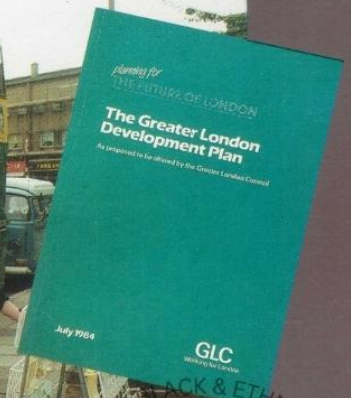


WORKING FOR LONDON

1983/84



GREATER LONDON COUNCIL

ANNUAL REPORT

GLC
1981-1986

Working for London
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Another Year of Working for London . . .



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Defending Democracy — and Working Hard for London

A Record of Achievements

In 1983/84, the GLC's task was twofold: to deliver its programme of radical socialist change; and to defeat the Government's plans to emasculate and then abolish the Council.

Our policy is simple. It is to meet the needs of Londoners — for jobs, homes, recreation, a safe environment, properly funded voluntary organisations, cheap public transport, and action to help women and ethnic minorities.

The achievements of the Council this year have been remarkable. We have:

- Reduced London Transport fares by 25%, introduced the highly successful Travelcard — meaning more people using buses and tubes, and leading to a surplus of £36 million for London Transport.
- Expanded the work of the Greater London Enterprise Board, which now supports over 2,000 jobs directly.
- Expanded the building programme of factories and workshops, as part of our major attack on unemployment.
- Campaigned vigorously against racism through the GLC's Anti-Racist Year, the funding of projects, and support for campaigns on race equality issues such as deportations and racist immigration legislation which affect hundreds of thousands of black Londoners.
- Completed work on the new Greater London Development Plan, purchased key sites such as Coin Street for housing and industrial development, and introduced new London-wide archaeological and ecology services to protect the natural environment and London's heritage.
- Provided good services for the majority of Londoners who are women, such as the provision of Women's Centres, and the funding of voluntary organisations whose purpose is to attack the double discrimination faced by black women, elderly women, and women with disabilities.
- Funded many community organisations providing facilities for young people and legal and advice services.
- Established the Welfare Benefits Campaign to publicise social security benefits and encourage Londoners to claim what is theirs by right; implemented a plan to assist the disabled; and campaigned vigorously in support of the elderly.
- Continued to fund the major Arts institutions in London, such as the London Orchestral Concert Board and the Royal Festival Ballet; expanded the "open foyer" policy at the Royal Festival Hall; diverted resources into the Community and Ethnic Arts programmes, and implemented the first London-wide sports policy.

- Supported the demands of gay and lesbian Londoners, in order to defend them against discrimination.

- Developed a major programme monitoring the policies and objectives of the Metropolitan Police, with the objective of achieving a democratically accountable, non-racist, and non-sexist police force.

- Opened the Thames Barrier, to prevent London from flooding; expanded the London Fire Brigade to give better protection to the people, and appointed the first women fire-fighters.

- Built up the biggest housing renovation programme in Britain; begun an ambitious building programme of hostel construction to provide for the desperate needs of the single homeless; and assisted scores of housing groups to provide better homes for Londoners.

This is a record of positive achievement of which we can be proud — and it has been achieved against a background of government harassment, legislative interference, and mischievous misrepresentation of our policies which is unprecedented in the history of local government.

We have always been prepared to stand on our record and face the electorate in May 1985. It is the voters who should decide whether they wish these policies to continue — or whether they wished to install a new administration at County Hall.

The Government's Attack

The Conservative Government have attacked the GLC without respite during the past year. They have introduced three pieces of legislation to undermine the GLC and prevent us from representing Londoners.

First, they introduced the London Regional Transport Bill to transfer responsibility for running London Transport from the elected and accountable GLC to an unelected quango under the control of the Secretary of State for Transport. As the Government have made crystal clear, they intend to reduce the level of subsidy given to public transport in London from £240 million to £96 million — with the explicit intention of raising fares, sacking workers, cutting services to the public, and privatising the most profitable routes. The result of this mindless attack will be to turn the clock back to the 1950s and '60s when price rises slashed the number of Londoners using buses and tubes and led to a spiral of decline which was only halted by this Labour administration's cheap fares policy. The London Regional Transport Bill was finally passed by Parliament in July 1984. The decision by Government to remove transport from GLC control is an act of

vandalism which will be deeply damaging to the interests of Londoners.

Second, they introduced the Rates Bill, a further legislative attack on the rights of elected councillors to determine the proper level of services and local taxation for the area which they represent. The Bill finally became law in the Summer of 1984 and was immediately followed by an announcement by the Secretary of State that the GLC — along with seventeen other local authorities — would have its rate level for 1985/86 determined by the Government and not by elected Councillors. These plans, to centralise control of council budgets in the hands of Whitehall, are designed to achieve three objectives: first, to undermine the freedom of action of Councils to implement progressive and redistributive policies opposed to the free-market monetarist policies of the Cabinet. Second, to eliminate centres of opposition to Government policy and make it more difficult for local government to implement policies which demonstrate that there is an alternative to the individualism, private greed and public neglect of the present Government. And third, to shift the balance of taxation as a whole from income tax to rates — thus leaving more room for the Government to push through its expensive policies of nuclear re-equipment and mass unemployment.

Third, they introduced the notorious "Paving Bill"; by common consent one of the most undemocratic and disgraceful pieces of legislation to come before Parliament in modern times. The Bill, in its original form, cancelled the 1985 GLC and Metropolitan County Council elections and would have engineered a change in party political control of the GLC on 7 May 1985 without a vote being cast. The Interim Provisions Bill was indefensible: it was attacked by the Churches, by trade unions, by the voluntary sector, by the Arts lobby, by the media, and even by a former Conservative Prime Minister and three former Tory Cabinet Ministers. The Bill was savaged by the House of Lords and extensively amended — but the democratic elections in 1985 were still cancelled.

We make no apologies for fighting the Government's proposals. They are an attack on the democratic rights of Londoners; they have been introduced to prevent Londoners from voting for a political party of which the Government disapproves; they are half-baked; they will not save ratepayers money; and they are an attack on the services which London needs.

The GLC is successfully implementing its programme. We have the support of an overwhelming majority of Londoners who oppose abolition; and, together with our allies, we have inflicted the most serious

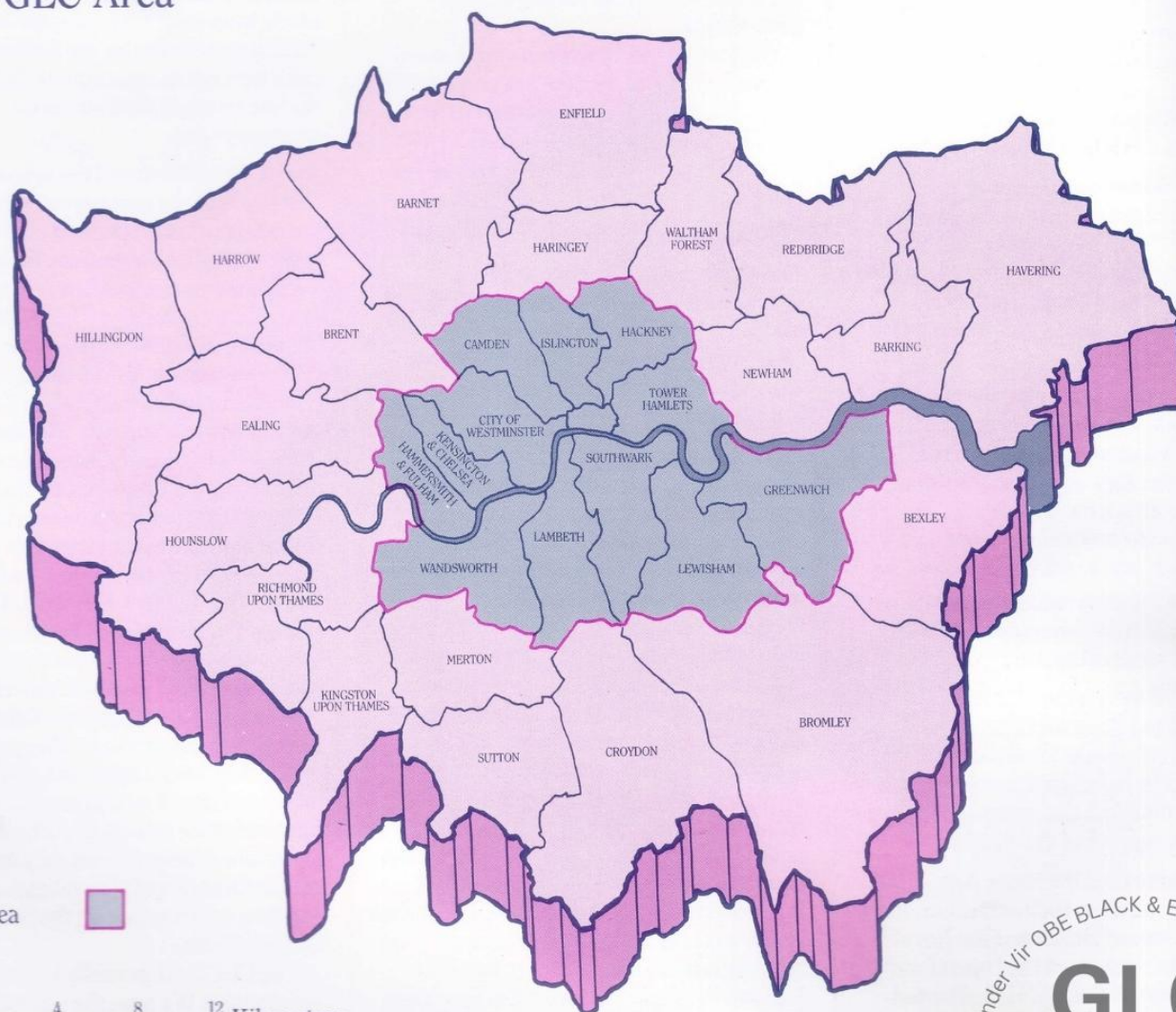
Parliamentary defeat on the Government since it came to power in 1979.

We are determined to defend Londoners and democratic local government. And we shall win because we are right.

Ken Livingstone

Ken Livingstone
Leader of the Council

The GLC Area



ILEA area

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Report by the Director-General and Clerk to the Council

This report of the activities of the Greater London Council (GLC) for the year 1983/84 has been produced in accordance with the Code of Practice on the publication of annual reports issued by the Secretary of State for the Environment.

Open Local Government

Local government is a more open form of government than central government, and is more open than the management structure of public corporations. Detailed executive decisions, decisions on policies, and decisions on strategic issues are taken in public and accounted for in publications, of which this report (one of a series over the years) is only one part. In recent years the Council has extended its open government policy further, particularly in relation to consultation on the annual budget and on review of performance.

This more open government has been accompanied by an extension of the rights and discretions available to the elected Members and the public. Facilities for exercising some of these rights have been increased through increased administrative and policy support for elected Members, the wide role of the newly constituted Audit Commission, and the role of the Commission for Local Administration (Local Ombudsmen).

Balance between administration and accountability

There can be no doubt that openness of public affairs, particularly at the local level, is a basic democratic necessity as well as an essential safeguard against the misuse of power. However, it is of equal importance that the administration which needs to account for itself is in a position to carry out its executive responsibilities. The form and extent of public accountability can, themselves, inhibit and reduce the performance of organisations they are intended to assist. To avoid this risk, proper arrangements need to be made for the maintenance of a sound organisation, proper staffing, and the maintenance of skills; and Parliament, Central Government as well as the Council itself all have responsibilities in this regard.

At least as important, it requires a recognition that if arbitrary, late and complex changes are imposed by Central Government upon that organisation, and if these can be assumed to be likely to continue in future years, the normally acceptable standards of administration cannot be presumed to continue.

This is not an argument against change (the history of the Council since 1969 has been one of successfully administering very radical changes). It is not a plea or an excuse for accepting lower standards. Still less is it a

case for retreating from high levels of open public accountability. It is, however, an early warning that the capacity of the administration to absorb frequent, unpredictable changes and to respond to increased external checks and pressures is already severely stretched and is not unlimited.

Regret

Given this background and the Council's concern to account for itself, it is a matter for very considerable regret that the early proposals made by government on the future of the Council were not based upon an understanding of the basic functions, finances and powers of the Council — an understanding which could have been obtained by a reading of the annual reports of previous years together with an understanding of the origins of the Council's statutory powers.

Misconceptions

I identify three serious misconceptions on abolition.

First, that the Council's functions were derived from the London Boroughs when the Council was formed. This fundamental misconception was expressed as 'returning' functions to the boroughs. The opposite is the case. The Council's functions are almost wholly those which the Herbert Commission recommended, with regret, needed to be discharged by a London-wide body. With regret, because the main theme of the Herbert Commission was that the boroughs were to be the primary authorities.

Secondly, and arising from the above, it is a misconception that most of the Council's administration can be transferred to individual boroughs. This is a misconception which continues to be persistently expressed. In physical, logistic, financial and staffing skills terms, the greater part of the Council's responsibilities encompassed by this annual report cannot be dispersed to come within the discretion of individual London Borough Councils. This is a fact which has been endorsed in recent months by several important changes in Government policy in relation to Inner London Education, arts and culture, concessionary travel and public transport.

Finally, the public objective of abolishing the Greater London Council fosters a double misconception. It appears to offer a self evident prospect of eliminating administrative duplication and it suggests that the functions performed by the Council are de minimis and discretionary. Both misconceptions are incorrect; they have been produced to justify the desired objective of abolition, and bear no relation to the facts.

Hope

In these circumstances, and despite recent events, I express the hope that this annual report, together with the other forms of public accountability practised by the Council, will contribute to a proper and balanced appreciation of the facts relating to London Government, which in turn will inform the public debate on the reorganisation of local government. Unless government pays greater attention to basic facts than has been the case in the recent past, the disruptions of services, and cost of any changes eventually agreed by Parliament are likely to be much greater than is either justified, or necessary; and future annual reports will be dominated by this problem which can and should be avoided.



M F Stonefrost
Director-General & Clerk to the Council



Section A

Performance in Programme Areas

Arts and Recreation

The undoubted success of the current administration's Arts, Recreation and Sports policies has resulted from our determination that the A&R Committee played its full part in confronting the problems faced by London and Londoners. From the start of our period of office the Arts and Recreation Committee made leisure provision an integral part of the overall GLC's social, economic and industrial policies. A significant aspect of our thinking was a commitment to the provision of good quality leisure facilities from the public purse and accordingly we rejected utterly the economics of monetarism in such provision. At this moment in time as our society generally and our city specifically goes through the trauma of massive socio-economic change, the need for high-standard and accessible leisure provision in the arts, sports and recreation has never been so crucial.

Leisure provision in isolation cannot, of course, of itself ameliorate the problems of unemployment, bad housing and racism but given the undoubted long-term changes in work patterns there should theoretically be a greater availability of leisure time for all. The current arts, sports and recreational policies of the GLC clearly recognise these major societal trends and has developed strategies accordingly. As such we have expanded our support for the traditional arts clients of the GLC as well as diverting considerable resources into our Community and Ethnic Arts programmes. This GLC is the first administration at County Hall to construct, develop and implement a definitive sports policy for the capital city and our commitment in maintaining and improving recreational areas in total.

I trust it is clear that the GLC Arts and Recreation Committee has adopted the stance that our area of responsibility is seen as part of an integrated policy towards addressing and solving the problems facing our city. Only a strategic authority like the GLC is capable of organising and developing city-wide policies for the arts, for sport and recreation. This is why I contend that if the threat to abolish the GLC is actually carried out in practice, the result will be a massive and fundamental damage to the quality of life for millions of Londoners. All people regardless of age, colour and gender have a right to express themselves creatively and the present GLC is determined that they have the facilities and opportunities to do so.

Peter Pitt

Peter Pitt
Chair
Arts and Recreation Committee

Major achievements of 1983/84

- Sports grants of over £1 million were made, ranging from the encouragement of canoe clubs to coaching schemes for young athletes.
- Brixton Recreation Centre, a major sports and recreation centre to serve a large area of South London, was acquired from the London Borough of Lambeth.
- The Royal Festival Hall's new open foyer policy introducing a wide programme of all day events, exhibitions, free music, new shops and catering facilities proved a huge success with many hundreds of thousands of people now using the Hall, throughout the day and evening.
- Arts grants supporting a wide-ranging selection of arts throughout London amounting to nearly £9 million were made.
- The Festival Pier, a new pier on the Thames between Waterloo and Westminster Bridges, was opened.



A concert in progress at the Royal festival Hall.

The quality of life in London, the nation's capital, depends upon a wide range of opportunities for the enjoyment of leisure time. London is noted for its parks and open spaces while London's cultural life helps give the metropolis its world reputation as a civilised and beautiful city.

The Greater London Council works to make London a more attractive place for both its residents and its many visitors by providing and improving facilities for the arts, sports and open-air recreation. The Council has attempted over the past three years, to popularise the arts, to break down elitism, and to improve the funding given to hard-pressed arts organisations.

All big cities need parks and open spaces to alleviate the concrete jungle. The GLC is responsible for the bigger parks and open spaces (apart from the Royal Parks) and spent £18.6m in 1983/84 on the staffing and running costs of London's green oases including the Lee Valley, representing £2.76p for each man, woman and child in Greater London.

It is now widely recognised that the Council is a major sponsor of the arts in London. The Government has acknowledged that if the Council were to be abolished, £18 million over and above existing Arts Council grants would need to be found to maintain present artistic institutions and services.

The GLC also has a significant programme for enrichment of the

environment by enhancing two of London's major landscape assets: it's waterways, including the Thames and the canals, and the Green Belt.

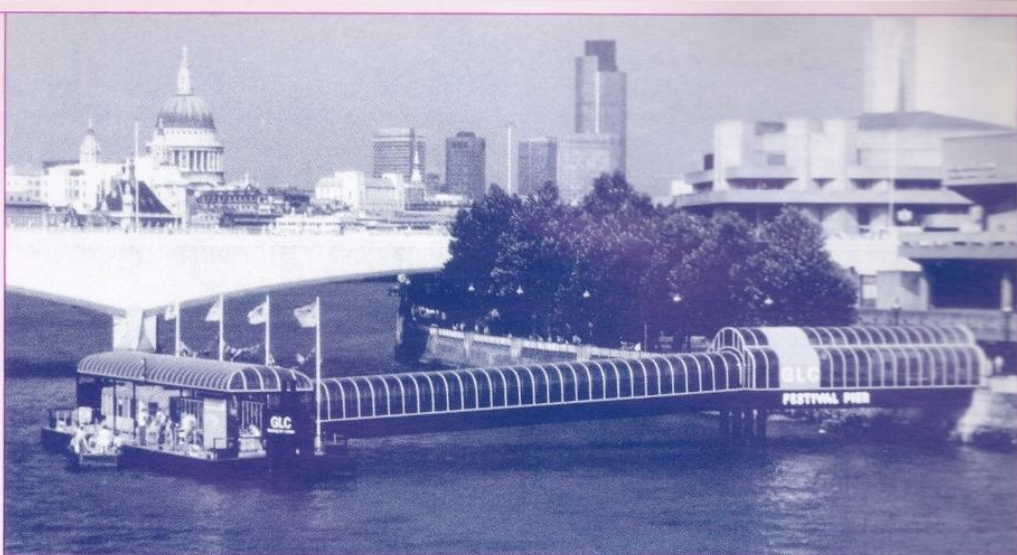
The Council continued its long term policy to provide much-needed open space in densely populated areas of the city with continued work on two new major city parks, Burgess Park in Southwark and Mile End Park in Tower Hamlets. The GLC also provided £3.9m for developments in the Lee Valley Regional Park.

The Council provided popular entertainments for the general public and the programme included the Easter Parade, May Day Festivals and the Greater London Horseshow. New festive occasions pioneered by the GLC are now firmly established in the London calendar. The highly successful London Marathon, run for the fourth time on 13 May 1984, became the world's biggest marathon event with over 21,000 runners taking part. Thamesday and a number of South Bank Days during the year also attracted huge crowds.

The Council supports the arts in a number of different ways. It owns and operates the South Bank Concert Halls which had a total attendance of concert-goers and other visitors in 1983/84 of 2.28 million people.

Grants to a wide range of smaller arts organisations in the fields of opera, theatre, orchestral concerts, ballet, film and art galleries amounted to £5.86m in 1983/84 of which £1.65m was for community arts and £712,000 for ethnic arts.

The Council continued its policy of supporting the 'Big Four' — the nationally important performing arts organisations based in London. The National Theatre received a grant of £725,000 in 1983/84, the London Festival Ballet £1.07m, the English



National Opera £975,000, and the London Orchestral Concert Board £725,000.

The Council also organised painting and photography competitions and promoted varied cultural events in London parks ranging from classical music, ballet and drama to light opera, jazz and poetry readings.

The three historic houses run by the Council — Kenwood, Camden; Marble Hill, Richmond; and Ranger's House at Greenwich, were visited by 221,200 people in 1983/84 while the Hornimans Museum, Lewisham; and the Geffrye Museum, Hackney, attracted 244,300 visitors in 1983/84. A contribution of £1.2m to the cost of the Museum of London was made in 1983/84.

The new Festival Pier on the Thames between Waterloo and Westminster Bridges was opened; it cost over £500,000. Extensive new facilities for visitors at the Thames Barrier were constructed to serve the many Londoners and tourists wishing to see this remarkable civil engineering

GLC Festival Pier enhances river amenities.

achievement. The Council financed major improvements as part of the canalway projects scheme at a cost of £151,000 in 1983/84.

The Year Ahead . . .

It is the Council's aim during 1984/85

- To open the new Arts and Crafts Centre and craft shop beneath Hungerford Arches alongside the Royal Festival Hall.
- To begin construction of a new pier at Westminster.
- To make significant progress towards the creation of the London Arboretum, a tree park in a landscaped, 23 acre setting on the north bank of the Thames on land in the London Borough of Newham surplus to the Thames Barrier development.
- To introduce a computerised box-office at the South Bank Concert Halls.

Financial Performance

In 1983/84 the GLC's expenditure on arts and recreation programme was as follows:

	Expenditure (£m)	Income (£m)	Net Expenditure (£m)
Capital:	19.432	0.804	18.628
Revenue:	56.306	5.401	50.905

Increased capital expenditure as a result of delays in receipt of grants and of higher costs of appropriation in respect of a Sports Centre, and of land required for the Thames Barrier, was offset in part by lower than expected costs of improvement works at two sites and other miscellaneous savings mostly in respect of staff charges. An overspend of £1.3m on net revenue expenditure arose on staff employed in parks and on staff charges to capital works, publicity for the concert halls, grants and the maintenance of properties together with a shortfall in income. Further details of capital and revenue are given in the table:-

1982/83 net (£000)		1983/84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
6,830	Recreation	16,629	761	15,868	15,465
1,755	Culture	1,599	—	1,599	2,122
680	Enrichment of the environment	1,184	43	1,141	796
—	Tourism	20	—	20	20
9,265	Total	19,432	804	18,628	18,403
Revenue					
19,573	Recreation	31,758	1,612	30,146	29,407
12,595	Culture	20,843	2,591	18,252	17,763
1,500	Enrichment of the environment	3,084	1,198	1,886	1,790
354	Tourism	446	—	446	444
154	Group Policy and Strategy	175	—	175	173
34,176	Total	56,306	5,401	50,905	49,577

Community Relations

The activities of the Ethnic Minorities Committee during the year under review have continued to centre round five basic objectives.

Within the Council itself our main target has been the eradication of institutionalised racism. We have sought to do this as an equal opportunities employer; and in the services we provide. Although we are still a long way from achieving our equal opportunities target, we have continued to employ more black and other ethnic minorities staff. And we have never lost sight of the fact that although the services we provide are now more relevant than ever to the black and other ethnic minority communities there is still a great deal more that must be done to rid London of racial discrimination.

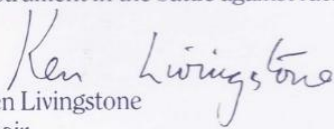
Second, we have continued to expand our widespread information and consultation programmes. Each month we communicate with about 1,500 black and other ethnic minority groups on a two-way basis and channel their views into the mainstream strategic planning of the Council as a whole.

Third, we have funded through our grants programme 247 projects specifically to support the black and other ethnic minority self-help organisations, and to support anti-racist activities. This policy of rooting out racism has been mirrored in the grants programmes of all the other Council committees.

Fourth, the Council lends its weight to campaigns on such race equality issues as deportations, racist immigration legislation, internal controls such as passport checks in the National Health Service, and racist policing. Government inaction on race equality initiatives and, more specifically, through insisting on equal opportunity conditions for grant-aid and through contract compliance.

Fifth, the Council launched in January 1984 its major anti-racist programme under the theme of 'London Against Racism', this launch included a major declaration against Apartheid which has received international recognition and massive support from Londoners.

Despite all the Council's efforts to combat racism, the threat of abolition inevitably overshadows the work of the Ethnic Minorities Committee. Many community organisations have protested to the Government that abolition of the GLC will set back action against racism by decades. We are therefore determined to save the GLC; we need the Council as a major instrument in the battle against racism.


Ken Livingstone
Chair
Ethnic Minorities Committee

The GLC is committed to making sure that Londoners have a say in the policing of this city. The present constitutional arrangements, under which the Home Secretary is the Government Minister responsible for London's police without any input from Londoners, is unacceptable. We are paying for a service, as ratepayers and taxpayers over which we have no influence. We want to see policing fully integrated into the structure of local democracy in our city. Londoners are more conscious and concerned about policing issues than ever before. This, in no small part was due to the work of the Police Committee and its Support Unit, through 'Policing London' and other publications. Our assistance to research into many of the critical policing issues of the day, linked with the growth of the police monitoring groups and local borough Police Committees, points the way ahead for a significant local government and community input into policing.

Campaigning vigorously against the Police Bill and for adequate safeguards to individual liberty, the GLC and Police Committee will not accept Central Government policy in this area which undermines civil liberties and alienates still further the police from the public. Effective crime prevention and policing depends on broadly based public support. Racism, sexism and indiscipline, therefore, can have no place in the policing of London. We will continue to work for the safety and security of Londoners through a locally elected Police Authority and a democratically accountable police force.



Paul Boateng
Chair
Police Committee.

1983/84 was the first year of the Women's Committee. I am delighted by what we have achieved so far and by our plans to consolidate this work and build upon it over the next two years. I believe that four areas of the Committee's achievements are particularly important — consultation; information and campaigning work; grant-aid to women's organisations; and policy development.

Consultation has been a major priority and we have sought to reflect this priority in the Committee's structures and methods of working. For example, we have co-opted women from a range of minority groups on the Committee; we have held regular open meetings on issues important to women; and we are to publish the results of an extensive programme of consultation undertaken to seek out the views of women in London.

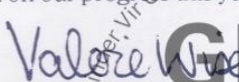
We have also made it a priority to ensure that the needs of women who experience double discrimination namely black and other ethnic minority women, women with disabilities, older women and lesbians are fully taken into account. We aim to keep women in touch with what the Committee is doing and what is going on in London with our monthly Bulletin which is well-designed and widely distributed. I am particularly pleased with the special editions of the Bulletin we have introduced this year.

As so little information is produced by, about and for women, communicating is an important aspect of the Committee's work. Our ability to reach a wide range of women in the community was clearly demonstrated by the huge turn-out at our Open Day at County Hall to celebrate International Women's Day.

Our grant-aided programme has continued to be a high priority. This is the first time women have had access to a budget geared solely for them — and the enormous demand for funds indicate the scale of previously unmet needs. Establishing permanent bases for women's groups is one of our major priorities in this programme, and important progress has been made in transforming Wesley House into a permanent centre for London's women.

I am delighted with the progress we have made during the year in developing policies geared to women's needs in other areas of the Council's work, especially in planning and transport.

The GLC Women's Committee has given women in this country their first power-base in major political institution. A great deal has already been achieved and we intend to build on our progress this year.


Valerie Wise
Chair
Women's Committee


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Main Achievements of 1983/84

- The launching of Anti-Racist Year in January 1984 under the theme 'London Against Racism'.
- The development of a campaign of public information against the new powers proposed for the Metropolitan Police in the Government's Police and Criminal Evidence Bill now before Parliament.
- Integration of women's interests into the mainstream services of the Council after wide consultation on women's needs.
- Nearly £3 million in grant aid provided by the Ethnic Minorities Committee to more than 100 organisations, for the purpose of combating racism and providing for unmet need.
- Grants given to monitoring groups in 15 London boroughs who were concerned with the role and attitudes of the police towards the community.
- The introduction of clear targets for the appointment of black and other ethnic minority workers to available jobs within the Council.
- The completion of a comprehensive survey on public attitudes to the Metropolitan Police and of further inquiries into vandalism and racial harassment in London.
- The organisation of an Open Day at the County Hall on 8 March 1984, to celebrate International Women's Day which was attended by more than 5,000 women.
- Financial support for over 300 projects offering women services and facilities such as childcare, information, safe transport, health advice and counselling.

The GLC represents *all* those who live in Greater London — minorities and majorities alike — and is strongly opposed to discrimination being shown against any member of the community on grounds of race or gender. The Council's policy is to oppose, in a practical fashion, discrimination against the *minority* or the populations who are black; and to oppose, in a similar way, discrimination against the *majority* of the population of London who are women. It is the Council's policy to do all it can to foster good relations within the community by promoting equality for all Londoners, seeking to combat

discrimination wherever it occurs, and by ensuring that London has a responsive and locally accountable policing system. Although these objectives are reflected in all the Council's activities, they are given particular emphasis through the work of the Ethnic Minorities, Police and Women's committees.

Ethnic Minorities

The highlight of the year was the launching in January 1984 of the anti-racist year campaign under the theme of 'London Against Racism', which will run throughout 1984. This followed extensive consultation

with ethnic minority groups throughout London and with the support of all political parties represented at County Hall. Other events organised to date include a concert at Brixton attended by some 5,000 people and a rally addressed by Oliver Tambo, the President of the African National Congress to commemorate the United Nations Anti-Racist Day. In January the Council's Anti-Apartheid Declaration was also launched and was welcomed by the United Nations, by ambassadors from a number of African states, and by other organisations. The theme has also been pursued throughout the Council's programme, with each committee developing its own proposals including racism awareness training and increased involvement with black and other ethnic minority groups. The GLC's initiative has been strengthened by a number of London boroughs, who have launched parallel campaigns to ensure that racism is combatted within their own Borough boundaries.

As an employer, the GLC has pressed ahead in implementing its own equal opportunities policy, and in monitoring its own effectiveness. A staff census showed that 8% of the Council's employees came from the ethnic minority communities, compared to 18% of the population of London; accordingly, the Council has taken steps to rectify this staffing imbalance with equality targets and the introduction of a 'second chance' training scheme. Interviews with applicants for Council employment are now restricted to officers who have attended an equal opportunities selection course.

New policies were developed during the year in such key areas as the removal of discrimination against Travellers, in order that London's Travellers might enjoy a more settled existence and so that more assistance was given to refugee organisations. The Council was also active in its support for a number of anti-deportation campaigns and has assisted migrant and refugee communities.

By March 1984 nearly 250 grants had been awarded to community-based voluntary organisations by the Ethnic Minorities Committee, in order to combat racial disadvantage, develop an effective and strategic London-wide response to perceived needs, and to establish strong community initiatives. Several organisations were given the necessary financial resources to meet a wide range of needs by the employment of key workers, the provision of premises and running costs, campaigns and cultural events and the sponsorship of relevant research projects. Nearly £3 million was awarded in grants ranging from London-wide bodies to locally-based groups. The Ethnic Arts Sub-Committee allocated nearly £1 million in grant aid to support 110 organisations. Among major initiatives was the Third Eye London Festival of Third World Cinema which brought together some 20 film makers from



Popular support for the launching of the
Anti-Racist Year
Working for London

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Exhibition on Policing in London.

many countries. Support was given to the Black Arts Centre at the Roundhouse, and the first Black Arts and Crafts Fair was organised at Covent Garden. Two events focusing on women were also organised — the Sistren Theatre Collective tour from Jamaica which performed to full houses all over London, and an exhibition of the work of black women artists at Battersea. A major initiative was the bringing into use of a building in Westminster Bridge Road to serve as a multi-purpose ethnic minority resources centre. The first occupants moved in, in January 1984 and the building was officially opened in June 1984.

During the year under review the Government announced its proposals to abolish the GLC, and its White Paper 'Streamlining the Cities' made no mention whatever of the Council's work in the field of race equality. Thus all the initiatives taken by the Ethnic Minorities Committee are under threat and several London boroughs, influential voluntary bodies such as the National Council for Voluntary Organisations, the London Association of Community Relations Councils, the Commission for Racial Equality and many London-based ethnic minority and anti-racist bodies have expressed grave concern that the Council's race equality programme may be brought to an end. They are unanimously of the view that if the GLC were to be abolished, it would be London's ethnic minority citizens who would suffer most.

Police Committee

The Council's Police Committee is the only body in London, elected or otherwise, that is actively and exclusively concerned with the policing of Greater London. The London-wide consultation programme on GLC proposals for a new police authority for the capital was interrupted by the General Election in June 1983. Since that date positive action has been taken to increase public awareness of the problems and inadequacies of the present system of policing; and draft legislation for a new and democratically controlled police authority for London is being prepared within the Council.

A programme of public information about the Government's proposals to increase police powers in the Police and Criminal Evidence Bill has also been conducted; with strong interest being shown by a wide range of community organisations — particularly

among the ethnic minority communities; amongst gays and lesbians; in civil liberties, christian and other religious organisations; on community relations councils; and in the media and all political parties.

The Police Committee Support Unit has responded to more than 6,000 requests from individuals and groups for information on the Police Bill. More than a million and a half leaflets and other items have been distributed in response to an extensive demand generated through its 'Policing London' newsletter, press advertisements, and public meetings.

Recommendations arising from two inquiries held by the Council into vandalism and racial harassment in London during the year are being pursued with relevant GLC Departments and with the other public authorities responsible. The inquiries showed that as far as the public was concerned the role of the police was important, but was confusing, badly directed, and discriminatory.

'Policing London' was published five times during the year with a regular mailing list of 5,500 and a circulation of more than 35,000 copies as at June 1984. Meetings have been held with the borough police committees, where special attention was paid to co-ordinating their activities in preparation for the time when effective democratic control can be exercised over the Metropolitan Police ('Met') by an elected London-wide police authority. The work of the Police Monitoring Groups in the boroughs has continued and grants were made during the year to 15 such groups. Research and other projects were also funded through such national organisations as the National Council for Civil Liberties, Inquest, the Institute of Race Relations, MENCAP, Alcoholics Recovery Project, National Association of Victim Support Schemes, Justice, the Campaign Against the Police Bill and others with experience of policing problems.

Representations were made to the Government on such matters as crime prevention, data protection, an independent prosecution service and other legislative proposals. Officers of the Police Committee Support Unit spoke at meetings, lectured at seminars and have taken part in police training programmes at Bramshill Police Training College and elsewhere. During the year a comprehensive survey was undertaken of public attitudes towards the 'Met' and the results are to be published during 1984.

Women's Committee

During the year the Women's Committee has continued to focus attention on issues affecting women in London and to promote their interests and welfare. The Committee has become the major source of funding for groups providing services and resources for women; it has become a significant campaigner on behalf of women in the capital; and has succeeded in raising the profile of women's needs and demands and in effecting significant changes in policy in many areas.

One of the Committee's main priorities has been to promote the participation of women in the development and implementation of Council policies. As well as elected GLC Members, the committee includes 20 additional women — eight with full voting rights — representing black and other ethnic minority women, lesbians, women with disabilities and women trade unionists, and a further 12 non-voting advisory members offering expertise in such areas as transport, the needs of older women, and young women, and violence against women. The Committee continued to hold its quarterly Open Meetings to enable women to make their own contributions to the Council's strategic planning.

A major programme of consultation, with public meetings in all London boroughs, came to fruition in 1983/84 when the results were recorded in a Committee report. The report will form the basis of its future activities and is to be published this year.

An important priority of the Women's Committee has been to influence and change policies and practices in such areas as transport, planning, housing, arts and recreation, and employment and training where the Council has statutory powers. The Greater London Development Plan (GLDP), for example, has been amended to include a chapter on women's needs, and these issues have also been integrated into the report as a whole. The Committee has also worked to influence policy in areas beyond its immediate sphere of influence, notably on health and social services and social control. Another priority has been to promote equal opportunities — with particular emphasis on the needs of black and other ethnic minority women and women with disabilities — across all policy areas.

The Committee has continued to publicise its activities through its 'Bulletin' which is published ten times a year and distributed to between 5,000 and 10,000 women. In addition, the Committee has continued to produce its Information Pack and has produced leaflets for example, on issues affecting women in transport and planning and on the implications for women of abolition of the GLC. A mark of the Committee's success in the highly important field of communications was the success of the Open Day held in March 1984 to illustrate the work of the committee and to celebrate International Women's Day, which attracted more than 5,000 women to County Hall.

Women's Committee strongly supports need to improve childcare provision.

The Committee attaches great importance to the funding of the voluntary sector: over 800 applications for grant-aid totalling more than £16 million were received during the year; 314 applications were approved at a cost of £5.4 million. A major focus was on childcare projects including nurseries, after-school schemes, toy libraries and playbuses emphasising anti-sexist and anti-racist care, with special attention given to schemes integrating children with disabilities. A further aim has been to provide a women's centre in every London borough, and 23 had been funded by the end of the year. The Committee funded many projects for black and other ethnic minority women last year, and in addition, now requires all projects applying for funds to demonstrate how their activities are geared to black and other ethnic minority women as well as women with disabilities.

The Committee has itself also acquired premises for the use of voluntary groups, such as Wesley House in Holborn which is being adapted to provide a multi-purpose resource centre offering a wide variety of facilities for groups such as office space and daycare places.

The Committee has continued to play a major role in promoting the welfare and interests of women in London and developing resources and services for them. The loss of this committee, if abolition goes ahead, would mean the loss of these much needed services and resources and bring our progress to an abrupt halt.



Financial Performance

During the year under review, the capital and revenue accounts for Community Relations Programme were as follows:-

1982/83 net (£000)		1983-84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
—	Police	—	—	—	—
764	Ethnic Minorities	431	—	431	550
950	Women	1,750	—	1,750	650
1,714	Total	2,181	—	2,181	1,200
Revenue					
419	Police	1,220	7	1,213	1,420
820	Ethnic Minorities	2,602	151	2,451	2,892
433	Women	4,675	84	4,591	5,889
233	Group Management and Support	248	—	248	214
1,905	Total	8,745	242	8,503	10,415

Variations in net revenue expenditure and net capital expenditure were -£1.9m and +£1.0m respectively. Revenue expenditure was lower than estimated on grants to voluntary organisations, premises and

running costs and staff. Capital expenditure exceeded estimates in respect of a higher level of grants than expected and the increased cost of appropriations of premises.

The Year Ahead . . .

It is the Council's aim during 1984/85

- To continue the 'London Against Racism' campaign and promotion of the Council's Anti-Apartheid Declaration.
- To prepare, between the Royal Assent to the Police and Criminal Evidence Bill and its implementation, information material about how the legislation will affect Londoners.
- To consolidate the Women's Committee's work of ensuring that GLC services meet women's needs and of monitoring progress in this respect.
- To set up a public safety/crime prevention unit, under the auspices of the Police Committee, for the protection of Londoners.
- To prepare and distribute a Handbook of Information for women in London about services and facilities available to them.

● To continue, through the Council's grant-aiding powers, the maximum contribution of voluntary organisations to the needs and demands of Black and other ethnic minority communities as well as of women in all communities.

Working for London

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Development

The future of London is not something we can be mere spectators to. It must be democratically controlled, and there must be one overall plan for London to steer the development of this great and complex city with its many competing demands and pressing problems. This plan — the Greater London Development Plan — has provided the framework for many of the Council's achievements, including housing, jobs, transport, protecting the environment, historic buildings, new parks, the Green Belt and many other activities. But planning can never remain static. It must be kept up to date, and that has been one of our main priorities during the year under review.

The fact that the Government wants to abolish the Council — and so remove the one elected strategic authority for the whole of London — has only heightened our determination to press on and to involve as many of the people of London as possible in mapping out for the capital the kind of future its people want. We have made every effort to increase co-operation between the Council, the London Borough Councils and all agencies in the private sector who are involved in decisions which shape the kind of place London is.

Alongside our updating of the GLDP we have introduced a new dimension to safeguard the ecology — the natural habitat — of the capital so that we can pay regard to the best interests of the people who live in London as well as the city's wildlife which constitutes a critical and an irreplaceable element in our environment.

As proof of our concern for preserving London's heritage, we have helped to set up the first co-ordinated London-wide archeological service to end the scandalous neglect of our past.

But we have done more than plan. Our purchase of the Coin Street and Courages site on the South Bank to provide houses and jobs demonstrates our most dramatic initiative to secure the best possible future for Inner London residents. Other projects such as the £1m Davenant Centre in Spitalfields, Palingswick House in Hammersmith, or Boermund Centre in Bermondsey and many others are just as important and have given our Community Areas Policy a solid foundation on which to build. We will leave no effort untried to implement plans for the benefit of all who live, work in or visit this city.

George Nicholson

George Nicholson
Chair
Planning Committee.

Main Achievements of 1983/84

- Draft alterations to the Greater London Development Plan approved by the Council, following review of planning policies and wide consultation.
- Work on a comprehensive strategic survey of wildlife habitat in London by the London Wildlife Trust started in February 1984; and temporary accommodation was found for the London Ecology Centre.
- Purchase in March 1984 of the Coin Street site on London's South Bank to provide homes and jobs on an important strategic site.
- London Archeological Service set up with GLC help in April 1983 to provide the first co-ordinated London-wide archeological service.
- Community Areas policy extended.
- Sites acquired in Kings Cross/St Pancras Action Area prior to mixed industrial/recreational/residential development around Battlebridge Basin.
- Construction of three mixed housing-commercial development schemes completed in Covent Garden.
- Grants amounting to £331,000 awarded in Docklands.

The Greater London area with a population of 6,765,000 is a complex metropolis; a capital city; an international centre for business and tourism; and Britain's largest industrial centre, providing one eighth of the nation's jobs. Every day over a million people travel into London to work. Planning for London therefore is an essential process to determine how land is used; how the environment can be protected and improved; and how amenities, transport and other essential services are provided in a co-ordinated way. This co-ordination can only be undertaken at a strategic, London-wide level: it cannot be performed satisfactorily at Borough level, concerned as they are about the needs of their specific geographical areas.

Major planning initiatives were taken in 1983/84.

Greater London Development Plan

The Greater London Council as the strategic regional authority for the area, has its planning policies formally set out in the Greater London Development Plan, the statutory structure plan for London.

The current Greater London Development Plan (GLDP), approved by the Secretary of State for the Environment in 1976, is based on a view of London's needs and problems formed before the 1973 oil crisis and the economic recession that followed and before significant major changes in London's population trends had begun to appear. Consequently the plan is now out of date and in urgent need of revision.

During 1983/84, the Council has made a selective review of the GLDP and proposed new or revised policies as formal alterations to the Plan to meet the changed circumstances.

The revised plan, undertaken after extensive research and wide consultation, should provide a framework to steer the capital's future development. The alterations proposed cover employment, housing, central London, the Community Areas, Docklands, town centres and shopping, energy, ecology and other aspects of the environment and the special needs of particular groups, — including women, the ethnic minorities, and elderly people.

High priority is given in the revised plan for arresting the decline in London's economy and employment, preventing speculation in office buildings and sites, and maintaining stable residential communities within London neighbourhoods suffering multiple deprivation and disadvantage.

Promoting Development

During the year, the Council concentrated its efforts on implementing the new planning policies through encouraging appropriate development in the areas with most pressing needs.

Particularly significant was the extension of the Community Areas policy to a wide ring surrounding London's central core — an equivalent to the Green Belt — aiming to curb unnecessary and speculative office building and to protect existing residential communities within this zone.

Implementation of this policy was geared to meet Londoners' needs: for housing, a wide range of local facilities, and for jobs. Projects in eight designated Community Areas within this ring were funded by the Council and a further 8 Community Areas were identified for funding in 1984/85. Over 140 applications for grant were received and grants totalling more than £4 million were approved.

Major sites for redevelopment in the Community Areas were purchased by the Council. Prime examples of new policies in action were the purchase of the Coin Street site in Lambeth and the Courage's site in Southwark. These important sites will now be developed in consultation with the local community and the aim is to provide badly needed homes and jobs.

The Council is forging ahead with the revitalisation of Covent Garden which continues, under the Council's management, to act as a major attraction to visitors. Additional attractions in the form of a grant-supported Puppet Centre in the Council's listed building in Wellington Street, the National Jazz Centre being constructed with Council help in Floral Street and a refurbishment of the Lyceum Theatre by its tenants have all been fostered in 1983/84 and will be vigorously pursued during 1984/85.

The Council is continuing to assemble the remaining sites in the former Comprehensive Development Areas. Parts of London's inner areas are being brought back into useful life either by the Council's own schemes for housing, schools and public open spaces or by the Borough Councils. The large Wandsworth Gas

Works site on the south bank of the Thames has provided an opportunity for the Council to make a strategic contribution to planning and redevelopment. After long and complicated studies and discussions, terms have been agreed for the development of the site for a number of essential purposes including a new waste transfer station to cope with some of London's refuse, and a new service road to open up the rest of the site for industrial purposes and public access to the riverside.

Planning and the Environment

During the past year considerable attention was paid to improving arrangements between the GLC and local authorities in the rest of South-East England for co-ordinating policies for the region as a whole.

Progress also continued on the plan for the proposed Kings Cross/St Pancras Action Area, and it is hoped that this can be completed to deposit stage during 1984/85. Proposals for sites within the area already developed include the purchase of land surrounding the Battlebridge Basin and the initiation of feasibility studies for its rehabilitation.

The Council's newly formed ecology section has begun to develop strategic policies, advised individual Boroughs and voluntary organisations, and provided grant-aid for ecological organisations and projects. Specific projects which have been funded include the London Ecology Centre and Camley Street Natural Park; and the Council encouraged interest in ecology through publications, exhibitions and conferences.

The Docklands Consultative Committee, set up by the Council with the London Boroughs concerned, continued to review

progress in Docklands generally and has formulated policies for assisting the development of the area.

During the year Council officers gave evidence at more than 50 planning appeals, including the STOLport proposal in the Royal Docks, and in a number of Green Belt inquiries where the Council's environmental policies have been successfully upheld.

Historic Buildings

The number of buildings of special historical or architectural interest over which the Council has statutory powers and responsibilities has increased to about 38,000 and this figure will increase as the last of the revised London lists appears. The programme of works to historic buildings owned by the Council and the grant programme to assist private owners to repair their buildings continued during the year under review. Grants awarded amounted to more than £500,000 and 14 blue plaques to commemorate famous residents were erected.

The London Archeological Service came into being in April 1983 with Council support and for the first time provides a co-ordinated archeological service across the whole of the GLC area except for the City of London which is covered by the Museum of London. The immense extent and value of the Council's accumulation of historic buildings records, and the need for efficient recovery of information for statutory control, has led to the first steps being taken to set up a Sites and Monuments Record for Greater London during the year. This is more extensive than any such record attempted elsewhere, and is likely to become a model for comparable projects in the future.

The GLC prepares London's strategic plan.





Financial Performance

During the year under review, the Council's net expenditures for Development Programme on capital and revenue

accounts were £11.412m and £12.050m respectively. Further details are as follows:-

1982/83 Net (£000)		1983-84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
1,614	Development and Planning Policy	836	19	817	795
8,838	Land and Property	10,603	8	10,595	8,910
13	Group Management and Support	—	—	—	5
10,465	Total	11,439	27	11,412	9,710
Revenue					
5,062	Development and Planning Policy	7,183	133	7,050	6,885
386	Land and Property	11,493	7,878	3,615	3,656
1,189	Group Management and Support	1,519	134	1,385	1,333
6,637	Total	20,195	8,145	12,050	11,874

Variance of +£1.7m arose in net capital expenditure owing to the purchase at the end of the year of Coin Street site and revised phasing of payments on some grants.

Slight variation of +£0.2m in net revenue expenditure resulted from higher than

estimated expenditure on staff costs and debt charges due to the actual 1982-83 outturn. However, this was almost wholly offset by lower expenditure on grants, and additional rent income, after making provisions for bad debts.

Housing vs commercial interests in Hammersmith Community Area.

The Year Ahead . . .

It is the Council's aim during 1984/85:-

- To finalise, adopt and submit to the Secretary of State for the Environment proposed alterations to the GLDP by July 1984.

- To review the opportunities to dispose of Council land in line with the Council's policies to achieve a target income of £30 million during the year.

- To review grant applications and determine priorities with a view to funding community-based projects in 16 Community Areas.

- To open temporary accommodation for the London Ecology Centre and to review and determine priorities for the allocation of grants to ecological projects.

- To complete the Kings Cross/St Pancras Action Area plan in consultation with local Boroughs.

- To set up a London Planning Forum.

Housing

London's housing is in crisis. Of existing homes, one in four is seriously unsatisfactory according to the Government's own definitions. Both privately and publicly-owned stock is deteriorating rapidly. Nearly 20,000 families every year find themselves without any home at all; and thousands more single homeless people have to manage in one of London's large and outworn hostels, or even sleep on the streets. A quarter of a million Londoners are on council house waiting list and 90,000 more join every year.

Instead of responding to this situation by seeking to increase investment, the present Government has imposed deep and demanding cuts. Since 1979, provision for public investment in London's housing has been halved in real terms, a loss of £3,000m in total.

It is against this background that the achievements outlined in this report must be judged. In 1983-4 the GLC strove to protect Londoners from the full effects of the Government's housing cuts. To pick just a few examples:

- the GLC has continued to build up the biggest housing renovation programme in the country, bringing a new lease of life to both stock transferred to the boroughs and to areas of decaying private sector housing.
- we have concentrated our efforts in areas of the greatest housing stress such as Spitalfields in Tower Hamlets.
- we have increased the level of support for voluntary groups catering for the single homeless and for those with special housing

needs, and have intervened directly in dealing with unsuitable large hostels.

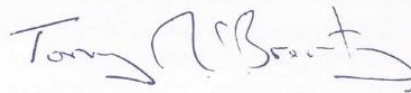
- the Council has successfully managed the Greater London Mobility Scheme allowing council tenants and others to move easily around London and the popular Seaside and Country Homes Scheme which gives elderly Londoners the chance to retire to the country.

The GLC made full use of the resources the Government allowed it to spend on housing and was prepared to plough back receipts from sales of its assets and other sources into investment in London's housing.

In short, the Council discharged its role as the strategic housing authority for London.

But it is precisely this London-wide dimension to housing which is threatened by the Government's abolition proposals. GLC housing services would be performed less effectively, less efficiently or not at all. The boroughs could not cope on their own and the losers would be the badly-housed and London's many housing stress areas.

This report not only describes the achievements for one year, but also outlines the potential of the GLC for tackling London's housing crisis and points to what is at stake in the years to come should London lose the GLC.



Tony McBrearty
Chair
Housing Committee

In London, 240,000 homes are unfit for human habitation, 500,000 homes are in serious disrepair, 130,000 households live in conditions officially recognised as overcrowded while London council's have long waiting lists: 235,000 at the end of March 1983. Homelessness, concentrated in London, is at high levels. London councils had to house 19,000 homeless families a year when figures were last collected; and these figures do not include single homeless people, or the many job-seeking youngsters from the provinces who have to make do with beds in decrepit hostels or sleep on the streets of the nation's capital. Regardless of this objective situation, Central Government's attitude towards the GLC's strategic role in London's housing has continued to be negative. During 1983/84, the Council sought from the Government a substantial but realistic increase in the Council's Housing Investment Programme authorisation, the amount of money Central Government allows each local authority to spend on housing. A bid for £167.9 million was submitted. Even if this sum had been granted in full, it would still have left the Council's capital expenditure on housing below that of 1979/80, when adjusted for inflation. But the authorisation amounted to only £75 million. This amount was not even enough to let the Council meet its legal responsibilities to renovate former GLC housing stock transferred to the London Boroughs. These responsibilities were imposed by the Government on the GLC in 1980 and 1982; but they could only be honoured by the GLC in 1983/84 through the Council's willingness to devote money raised from the sale of Council-owned assets and other receipts to make up the serious shortfall in the inadequate Housing Investment Programme authorisation.

Nevertheless, the Council last year pursued a range of initiatives with vigour: aimed principally at tackling the worst of the grinding deprivation in housing that continues to disgrace our capital city. Where possible, local boroughs were helped with either cash or assistance by GLC experts. Where local help could not be arranged, the GLC has not hesitated to act positively by relieving distress among the homeless, by providing mobility for existing tenants and providing homes for the elderly at the seaside and in the country. It has continued to build houses for rent and for sale to existing Council tenants — where possible — with the objective of shortening waiting lists throughout London.

Housing Management and Maintenance

The Council's role in housing management and maintenance has now substantially changed. Most of the Council's housing stock was transferred to borough and

Major Achievements of the Year

- Cases concerning new Housing Benefit system were processed on average in under two weeks.
- Renovation programme for transferred housing estates was substantially expanded with a record expenditure of nearly £80m partly financed from the Council's own capital receipts.
- The new build programme continued despite restrictions, with a total of 555 starts and 821 completions in the public sector.
- Estate renovation on both transferred and retained stock continued: 4,744 improvements started on individual homes and 4,548 completed.
- Renovation and improvement grants to private owners and tenants in Housing Action Areas and General Improvement Areas were more than doubled from the previous year.
- Total grants worth £2.3m were made to voluntary housing organisations, mainly to assist the single homeless.
- The GLC's seaside and country homes scheme reached 3,461 homes for elderly Londoners.
- Housing research and information activities expanded.



Newly completed houses at Thamesmead.

district councils under orders made by the Secretary of State for the Environment; but nevertheless the GLC still runs the largest housing programme in the country. The Council owns and manages 45,000 homes and also manages 897 shops provided on housing estates for the benefit of its tenants. The Council's management and maintenance responsibilities, however, also extend to helping the London boroughs meet the financial burden of looking after ex-GLC estates. During the year some 7,552 properties were decorated outside and 8,334 inside; while 169,433 repairs requested by tenants were completed. Contracts for 72 lifts were let, 510 properties were rewired while 305 properties had obsolete heating equipment replaced.

Home Ownership

The Council's general policy on home sales is to proceed only with those sales that are

compulsory because the tenant has a right to buy under the 1980 Housing Act or where a commitment exists such as on estates where a residents' management company has already been set up. However in Thamesmead a mixture of private and tenanted housing is being encouraged by the Council. In order to maximise immediate capital receipts prospective buyers have been encouraged to seek a building society mortgage through the Building Society Support lending scheme. Cash receipts (excluding mortgage repayments) relating to Council house sales in 1983/84 totalled some £7.6m.

Aid to Voluntary Bodies and Others

The Council has mounted a significant programme of aid to the voluntary sector. Housing associations were provided with £11 million in loan finance by the Council to assist them in their new build and rehabilitation schemes. Housing associations started work on 209 units, and completed work on 272 homes funded by the GLC during the year. The Government

made no allowance for these activities within their HIP allocation. Grants were also made to voluntary housing organisations, mainly those involved in helping London's single homeless. Organisations assisted were London-wide bodies providing accommodation for the homeless, especially those with special needs such as young people, ex-offenders, ex-alcoholics or women seeking refuge; and in addition a number of specialist advice and resettlement services were funded. Housing aid centres, tenants' groups and specific research projects and campaigns were also assisted.

The Council's policy of working closely with the boroughs in supporting local initiatives ensured funding for seventeen different projects in the housing field, including the establishment of an advice centre for elderly owner occupiers in Brent and a show-house in a Newham Housing Action Area.

Mobility Scheme

The GLC continues to run the Greater London Mobility Scheme which helps tenants and people on the waiting lists to move across borough and district boundaries. The total number housed under the Greater London Mobility Scheme was 5,878 (nominated by authorities participating in the scheme). There were some 8,600 lettings through all GLC computerised letting facilities in 1983/84.

New House Building

Despite the external constraints on the GLC's role in house building, in the year under review, the Council continued to build new homes for Londoners, both for rent and sale. The policy of generating funds



Some of GLC's new homes in course of construction. **Working for London**

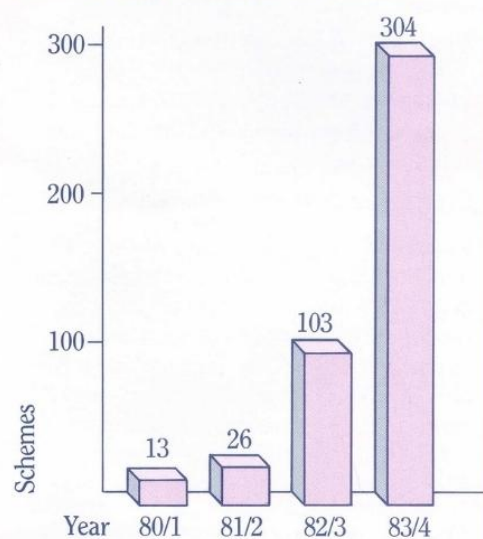
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to further Thamesmead's overall development by the marketing of land to private developers has been successful. These capital receipts have supported the development of infrastructure, landscaping, parks and canals. In 1983/84, 831 dwellings were completed throughout London while work started on 555 new homes. In addition, 262 private sector houses reached completion in Thamesmead together with 300 starts.

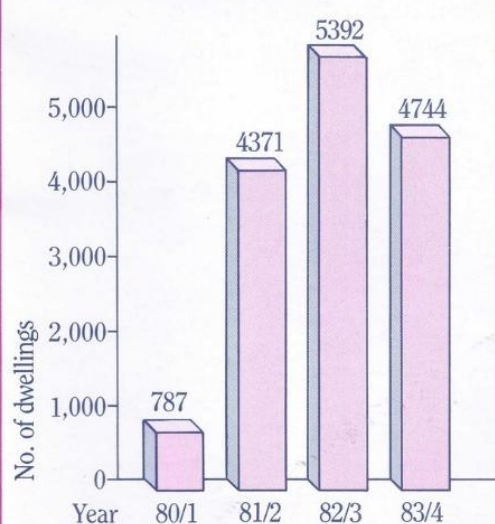
Improvement to Existing Stock

As in the past, the rehabilitation of individual properties, renovation of parts or whole of estates and the improvement of housing conditions by area action constituted an important activity in the Council's housing programme in the year under review. For whole estates, works included dealing with major technical problems; and carrying out improvements to courtyards, landscaping, lighting, lifts, and other major repairs. During the year 4744 improvements were started on individual dwellings and 4548 completed, well in excess of the total targeted at the beginning of the year. There were a further 304 schemes for general improvements to estates.

General Improvements to Estates



Improvements to individual dwellings (Packages, Rehabs, Baths in Kitchen)



Financial Performance

In 1983/84, the GLC's expenditure and income on housing were as follows:

	Expenditure (£m)	Income (£m)	Net Expenditure (£m)
(i) Capital	145.898	1.578	144.320
(b) Revenue	480.315	359.863	120.452

Action taken as a result of an anticipated under-achievement on the programme, substantially overcompensated for actual achievement, resulting in the overspend in capital expenditure. The main areas of overspend were new building, appropriation of land, major technical problems, Packages, Capitalised Repairs, the settlement of contractual disputes with Rushmoor D.C. and Breckland D.C. on developments undertaken by the Council as

agent, and an increase in grant approvals and payments in HAAs. This was in part offset by slippage on Rehabilitation, Multi-storey Block Improvements, Bath-in-kitchen, Environmental Improvements, Hostels, and loans to Housing Associations.

As regards revenue expenditure, loss on the rate collection agency, provisions made for bad debts and a possible subsidy adjustment, higher than anticipated expenditure on maintenance in Tower Hamlets, redundancy payments and net variances on other elements of the programme were offset almost wholly by a reduction in interest rates and the incidence of Housing Association Grant payments.

Further details of capital and revenue accounts for the Housing Programme are as given below:

1982/83 net (£000)		1983/84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
44,921	New building	39,627	425	39,202	30,130
54,166	Improvement of existing stock	87,243	439	86,804	78,996
1,538	Management and Maintenance	587	—	587	687
2,488	Home Ownership	1,646	—	1,646	1,521
6,946	Thamesmead Non-housing	4,148	180	3,968	4,200
15,705	Aid to outside Bodies	12,647	534	12,113	14,414
125,764	Total	145,898	1,578	144,320	129,948
Revenue					
2,467	Group Policy and Support	3,018	—	3,018	1,680
4,908	New Building	4,265	2	4,263	4,462
7,438	Improvement of existing stock	17,181	3,463	13,718	12,391
45,538	Management and Maintenance	151,762	100,658	51,104	52,619
13,702Cr	Home Ownership	65,090	81,179	16,089Cr	15,849Cr
2,200	Thamesmead Non-housing	5,144	294	4,850	4,670
3,490	Aid to outside Bodies	31,492	24,627	6,865	7,019
59,843	Transfer of Housing stock	221,600	149,640	71,960	72,360
13,370Cr	Transfer to Capital Account	19,237Cr	—	19,273Cr	19,143Cr
98,812	Total	480,315	359,863	120,452	120,209

The Year Ahead . . .

- Completion of the existing new build programme and additional housing projects which are part of the Community Areas Policy.
- Over 750 new homes to be built at Thamesmead by eleven private developers.
- Expanded renovation programme with more improvements to London's older housing stock. Seven more General Improvement Areas and Housing Action areas will operate in Newham, Brent, Wandsworth and Tower Hamlets, which will require a large increase in grant payments.
- Continued development of Thamesmead's essential infrastructure —

roads, sewers, lighting and cycle tracks. Plans for Thamesmead light railway to be developed by Council as a transport link and tourist amenity, as well as efforts to attract more commerce and industry to the area.

● Three new major projects to help London's homeless will begin: Thames Reach — a hostel for single homeless people sleeping rough; resettling residents of the dilapidated Rowton Hostels; and help to the London Borough of Tower Hamlets to bring conditions in the notorious Prince's Lodge Hostel for the homeless up to a suitable standard.

Industry and Employment

The White Paper 'Streamlining the Cities' (Cmmd. 9063, 1983) dismisses the economic programmes of the GLC and the Metropolitan Counties with a brevity that borders upon contempt: 'Borough and District Councils already have power to assist industry in their areas. The Government consider, therefore, that no specific arrangements are required to replace the role of the GLC and the Metropolitan County Councils in assisting local industry and in drawing on the Urban Programme or Urban Development Grants'.

But during the year 1983/84, as the policies initiated in 1981 began to bear fruit, the economic work of the Council and of the Greater London Enterprise Board began to attract attention from all over the world.

The Enterprise Board, in its first full year of operation, supported directly over 2000 jobs, and encouraged more through its building programme. Whenever it intervenes, GLEB insists on the development of industrial democracy. It works closely with the trade unions, and many of the enterprises supported are co-operatives.

Like the Council's planning policy, much of the inspiration for the jobs policy come from the struggles of local communities in London to provide homes and jobs for local people in their neighbourhoods. The Industry and Employment Committee was therefore proud during the year to be able to continue to support the efforts of residents in the Coin Street area; to buy a major historic complex of sites at Battlebridge Canal Basin, near Kings Cross, to refurbish and redevelop for workshops and low cost

London's economy is clearly in crisis. One in seven of the jobs which existed ten years ago have gone and 400,000 Londoners are now unemployed. The GLC is the only organisation with both the will and the

housing; and above all to work with residents and businesses in North Woolwich to develop the Peoples Plan for the Royal Docks as an alternative to the speculators' fantasy of an inner-city airport.

No local Council by itself can cure unemployment. What we can do — and, to the consternation of government are beginning to do, — is to show that the planned use of public resources under democratic control can produce a better and fairer society than the free play of market forces. We are showing, through GLEB's work, the potential of public, social, collective or co-operative ownership of the means of production. We are showing that the redistributive tax base of the GLC can be used to create real, lasting jobs. We do not see municipal power as a license to run other people's lives: rather, we see it as a *resource*, to put at the disposal of those fighting to save or create jobs.

Government believe that by closing down our institutions they can crush our ideas. But they have found it hard enough to frame laws to outlaw our actions: laws to outlaw our ideas would be beyond them — and attempts to suppress ideas usually have the opposite effect.



Michael Ward
Chair
Industry and Employment Committee

resources to challenge the operation of unrestrained market forces on the London economy. The Council has analysed economic and industrial trends in the South East; the clear picture that emerges is that if

present policies are continued by Central Government, there will be one million registered unemployed in the region by 1994. In the GLC area alone, unemployment would top half a million. Faced with such a situation, the Council's policy initiatives in the Industry and Employment Programme are of enormous significance to Londoners. During the year under review many of the initiatives taken by the Council have reached the stage where they are showing significant achievements on the ground; and they therefore hold out the prospect of significantly reduced unemployment, a reduction in the power of market forces, and improved social cohesion — if they are allowed to proceed.

London Industrial Strategy

The London Industrial Strategy (LIS), derived from widespread consultation and public participation, forms the framework for the Council's work in the area of industry and employment. The consultation period is now complete and the LIS is being finalised for publication later in the year. Work on priority sectors of industry, undertaken jointly with GLEB, has developed strongly during the year; particularly notable has been the development of the strategy and selective intervention in the furniture and cultural industries.

Greater London Enterprise Board

GLEB is the Council's main instrument for implementing its industry and employment policies. Its first full year of operation has confirmed the feasibility of the alternative approach to monetarist policies; and it has already slowed down the withering away of manufacturing industry in London.

During the year GLEB has allocated £31.158 million to a total of 179 projects,

Provision of modern industrial floor space.



Major achievements in 1983/4

- Further development of the London Industrial Strategy following extensive consultation.
- Investment by the Greater London Enterprise Board (GLEB) of more than £31 million in 179 projects.
- Completion of 121 industrial workshops with a potential of providing more than 400 jobs.
- Work begun on a further 532 industrial units with a potential of more than 2,000 jobs.
- More than £3.5 million spent on grants to more than 150 voluntary groups working on employment issues, and creating alternative forms of employment.
- 1,200 Youth Training Scheme places supported by the GLTB and 664 training places to apprentice standards.
- Denham Court Youth Training Centre established providing up to 70 residential and day places for trainees.
- Significant progress made in implementing the contract compliance initiatives to ensure good employment practices by the Council's 20,000 approved suppliers and contractors.
- Seven issues of the 'Jobs for a Change' news-sheet published, with a current print run of 100,000.

including investments in 108 projects which will save or create more than 1,880 jobs immediately rising to 2,300 over the next two years. It also includes some 36 property projects, some in partnership with private developers, which will provide 1.25 million sq. ft. of workspace able to house 5,000 jobs.

The cost of each job created or saved works out at £13,460, including all overheads and without taking account of future returns. This compares with £68,000 for each new job created in the Enterprise Zones, with £40,000 to £50,000 in Development Areas (at 1982 prices) and with the £30,000 Government subsidy for each job created in the Nissan car factory.

In the so-called 'sunrise' industries GLEB is rapidly establishing itself as a major source of investment for start-ups — as a number of successful projects like Whitechapel Computers are showing. The whole emphasis of GLEB's property work is on a needs-led approach, and does not simply respond to the market. Its property investments are tailored to remove bottlenecks to growth and jobs by helping existing industries to survive where workspace is driven out of the inner city by property and office speculation, and by providing tailor-made new estates for the electronic industries of the future, as at Hounslow Heath or the Marble Hill Technology Centre. In addition, the technology networks are harnessing London's scientific resources in the service of Londoners as workers and consumers and linking the skills available to needs ignored by the market economy. GLEB also places great emphasis on the rights of people at work in all these investments. It is showing in practice that jobs can be created in a way that makes good sense — by working with workpeople and the trade unions, not by declaring war on them.

Industrial Floorspace

The year under review saw the first fruits of the Council's major new factory building programme aimed at providing modern premises, mainly in the inner city, for new or expanding firms which at present often occupy unsuitable accommodation. Its resources are concentrated on providing the very small units that are not usually available in the private market but for which there is a known demand. The Council has worked

with many London borough councils in developing a number of new industrial units and also participated in joint ventures with the private sector.

During 1983/84 the first batch of schemes in the programme was completed, providing 121 workshops and the potential to provide space for 400 jobs. Work began on a further 532 units with the potential to provide more than 2,000 jobs; and a scheme is in preparation for a further 200 units which will provide space for nearly 1,000 jobs.

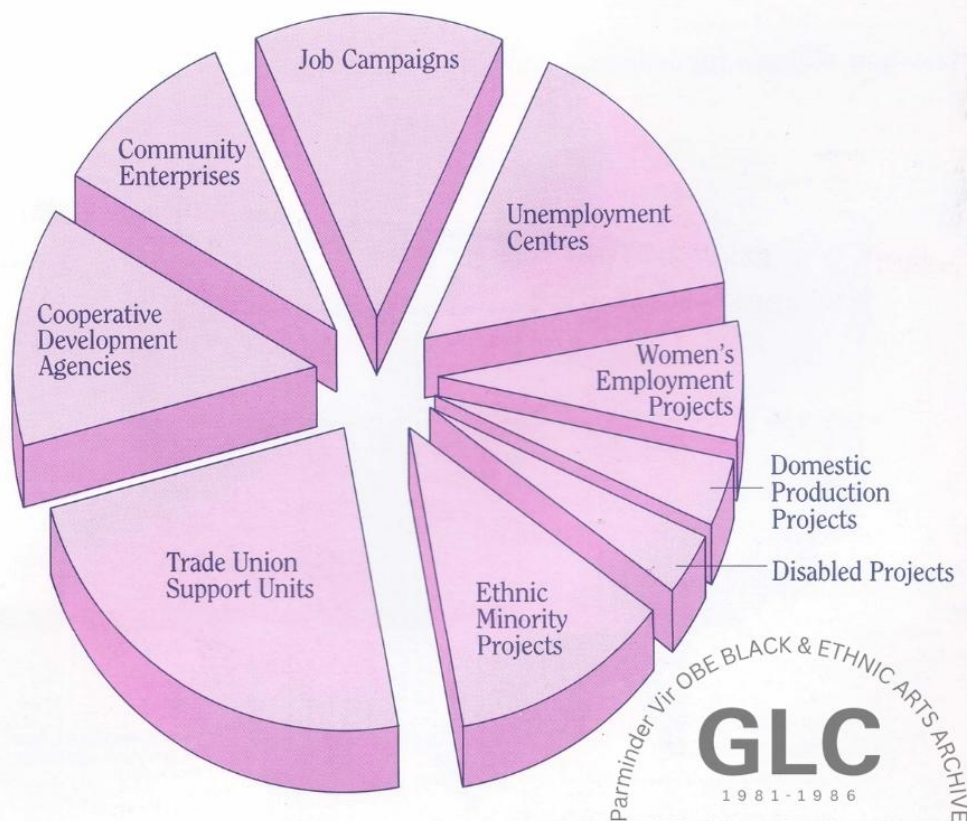
At the end of the year the Council marked the completion of the first units by launching its GLC LETS campaign to make the public aware of their availability, and some 5,000 inquiries were received in the first month. The Council has of course incorporated 'Good Employer' clauses in its leases.

Employment Grants

The Council's commitment to drawing on the skills and experience of London's working people is reflected in its funding of groups and organisations working on employment issues and creating alternative forms of employment. It believes in supporting decentralised locally-based groups and its funding of employment projects enables them to provide services to many different groups of people, including trade unionists, women, the unemployed and members of ethnic minorities.

In 1983/84 the project development unit of the Council's Industry and Employment Branch worked with more than 150 groups funded by the Council. More than £3.5 million in grants was approved and its allocation between the different categories of recipients is shown in Diagram below.

Allocation of Employment Grants



Resources for Trade Unionists

A quarter of a million jobs were lost in London between 1978 and 1982. The industrial and manufacturing sectors have been particularly hard hit and Docklands has been all but destroyed. These trends are no longer offset by a rise in office employment, which is threatened by the recession and the impact of new technology.

Through its funding of nearly 30 trade union support groups the Council is giving trade unionists the resources to fight the closures and contractions brought on by the recession and the impact of new technology. Considerable support was given during the year to trade unionists fighting against privatisation and cutbacks in the National Health Service, and grants were also made to groups of ethnic minority workers such as the Black Trade Unionists Solidarity Movement.

Women and Work

More than 90,000 women are now registered as unemployed in London, and many others seeking work are unregistered. Women are often at a disadvantage in the labour market because of the 'double shift' that so many of them undertake in combining paid work with unpaid domestic responsibilities; the Council has therefore channelled funds into 15 projects to improve the employment position of women. Some of these are examining problems in particular industries or sectors, such as homeworking, whilst others address a wide range of employment issues in a specific geographic area, for example the Lewisham Women and Employment Project. The Council also funds projects which tackle the problem of domestic labour by providing socialised childcare and laundry facilities, or workplace nurseries. For example, the Kingsway Children's

Centre allows women to take up employment because it provides creative and educational surroundings for their children.

Anti-Racist Work

Members of ethnic minorities are one of the most oppressed groups in the London labour market, and have suffered disproportionately from job losses during the recession. Those who do manage to find work often face racism and harassment from employers and colleagues and, on occasion, from trade unions. The Council has funded a number of projects aimed at improving the access of London's ethnic minority communities to jobs; guaranteeing their rights at work; and in helping to combat racism in the work place. More than 20 groups have been supported because of the specific services they provide, or because of the content of their campaigns. The UK Caribbean Chamber of Commerce, for example, gives advice to black businesses while the Simba project in Woolwich trains black youngsters in car mechanics.

Aid to people with disabilities

Yet another major area where the Council has attempted to break new ground in its industry and employment policy has been in the employment and training of people with disabilities. The need for new initiatives has been heightened by the decline in manufacturing jobs which has severely undermined the sheltered employment available for the disabled. The Council has funded seven specialist projects including Outset — a Lewisham-based scheme offering complete accounts packages (management reports, payment of bills etc.) to small businesses.

Popular Planning Initiatives

One of the main initiatives of the Council in recent years has been to involve the people

of London in the planning of their own economy and environment. People are informed of what the Council is doing and how they can become involved through the regular news-sheet 'Jobs for a Change'. Seven issues of this were published during 1983/84 and, of these, a number were 'special' editions relating to particular subjects such as the London Industrial Strategy, privatisation, and the case against the abolition of the GLC. The demand for the paper is now so great that an initial print run of 100,000 copies is undertaken for each issue and further orders are still required in many cases. Not only has the paper proved a popular and effective method of letting people know details of and the principles behind the Council's industry and employment policies, but it also prompted individuals and groups to contact officers of the Industry and Employment Branch with queries or requests for documents and further information. This is an encouraging response and demonstrates the value of the publication.

People's Plan

The Council has been of direct assistance to some local groups in developing economic and social plans for their own areas. In particular, officers have helped people in Newham to prepare an alternative 'People's Plan' for the economic development of the Royal Docks area. The plan, which has now been published and received considerable attention from local people and the media, grew out of work with community and trade union groups in the area. In order that this work can continue, the GLC and GLEB are planning to open a joint area office in Newham

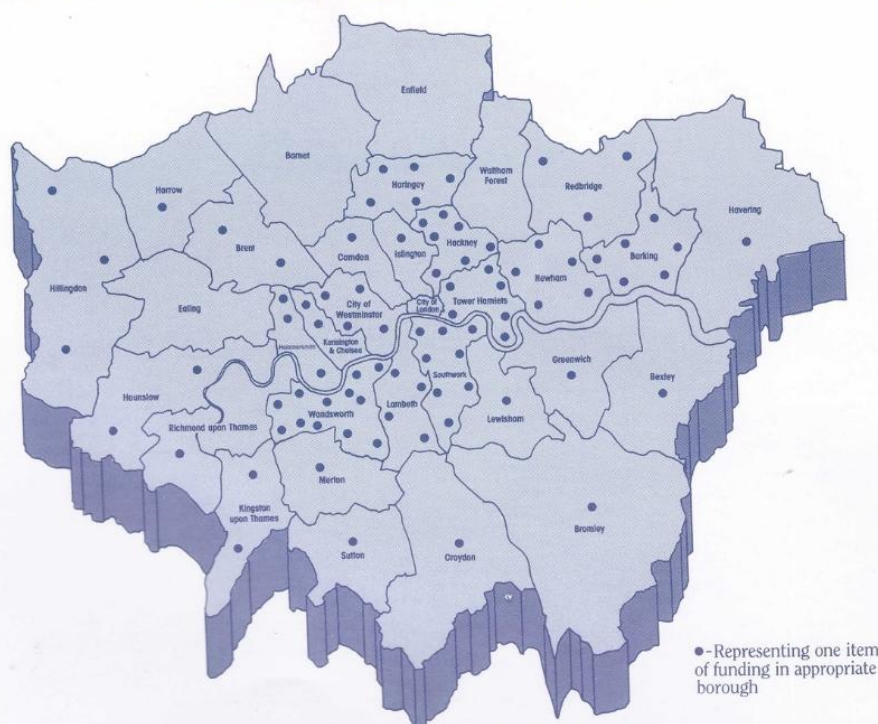
Funding of Local Groups

As part of the Council's popular planning initiative officers were authorised to make small grants of £750 or less to more than 50 local organisations to enable them to organise meetings, to produce publicity and local plans and to organise meetings and forums to involve greater numbers of people in activity to prevent job losses and the erosion of essential services. The two major areas of spending were on health and anti-privatisation campaigns; other relevant campaigns related to housing, distribution, childcare, docklands, printing and publishing, multi-nationals and work with the unemployed. The grants were spread throughout most of the Greater London area and more than a quarter were for organisations campaigning on a London-wide or area basis. These grants play an important part in enabling local people to be involved in the planning of their own future and it is therefore intended to continue to make funding available in this way in 1984/85. Diagram left shows the distribution of grants in graphic form.

Information for Popular Planning

During the year under review a pilot programme was established to provide information and analysis to enable workplace and community organisations

Location of items funded under delegated authority in 1983-84



NOTE: 28 items of a London-wide nature were also funded



The Construction Industry Contracts Compliance Unit is working to eradicate this type of unsafe site practice.

contribute to the Council's economic strategy and to help implement the employment plans which they developed. After discussions with a variety of educational organisations it was agreed that this would be based at three adult education institutes in Tower Hamlets, Clapham-Battersea and Hackney.

Contracts Compliance

In March 1983 the Council set up a special unit to ensure that its 20,000 approved suppliers and contractors adhered to its policies relating to equal opportunities, health and safety, fair wages, trade union rights and training for employees. The Council's aim is to improve good employment practices in approved companies by selective use of its buying power of more than £500 million a year.

Questionnaires in a pilot survey of some 700 contractors were sent out in August 1983 and 56% of these had been completed and returned by March 1984. Those firms which did not respond were removed from the approved list. The review of those which did respond is nearing completion and companies will be advised of any requirements needed to be implemented if they are to remain on the approved list.

The contract compliance unit was subdivided early in 1984 to service the Council's two main concerns in this area — the need to ensure equal employment opportunities for ethnic minorities and women, and to institute good employment practices in all the sectors of industry with which it has links — in particular the construction industry, which in London and elsewhere lags far behind other industries in this respect. An assessment has already been completed of 700 construction contractors for their compliance on health and safety matters; and work will now go on to examine other aspects of their employment practices. In addition it is hoped to complete a review of 4,500 contractors on the approved list by questionnaire by late spring 1984. Following an initial review of the main 350 contractors outside the construction industry, a further

review is under way of the 250 companies with which the Council spends most on goods and services; and these will be asked to adapt their practices in areas of policy including recruitment, selection, promotion and training, the provision of equal access and equal treatment for those groups like ethnic minorities and those with disabilities which have always suffered disadvantage.

The Council is particularly concerned that the concept of contract compliance should be widely understood; consultation and publicity work has therefore been developed with trade unions, the black community and women's organisations. A conference on ethnic minority issues has been held, as has another in response to interest from other local authorities.

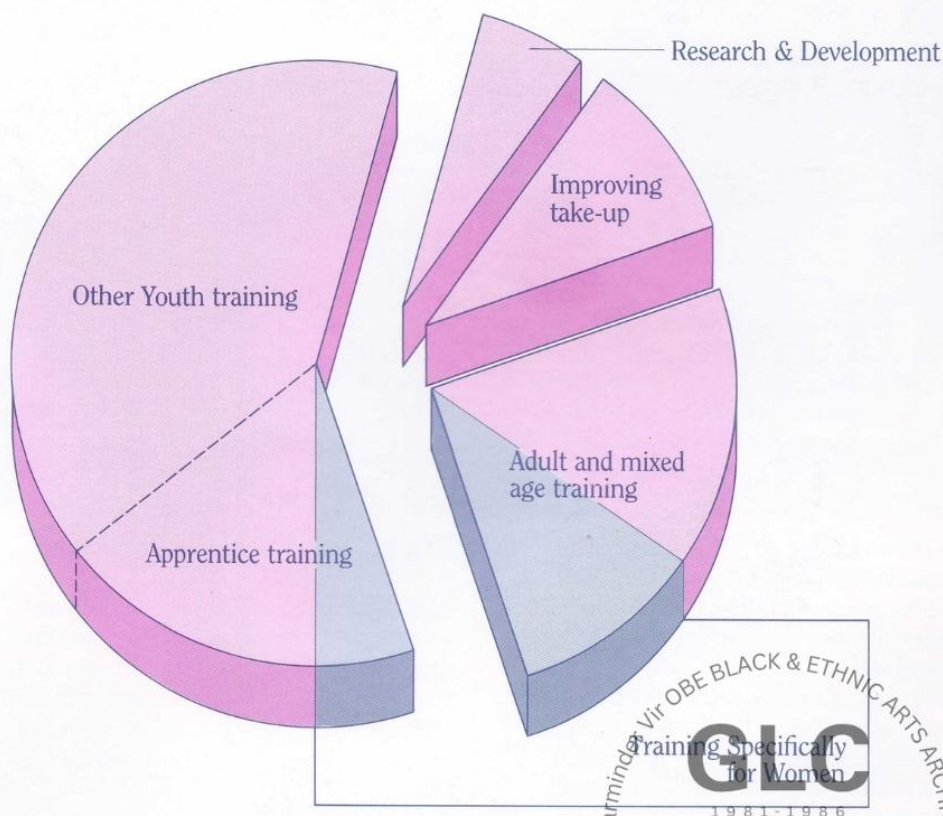
The results of the Council's policy in this area will begin to be seen during the coming year.

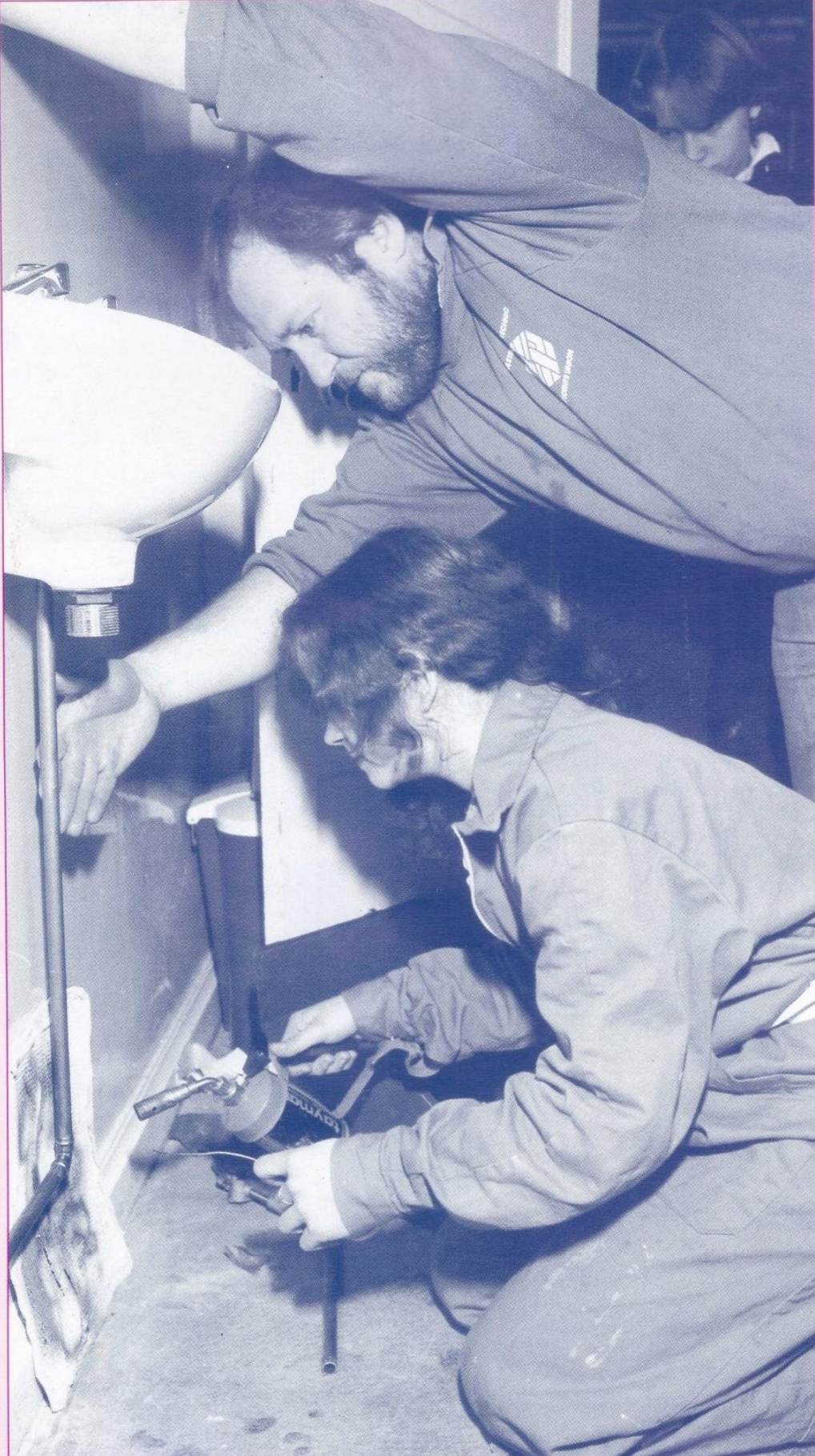
Greater London Training Board

The Greater London Training Board (GLTB) was created at the end of 1981 as part of the Council's mechanisms for implementing the London Industrial Strategy, which aims to have saved or created some 10,000 jobs for London by 1985. To this end, the Board is working on a London Labour Plan which will build upon the skills of Londoners, linking training and employment initiatives to the London Industrial Strategy, and which will seek to achieve the right training for the right people for the right jobs.

The GLTB budget for 1983/84 of £6.34 million was divided between different types of initiatives undertaken by the Board, as shown in the diagram below. GLTB has committed funds to more than 70 projects offering nearly 3,000 high quality training places.

How the GLTB spends its money





Training is not an activity that can be looked at in isolation from developments in the economy as a whole: it is the Council's belief that the training crisis is inextricably linked with the economic crisis, and the Government's economic and social policies.

It is important for the work of the Board to be seen against this wider background, and in the light of the GLC's alternatives to Government policy.

The London Labour Plan is a key aspect

Training women in a skilled profession.

of the alternative strategy for industry and employment in London. The Labour Plan examines in detail London's economy from the perspective of labour requirements and the needs of workers for specific skills and education. However, the Government appears to believe that, despite strong historical evidence of failure, training provision should be left to market forces.

The seemingly contradictory actions of the Government to abolish most of the statutory Industrial Training Boards while giving support to the MSC's New Training Initiative as well as the new Youth Training Scheme, clearly point to its intention to re-create the discredited and irrelevant employer-led systems of the past.

The Youth Training Scheme (YTS) was fully launched as a national programme in September 1983. In London it aims to cater for up to 40,000 school leavers who are generally offered a 12-month traineeship, involving work experience and some pre-vocational training. The Board has criticised the scheme for its likely effect on the youth labour market, on young people's living standards and aspirations, on the quality of training and apprenticeships, on health and safety, and on equal opportunity. However, in March 1983 the Board decided to adopt a policy of limited and critical involvement in YTS, aiming to support up to 400 training places where Board involvement would ensure opportunities better than those generally available with YTS. The target was rapidly exceeded, mainly because of the speed with which YTS displaced apprenticeships in certain key sectors of London's economy. It also became clear that the YTS framework makes it extremely difficult to pursue high quality, job-related training without major organisational changes and substantial injections of cash.

In November 1983, when the Board was supporting some 1,200 YTS places, a moratorium was imposed on new YTS projects until full monitoring and evaluation of existing commitments could be carried out.

Adult Training

GLTB also differed from the Manpower Services Commission (MSC) on the future of adult training and issued its own consultative document and set up a working party to examine the issues involved. The Board's view was that priority should be given to meeting the needs of the long-term unemployed, women and ethnic minorities, and argued that adult training should be expanded as part of a job-creating economic strategy. During 1983/84 the Board also helped to develop a number of adult training projects, which have demonstrated the viability of its alternative approach to these issues.

Apprenticeship Training

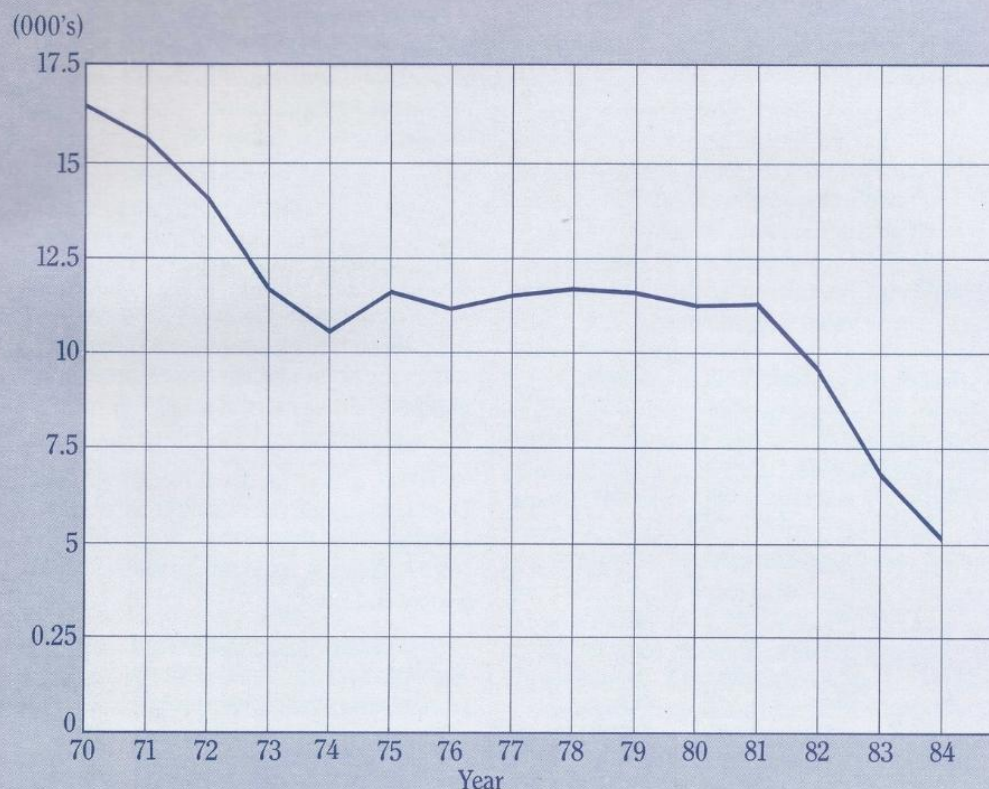
The Government-imposed decline of the statutory Industrial Training Board system and of apprenticeship training is viewed by the Board as a potential threat to London's skill-base and a likely fetter on future economic recovery.

In the last decade there has been an unprecedented decline in apprentice training places, particularly in manufacturing.

A total of 66 training places to apprentice standards were supported by the Board in 1983/84. And the Board has agreed

GLC
Working for London
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Apprenticeships in Manufacturing in London 1970-1984



to support a further 150 first year trainees in garage trades to reach Stage 1 apprentice standards. This achievement compared favourably with the 90 or so places supported in the preceding year. The training places were in engineering, hotel and catering, road transport and ethnic minority businesses. The results are encouraging and demonstrate the need to continue to support apprentice training in London and how vital is the role of statutory Industrial Training Boards.

The Fight Against Discrimination

GLTB is anxious to make training available to women ethnic minorities and other traditionally disadvantaged groups, and particular efforts have been made to help and encourage them to obtain training places. During the year under review the Board also supported a number of specific projects providing training places exclusively for women and ethnic minorities. These schemes are in traditional craft and technician training as well as in areas of new technology. The most recent examples are in the freelance film and television industry where the Board is supporting both short and three-year structured apprentice-style training aimed at increasing the proportion of women and ethnic minorities in this industry's higher technical grades.

Training Centres

GLTB is committed to the protection of London's training infrastructure and the establishment of new centres where these may be necessary, or to pilot innovative training projects. This was demonstrated in 1983/84 by the setting up of the Denham Court Youth Training Centre which

provides residential and day places for up to 70 trainees. The project offers a range of courses providing skill training up to nationally recognised standards where this is appropriate, and much of the training is carefully integrated with the improvement and restoration of the building and its grounds. Trainees have also been given the opportunity to participate in the decisions on the layout, rehabilitation and use of the rooms, as well as put into practice skills and training.

Another initiative is being rapidly developed through the Charlton Consortium which is made up of representatives of voluntary and community groups, statutory agencies and the GLTB. When the Manpower Services Commission decided to close down the Charlton Skillcentre, the Consortium decided to reopen it with the help of GLTB but with fundamentally different aims — to eradicate the widespread discrimination against disadvantaged groups both in recruitment and in the process of training itself. It is intended that courses, for up to 200 trainees at any one time, should be of the very highest quality. The proposals include a radical reshaping of format and accessibility, a high level of local involvement in the planning and running of courses and community access to the facilities outside normal training hours.

Funding Powers and the MSC

There are two main powers under which GLTB can fund its projects. They are section 137 of the Local Government Act 1972 and section 45 of the Local Government (Miscellaneous Provisions) Act 1972, but both have limitations. The

amount of money which can be spent under the first is controlled by legislation, and the second allows the Council to make arrangements with MSC — but the Commission has shown great reluctance to enter into such arrangements. The Board has managed to reach agreement on only two projects. One is to provide transport for trainees using the MSC's own Twickenham Skillcentre and the other is the Denham Court Training Centre. Long and frequent discussions have been held with the MSC since April 1983 but the end result has been that the Commission has indicated no willingness to enter into further arrangement.

These limitations mean that at present GLTB, the only body taking a coherent London-wide view of training, is unable to provide the services the capital so clearly needs.

Supplies trading

The Supplies Department provides a wide range of goods and services to the GLC, ILEA, London borough councils, City of London and Buckinghamshire County Council. Its objective is to recover all costs involved in the operation by the inclusion of a cost factor in the prices charged and to break even one year with another. Turnover in 1983/84 was in excess of £108 million excluding joint contracts compared with £105 million in 1982/83 and all costs were recovered with a surplus equivalent to about 1% of turnover. Included in this total is the 'sales' business with the London Boroughs and the City which exceeded £22 million; nearly £4 million with Buckinghamshire County Council; and £11 million with a wide range of colleges, polytechnics and other voluntary customers. Once again this demonstrates the value put upon the Supplies Department services by a wide spectrum of outside customers.

Purchasing Policy

The Council initiated a review of purchasing policies in order to link them more closely to broad Council objectives on industry and employment issues. This exercise brings together the development of potential new policies with consideration of how these can properly be justified to meet the necessary legal and financial criteria which the Council must observe. Interim conclusions and recommendations have been accepted by the Industry and Employment Committee. These include measures to help firms receiving assistance from the Council or the Greater London Enterprise Board, co-operatives, start-up ventures and ethnic minority businesses to secure small 'starter' contracts that will give them opening to public sector purchasing.

A special pilot scheme has also been introduced to give limited preference to London printing firms when they are not the lowest tenderer but their price falls within the 20% of the lowest tender. This scheme is being carefully monitored and will be considered further as the review of purchasing policies continues.

Financial Performance

The financial information related to the Industry and Employment Programme of the Council is summarised below:—

1982/83 net (£000)		1983-84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
—	Economic Policy	140	—	140	130
7,158	Enterprise	11,814	47	11,767	11,040
47	Labour	955	—	955	1,080
304	Supplies Services	1,395	—	1,395	1,400
	LCB	711	—	711	950
	Loans to Other Bodies				
540	Industrial Loans	8,520	—	8,520	10,000
53	Industrial Leases	1,330	—	1,330	330
165	Exhibitions	38	—	38	—
—	Historic Buildings				
	Other Loans	79	80	cr	70
8,267	Total	24,982	127	24,855	25,000
Revenue					
324	Economic Policy	1,593	5	1,588	2,267
4,879	Enterprise	34,533	4,405	30,128	29,947
326	Labour	2,264	67	2,197	2,640
—	Supplies Services	16,008	15,756	252	405
—	London Community Builders	1,436	1,436	—	—
379	Group Management and Support	506	—	506	556
5,908	Total	56,340	21,669	34,671	35,815

A net underspending of £100,000 in capital account was caused by a lower take-up of loans to GLEB, slippages on work at the LCB Vauxhall Cross site and a revised incidence of payment on the labour programme.

A much higher underspending of £1.1

million in the revenue account was the result of several factors, including later than expected take-up of grants, delayed starts on training initiatives and higher than anticipated rental and other income from industrial and commercial property.

The Year Ahead . . .

It is the Council's aim during 1984/85:

- To complete and publish the London Industrial Strategy, the London Economic Strategy and the London Labour Plan and to prepare a draft London Financial Strategy.
- To provide GLEB with funds to enable it to continue its work, in particular to widen the control that Londoners have over their economic future, particularly at work.
- To continue the Council's programme to provide modern premises, mainly in the inner city, for new or expanding firms which at present occupy unsuitable accommodation.
- To set up area offices in Hackney Road, Docklands, South Docklands and West London to provide a focus for an interventionist approach to motivate local people and resources.
- To continue to support voluntary groups and organisations creating alternative forms of employment with grants totalling over £5 million.
- To further develop and implement the Council's contracts compliance initiatives.
- To maintain and develop the training facilities at the Council's Denham Court and Charlton training centres and to develop up to two new centres in other parts of London.
- To continue to support the provision of high quality training for both adults and young people, with particular emphasis on the needs of women, ethnic minorities and people with disabilities.

Policy and Intelligence

London faces many pressing problems with, for example 900,000 elderly people living on or below the poverty line; 1,000,000 Londoners dependent on Supplementary Benefit payments and nearly 400,000 disabled people facing discrimination. High unemployment, poor housing and loneliness all take their toll.

The major purpose of the Policy and Intelligence programme is to work to overcome the disadvantages faced by large numbers of Londoners. Our aim is to give people the means to improve their lives and fight back against disadvantage.

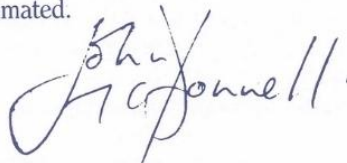
For example, the Finance and General Purposes Grants Sub-Committee approved 254 grants to organisations in 1983/84 — such as legal and advice agencies, organisations providing facilities for young people, community centres, and pensioners' groups working in support of families in distress. Because of its grass roots involvement the voluntary sector is able to be a cost effective, sensitive and flexible means of meeting the needs of individuals and local communities; and the purpose of our Grants policy is to fund a caring society.

This year the GLC has embarked on a plan of action to ensure that disabled people have equality of opportunity, dignity and maximum independence to participate in all aspects of life in London.

We have also acted vigorously in support of the elderly in London. All too often they are forced to live in poor housing, on low incomes and in isolation. The Forum for the Elderly has been established to provide a means by which the GLC can tailor its policies to meet the needs of elderly people.

Each year in London over £100 million in social security benefits go unclaimed — benefits which Parliament has provided. In order to end the scandal of unclaimed benefits which could alleviate the poverty of the very poorest Londoners, the GLC has, this year, established the Welfare Benefits Campaign. It has worked to publicise benefits; to assist individuals in finding their way through a jungle of complex means tests and rules; and to publicise the existence of benefits. This work has throughout been co-ordinated with that of the DHSS and has worked to ensure that Londoners know they have the right to extra money. As well as publicising the benefits it also provides personal, specialist advice to enable Londoners to claim what is theirs.

All this work has been undertaken after extensive and detailed research and consultation, to ensure that the services the Council provides reflect the real needs of Londoners. We are proud of our assistance to the voluntary sector and to the poorest Londoners, and are confident of the continued vigorous support of voluntary organisation in our battle against abolition. For if the GLC were to be abolished, financial support to these important community organisations would be decimated.



John McDonnell
Chair, Finance and General Purposes
Committee.

As the strategic authority for London, the Council has a statutory responsibility to identify and acquire statistical information relevant to local government functions in Greater London and to develop a comprehensive intelligence service for the Council and other authorities and organisations concerned with services for Greater London. In conjunction with the borough councils, and the many other public and private bodies which contribute to the development and provision of these services, the collection of statistics and research sets the overall context for the development and implementation of Council policies.

Policy Research

The policy study groups, of which there are four, have made a major contribution to the development of policies on tourism, the arts and leisure, London Docklands, office development, and London and South-East regional planning. They have also participated in the development of a basic rights action programme, in conjunction with the Greater London Association for the Disabled. In addition, work was started on the establishment of a London Consortium on Disability.

London Intelligence

During the year almost the whole of the intelligence unit's statistics database has been computerised, including the findings of the 1981 census; employment and unemployment statistics; and the Annual Abstract of Greater London Statistics. The Research Library has handled a record number of inquiries during the year, and the Council's social survey organisation has conducted major surveys on office firms and establishments, attitudes to policing in London, and the private rented sector of the housing market.

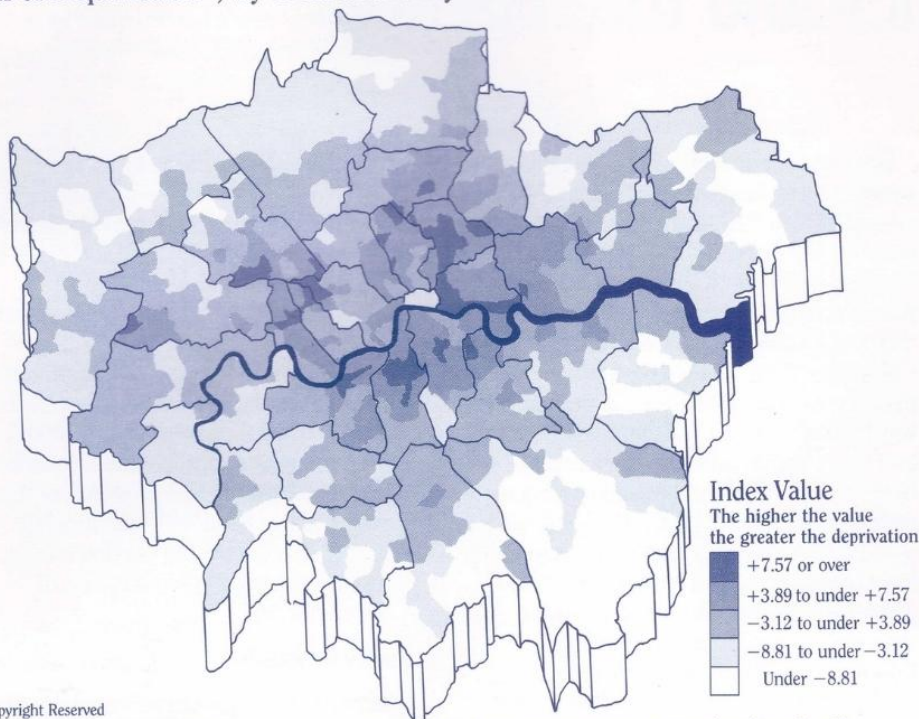
Liaison

During the year the policy study groups have provided a major — and indeed the only — source of information on the implications for London as a whole on the cuts in NHS funds and staffing imposed by Government; and they have assessed the adequacy of services available to meet particular health care needs, such as mental illness, community care, and mental handicap. Members and officers of the Council have also maintained contacts with Government, Members of the European Parliament, and the European Commission over access to the European Regional Development Fund for London's deprived inner city areas. The Council has also lobbied successfully for support from the European Social Fund for training projects in London.

Major Achievements in 1983/84

- There has been a major increase in public awareness of the role of the Council and the services it provides.
- The campaign against Government proposals to abolish the GLC, to remove responsibility for London Transport from the GLC, and to introduce even tighter controls on the level of council rates and services, has achieved major successes.
- Support for voluntary and community bodies has been increased in line with the growing needs of the people of London.
- Examination of the policies and workings of the National Health Service has continued, and Health Emergency campaigns have been established in many boroughs and on a London-wide basis.
- A Forum for the Elderly has been established to provide a voice for pensioners in London.
- A strategy for local radio in London has been developed.
- Provision of central library and information facilities has been made; and analysis of the 1981 Census of Greater London has begun.

Index of Deprivation*, by local authority wards.



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*This index covers unemployment, overcrowding, lack of amenities etc. For further details, see the GLC publication: 'Statistical Series, No 35' Source: 1981 Census, Small Area Statistics.

Grants Policy

One of the main objectives of the Council is to contribute towards the alleviation of social problems facing Londoners. The provision of grant aid to a wide range of organisations contributes to the achievements of this objective. The Council has continued its policy of expanding the levels of funding to voluntary and community groups. In 1983/84 the amount of assistance made available to such groups was £5.5 million with an additional

£850,000 for capital projects. A total of 254 applications were approved of which 197 were new applicants, 44 were renewals and 13 others were supplementary applications. About 500 new applications were received in total. The types of activities supported include legal and advice services; community centres; work for tenants' associations, the elderly, and the homeless; groups providing counselling services on such problems as alcoholism and drug abuse; family advice groups; community associations; holiday schemes; youth

projects, and local resource centres. The Voluntary Sector Development Team has assisted in the formulation and development of at least 40 new schemes to meet especially urgent needs.

Awareness Campaign and the Fight against Abolition

The most important issue exercising the Council during 1983/84 was the Government's intention to abolish the GLC and the six Metropolitan County Councils. Further attacks on the Council's future existence and functions were the plan to introduce rate-capping, and proposals to remove the Council's control over London Transport. The Council responded to the Government's White Paper 'Streamlining the Cities' with its own report 'The Future of Greater London,' which set out clearly the financial, social, economic and managerial implications of the Government's proposals. Detailed service-area responses were also submitted (all these and other material are available from the GLC Bookshop). The Council opposed the Government's policy; a Special Committee of the Council was established to co-ordinate the work of campaigning against the proposals; extensive activities inside Parliament were promoted; and a substantial programme of explanation of the Government's proposals, and their harmful effects on the people of London, was begun. Basic to this campaign was the need to increase public awareness of the role and services provided by a democratically elected Council as the strategic authority for London.

Grants to voluntary organisations help despairing Londoners.



Financial Performance

1982/83 net (£000)		1983-84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
—	Policy Review and Studies	—	—	—	—
—	London Intelligence	—	—	—	—
1,171	Relationships with other bodies	596	—	596	851
—	Group Management and Support	—	—	—	—
1,171	Total	596	—	596	851
Revenue					
755	Policy Reviews and Studies	586	11	575	612
2,144	London Intelligence	1,823	31	1,792	2,427
2,035	Relationships with other Bodies	7,477	128	7,349	8,069
464	Group Management and Support	436	—	436	423
5,398	Total	10,322	170	10,152	11,531

In 1983/84 net capital and revenue expenditures under the Policy and Intelligence Programme were £596,000 and £10.15 million respectively. Further details are indicated in the table.

There was a variation in net capital expenditure of £0.3m due to a shortfall in the take-up of approved grants monies by grant-aided bodies and a lower level of grant approvals than expected.

There was also a net underspend in relation to revenue expenditure of £1.4m due to a combination of census data acquisition and processing costs, the awareness campaign, the inability of grant recipients to utilise fully grants once approved and various other minor adjustments primarily in the Welfare Benefits Scheme.

The Year Ahead . . .

It is the Council's aim during 1984/85:

- To continue the Council's awareness campaign and the related campaigns against GLC abolition, the removal of control for London Transport to a Government-appointed Board, and the Rates Act, which undermines the freedom of elected councillors.
- To continue support for voluntary and community organisations.
- To publish a Charter for people with disabilities and a brochure spelling out GLC activities in their support.
- To continue the campaign to encourage the take-up of welfare benefits by all Londoners who are entitled to receive them.
- To encourage the use of information technology by voluntary and community groups.
- To launch an experiment in community radio.
- To publish the Council's assessment of the adequacy of current NHS services to groups in special need and to develop proposals for the control and management of NHS services in London to take full account of the needs and wishes of Londoners.

Public Health and Safety

The Public Services and Fire Brigades Committee controls the services essential to the safety and well-being of London. Extension, development and modernisation are themes central to this committee's work and to its impressive record since assuming control of this vital area of public service in May 1981.

The last year has seen the Council's Equal Opportunities Policy put decisively into practice with the appointment of the first five women firefighters. The official opening of the Thames Barrier (operational since October 1982) in May of this year by Her Majesty the Queen marked the completion of a massive endeavour instigated by the GLC to protect Londoners against the dangers of tidal flooding.

We have acted vigorously to protect London from the hazards of uncontrolled waste disposal and pollution of all kinds, especially where national legislation is inadequate — as with lead, acid rain, clinical waste and asbestos. We have submitted evidence as the major local authority objector, to the Public Inquiry on the building of the Sizewell 'B' Pressurised Water Reactor in Suffolk, because of the health risk its construction would cause to the people of London.

We have also commissioned a study, involving some of the world's leading experts, to examine just what would happen if London were subject to nuclear attack.

The growth, success and quality of service that we have achieved is possible only within the context of a strategic, elected authority on a London-wide basis, an authority whose purpose gives it both vision and determination. Our plans to build upon what has so far been achieved can proceed only if these crucial public services are administered by a directly-elected strategic authority.

Simon Turney

Simon Turney
Chair
Public Services and Fire Brigade Committee

Major Achievements in 1983/84

- The Thames Barrier and improvement of the other tidal flood defences were completed.
- Seven new appliances and 168 firefighters were added to London Fire Brigade's (LFB) level of fire cover.
- Contracts were let for the replacement of three fire stations together with one for a major refurbishment, and replacements for 66 pumping appliances ordered.
- Four women firefighters joined the operational strength of the LFB — the first women firefighters in the brigade — and equal opportunities unit was set up.
- Programme of biennial reinspection of hotels and boarding houses in inner London for means of escape, and annual safety inspection of 626 larger premises licensed for public entertainment, were completed.
- More than 3.25 million tonnes of London's waste were disposed of and movement of a further 17 million tonnes regulated.
- Sale of electricity generated by burning of refuse earned £4 million.
- New long-term contracts for movement of wastes by river at approximate annual cost of £10 million were entered into.

The Council is directly responsible for ensuring that London is a clean and safe city in which to live, work and play. This involves preventing and putting out fires; disposing of refuse; maintaining and improving the capital's flood defence; monitoring noise, water and air pollution; checking the safety of London's buildings; coping with London-wide emergencies, and protecting Londoners from disasters involving hazardous chemicals or gases.

Fire

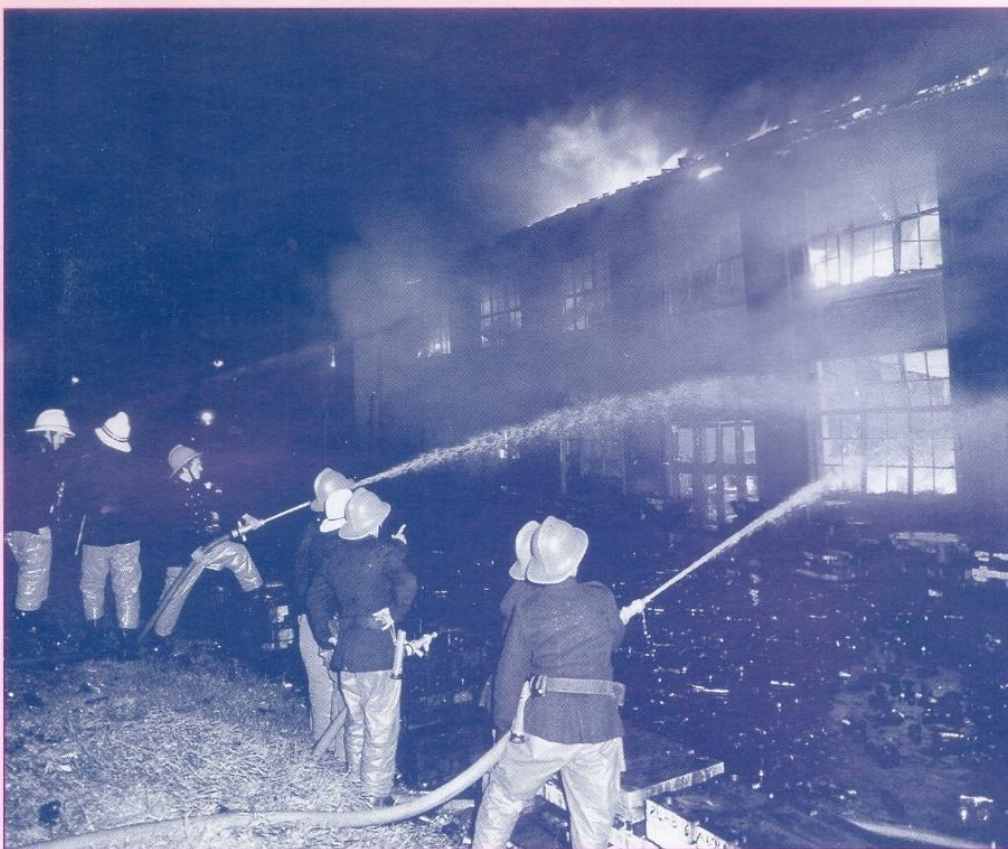
The London Fire Brigade responded to 117,254 calls during the year compared with 107,807 in 1982/3. The majority of these were to 'fires' but 29,674 (27,677 in 1982) were to special service calls which range from cats caught in trees, through jammed lifts and road accidents to chemical spillages. Fifty-five per cent of the GLC area falls into the two high-risk categories defined by the Home Office — compared with an average 15% in the Metropolitan Counties — and to help ensure that the brigade can meet the heavy demands made on it, new appliances and firefighting staff were added to the brigade's operational staff following a thorough review of its fire cover during the year.

Considerable resources were again devoted to giving advice on fire prevention and safety. A necessary part of this advice was the inspection of 23,921 plans and 90,075 premises (compared with 20,000 and 87,000 respectively in 1982).

Building Control

In inner London the Council is responsible for ensuring that all new buildings, and alterations and additions to existing buildings, are carried out in accordance with the Council's technical requirements so that the safety of the public is protected. Building work is controlled on site by the 27 local district surveyors under the London Building Acts and the Council's own Constructional Bylaws. During the year under review the district surveyor service dealt with nearly 45,000 notified buildings works — an increase of 8% over the previous year. The total amount of fees paid by builders to the Council for district surveyors' services was £4.2 million. This very largely covered the cost of the service to the ratepayers.

As Fire Authority for London, the Council has a statutory responsibility for ensuring that fire safety and escape standards in most new or altered buildings are satisfactory, with a Fire Certificate being issued when a building satisfies the required standard. Priority is given to dealing with those buildings which are most deficient in means of escape, and to applications to alter buildings which have been previously certificated. Notwithstanding a 20% increase in workload, all such applications were cleared within the statutory two-month period during 1983/4. A recent initiative by the Council has been to reinspect biennially the 1,080 certified hotels and boarding



London's busy Fire Brigade in action to put down a blaze.

houses in inner London to ensure that approved means of escape and fire precaution arrangements have been maintained. The target of 500 such premises to be reinspected by 31 March 1984 was fully achieved.

Another responsibility of the Council's Building Regulation Division is work arising

from consultation by the Gaming Board, local licensing justices and local authorities before licences are issued under gaming, liquor licensing and night cafe legislation. Despite increasing workloads all the technical work during the year was carried out before the date of the hearings. The division is also responsible for surveying and reporting on premises which are the subject of applications to the Council for Entertainments Licences to ensure that they

are suitable from a public safety point of view. All relevant applications during the year under review were cleared within the two-month time limit laid down by the Council and all work required for the public inquiries was processed before the due date. The Council also attaches great importance to public safety at the 11 London sports grounds and stadia — including Wembley Stadium and major football league grounds — designated under the Safety of Sports Grounds Act 1975; satisfactory annual inspections of each were carried out during the year.

Flood and Land Drainage

The Thames Barrier, formally opened by the Queen in May 1984, has protected central London from risk of flooding since it was completed and became operational in October 1982.

Before this vast project was completed, over 1.25 million people who live and work in the 45 square miles of central London were exposed to an unacceptably high risk of tidal flooding. If a major flood had occurred before the Barrier was finished, it would certainly have brought central London to a standstill and could have caused up to £3.5 billion worth of damage to property. The completion of the Barrier ensures that London will enjoy its present standard of protection from tidal flooding for at least the next 60 years, and thereafter with only slight modification.

The Thames Barrier forms part of an

HM the Queen formally opening the Thames Barrier.



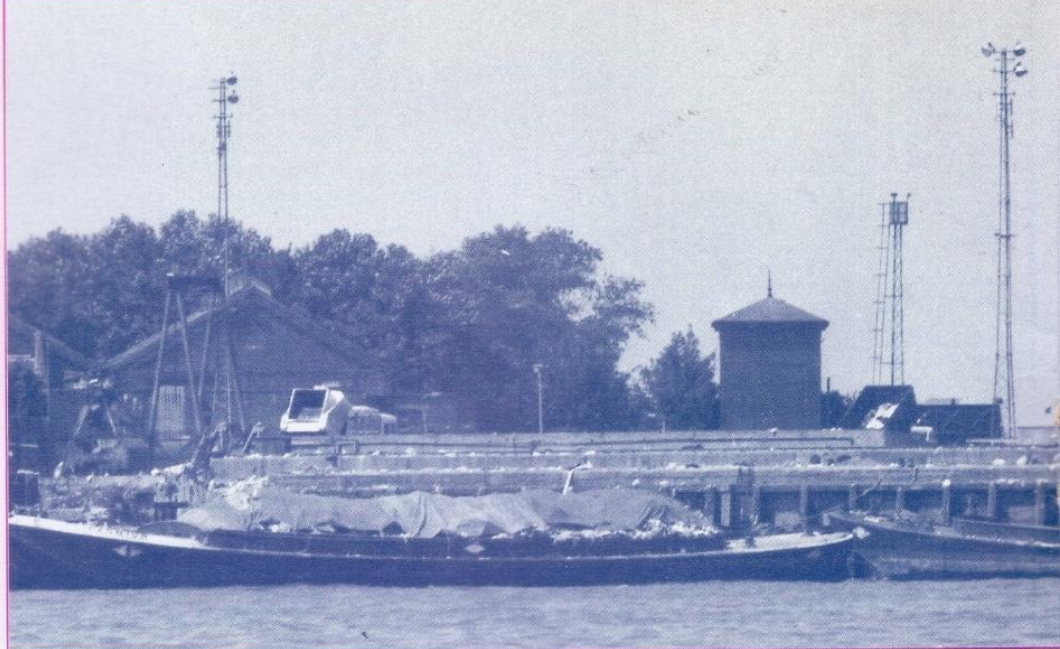
overall Thames Tidal Flood Prevention Project. The height of the river banks below the Barrier have been raised all the way to the mouth of the estuary to give the same degree of protection. Work within their own areas was carried out by the GLC, and by Thames, Anglian and Southern Water Authorities. The Ministry of Agriculture, Fisheries and Food acted as co-ordinator and have grant-aided the works at between 65% and 75%. The cost of the overall project was some £800 million while the cost of the GLC share amounted to over £500 million which was grant-aided at 75%.

The Council has also been carrying out flood alleviation works on London's other rivers, and in 1983/4 considerable progress was made on the River Brent scheme, with a further two major contracts completed and another begun. Design work on the three remaining contracts in the scheme is proceeding rapidly and completion is aimed for by 1987. This will afford some 930 householders and their families further protection from the risks of flooding.

The Council also co-ordinates emergency flood relief services and operates flood warning systems for both the Barrier and non-tidal catchment areas. It intends to further improve the effectiveness of its warning services by introducing a computerised system in 1984/5.

Solid Wastes

The GLC is the largest waste disposal authority in Europe and is directly responsible for disposal of 3.25 million tonnes of household refuse and has regulatory powers over the movement of a further 17 million tonnes. Most of London's waste is disposed of by — literally — tipping it into holes in the ground (known as 'landfill') — often many miles outside London — making it possible to reclaim a great deal of derelict land. It is packed into economic loads at one of the Council's transfer stations and moved wherever possible by rail or river so as to protect the London environment. No more than 50% is transported by road. The Council has engineered the large-scale extraction of



methane gas which is produced naturally from refuse at its Aveley landfill site, and in 1983/4 its sale brought in some £350,000. Some 10% of London's refuse is burned at the Council's massive incinerator at Edmonton where the heat generated produces electricity which is sold to the Electricity Board. These sales earned £4 million during the year under review. The Council plans to build a second incinerator in South-East London.

Moving waste is expensive, and there are many advantages, both economic and environmental, in encouraging greater recycling of raw materials. The Council's ventures into this field are proving highly successful and it now provides financial support to boroughs for recycling paper, glass and cans, as well as providing bottle banks across six North London boroughs. Most of the Council's 38 civic amenity centres have recycling facilities, and 20 of them are complete recycling centres where each month the public recycles more than 1,000 tonnes of glass, cans, metals, rags, paper, cardboard and used motor oil. The Council controls all waste disposal operations in both the public and private sectors and also protects the health and

safety of Londoners by monitoring the production, movement and disposal of hazardous wastes. It has set standards for the safe disposal of clinical wastes and is building a specialised incinerator to provide a back-up to the hospitals' own facilities.

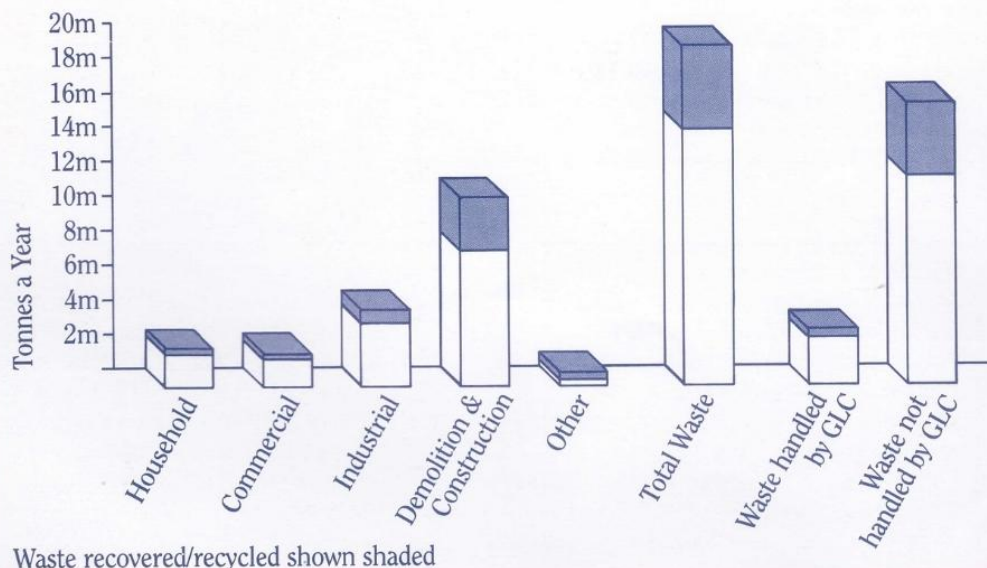
A draft planning statement has been published by the GLC setting guidelines for the management and disposal of London's waste into the 21st century, and an international conference on the subject was held in May 1984.

Pollution Control

The Council continued to monitor the overall quality of air in London. The computerised data processing facility for storing and analysing sulphur dioxide and smoke readings measured by the London Boroughs and this Council, now covers about 50 sites and is in routine use. Continuing concern over the effects of air pollution emissions on human health, and on the natural and urban environment, including London's historic buildings and monuments, has highlighted the importance for the Council maintaining an up-to-date record of pollution sources in the London area. Liaison between the Council and Environmental Health Officers of all the London Boroughs took place as the first stage of a joint new GLC/LBC survey of pollution sources in the Greater London area. A survey of lead in dust concentrations in about 250 ILEA school playgrounds, associated with external redecoration of schools, was completed so that appropriate action could be taken in those instances where concentrations exceeded the GLC/ILEA interim action level. The Council continues to be concerned over people's possible exposure to airborne asbestos in buildings, and a draft air sampling protocol has been produced to allow airborne fibre concentrations in buildings to be measured in a consistent and comparable manner.

The up-to-date information on traffic and aircraft noise made available to the Council by continuous and extensive monitoring, is being used in planning for a quieter city.

Total waste generated in a year





Evidence on environmental effects has been provided at numerous Public Inquiries and in 1983 this included the proposal for a STOLport (Short Take-Off and Land Airport) in the Royal Docks, the road schemes such as the Hayes By-pass and the Archway motorway. The vibration caused by heavy lorries was measured at several locations including historic buildings, and its effects studied. This work is continuing. Methods of providing improved and cost effective sound insulation for buildings exposed to excessive noise are being tested, partly funded by European Community grant. The service started last year for providing modern, sophisticated noise and air pollution monitoring equipment to the London Boroughs, together with calibration and other back-up facilities, has been very successful, and over 200 requests were met during the year. Four issues of the London Environmental Bulletin were published and distributed.

Emergency Planning and Nuclear Policy

The Council has continued to act vigorously in pursuit of the policy based on the 1982 declaration of London as a Nuclear Free Zone. Together with the Manchester Conference of Nuclear Free Zone Authorities, the Council has continued its strong opposition to Government demands that local authorities should prepare and plan for a hostile attack. However, the Government made new Civil Defence Regulations in December 1983 imposing considerable civil defence duties on the Council but failed to provide the Council with information upon which realistic plans could be based. Strenuous efforts are continuing to obtain such information, and the Council anticipates having to set up its own panel of scientific and defence experts to report on the nature and effects of the risk to Londoners in time of war and the consequences for civil defence planning.

In keeping with its Nuclear Free Zone policy, in April 1983 the Council held an international conference on the transportation of irradiated nuclear fuel

Barges being loaded for refuse disposal.

through urban areas, and is preparing a contingency plan to deal with a spillage of irradiated fuel in London.

The Council also continued to submit extensive evidence to oppose the proposal by the Central Electricity Generating Council to build a Pressurised Heavy Water Reactor at Sizewell in Suffolk.

Financial Performance

During the year under review, the GLC's net capital and revenue expenditures on public health and safety amounted to £52.213m

The Year Ahead . . .

If the GLC were to be abolished, and the London Fire Brigade forced to comply with Government spending restrictions the consequence could be the loss of 1,400 firefighters' jobs; the closure of 10 fire stations; the withdrawal of 44 pumps; and associated cuts in support staff and specialist vehicles. The provision of fire safety advice would be seriously curtailed.

It is the Council's aim during 1984/5.

- To implement the London Fire Brigade's Central Mobilising Control System
- To have built new fire stations at Beckenham, North Kensington and East Greenwich by March 1985
- To begin building the Greater London Emergency Co-ordination Centre
- To complete construction work at both the Factory Lane and Western Riverside refuse transfer stations by March 1985
- To have built the special reserve incinerator for clinical waste at the Edmonton Solid Waste Incinerator Plant
- To report on the collection and disposal of asbestos by the end of 1984 and to initiate an evaluation of the effect of acid rain on London

and £205.272m respectively.

Details of the accounts are summarised in the following table:-

1982/83 net (£000)		1983-84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
8,082	Fire	11,079	—	11,079	11,485
124	Buildings and Structures	37	—	37	32
26,209	Flood and Land Drainage	36,688	10,543	26,145	16,595
5,883	Waste Disposal	14,685	—	14,685	12,591
58	Pollution Research	267	—	267	281
40,356	Total	62,756	10,543	52,213	40,984
Revenue					
106,707	Fire	128,008	9,418	118,590	120,060
8,155	Buildings and Structures	15,235	5,411	9,824	9,997
19,675	Flood and Land Drainage	25,692	237	25,455	26,946
47,559	Waste Disposal	56,610	6,497	50,113	53,799
309	Pollution Research	598	40	558	726
261	Emergency Planning and Nuclear Policy	939	207	732	781
182,666	Total	227,082	21,810	205,272	212,309

Variation in net capital expenditure, as against budget estimates, to the order of +£11.2m was caused by lower than anticipated grant receipts and a net overspend on waste disposal transfer stations and minor improvements, which was partly offset by slippage on the approved programme of fire work and on the Thames flood projects. Variance of -£7.0m in net revenue expenditure arose from reduced

expenditure requirements on maintenance arising from contractor delays to Thames Barrier hand-over, reduced debt repayments, savings on waste disposal costs and other minor variances, combined with increased receipts from the sale of electricity and from fire staff pension contributions together with a rise in contributions from insurance companies.

Transportation

1983/84 has been a milestone in the history of London Transport (LT). First, under the GLC's initiative, the Travelcard — the first fully integrated bus and rail Underground ticket in London — was introduced in May 1983 and in association with that, fares were reduced by 25%. The continued effect of these progressive policies has been to increase dramatically the number of people using London Transport: so for the first time since the 1950s, there has been an increase in the number of passengers using buses and tubes. As a result, LT has made an operational surplus of £36 million — money that has been re-invested in LT, and which has helped reduce the GLC precept. It was not just the GLC Travelcard that boosted performance however. Other measures, some agreed and funded over the last two to three years, but now bearing fruit, such as the bus lane programme and investment in station modernisation and transport interchanges, have made services more reliable, regular and attractive to the customer. This successful public transport policy has also led to a 10% reduction in car commuting and at least 3,000 per annum fewer injuries in road accidents.

However, the Government's plans to take LT from GLC control were made public in

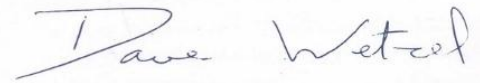
1983. The Tories have made it clear that they will drastically reduce the level of subsidy to LT. The effect will be to force fares up and cut services putting London's transport back into the spiral of decline — higher fares/less services = less passengers etc. — we have done so much to overcome. Shortly before the London Regional Transport Bill (LRT) became law, Mrs Lynda Chalker, MP, Minister of State at the Department of Transport, indicated that the Government's policy was to run down the revenue subsidy to LRT from £240 million per annum to some £96 million by 1987/88. This clear statement must mean three things — higher fares, fewer buses and trains, and fewer jobs.

London Transport's 3-Year Plan for 1985/88 freezes fares for the next three years, further improves services and introduces the integrated BR/LT Travelcard in January 1985. All this seems likely to be lost as the LRT have torn up the three-year plan and seem hell-bent on imposing the same tired mix of fares increases and services cuts that made the words 'London Transport' a joke with Londoners before 1981.

In other transport fields we have continued to improve conditions for

London's pedestrians and cyclists, and to prepare and carry out a number of strategically important road schemes such as the Rochester Way Relief Road, Hayes By-pass and the North-South Route.

The GLC's experienced Traffic Management and Road Safety sections have introduced a number of measures, both large and small, across London to make roads safer for both motorists and pedestrians and to remove the nuisance and danger of heavy traffic in residential streets. Work has also continued on the scheme to implement a night-time and weekend lorry ban in London, a major step forward in our coherent programme to improve the quality of life of those who live and work in the capital.



Dave Wetzel
Chair
Transport Committee.



Major Achievements of 1983/84

- 28.8 million underground train miles and 163.9 million bus miles operated by London Transport in 1983.
- Scheme for fares simplification and integration, including introduction of Travelcards and new zonal fares, implemented on 22 May 1983.
- Half-rate concessionary travel on British Rail services in Greater London for OAP travel permit holders introduced in October 1983.
- Taxi and dial-a-ride schemes for the disabled developed for London-wide introduction.
- Some 50 new bus priority traffic measures implemented.
- 140 road safety schemes introduced, 78 new pedestrian crossings installed and 181 sites treated with anti-skid surfacing.
- 16 metropolitan improvement schemes completed and 14 started.
- Proposals for night-time and weekend lorry ban approved in principle in February 1984 for introduction in spring 1985.

Many roads in Britain lead to London, or through London, as most railways, coach services and air traffic are centred on London. The capital has to cope with its own transport problems and those of national and international transportation as well.

The GLC is the strategic transport authority for London with responsibility, in 1983/84, for the overall policy and financial control of London Transport, and for much of the traffic management, car parking and main highway policy. It is responsible for the upkeep of all metropolitan roads, including Thames tunnels and bridges, and it also carries out improvements to the metropolitan roads and builds new roads where necessary.

Public Transport

Major features of the Council's policy for public transport in 1983/4 were improvements in the standard and reliability of services and the simplification and integration of London Transport (LT) fares. The Council also worked closely with British Rail on station improvements, improved facilities for the disabled and closer integration of BR and LT services and fares. London Transport's capital expenditure in 1983 (£167.5m) was the highest in real terms since the Council took control of LT and the Council paid £159.3m while the Government gave grants of £4.6m for new buses with LT providing £3.6m by its own capital receipts. This increased expenditure reflected the acceleration of a number of rail projects including the extension of the Piccadilly Line to Heathrow Terminal 4 and purchase of new rolling stock. Revenue support payments to London Transport in 1983/84 totalled £175m.

During the year London Transport operated 163.9 million bus miles and 28.8

million tube miles against minimum targets set by the Council of 162 million bus miles and 28.8 million train miles. The improved reliability of services was reflected in operated mileage being increased to 94% of scheduled mileage for buses and 97.3% for the Underground.

The introduction of a simplified and reduced fares system on LT's trains and buses, with GLC Travelcards permitting travel on both bus and Underground, resulted in a 16% increase in passenger mileage and a reduction of some 10% in the use of cars for journeys to central London during peak hours.

More than 970,000 London concessionary fare passes available to all London residents over pensionable age

were issued in 1983 and the Council paid £58.9 million to LT and other operators for lost income. Since 1981 we have improved the validity of these passes by extending free travel to the Underground, abolishing bus fares in the afternoon peak period, introducing half fares on BR services in Greater London and bringing the starting time on London Transport forward to 9.0am.

The Council is also funding a programme of transport initiatives to provide alternatives to conventional public transport for people with disabilities, including Dial-a-Ride and Community Transport schemes, and the popular GLC taxicab for disabled people was extended to a London-wide service in June 1984.

Traffic Management

The Council's traffic management policy for 1983/4 continued the development of traffic control and parking to make the best use of existing roads with special consideration to bus priority measures, to reducing the impact of traffic on the environment and to providing better conditions for pedestrians and cyclists. To ensure that people's needs are properly identified, there are informal meetings of co-ordination groups at which representatives of appropriate amenity and transport organisations have the opportunity to make their views known to Members and officers of the Council. Particular care is taken to ensure that the needs of women are not overlooked.

Bus priority schemes have been a major feature of the Council's commitment to assisting public transport and 50 more were implemented in 1983/4 (200 bus lanes have now been introduced) with more in the pipeline. A further 35 are scheduled for next year.

Dial-a-ride service for the disabled.



Left An example of new 'red' bus lanes.

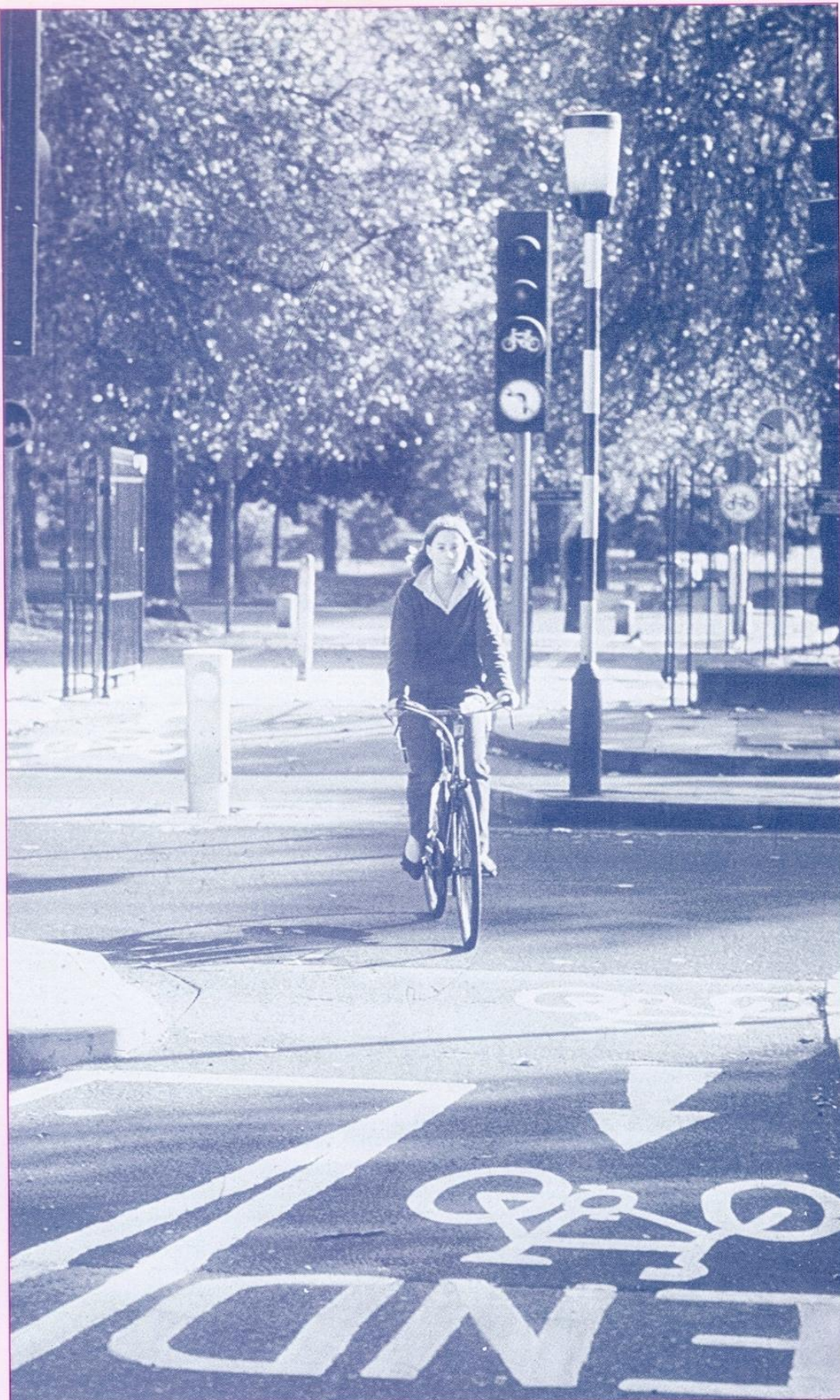
A cycling co-ordination group also meets regularly to liaise with representative cycling groups and the Council has implemented ten new cycle schemes during the year with 45 more in the pipeline. Special consideration is now given to cyclists' needs in all new schemes initiated by the Council, and Department of Transport and London Borough proposals are also monitored in the same way.

The Council is responsible for more than 2,200 traffic signals at road junctions and pedestrian crossings throughout London, and about 1,200 in central London are co-ordinated by computer control to ensure minimum delay to pedestrians and vehicular traffic. This computer system was introduced in the late 1960s, however, and is now in danger of becoming obsolete. A new system is therefore being introduced, initially in the centre and West End of London, using more modern equipment which includes a facility known as SCOOT (Split Cycle Offset Optimisation Technique) which not only provides co-ordination between signals but also measures and takes into account variations in the traffic flow and adjusts the timing of signals accordingly. The first SCOOT area is now complete and working well. Transport and Road Research Laboratory studies indicate that delays may be reduced by as much as 12%. New technology is also being used to help buses pass through traffic lights more quickly, and this facility will gradually be introduced in much of London.

The introduction of traffic management and safety measures continued throughout the year. A particular feature was the campaign to improve safety for pedestrians, particularly the blind, the old and infirm and others compelled to walk in the road by vehicles parked on pavements. This continuing programme included a publicity exercise and a programme of installing bollards on pavements. In 1983 there were 44,395 road accidents involving death or personal injury in the GLC area, and 12,314 of these involved pedestrians. Road accidents cost some £350 million in London in 1983. To try to combat this the Council implemented a further 159 safety schemes and investigated a further 134 sites. This brought the number of such schemes implemented to 1,728 which is calculated to prevent 3,200 accidents each year at an annual saving to the community of some £25 million. A further 120 schemes are proposed for 1984/5.

Parking Measures

Traffic congestion continued to cause unacceptable delays to essential traffic and serious problems for cyclists and pedestrians during the year. In May 1983 the experimental use of wheel clamps was introduced in co-operation with the Department of Transport and the Metropolitan Police. Latest indications suggest that this will be an effective deterrent against illegal parking in central London.



One of the many new cycle schemes implemented.

Maintenance, Construction and Improvement of Highways

The Council is responsible for the regular maintenance of 890 miles of metropolitan roads in central London and for ensuring that safety standards are maintained. Most of the day-to-day maintenance is carried out by the London Boroughs on an agency basis and this work was carried on satisfactorily in 1983/4 as was the maintenance of the Council's 2,200 traffic installations and the Urban Traffic Control system.

The Council continues regular repainting of the Thames bridges and Albert Bridge was repainted during 1983/4 with Battersea Bridge scheduled for 1984/5.

The Council also continued its attack launched in 1982/3 on the progressive decline of surfacing on London's metropolitan roads; in 1983/4 some 63 km of road was resurfaced (42 km in 1982/3) and 12 km reconstructed (9 km in 1982/3). Inroads are now being made into the large backlog which accumulated in recent years and a further 95 km are scheduled for resurfacing during 1984/5. However, this progress is offset to some extent by the effect that new low

tonnes may have on road surfaces. The Department of Transport has advised that all highway bridges built before 1922 and some built between 1922 and 1951 should be checked. It is too early to assess what extra work may be needed as a result of these checks, but the very real progress now being made in restoring London's roads to appropriate standards may be severely curtailed if additional funds are not forthcoming from central Government. The need to close Hammersmith Bridge for five weeks for emergency repairs following structural damage brought on by overweight lorries during the year highlighted this problem.

The Council reviewed its expensive programme of road construction in 1982/3

and work continued on a reduced programme during the year under review. During the year the Council accelerated its programme of pre-construction statutory procedures involved in the Hayes By-pass and the North/South Route schemes and completed the preliminary stages in less than half the normal time for such large and complex schemes to enable public inquiries to be held during the year. Subject to early decisions by the Secretary of State for Transport and the availability of financial resources, it is hoped that work on the early stages of both these projects should be able to begin during 1984/5. Capital expenditure in 1983/4 on road construction and land acquisition totalled £34.92 million compared with £30.7 million in 1982/3

(excluding staff transferred to capital). During the year 16 schemes were completed and 14 new schemes were started. The highways construction and improvement programme continues to be part of a balanced transport plan alongside the provision of public transport, traffic management and traffic restraint. The objectives are to provide the movement needed by the London economy and personal mobility for the people of London.

Freight

The Council remains committed to encouraging the distribution of freight in such a way as to keep environmental conflicts to a minimum while enabling industry and commerce to operate both efficiently and economically. This includes encouraging co-operation between freight operators and land holders. The Council continued to support the development of rail and port freight facilities where possible although recession has limited opportunities for development. However, a market study of three possible projects on the Thames was carried out during the year as a basis for future decisions in these areas. A grant was also made to British Rail towards half the cost of three prototype wagons for the carriage of temperature-controlled goods to facilitate any future developments of railheads for fresh foodstuffs in London.

Public concern over the impact of lorries continued. The independent inquiry set up by the Council to look into the whole question of bans on heavy lorries in London reported its findings in July 1983. These have formed the basis of the Council's subsequent policy studies in this field and the development of a proposed night and weekend London-wide ban on lorries has been approved by the Council with appropriate exemptions to protect the viability of London firms.

The Year Ahead . . .

- Integration of the GLC Travelcard to provide full availability on LT and BR services in London with a fares freeze on LT.
- Not less than 29.3 million Underground miles and not less than 166 million bus miles to be operated in 1984/85 with further improvements to the reliability of services.
- Main civil engineering and building contracts to be let for the Docklands Light Railway.
- The introduction of the night and weekend heavy lorry ban for London.
- Further improvements to the scope of the travel concessions for old age pensioners.
- Further locally-based dial-a-ride schemes and a London-wide taxi scheme to be introduced for the disabled.
- Footway parking, with specified exemptions, to be banned in London from January 1985.

Financial Performance

In 1983/84, the Council's net expenditures for the Transportation Programme on capital and revenue accounts were

£109.536 million and £252.361 respectively. Further details are given below:

1982/83 (£000)		1983/84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
	Capital				
121,594	Public Transport	158,428	—	158,428	158,225
12,486	Traffic Management	9,864	—	9,864	9,988
34,963	Highways	39,055	—	39,055	38,389
2	Freight	4	—	4	2
97	Group Management & Support	—	—	—	—
169,142	Total	207,351		207,351	206,604
	Less (i) Transport Supplementary Grant	—	97,000	97,000	109,216
57,430	(ii) Inner City Grant	—	815	815	1,225
111,712	Total	207,351	97,815	109,536	96,163
	Revenue				
262,115	Public Transport	296,081	—	296,081	341,331
3,903	Traffic Management	5,853	162	5,691	4,968
52,302	Highways	65,625	3,398	62,227	59,134
94	Freight	234	—	234	254
2,558	Group Management and Support	1,961	1	1,960	1,989
320,971	Total	369,754	3,561	366,193	407,676
143,514	Less Transport and Supplementary Grant	—	113,832	113,832	91,506
177,458	Total	369,754	117,393	252,361	316,170
600	Loan to LTE	—	—	—	—
178,058	Total	369,754	117,393	252,361	316,170

Variance of +£13.4m in net capital expenditure arose from a revised end of year allocation of Transport Supplementary Grant between capital and revenue accounts, increased expenditure requirements on Highways Maintenance and Construction and a number of other minor variances which were partly offset by a lower cost of staff than anticipated.

Significant variation of -£63.8m in net revenue expenditure was due to lower

revenue support requirements by London Transport as a result of increased fares income of £52.0m, additional revenue Transport Supplementary Grant offset in part by the increased costs of concessionary travel, increased debt charges, revised staff costs chargeable to revenue account and miscellaneous residual items.

General Services

Much of the General Services Programme is concerned with making the Council's machinery function effectively. It is an essential task, because it enables the democratic process to work smoothly and effectively. The Programme provides the infrastructure on which all of the Council's services rely; but, by its very nature, it is not glamorous. Nevertheless it is surprising that the Government, which has set itself up as an arbiter of efficiency in local government, evidently knows little and cares less about the importance of these general services, for in the proposals for abolition they have received only the vaguest mention in statements from Government ministers.

Yet they are crucial in setting the high standard of efficiency and cost-effectiveness found in the Council. For example, the Supplies Department buys a huge range of goods and equipment for the GLC, for schools and colleges in ILEA, for voluntary organisations, London Boroughs, other councils and public bodies such as water authorities. The Adult Commission, set up by the present Government, reported that the GLC was pre-eminent in its ability to provide these economically, and that our Supplies Department was the most efficient in Britain. We estimate that last year our Supplies Department saved ratepayers £15 million.

We have combined the pursuit of efficiency with an innovative social policy. We insist that the organisations from which we buy materials are good employers; they, like us, should operate effective equal opportunities policies and allow for proper collective bargaining of their workers. They must respect health and safety requirements, and if they use homeworkers, then they must agree to operate a code of practice drawn up by us. We also have a policy of encouraging firms — often small firms — to expand in the London area and become our suppliers. For example, we have worked closely with a London-based

computer firm to provide our Business Communications System. The GLC has obtained an effective custom-built system from this collaboration; the firm has had a secure base on which it has expanded and has started to export; and London has gained jobs in new technology.

In the last year we have been able to accelerate the building programme for Outer London Magistrates' Courts, which draws on the services of various GLC departments such as Architects and Valuers. We are also close to completing a major system of computerisation for the Courts, using the expertise of our Central Computing Service. The Scientific Services Branch has worked on problems such as asbestos in schools for ILEA, lead concentrations from heavy traffic, and — with the London Fire Brigade and Central Computing — on systems for dealing with dangerous materials in fires. Public Relations Branch has worked to increase public awareness and understanding of many of these issues.

So these services are working, mostly in the background, to bring together and underpin a wide variety of activities which are of direct concern to ordinary Londoners. As one of the two Chairs for the programme, it is manifestly clear to me that all the parts of the Council work in a highly efficient way with each other, with ILEA, voluntary organisations, London Boroughs and other Local Authorities.

Londoners can take pride in the Programme's unpublicised achievements. It is time that the Government recognised the extent of the destruction which follow if it succeeds, against the majority of Londoners, in abolishing the GLC.

John Wilson
Chair,
Legal and General Committee

has shown the Council to be the most efficient local authority in the country in terms of its purchasing of supplies, buying some materials more cheaply than central government or industry. London Boroughs and other London authorities also benefit by being able to purchase supplies from the Council at cost price.

Public Relations

The Council has a professional public relations branch responsible for keeping the people of London informed about the activities of the Council and for monitoring public reaction to its policies and proposals. During the year under review a great deal of its time and resources were devoted to the

Council's public awareness campaign to combat the Government's announced intention to abolish the GLC.

During the year a total of 118 publications were produced as well as a large number of posters, leaflets, radio and TV commercials. More than 800 press notices were released and regular press conferences and briefings arranged.

In December 1983 the Council opened a new sales and information point in the main entrance to County Hall to provide a central outlet for all GLC publications, leaflets and posters. This is also the central point for the distribution of campaign materials and is linked to a new telephone information service. Publication of the Council's own free newspaper distributed to every household in Greater London continued throughout the year.

It is a tribute to the work of the public relations branch that opinion amongst Londoners has shifted so decisively against the Government's abolition proposals. Clear majorities of Londoners now oppose the abolition of the Council; oppose the cancellation of the GLC elections in 1985; and believe that the Government is pursuing its policy on abolition because it wishes to silence a political opponent. The Council's campaign — which argues for democratic accountability, for a strategic authority for London, and for the services which Londoners need — is in response to ill-thought-out proposals by Government.

It is an indication of the success of the GLC's awareness campaign that Government has expressed such vehement opposition to it, including a personal pledge by the Secretary of State to put an end to it. However, despite various controls introduced under the Paving legislation, the campaign to inform and persuade Londoners continues.

External Relations

The work of the Council's External Relations Unit has intensified during the course of the year, reflecting new Council policy initiatives and the growing public interest in the role and relevance of the Council arising from the campaign against abolition.

Notable events during the year for which special functions were organised included the 34th plenary session in June 1983 of the Union of Capital Cities of Europe, the visit of the Mayor of Moscow in July and August, the GLC 'open house' and South Bank festivities on 'Thamesday' in September, and the launching in January 1984 of 'Anti-racist year'. In addition the unit's staff gave talks on the Council's responsibilities to some 5,000 members of organisations visiting County Hall, and gave or organised some 250 talks to outside bodies.

The Council is a large organisation and consequently needs management and central support services of a high quality to ensure that it operates efficiently and effectively. These services include administrative support to the Council, its Committees and individual members to ensure that adequate briefing is available and it includes the provision of general legal and Parliamentary advice. The General services programme is also responsible for central administration, public relations, personnel management and training, accommodation and security for County Hall and the new offices at Vauxhall Cross.

A survey by the national Audit Commission, an independent organisation,

Judicial Services

Although the Council has no direct responsibility for the administration of justice in the capital it continues to bear a proportion of the cost and, as in previous years, paid the salaries of coroners, met the expenses of inquests and provided coroners' court premises throughout Greater London except for the City. In Outer London the Council provided and maintained accommodation for use by magistrates' courts and paid staff and other expenses with 80% of the cost being reimbursed by the Government — as was the case with the running of the probationary services in Outer London.

Greater London Record Office and History Library

The year under review was the first full year in which the Record Office and Library were operating in newly-adapted premises in Clerkenwell. Some 10,892 readers used the new reading room; and a further 4,146 readers used the History Library and Photographic Collection. Research has been undertaken at a variety of levels, from international scholars to 'dabblers' in the history of their own neighbourhood. 120 collections of non-official records were received by gift of deposit, and a further 1,500 items were added to the History Library ranging from official reports to local histories and pamphlets. Among the 35 parties to visit the office during the year was one led by the Mayor of Moscow.

Data Processing

Improved co-operation between data processing users throughout London was achieved during the year by the continuing expansion of the London-wide network of terminals extended to London Boroughs. The Council's mainframe computing facility was further enhanced to meet the growing demand for computing services. The Council also carried forward implementation of its own computer-based business communications strategy. Continuing its policy of giving every possible assistance to voluntary and community groups in London in the application of information technology (IT), the Council has provided workshop and demonstration facilities — particularly through the County Hall Information Technology Centre. It has also further developed a programme of work applying IT to the special needs of disabled people, by creating special job opportunities and organising seminars and exhibitions. The Council launched its Welfare Benefits work using trial small micro computers together with publicity and direct advice campaigns to help disadvantaged Londoners obtain their full benefit entitlements.

Land Charges and Commons Registration

During the year the Council carried out, on request, some 314,500 searches in connection with local land charges. It is also required to maintain a register of common

land and undertook more than 3,100 searches — an increase of almost 30% over the previous year. Another 20,000 enquiries about the effects of GLC/ILEA proposed schemes on individual properties were also dealt with. In all but a handful of cases, involving more complex research, each request was met within six working days of the inquiry being made.

Services for Other Bodies

One of the advantages to the rest of London of the scale of the GLC's operation is the

wide ranging professional and specialist expertise within it, and its bulk purchasing power not to be found in smaller organisations. During the year under review the Council provided architectural, engineering, valuation, legal and administrative services, among many others, for the Inner London Education Authority. The London boroughs and many other organisations made particular use of research and intelligence, scientific, and computing services.

Financial Performance

The capital and revenue accounts for the General Services Programme during 1983/84 are indicated in the table below:

1982/83 Net £000		1983/84 (£000)			
		Expenditure	Income	Net Expenditure	Final Budget
Capital					
—	Administrative Services	47	—	47	52
863	Judicial Services	1,761	—	1,761	1,937
6,214	Support Services	2,035	1	2,034	2,055
644	Loans to Other Bodies	600	—	600	50,600
7,721	Total	4,443	1	4,442	54,644
Revenue					
5,589	Administrative Services	6,396	68	6,328	6,542
6,561	Judicial Services	27,297	20,804	6,493	6,152
157	Services for ILEA & Other Bodies	157,172	157,067	105	—
4,923	General Management & Personnel Services	7,096	212	6,884	7,405
17,230	Total	197,961	178,151	19,810	20,009

Variation in net capital expenditure from the revised budget estimates was in the order of —£50.2m. Most of this (—£50.0m) was due to the fact the provision in the budget for on-lending to boroughs was not required, and the remaining underspend arose as a result of slippage on the probation minor works programme.

The relatively modest underspending of —£0.3m in net revenue account is the result of lower staff costs and the lower net running costs at the Greater London Record Office, partly offset by a revised incidence of grant income in respect of judicial services and of expenditure and income on services for other bodies.

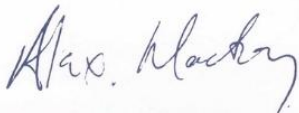
Technical Services

The Technical Services Committee was set up in May 1983, with the dual purpose of making the Departments of Mechanical and Electrical Engineering, Architecture and Civic Design, and Valuation and Estates more responsive to the aims of the Council, and of strengthening the Council's commitment to the use, wherever possible, of in-house services. With responsibility for London Community Builders as well, the Technical Services Committee is able to offer the Council a fully comprehensive construction and technical service.

In order to do so, it has been essential to introduce a series of management systems which are new to the Council, and in some cases, which are world leaders in their scope and depth. In particular the Greater London Maintenance Cost Control System (GLOMACC), and the advanced techniques for measuring work being pioneered in the Technical Services departments will provide an unprecedented capacity to anticipate and account for their needs and activities.

In trading terms, the Committee has also made exciting progress: London Community Builders achieved a surplus of £2 million by the end of the fiscal year 1982-83 which was returned to the Council's general rate fund and it continued to trade profitably in 1983/84; the use of in-house services has kept to a minimum the costs of consultants and contractors; and many of the areas of expertise which are being developed are being considered for marketing to other organisations in both the public and private sectors.

In its first year, the Technical Services Committee has made great progress in setting up the means to control and assist the Council's technical departments. In future years these mechanisms will be used to demonstrate that Londoners are receiving the best possible services at the best possible value for money, while developing and adding to the Council's high standards of technical expertise.



Alex Mackay
Chair
Technical Services Committee



In its first year, the Technical Services Committee has been concerned to improve the methods by which the GLC's building and property services are run. Management consultants were employed to undertake a pilot study to show how methods of working could be improved, with the aim of generating significant savings through greater efficiency and providing a better and more responsive service to client committees. They are now engaged on a longer assignment to put their proposals into practice using the most sophisticated techniques, including new computerised systems.

In the longer term, the technical departments will operate at 'arms length' with client departments, more like private architects, estate agents and engineering

The Council's award-winning scheme at Globe wharf.

consultancies. They will bid for work from the 'client' committees, carry it out, and in the end be paid for the work done. The departments will run 'trading accounts' which will reflect their operating performance in profit and loss terms.

Already London Community Builders operates in this way under Government legislation, and has traded profitably since its inception in 1982. Every year, the regulations made by the Government have been progressively tightened, but LCB has gone from strength to strength not only meeting, but exceeding them to return a sizeable profit to the rate payers. In time, the other technical departments will be able to

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demonstrate similar benefits to London, showing that the in-house services are truly competitive with the best in the private sector.

Further developments are in hand on the control of maintenance work. The Greater London Maintenance Cost Control System (GLOMACC) will integrate still further the GLC's maintenance operations, with the main objective of improving service and reducing unit costs. Due to go 'on line' in June 1984, GLOMACC will demonstrate still further that Direct Labour Organisations can operate at extremely high levels of efficiency when backed by clear policy objectives and good modern management practices, giving greater satisfaction to tenants and other clients while at the same time keeping the costs to the ratepayer down.

Each of the four departments in Technical Services contributes in a major way keeping existing GLC buildings and structures in a good state of repair and bringing about the highest possible quality of new construction.

Department of Architecture and Civic Design

The GLC is the only local authority in the country with the resources and workload necessary to support a completely integrated building organisation. Within one department — Architecture and Civic Design — are all the professional skills and disciplines needed to construct and care for all types of building, from simple nursery school classrooms to major fire station complexes.

During the last financial year, the department was responsible for construction work in contract to a total value of more than £60 million. This is in addition to the work, totalling in value more than £140 million, which was in various stages of design. The department also carried out a large amount of building design and construction work for the ILEA which is not reflected in these figures. The work in question related to virtually all of the Council's programme areas.

The department's efforts and achievements have received wide recognition from the professions and the building industry during the year. The Central Market Building at Covent Garden received the prestigious Otis Award for fine construction as well as the Eurostruct Press Award, a conservation award open to all European countries.

The Odhams Walk new housing development, again in the Covent Garden, won the well-known Brick Development Association Award and the Housing Design Award sponsored jointly by the DoE, RIBA and NHBC. Another 'decorated' new housing development was that at Globe Wharf, Tower Hamlets, which won the Tower Hamlets Design Award.

The department's expertise in the building field continues to be in demand and further initiatives have been made in conjunction with the Architectural Press to

enable a wider public to benefit. Three more volumes, making twelve in all, written by the department's staff, were published in 1983.

Department of Mechanical and Electrical Engineering

The Department of Mechanical and Electrical Engineering is a large and integrated department and is responsible for the design, installation and maintenance of mechanical and electrical engineering services and equipment, including marine services for the Greater London Council and the Inner London Education Authority. The services that the department provides have an impact on virtually all aspects of life in London: building services, communications, road and river services, housing, schools, recreation and leisure activities and, not least, safety standards related to buildings and building users.

Over the past few years an extensive programme of energy conservation measures has been introduced in the County Hall complex which has resulted in an overall reduction of 26% in the consumption of gas. For its outstanding energy conservation work in County Hall over the past four years, the Council was awarded the SEGAS 'Gem' award in 1983.

In 1983/84, major work undertaken by the Department in the Council's headquarters buildings included the replacement and improvement of lifts at a cost of over £250,000, the reinstatement of engineering and lift services in the Island Block following flood damage caused by a burst water main, additions and alterations to the computer suite, heating and ventilating improvements and a number of energy-saving projects.

The Council has direct responsibility for approximately 895 miles of metropolitan roads and the Department has been responsible for the design of lighting and other engineering services such as signs, surveillance and emergency telephones. The Department has a special section that is responsible for the maintenance of the Thames Tunnels which are used by an enormous number of vehicles each year — some 18 million in Blackwall Tunnel alone in 1983/84.

The Department maintains the Woolwich Free Ferry boats and pier installations and operates the boats and associated services. The cost of this service in 1983/84 was some £1.5 million and, in addition, the major task of fitting new engines to one of the three ferry boats was undertaken by the Department's own staff.

During 1983/84, the Council committed itself to encouraging much more intensive use of the facilities in the Royal Festival Hall and a number of major alterations and improvements were put in hand. Improvement works for which the Department was responsible had a contract value of nearly £300,000 and included enhanced lighting to the foyer and staircases; exhibition lighting; mechanical and electrical services to Lyre Room, bookshop and new bar; measures to assist

the hard of hearing; and major alterations to the cafeteria and box office. In addition, £100,000 worth of major repair and maintenance work was undertaken, including the rewiring of several sections of the building.

The Council's current multi-storey block improvement programme has given the Department the new challenge of modifying services to match new concepts in such aspects as controlled-entry schemes and enhanced public area lighting. Within this programme older lifts are being refurbished or replaced and contracts for 22 lifts were let in 1983/84.

The Department's total expenditure, capital and revenue, on new schemes and maintenance work in the 1983/84 housing programme was some £6.6 million and in addition 66 major sub-contracts for engineering services, valued at £1.75 million, were prepared for inclusion in main contracts to be let by the Architect to the Council.

Work is progressing well on a major communications and mobilising project for the London Fire Brigade, which will provide a central control of mobilisation of the Brigade's resources to meet the projected demands of emergency calls into the 1990's and beyond. Work on the installation of this system cost £1,628,000 in 1983/84 and the total value of the project is more than £7.5 million.

The Department's electronics staff have been involved in the design of communications and security systems at the Thames Barrier, and with the flood warning devices on the tributaries of the Thames for which the Council is responsible.

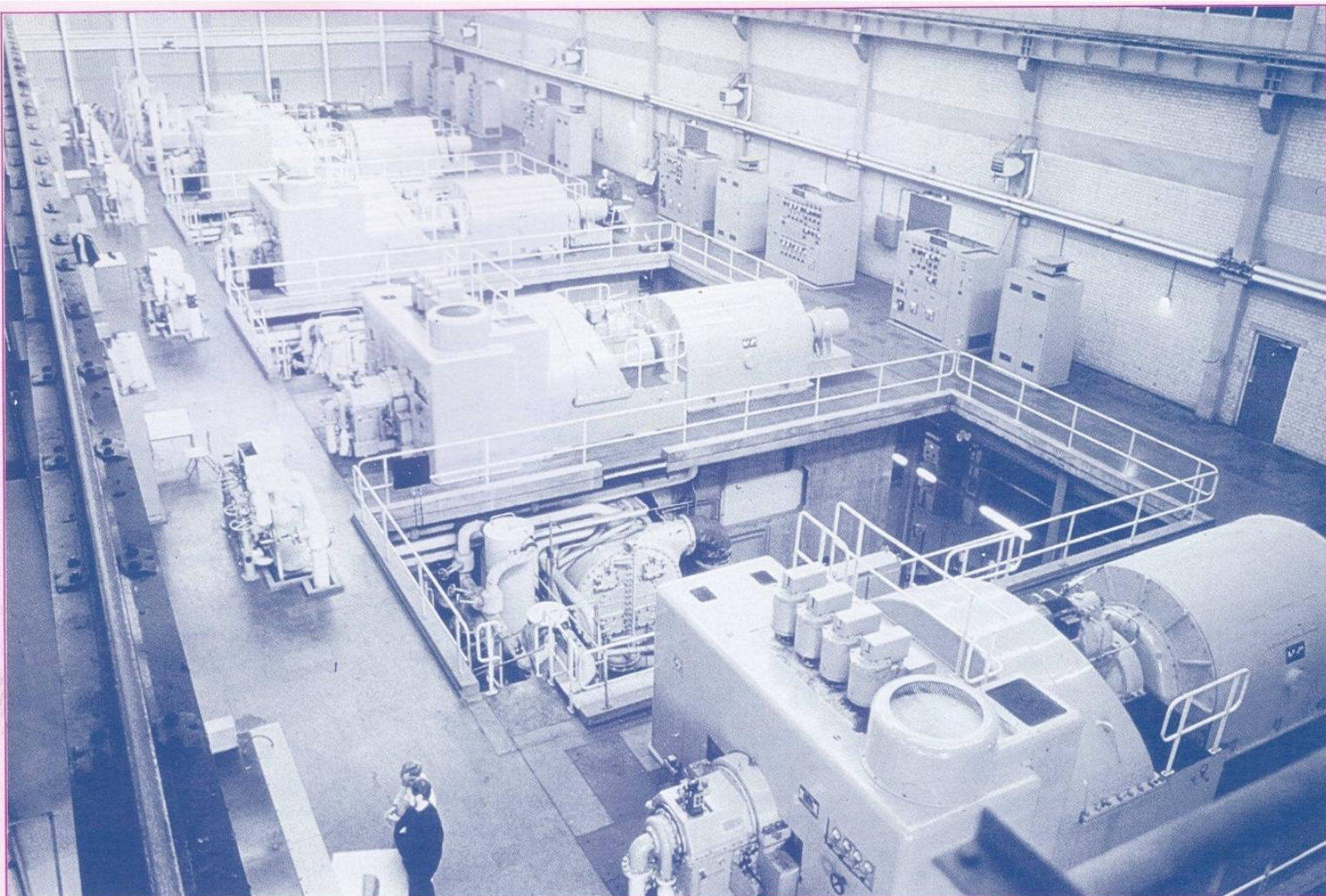
As regards departmental expenditure, services rendered on the maintenance and improvement of waste disposal plant as a whole, was £2.2 million in 1983/84.

During the year, the Department placed almost 34,000 orders on contractors, 15,550 on behalf of the ILEA, and made payments of just over £30 million for work and services received. Work completed by the Department's direct labour organisation was valued at £3.4 million, and 170 schemes for major sub-contracts were prepared for letting during the year with a total value of £3.25 million, including 80 schemes, valued at £1.9 million for ILEA.

Valuation and Estates Department

Land and buildings are a basic requirement of many of the services provided by the GLC and the ILEA. The department responsible for providing for these needs is Valuation and Estates, which is some 650 strong. The GLC/ILEA is a very big land owner indeed and, were all the individual parcels of property in ownership grouped together, they would cover an area in excess of 41 square miles — an area the size of the island of Jersey, or of Bristol.

Among initiatives of this Administration to which the department has made a significant contribution is the creation of more than a million sq ft of new and refurbished industrial accommodation and



A view of the turbine hall generating electricity at the solid waste incineration plant at Edmonton.

the 4,000 job opportunities which that will create. Also noteworthy is the pending mixed development of the former Courage Brewery site close to Southwark Bridge. The department has also played a key role in the creation and the subsequent management of the highly successful refurbishment of the former Covent Garden fruit and flower market.

London Community Builders

During the year 1983/84, the Council's Building and Maintenance Direct Labour Organisation (DLO) has continued to develop its resources and extend its work capability from housing maintenance into works of rehabilitation and miscellaneous minor works of varied character. Its professional maintenance services division has made a considerable contribution to the capitalised repairs programme to transferred estates, and a number of large contracts have been carried out. In order to bring management and maintenance standards in Tower Hamlets up to the best possible levels, a third housing maintenance office has been set up together with a new district works depot at Bow Common Lane.

During the earlier part of the year, LCB moved its central staff into lower-cost accommodation at Vauxhall Cross where, adjoining the offices, a large central works depot of material and plant stores, vehicle and workshop facilities and a joinery

workshop, has been set up. This is conveniently situated to service the remaining housing districts and the GLC Buildings, offices, fire stations whose maintenance became an LCB responsibility on 1 April 1984. These new depots provide the additional works accommodation needed to expand building operative numbers and increase the amount of work which can be allocated to the DLO.

During 1983/84, LCB carried out extensive painting and decorating programmes to about one-fifth of the total GLC housing stock. Day-to-day maintenance repairs were carried out in accordance with the Council's approved time standards and a wide variety of repairs by contract were carried out.

Conclusion

It will be apparent that the GLC's Technical Services organisation is highly complex and is capable of handling a wide variety of work on behalf of its clients, the spending committees of the Council. Emphasis is increasingly being placed upon improving methods of cost control and demonstrating the quality of performance achieved. New systems being introduced in the coming year will be backed up by a revitalised and strengthened Project Management Division to establish a more effective relationship between the client and the professional departments, and the benefits of this will soon become apparent.

Section B

Staff Resources

Staff Resources

This Administration gave a commitment to the people of London that their GLC services would, in the future, be provided by a workforce which more accurately reflected the community that we seek to serve. In 1981, in complete co-operation with its trade unions, the Council adopted a revised Equal Opportunities Policy and embarked upon the development of a programme of positive action to work towards making this commitment a reality.

We have been monitoring our workforce in terms of race and sex by grade since 1983. Although we cannot obtain an exact comparison between 1981 and now, by looking at the people who joined in the last three years we see that the numbers of women have increased by 17% and the numbers of ethnic minorities have increased by 27%.

Equality targets are being prepared for each department which identify specific areas of under-representation of women and ethnic minorities, where positive action programmes will need to be introduced to redress the imbalances. Each department's targets will be regularly reviewed and progress on achievement will be closely monitored by the Staff Committee.

Possible barriers to the employment of people with disabilities are also being monitored and a code of practice for their employment is under preparation.

Due largely to the open grade structure (which effectively released staff 'trapped' into one particular discipline) the interest amongst staff in the Council's new training initiatives has been great. For example, the accelerated development scheme leading to a Certificate in Management Studies was advertised in May this year and 107 people applied. 18 trainees have now enrolled: 13 of them are from ethnic minorities while 16 are women. A number of short courses have

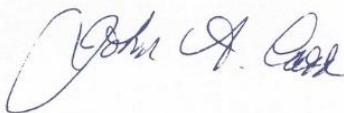
also been developed for women employees, covering career development, assertion, being interviewed and women and management. Details of all schemes are referred to in this report.

Without doubt this year has been the most successful so far in producing very real and measurable achievements. I am particularly pleased at the progress being made with the expansion of our schemes for the young unemployed. Since December the percentage of black apprentices and trainees has been doubled from 10% to 22%.

In order to share our experiences with others a conference on the GLC's Equal Opportunities and Contracts Compliance policies was held in April 1984 and was attended by 180 representatives of local authorities and public sector employers.

In the Industry and Employment area our policy of Contracts Compliance reflects our in-house equal opportunities policy, where the Council is using its spending power to encourage sections of the private sector to follow our lead.

Nobody at the GLC would be foolish enough to say that our personnel policies are yet perfect or beyond reproach. However, our fight against racism and sexism is unrelenting. To our staff this means that each individual has the undeniable right to challenge and to seek justification or redress against decisions taken by management in relation to their employment which they feel to be unfair or discriminatory.



John Carr
Chair
Staff Committee

white-collar staff. This is designed to give full and equal opportunity to all staff to apply for posts to which they feel themselves suited. It has also improved the ability of the Council as an employer to deploy staff flexibly.

More imaginative advertising including the extensive use of newspapers read by minority groups ensures that information about the job and training opportunities provided by the Council reaches all sections of the community in London.

Training is now available to assist women and ethnic minorities to enter into areas of employment where they have previously been absent or under-represented. This includes training in basic literacy skills (intended, to date, for cleaning and catering staff), a major 'second chance' scheme for those who left school without formal qualifications, and the provision of career development workshops and extended support for courses and training schemes to redress the previous imbalance in training take-up.

A youth training scheme has been started to provide training and work experience leading to full-time clerical work. In addition, the Council offers a wide range of trainee schemes and apprenticeship training for young men and women. These schemes cover such fields as architectural design, quantity and building surveying, computer operators, scientific officers, planning technicians, heating and ventilating technicians, carpenters and plumbers, and catering trainees.

A survey of the child care needs of staff has resulted in the introduction of a job-sharing scheme available to all employees and the provision of two 50-place day nurseries for the children of Council employees.

As part of this overall policy the Council is committed to extending the employment opportunities for people with disabilities. Council premises have been made more accessible for the disabled and other adaptations carried out. In addition, jobs are being restructured and job-sharing arrangements are offered where appropriate. Special training has been offered for deaf employees and new job opportunities are being developed in relation to information technology. A full annual report is available which details all the aspects of the implementation and monitoring of the Equal Opportunities Policy.

In consultation with the unions, a form of industrial democracy is being established to involve the staff very fully in the Council's decision-making process. Employee participation in these processes is expected to enhance staff morale and the quality of decisions.

Employment Policies

The Council is an equal opportunities employer, and aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of such considerations as sex, race, colour, marital status and political or religious belief. Selection criteria and procedures are kept under review to ensure that individuals are selected or promoted on the basis of their relevant merits and abilities.

The Council is committed to an action programme to make this policy fully effective. This programme and the policies which it covers were developed with advice from the Equal Opportunities Commission, the Commission for Racial Equality and the Trade Union Congress. Council Unions and employees have also been extensively involved. Statistical information is collected to monitor the progress which is being made

towards achieving the objectives of this policy and a joint union and management working group deals with this and other equal opportunity developments.

Personnel procedures and practices have been thoroughly reviewed including those relating to grievance and discipline, recruitment advertising, selection and promotion, the pay and grading structure, and maternity and paternity leave.

A code of practice has been produced covering the entire personnel process from the moment a vacancy is advertised and incorporating a review of many of the principal conditions covering employees' service with the Council. It applies equally to the recruitment and selection of both internal and external candidates for jobs and copies have been made available to all existing members of staff.

A new classless pay and grading structure has been introduced for the main body of

The GLC Work Force

The GLC work force is made up of many different kinds of staff.

The number of staff in post on 31 March 1984 are shown below in the main groups.

Group	No	% of all staff
Firefighters	6,994	32
Building trades workers in London Community Builders	767	4
Caretakers and estate attendants in Housing Department	396	2
Workers in solid waste disposal and land drainage, and engineering craftsmen	906	4
Workers in parks, open spaces and entertainments	883	4
Workers in support services (e.g. cleaners, catering staff, stores staff)	1,350	6
Professional and technical staff (including architects, surveyors, engineers, draughtsmen, etc) on work such as highways, planning, housing improvements, building control etc.	3,875	18
Administrative and managerial staff	1,689	8
Clerical staff, typists and related grades	2,828	13
Specialist staff (e.g. computer programmers, work study staff, officers engaged in housing management etc.)	1,925	9
Total	21,611	100

Note: All the numbers above are shown in full-time units (two part-timers working half time are counted as one unit).

Clearly, the largest single group of staff are uniformed firefighters; these account for just under a third of all staff. Indeed the total of staff working in the Council's Public Health and Safety Programmes account for nearly 50% of the Council's workforce. The operative, trade and manual staff (e.g., park keepers, carpenters, engineering craftsmen etc.) total a further 20%. Only 8% of the Council's staff come into the administrative and managerial category. In conformity with their counterparts in similar organisations, these staff perform essential functions and do not constitute a 'large-scale bureaucracy'.

Changes During the Year

342 staff were transferred to the London Borough of Lewisham on the ending of the agency arrangement for housing management and maintenance with the Borough. The increase of 265 firefighters was made in order to improve standards of fire cover and to take over the

responsibilities of the London Salvage Corps which disbanded in the period. The remaining change came about mainly as a result of posts approved for a wide range of different work covering most of the Council's services: notable examples being additional posts for work on Inner London building control and fire safety, improved standards of housing management, work on bus and cycle routes, programmes of work on industry and employment initiatives. Also more than a hundred posts were removed from complement during the financial year — mainly as a result of completion of work on the Thames Barrier.

These reductions are part of an ongoing process; the Council, in its annual budget procedures looks at each of its areas of activities by way of a 'good housekeeping' exercise to assess where expenditure and the use of staff resources can be reduced.

In the longer term, since 1975, the GLC labour force has reduced by some 11,000 staff. Some 4,500 of these have been transferred to other authorities along with other functions, but the remaining reduction represents a considerable saving in personnel.

Allocation of Staff to the GLC's Programme of Work

The table below shows how the GLC's staff supported its various programmes of work in 1983/84. The provision in the budget and the actual use of personnel over the year are shown. Person-years are shown in the table; this represents the average numbers employed over the year as a whole rather

Comparative Statistics

No other local authority has a range of functions comparable to those of the GLC. The Metropolitan Counties offer the nearest comparison but there are still huge differences. For example, the GLC is a housing authority while the Metropolitan Counties are not; the latter are police authorities, the GLC is not; and the GLC provides an extensive range of services for the ILEA. Furthermore, in sharp contrast with most other authorities, where personnel costs are 60% or more of revenue costs, employee costs (including pensions) on ongoing services of the GLC only represent some 17% of expenditure.

For illustrative purposes a staff ratio per 1,000 population has been produced which makes statistical adjustments to eliminate these differences between the GLC and other local authorities. The number of GLC staff per 1,000 population in 1983/84 was 3.24 compared with 3.18 in 1982/83. The figure for the Metropolitan Counties for 1983/84 on this basis would be 4.08. (For the purposes of these comparisons the number of staff, rather than full time equivalents, has been used.)

than the numbers in post at the beginning or end of the year. Numbers vary over the year — more staff are employed in the Council's parks in the summer, for example. Also the number in post at the end of the year is rather greater than average.

Allocation of Staff to Programme of Work in 1983/84 (Person-years)

Programme	Revised Budget Provision			Personnel Used		
	'White collar'	'Blue collar'	Total	'White collar'	'Blue collar'	Total
Arts & Recreation	602	971	1,573	577	917	1,494
Community Relations	124	6	130	124	4	128
Development	542	33	575	536	31	567
Housing	2,333	575	2,908	2,242	635	2,877
Industry & Employment	509	820	1,329	487	738	1,225
Policy & Intelligence	226	12	238	213	11	224
Public Health and Safety	2,634	8,017	10,651	2,486	7,895	10,381
Transportation	1,184	287	1,471	1,100	284	1,384
General Services	2,486	757	3,243	2,284	668	2,952
	10,640	11,478	22,118	10,049	11,183	21,232

Personnel Information

This report focuses attention on some of the Council's new initiatives such as those in the field of equal opportunities. There are of course many other policies affecting the Council's personnel, and the main source of information on them, including productivity and incentive bonus schemes and their review, are reports from time to time to the

appropriate committees of the Council. Anyone interested in further details is invited to contact the Personnel Department (Reference PE/MS1) at County Hall, indicating the subject about which more information is sought (for example, training, health and safety at work, the personnel budget, etc.).

Working for London

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Section C

Finance

The Government's case for abolishing the GLC is largely based on the argument that the Council has high levels of expenditure and has burdened both domestic and commercial ratepayers with large increases in rates. Neither statement is true. The Council's spending is related to the *needs* of London, and particularly the need to replace the worn-out Victorian infrastructure of our city, and to give ratepayers decent homes, decent jobs, and services they need — such as cheap and reliable public transport. The increase in rates which has occurred in the GLC and in many other local authorities is due, not to the spending plans of individual councils, but to the outrageous withdrawal of Government grant from the GLC, London Boroughs, and many other local authorities in inner-city areas. In essence, Central Government has avoided having to impose increases in income tax to pay for its public expenditure plans — particularly the costs of running an economy with deficient demand and 3 million unemployed eligible for social security benefits — by cutting its financial support to local councils.

The Government has thus shifted the burden of taxation from income tax payments to the ratepayers, and has sought to blame elected local councillors for the problems that have ensued.

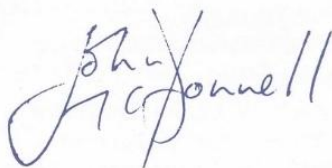
GLC spending has increased over the last few years but at a much lower rate than central government's own budget; and rates have had to increase because the Government has removed rate support grant from the Council. The Government lives in a dream world where targets are set that bear no relation to the needs of London and the problems that need to be tackled. As a result, ratepayers have had to fill the gap and local authorities have been blamed for profligacy. This is unjustified. Between 1979/80 and 1983/84 Government cuts in rate support grant took away more than £1,700m from Londoners — an average of about £250 from every household.

The following section of this report shows the financial situation in 1983/84 and

illustrates how the Council has had to cope with a great many difficulties and uncertainties created by the Government. Despite the lack of clear guidelines and unpredictable circumstances, the finances of the Council are in good shape to face the future; and as a consequence of prudent financial management in 1983/84, we were able to reduce the GLC precept substantially in 1984/85, thus benefitting London's ratepayers and at the same time improving services to the public.

The GLC has shown its ability to change. Staff costs relative to total expenditure have remained very much smaller than other local authorities — 16% compared with 60% for local government as a whole — and financial performance has remained economic and efficient. The economies of large scale operations continue to be achieved.

The Government's proposed abolition of the GLC is also justified by arguments which suggest that substantial savings to ratepayers will take place by 'eliminating duplication' and 'abolishing unnecessary bureaucracy'. Significantly, no figures have been produced by Central Government to justify these sweeping assertions; and they cannot produce figures because it is not possible to show that such savings can be created — at least without very substantial cuts in the real level of services. In addition it is clear that the Government have not costed the *transition* to the complex web of quangos, Boards and Boroughs that is proposed; and so it must be concluded that there is no financial basis whatever for suggesting that the Government's reorganisation of local government will save ratepayers money.



John McDonnell
Chair, Finance and General Purposes Committee.

Financial Report by the Director of Finance

The Accounts for 1983-84

The financial performance on each of the Council's activities is contained in the appropriate service sections. The purpose in this part of the report is to bring these together in summary, and to comment on the Council's overall financial position during and at the end of 1983-84.

The full accounts and balance sheets are contained in a separate document — Report on Accounts 1983-84. Copies of this document are available, price £1.50, from the Finance Department, room 394, County Hall, London SE1 7PB.

Capital Expenditure

Capital expenditure is incurred on buying or giving grants for buildings and adapting buildings, and land, and on major equipment and vehicles. It also includes loans to house-buyers, housing associations, industrial enterprises, and London boroughs.

The Council's capital budget for the year was £382m after allowing for income, mainly from Government grants. Actual net expenditure was £14m less than the budget, at £368m. £5m of this underspend was in respect of projects in the Council's reserve. The remaining £9m underspend arose from overspending on housing (£14m), lower grant income on both the Thames Barrier (£11m) and Transport (£13m) and other spending programmes (£3m), offset by not needing to use the £50m provided for loans to boroughs.

In the year this net capital expenditure was financed from the Council's own revolving capital fund — which received a contribution of £99m from the revenue accounts — except for housing and loans which were financed by external borrowing.

Revenue Expenditure

Revenue expenditure mainly covers staff, running costs, grants, and the interest and repayment on loans.

The Council's net revenue budget for the year was £818m, after allowing for income from Government grants, rents and other fees and charges. Actual net expenditure was £714m, £104m less than the budget. £25m of this underspend was because the revenue provision made for contingencies did not need to be used fully, and £5m was in respect of new projects which did not spend as much as provided. A further £64m of the underspend was on transport — mainly because of London Transport's improved financial position and more Government grant. The remaining £10m of the net underspend consisted of minor

variations across most of the Council's spending programmes.

Section 137 Expenditure

Expenditure under Section 137 of the Local Government Act 1972 — i.e. essentially expenditure for which there is no other specific power and for which a separate record needs to be maintained — was some £35m against a statutory limitation of £39m.

Closing Balances

At the end of the year, the Council retained its special contingent balance of £20m, which was set up when the power to levy a supplementary rate was abolished.

Working balances were £263m, some £253m more than was budgeted. The increase arose from more balances at the start of the year (£71m), additional block grant from the Government for the previous year (£100m), the underspend of £104m explained above, more income from the precept (£4m), and additional interest earned on balances (£14m), offset by a larger revenue contribution to capital expenditure (£40m).

Conclusion

Overall net expenditure on pending programmes for the year was close to the budget, other than the underspend in respect of the contingency reserve, where inevitably there is a need for particular caution when estimating unpredictable yet unavoidable events, and the major effect of lower revenue support to LTE as a result of the success of their operations in the year.

It should be noted that the closing balances explained above were substantially predicted at the time of establishing the 1984-85 Budget and £216m of the balances were used to reduce the 1984-85 Precept.

J. E. G. Crockford
Director of Finance

Bases on which Accounts are drawn

These bases apply to all the accounts of the GLC and the ILEA with the exception of Direct Labour Organisation (DLO) and Superannuation Fund accounts (see paragraphs 9 and 10 below).

1 Statements of Standard Accounting Practice No 2 — Disclosure of accounting policies

a. The revenue accounts have been prepared in accordance with SSAP 2, on an income and expenditure basis. Debtors include accrued income and payments made in advance. Creditors are included for goods and services received by 31 March 1984.

Liabilities and accruals exclude items less than £10,000.

Material departures from the accruals concept defined in SSAP 2 are as follows:

i) Capital accounts have been prepared on the basis of receipts and payments made during the year, in accordance with the Council's annual Money Act.
ii) Weekly wages and rents are accounted for on a whole week basis, generally 52 weeks. No provision is made annually to accrue the cumulative effect of a 53 week year when this occurs.

b. Changes in accounting practices from 1982-83:

A provision for bad and doubtful debts is included in the accounts as a reduction of current assets in the balance sheet.

2 The nature of substantial provisions and contingent liabilities included in the accounts

a. The Council maintains a Capital Fund under the provisions of paragraphs 16 of Schedule 13 of the Local Government Act 1972 from which advances are made to finance capital expenditure of services. Generally, services repay principal on these advances together with interest at the average Consolidated Loans Fund rate.

b. An ILEA Building and Equipment Renewal and Repair Fund has been established under provisions of Schedule 13 of the Local Government Act 1972 as amended by S.28 of the Local Government (Miscellaneous Provisions) Act 1976 to provide for expenditure on the acquisition, renewal and repair of educational buildings or equipment by the ILEA.

c. The Supplies accumulated trading surplus is maintained in the Supplies Trading Surplus Account which is available to offset losses arising from adverse trading conditions.

d. An Insurance Fund is maintained under the provisions of paragraph 30 of Schedule 2 to the London Government Act 1963 and currently covers the risks in respect of fidelity and losses on voluntary funds. An Insurance Fund Reserve is maintained to cover claims awaiting settlement in respect of fire losses formerly covered by the fund.

e. A separate fund exists under the provisions of the Lotteries and Amusements Act 1976; part of this fund was unapplied at the end of the year.

f. Surpluses arising from DLO operations have been used to establish DLO Reserve Funds for the GLC and the ILEA under Schedule 13 of the Local Government Act 1972 as amended by Section 28 of the Local Government (Miscellaneous Provisions) Act 1976. These funds will be available to meet any deficit on DLO operations which may arise in future years and to provide a financing source for the replacement of assets and for working capital.

g. An amount assessed by the Actuaries to the Superannuation Fund has been paid to the Council and used to establish a reserve to meet future liabilities in respect of pension increases. The need for this reserve arises from the dissolution in 1982-83 of an admitted organisation.

3 Deferred charges

Costs associated with the issue of stock or the raising of foreign loans are treated as deferred charges. The annual charge is classified as interest where the deferred charge relates to stock discount, the remainder being classified as an expense of managing debt.

4 Capital assets

a. Capital assets are shown at their original cost less: (i) amounts of capital grants and income received in respect of those assets; and (ii) amount of loan repayments to the Consolidated Loans Fund or Capital Funds as appropriate, made over the life of the loans.

b. The treatment of government grants in (i) above is in accordance with Statement of Standard Accounting Practice No 4.

5 Provision for redemption of debt and interest transactions

a. Capital expenditure is financed from the Consolidated Loans Fund (CLF), Capital Fund or from revenue. To the extent that expenditure is funded from CLF internal funds and Capital Fund, services are charged annually in their revenue accounts with payments of principal and interest. The annual payment of principal reduces the outstanding debt of the services (see also paragraph 4 above).

b. The interest and expenses of the Consolidated Loans Fund are, with the exception of certain fixed interest borrowers, recovered from borrowers at an average rate, which in 1983-84 was 10.74%. Capital Fund borrowers are charged at the Consolidated Loans Fund rate.

6 Capital receipts (SSAP 6)

Net capital receipts arising from the sale or disposal of capital assets (other than statutory housing), are first applied to offset any debt outstanding and the excess (if any) is paid into Capital Funds. Statutory housing capital receipts are used to offset outstanding debt.

7 The basis of valuation of real property, stocks and investments

a. No depreciation provision is shown in the accounts. Assets are included in the accounts mostly on the basis of debt outstanding, the original cost being reduced by debt redeemed. Capital expenditure financed direct from revenue is not recorded in the balance sheet.

b. Four principal methods are used for valuing the Council's stock holdings — First In, First Out (FIFO), Latest Purchase Price, Standard Pricing and Selling Price.

The methods and chief stock holdings are:-

Latest Purchase Price	Supplies Department	
	Stores	(43%)
FIFO	PHE	(10%)
	Fire Brigade	(12%)
Standard Pricing		
	Housing	
	Stores	(6%)
Selling Price	ILEA	
	Publications	(8%)

Other minor stock holdings amounting to 21% of the total are valued at Latest Purchase Price (14%) and FIFO (7%).

The figures in parentheses give the percentage value falling within each category.

In keeping with practice in previous years stores and stock items held at educational establishments and some other premises are not included in the above figures. These include such items as fuel, coal stocks and foodstuffs, etc. This omission and the Latest Purchase Price and Selling Price methods of stock valuation are departures from SSAP9.

c. Investments are included at cost price plus expenses of acquisition.

8 The extent to which central administrative expenses are allocated over services

All overheads and central administrative expenses are fully allocated to services, including the General Management Programme.

9 Direct Labour Organisations

DLO accounts are included in this report on an historic cost basis. The additional statutory accounts of the DLOs, prepared on a true and fair view basis and in accordance with the CIPFA code of practice, are published separately.

10 Superannuation Fund

The accounts of the Council's Superannuation Fund are the subject of a separate report in line with the Statement of Recommended Practice issued by the Accounting Standards Committee. Details of the bases on which the accounts are drawn are shown in the separate Superannuation Fund and Accounts Report.

Summary of Revenue Expenditure and Income 1983/84

Income and Expenditure on Programmes

1982/83 Net Expenditure		Expenditure	Income	Net Expenditure	Net Supplemented Budget
£000		£000	£000	£000	£000
34,176	Arts and Recreation	56,306	5,401	50,905	49,577
1,905	Community Relations	8,745	242	8,503	10,415
6,637	Development	20,195	8,145	12,050	11,874
98,812	Housing	480,315	359,863	120,452	120,209
5,908	Industry and Employment	56,340	21,669	34,671	35,815
5,398	Policy and Intelligence	10,322	170	10,152	11,531
182,666	Public Health and Safety	227,082	21,810	205,272	212,309
177,458	Transport	369,754	117,393	252,361	316,170
17,230	General Services	197,961	178,151	19,810	20,099
530,190		1,427,020	712,844	714,176	787,999

Computation of Rate Account Balances

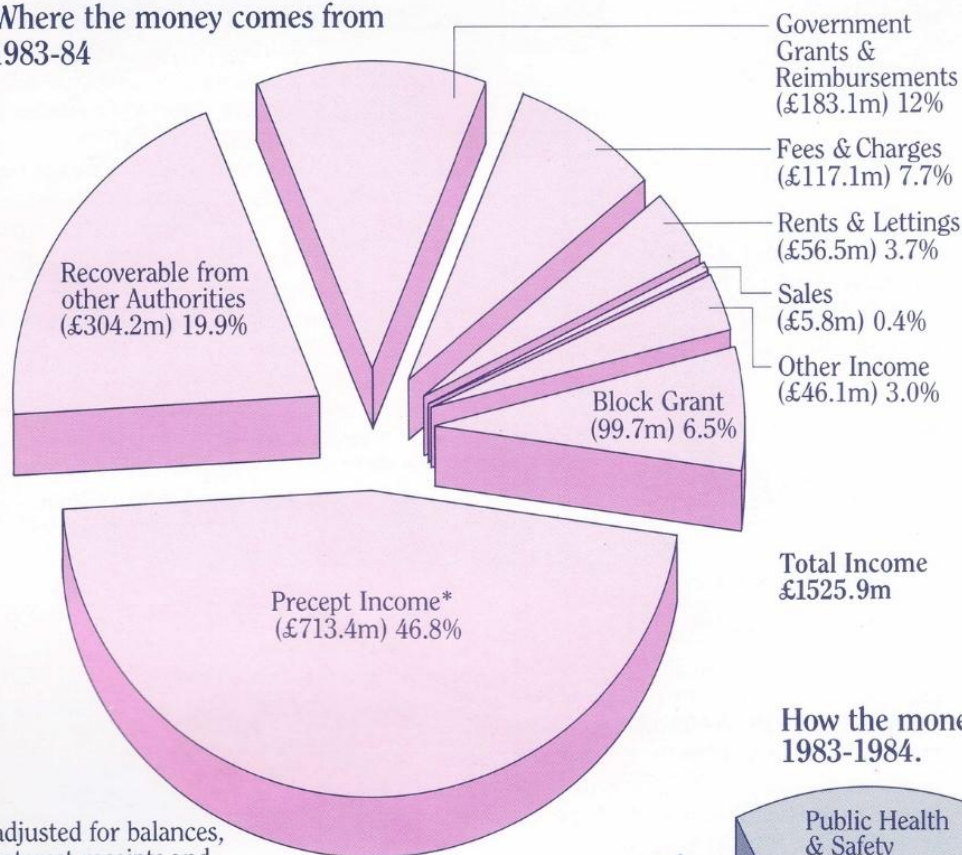
	£000	£000
Balance at 1 April 1983		195,631
Interest on Revenue Balances		23,782
Precept Income		776,527
Block Grant		99,698
		1,095,638
Less:		
Net expenditure on programmes	714,176	
Revenue Contribution to Capital	98,882	
		813,058
Balance at 31 March 1984		282,580
GLC Rate Account balance 31 March 1984		282,580
Less:		
Amount used to abate 1984-85 precept	216,474	
Special Contingent Balance	20,000	
		236,474
Working Balance		46,106

Service expenditure 1979/80-1983/84

GLC Gross Revenue Expenditure Over the Last Five Years (cash prices in £m)

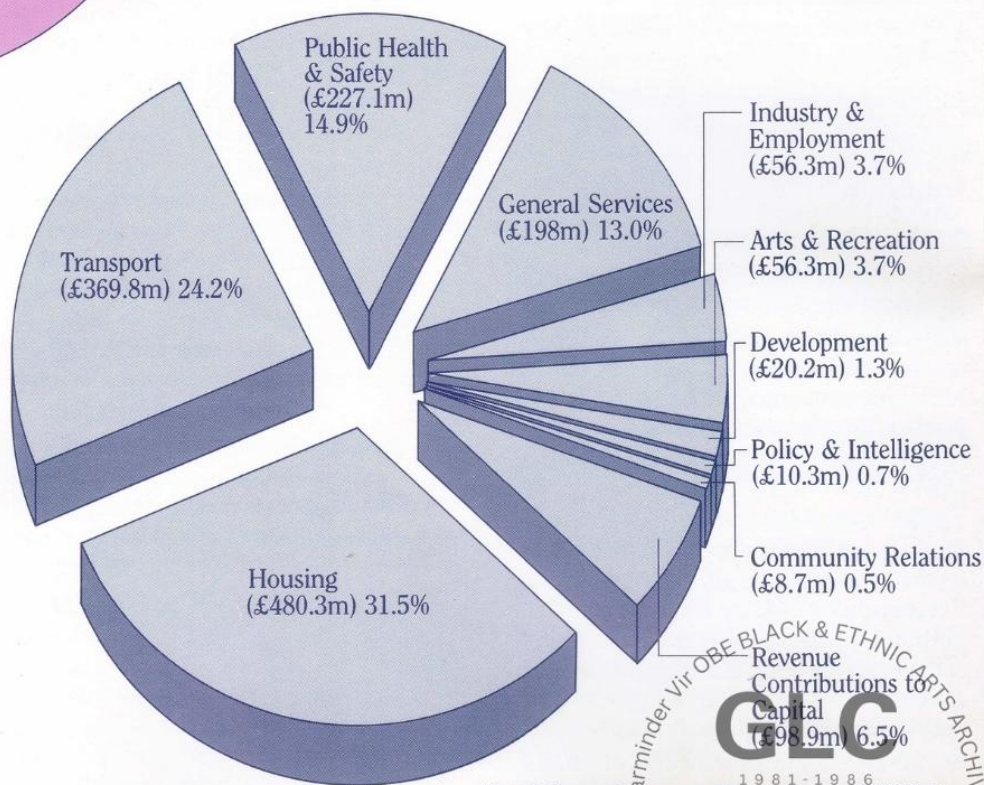
	1979/80	1980/81	1981/82	1982/83	1983/84
Arts and Recreation	37.6	31.8	36.3	41.1	56.3
Community Relations	—	—	0.1	2.0	8.7
Development	10.9	12.8	11.8	13.5	20.2
Housing	506.4	430.5	515.3	477.3	480.3
Industry and Employment	4.1	5.3	5.6	9.7	56.3
Policy and Intelligence	3.1	2.8	3.6	5.5	10.3
Public Health and Safety	132.3	160.4	182.6	201.3	227.1
Transportation	151.3	218.3	222.6	325.4	369.8
General Services	169.0	201.6	195.8	255.3	198.0
Contributions to Capital Fund	25.0	—	—	—	98.9
Total	1039.7	1063.5	1173.7	1331.1	1525.9

Where the money comes from 1983-84



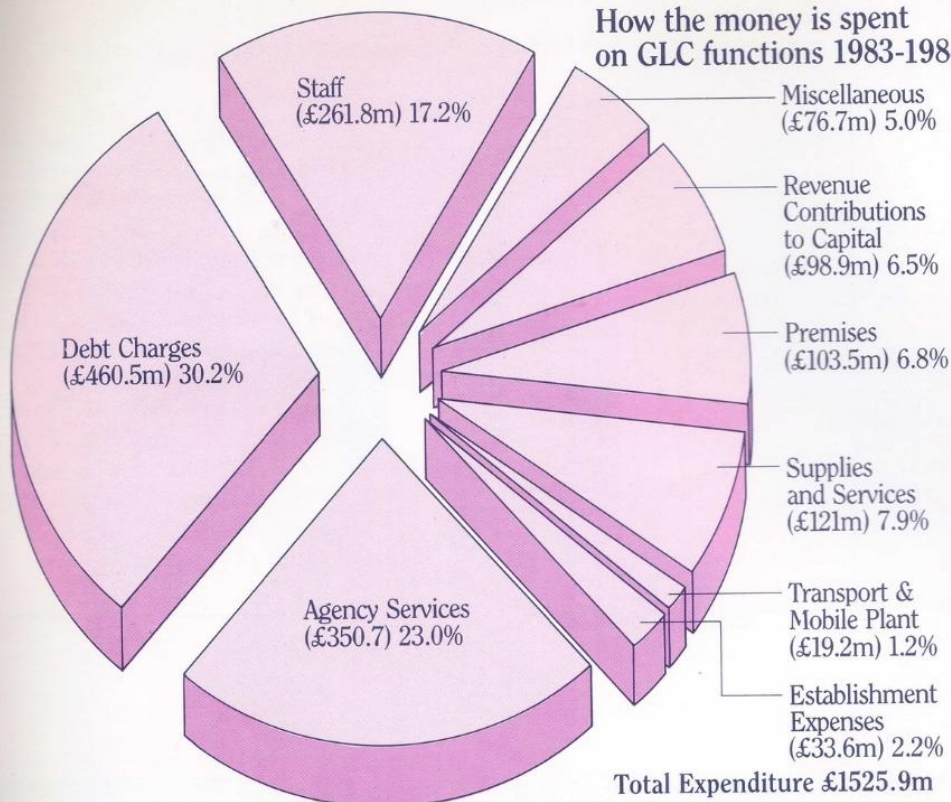
*adjusted for balances, interest receipts and use of internal reserves

How the money is spent on GLC Programmes. 1983-1984.



Parliamentary Archives
1981-1986
Working for London

How the money is spent on GLC functions 1983-1984



Summary of Capital Expenditure and Income

1982/83 Net Expenditure		Expenditure	Income	Net Expenditure	Net Supplemented Budget
£000		£000	£000	£000	£000
Service (excluding loans)					
9,265	Arts and Recreation	19,432	804	18,628	18,403
1,714	Community Relations	2,181	—	2,181	1,200
10,465	Development	11,439	27	11,412	9,710
111,747	Housing	133,457	1,578	131,879	114,189
7,509	Industry and Employment	15,015	47	14,968	14,600
1,171	Policy and Intelligence	596	—	596	851
40,356	Public Health and Safety	62,756	10,543	52,213	40,984
111,712	Transport	207,351	97,815	109,536	96,163
7,077	General Services	3,843	1	3,842	4,044
301,016	Total GLC Services	456,070	110,815	345,255	300,144
16,855	ILEA	18,212	363	17,849	18,000
317,871		474,282	111,178	363,104	318,144
Loans to other bodies					
14,017	Housing	12,441	—	12,441	15,759
644	General Services	600	—	600	50,600
758	Industry and Employment	9,967	80	9,887	10,400
600	Transport — LTE	—	—	—	—
16,019		23,008	80	22,928	76,759
333,890		497,290	111,258	386,032	394,903
Net expenditure financed by:					
Advances from Consolidated Loans Fund					
128,601	to Services			149,728	
16,019	to other Bodies			22,928	
140,011	Advances from Capital Fund			212,177	
303	Application of Reserves			1,197	
—	Revenue contribution to Capital Outlay			2	
48,956	Temporarily financed from Balances			—	
333,890				386,032	

The Council's Rate

How the Council's rate is decided

The preparation and formulation of the budget is an annual process with continuous activity throughout the major part of the year. Starting with the budget for 1983-84 the Council became the first local authority in the country to open up its budget making process to its ratepayers and recipients of its services. The Council's aim is to consult Londoners, each year, at the earliest possible stage in the budget making process.

The Council's financial year runs from 1 April to 31 March. Final decisions on the level of rate are made in February, two months before the start of the financial year. Work on the 1983-84 budget started in April 1982. A timetable of this process is as follows:-

April to September. The Council formulates a budget strategy taking into account Government guidelines on the level of public expenditure; current trends on pay and price levels, and interest rates; the reallocation of resources arising from internal economies achieved; and the requirement to vary specific service levels to reflect the changing priorities and needs of Londoners. The Public Consultation Document is made available to all Londoners. The exercise also incorporates the results of regular reviews of progress towards targets on expenditure, service provision and staffing levels.

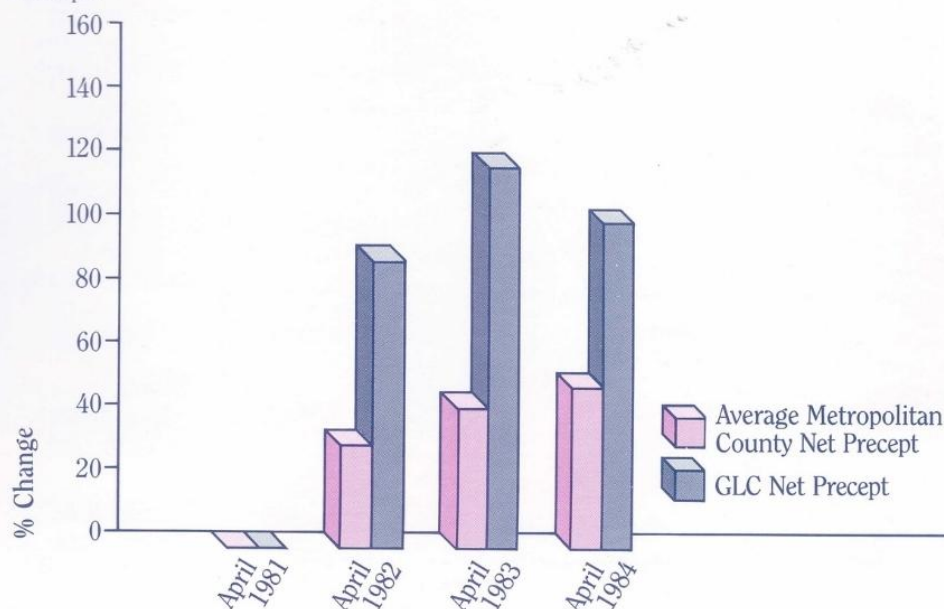
October to January. Detailed estimates are prepared based on the strategy decided. Refinements to the overall shape of these estimates are made as external factors become clearer. These factors include, as a major item, the Government's announcement on Rate Support Grant, made usually in December, together with any amended guidelines about the level of public expenditure. Results of the Public Consultation exercise are carefully evaluated and taken into account.

January and February. Estimates are considered by individual Council Committees and then by full Council. The annual rate precept, thus decided, raises the amount of revenue necessary to meet the Council's estimated expenditure requirements after account is taken of estimated income from rents, sales, Government Grants and other sources — after allowing for changes in balances.

Once the rate precept has been decided, each London Borough is advised of the amount relevant to its area for the services it receives. It is the responsibility of each borough to collect the necessary rate income from each ratepayer and pass the appropriate amount to the Council during the year.

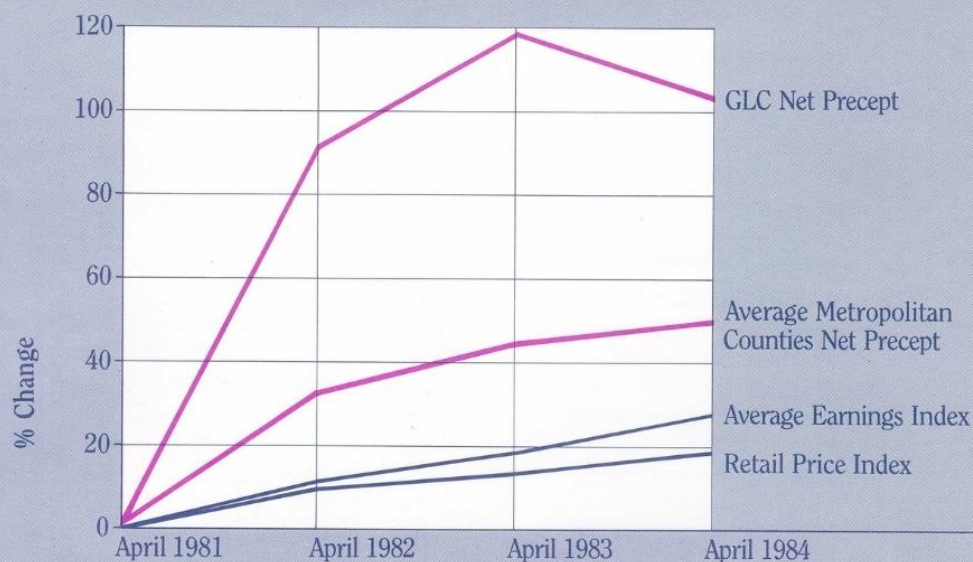
The Council's Rate

Comparison of increase in GLC Net Precept with the average Metropolitan County Net Precept.



The Council's Rate

Comparison of increase in GLC Net Precept with the average Metropolitan Counties Net Precept, the Index of Retail prices and Average Earnings Index.



Note: While the RPI and AEI are based on monthly changes, the GLC and Metropolitan County precepts are established annually.

Statement of Accounts and District Auditor's Opinion

The balance sheet and financial data included in this section are based upon the financial statements contained in the Council's Report on Accounts 1983-84 which has been published separately.

The audit of the Council's accounts has been substantially completed. However, the audit has not been formally concluded.

The Report on Accounts 1983/84 records the District Auditor's opinion that the statement of accounts included in that Report presents fairly the financial position of the Council at 31 March 1984.

Balance Sheet

31 March 1983		See Notes	31 March 1984
£000			£000
	Capital Employed:		
1,292,634	Capital Assets (less aggregate redemption)	1	1,448,631
1,679,383	Net Assets transferred and Loans made to other bodies and persons	2	1,730,611
640	Deferred Charges	3	337
2,972,657			3,179,579
177,466	Current Assets	4	242,454
3,150,123			3,422,033
	Represented by:		
2,032,852	Loans outstanding	5	1,913,385
270,401	Current Liabilities	6	313,764
616,848	Capital Reserves and Liabilities	7	861,967
20,099	Revenue Reserves and Fund Balances	8	10,865
	General Fund Balances		
195,631	GLC	282,580	
14,292	ILEA	39,472	
209,923			322,052
3,150,123			3,422,033

Notes to the Balance Sheet

Note 1: Capital Assets

Capital works and expenses are recorded in the Balance Sheet on the basis of net debt outstanding or advances outstanding from the Capital Fund, the original advance being reduced by debt redeemed or repayments made to the Fund. The capital accounts are prepared on a receipts and payments basis.

31 March 1983		31 March 1984
£000		£000
1,472,263	Accumulated capital expenditure of services	1,618,886
6,797	Debt managed by other local authorities for services transferred to the Council	6,527
1,479,060		1,625,413
186,426	Less deferred repayments due from purchasers of Council houses	176,782
1,292,634		1,448,631

Analysis of Capital Assets

1982-83		Financed from			
		Transferred Services	Capital Fund	Consolidated Loans Fund	Total
£000		£000	£000	£000	£000
	GLC				
34,493	Arts and Recreation	—	51,532	—	51,532
1,714	Community Relations	—	3,839	—	3,839
27,975	Development	2	36,609	—	36,611
634,111	Housing	—	292,250	317,263	609,513
20,711	Industry and Employment	—	28,207	—	28,207
1,171	Policy and Intelligence	—	1,637	—	1,637
180,847	Public Health and Safety	921	223,435	—	224,356
358,257	Transport	4,802	154,970	285,744	445,516
27,492	General Services	463	28,075	—	28,538
192,289	ILEA	339	—	195,325	195,664
1,479,060		6,527	820,554	798,332	1,625,413

Note 2: Net Assets transferred and loans made to other bodies and persons

31 March 1983		31 March 1984
£000		£000
1,189,351	Other authorities — Transferred Services*	1,280,492
2,094	Other authorities — Loans	1,952
	Housing loans borrowers:	
101,090	Housing Associations	101,166
189,745	Private Buyers	152,776
1,878	Housing Association Capitalised interest (less H.A.G)	(197)
600	London Transport	—
186,426	Purchasers of Council houses — deferred repayments	176,782
78	Colleges of Advanced Technology	59
640	Lea Valley Regional Park Authority	626
1,161	Industrial Borrowers	10,823
4,947	Exhibition Centre	4,736
1,373	Other borrowers	1,396
1,679,383		1,730,611

*Including £1,218m for housing assets transferred which is subject to final agreement with the transferee authorities.

Note 3: Deferred Charges

Charges deferred relate to Stock Issue expenses of £281,963 (£450,845 in 1982-83) and stock discount of £55,000 (£189,642 in 1982-83). These will be charged to revenue account by way of the Consolidated Loans Fund over the period of the borrowings.

Note 4: Current Assets

Part of Housing Transfer — recoverable costs is included on an estimated basis.

31 March 1983		31 March 1984
£000		£000
9,792	Stocks	9,819
6,300	Short-term lending	—
379	Investments	356
2,708	Expenditure on Town Development and Grahame Park	1,303
—	Debtors for:	
—	Block Grant	99,698
15,387	Precepts	13,759
5,851	Supplies Sales	6,483
6,027	Housing Loans	5,693
9,872	Housing Rents	9,861
67,823	Housing Transfer — recoverable costs	40,162
—	Housing Subsidy 1981-82	1,137
24,801	Other items due to the Council	24,937
28,526	Other items due to the ILEA	35,784
—	Bad Debt Provision	6,538 Cr
177,466		242,454

Note 5: Loans outstanding

The Council administers a Consolidated Loans Fund and all loans raised for capital purposes are paid into the Fund and pooled.

31 March 1983		31 March 1984
£000		£000
326,320	Stock	151,319
1,051,227	Public Works Loan Board	1,166,267
655,305	Mortgages and Bonds	595,799
2,032,852		1,913,385
Analysis of External Loans by Maturity		
Long term loans		
323,466	Maturing in less than 1 year	219,400
219,392	Maturing in 1 year or more and less than 2 years	352,935
828,130	Maturing in 2 years or more and less than 5 years	547,378
581,697	Maturing in 5 years or more and less than 15 years	716,244
80,167	Maturing in 15 years or more	77,428
2,032,852		1,913,385

The definitions of maturities are in accordance with the General Code of Practice for local authority borrowing adopted by this Council and other local authorities. Maturity periods relate to the residual life of loans as at 31 March 1984.

Note 6: Current Liabilities

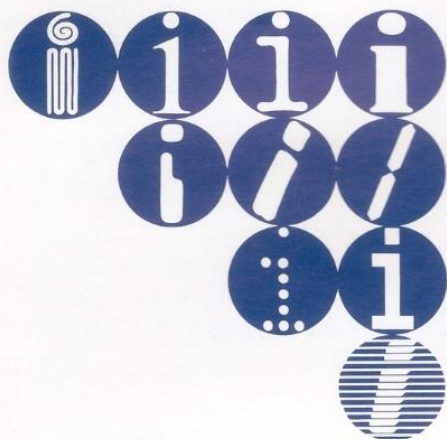
	31 March 1983	31 March 1984
£000		£000
58,377	Greater London Bills	58,701
10,172	Short-term borrowing	21,051
	Creditors for:	
47,936	Interest on stock, loans, etc	48,804
12,476	Highways maintenance	15,855
2,459	Grants to Transport Operators	10,100
2,461	Income Tax	69
16,952	Housing Deficiency Payments	14,051
37,133	Other items due from the Council	56,609
37,962	Other items due from the ILEA	51,272
30,220	Cash overdrawn (after adjustment for unpresented cheques)	30,391
8,358	Housing Subsidy	4,159
5,895	Precepts	2,702
270,401		313,764

Note 7: Capital Reserves and Liabilities

	31 March 1983	31 March 1984
£000		£000
600,629	Capital Fund	820,554
6,797	Liabilities to other local authorities in respect of services transferred to the Council	6,527
9,422	ILEA Building and Equipment Renewal and Repair Fund	34,886
616,848		861,967

Note 8: Revenue Reserves and Fund Balances

	31 March 1983	31 March 1984
£000		£000
10,110	Transport Supplementary Grant Unapplied	—
2,521	Supplies Trading Surplus Account	3,627
601	Stores Repairs and Renewals Fund	—
744	Insurance Fund	876
1,060	Insurance Reserve	620
32	Unapplied Lottery Proceeds	25
	DLO Reserve Funds	
3,214	GLC	3,310
1,534	ILEA	2,104
283	Pension Increase Reserve	303
20,099		10,865



Section D

Other Information

The Council's policy and performance review procedures in 1983-84

This administration came to power with specific commitments in its manifesto to improve the accountability of GLC policies to the public, and to inject a stiff dose of open government into the consideration of policy options and performance at County Hall.

To meet these critically important objectives, the Policy and Performance Review Committee was established in 1981. I consider its purpose is to make the GLC less of an impenetrable bureaucracy; to level criticism at both officers and Members, where appropriate, when performance falls short of expectations; to undertake reviews of policy which are required; and to cast a sharply critical eye over the implementation of policies.

This year, important steps have been taken to strengthen the policy and performance review process. First, the Quality of Service Reviews have been sharpened considerably by strengthening the Targets: nearly all Council activities are now targetted, and emphasis has been placed on including quantitative elements and on clarifying policy objectives. The Quality of Service Reviews, written after both six months and twelve months of the financial year, have had their presentation improved by an insistence that all non-achieved targets are set out plainly at the beginning of the paper, together with a 3-year rolling analysis of those parts of the Programme which have underspent or overspent significantly.

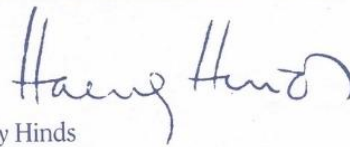
In addition, a system of monthly

monitoring of policy, financial and personnel issues has been introduced Council-wide, in an attempt to give early warning of the need to take both Member-level and management action to rectify problems that are arising.

We have also taken tough action to deal with major problems — such as at Broadway Market, where an in-depth review of policy commissioned by us identified major cost and time over-runs; and as a consequence, a sophisticated system of project management was introduced on capital projects.

The Committee has also insisted on consultation with Londoners: thus, in the review of policy being conducted on major technical problems on transferred GLC housing estates, a major survey of tenants has been commissioned with the purpose of establishing whether *tenants themselves* believe that the GLC has repaired their homes properly. This policy will be extended at every opportunity.

An open government policy depends on two factors for success: a proper system of policy monitoring; and a determination to make accountable those whose task it is to spend public money and implement policy decisions. We are well on the way to making these changes, in the interests of Londoners.



Harvey Hinds
Chair
Policy & Performance Review Committee

The Council's system of management contains a range of procedures for monitoring and review of policy and performance by both members and officers.

Responsibility for determining policy and implementing detailed programmes of work is delegated by the Council to 13 service committees:

- Arts and Recreation
- Ethnic Minorities
- Finance and General Purposes
- Greater London Training Board
- Housing
- Industry and Employment
- Legal and General
- Planning
- Police
- Public Services and Fire Brigade
- Staff
- Transport
- Women's

Each of these committees is responsible for ensuring the effective implementation of policies within its terms of reference, and monitoring the use of resources (both finance and staff). However the leading role in investigation and review Council-wide is taken by the Policy and Performance

Review Committee whose terms of reference are 'to achieve the effectiveness of the Council's policies, programmes and work in achieving the Council's objectives, including reports by the Commission for Local Administration (i.e. the Ombudsman)'.

At the start of the financial year each service committee is required to set performance targets across all the activities for which it is responsible. The targets are set in the context of the resources allocated to each committee by the Council. These targets are submitted by each service committee to the Policy and Performance Review Committee for endorsement, and the Chair of each committee attends the Policy and Performance Review Committee to answer questions. Each service committee is then required to produce a quality of service report at six monthly intervals which identifies expenditure and income by the committee against its budget. Policy and Performance Review Committee examines the Chair of each service committee on their quality of service report and identifies which areas of the Council's activities are in need of further examination. Where an area of concern is highlighted in

this way the Policy and Performance Review Committee may commission an in-depth review setting specific terms of reference and the timescale. In 1983-84 the Committee completed reviews begun during 1982-83 into:

- Broadway Market
- Programming and Control of the Council's Capital Projects.

The Committee also commissioned a further six in-depth reviews during 1983-84 into:

- Reasons for and implications of delays in recruitment/redeployment of staff;
- The Council's policies on Thames Piers;
- Management of Green Belt land;
- Covent Garden
- Valuation and Estates Department
- Major Technical Problems on Housing Estates
- Central Computer Services: Procedures for matching staff and workload.

Four of these reviews have since been completed.

By considering the service committees' performance targets and quality of service reports and reviewing areas where further investigation is needed, the Policy and Performance Review Committee is able to assess the effectiveness with which the Council's overall objectives are being achieved and report on this to the Council. Following the consideration of all Quality and Service reports, a comprehensive report on policy issues arising from them is submitted to the Policy Co-ordinating Committee.

The Policy and Performance Review Committee also receive regular reports relating to Ombudsman matters, including reports considered by service committees on findings of maladministration against the Council.

The Finance and General Purposes Committee has overall responsibilities for the Council's financial management and it reviews and reports to the Council on expenditure and income over the year (i.e. the Council's accounts).

A new system of monthly monitoring was introduced in April 1984 as part of the process of improving the accountability of the Council's programme. Following monitoring meetings, reports on policy and financial issues arising are presented to the Policy and Performance Review Committee and to the Policy Co-ordinating Committee.

In addition, officers continually monitor progress and achievements of programmes of work agreed by service committees, and review achievement against allocated

resources and overall objectives. The contributions of all departments to each service committee's programmes are co-ordinated by officer-level programme boards which are chaired by the Council's most senior level of officers, known as Controllers. These programme boards advise service committees on policy development and on the development of planned programmes of work to achieve committees' policy objectives. The Director-General's Board, comprising the chairs of the programme boards, meets from time to time to advise Members on policy and administrative matters.

The Programme Office within the Director-General's Department has responsibility for maintaining and developing the Council's system of management and has a central co-ordinating role, particularly in providing support to programme boards and the Policy and Performance Review Committee in the process of setting targets and dealing with quality of service reports. The Programme Office has a lead role in the conduct of in-depth reviews and in generally supporting the Policy and Performance Review Committee; and co-ordinates the preparation of the Council's Annual Report.

New financial and personnel information systems are also being developed which enable the monitoring of resources used to be improved. Improvements to the Council's computerised personnel information system are in train with the object of making available more information about the skills and other characteristics of the workforce and of enhancing the ability to monitor the actual use of personnel resources. The introduction of the Financial Information System has begun; the first data from the new system came on stream from the forty feeder schemes in June 1984. The package is designed to improve the Council's budgeting facilities, allows immediate on-line access to accounting data, and will enable departments to control cash flows more closely.

Additional, and obligatory, review arrangements include the planned programmes of financial audit (meeting the Council's statutory responsibilities under the Local Government Act 1972 and the Accounts and Audit Regulations 1974). The Management Services Branch of the Personnel Department also carries out reviews of staffing levels against a background of changes in policy, organisation and workload.

Accessibility and Accountability to the Public



Local Authorities exist to provide services to the public and as such must be accountable to the public. This may be achieved by providing public access to information on the activities of the Council and by allowing all members of the public recourse to an independent body through which complaints may be channelled to gain redress for perceived grievances.

The desire of the Council is not simply to fulfil its statutory obligations to provide public access, but to positively encourage the participation of London residents in the Council's affairs and so to promote greater accountability in all fields of public service. In 1982-83 lengthy public consultation took place concerning the formulation of the Council's annual budget for 1983-84 and this process was repeated during deliberations on plans for the 1984-85 financial year. It is planned to produce a further public consultation document in 1984 in respect of the plans made by the Council for 1985-86 Budget. This open process of consultation contrasts strongly with the closed, secretive methods by which central government has traditionally prepared its own Budgets and Public Expenditure White Papers. The continued distribution of 'The Londoner' to all households and the increase in its frequency to eight issues in 1983-84 (compared to five issues during 1982-83) reflects this desire to acquaint all Londoners with the work of the Council, while the Popular Planning Unit of the Industry and Employment Branch and

the Police, Ethnic Minorities and Women's Committees have all been extensively involved in public discussions about their policies and programmes during the year.

In addition to the various published documents such as this Annual Report, all meetings of the Council and its committees are open to the public. Should the nature of an item of business make it prudent for the discussions to be held confidentially the Council or committee may pass a resolution to exclude the public and press, but every effort is made to keep the number of such items to a minimum. At the beginning of each Council year the dates of all regular Council and committee meetings are decided for the coming twelve months and these dates published; in addition three days before each meeting notices are posted at County Hall. Agendas of meetings are available as soon as they have been dispatched to elected Members, and all non-confidential committee papers are available on request. Similarly, the minutes of meetings are open to inspection by the public on request.

Should a member of the public wish to make a comment or raise a grievance, it may be aired to either officers or Members of Council; and many elected Members hold regular 'surgery' meetings in their constituencies for this purpose. However, should such representations prove to be unsatisfactory, there exist two official channels for complaint — the District Auditor and the Commissioner for Local

The Council in session.

Administration (the Ombudsman). The Council's accounts are audited annually, and the Council is required to make the accounts and relevant supporting documents available for public inspection. Any local government elector for the area may make an objection to the accounts to the District Auditor. The Commission for Local Administration in England was set up in 1974, its purpose being to investigate complaints by people claiming to have suffered injustice as a result of maladministration by local authorities. A member of the public may lodge a complaint with the Commission through his or her constituency Member. If, following an investigation, the Ombudsman finds that there was maladministration by the Council causing injustice, the Council is required to consider the Ombudsman's report and to notify the Commission of the action which it takes or proposes to take to redress the injustice.

The Council's policy is to make available to the public as much information as is possible and as soon as possible. Beyond merely conveying decisions to the public the Council envisages the electorate as playing a vital and continuing role in helping to formulate and monitor the Council strategy through public consultation. In those cases where comments or complaints are brought to the attention of the Council, it aims to deal with them in a speedy and fair manner.

Statistical comparisons and trends

Introduction

The Code of Practice on local authority annual reports recommended that local authorities should endeavour to show further statistical and financial information such as a basic profile, comparisons with other authorities and trends over the previous few years. This section, therefore, brings together such statistics relating to Greater London with some recent trends and comparison, where possible, with the six Metropolitan Counties — Greater Manchester, South Yorkshire, Merseyside, Tyne and Wear, West Midlands, and West Yorkshire.

The statistics for the comparative figures have generally been obtained from CIPFA's publication 'Local Government Comparative Statistics' — the basic source for some rates being the revenue out-turn forms and for others the forms supplied to CIPFA. The GLC statistics are mainly based on final out-turn figures and may differ slightly from the indicators relating to the Council published by CIPFA, as the latter are based on the best estimates available when the figures were supplied to CIPFA.

General Profile

Greater London covers an area of 158,000 hectares (excluding tidal reaches of the Thames) — about twice the area of the Paris agglomeration. Of all the people in England and Wales, one in seven lives in London, which has a population of 6.75m — more

than Denmark (5m) and the Paris agglomeration (6.1m).

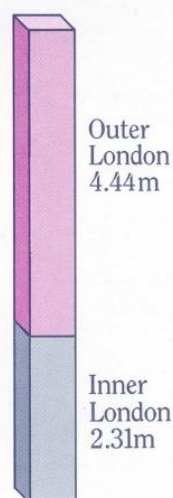
The population of all the six Metropolitan Counties is only 1.7 times that of London, while in total they are about 4.5 times its size.

The number of people living in London

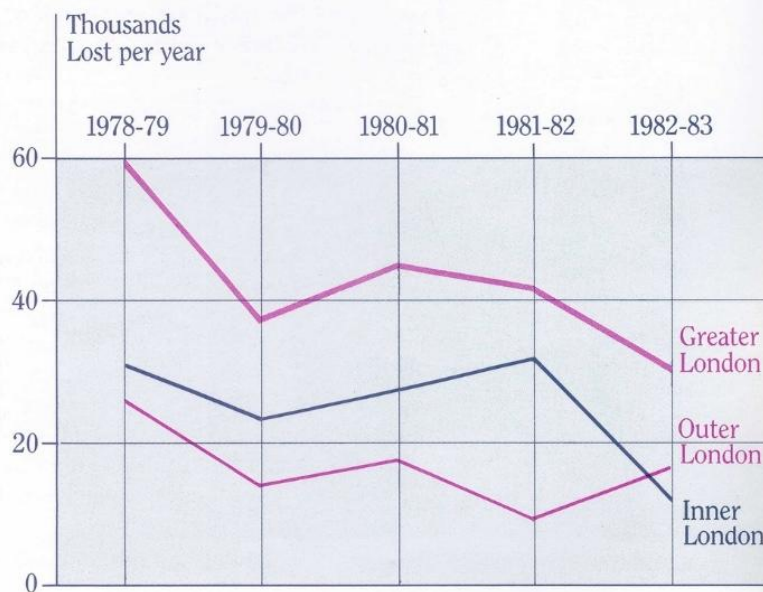
continues to decline — in mid-1983 there was an estimated resident population of 6.75m compared with 6.95m five years earlier. Some 2.31m lived in Inner London (ILEA area) and 4.44m in Outer London (non-ILEA area). London has proportionately more young adults (20-34

Population 1983

Greater London
6.75m

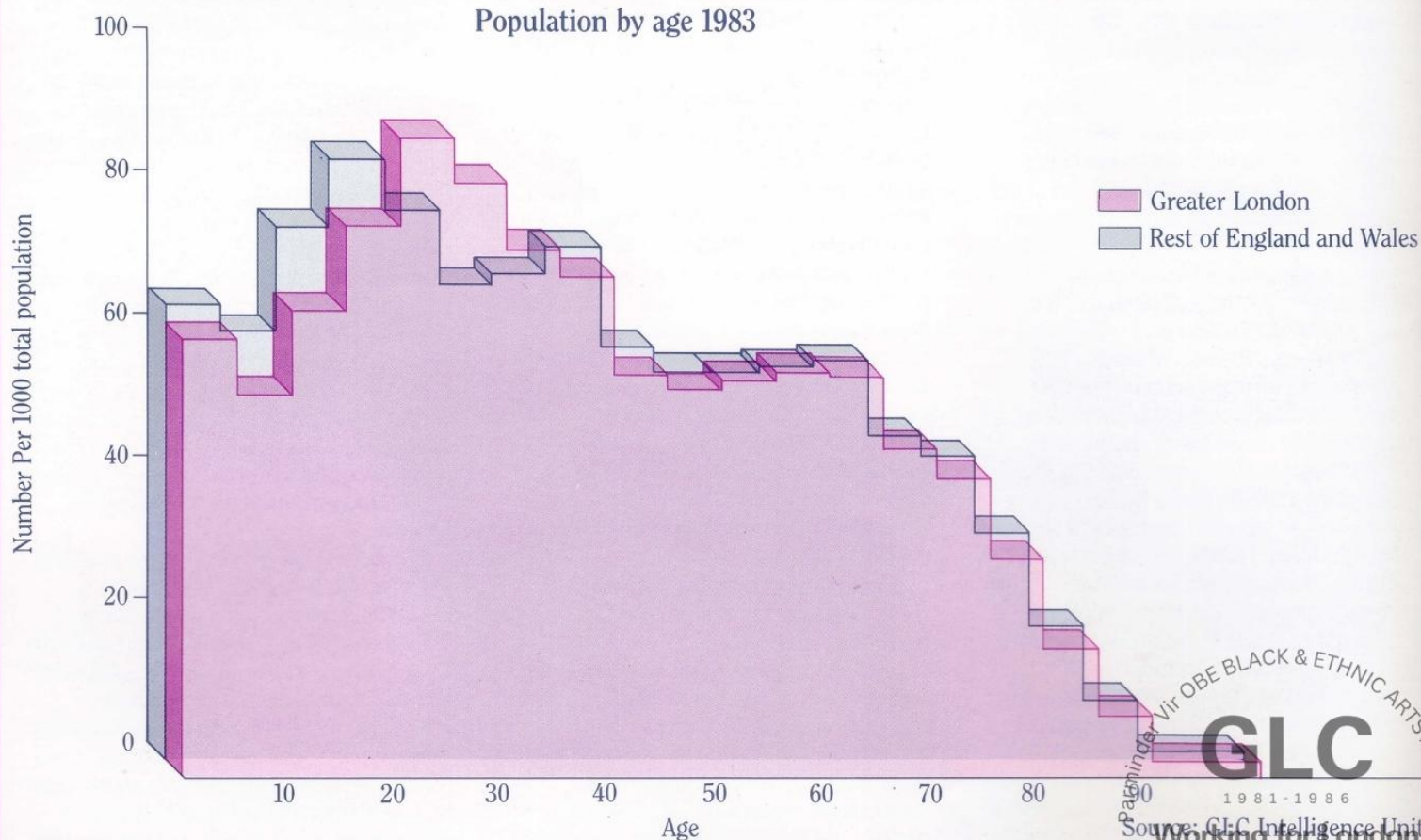


Population losses 1978-83



Source: Office of Population Censuses and Surveys and GLC Intelligence Unit

Population by age 1983



GLC
1981-1986
Working for London
archive.parmindervir.com

age group) than the rest of the country.

It is estimated that last September some 3.43 million people were employed in London (with a further 0.27m self-employed); of the total employed, some 1.96m were male and 1.47m female (one

third of which worked part-time). Unemployment (as a three-month average) was as much as 371 thousand in April-June 1984.

Over one million (1.029m) commuters enter central London during the morning peak period, one in five of which come by private transport. Since the reduction of fares and the introduction of London Transport Travelcards, there has been a decrease in the use of private cars, to less than 180 thousand commuters per day. During 1983, there were 44,395 road accidents in London with 52,325 casualties — a reduction of 6% and 8% respectively on the previous year, and back to about the 1981 level.

By the end of 1983 the number of vehicles licensed in Greater London had increased to 2.5m, of which 2.1m were private cars and vans.

At April 1983, there were an estimated 2.74m dwellings in London of which 0.83m were in the public sector.

Rateable values in Greater London total £2.005m — over a quarter of the total rateable value in England and Wales. In London 38% of hereditaments are residential compared with more than half those in the rest of the country.

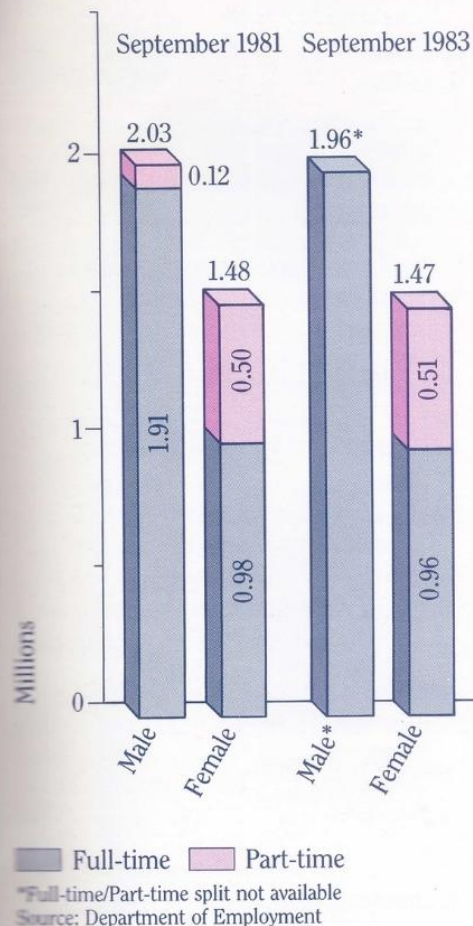
During 1983, some 20 million visitors to London each spent an average of just over 4 nights in the capital and about £128. The estimated 7.5m (37%) overseas visitors spent about £2.2m (84%) out of a total £2.625m.

Comparisons

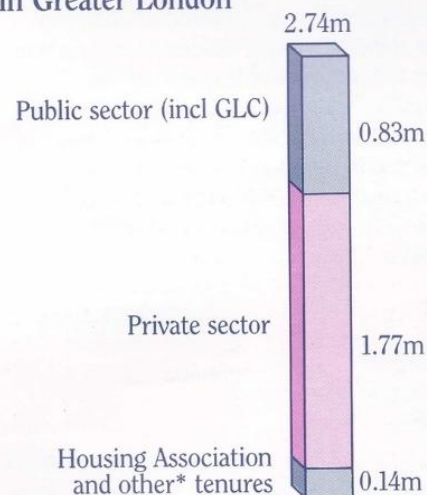
As stated earlier, local authorities are required to compare certain statistics of performance with those of other authorities

'within the class'. This is, however, difficult for the GLC to do, since it is unique in terms of size or services provided and areas served. Local Government in London is also established under different legislation from the rest of England and Wales. This gives rise to variations in types and levels of responsibility between the GLC and the Metropolitan and Shire Counties. Furthermore, in many service areas the powers of the GLC are different from those of the Metropolitan Counties, which makes comparison difficult. For example, no other Metropolitan County possesses housing powers and expenditure on recreation and leisure is incurred largely at district level outside London. Also London, being the

Employees at work in Greater London

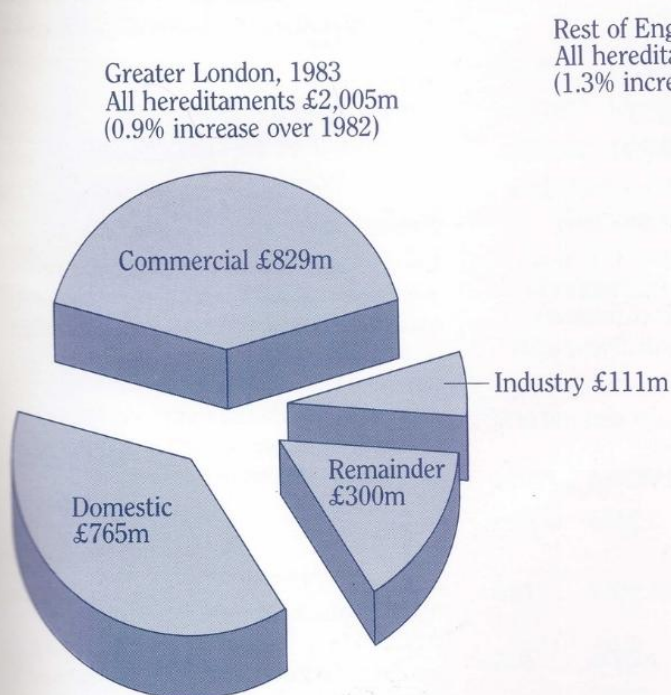


Number of dwellings in Greater London

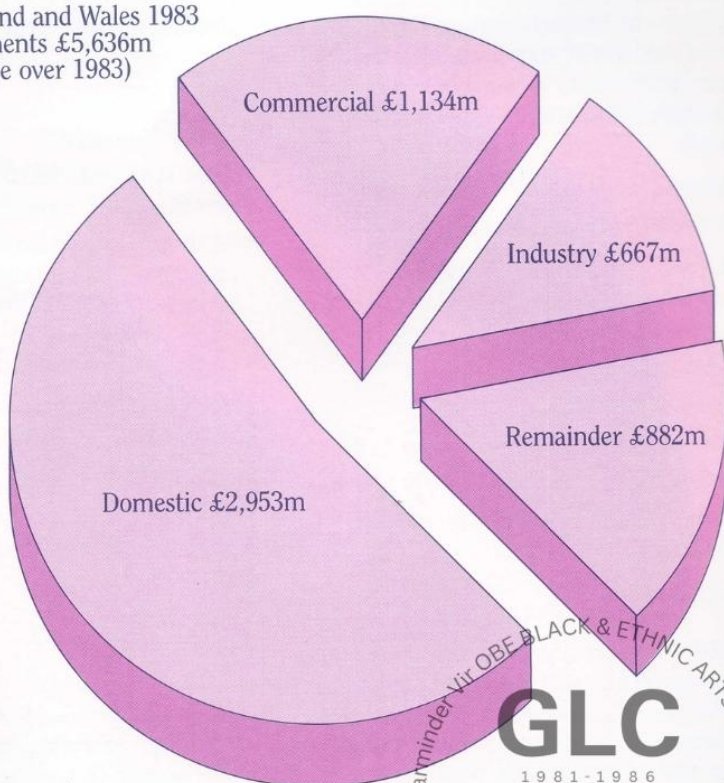


*Includes government departments
Source: GLC Housing Department based on borough HIP forms

Rateable values at April 1983



Rest of England and Wales 1983
All hereditaments £5,636m
(1.3% increase over 1983)



Source: Valuation Office of the Board of Inland Revenue

capital city, has problems not encountered elsewhere — such as more visitors and traffic. Comparisons, therefore needed to be treated with caution.

This section follows the order shown in the main report.

Recreation

In London, over 17,000 hectares (10.7% of the 158,000) are public open space. The GLC's policies to remedy open space deficiencies in terms of provision and location; to protect the Green Belt (which covers over 34,000 hectares within London) whilst making available for greater public use; and to provide substantial support for the Arts in the capital require a greater expenditure and therefore a larger element of subsidy than elsewhere in the country. In return these policies provided a considerable boost to London's ability to attract the 20 million visitors (over 7 million from overseas) who come to London annually. In addition, comparisons between the GLC and the Metropolitan Counties are distorted in this area because expenditure on recreation and leisure amenities is incurred largely at district level outside London.

1982/83 1983/84

Recreation:

Net expenditure per capita

GLC* £2.43 £4.08

Metropolitan Counties £0.22 N/A

Note: * Excludes Lee Valley precept and includes tourism.

Development — land use planning

As the strategic planning authority for London, the GLC has responsibility for control over developments of strategic importance. London's status as a capital city (together with its size) engenders a high level of complex development. Because responsibilities vary so much between authorities, comparisons are particularly difficult.

Economic Development and Promotion:

Net expenditure per capita 1982/83 1983/84

GLC £0.71 £5.36

Metropolitan Counties £1.46 N/A

Land Use Planning

Net cost per capita:

GLC £0.84 £1.41

Metropolitan Counties* £1.09 N/A

*Excludes development and promotion activities.

Housing

The GLC's position as a housing authority is unique as no other Metropolitan or Shire County Council possesses housing powers. Consequently it is difficult to make a valid comparison with any other housing authority. A crude indication of the relative

performance of the GLC is given by comparison with the average figures for the London Boroughs. However, the GLC has handed over most of its housing stock and now has about 42,000 dwellings of which 31,000 are in Tower Hamlets and due to be transferred on 1 July 1985.

Furthermore, it should be borne in mind that the responsibilities of the boroughs are different from those of the GLC. The boroughs are the primary housing authorities, having responsibility for maintaining waiting lists, accommodating homeless families, etc., whilst the GLC acts as a strategic authority seeking to complement the facilities provided by the boroughs. Moreover the GLC's expenditure is inflated, and the Boroughs' reduced, by the deficit payments made by the Council to the Boroughs in relation to the management and maintenance of transferred stock.

Management and maintenance cost per dwelling per week (excluding special management):

1982/83 1983/84

GLC £11.74 £11.93

Inner London boroughs (excl. City) £9.00 N/A

Outer London boroughs £7.22 N/A

The services provided under the headings 'management' and 'maintenance' can vary considerably between authorities, e.g. the GLC undertook internal redecorations and small repairs — services which were not provided by many London Boroughs; and accounting practice varies between various boroughs and the GLC as to the revenue and capital funding of repairs. Also detailed comparisons are difficult because of differential effects of the transfer of estates.

Average weekly net rent levels (i.e. excl. rates and service charges):

1982/83 1983/84

GLC £15.80 £15.57 +

London Boroughs* £15.21 £16.00

*April 1982 and 1983 figures — exclude 6 boroughs and 4 boroughs respectively.

+ Although rents were frozen, there is an apparent reduction caused by changes in stock composition arising from transfers and sales and by reductions in differentials of higher rented dwellings.

Rent arrears as a proportion of rent roll as at the end of the financial year:

1982/83 1983/84

GLC 4.20% 6.58%

Inner London Boroughs 11.60% N/A

Outer London Boroughs 7.20% N/A

The figures continue to be inflated because of the effect of the Housing Benefit Scheme reducing the total rent roll. The 1982/83 figure is also distorted by the occurrence of

Easter holiday at the end of the financial year.

Gross rents as a proportion of total costs:

1982/83 1983/84

GLC (managed dwellings only) 43.5% 41.1%

Inner London Boroughs (excl. City)

(a) tenants 38.9% N/A

(b) rebates 6.5% N/A

Outer London Boroughs

(a) tenants 53.3% N/A

(b) rebates 10.1% N/A

Under the arrangements for the transfer of its estates the GLC has a statutory commitment to meet the outstanding debt charges on the transferred dwellings, although the rents from these properties are paid to the Borough and District Council now responsible for their management.

Services

Fire Service:

Net cost per capita

1982/83 1983/84

GLC £15.77 £17.56

Metropolitan Counties £11.79 N/A

Proportion of area in high risk categories (A and B)

GLC 55%

Metropolitan Counties 15%

The large proportion of high risk areas in London (more than three times that of any other fire authority) is reflected in the brigade's structure, it being the only brigade where all stations are manned for 24 hours.

Solid Waste

Net expenditure per capita 1982/83 1983/84

GLC £7.02 £7.42

Metropolitan Counties £5.13 N/A

Currently landfill is the cheapest method of waste disposal but because few sites are available within or near the GLC boundary, transfer stations almost always have to be used to enable bulk haul arrangement to be made. This double handling and the distance for transport largely account for London's higher costs.

Transport

London has 12,782 kilometres of roads, 1,433 kilometres of which are Metropolitan roads and the responsibility of the GLC. The number of registered vehicles per kilometre of road (195) is nearly twice that for the Metropolitan Counties (98) and, in addition, there is considerable use by through traffic and visitor traffic. Comparisons with other highway authorities are distorted by the

All highways net current expenditure per capita:

	1982/83	1983/84
GLC	£7.39	£8.67
Metropolitan Counties	£26.03	N/A
Highway Maintenance — cost, excluding street lighting, per km		
GLC	£23,210	£28,391
Metropolitan Counties (principal roads)	£10,133	N/A

The Greater London public transport network is complex. In addition to the bus and underground services operated by London Transport, British Rail operates a network of services within Greater London and there are a number of other bus and coach operators. In the morning peak over half a million (545,000) passengers use London Transport buses and underground services to reach a central destination and about 383,000 commuters arrive in central London on British Rail services. This volume and pattern of commuting needs careful interpretation when making comparisons with other local authorities.

The introduction of the London Transport bus and underground Travelcard and the general fares reduction in May 1983 has led to a 12% increase in the number of passengers and a 16% increase in passenger mileage — the first increase for over 10 years. Although there are twice as many passenger journeys on the LT buses in the GLC area as on the underground, these underground journeys are longer, ending up with about the same number of passenger miles covered. The cost per underground mile is about five times that of the cost per bus mile. The table below indicates the financial support for the public transport service:

	1982/83	1983/84
Revenue support per capita*	£12.64	£23.32
Concessionary fares per capita	£8.93	£9.11
Total financial support	£21.57	£32.43
Metropolitan Counties	£28.97	N/A

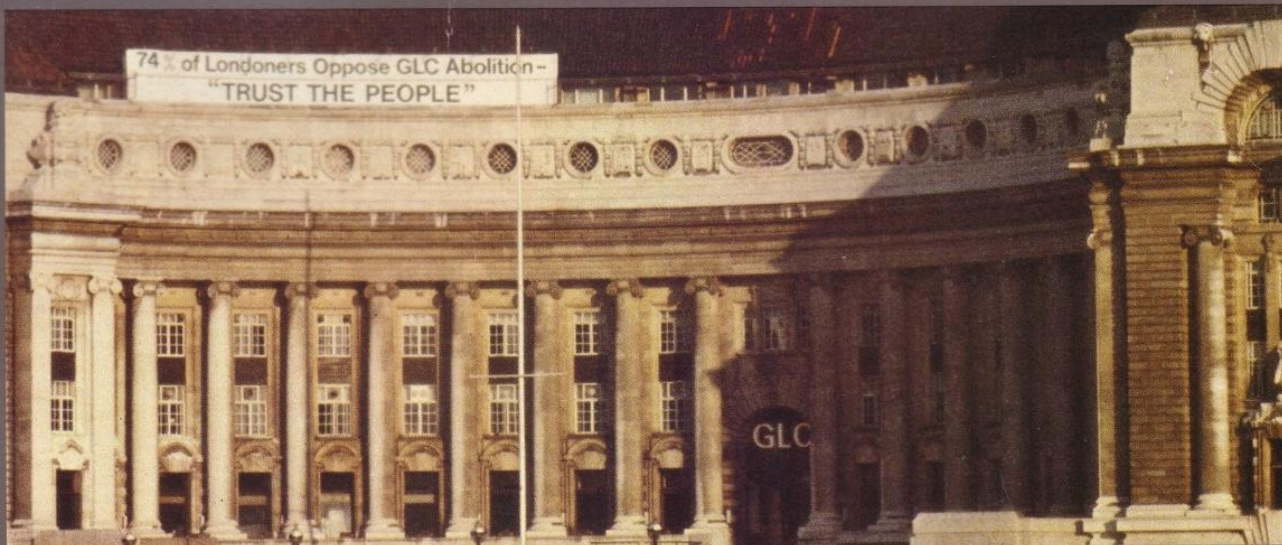
*Revenue Support per capita is calculated on the basis of the operating deficit incurred each year, rather than the year in which the deficit was financed.

Cover photographs

Front cover, Clockwise: *Thames Barrier; a woman firefighter; an apprentice worker at the London Community Builders; the Greater London Development Plan; the Welfare Bus; a ballerina of the London Festival Ballet; London Transport Travel Card.* Centre Photograph: *Caring for elderly people.*

Back Cover: *County Hall river frontage.*

(Photograph of Ballerina by courtesy of the London Festival Ballet)



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