

# COMBINE NEWS LUCAS

AEROSPACE COMBINE  
SHOP STEWARDS  
COMMITTEE

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# LUCAS ATTEMPTS WAGE CUTS!

Last year when TASS submitted its claim for annual wage increases it said that 40% would be required to gain the standard of living which its members had in 1975. Of course they didn't get 40% which meant that last year their standard of living was reduced by 25%. This year simply to stand still at the reduced standard of living we had last year we would have required a 25% increase. Infact the Company are insisting that we accept 10% and are not even willing to negotiate around that figure. This means in practise that our standard of living will be cut by a further 15%.

## LUCAS CORPORATE POLICY

It shows beyond any doubt that Lucas operates a corporate wages policy right across the whole of Lucas Industries.

It demonstrates what a farce it is to suggest that individual unions, or individual sites, actually negotiate their wages. Even in the past the average increase across the group was about the same. Yet the Company succeeds in dividing and ruling by getting individual unions and individual sites to go through the annual charade.

## NEED FOR CO-ORDINATION

Just as the Company operates a corporate strategy to wages so also should we, the people who work throughout all of Lucas Industries. In the first instance we must do that within the Lucas Aerospace division. This makes more important than ever before the need for a well organised Combine Committee linking all sites and all unions.

## LUCAS TORY POLICY

This year the Company added insult to injury. They announced to the Press that they were going to impose a 10% settlement before they even bothered to tell the Trade Union negotiators. This year their excuse was that the Electrical Division was not doing very well and that they were cutting back on 3,000 jobs. You may remember that three or four years ago they told the Electrical Division and CAV that the whole of Lucas Industries couldn't have an increase because Aerospace was not doing so well. Lucas is now acting as a pace maker for the Conservative Party to which it donates about £12,000 each year. The

moment they had imposed their 10% Geoffrey Howe mentioned in the House of Commons how commendable this was. You remember that the Conservatives said that they would never operate a wages policy, yet this is precisely what they and the organisations which control them, like Lucas, are now implementing.

## OUR TACTICS

If Lucas are allowed to get away with this 15% wage cut this year they will attempt to repeat it again and again in the future. It is vitally important that we fight back.

There are many ways in which we could do this: Firstly, we could take direct industrial action in those sites where the workload is high and where we are in a strong position to use industrial pressure against the Company. Obviously this would mean great sacrifices on individual sites. This in turn could be alleviated by all other sites donating to some kind of strike fund to support the sites willing to lead the campaign. Certainly those white collar unions like TASS, ASTMS and APEX which pretend to have central negotiations with the Company should be considering these tactics in any case. But rather than wait and see what happens it would be useful for discussions of this kind to take place throughout the Lucas Aerospace division involving all unions.

There are a whole series of other tactics which can and should be considered. If you are buying groceries and you only have 80% of the cost of the products you want you will only get 80% of your provisions. The Company is only willing to pay 80% of the wages we require to stand still, in other words they are cutting our earning power by 15%. We should think of creative

ways of cutting output by 15%. This can be done by workers deliberately working 15% slower but remaining on the sites or at their jobs for the normal working week. Other tactics being considered include finishing work at the appropriate time on Friday to take time off in lieu of the wages they are not giving us. These tactics are particularly appropriate in staff areas. On the shop floor they are not always so easy to implement.

In Burnley the shop floor are cutting back on the bonus earnings. This enormously reduces the Company's profitability and it works something like this: Earnings are made up of basic payments and a series of fixed wage elements. They have on top of this a bonus which is approximately £10 per week. By reducing output by some 10% the bonus earning only go down by about £2. The loss in output for the Company is the equivalent of six minutes per hour on the piece work factor. This is the equivalent of 10% or 4 hours per manual worker per week. Now, we all know that the Company pays a manual worker around £2.50-£3.00 per hour but they charge the customer about £30 per hour and that means that the 4 hours per week has cost the Company £120 but with National Insurance and tax deductions it will only have cost the manual worker about £1.00 per week. These are just some of the imaginative responses we should now be discussing at all sites. If you do not act now they will repeat this next year and the year after!

## STRANGE THANKS

Captain Blyth has written to all employees thanking them for their co-operation in Lucas Aerospace. Manufacturing output for April, he points out, is 100% of the Company's plan. That plan itself is 25% up on last year! So having screwed 23% out of us the Company's reward for our co-operation is to reduce our earning power by 15%. If this is the result of co-operation perhaps we should now try some non co-operation during the coming months!

## ONLY 10%?

Premier Precision at Bracknell is part of Lucas Industries, in fact up to a short time ago it was part of Lucas Aerospace and most of its work is from Lucas plants. The shopfloor have just negotiated the following increases:

- 1) 16% backdated to April 1st
- 2) 3% from July 1st for Grade A Craftsmen
- 3) Consolidation of bonus
- 4) New productivity payments.

All this is calculated to give 25-29% increases — so it's a blatant lie that Lucas will only pay 10%!

we responded as our predecessors did!

## POLITICAL PROPAGANDA NOT ECONOMIC SENSE

You hear many working people as well as Tory spokesmen saying that higher wages cause higher inflation and loss of jobs. These are economic myths. Wages are only a small factor in inflation. Over the last couple of years the main factors behind the rising inflation have been the 15% VAT on goods before they are sold, the oil prices which

£100,00pa. Their increases this year range from 20% - 70%. The chairman of the Bank of England has the best record with a 37% rise, equivalent to an extra £1,000 per week! These kind of wage rises will have more of an effect on inflation, albeit small, than any we have bargained for. They don't seem to have priced themselves out of a job.

What we have to understand is why it is so important for the Tories to have everybody believe these economic myths. It is nicely summed up in this statement from a Tory Party spokesman:

massively in countries all over the world. If it were to get money from the bank to do these things it would have to pay the going bank rate which is about 16%. The Company is instead making us pay for the investment needed to do this by using the wages it should have paid us to fund its future programmes which will put more of us out of work.

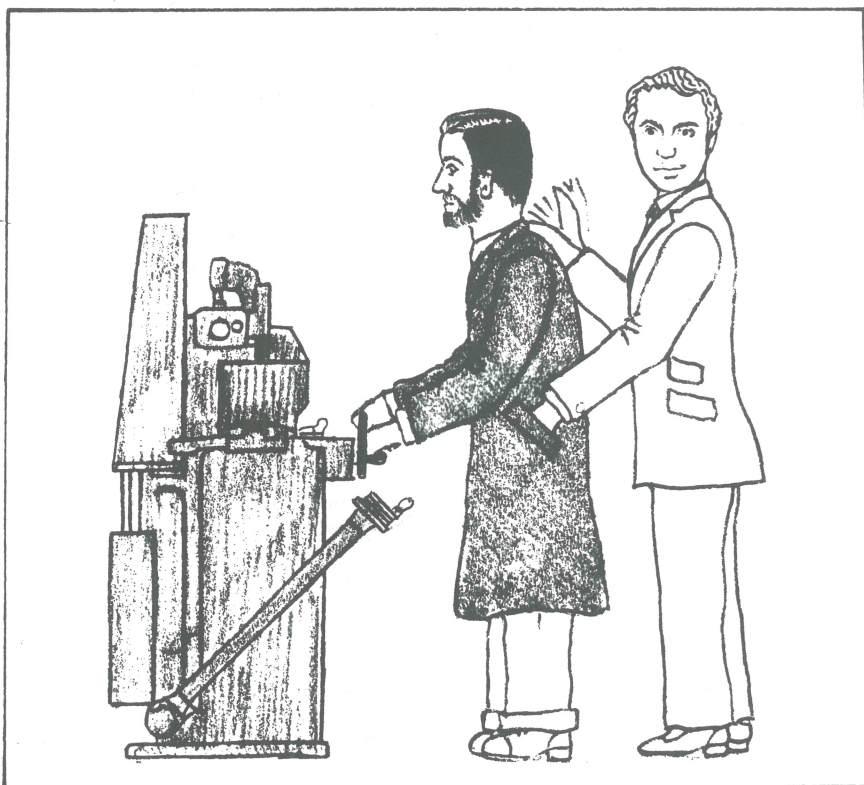
## OUR MONEY

Lucas loves to pretend it is opposed to any kind of planning or Government intervention but it is the first to put out its greedy paw to grab the deferred tax it gets each year. Last year the Government gave Lucas £76.2 million in deferred tax. This is taxpayers money forced out of the pockets of ordinary people like ourselves to fill the coffers of these vast multi-national corporations. Yet the taxpayer has no say whatsoever as to how this money will be used.

## £11 A WEEK FOR CAPTAIN BLYTH?

Whilst the wages of those who produce the real wealth in Lucas, the products that are made and used, those who produce nothing but rationalisation plans, are being well rewarded in the meantime. Blyth has been appointed a director of Pierburg in West Germany. There is no doubt that he got this from services rendered in decimating the hydro-mechanical work in Liverpool and sending it over to Pierburg with all the know-how and technology that was generated by workers in this country. This is the truth behind the rationalisation of the Victor works as was pointed out in the CSEU report entitled 'Turning Industrial Decline into Expansion'.

NOTE: This is not the first time our wages and living standards have been cut, it is one of the oldest tricks of the employers. They have been doing this all the way through history as the article on Page 2 points out.



## INFLATION

It often suits the employers to have high inflation. It is a very useful way of cutting workers' wages. If prices go up higher than wages than there is actually a cut in workers' living standards. It's easier to do it this way because it is not realised that it is a wage cut, it appears to be an increase. They make it look like we are getting a 10% wage rise this year when really we are getting a 15% cut in our living standards. It's worth remembering that a 6% wage cut caused the General Strike in 1926! If our Trade Union Movement is as strong as some of our national leaders pretend it is then it is time

are bargained for at an international level and the Government doing such things as taxing gas profits so that gas prices are up 40% on last year. If higher wages mean a loss of jobs you would expect there to be high unemployment in areas where wages are high. This is not the case. North West England, second only to Northern Ireland in the rate of unemployment, has the second lowest average wage in the country.

Average earnings have increased 15% against an inflation rise of 22% over the same period. Within this you will find that any directors' salary is, on average twenty times our gross eg: £65,000 -

"The further down people are driven the more they can be persuaded to work for less wages."

For this they need 10% unemployed to ensure lower wages for us as we fight over the jobs that are left, and more profit for them. It makes sense to the few in controlling seats but not for our wellbeing.

## THEIR PROBLEMS, WE PAY

Lucas is engaged in a massive restructuring and rationalisation. At its plants throughout the UK it is installing new technology which will displace thousands of jobs. Abroad it is investing



## THEY'VE ALWAYS CUT OUR WAGES

Braverman in his book 'Labour and Monopoly Capital' gave a good definition of wage labour when he wrote "what the worker sells and what the capitalist buys is not an agreed amount of labour but the power to labour over an agreed amount of time. Therefore the control of the cost of a unit of production does not depend solely on the cost of the labour employed but more significantly on how the worker performs within the time that s/he has sold to the employer". What are the two factors in production over which employers must, as a prime requisite, have control? The first is control over the amount of money that he is going to pay to the worker. The second is the return on this investment by way of increased productivity and changes in the work process.

It is important therefore for all classes of labour, be it white or blue collar, to understand his or her position in the wage-bargaining process. In particular where a significant amount of piece-work coupled with shift working takes place.

Over the years wage-bargaining has become increasingly centralised reducing the worker to the position of a rubber stamp, approving or disapproving decisions made by people either over whom they have no direct control, such as Trade Union officials, or over whom they have absolutely no control such as the Engineering Employers Federation.

This shift away from bargaining at an individual or localised level has not come as an historical accident but has been part of a generalised campaign by Tory and Labour governments alike to influence workers so that they accept agreements and policies which are not in

their interests. Working people have felt and see a reduction in their living standards over these past years while governments and employers have used all the means at their disposal to get the message across that 'only if we do without today will we get jam tomorrow.' The media and especially the TV, have played an important role in this employing everything from financial experts to historical drama to expound this view further in what amounts to no less than an attempt at mass conditioning.



At the same time concentration on wage-bargaining can increase employers control not just of the production process but of workers themselves — a control that has already been extended through the introduction of robotic machinery and the rise in unemployment.

An example of this is the calculated lengthening of wage negotiations by employers which has two major attractions for them: Firstly it delays the need to pay out any extra cash, thus allowing either interests to be accrued on cash, or for it to be used to finance company spending. Secondly, it diverts the attention of workers away from other major events within the plant, such as machinery changes, changes in the work process and many other issues which tend to

be submerged during wage negotiations.

Thus the issue of wages is used by companies as a diversion while it strengthens its grip on the internal company organisation. Piece workers themselves should also take care that in an attempt to increase the wages, through changes in existing work practices, they do not agree to a new system which will in the first instance give a superficial increase in their take home pay, but in the long term will negate any future negotiations on the introduction of new technology. This is saying that to concentrate such energy into the wage bargaining system can in the long term have a detrimental effect on the workers' interests.

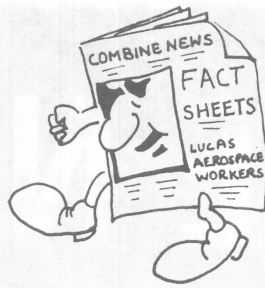
Workers' representatives have a wider role to fulfill and other areas can easily get neglected, such as, actual work practices, health and safety, welfare, obtaining and disseminating information and, of vital importance, the formulating of new strategies.

The need for new workers strategies has never been clearer than today with the growth of multinational corporations and the shift in the ownership of industry from private to institutional shareholders such as Pension Funds. In the latter case a determined effort should be made to take control of those deferred wages which make up the Funds. If the Chairman of Lucas Industries suddenly found himself deprived of the Lucas Pension Funds' votes at the AGM we should begin to understand where the power really lay.

Failure on our part to adapt in a rapidly changing and increasingly volatile world will pay workers, those that remain, only one wage — the wage of fear.

## THEIR MOVES, OUR NEWS

With the Company making its corporate style plans for all the workers in Lucas, such as the one on wages, it is important that the Combine News is produced to keep different sections and sites in touch with each other so there can be a unified approach to management over such issues as wages, the introduction of new technology etc. However to produce and print a paper like Combine News takes about a month and so news can become out of date, it is also expensive. Fact Sheets will therefore be produced on a regular



basis to be circulated round all sites to keep people updated of the latest Company moves etc. The first one, on wages, has already been produced. Topics to be covered in future Fact Sheets include: new technology, pensions. If you have any articles, cartoons, snippets, that you would like to see in either a Fact Sheet or in Combine News please contact: Judy Barton or Ron Mills on 021-777 3232 ext: 369.

## THE STATE OF THE COMPANY

Lucas says that they can't afford to pay a living wage with management claiming that the company is in a critical situation. Yet a recent stockbrokers' report indicates that "Lucas is an impressive company involved in several major growth markets and is financially strong" (May 1980). This report estimates profits of £50 million (1979/1980) and £65 million (1980/1981).

Independent accountants, on examining the Annual Accounts and the aforementioned stockbrokers' report have indicated the Lucas can well afford more than that being offered to the workforce. In fact, they have calculated that if management improved the offer to 20% they would maintain their estimated profits of £65m. by raising prices by only 4%, therefore protecting employee's wages by increasing prices to improve profits. However, Lucas have the choice of either accepting lower prices to

maintain their volumes or increasing prices to maintain profits. Again, if Lucas is really worried about its volume it will be prepared to take a cut in profits to sustain its sales. Therefore Lucas can afford to pay reasonable wages and maintain its volume. Certainly wages have not forced prices to go up, as wages have fallen since 1974.

Management claims that the loss in the UK of £1.8m. for the first half year to January 1980 is clear evidence of impending financial crisis. Yet the UK's results are far better than the £1.8m. loss suggests. Firstly in a normal year profits would have been £20m. greater — that is, there would have been an £18.2m. profit — if the engineering strike had been avoided. In fact, it is more likely that their fulfilment has merely been delayed so that the £20m. will be recovered. Secondly, excessive reorganisation charges have depressed current profits.

## HOW PROFITABLE IS LUCAS INDUSTRIES?

Lucas CAV obtained an order from General Motors to supply CAV fuel injectors for diesel cars. GM is expected to build 300,000 diesel cars during 1980. With the tachograph becoming a legal requirement, 400,000 vehicles will be fitted with the market opportunity estimated at approximately £60m.

The aerospace industry is at the most profitable it's been for years and is in a major growth phase for civil market and military projects. Lucas Aerospace has a record book of £350m. (*Guardian*). The same stockbrokers' report mentioned earlier estimates profits of £50m. (1979/1980) and £65m. (1980/1981). Traditionally, Lucas earns more of its profits during the second half of the year than it does in the first. Clearly, one half year's results cannot be viewed in isolation.

Despite the reported loss for Lucas UK for the first half of 1979/1980 Lucas Industries is profitable and in 1980/1981 should see a strong element of recovery "even against a dull demand background".

## COMBINE VISITS & TALKS

Representatives from LACSSC are often asked to go and talk about the Combine and the Corporate Plan. Representatives of the Combine have visited numerous groups in this country, ranging from religious groups to special meetings organised by the TUC for groups of full-time Union officials.

Interest from abroad has also been high and countries visited by LACSSC representatives include: Sweden, USA, Australia, West Germany, Italy, Denmark, France and

Austria.

Some 300 articles have appeared in the international press alone. The Corporate Plan has been debated by various governments from the Swedish Government to the US Congress.

## ERNIE WEBBER

Ernie Webber, Works Convenor at Bradford, announced his retirement from that position on the 30th July 1980. A founder member of the Combine and a keen supporter of the Corporate Plan Ernie became Convenor when Lucas took over the aerospace business from GEC in 1969, he was previously a shop steward in GEC. He joined the Company 25 years ago.

Known in the Combine for his love of horse racing, his ability to recognise the good from the bad resulted in dismay with that fraternity known as bookmakers! Ernie could always be relied upon to reflect his members views and to give honest opinions. We hope that his trade union experience will not be lost to the Combine in the future role we have to undertake. In recognition of his outstanding work on their behalf, the workforce made a presentation to Ernie and his wife. We all wish him well!

DENNIS EASTON takes over from Ernie Webber. Dennis is a machinist on N.C. and CNC machines. He joined the Company 9 years ago and is very interested in health and safety at work. We hope that everyone will assist Dennis in carrying out the task that Ernie did so well in the past. Contact him on: 0274-665271.

## Lucas Aerospace Workers Road-Rail Bus



Another of the products proposed in the LACSSC Alternative Corporate Plan was the Road Rail Bus. Last November the Centre for Alternative Industrial and Technological Systems (CAITS), the Centre set up by the Combine with North East London Polytechnic to develop the ideas and products proposed in the Plan, purchased a single decker LH Bristol bus for conversion.

In May the bus, unconverted, visited Lucas Aerospace sites at Burnley and Birmingham equipped

with a video and photographic display about the Road Rail Bus and the LACSSC Plan. The bus has now been converted. Trials have taken place on the West Somerset Railway and a press demonstration has promoted a lot of publicity around this prototype. CAITS would like to thank all the Lucas Aerospace workers who have provided both the money and the practical help that has enabled the development so far. A new Appeal Fund leaflet has been produced to continue

to raise money to enable further work to be done. As with other products proposed in the Plan the Lucas management has refused to take up the development of the Road-Rail Bus. In the meantime companies such as BL have been developing Truck Train and Rail Bus ideas. However none of these other designs have the flexibility of the LACSSC Road-Rail Bus. Consequently they do not make maximum use of the advantages of both road and rail travel in the same way.

The following is an extract from 'The Guardian' 14/8/80.

A workers' revolution, English style, began yesterday in a quiet corner of Somerset when shop stewards at Lucas Aerospace proved that their own road-rail bus could be driven successfully on railway line and roads.

The bus, a red single-decker which was once part of the Hampshire and Dorset fleet, travelled the six miles between Bishop's Lydeard and Crowcombe on the West Somerset Railway's single-line track. It then left the lines and returned to the road.

The bus, fitted with a narrow four-wheel driving unit and retractable guide wheels for rail travel, is the outcome of a corporate plan produced by the Lucas Aerospace Combine Shop Stewards Committee to encourage more socially useful products and prevent redundancies.

So far they have raised £2,500 to help to pay for the project, which has been developed in collaboration with the North-

east London Polytechnic.

The stewards' committee also formed the Centre for Alternative Industrial and Technological Systems (CAITS) based at the polytechnic, with the help of £12,000 from the Rowntree Trust and other trusts.

The object was to prove that groups like Lucas Aerospace, a British-based multi-national, can avoid painful rationalisation programmes by manufacturing socially-useful products.

This, the stewards claim, would remove the need to rely on defence-related contracts, and save the country the cost of unemployment and Social Security payments.

When driven on rails most of the weight is on pneumatic tyres of the type used for fork-lift trucks.

They are kept on the track by the guide wheels, which are mechanically retracted like an undercarriage at special rail crossings where the vehicle moves on to the road.

# Crisis in Britain?

Lucas say they have to cut our wages because of the awful crisis in British industry. They try to give us the impression that these problems exist only in Britain. The truth is that throughout the world wherever the market economy applies there is a similar crisis of structural unemployment, cash flow problems and appalling cutbacks in the living standards of working people. Lucas tells us that we must compete with countries abroad and must have a wage cut to do so but what is happening in those countries abroad? Detroit has always been held up as the very pinnacle of private enterprise and success. It is the headquarters of most of the large automotive companies in the USA including Ford. It will be remembered that Ford was the strongest advocate of the so-called 'free market' and the survival of the strongest. Yet the Ford Motor Company is now calling on the US

government to impose import controls against Japanese cars. The city in which Fords is located is in complete collapse. Some 40% of the car workers in Detroit are now out of work. The Chrysler Corporation is in complete collapse and has asked the US Government to support it. The four huge car manufacturers in the States lost £850 million in the first six months of this year. Some 900 car dealers have gone bankrupt since January of this year alone. So it is a blatant lie to pretend that this is a crisis in Britain and of British workers. It is a crisis of the whole decaying economic system which is incapable of guaranteeing a decent standard of living and job security in employment which is satisfying and fulfilling. We will never have decent wages and job security until industry is planned in the interests of the people and not in the interests of these vast corporations.







# Past achievements WE TOLD THEM SO!

## WAGES

The wages issue this year shows how farcical it is to believe that individual unions and individual sites negotiate separately with Lucas Industries. There are standard pensions, standard grades for staff, standard increases for all sites, standard policies on new technology. In fact everything that Lucas does is through centralised decisions coming from its strategists in Birmingham.

In Lucas Industries as a whole they've succeeded in setting shop stewards at CAV against those in Lucas Electrical, Lucas Electrical against Lucas Aerospace, whilst in the meanwhile the company has laughed all the way to the bank. Even in Lucas Aerospace they have succeeded in setting one union against another and one site against another. In recent years their attempts to do so were curbed by the

Subsequent issues will describe the Combine's past achievements in the fields of Health and Safety, Pensions, Fringe Benefits, and the fight against inflation.

Combine Committee but the management is beginning to erode the strength and power that we had established. It is worth recalling what a unified and co-ordinated approach has been able to achieve since the Combine Committee was founded.

In the early 1970s for the first time ever in any large multi-national corporation there was an organisation which had representatives of all unions and all sites. The company was not able to set these different workeres against each other. When the company attacked one site the other sites were able to come to its defence. Previously, the company would hammer each site in isolation and break any kind of resistance of the workforce in each geographical area.

The most dramatic example of this was the

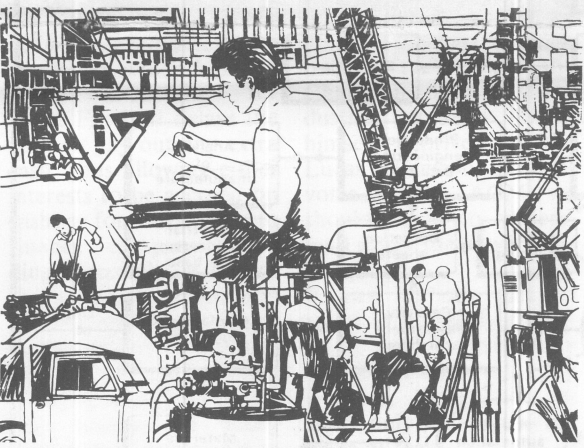
dispute at Burnley in the early 1970s. Burnley's wages were at that time about £6-7 per week less than the rest of the group. When the workforce tried to do something about this the company responded brutally and eventually the whole of the manual workforce were involved in a strike. They were able to maintain that strike for 13 weeks because the Combine organised mass meetings at all sites where the workforces agreed to levy themselves 50p per member per week — and 50p was a lot of money then. The workforce understood that it was not in their interests to have the colleagues paid less at Burnley and be played off one against the other. The dispute was a complete success for the Burnley workers because the Combine mobilised support for them throughout all sites. We must rekindle that tradition again.

## OTHER COMPANIES

Shop Stewards in companies such as Metal Box, Thorn Electric, GEC, Dunlops, Vickers, parts of Rolls Royce and Chryslers are all now setting up Combine organisations, and considering producing alternative Corporate Plans for the future of their companies. In the United States the Aerospace and Machinists Workers Union are taking up these ideas and there was even a report in the US Congress of the Lucas Corporate Plan. Some of the biggest unions in Europe, such as the IG Metall in West Germany which organises 1.5 million workers, are now looking into the concepts of socially useful production as an alternative to

massive structural unemployment. Even in West Germany, that most optimistic of the technologically advanced nations, they are now predicting 4.2 million people out of work by 1990. A section of the EEC has predicted that there would be 20 million people out of

work in the EEC countries by 1990. We, the people who work, will be forced to take the brunt of these brutal levels of unemployment. There are real alternatives open to us if we have the imagination to think of alternative products and then the courage to fight for them.



## WHAT THE COMBINE STANDS FOR AND THE SERVICE IT PROVIDES

- To unite all Lucas Aerospace workers in resisting the company's plans to bring about redundancy and rationalisation of sites.
- To improve Lucas Aerospace workers living standards by co-ordinating the efforts of individual unions to bring about justifiable wage settlements.
- To build upon Pension

- improvements previously influenced by the Combine.
- To provide a Technical & Scientific Advisory Service to ensure that site E.H. & S. Committees function effectively.
- To advise and encourage the formation of site multi-union committees.
- To ensure that the Combine remains under Lucas Aerospace membership control.
- To continue to oppose Workers Councils, Worker Directors and any other form of Management participation schemes.

- To promote the extension of negotiating rights into Corporate Planning, Investment and Product Manufacture.
- To provide an advisory service on new technology and encourage multi-union involvement.
- To pursue job creation within Lucas Aerospace by working for the production of Socially Useful Products to answer community needs.
- To provide research facilities for Lucas Aerospace members through CAITS and other such bodies.

### AFFILIATION

To ensure that your members benefit from belonging to the Combine, affiliate to the Combine NOW!

If you want to know more about the Combine and its activities, contact any of the Officers shown on the front page. If necessary we are always willing to talk to your Shop Stewards/Staff Reps. Committee.

To the Treasurer, Lucas Aerospace Combine Shop Stewards Committee:

Please affiliate..... members at 10p per member.

Send to: Danny Conroy, 23 Murray Street, Burnley, Lancs.

- To actively encourage and work for improved staff conditions of employment for all Lucas Aerospace workers, manual or staff.
- To provide a regular participatory news service through Fact Sheets and the Combine News for Lucas Aerospace workers.
- To actively encourage other workers to form Combines and jointly work together.
- To continue to maintain international links with Lucas and other workers.
- To coordinate with other Lucas Industry workers.
- To actively encourage women to play a role within the Combine.

There is now an abundance of work throughout Lucas Aerospace. Four years ago when the Combine produced its now famous Corporate Plan we pointed out that there would be an upsurge in orders in the aerospace industry around the beginning of the 1980s. We were correct in that, and the company was wrong in attempting to reduce the workforce by several thousand. In fact, the Times recently pointed out that Lucas Aerospace is now attempting to recruit people and would have had a workforce of 2,000 less had it not been for the resistance that we put up to their plans some years ago. Now that there is an abundance of work it is a good time to ensure that when the next slump comes we have other products available to make full use of the skills and ability of our members and to meet the obvious social needs that we see all round us.

In our Corporate Plan in 1976 we proposed about 150 products. It is remarkable how accurate our predictions were about the long-term need for these products and how completely wrong the Aerospace management was. The management said it was not interested in "chicken coop technology". We spoke in the Corporate Plan about the need to develop microprocess or techniques in the interests of the workforce. That was long before that buzz word was even understood by those in government circles. We pointed out the need to consider new means of conserving and generating energy. This is now spoken about worldwide. We even mentioned the need to consider airships and you will know from the newspapers recently that some of these have now been ordered by a major international company. We pointed out how disgraceful it was that people were dying for want of a kidney machine when we, the people who make and build them, were being made redundant. Some members of the government have now understood the logic of what we were saying and have taken these ideas up.

In the New Products field as a whole our predictions were very accurate. Let us take just 2 examples:

## PETROL AT 65p PER GALLON

We suggested that the company should be designing and developing hybrid engines for cars, coaches and trains. By making the best use of an electric motor, an internal combustion engine, it is possible to reduce fuel consumption by about 50%, to reduce poisonous gases by 80% and provide a power unit for these vehicles that would be ecologically desirable. Yet Captain Blyth has said "Nothing in that corporate plan is of any relevance to Lucas", and Lucas thinking on alternative products appeared to be firmly locked on the battery only vehicle. The stewards in Burnley presented a full technical brochure on hybrids to their local management but they refused to even discuss the proposals to develop the hybrid because the cover had the Combine name on it. It seems that the management would rather turn down products, jobs and profit than talk to your Combine.

However, since then a number of major competitors have made significant strides in the field of hybrid power plant technology: General Motors, Bosch, Volkswagon and Toyota have all developed hybrids. William Towns, the designer of the Aston Martin Lagonda, has built his own. Shortly after the 3000 sackings at Lucas Electrical it was reported in The Engineer that GEC was assembling an international team to develop and produce advance hybrid cars for the USA Department of Energy. The cars will have both petrol and electric motors under the bonnet and will use 40-50% less petrol despite being 800lbs. heavier. The aim is to produce a design suitable for mass production in the mid 1980s at a cost of 7,600 dollars. Also involved in the project as sub-contractors are Volkswagon and Daihatsu of Japan. In Britain no official project exists, but the technical men in Lucas have now been forced to drop their 'battery or die'

fixation and consider hybrids:

"in a hybrid package we may well have the answer"

Dr. E McEwen, Lucas Inds. Group Chief Engineer.

"I now see a real future in the long term for hybrid vehicles."

G.G. Harding, Lucas Special Projects Manager (Electric Vehicles)

This story is a condemnation of the Lucas management who prefer sacking to taking the good advice of a highly competent workforce. Events have shown that we were right and they were wrong!

was proposed in the Corporate Plan was the natural gas powered heat pump.

What is a heat pump? A refrigerator is a heat pump which is used for cooling, but they can also be used very effectively for heating. If you feel the back of a fridge the coils feel warm. This heat is generated in two parts. Firstly, the heat which is pumped out of the food in cooling it and secondly the electricity used to drive the compressor of the fridge (heat pump) so if the fridge were to be built into the wall of a house with its open door facing outdoors and the heating coils facing indoors the outside heat would be made to

£14 with a gas powered heat pump — HALF THE PRICE OF GAS CENTRAL HEATING!

This product was also rejected by Lucas Aerospace management, but the Burnley stewards made a breakthrough by pressurising local management into a 3 way project involving the Open University Energy Research Group. A small prototype gas engine heat pump was built in Burnley and tested successfully in Milton Keynes.

Throughout the world people are now concerned about the wastage of energy. We were talking about this some six years ago and not only have we designed a heat pump we have actually designed a complete factory in which it could be produced, and have architectural drawings of it. At any time this could be made available to workers in any part of the country who are short of products as the present crisis grows.

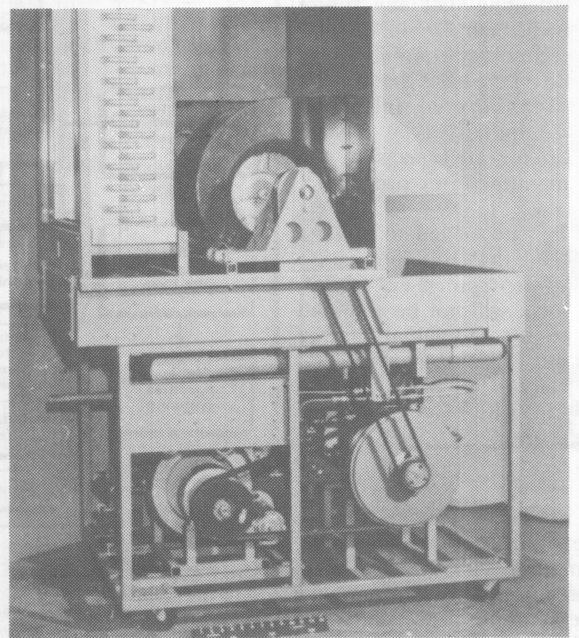
Whilst Lucas still refuses to take the heat pump up and instead uses its entrepreneurial skills sacking 3000 workers, let's look at what has happened with the heat pump in the meantime:

"AiReserach's advanced development program is being supported by US Dept. of Energy as an alternative to electric driven heat pump systems. One that will be more efficient than current designs." *Gas Turbine World*. March 1979.

"It's seen as possible that the annual volume could increase in the late '80s until some 200,000 units were in operation in 1990. 'That' says Friedman, 'could bring savings in natural gas use from 1982 through 1990 of over 250 billion cubic feet.'" *Gas Turbine World*. March 1979

## AS COMPARED TO:

"Nothing in that Corporate Plan is of any relevance to Lucas." *James Blyth, Lucas*.



Shouldn't British Leyland and Lucas be moving into the growth area for hybrids rather than engaging in wholesale sackings? What about the cutbacks at BL, which Lucas blame for many of their misfortunes and our real wage cuts, especially as Blyth's predecessor John Williams went to work for the NEB, on secondment from Lucas, where he had special responsibility for BL!

By the way I bet those 3,000 Lucas workers in the Electrical Division, who are getting the sack, would be pleased to have hybrid power packs to work on!

## HOW TO HALVE YOUR HEATING BILLS

Another product which

flow 'uphill'. Using this method of heating you can get two units of heat for every unit of electricity used. It may seem unbelievable but it's true... and it goes even better!

The Corporate Plan proposed a heat pump driven not by an electric motor (as with a fridge) but by natural gas burnt in a modified internal combustion engine.

If this is then compared with other forms of heating the many advantages of this heat pump become even clearer. If we take electrical resistance heating as the most expensive form then a £100 bill would become a £28 bill with a conventional gas boiler, a £33 bill with an electric heat pump and a