

# COMBINE NEWS LUCAS

AEROSPACE COMBINE  
SHOP STEWARDS  
COMMITTEE

## YOUR EXECUTIVE COMMITTEE

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MARCH 1975

Secretary: E F Scarbrow, 86 Mellow Lane East,  
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## MONTHLY INDEXING ...

# PROTECT YOUR EARNING POWER

ONCE AGAIN, Lucas has cut your real wages. That means your standard of living has been depressed even further. Your 'negotiations' have not really been getting you increases. In fact all those hours of talks have only been to agree by how much the company will cut your wages!

In fact, Lucas are now making it quite clear that they will not even meet the pathetic provision of the Social Contract, which only maintains your living standard.

It is also interesting to see that some of the Unions which only 'reluctantly' accepted the Social Contract at the TUC are now 'hedging' about any suggested industrial action to force the company to pay up the little that the contract provides for.

It is now clear that a new approach to wages is necessary. We have set out the problem in the form of questions and answers which we hope will help to show what has been happening to your wages since 1972.

- Q. Has anyone in Lucas Aerospace maintained their standard of living since 1972?
- A. No, it was not possible during Phase 2 and 3. Even those that did not come under restrictive legislation in 1974 failed to maintain their standard of living.
- Q. Are you saying that the traditional way of negotiating annual wage increases is a failure?
- A. Yes, when it comes to securing our standard of living to a given date.
- Q. How would you put this right?
- A. By monthly indexing instead of annual negotiations.
- Q. Is this part of the social contract?
- A. Yes.
- Q. How will monthly indexing be better than annual negotiations to safeguard our standard of living?
- A. There is a steady decline in the buying value of your income. It commences within the first month after the annual award and continues until the next annual application, consequently the losses mount up and no negotiators have ever restored these losses. Monthly indexing compensates automatically

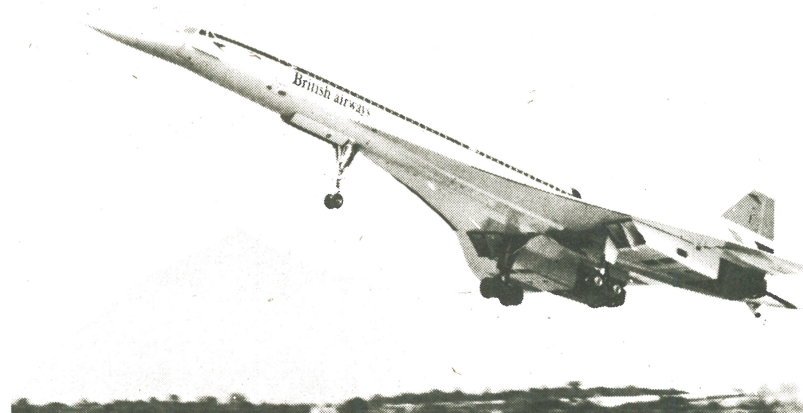
- according to the monthly price inflation.
- Q. Would not this completely eliminate annual wage negotiations?
- A. Yes.
- Q. Would this be like the last government's thresholds?
- A. Yes, but with a difference. Thresholds worked on a points basis, this would be on a percentage basis.
- Q. Would this not widen the differentials between the labourer and the toolmaker?
- A. Yes, it would in terms of money, but not percentage. The important point is they would both maintain their standard of living.
- Q. How would you calculate the monthly requirement?
- A. By using the monthly index of retail prices published by the Department of Employment.
- Q. Is this a satisfactory way of calculating wages?
- A. No, it has many faults, but it is the only system we have of calculating average price inflation in this country.
- Q. What are the main faults in this system?
- A. The retail price index does not take into account tax, Graduated Contributions, or pension deductions from wages, nor does it take into account regional variations.
- Q. Can this be overcome?
- A. Yes, but it would require the government to introduce these factors into the retail price index, or we design some system to accommodate these factors. At present they are accepted as a contractual obligation and with the new pension proposals will be universal.
- Q. If I had a wage of £40 in October 1972, I received £2.36 in October 1973, £2.80 in thresholds and an award of £3.10 in October 1974, making a total wage of £48.26, what

would the wage have been by monthly indexing from October 1972?

- A. Between October 1972 and October 1974, the Retail Price Index rose by 28.9 per cent. Taking monthly indexing the end wage at October 1974 would have been £51.56. You would also have received a sum of £229 which by reason of annual wage negotiations you lost.
- Q. You state that this system will only maintain your standard of living. As the objective is to improve our standard of living how will this be done?
- A. Firstly the shop stewards committees will take on a different role. Technological change has made great improvements in productivity and profits. The workers have not shared in these improvements. Shop stewards would concentrate on monitoring these changes, to obtain benefit from them. Secondly there is a multiple of rates within the industry and

monthly increases using the monthly index system?

- A. That could be so and would make administrative difficulties. We would see wage rates divided into group factors of £5 or less for the purpose of calculating the monthly increase. This would of course mean a slight gain for those on the lower end of the group scale. The monthly increase should always be calculated at the top end of the group scale.
- Q. If this system was adopted it would mean that all sites would have monthly increases. For those that have recently concluded their annual wage deal this might appear to be all right, but what about sites that concluded their wage deal some months ago. How would you overcome this?
- A. We would calculate the RPI from that negotiating month to the introduction of the scheme and it would be paid as a lump sum, the amount depending on the group wage. This would of



Lucas Aerospace workers by hand and brain help to produce some of the most advanced equipment in the world. It's high time they had wages and working conditions to reflect this.

we would see a roll to lift up the lower rated, thereby not only maintaining their standard of living but improving it. We also see the combine playing a very important part in achieving these objectives.

- Q. If there is a multiple of rates, will there not be a multiple of

course mean that sites having the earliest negotiating month would receive the largest amounts.

It would have to be decided if the lump sum was divided into the number of weeks since the last award for the purpose of

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## Divide and Rule

SOME sections of the central management are still peddling their discredited divide and rule tactics of 'Plant-by-Plant Negotiations'. Lucas never negotiates, except the most piddling issues, at individual sites.

All general policies are carefully plotted out centrally and the company then attempts to sneak them in at individual sites under the guise of negotiations.

Only the collective strength of the Combine Committee, linked to the determination of the workers involved, hammered the company at Burnley, defeated their blackmail at Hobsons (see item on page 3) and shifted the company on pensions and sick pay for manual workers.

The company would have been delighted to have 'negotiated' these for the next 25 years at plant level or have cosy chats about them in phoney joint councils or stooge working parties.

Of course there are issues which effect individual plants and which can only be solved at that level. But the days when the company could kid us that general conditions of employment are really negotiated at each site are gone.

Indeed everybody now understands this but a few 'Rip Van Winkles' on the central management. Or perhaps even they understand but still hope to divide and rule.

## The Combine and the T.U.C.

THE GROWING importance of your Combine Committee was emphasised by an invitation to address an official T.U.C. School for shop stewards.

The shop stewards represented all unions and came from all parts of the country. They were keen to learn how the Combine Committee is organised and how it established and operates its Science and Technology Advisory Service.

The lecture was given at the T.U.C.'s training college at Congress House on January 8th by your Combine secretary Ernie Scarbrow and the Combine News editor Mike Cooley.

# SAFETY at work

**DURING THE past few months the Combine has been able to devote more attention to the vitally important questions of health and safety of those it represents. For too long workers have been treated just as bits of machinery with precious little regard for health or safety! We are now making strenuous efforts to modify this.**

The new legislation in the field of health and safety strengthened our attempts to do so; however, like all legislation, unless you are strong enough and well organised enough to enforce it at the point of production management will find various devices for getting round it. It is therefore important that you set up the structure in your

factory to reinforce your rights.

Any problems relating to the hazards which surround new work processes, new materials or new machine tools should be referred to the advisory service via your shop stewards' committee. Always discuss any problem with your own shop steward first.

Firstly you should elect a safety

committee. Members of that should only be trade unionists, and each department, particularly a large department should elect at least two representatives. These representatives should then attend an overall factory safety committee which would be run by the shop stewards committee.

The Combine Committee is preparing a paper which outlines your rights in this respect. In the meantime if any shop stewards committee has any enquiries they should address them to the Combine Secretary. It is essential for the effective operation of these representative committees that they should be completely independent of the management. There should be no such thing as participating in any so-called joint safety committees. There have been too many of these 'goon' committees in the past and their function has been limited to cosy little chats at odd intervals about whether there were guards on some machines or if tea leaves were blocking any of the drains.



Working conditions are still deplorable at most sites. Noise levels are intolerably high at many plants. Where the Company persists in ignoring reasoned discussion — don't hesitate to use the language they understand and respect: direct industrial action.

## £70 per week

**Earnings at Rolls Royce factories in Coventry are in excess of £70 per week for incentive workers.**

**These figures are for 40 hours and are not total weekly earnings.**

**How do your wages compare with this?**

## Joke of the Month

THE SOCIETY of British Aerospace Companies (S.B.A.C.) to which Lucas belongs now says it is concerned about your future employment prospects. The various S.B.A.C. member companies, including Lucas have a notorious record of sackings and closures.

Yet they have the barefaced audacity in their comments on the government consultative document 'Public Ownership of

the Aircraft Industry' to state, 'The S.B.A.C. asks what assurances can be given to the employees of the equipment industry regarding their future employment prospects in the light of the threat of diversification.'

We ask what assurances they, the equipment companies, have ever given, either now or in the past, and more particularly what assurances are Lucas prepared to give for the future.

## SICK PAY FOR MANUAL WORKERS

ONCE again your Combine Committee has spearheaded a campaign for social reform in Lucas. This has resulted in an offer being made to some manual workers in Aerospace.

The offer is unacceptable and has been rejected, but even an unsatisfactory offer is a major concession from a company that has previously set its face against social reform.

The time must come when manual workers enjoy the same sickness payments as staff workers. It will be a long hard struggle to achieve this in Lucas, but a start has been made and talks are continuing.

## Lucas Electrical Combine

AS THE CRISIS in industry deepens day by day the recognition by workers that they must have powerful organizations to defend themselves also grows.

We therefore welcome the development in some Lucas electrical factories of attempting to establish a parallel combine committee for the electrical sites. We are particularly pleased to see that the official trade union movement now fully understands the importance of combine committees and is actually assisting us in helping to extend the idea.

The Birmingham East District Committee of the AUEW has called a meeting of shop stewards in the electrical factories and invited your Combine Chairman Jim Cooney and your News Editor Mike Cooley to address them to explain how the Aerospace Combine was developed in the hope that they will build a parallel organization.

Your combine committee will give them every possible assistance in doing so for the stronger they are the stronger we are also. We just hope that they will have their combine in time before the real crunch of the present recession begins to hit them.

## Combine meets Bill Simpson

REPRESENTATIVES of your Combine Committee recently spent 1½ hours in discussions with Bill Simpson the Chairman of the Governmental Health and Safety Commission at his London headquarters.

The Chairman explained the role of the commission and the rights which trade unionists will have under the new act. He welcomed the initiative of the Combine Committee in dealing with health and safety matters in the widest sense and outlined the facilities the commission would provide to support the Combine's work in this area.

Your representatives explained the organisation of the Science and Technology Advisory Service and

discussed the items it was now dealing with. They also explained the reaction of the management to its role!

It was agreed to maintain an ongoing relationship and to use the facilities which the commission could provide. This is being done in your interests, make sure you make full use of your Science and Technology Advisory Service!

Health and Safety in advanced technological society is a vitally important subject and only the real representatives of the working class will be prepared to fight vigorously for their health and safety as they do for their wages and holidays.

## Bully tactics at Hobsons

IN AN ATMOSPHERE reminiscent of the 1930s the Hobson management declared on January 31 that it intended to force the shop floor to accept the Group Incentive Scheme and a number of speed-ups.

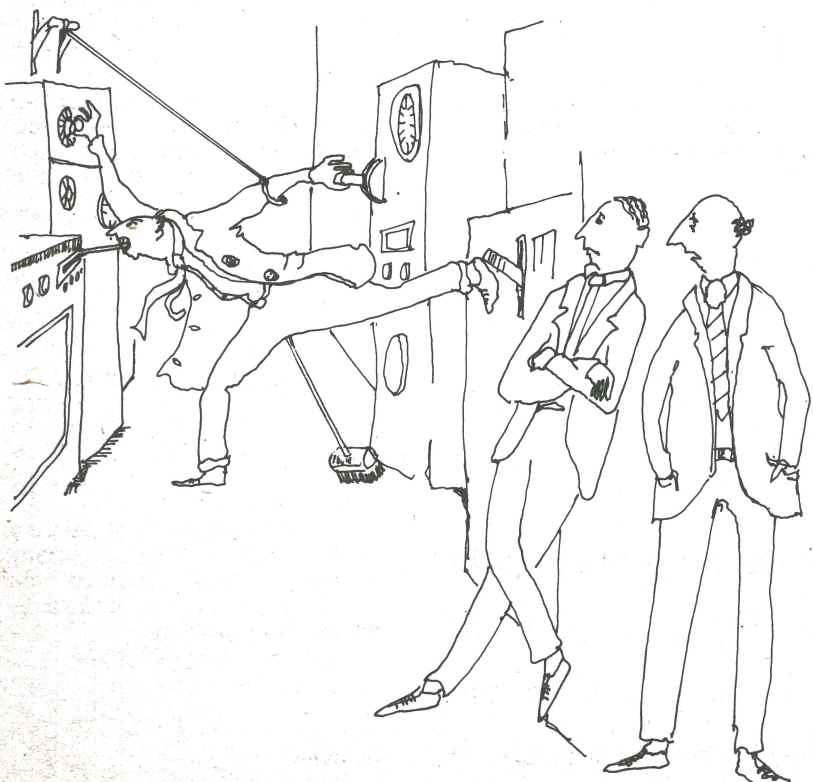
This blatant attempt to bully and blackmail the unions was accompanied by an official company statement which said, 'The position has now been reached that if by Tuesday February 11 1975 the indications are that you do not intend to co-operate in improving the output of the factory as a whole the company will not be prepared to continue operating the company at this uneconomic level. The output of this factory must be raised and maintained. Not one group but all groups.'

The workforce at Hobsons with

the backing of the Combine Committee (which had asked all sites to stand by for action) refused to be intimidated. When February 11 came, the company did not dare close the plant.

In fact they had 'lifted a stone to drop on their own feet'. Had they been adventurous enough to have attempted to close the plant, some very imaginative plans would have been set in motion by the Combine.

This whole episode shows once again what the company would do if it could deal with us on a plant-by-plant basis!



If only we could get that other foot working our output target would be a definite possibility.

## COMBINE MEETS D

(1) A pre-meeting of the Combine representatives was held and it was agreed that Bro. Cooney the chairman and Bro. Cooley the editor should act as the main spokesmen for the Combine and that additional questions should be asked by the leading representatives from each site.

(2) Attendance. (a) For the Combine: The Executive Committee plus two staff and two manual representatives from each of the major sites and one staff and one manual representative from each of the smaller sites.

(b) For the Company: Mr Williams, Mr Rivett, Mr Coop, Mr Izon — Directors, and Mr Whitney group personnel manager.

(3) Mr Williams for the company gave a comprehensive review of the Aerospace business and the role Lucas Aerospace was playing within that. He pointed out that between 1965 and 1969 Lucas had invested some £20 millions in bringing together Lucas Aerospace, with £3 millions on loan for less than six months from the IRC. The downturn in aerospace business in the late 60's and early 70's was explained and it was pointed out that the company had sought to build not just a British based company but a world wide organization which could exploit all opportunities as they arose. The Defence Review looked promising for Lucas Aerospace. Investment in design engineering in aerospace is running at approximately £9 millions per annum as a private venture. Mr Williams then reviewed the problems which exist in individual plants throughout the group. He

continued by referring to the nationalization proposals of the government and the establishment of the National Enterprise Board. He circulated copies of the employers reply to these proposals. He questioned whether the proposals were in the interests of Lucas Aerospace employees.

Mr Coop for the company outlined the production performance since 1973 pointing out that the target figure fell short by half million hours in a total of 4½ million. This was in part due to the 3 day week and shortage of materials.

He spoke of the problems which existed at Hemel Hempstead and at Wolverhampton. If the shortfall is not to be repeated again this year then the company will need an uninterrupted run and facilities to sub-contract work to meet output figures. Overall Lucas Aerospace has a full order book: in fact we are actually overloaded. The company is investing £6.1 millions over the next 4 years in a manufacturing programme and he specifically mentioned investment in products at Burnley, Willesden and Marston Green.

Mr Izon stated that output throughout the group is not good and because of this our costs are too high as they have been based on full output. It was good that we had a full order book but unless we increase output we would price ourselves out of business. Our customers complain because deliveries are unreliable and too expensive. We must become more efficient.

Mr Rivett stated that because of the nature of our work almost all our products are 'Tailor Made'.

# COMBINE Brought to Book

**YOUR COMBINE COMMITTEE is a unique and very important trade union rank and file development. Large monopolies and complex multinational industries make traditional forms of trade union organization based on divisions quite incapable of coping with the many new problems. Your Combine has received inquiries from all over the country and even abroad about its constitution and how it operates.**

So great in fact is the interest that two publishing companies have approached the Combine to write a book about its development. The January meeting of the Combine Committee approved the 'framework' for a 200 page paper back edition. Chapters will cover the development of the Combine Committee, its campaigns on sick pay, pensions, health and safety and the many struggles against rationalization and sackings.

Included also will be the history of some of the sites, an account of the members' skills, hobbies and interests, the future of the Combine Committee itself, including some observations about whether the leadership may get corrupted and drawn into participation with the management.

Since the book is about your Combine Committee it is essential that you should say what you want included in it. At the January meeting each shop stewards committee was provided with a cassette on which they will record observations which will then be edited and included in the book. If you wish your shop stewards committee to include any items of interest or of criticism please do not hesitate to let them know and they will record it and send it on for editing.

The book should be a vital part of the history of the trade union movement in Britain and will undoubtedly be an important part of the growing campaign of workers to organize themselves more effectively and more powerfully where it really matters which is at the point of production.

## Pension Fund Trustees

AFTER a fierce encounter with the company it was conceded that 3 staff pension fund trustees would be elected by the members and not appointed by the directors.

This does not mean that members can now relax their vigilance. With such massive sums of money involved everyone must constantly question how this money is used.

It seems significant that some of those who sneered at the campaign for elections, who were quite positive that we would fail, and who did nothing to assist, were immediately at the forefront in a frantic scramble for positions.

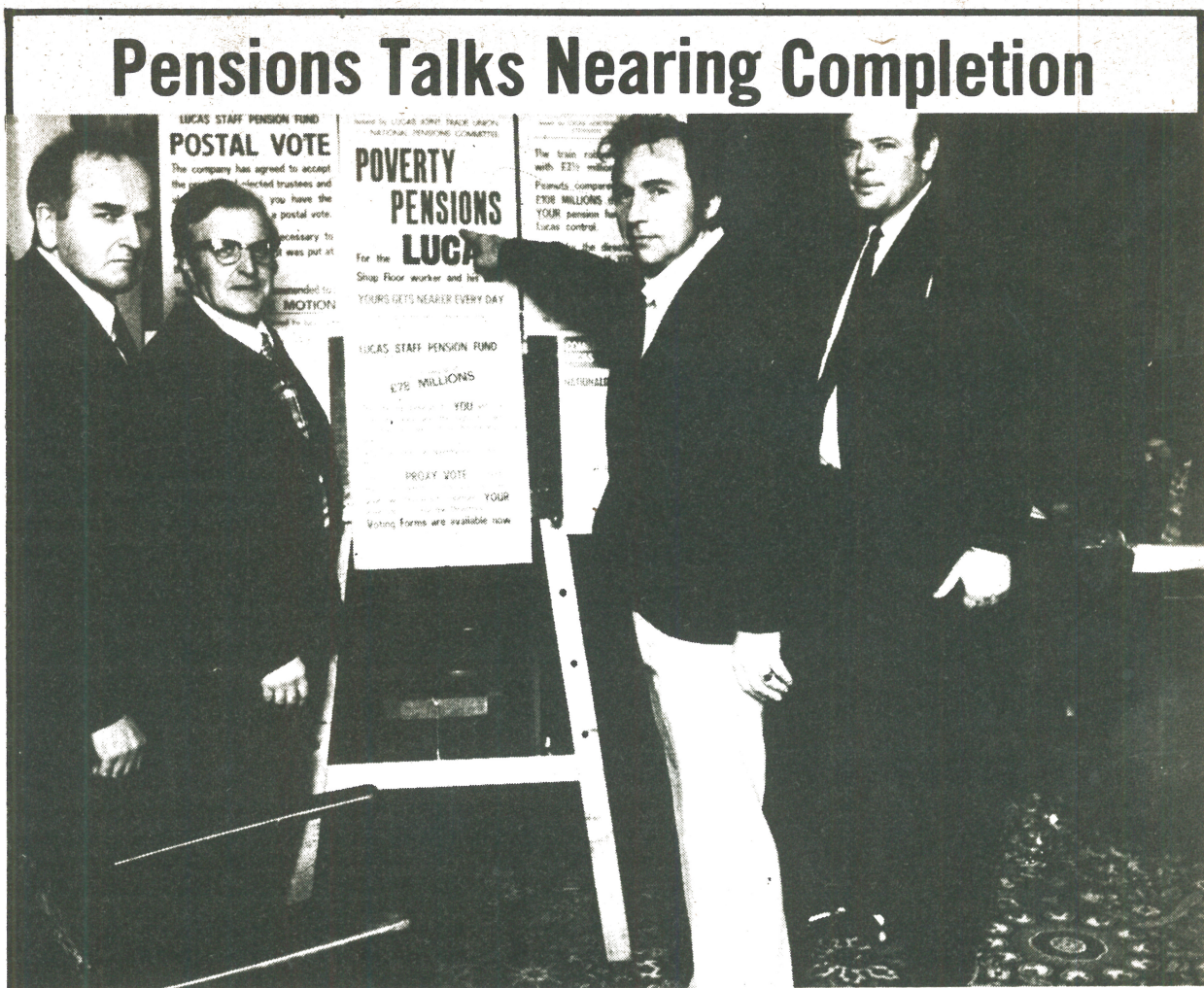
An intriguing thought to conjure with is that in recent weeks it would have been possible for the pension funds to buy Lucas, 'lock, stock and barrel', twice over.

overdraft had increased between 1973 and 1974 by nearly £24 millions, this meant borrowing at nearly £2 millions per month. Indications were that since that report the borrowing had been even higher. In addition to this it would appear from the 'Moodie Sheets' that the company has a contingent liability of some £10 millions as a guarantee of loans and overdrafts to subsidiaries. This would mean that the total overdrafts were more than the market value of the company during recent weeks. Even if this were not the case the Combine wanted to know how long the company felt it could continue borrowing at the rate of £2 million a month and if the banks had set any specific borrowing limit and how close the company was to that limit.

Mr Williams said that the Committee should wait until the Chairman's report was published in the next few weeks.

It was pointed out that this was unsatisfactory as the report does not indicate the level to which the banks are prepared to continue giving overdrafts, it therefore would not fulfil the needs of the Combine. In any case the Combine felt it had a right to know the exact financial position and had actually been asked by the Secretary of State for Industry to fulfil a probing role and not to return to him in a 'Ferranti Type Situation'.

Mr Williams said he was not prepared to answer these questions but he would however consult with his colleagues and let the Combine know in the immediate future whether the company would reply to them or not, and if they did he would provide the information. The Combine spokesmen then



The Combine had a whole range of posters ready to force the company to improve its Poverty Pensions for manual workers as Bill Deaton, Executive member, points out. Also shown, from left: Jack Gunter, Combine vice-Chairman, Danny Conroy, Chairman, National Pension Committee, and Roy Middleton your Pension Advisor.

## £2,000 Donation



Mick Cooney, Burnley Convenor (on left) and members of his Shop Stewards Committee, present the cheque for £2,000 to your treasurer, Ernie Bygraves, and (right) Arthur Rex of Premier Precision seems fully to approve.

questioned Mr Williams about the nature and operation of Lucas Trading Ltd. They said that colleagues in the financial press had indicated that a letter had been circulated to some banks and finance companies stating that the establishment of Lucas Trading Ltd would conceal the actual performance of each of the individual product groups from interested parties including the trade unions.

Mr Williams stated that he was unaware of the existence of this letter but would check on it and would contact the Combine again. The Combine representatives then challenged the company on its statement that it was necessary to keep costs down and improve productivity. It was pointed out that the target figures set had been set by the company unilaterally and the unions were therefore in no way bound to them. In many instances they were quite unrealistic. Labour costs in the aerospace industry in Germany, France and Italy were all higher than the United Kingdom and the unions would not tolerate any attempt by the company to speed-up the productivity of their members at various sites. It was also pointed out that the unions had actually negotiated wage cuts during the past two years and talk of further economies was unacceptable. Individual representatives from the sites supported this contention and gave examples of the way in which the speed-ups were being effected at their sites.

At the conclusion of the meeting the Combine Chairman reminded the company that we would await a reply on (1) Mr Shields letter in connection with Lucas Trading Ltd. (2) The Actual Financial Position of the Company.

IN A MAGNIFICENT gesture of support and solidarity, the Burnley shop stewards committee and members have donated £2,000 to the Combine's funds.

The money came from the surplus of the 'hardship fund' which was built up during the thirteen weeks strike at Burnley when with your help the Burnley workers hammered the management and achieved decent increases for their members.

In presenting the cheque to the Combine Treasurer the Convenor at Burnley, Mick Cooney pointed out that the Burnley dispute had only been won with the support, financial and otherwise, from the rest of the Combine and they were proud to be able to plough it back into the Combine's funds.

As he put it, 'With the way things are now going in industry the Combine will soon have a good use for it.'

'Combine News' on behalf of the Combine Committee and we are sure the membership at all sites takes this opportunity of thanking the Burnley workers for this magnificent donation.

The next issue will carry a profile of Bro. Ernie Webber, Works Convenor at Bradford

AFTER MANY MONTHS of tough negotiations the long overdue 'Staff type' pension scheme for manual workers is almost finalised.

A draft document has been circulated to all sites for discussion and comment. Copies are available from your shop stewards committees. The new scheme, unlike the present one, is inflation-proof and pensions are calculated on wages just before retirement.

The pensions campaign was launched and spearheaded by your Combine Committee and although the end result is by no means all we would like, it represents a tremendous advance on the present scheme.

The chairman of the negotiating committee, Brother Danny Conroy, and our pensions adviser Roy Middleton, will shortly be visiting all sites to present an 'audio-visual' explanation of the new scheme and answer questions.

## The Grading Farce Exposed

FOR MANY YEARS the system of putting people into neat little boxes has paid handsome dividends to Lucas. The staff grading scheme has been used to keep people firmly fixed in tight little wage compartments, and the whole thing has depended on management secrecy and deception.

Employees have been kept in ignorance of their own job specifications and how each specification relates to the scheme as a whole.

There is now widespread realization of this deception and re-grading claims are being pursued at almost every site.

The whole grading farce is in disarray. In a frantic attempt to re-establish its grip on white collar workers the company has invited the Staff Unions to participate with management in setting up 'Grading Committees'.

This is reminiscent of January 1974, when the company announced its intention to sack 800, and invited the unions to manage the sackings.

They now want the unions to sit in judgement on their own members, and join with management in the great deception — the Grading Farce.

This invitation has of course been given the 'V' sign.

## 'YOU ARE PIONEERING WITH YOUR COMBINE' — Tony Benn



Tony Benn responds to points made by your Combine spokesmen — Jim Cooney, Chairman, and Mike Cooley, Editor, and expresses the hope that Combines such as ours can be set up in the rest of the industry. Ernie Hunt (left) listens intently whilst behind Tony Benn (l to r) Phil Tate (Hemel), Phil Asquith (Burnley) and Ken Griffen, D.O.I. Special Trade Union advisors, keep a watchful eye on the proceedings.

## NATIONALIZATION

**WE HOPE all members will join in the debate on the nationalization of the Aerospace Industry. Whether you like it or not, decisions are now being taken at governmental level which will have long term effects upon your future.**

**It is therefore vital that you now tell your shop steward of office representative what your views are, so that the Combine Committee can attempt to influence the course of events. We must be sure that we are expressing your wishes.**

The Combine Committee is in favour of the nationalization of Lucas Aerospace solely on the grounds that we believe it will provide a better opportunity of secure and satisfying employment with the possibility of diversification and socially useful work.

Lucas has clearly failed to

provide any of these up to now. Its sacking programme of almost one out of every five employees (in just four years) must be a national record. It would be hard to find any organization, private or nationalized, where morale is so low.

So there is really nothing very precious to cling to!

The Combine is not interested in nationalization in any dogmatic way. Only if it provides a secure future for all of us is it of any interest whatsoever. We have no illusions that a future Lord Robens would be any more concerned about our members than a Sir Arnold Hall or a Bernard Scott.

However, we feel on balance that with the establishment of the Aircraft Corporation of Great Britain the long term future of the industry could be planned and synchronized in a way that private enterprise has obviously failed to achieve.

**Very important decisions now face us and the Combine Committee cannot, nor should it, take them alone. We need your views and support for that is the only source of strength of the Combine.**

## Site Discussions on Participation and Nationalization

**WIDESPREAD** discussion about participation and nationalization is vital if we are to arrive at correct policies.

In order to stimulate these, the Combine Committee, with Broadside Mobile Theatre (which is supported by the Arts Council) has produced a play which will present these issues in a clear, political and even humorous fashion.

Our members at Burnley who have their own theatre group are prepared to perform the play at your site. It runs for approximately 45 minutes and will be followed by a discussion on the points which arise. The Broadside Theatre will perform the play throughout the rest of the Aerospace industry.

**Applications for a performance of the play at your site should be made to the**

**combine secretary via your shop stewards committee.**

The Broadside Theatre is preparing several other plays on issues of general interest to the TU and Labour Movement.

They would be willing to perform for your TU branch, Trades Council or Tenants Association. They would also

like to discuss any special plays you need in your fight for better wages, housing, health and education.

Ideas and advice most welcome: Phone or write:

BROADSIDE MOBILE WORKERS THEATRE  
58 HOLBEIN HOUSE  
HOLBEIN PLACE  
LONDON SW1N 8NJ. TEL: 01-730 5396

### EARNING POWER

From page one

establishing new rates on which the Monthly Index would be based. But certainly all future monthly increases would establish new rates on which the next month would be calculated.

Q. *Would the company agree to such a system?*

A. No, at present after an award they do not expect to give further increases until twelve

months have elapsed. It would mean the wage bill increasing monthly. Further, they lose control on the amount and could not exploit any weakness on any site. They would also take into account the cost factor doing monthly increases. Taking the period October 1972 to October 1974, on this system the wage bill would have been some £1,750,000 more than at present.

## Meeting with Tony Benn

ALL SITES will now have had reports through their representatives of our very important meeting with Tony Benn.

We hope all members will keep fully informed of what is being said on their behalf. Your Shop Stewards committee has a full report of the meeting and additional copies of this can be obtained via your Shop Stewards committee from the Combine Secretary Ernie Scarbrow.

The strength of the Combine depends on your interest and involvement.

## BAC VISITORS

YOUR COMBINE COMMITTEE was delighted to welcome at its last meeting Lew Gray who is convenor at BAC Filton, Tom Lynch who is chairman of the liaison committee at BAC and John Blackley convenor of shop stewards at Rolls Royce Bristol.

They had all worked together for two years on a programme for workers control in the aerospace industry entitled 'A New Approach to Public Ownership.'

**The book proposes a means by which workers would elect their own representatives to run the industries in which they are engaged. This it is hoped would overcome the appalling lack of democracy which exists in many of the nationalized industries to date.**

Most shop stewards committees will now have had copies through the Combine Committee and we hope that you the members will ask your shop stewards for copies of these proposals in order that you can consider what best form of control we in Lucas should be contemplating. *It is after all your future we are talking about.*

Our visitors having explained the manner in which they drew up their proposals expressed their pleasure at being able to attend a Combine Committee and stated how impressed they were with the very high degree of organisation and competence which the Lucas Aerospace Combine Committee had achieved.

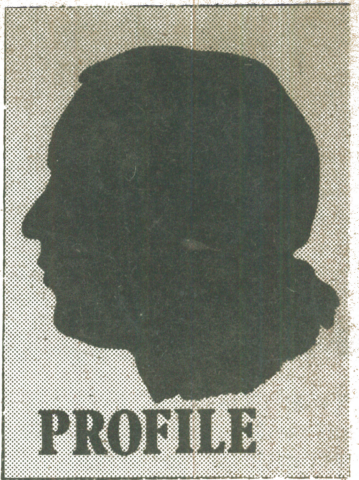
'A New Approach to Public Ownership' can be obtained from Lew Gray: 363 Coniston Road, Patchway, Bristol BS12 5ND at 32p a copy.

## Latest Management 'Style'

IN RECENT years we have seen a number of different styles of management behaviour. There has been the **Arrogant Style**, the **Abrasive Style**, the **Smooth Style** and numerous other styles. Now we have the **Despicable Style**.

How much more obnoxious can you get than a management which will circulate the intimate personal details of a man's domestic problems to his friends and workmates, and ask them to sign that they have read it.

This actually happened at Hemel Hempstead just recently and it took considerable pressure from the unfortunate man's representatives to get it stopped. So don't be surprised at anything that may be tried by some sections of management—and don't think it was something done by an inexperienced management 'cowboy'—it was done with the approval of the personnel department!



ERNIE SCARBROW has been secretary of the combine since it was formed.

It is frequently said, resentfully, by line managers that members of the combine are better informed about what is going on than they are. This is probably true and is due to Ernie's view that the membership as a whole, through their representatives should always know exactly what is being said and done and should guide the course it takes.

Every letter, statement, or action of the company is immediately transmitted to all sites; so also are the minutes of every meeting (however controversial) in which members of the combine are involved — whether with Tony Benn or a group manager.

But this is not the routine action of a mechanical bureaucrat. It stems from Ernie's profound confidence in the ability of ordinary people to reach humane progressive decisions and to fight for them, if given all the facts however unpalatable some of them may be.

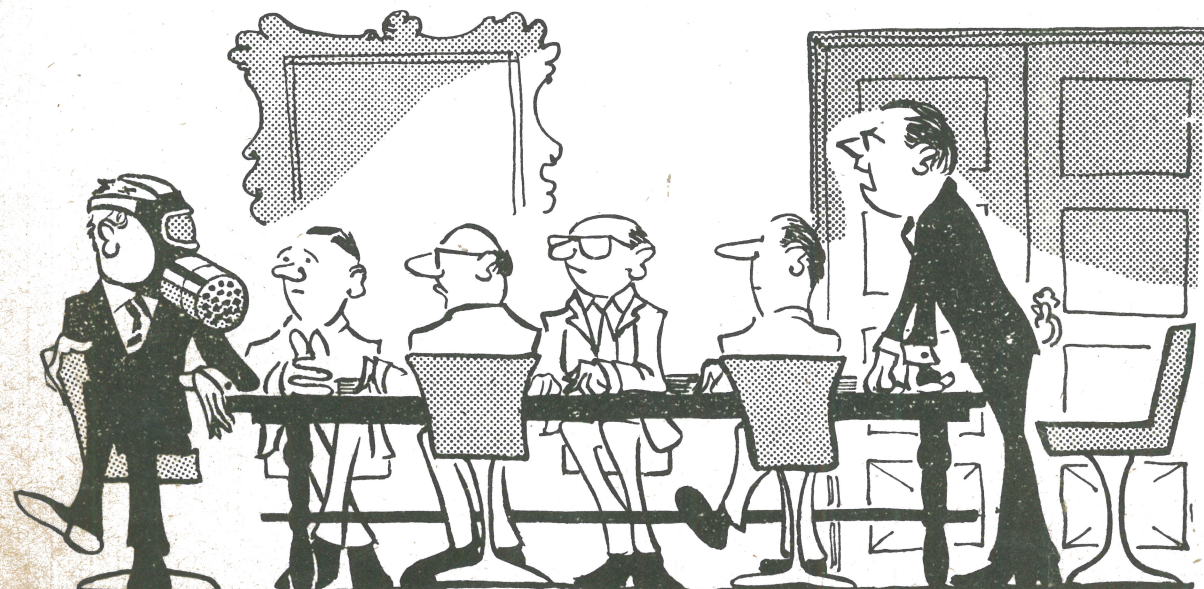
Ernie is not noted, either at combine meetings or when confronting the management, for long sophisticated statements. What he has to say is always straight to the point, rapier sharp, and cuts right through the jargon and waffle. However, his usual calm and quiet manner is often misunderstood for timidity. In fact some primitives in the line management at Hemel Hempstead thought they would make a name for themselves by 'nipping the combine in the bud' and threatened to sack Ernie if he did not give up the combine work.

They were quite surprised that he did not run away when they, such important people, said 'boo' to him.

Ernie's whole background convinces him of the need for working people to stand together. He knows that in spite of the smooth style of modern management it is only our organized strength that prevents a return to the 'good old days' which he still remembers vividly.

At the age of 10 he had to supplement his dad's wages (50/- a week if the weather was fine — for he was a building worker) by doing a paper round each morning, at 5.45 a.m. and each evening. Even at 14, when he left school to start his apprenticeship as a toolmaker with the Gramophone Co (now EMI at Hayes), he had to continue the morning round before his day's work. He completed his apprenticeship and after the war worked as a toolmaker then on, via tool design, to methods and planning engineering where he always displayed very considerable technical ability. He joined Rotax as a Senior Planning Engineer in 1956 . . . and was promoted to Product Engineer for Gas Turbines in 1969.

Ernie now spends most of his time on combine work, including 5 or 6 evenings per week and almost every weekend in preparing reports and background material. The load on him is growing daily as government and company policies result in more and more issues on which the combine has to work on your behalf. People like Ernie are the real cream of the working class and we are very fortunate to have such a self sacrificing 'anchor man' for our combine at this critical stage.



I don't know why you want Monthly Indexing — the increases we gave you were the best we could whatever you may think of them.