **Hawley Group**.

Campaigns against NHS contractors spread HEALTH ACTION



Sheffield Morning Telegraph

Picket at Scarsdale Hospital, Chesterfield

Major campaigns and industrial action against the privatisation of NHS ancillary services continue around the country. Here we report on action in the North East, York, Chesterfield, Merseyside and Cambridge.

CHESTERFIELD

As we go to press domestics on strike at Scarsdale Hospital, Chesterfield have just organised a mass picket as ICC workers started their first day of work. The picket included NUPE members, AUEW and GMBATU members, local Labour Party members and many others. Porters at the hospital walked out at 12 o'clock on the same day in protest at the new contract. Talks with management have recently taken place and ICC were agreeing to take on a few of those on strike but refused to employ the local NUPE branch secretary Ann Denman. She told us: "Many workers have taken redundancy payments which are peanuts considering all the work they have done over the years; others have tried to find a job elsewhere. There has been a 47% cut in hours. We are meeting this week to decide where we go from here."

YORK

While some community service/domestic jobs have remained in-house in York and the domestic contract at the local geriatric hospital went to ICS, trade unions have stepped up their fight against privatisation. 'The domestic contracts for the other four main hospitals were all due to go out to tender but 200 ancillary staff went on strike and disrupted the DHA meeting forcing it to be abandoned' explained Chris

Brace, COHSE Branch chairperson. A further 3-day strike ended up with 400 members taking action and a further lobby of a re-convened DHA meeting.

The health authority were so worried they hired private security guards. This meeting agreed to debate the whole basis of privatisation at an open seminar with union and health authority representatives. There is now a special union action group which has organised demonstrations, phone-ins, and bombarded the relevant people with literature. Further action is planned after the next DHA meeting. Contact Chris Brace, 13 Mayburn Lane, Ruford, York. Tel 0904-31508.

SUNDERLAND

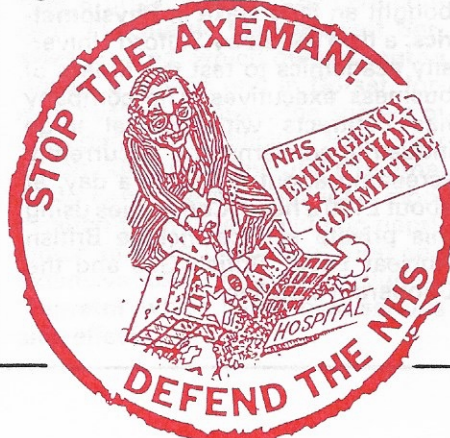
In Sunderland widespread action has taken place following privatisation plans for 14 health centres and the DHA's attempts to put more work out to tender. Bob Shankland, NUPE Branch Secretary explained: 'There were originally 1500 cleaning hours at the health centres. ICC tendered on the basis of just over 520 hours. We knew that we had to prevent each centre or hospital being picked off one by one and the only way to fight was across the Health District.

The officers recommended the acceptance of an in-house tender. However, regional officers said they shouldn't. Whereupon the DHA chairperson agree, without any offi-

cial meeting, that it should go to ICC. We called a mass meeting and started on 8 weeks of selective action involving catering and domestic staff in various hospitals. This ended in all the ancillary staff coming out for a week. The General Manager, Mr Chubb, was saying his managers could no longer cope, called in volunteers and said he would call in the army if necessary. A bitter and confused DHA meeting finally agreed that they would suspend the privatisation programme until instructed otherwise and called on Fowler to set up a national review of the effects of privatisation. We are now pledged to continue industrial action if the proposals are brought forward again. We intend to march back to work proudly on Monday, like the miners, in the knowledge that we have defeated them for the time being at least. One of the most alarming points revealed recently is that Sunderland DHA expected to get 50 per cent of next year's development finance from privatisation action i.e. in-house tenders and savings on bonus schemes'.

NEWCASTLE

Action in Newcastle continues as Harry Knox, chair of the Joint TU Committee reports. 'We realised early on that in-house tenders meant cuts so we decided to have nothing to do with them but insist on Whitley rates of pay and conditions plus guarantees of re-employment and other protections. A special Joint Union Committee Against Privatisation (COHSE, NUPE, NALGO, ASTMS and RCN representative) was set up last November and meets weekly. Walker Gate Hospital was the first to go out to tender. Three private firms tendered and management submitted one tender based on Whitley rates and another cuts package before the District Health Authority meeting. But senior management forced them to put it back again and it won.



There was considerable action concerning the Royal Victoria Hospital including widespread strike action, picketing and a mass lobby of 4000 at the Health Authority meeting. Our aim of maximum disruption to management and minimum disruption to patients was successful. We leafleted, showed videos of the effects of privatisation and took many other measures. Of course we were all bitterly disappointed when the RVI domestic contract went to a 'revised' in-house tender. However it would be totally wrong to say all this action has had no effect. Four out of the seven private contractors dropped out from tendering during our action, and the catering contracts have been postponed. Our experience is shared at the numerous meetings we send speakers to and the Joint Union Committee continues to meet weekly to plan further action. You have to recognise that the push for privatisation is strongly linked to the Griffiths proposals to reduce the health service to one concern only — money."

CAMBRIDGE

Strikers at Addenbrooke's, Cambridge, have just 'celebrated' one year on strike in their fight against OCS. OCS celebrated by cutting Sunday pay for their workers from double time to time and a half. OCS's reputation in the city make it impossible to recruit sufficient local staff to deal with the high turnover. They have just launched a new recruitment campaign. A key meeting takes place on October 16th when the strikers will meet OCS for the first time since June and high on the agenda will be staffing levels.

MERSEYSIDE

The Merseyside Regional Health authority plans to axe 1138 ancillary staff (about 15% of present staff) in the next 10 years besides its privatisation plans. Their 10 year plan says a further 10-20% of jobs should disappear through privatisation. Trade unions in 3 out of 4 Health Districts in this region are committed to solidarity action when any services are threatened. So far in the St Helens and Knowlsey District the catering contract has come up at the July DHA meeting. Mike Donovan, explained "Trade unions had refused to discuss any specifications on the basis that in-house tenders are not worth a carrot. The only tenders were from Spinneys and a management in-house tender. On the day of the DHA meeting all staff organised a sit-in whilst catering staff attended the DHA meeting. The meeting agreed to accept the in-house tender subject to alterations but the exact details of

JOB LOSS TABLE

The following table is based on detailed information of job losses at the time of tendering. There may well have been additional job losses in the lead up to tendering either as a result of negotiated deals with the trade unions or by management not filling vacant posts and other job cutting methods.

These job losses are offset by contractors taking on additional, often casual labour, once the contract has started. Contractors regularly 'miscalculate' (either deliberately or through incompetence) the numbers of workers needed to carry out the work to the specification or to meet the council's level of inspection of the work.

The vast majority of job losses in this chart are manual workers jobs. White collar workers also suffer job losses and substantial changes in duties and the nature of their work as a result of privatisation.

If you have further examples of job losses please send full details to *Public Service Action*. We plan to continually update this Job Loss Table and include the impact on white collar jobs. We are also currently compiling a similar chart for the NHS.

		Jobs Under Direct Labour	Jobs Now	Jobs Lost	% Job Loss
Refuse Collection					
Wandsworth Wastecare	(BFI)	216	133	83	38.4
Tandridge	Exclusive	58	37	21	36.2
Taunton	Waste Man	43	22	21	48.8
Kensington & Chelsea	Wastecare (BFI)	40	34	6	15.0
South Oxford	Pritchards	59	43	16	27.1
Basingstoke	Wastecare (BFI)	78	43	35	44.9
Vale/W/Horse	Exclusive	64	45	19	29.7
Birmingham	DLO	715	452	263	36.8
Refuse and Street Cleaning					
Southend	Exclusive	297	213	84	28.3
Wirral	Waste Man	456	254	202	44.3
Bath	Pritchards	93	52	41	44.0
Merton	Taskmaster	176	95	81	46.0
Milton Keynes	Exclusive	104	74	30	28.8
Eastbourne	Exclusive	140	90	50	35.7
Street Cleaning					
Wandsworth	Pritchards	100	63	37	37.0
Ealing	Exclusive	128	76	52	40.6
Gardening					
Wandsworth	Pritchard's	36	9 + casuals	16	44.4
School Cleaning					
Croydon	Ramoneur	17	10	7	41.2
Birmingham	ISS	777	570	307	26.6
	hours	11390	7125	4265	37.4
Dudley	ISC/Task/OCS	700	575	125	17.8
	hours	2024	1154	870	42.9
Kent	various	3000	1500	1500	50.0
Cambridgeshire	various	1200	600	600	50.0
Both Kent and Cambridgeshire are estimates. Approx. cuts in hours also 50.0%					
Public Toilets					
Wandsworth	Initial	54	46	8	14.8
Town Hall Cleaning					
Warwicks	PRB Ltd	50	45	5	10.0

the whole tender are being kept secret from us. It's still not been decided. Meanwhile we continue with a whole range of action including public meetings at labour clubs, pensioner clubs, doing leaflets, working with unemployment resource centres, showing videos and taking our message not only to the public and labour movement but visiting Joint Shop Stewards Committees in local industry."

NATIONAL ACTION

Many members of the above campaigns met in Addenbrooke's Hospital, Cambridge for the second meeting of the NAC whose aim is to break

the isolation of those taking action against privatisation within the health service and local authority services. Other areas represented included Peterborough, St Albans, Loughborough, Manchester, Norwich, Letchworth, London. For further details contact 0223-834924/241742.

more information:

Addenbrookes as above. **Scarsdale** — Ann Denman, c/o Labour Club, 13 Saltergate, Chesterfield 0246-208387. **York** — Bob Shankland 0783 812664. **Newcastle** — Harry Knox, 28 Salters Road, Gosforth, Tyne and Wear.

CIVIL SERVICE

A new drive to contract out still more functions of central government departments has been launched by the Treasury. After a sham 'consultation' with the Civil Service Unions, all departments are now in process of examining all areas of work to determine what could be done by private contractors.

DHSS

In the DHSS, security services are under threat at all HQ buildings (except the ministerial HQ, Alexander Fleming House). The DHSS unions have launched a joint campaign in the offices concerned to build opposition to the hive-off plans among all staff. It is planned that any decisions to go out to tender will be met with industrial action. Cleaning staff are under threat at North Fylde and Newcastle Central Offices, where the tendering process is already under way. At the Newcastle office, one of the largest in Europe, the unions have launched a campaign to defend the cleaners' jobs.

DEFENCE: SOME WINS, MORE THREATS

The Ministry of Defence continued to be riddled with consultants and reviews aimed at privatising a whole range of services. The trade unions are trying to organise opposition on all fronts, and have scored one important victory in saving several hundred jobs in army pay, manning and record offices. Plans to contract out this work have now been drop-

ped after pressure on back-bench Tory MPs from constituencies affected by the plans

BRITISH LIBRARY

The British Library in London has a world famous computerised catalogue of 10 million books, which, it is planned, is to be hived off to a US based subsidiary of the Thomson Organisation, Carrollton Press. The company forecast their likely profits from the deal at £12 million, after paying £3 million royalties to the Library. There is growing concern that Carrollton may not actually be capable of running the catalogue: in a 4 month trial period, 1 in 34 books were wrongly indexed — which would mean some 300,000 volumes becoming difficult or impossible to retrieve.

COMPUTER STAFF WIN

At the Ministry of Agriculture's computer centre at Guildford, staff took industrial action in protest at the threat of bringing in consultants to plan contracting out of work. Now the work is to be continued in-house, and six new staff are to be recruited to expand the centre's work.

Merton Social Services

PAYING THE PRICE

In the wake of the Sutcliffe's workhouse food disaster in Merton, the council has decided to let another private company have a go at supplying meals for its residential homes, day centres and meals on wheels. On 30th September Catering by County Ltd started its new contract, worth over half a million pounds per year. For just £14,000 more they could have regained the quality and accountability of an in-house service but this is Merton.

Catering by County Ltd, based in Leeds, is not a household name, but it does have a local reputation in Merton. Not long ago it lost a catering contract with the DHA to supply meals in two small establishments: the service went back to direct labour. The company's references for the new contract were from two Cheshire Homes, one of which followed an explanation of moves 2 or 3 years ago to terminate the contract, with the praise that the company responded well to complaints!

The new contract is said to contain much stiffer penalty clauses than the Sutcliffe's one, and also specifies

food cooked on residential premises, with meals on wheels supplied in hot-boxes. Another 44 Merton council staff have lost their jobs in the social services kitchens, though meals on wheels staff are still directly employed by the council. The contractor's wages and conditions are, of course, considerably worse than for council employees. Hourly rates are £2.30 for cooks, £2.00 for assistant cooks, £1.90 for kitchen assistants, all with no London weighting and no bonus. Sick leave will be paid for 'senior' jobs only, maximum annual leave will be 4 weeks.

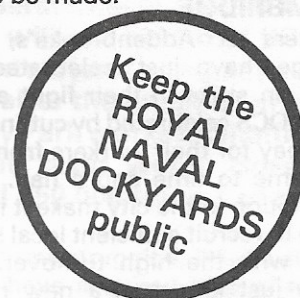
Royal Dockyards

The biggest current threat to MOD jobs is Heseltine's plan for the Royal Dockyards, which employ 20,000 workers and have a turnover of some £400 million a year.

Current favourite option with Heseltine is the privatisation of management — and the loss of 2000 jobs at Devonport and 400 at Rosyth. Invitations to tender are to go out on 1st April 1987. Government would retain ownership of the yards, but they would be run on an 'agency' basis by private companies.

PLANS UNDER ATTACK

The Government's plans have come under heavy fire not only from the unions who have dismissed the consultation process as a 'farce', but from both the Public Accounts Committee and the Defence Committee of the House of Commons, because they were presented with insufficient information to assess the likely savings to be made.



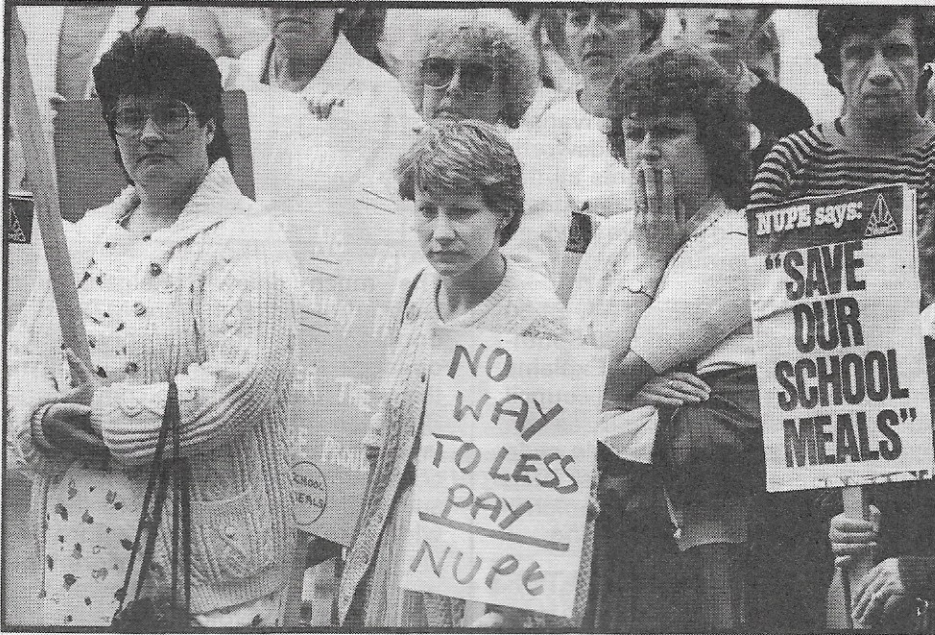
UNIONS CAMPAIGN

The dockyard unions have launched a broad political campaign to put pressure on Heseltine to change his plans. Morale is reported as high in the yards where efforts are continuing to build solid support in the workforce and the local communities and workers are sending thousands of protest postcards to Margaret Thatcher. There is already support for the unions' stance from local MPs

WORKERS ACTION

On September 25th directors of some major companies, sniffing out future profits, were treated to a taste of the workers' feelings about privatisation. Invited to look over the facilities at Devonport by the MOD and management, visitors from firms including Taylor Woodrow, Trafalgar House, Plessey Marine and Thorn EMI found themselves trapped and showered in a submarine refit workshop. A spontaneous demonstration by thousands of workers held the visitors captive for several hours and foiled an attempt to rescue them by boat. Stewards, describing the visit as 'sheer provocation' finally called off the siege

SCHOOL MEALS



MERTON: Parents slam Sutcliffe's junk food

'Lack of variety and choice, poor nutritional value,' 'portions adequate for a four year old' feature among the results of a survey of school meals undertaken by the Merton Parents Association to assess the private Sutcliffe's service after two years' operation. Despite instructions from the council to schools not to co-operate with the parents, the Association still succeeded in surveying lunches in 15 schools. Their report showed:

SET MEALS

- Set meals lacking in nutritional value, with salad alternatives either too small or unavailable and non-meat choices served only on 50% of school days. A fresh vegetable appears once in every 20 menus — a tomato. One fifth of meals include both pasta and potato.
 - Large amounts of food wasted because it was unpalatable, with 75% of fish cakes being thrown away by children in one school, and cheese being 'off' and inedible in another.
 - In schools with more than one dinner sitting, food was often running out for the second sitting.
 - Huge drop in take-up of meals (see PSA 15) with only 6 children in one primary school taking school lunch — all free meals.
- ### Cafeteria Meals
- In schools with cafeterias, the main hot dish often ran out in the first sitting and in some all salads available were taken within 10 minutes. For third sittings, sometimes only chips and biscuits were left.
 - In 2 schools there was no water available with lunch, in all slush puppies and squash were prominently displayed.
 - Many children were reported as eating lunches of 'chips, biscuits, chocolate dip and a slush puppie'.

- The free school meal allowance of 66p was insufficient to buy a balanced meal in two thirds of schools, or even a filling meal.

Sutcliffe Catering has recently published a booklet called 'Eat Fit',

WATER: JOINT UNION CAMPAIGN

The seven largest unions in the Water Industry have set up a joint committee to coordinate the campaign against Government plans to privatise the Water Authorities.

They have also succeeded in bringing in major environmental pressure groups such as Friends of the Earth, Greenpeace and SERA to broaden the campaign's strategy and appeal.

A leaflet has already been produced for union members in the industry and a booklet for MPs, councillors, the press, etc, is in preparation now. This will be used as the basis of lobbying at a national level, and at the same time local campaigns by joint union committees will begin, with publicity materials aimed at winning public support.

Further information from: Alan Jackson, NALGO, 1 Mabledon Place, WC1. Tel 01-388 2366

WATER WORKS!
● **KEEP IT PUBLIC**

because, claims the managing director, 'Feeding over one million of the British workforce every week, we feel it part of our responsibility to advise customers by offering them a choice of healthy food at work.'

Test case successes

Two test cases in Kent and Lincolnshire have considerably strengthened opposition to local authorities trying to opt out of national agreements.

In 1982 Kent County Council sacked 3500 school meals staff and then offered them re-employment with reduced pay and conditions, particularly holiday pay and the retainer fee. Eighteen sacked workers, together with NUPE, have waged a 3 year legal battle which has ended with the Employment Appeals Tribunal awarding over £116,000 compensation (£6450 each). NUPE are now submitting a claim for all the Kent school meals staff to be returned to national pay and conditions. Further details from Nick Bradley, NUPE, Tel 01-663 9525).

Success in Lincolnshire

NUPE has also won a test case against Lincolnshire County Council who also broke the national agreement for 1500 school meals staff in

1984. An Industrial Tribunal recently unanimously agreed that the dismissal and re-employment on worsened pay and conditions was unfair. The council has decided not to appeal the decision and local negotiations will start soon. NUPE are demanding the restoration of the national agreement with back pay for all workers.

The County Council had previously withdrawn from the East Midlands Provincial Council after the council had passed a motion of censure against the County Council over its breaking of the national agreement. There were one day strikes by both NUPE and NALGO members and the County Council has rejoined the Provincial Council. Further details from Tony Morris, NUPE, Tel 0602-603522.

PUBLIC SERVICE ACTION

Information

CAMPAIGNING FOR CARE in Social Services. NUPE ACTION PACK.

from SCAT, 31 Clerkenwell Close, London EC1. This is a comprehensive Action Pack relevant to all local government services and campaigns against privatisation. Details a 7 point strategy with lots of ideas for organising and action including a 16 page section on how to deal with statutory tendering. Other sections include Monitoring Sheets, a Trade Unionist's Guide to Value For Money, Working for Contractors, Useful Information, and a Red Alert Card. The most comprehensive and up-to-date material on privatisation and tendering yet available.

A FEW (PRIVATE) HOME TRUTHS: a new leaflet summarising the scandal of government policy to encourage the growth of private residential homes and the effects of this policy. Some useful examples are given. From NALGO, 1 Mabledon Place, London WC1.

COMING TO POWER IN MAY '86: A Socialist Manifesto for Wandsworth. 35p inc post from Wandsworth Joint Shop Stewards Committee, TU Office, Putney Pool, Dryburgh Road, London SW15. Identifies the policies Labour should adopt to tackle the cuts and privatisation forced through Wandsworth Tories since 1987. Highlights all the contractors failures and suggests how Labour should improve services and jobs in the borough.

TAKING OVER THE CITY. £1.50 inc post from Steve Bond, 88 Southview Crescent, Sheffield S7. Explains the economics and politics of council spending, using Sheffield as an example, in a very accessible style with diagrams and graphics. Also has a section on organising, explanation of terms and further reading.

AMI AND THE THREAT TO THE NHS: A timely production from Harrow Resource Centre, this dossier on American Medical International covers the expansionist activities of the US health care giant in the UK. It includes examples of AMI's dubious practice in the US and its involvement in the 'kidneys for sale' scandal here, and contains a useful selection of recent press cuttings on the company.

From: Harrow Resource Centre, 2nd Floor, Southern House, 4-6 Peterborough Road, Harrow HA1 2BQ.



The much delayed Reigate and Leatherhead section of the M25, London's £1000m orbital motorway has opened despite extensive cracking in the concrete. Built by contractors Birse-Farr, the motorway had up to 2 lanes closed after the first day. New cracks soon appeared — one measured 6 inches deep by 10 inches wide. By opening the road before the cracks are repaired the Department of the Environment has allowed the contractors to avoid heavy penalty payments for further delays.

Meanwhile

Transport Secretary Nicholas Ridley, one of the Government's most fanatical privateers, has come up with a new ploy. Construction companies are being invited to submit 'design and build' tenders for road schemes starting with the A339 Basingstoke by-pass. Contractors will be responsible for all the design and construction work on roads and motorways.

CAN YOU HELP

Public Service Action urgently needs:

1. Copies of council, NHS and other public bodies reports on the tendering of services, cost comparisons, and trade union submissions.
2. Information on contractors fines and failures.
3. Details of contractors wages, conditions, benefits and employment practices.
4. Regular news about campaigns against privatisation, cuts and contractors. Share your ideas, tactics and lessons learnt with other campaigns.
5. Details of trade union and/or local authority, NHS, civil service and nationalised industries initiatives to improve and expand public services.
6. Information about new plans or schemes to privatise services e.g. contracting out, use of volunteers, expansion of private services etc.

Please write or phone now — Public Service Action, 27 Clerkenwell Close, London EC1R 0AT. Tel: 01-253 3627

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500 or more copies @ 32p each inc post, or £3.00 for each ten issue sub.

Circulation: 12,000

New Technology and the Future of Public Services — Two Issues for the Labour Movement, National Communications Union, 150 Brunswick Road, London W5 1AW. 'The case for public ownership has to be refought and won' explains this timely booklet detailing the NCU's communications policy and calling for a Broad Strategy approach. 'The issues of technological change, public ownership and accountability, social control and national economic planning must be seen as inter-dependent.'

Photographs by Philip Wolmuth unless credited otherwise.

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