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THE POLITICS OF LEISURE AND LEISURE
POLICY IN LOCAL GOVERNMENT.

by

Ian P. Henry

Volume 2

A thesis submitted in partial fulfilment of the requirements for the award
of Doctor of Philosophy of the Loughborough University of Technology, 27
July 1987

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Government Grant Aid to Voluntary Leisure Organisations

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APPENDIX 1: SELECTED OUTPUT – ANALYSIS OF LOCAL GOVERNMENT LEISURE EXPENDITURE

The following scattergrams are provided as indicative of computer output employed in this element of the analysis reported in Chapter Four.

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Conservative Controlled Metropolitan Districts: Leisure Expenditure by Index of Leisure Need

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All Metropolitan Districts: Leisure Expenditure by % of Economically Active Males
Seeking Work

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Labour Controlled Metropolitan Districts: Leisure Expenditure by % of
Economically Active Males Seeking Work

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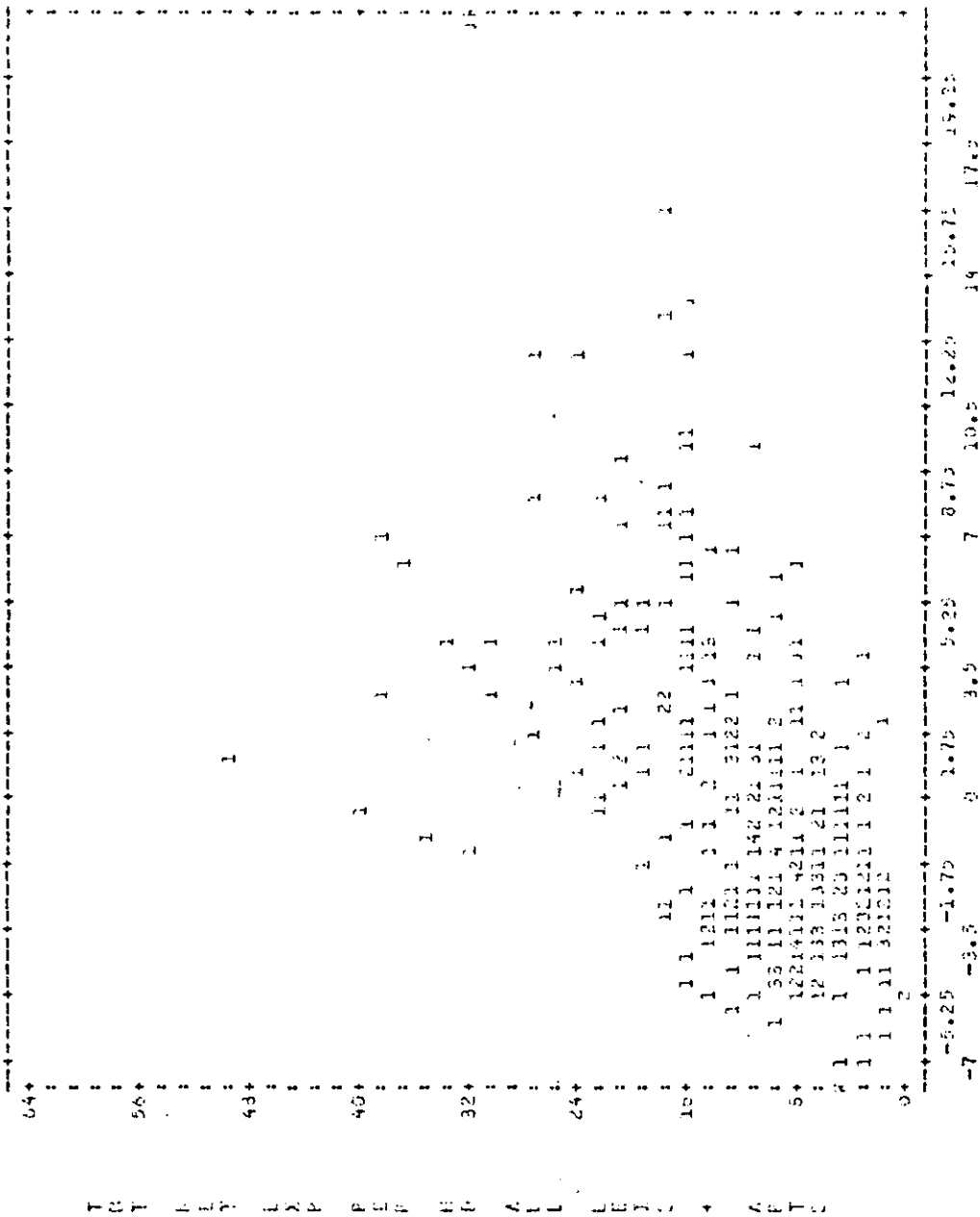
Conservative Controlled Metropolitan Districts: Leisure Expenditure by % of
Economically Active Males Seeking Work

page A1.33

10 JUL 67

NON-MET DISTRICTS LMS NEW LOTS 1984-3
BRADFORD UNIV COMPUTER CENTRE CIBEN 730/620 NOV 2.4.63

PLOT OF VARIO WITH LNEED

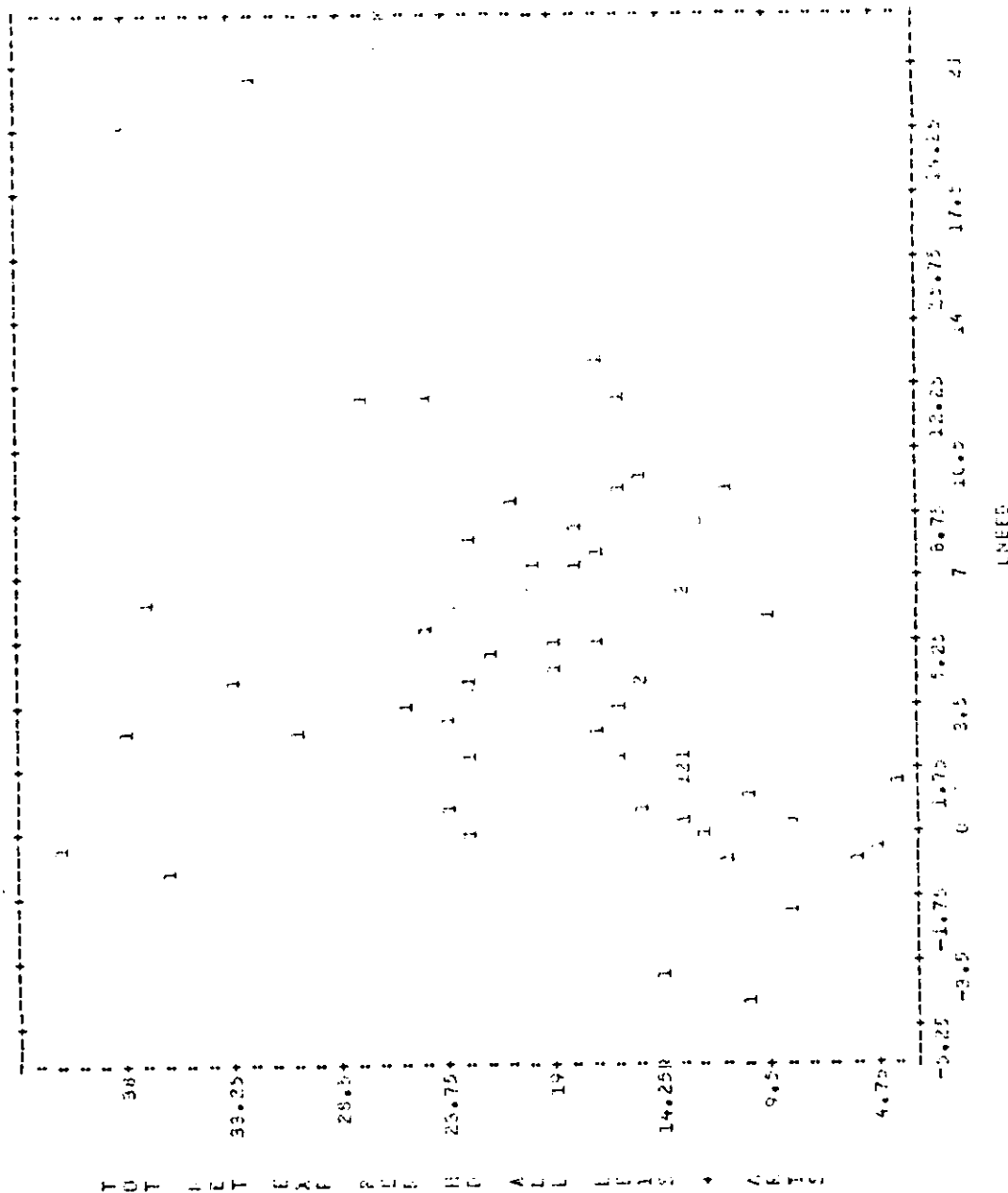


291 CASES PLOTTED. REGRESSION STATISTICS OF VARIO ON LNEED:
CORRELATION .53166 R SQUARED .28291 S.E. OF EST 9.57190 2-TAILED SIG. .0000
INTERCEPT(S.E.) 11.00667(.57053) SLOPE(S.E.) .70271(.09292)

Labour Controlled Non-metropolitan
Districts: Leisure Expenditure by Index of
Leisure Need

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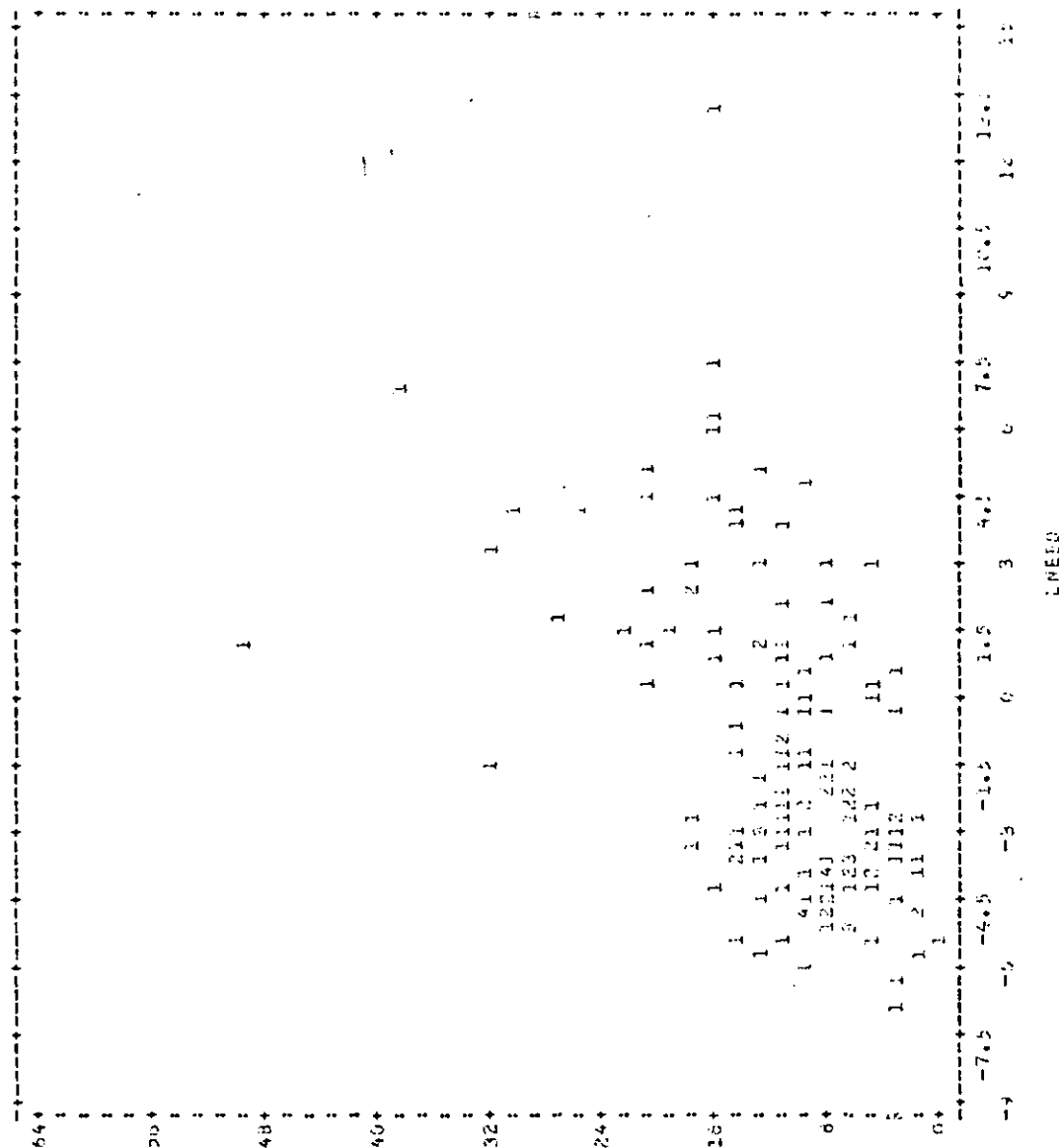
PLOT OF VARIO WITH LINE



10 JUL 97

NON-MET DISTRICTS LLS REA ESTS 1982-3
BRADFORD UNIV COMPUTER CENTRE CYBER 730/530 RDS 2.4.93

PLOT OF VARIO WITH LNEED



148 CASES PLOTTED. REGRESSION STATISTICS OF VARIO ON LNEED:
CORRELATION .25022, SQUARED .27104 S.E. OF EST 2.41254 2-14116 SIB. .6610
INTERCEPT(S.E.) 32.56350(.14228) SLOPE(S.E.) 1.03503(.14653)

page A1.2

TOT	RETT	EXX	FEE	HG	AAL	LIL	+	AET
64+								
50+								
48+								
40+								
32+								
24+								
16+								
8+								
R								
+								
0+								

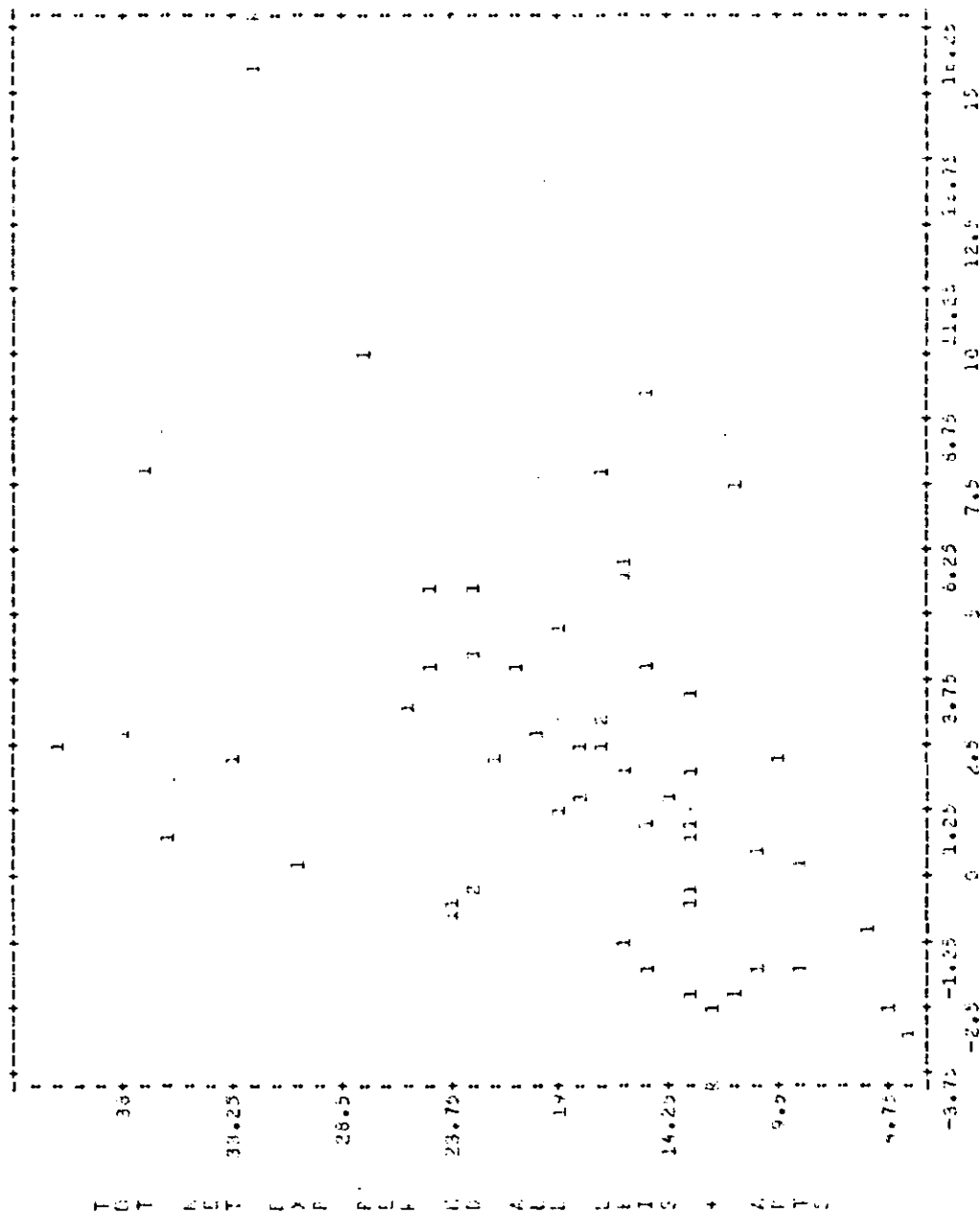
50001-

291 CASES PLOTTED. REGRESSION STATISTICS OF Y AND X	1.5313
CORRELATION	.2809 S.E. OF EST
INTERCEPT(S.E.)	.59147 5102(5.1)
	1.62094
	.15297
	.0031

STATUS OF VARIOUS IN 500000

**Labour Controlled Non-metropolitan
Districts: Leisure Expenditure by Index of
Social Disorganisation**

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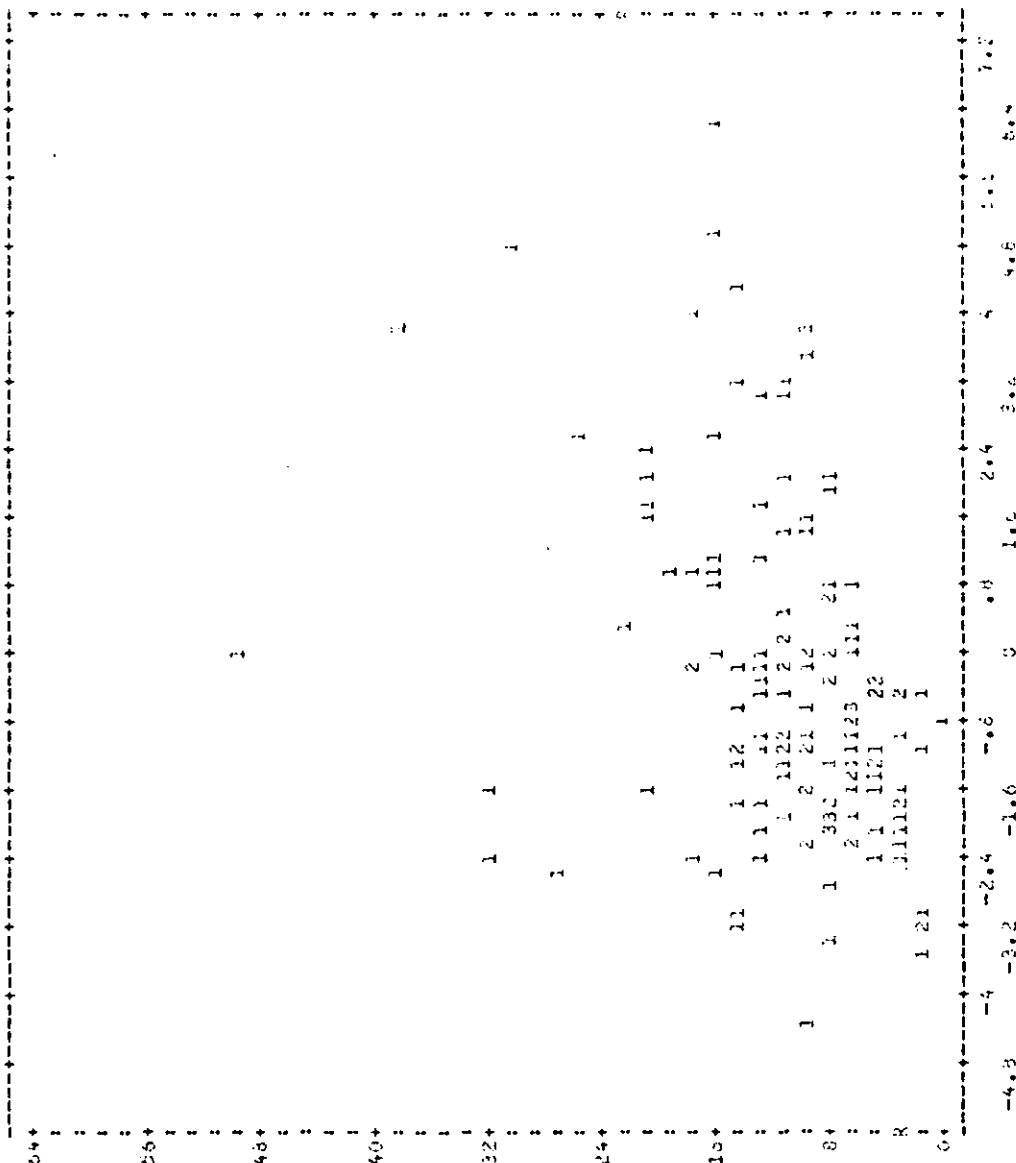


510005

25 CASES PLOTTED. REGRESSION STATISTICS OF Y-VAL ON X-VAL			
CORRELATION	.4771	SQUARED S.E. OF EST	7.70349
INTERCEPT(S.E.)	15.44260	SLOPE(S.E.)	.484111
			.29560

PLUT OF VARIOUS TYPES

TOP LEFT CORNER OF ALL LETTERS + ARTS



51705

138 CASES PLOTTED, REGRESSION STATISTICS OF AREA OR LOGS:	
CORRELATION .7674 R SQUARED .4351 S.E. OF EST	3.06029 2-TAILED SIG. .0000
INTERCEPTS.E.) 11.44452 (.00074) SLOPE(S.E.)	1.260131 .20103)

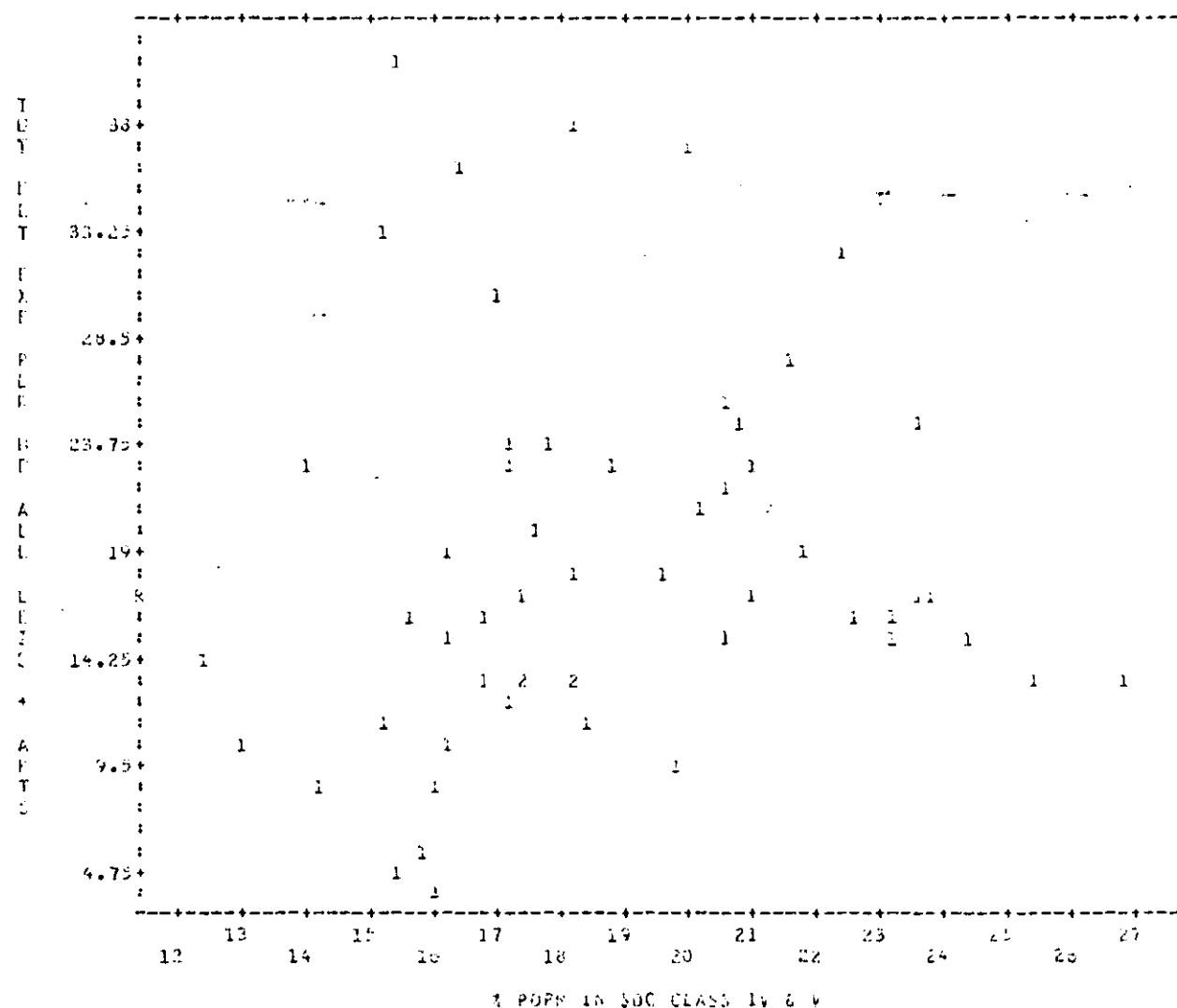
Page A1.10

PL 01 05 4410 - 11 4427



291 CASES PLOTTED. REGRESSION STATISTICS ON Y-AXIS:	
CORRELATION	.6217 SEE G. EST 7-27-82 2-TAILED SIG. .0001
INTERCEPT(SEE)	3.03938 (1.52258) SLOPE(SEE) .07405 (.12597)

PLOT OF VAR16 WITH VAR27

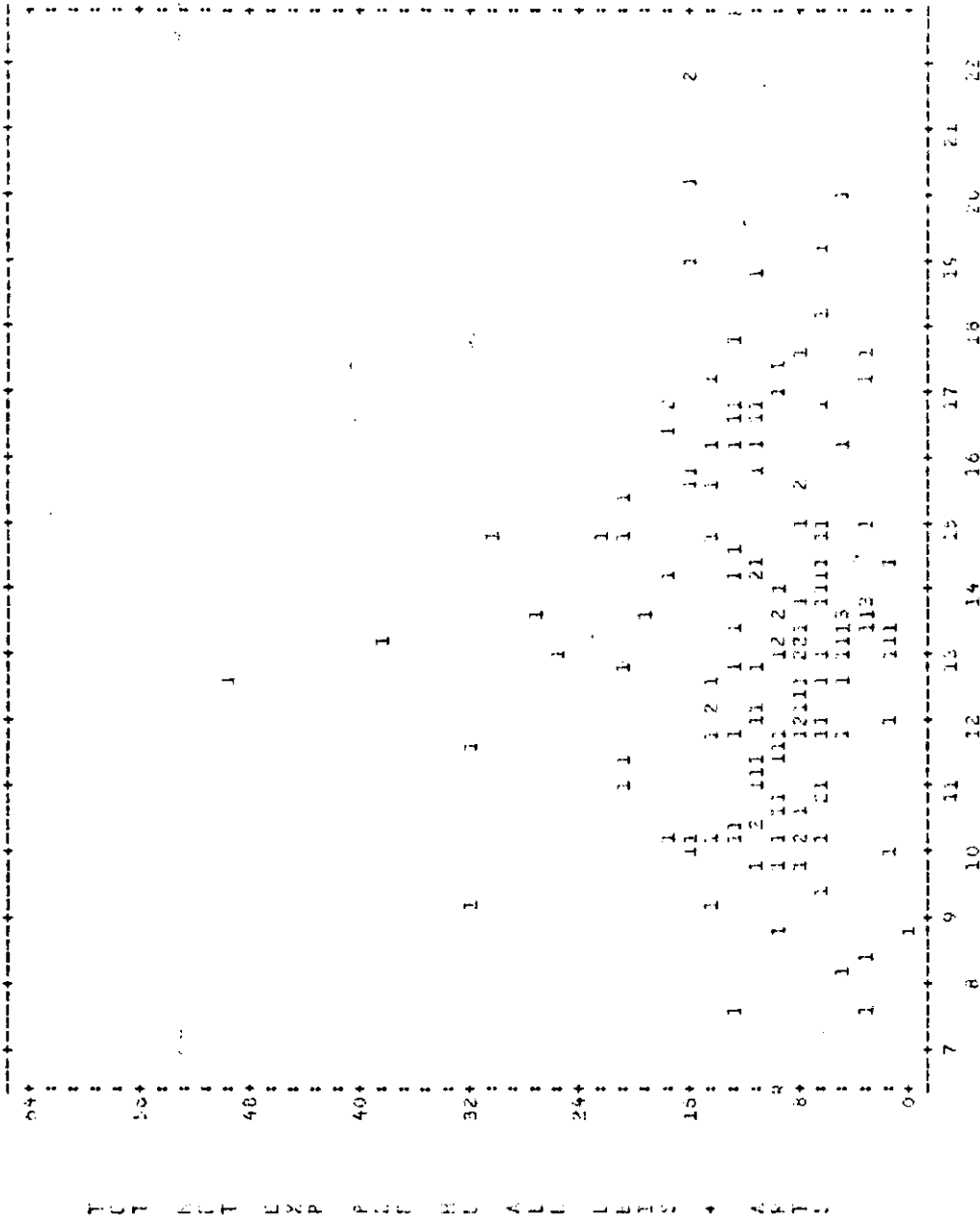


55 CASES PLOTTED. REGRESSION STATISTICS OF VAR16 ON VAR27:
CORRELATION .10526 R SQUARED .01135 S.E. OF EST 6.45049 2-TAILED SIG. .4287
INTERCEPT(S.E.) 13.56224(6.63627) SLOPE(S.E.) .27267(.54847)

10 JUL 87

NON-MET DISTRICTS LLS REV 1515 1982-3
BRADFORD UNIV COMPUTER CENTRE LYNER 730/050 NOS 2.9.2

PLOT OF VARIOUS WITH VAR27

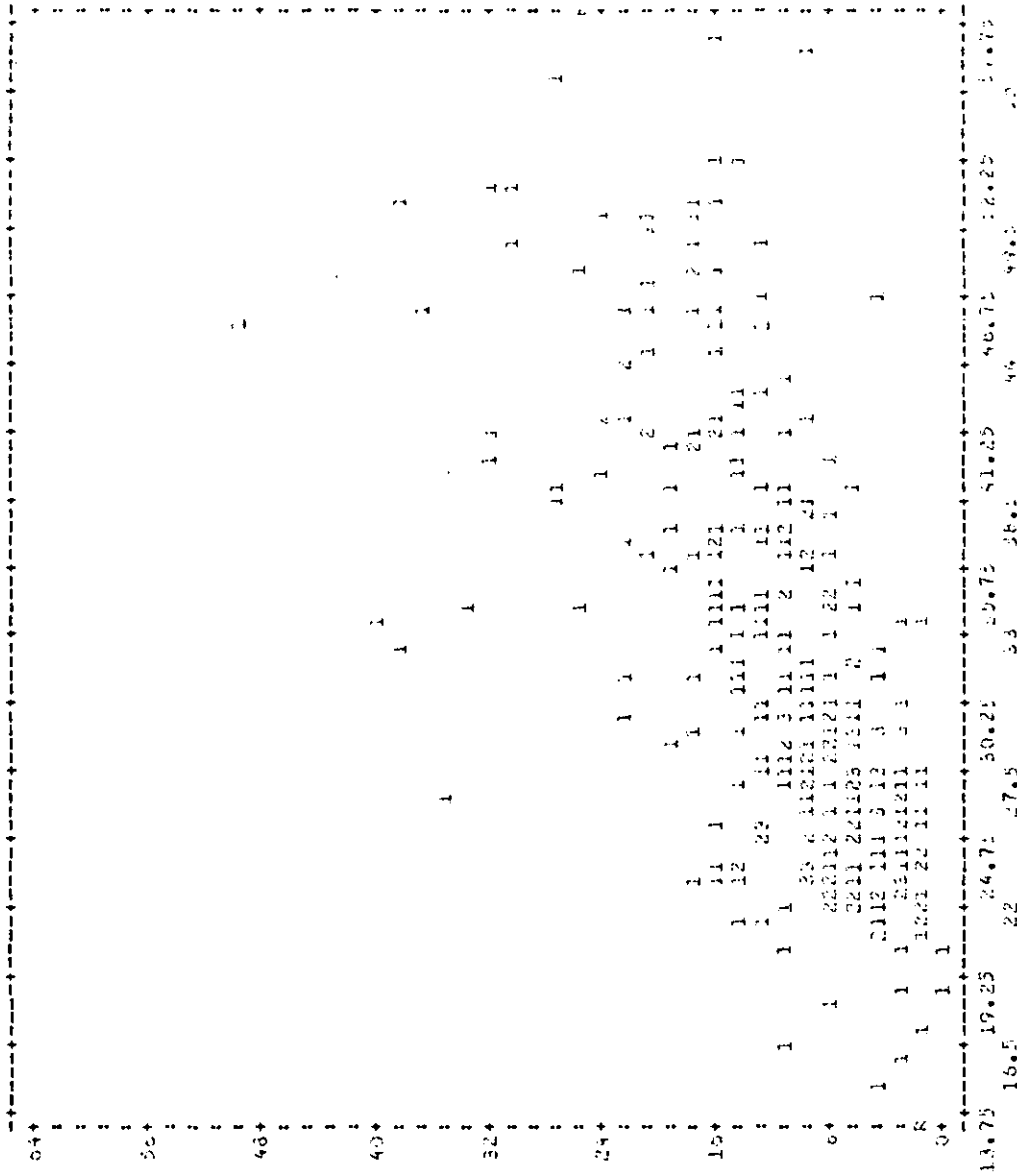


Conservative Controlled Non-metropolitan
Districts: Leisure Expenditure by %
Population in Social Classes IV and V
page A1.12

10 JUL 67

NON-MET DISTRICTS LEIS REV LISTS 1962-3
BRADFORD UNIV COMPUTER CENTRE CYSEN 730/650 NOS 2.4.3

PLOT OF VARIO WITH VARIO



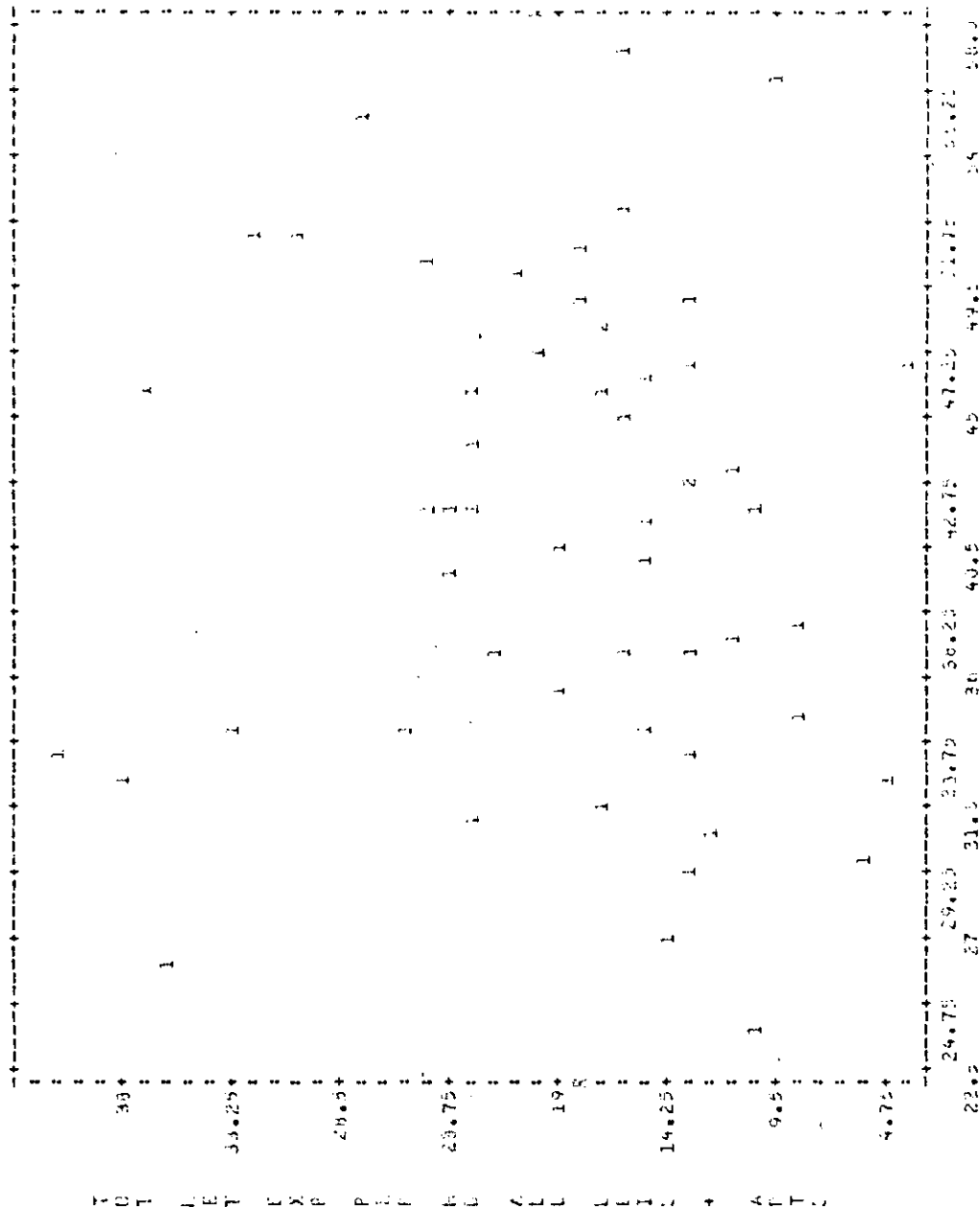
5 WHEN NO CAR

291 CASES PLOTTED. REGRESSION STATISTICS OF VARIO ON VARIO:
CORRELATION .01410 R SQUARED .00020 S.E. OF EST .00000
INTERCEPT(S.E.) -5.91207(1.37308) SLOPE(S.E.) .00000(.00000)

10 JUL 87

NON-MET DISTRICTS LEISURE EXP 1985-86
BRADFORD ONLY COMPUTER CENTRE CYBER 730/830 NOS 2.9.8

PLOT OF VARIOUS DATA



PAGE A1.15

14 JUL 1977

NON-MET DISTRICTS LUIS REV ESTS 1982-3

NON-MET DISTRICTS L119 REV EST: 1982-3
3340FORD ONLY COMPUTER CENTER CYBER 730/830

W02 3.4.3

1976 JUL 10 11 17 AM YAF 20

[illegible][illegible]

148 CASES PLUTED. REGRESSION STATISTICS OF YALLO OR YACED:
CORRELATION .69294 & SLOPED .48017 S.E. OF EST .13942
INTERCEPT(S.E.) -7.71961 1.65780 SLOPE(S.E.) .326511 .55352

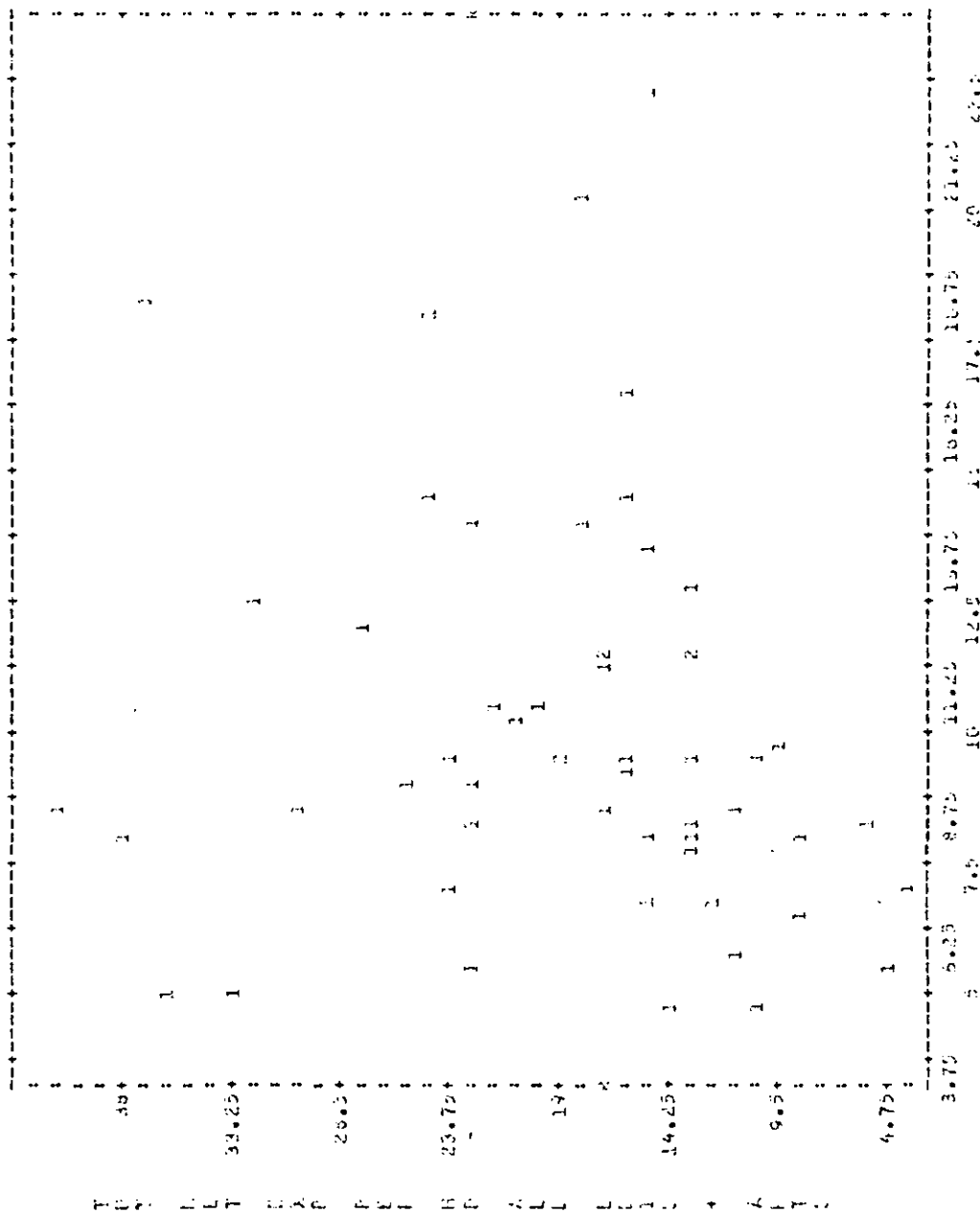
PAGE A1.16

04+	05+	06+	07+	08+	09+	10+	11+	12+	13+	14+	15+	16+	17+	18+	19+	20+	21+	22+	23+	24+	25+	26+	27+	28+	29+	30+	31+	32+	33+	34+	35+	36+	37+	38+	39+	40+	41+	42+	43+	44+	45+	46+	47+	48+	49+	50+	51+	52+	53+	54+	55+	56+	57+	58+	59+	60+	61+	62+	63+	64+	65+	66+	67+	68+	69+	70+	71+	72+	73+	74+	75+	76+	77+	78+	79+	80+	81+	82+	83+	84+	85+	86+	87+	88+	89+	90+	91+	92+	93+	94+	95+	96+	97+	98+	99+	100+
3.75	5	6.25	7.5	8.75	10	11.25	12.5	13.75	15	16.25	17.5	18.75	20	21.25	22.5	23.75	25	26.25	27.5	28.75	30	31.25	32.5	33.75	35	36.25	37.5	38.75	40	41.25	42.5	43.75	45	46.25	47.5	48.75	50	51.25	52.5	53.75	55	56.25	57.5	58.75	60	61.25	62.5	63.75	65	66.25	67.5	68.75	70	71.25	72.5	73.75	75	76.25	77.5	78.75	80	81.25	82.5	83.75	85	86.25	87.5	88.75	90	91.25	92.5	93.75	95	96.25	97.5	98.75	100																			

2000

291 CASES PLAYED, REGRESSED TO STALLING OF 1910 ON 1911	
CORRELATION .4830 F SQUARED .16077	F-VALUE 2-TAILED SIG. .0000
(INTERCEPT) 3.56425	SLOPE (SAL) 1.11298
	(SAL) .1357

PLOT OF VARIO WITH VARIO



2 LC ACT SEEK WORK

20 CASES PLOTTER. REGRESSION STATISTICS OF VARIO ON VARIO
 CORRELATION .13819 R-SQUARED .01910 S.E. OF EST .009742 2-TAILED SIG. .234-
 INTERCEPT(S.E.) 11.61396(3.20316) SLOPE(S.E.) .002231 (.25735)

Conservative Controlled Non-metropolitan
Districts: Leisure Expenditure by % of
Economically Active Males Seeking Work
page A1.18

10 JUL 67 NOR-MET DISTRICTS LLS RLV ESTS 1962-3
BRADFORD UNIV COMPUTER CENTRE CYBER 740/630 RUN 2.7.3
PLAN OF VARIO RLV VAR15

	3	3.6	4.02	4.6	5.4	6	6.6	7.2	7.8	8.5	9	9.6	10.6	11.4	12
64+															
56+															
48+															
40+															
32+															
24+															
16+															
8+															
0+															

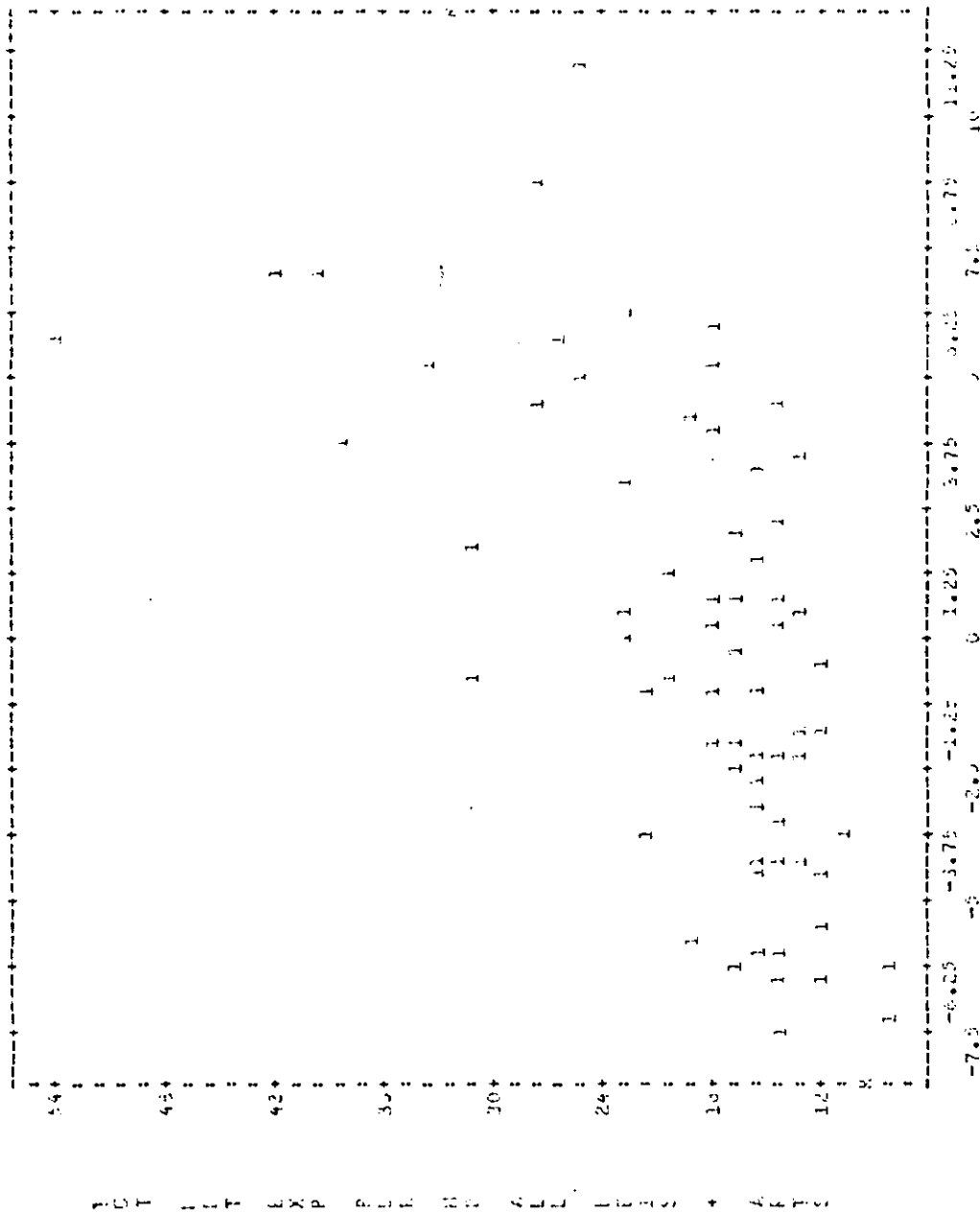
REC ACT STAFF WORK

148 CASES PRINTED. REGRESSION STATISTICS OF VARIO ON VAR15
CORRELATION .42759 R SQUARED .18278 SEE DF ES 3.47497 1-74.119 SIG. .0007
INTERCEPT(S.E.) .57132(1.81468) SLOPE(S.E.) 1.5517(.27834)

16 JUL 67

REF DISTRICT & LUNAR BOARD'S LILS REV ESTS 1982-3
BRADFORD CITY COMPUTER CENTRE CIBER 730/250 PGS 2,4,5

PLOT OF VARIOUS WITH LINE



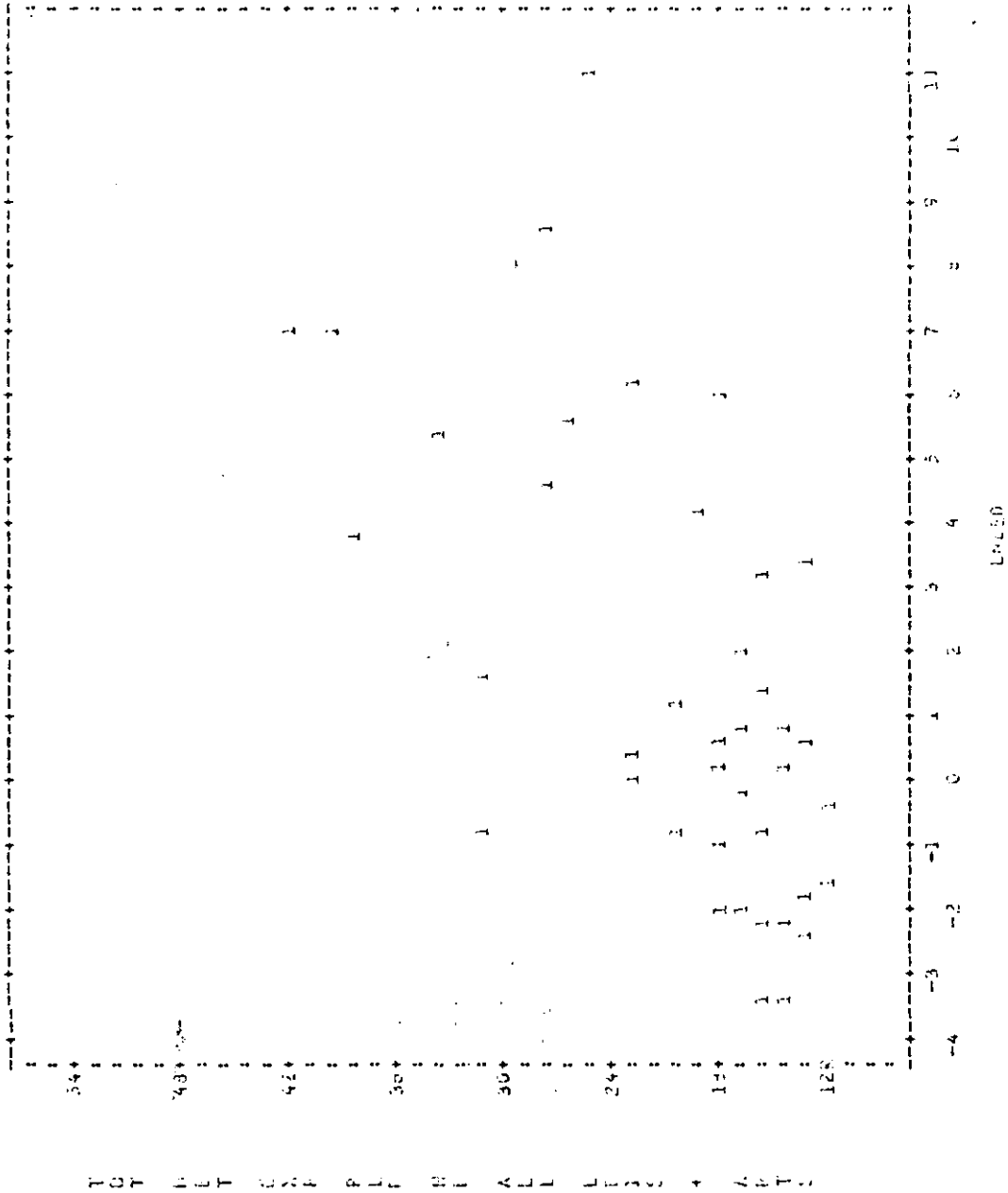
07 CIBER PLATED, REGRESSION STATISTICS OF VARIOUS WITH LINE
CORRELATION = 0.979
INTERCEPT(S.E.) = 13.100 (1.188)
SLOPE(S.E.) = 1.772 (0.054)

Labour Controlled Metropolitan Districts:
Leisure Expenditure by Index of Leisure
Need

page A1.20

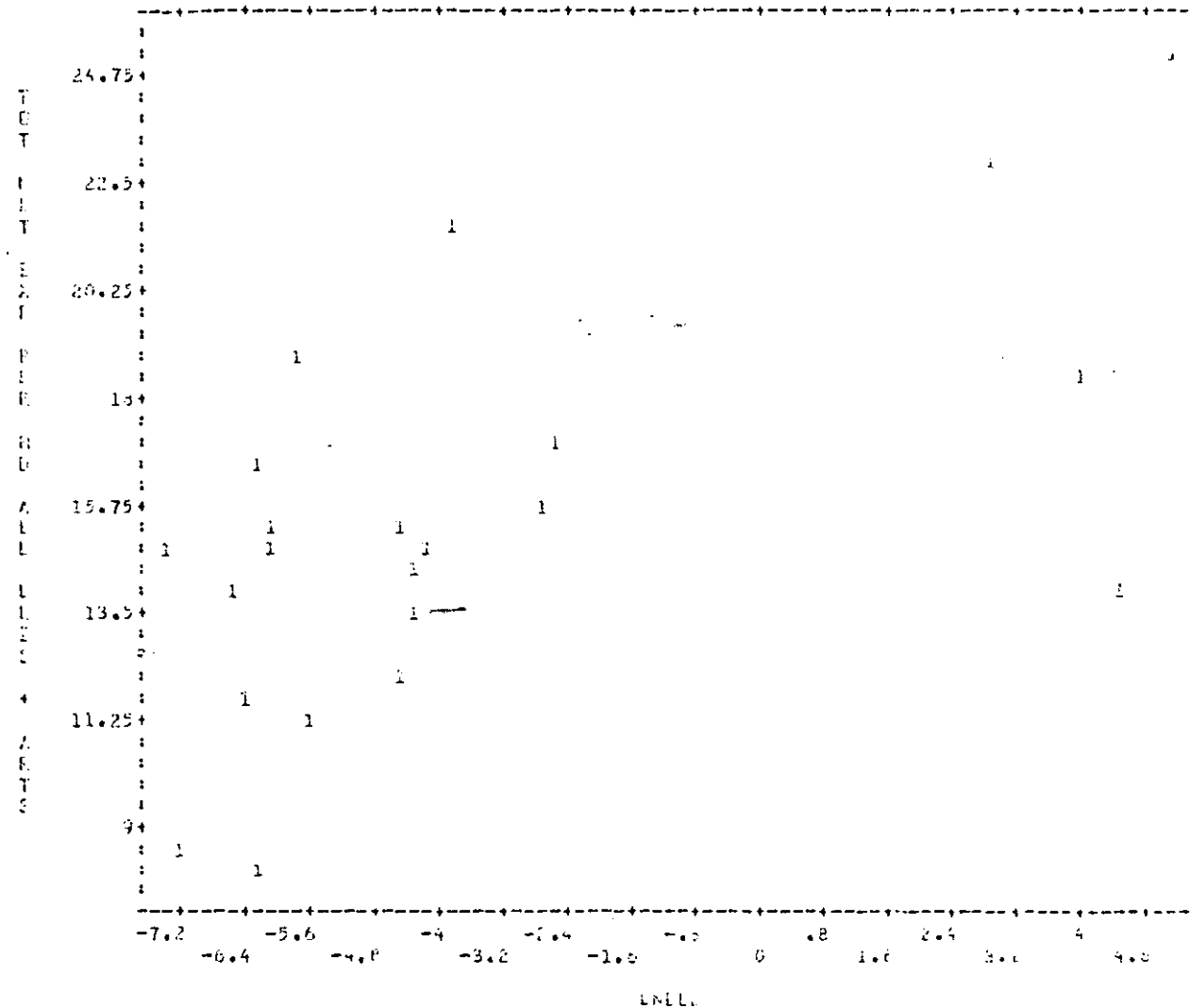
10 JUL 67 MET DISTRICTS & LONDON BOROS L115 REV 0310 1962-3 NOS 2.4.3
BRADFORD ONLY COMPUTER CENTRE CYREN 730/800

PLOT OF VALU EITH L1150



70 CASES PLOTTED. REGRESSION STATISTICS OF Y-VAL OR INDEX
CORRELATION .62192 E SQUARED .38602 S.E. OF EST 3.27400
INTERCEPT(S.E.) 16.45749(1.05020) SLOPE(S.E.) 1.40410(.22117)

PLOT OF VARIOUS WITH INDEX

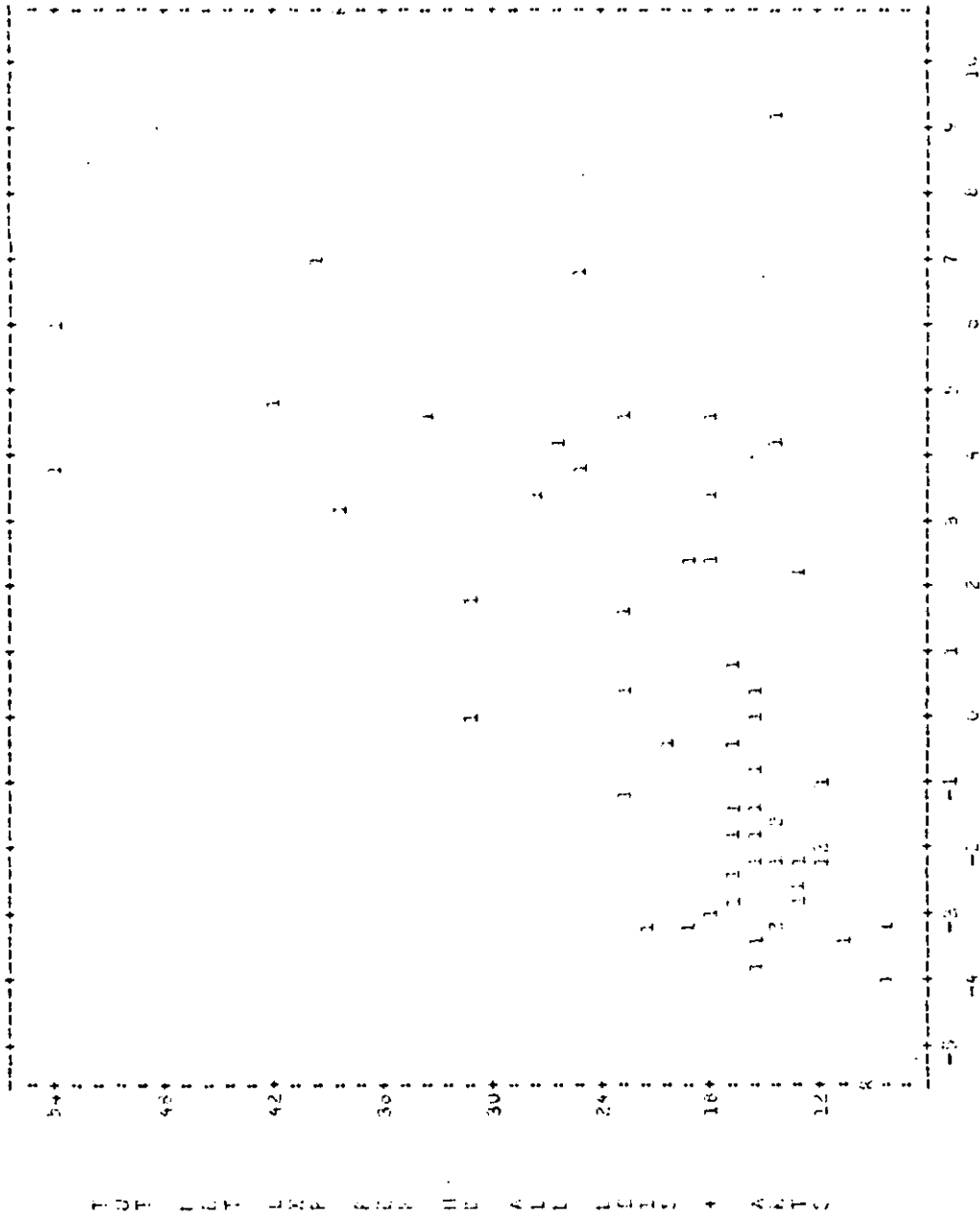


22 CASES PLOTTED. REGRESSION STATISTICS OF LEISURE ON INDEX
 CORRELATION .70825 R-SQUARED .30497 S.E. OF EST 3.42304 2-TAILED SIG. .0077
 INTERCEPT(S.E.) 17.70755(.95189) SLOPE(S.E.) .81119(.19031)

All Metropolitan Districts: Leisure Expenditure by Index of Social Disorganisation

page A1.22

16 JUL 87 REL DISORGANISATION: ALL MET DISTRICTS 1982-3
BRADFORD ONLY COMPUTER CENTRE CYBER 730/830 NOS 2-7-83
PLOT OF VARIO WITH SOCIETY



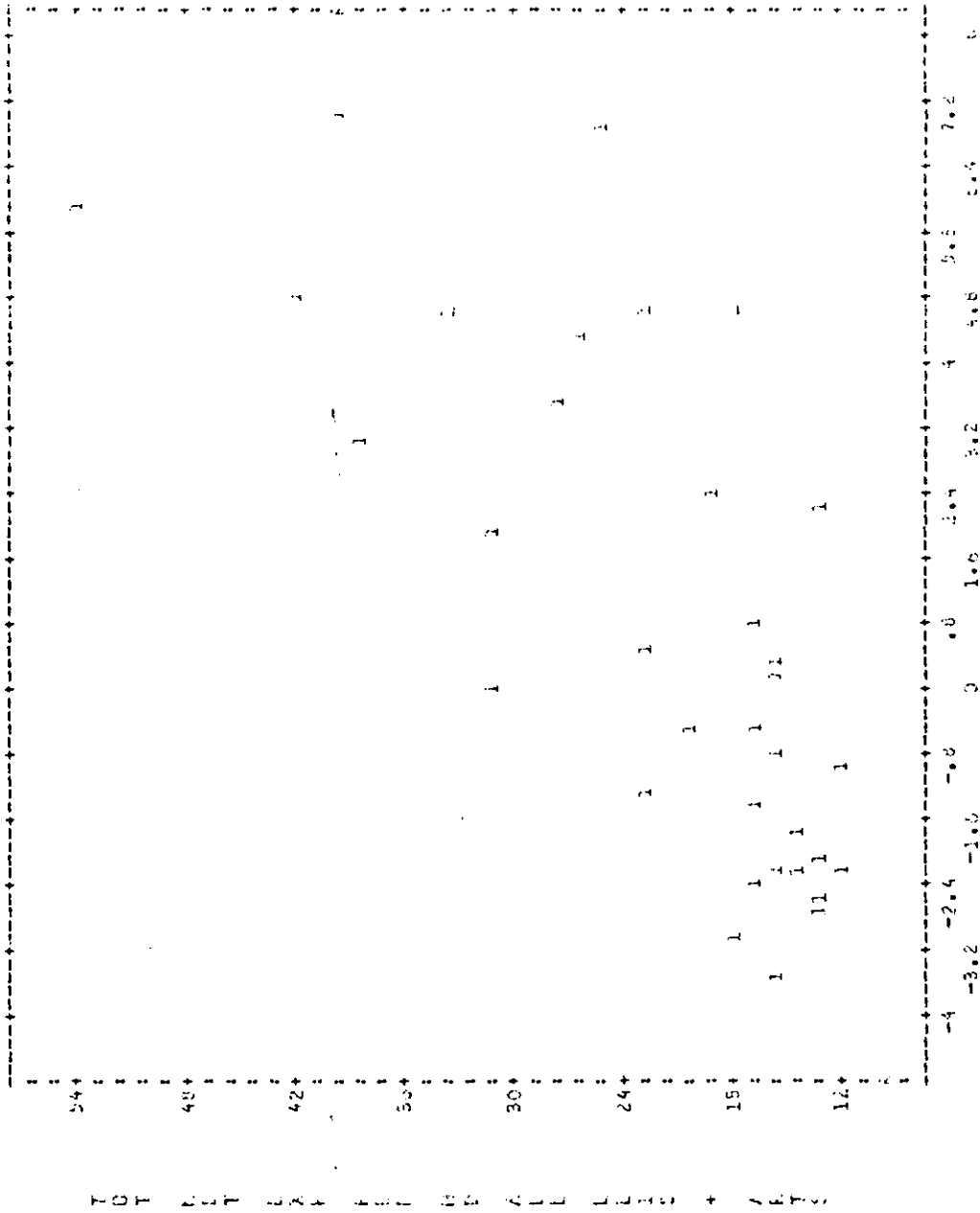
SOCIETY

26 CASES PLOTTED. REGRESSION STATISTICS OF VARIO ON SOCIETY:
CORRELATION: .68828 X SQUARED: .27069 S.E. OF EST: 7.93901 2-TAILED SIG: .0001
INTERCEPT(S.E.) 14.60246(1.66438) SLOPE(S.E.) 1.83379(.56155)

Labour Controlled Metropolitan Districts:
Leisure Expenditure by Index of Social
Disorganisation

page A1.23

10 JUL 67 MET DISTRICTS & LONDON BOROS L113 REV L211 1962-3
HARROGATE UNIV COMPUTER CENTRE CYBER 750/550 600 5.4.6
LIST OF VARIOUS 4116 300015



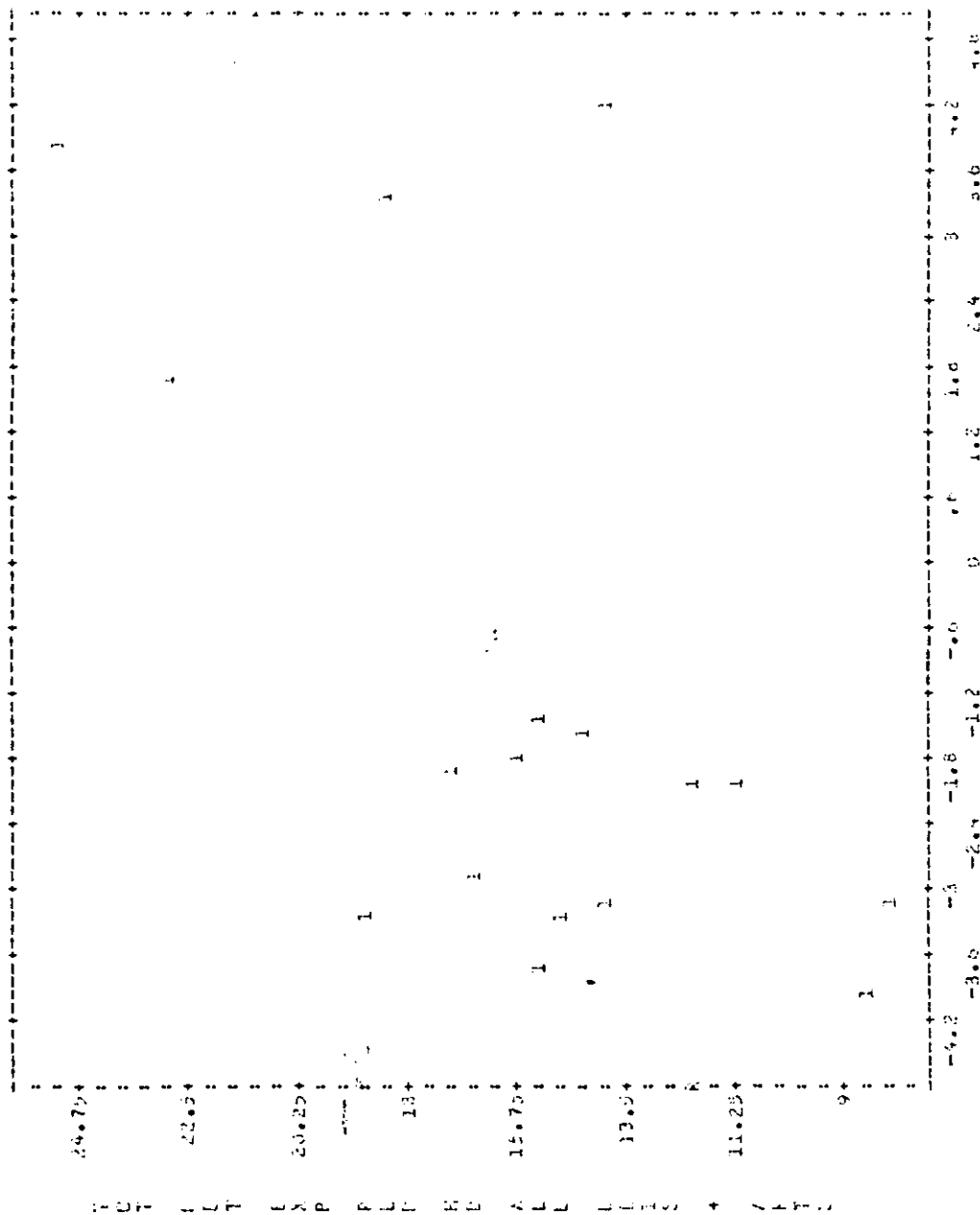
24 CASES PLotted. REGRESSION STATISTICS OF VARIOUS SOCIAL
CORRELATION .72714 R SQUARED .52674 S.E. OF EST 7.03134 2-100000 110.000
INTERCEPT(S.E.) 19.97537(1.14(80) SLOPE(S.E.) 2.35520(.35520)

Conservative Controlled Metropolitan Districts: Leisure Expenditure by Index of Social Disorganisation

page A1.24

10 JUL 87 REF DISTRICTS & LEISURE BUREAU L113 REV E312 1982-3
BRADFORD ONLY COMPUTER CENTRE C136F 7307/83C RDS 2.4.83

PLUT OF VARIO WITH SUCCESS



SC010

17 CASES PLOTTED, REGRESSION ANALYTICS OF VARIO ON SUCCESS:
CORRELATION .5743 R SQUARE .3286 S.E. OF EST 1.75017 2-121170 \$16. 10192
INTERCEPT(S.E.) 10.62331(1.10739) SLOPE(S.E.) .432661 .54019

10 JUL 67

NET DISTRICTS & LONDON BOROUGHS LEISURE EXPENDITURE 1962-3
GRANDERO UNIV COMPUTED CENTER 1507/30 NOS 2.4.63

LIST OF VARIATIONS VAR27

DISTRICT	% POP IN SOC CLASS IV & V									
	6.75	11.25	15.75	16.75	17.75	18.75	19.75	20.75	21.75	22.75
1										
2										
3										
4										
5										
6										
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93										
94										
95										
96										
97										
98										
99										
100										

% POP IN SOC CLASS IV & V

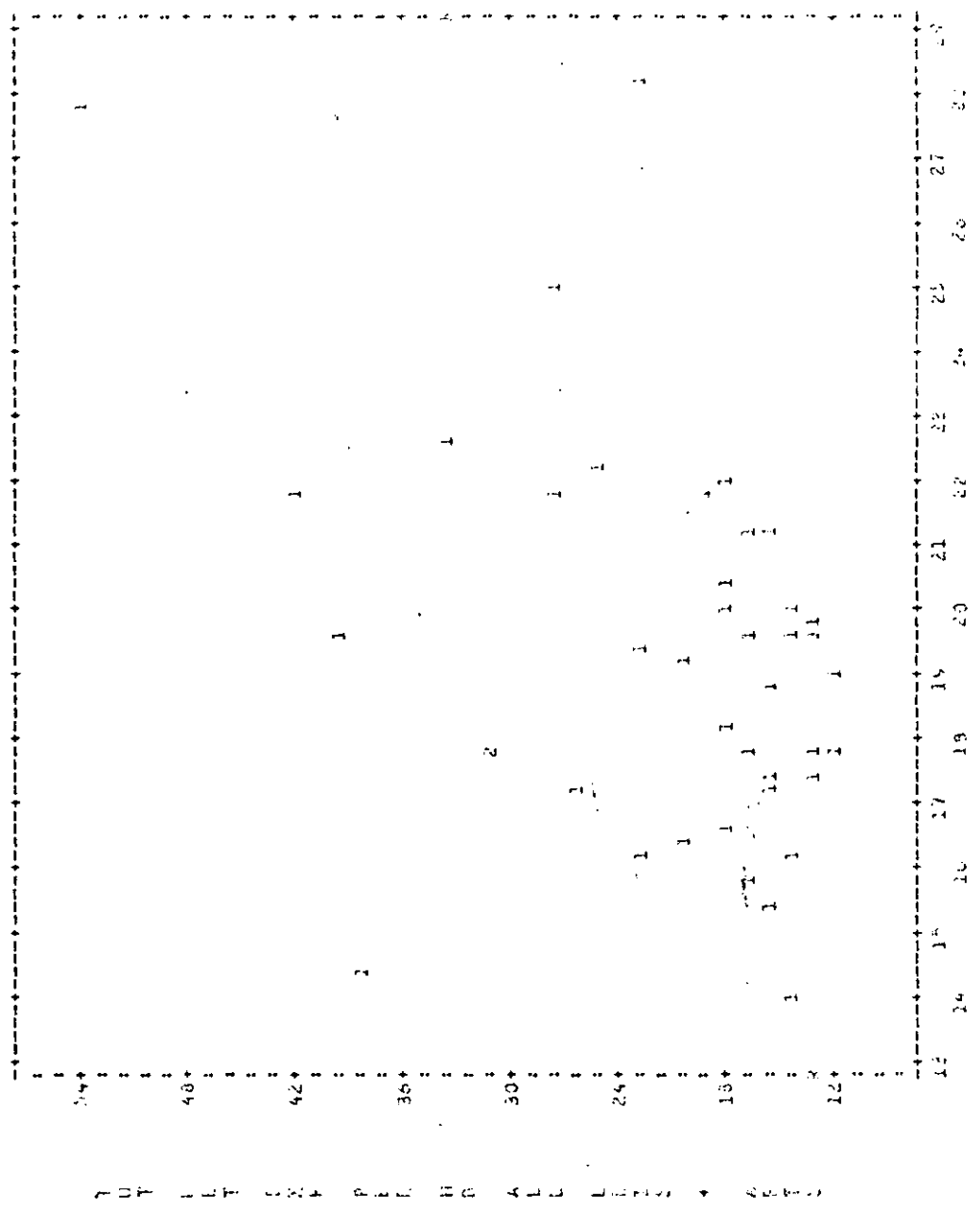
60 CASES PLUTED. REGRESSION STATISTICS OF VAR27 ON VAR27:
CORRELATION .47007 R SQUARED .13695 S.E. OF EST 8.04371 2-TAILED SIG. .0645
INTERCEPT(S.E.) 6.04311(4.30231) SIGP(S.E.) .76552(.44591)

All Metropolitan Districts: Leisure
Expenditure by % Population in Social
Classes IV and V

10 JUL 67

MET DISTRICTS & LONDON BOROS LEIS EXP ENDS 27/6/67
ACADEMIC UNIV COMPUTER CENTRE CIBER 7307650 NOS 2-5-2

PLUO OF VARIO WITH 74-27

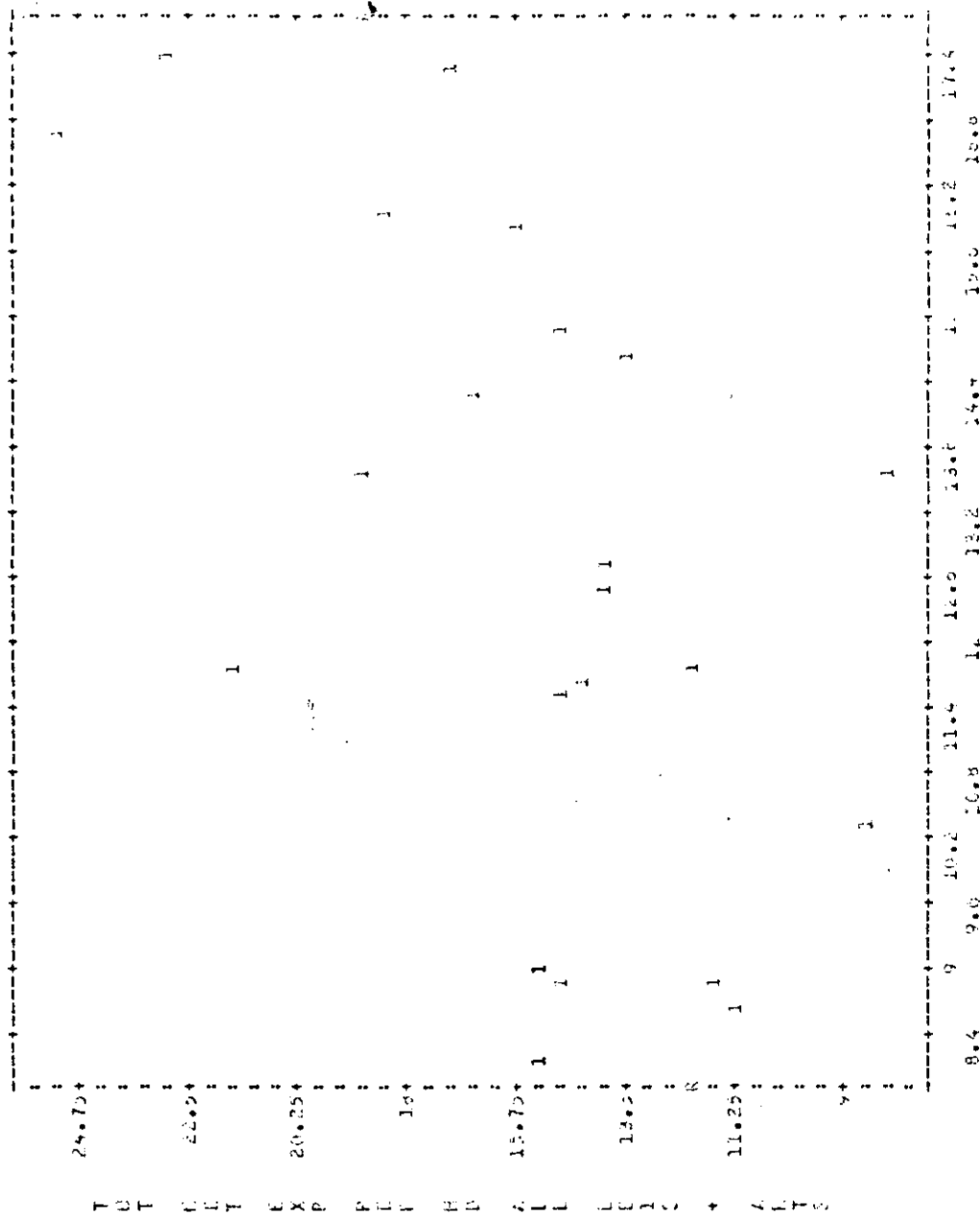


Labour Controlled Metropolitan Districts:
Leisure Expenditure by % Population in
Social Classes IV and V

10 JUL 67

MET DISTRICTS & LONDON BOROS LELIS REV ESTS 1966-3
SHADED ONLY COMPUTER CENTRE (CYDEN 730/830) RDS 2-4-3

PL01 OF VAR10-3/14 VAR27



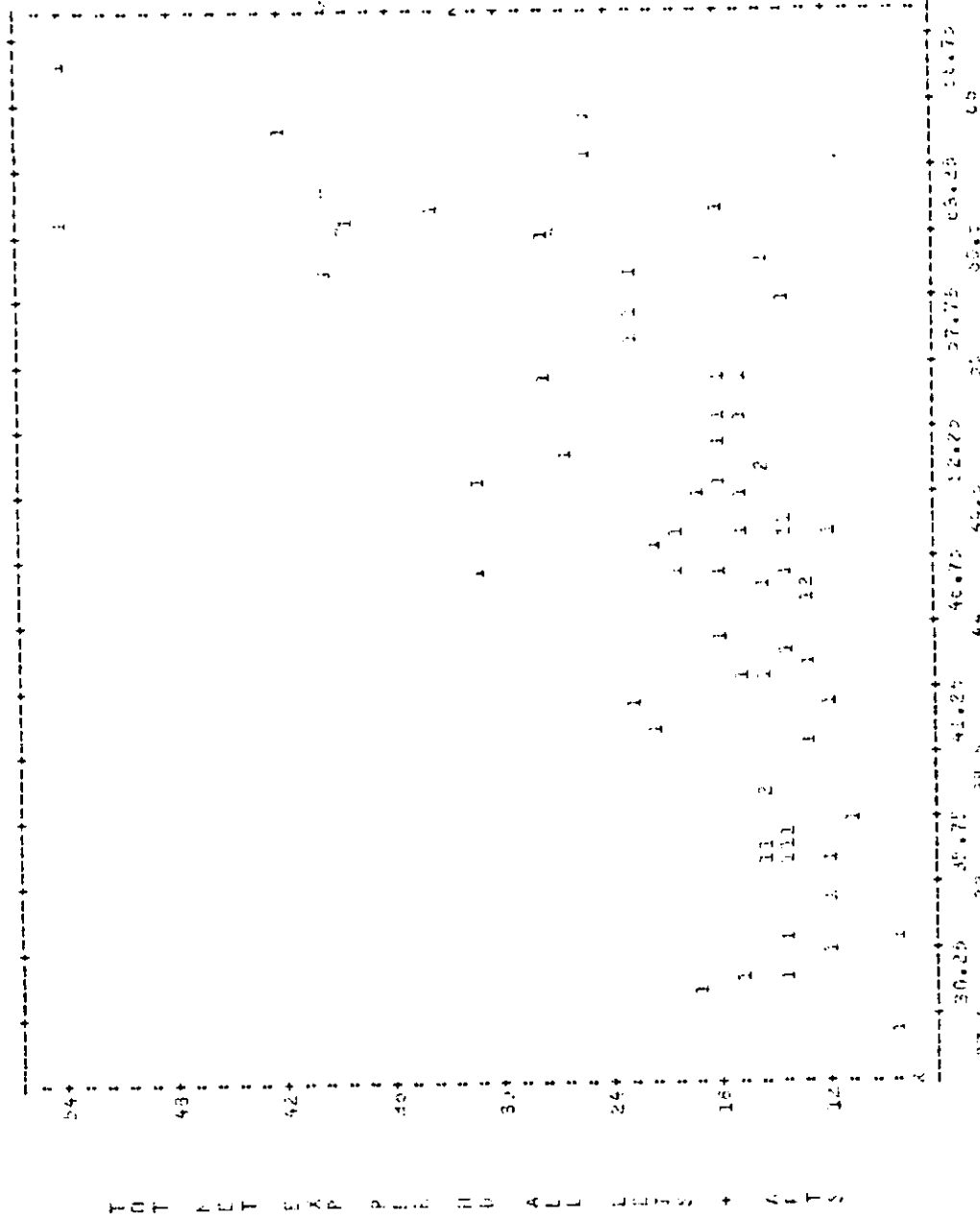
* POPUL IN SOC CLAS IV & V

22 CASES PLOTTED. REGRESSION STATISTICS OF VAR10 ON VAR27:
CORRELATION .51263 K SQUARED .26080 S.E. OF EST .09558 2-127100 S16. .0131
INTERCEPT(5.2.) 5.59475(3.8764) SLOPE(0.8.) .75026(.27559)

16 JUL 67

MCJ DISTRICT, CLONOUR BOKU'S LUIS REV ESTS 1962-3
BRADFORD JURY COMPUTER CENTAL CYBER 720/630 NO. 2443

PILOT OF VARIO WITH VARIO



A. HULL PO. CAN

65 CASES PLOTTED. REGRESSION STATISTICS OF VARIO BY VARIO
CORRELATION: .8444
INTERCEPT(S.E.): -0.553851
SLOPE(S.E.): 3.42641
SLOPE(S.E.): 3.42641

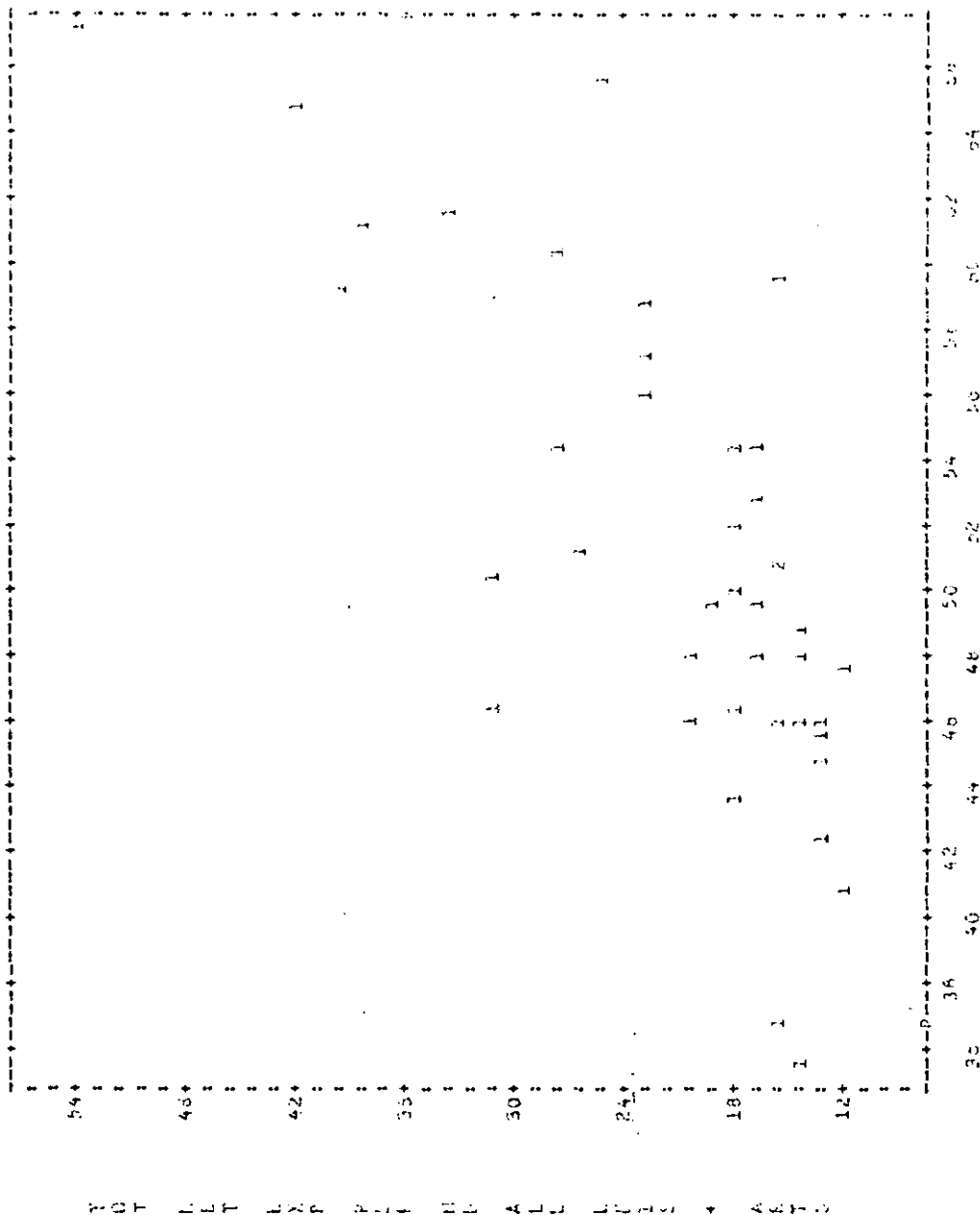
All Metropolitan Districts: Leisure
Expenditure by % Households without Access
to a Car

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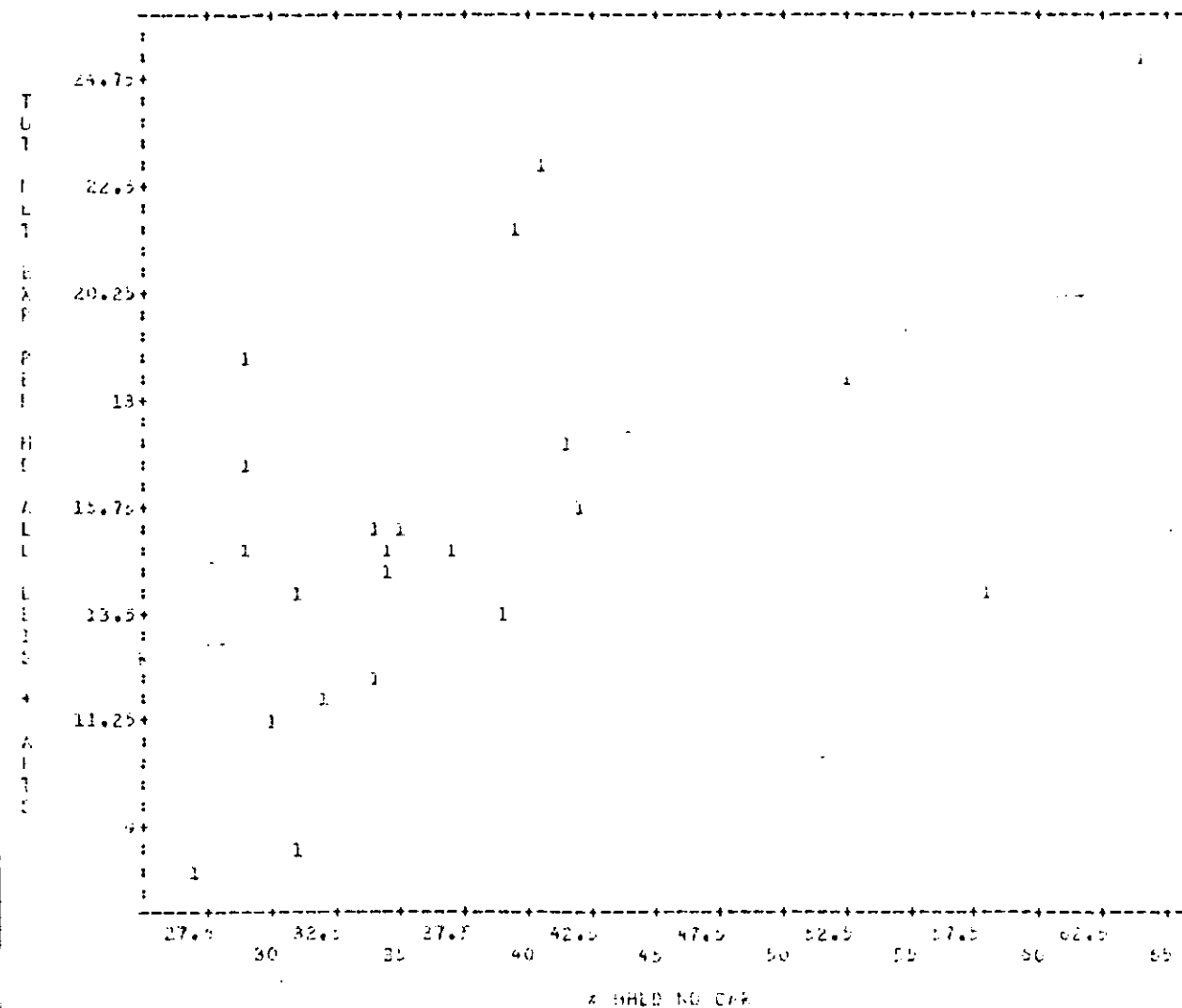
14 JUL 67

NET DISTRICTS & LONDON BORO'S LLS REV 5015 1962-3
BRADFORD UNIV COMPUTER CENTRE CUMEF 700/530 AUG 2.1.63

PILOT OF VARIO WITH VARIO



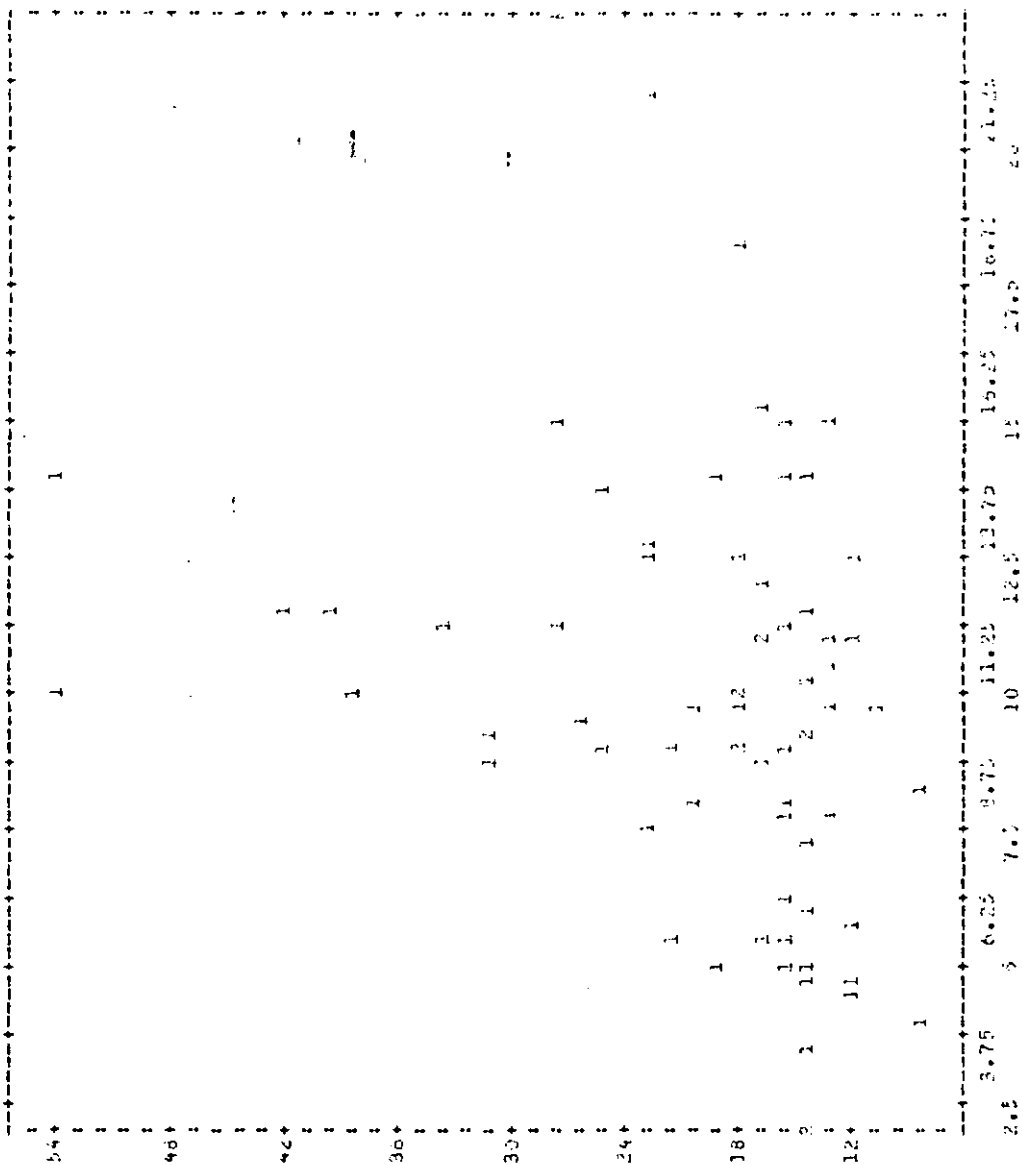
PLOT OF VAR10 WITH VAR20



22 CASES PLOTTED. REGRESSION STATISTICS OF VAR10 ON VAR20:
CORRELATION .56095 R SQUARED .31209 S.E. OF EST 3.51045 2-TAILED SIG. .0006
INTERCEPT(S.E.) 6.11312(3.12(36) SLOPE(S.E.) .24619(.08664)

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ST. JOHN'S UNIVERSITY



% 100 200 300 400 500 600 700 800 900 1000

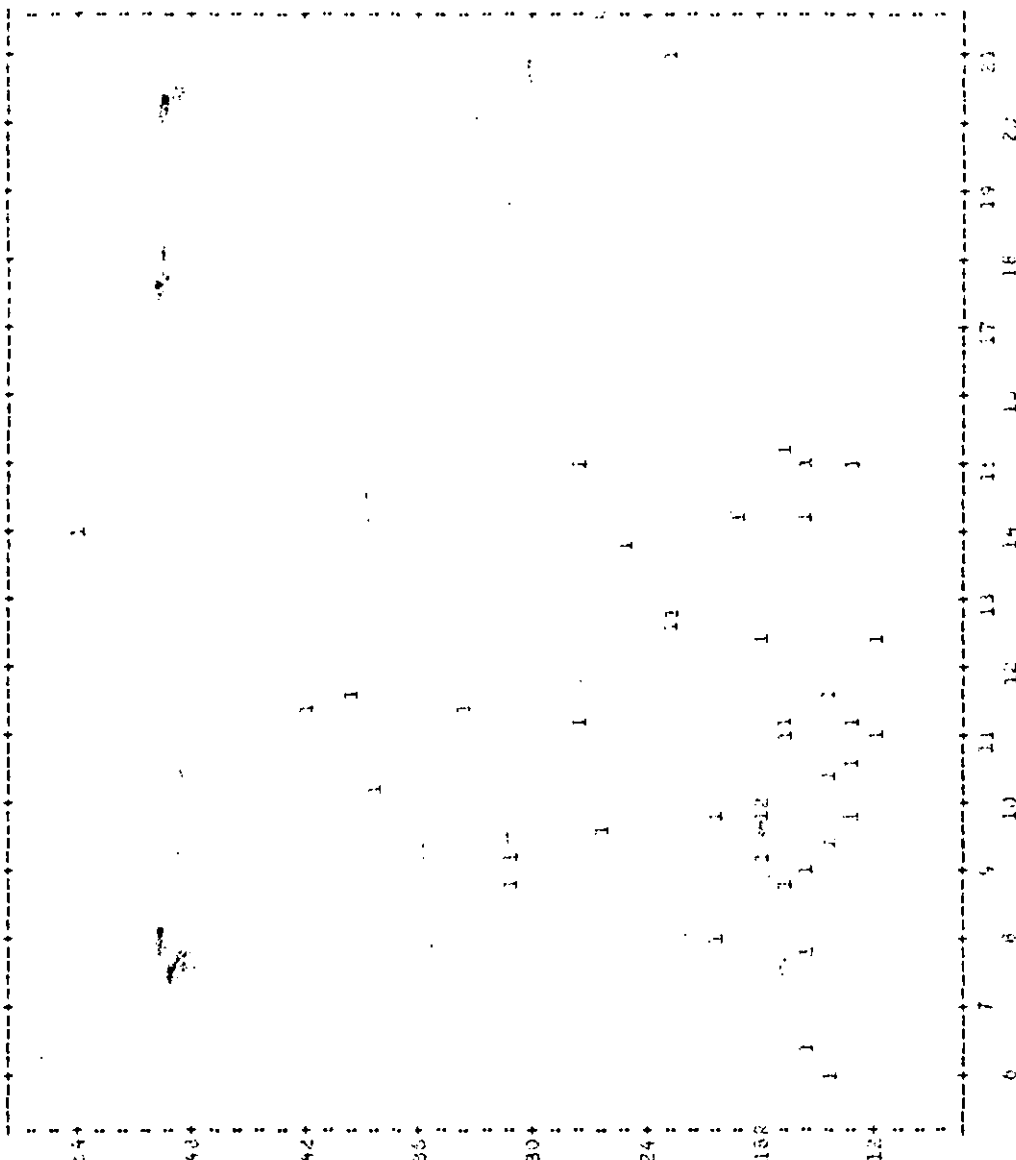
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Labour Controlled Metropolitan Districts:
Leisure Expenditure by % of Economically
Active Males Seeking Work

page A1.32

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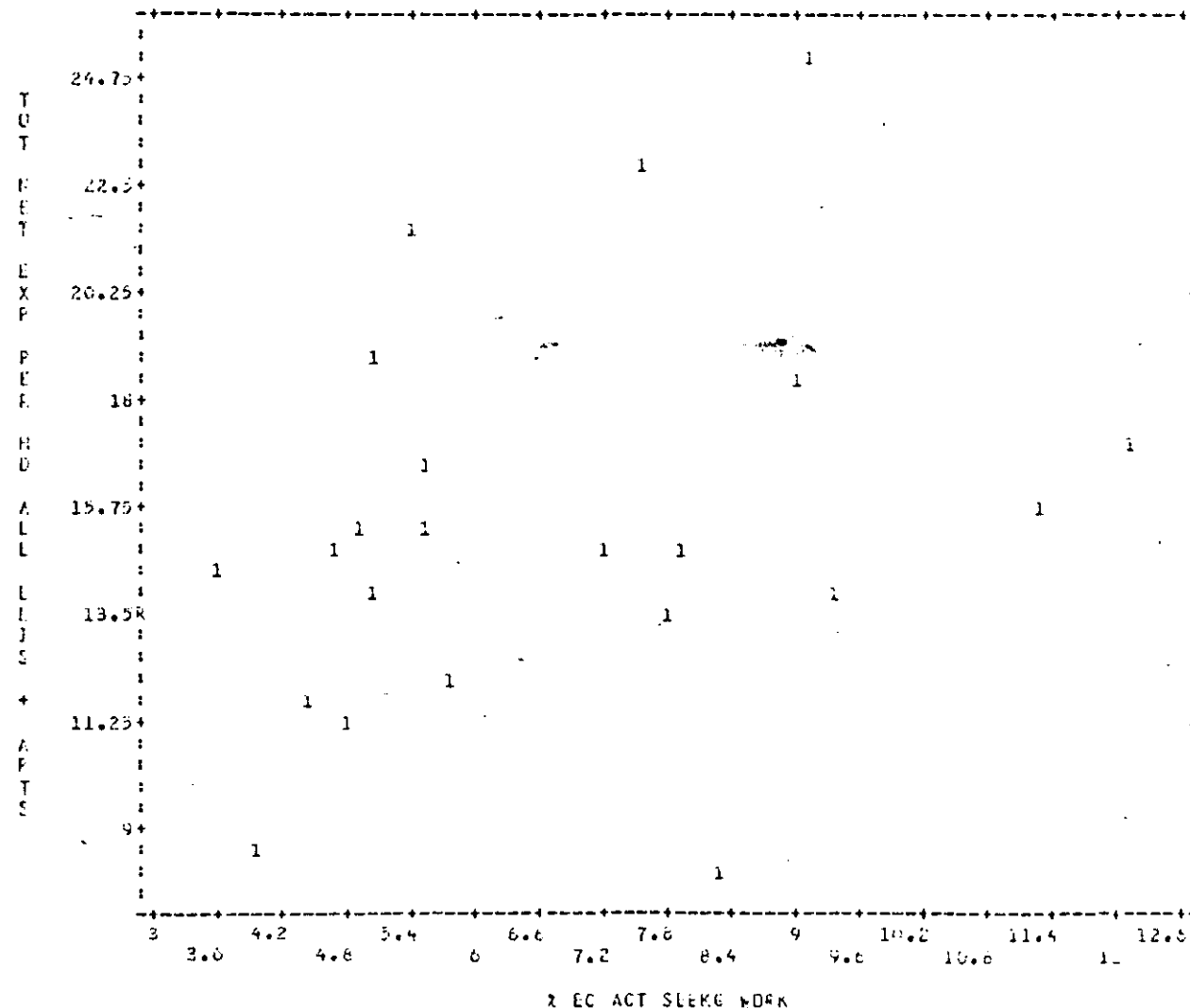
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APPENDIX 2: EXAMPLES OF TRANSCRIPTS FROM INTERVIEWS WITH LOCAL AUTHORITY COUNCILLORS

CONTENTS

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Interview with Labour Councillor 'M'	<i>page A2.31</i>
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Interview with Conservative Councillor 'E'	<i>page A2.78</i>

Interview with Local Councillors

The strategy adopted in the use of this interview schedule is discussed in Chapter 2 of this thesis. The questions cited here formed the basis for discussion and the wording and sequence of questions were varied within the context of each semi-structured interview in order to facilitate spontaneity and interest in the discussion.

All members were asked questions about personal background, general policy making, and the rôle of officers in policy-making. Leisure Services members were asked specific questions relating to the work of that Sub-committee and their role within it. Councillors were also asked questions relating to their perception of the causes of unemployment, and of the appropriateness of local authority policy responses, while questions in section (d) were addressed to members of the Unemployment Sub-committee

(a) Personal Background

I would like to ask you a few questions about your background and your service as a councillor, for the purposes of comparing councillors in with what we know of councillors in other local authorities.

1. How long have you been a councillor in ?
2. Have you ever been a member of any other local authorities, parish, district or county councils?
3. At what age did you first become a councillor?
4. Have you been at any time a Chairman , Vice-chairman or party spokesman for any committee, sub-committee or panel? For what lengths of time did you hold these offices?
5. Do you now or have you ever occupied any other position of responsibility within the party group? For what lengths of time did you occupy these positions?
6. Do you serve or have you served on the executives or committees of any voluntary or statutory organisations as a representative either of your party or of the Council?
7. Are you or have you been a member of any other voluntary groups (cultural, welfare, political or sporting)? If so, do you occupy or have you occupied any formal position in such organisations? For what length of time have you been a member or served on the committees of these organisations?
8. Do you mind telling me how old you were when you completed your full-time education?
9. What is your present / head of household's occupation?

(b) Policy Decision Making General

1. How would you describe your job as a councillor, what are the most important features of the councillor's role as you see it?
2. In what ways do you personally get to know about the needs and attitudes of the general public?
3. There are two theories of political representation. The first says that the councillor should act as the electorate want him or her to do, as the voice of the people. The second sees the councillor as a representative, exercising his or her own judgement, acting according to his or her own conscience. Which do you agree with most?
4. Do you personally try to represent the people in your ward or the people in the metropolitan district as a whole? What do you do when the interests of the ward and the metropolitan district do not coincide?
5. Do you concentrate your own efforts as a councillor on a limited amount of council work or do you try to spread your time equally across all aspects of council work? If you do specialise what do you specialise in and why?
6. Here is a list of committees and sub-committees of the council. Which of these in your view are most divided along party lines, and which are least divided along party lines?
7. How do you personally reach a decision on a council matter? What process do you personally go through and whose opinions if any do you seek?
8. Are there any groups or individuals among the electorate who seek to influence or affect council policy? Who are they? Are they ever successful and why?
9. Are there any issues which are important to groups either within the party or within the wider electorate that fail to be considered formally within the agenda of council committees?
10. How does your party group arrive at decisions about policy matters? What process is gone through and whose opinions, if any are sought?
11. Do you always vote in committee in accordance with the decision of your party group? Have you ever abstained or voted against the group? How important was the policy issue involved (was there a whip exercised for example)?
12. If you were asked to identify the most influential members of your party group in initiating or deciding policy issues, who would you nominate?
13. I would like now to consider some specific examples of policy decision-making. In relation to the following policy decisions who would you identify as being the most important people in terms of influencing the council's decision to adopt the following policies?

(i) The adoption of the race relations policy - who were the most influential groups or individuals here (whether they be members of the council of any of the party groups, officers, or others)?

(ii) In the council's adoption of the Area Management policy who were the most influential individuals or groups (whether they be members of any of the party groups, officers or others)?

(iii) The allocation of community programme monies takes place at two levels - firstly there are decisions about which programme areas should be adopted and the global sum for each, and secondly there are the decisions about individual grants. On the first of these levels the broader decisions about how the money will be allocated across different programme areas who are the most influential people (member, officers or others) in respect of this decision? And in terms of individual grant aid decisions who are the most influential individuals or groups in deciding which grants are successful or unsuccessful?

(iv) Finally in relation to the council's decision to spend money on the refurbishment of the, again who were the most influential individuals or groups (whether members, officers or others)?

14. In what important ways have the council's policies changed since the change of party power in May 1982, when Labour lost its majority and the Tories gained control of the hung council?

(c) Decision-Making in the Leisure Services Sub-committee

1. To what extent are decisions taken by the Leisure Services Sub-committee made on a party political basis? Why do you think this is the case?
2. Speaking for yourself how do you get to know about the leisure needs and attitudes of the general public?
3. Do members of the public or organisations seek your advice or assistance on leisure issues? Which types of organisation do they represent? What kinds of issues do they raise?
4. Speaking for yourself are there any policy changes that you would like to see the local authority developing over the next five to ten years? What types of local authority service would you like to see expanded or reduced and why?
5. You have described the kinds of policy change you would like to see in the area of leisure services, but could you tell me of the kinds of policy change you would expect to see in this area?
6. Could you briefly describe the process your party group goes through in deciding policy for the Leisure Services Sub-committee?
7. Who would you say are the most influential members of your own party group in matters relating to the work of the Leisure Services Sub-committee?
8. If you were asked to identify the most influential people (members of any party, officers or others) who would you nominate?
9. Have you ever disagreed strongly with the decision of the party group in matters relating to the work of the Leisure Services Sub-committee? How did you resolve these difficulties?
10. Are there any matters which some groups or individuals (within the political parties or among the general public) feel are important but which fail to reach the agenda of the Leisure Services Sub-committee? What has happened on these occasions?
11. I would like now to consider three specific policy decisions made by the Leisure Services Sub-committee recently.

(1) The council recently decided to spend a sum of money on a dance / arts and entertainment centre in encompassing the existing theatre and other adjoining sites. Why did your party group decide to support or oppose that decision? What sorts of opinions were sounded out? Who would you say were the people (members, officers or others) who exerted the most influence in persuading the local authority to adopt the scheme?

(ii) The council also recently purchased the site, which had been the home of the Rugby Union Club, with proposals to develop leisure facilities on the site. Why did your party group support or oppose that decision? What sorts of opinions were sounded out? Who would you say were the people (members, officers or others) who exerted the most influence in persuading the local authority to adopt the scheme?

(iii) At a more general level in allocating financial resources for the current financial year, how did your party arrive at a decision about the appropriate level of spending for this Sub-committee? What sorts of opinions were sounded out? Who would you say were the people (members, officers or others) who exerted the most influence in persuading the local authority to adopt the scheme?

(iv) More specifically in deciding to allocate grant aid to voluntary organisations working in the leisure field, what criteria are used in selecting organisations to benefit from grant aid? Which people are most likely to influence committee decisions in such cases?

12. For each of the decisions discussed could you outline the role of officers in the decision-making process as you see it? In particular would you indicate which officers were involved, the roles that they played in the process leading up to the policy decisions, and the relationship between officers of the service decisions involved and if applicable the Policy Unit?

13. Finally, has the change of control since 1982 significantly affected the local authority's leisure policies? Was the work of the Leisure Services Sub-committee affected more or less than other service committees?

(d) Unemployment Policy Decision-Making

1. Speaking for yourself, what do you think are the major causes of unemployment in the metropolitan district?
2. Do you think unemployment is here to stay or do you take the view that a return to relatively full employment can be achieved?
3. In broad terms what do you personally feel the council should be doing to combat the causes and consequences of unemployment?
4. Can you tell me what factors led to the establishment of a separate sub-committee for this area of council work? Was there any opposition to the setting up of a separate sub-committee?
5. What proportion of the Unemployment Sub-committee's work is decided along party lines?
6. Who in your view are the most influential people in the determining of council policies on unemployment (members of any of the parties, officers or others)?
7. The Unemployment Sub-committee in 1982 accepted a policy document advocating a three line approach to the problem of unemployment (i.e. regeneration of the local economy; job or work sharing; and special provision to meet the social needs of the unemployed and their dependents). Why did your party group choose to support or oppose this policy? How would you personally evaluate the relative importance of each of these three approaches?
8. Which types of leisure scheme have been promoted for the unemployed by the local authority and how successful have they been? Did your party group support the adoption of these schemes?
9. What policy changes if any would you wish to see in this area of council work over the next five to ten years?
10. What changes would you expect to see over that period?
11. What effect if any has the change of party control since May 1982 had on the work of the Unemployment Sub-committee?

(e) Role of Officers in Policy Formation

1. What are the main ways in which you come into contact with local authority officers outside of formal committee meetings?
2. Over the last six months which officers have you sought to contact and why?
3. Over the last six months which officers have sought to contact you and why?
4. What is your view of the role of the Policy Unit and how should it relate to the work of the service departments?
5. What in your view should be the crucial differences between your role as a councillor and that of officers?
6. Do officers ever go beyond their role as you see it? In what ways?
7. If this does happen does it happen more often in some areas of council work than others, or does it simply vary from one officer to another? In other words would you say that officers going beyond their role as you see it, is the result of the kind of work they are involved in or would you say that it was the result of individual differences between officers (e.g. in style or personality) or the result of other factors?
8. In which areas of council work would you say are the sharpest differences in opinion between officers and members on policy matters? What happens when such differences exist?
9. Are such differences evident in the work of the Leisure Services Sub-committee or the Unemployment Sub-committee?

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INTERVIEW WITH LABOUR COUNCILLOR 'J' 1/9/83

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PERSONAL BACKGROUND

IH: How long have you been a councillor in?

`J': I have been a councillor for three or four years in and I have never been a councillor before although I have stood for election from time to time but never in a safe or winnable seat.

IH: And do you mind telling me how old you were when you first became a councilor?

`J': Well I am 37 now just , so take three years, 34.

IH: You're Labour Spokesman for Education , have you ever been a spokesperson or deputy before?

`J': No - it was a sudden rise to fame.

IH: Have you ever occupied any positions of responsibility in the Party Group?

`J': I was Chairman of the District Labour Party for three years, a post which I've just resigned from because I feel that it is a position which is not really compatible with the position of Spokesperson for the Education Committee. I don't know if you know that much about how the Labour Party functions but it has a District Party which coordinates all the thirty wards of the metropolitan district, and all the policy from those wards comes up from those wards through the District Party to the Labour Group. So the Chairman of the District Party, I consider to be as important as the Leader of the Labour Group, because that is the one person who can call the Leader of the Labour Group to account, and negotiate with them on a different policy, because often the District Party and the Labour Group will have different policies.

IH: Do you serve or have you served on the committees or executives of any voluntary organisations either as a representative of your political party or as a representative of the Council?

`J': I have been on various governing bodies as a representative of the Labour Party. I am on a number of outside bodies but they are not enormously important. The only one I can recall is that I am a trustee of the Foundation which makes small

grants

IH: Are you or have you been a member of any other voluntary organisations, either cultural, welfare or sporting organisations?

`J': As an individual?

IH: Yes.

`J': Well I play sport quite a bit squash swimming and so on, although I don't actually belong to a club. In terms of cultural organisations, by profession I am an actor and I run a theatre company in this district. As I am the owner of the company I feel that I must be a member. It's called 'Q 20'. It performs quite a lot in the schools.

IH: Would you mind telling me how old you were when you completed your full time education?

`J': 22, just turned.

POLICY MAKING GENERAL

IH: Can I ask you some questions relating to policy making in general? How do you personally get to know about the needs and attitudes of the general public?

'J': I suppose that I consider myself a fairly good ward councillor and therefore I'm in tune with the people of the area that I represent, a ward that I don't live in. And I can now wander through the area and people now come out of their houses to speak to me and recognise me. And that has taken an enormous amount of work. But that's only getting one side of it. The people of one ward are not the people of the city. I don't read the local newspapers a great deal, although I do have a certain amount of contact, I mean my mother gets it and I look at it there.

I rely an enormous amount for my information on needs on the District Party. As I said before I was the Chairman and when I took over the District Party was almost defunct. People didn't realise the role that it could play and I believed that you should be able to respond to the needs of people. And I thought that every ward has got a ward party functioning and they are entitled to send up resolutions and policy recommendations up to the District Party. And I thought various service discussion groups would shadow the various service committees and any member of the District Party could be a member of these groups, there would be no limit as to numbers, anyone who was interested could come along, indeed they were welcome to do so. And any of those people, if there was an education meeting were supposed to come forward with ideas and suggestions.

You also find as a councillor that if there is a burning issue, if someone wants a new playground or something of that nature, it is brought to your attention whether you like it or not, I mean in the form of a petition or people ringing you I mean for instance just after I stood for election again this year when my term of office was up and I found that having reminded the electorate that they had a councillor I had an enormous number of people ringing me. I had as many as fourteen phone calls a day with enquiries and problems. It has calmed down a lot now since the election but I still get a lot of feed-back from the public.

Also when people realise you are their spokesperson on Education - your name has been in the paper or someone in the committee has said something, people from all over the city from out of the blue contact you.

IH: Do you run surgeries?

'J': I have run surgeries. I don't find them very effective and I very rarely run them now. I have sat there for two and a half hours and nobody had turned up. But I have far more effective ways, I have contact with various community groups and they organise surgeries for me or they say look we've got problems in the area could you come along and see us sometime. They arrange a room for me and I come along.

IH: What kinds of community groups would these be?

'J': The one's that work on that basis tend very largely to be the Muslim organisations. There is a very large Asian population in the ward I represent and they are very good at liaising between their community and their councillor. Also I've been along to see various tenants' and residents' groups which also have a lot of problems and they mass them all together. So it's like a meeting with their committee and any of the other members who want to come along do so after the meeting and we argue and discuss things.

IH: There are two major theories of political representation. The first sees the councillor acting as the electorate want him to, as the voice of the people. The second sees the councillor as a representative, exercising his own judgement and acting according to his own conscience. Which do you agree with most?

'J': It is a very interesting balance. I have had quite a few discussions on it recently. I believe that very largely you are here to represent the electorate. I don't live in the ward, so that therefore a lot of the things that I feel about it I might feel differently if I lived in the ward. Now I live four to five miles away in an area which is totally different in sort of social, racial and economic make-up. So therefore I am very conscious that my views may be very different and I've heard people being accused of being like Guardian reading intellectuals and saying 'I know what's best for you'.

I think also as a councillor you have to be a leader and have some foresight. And I think sometimes the pressure the ward is giving you is not necessarily for the good of the whole town, but I think it is up to you to try to educate them or to give them the kind of information you have to get them to agree to your decision before going against what they would like.

I think there are certain issues which are fundamental and which I may wholly disagree with, but at my very first selection meeting I gave a very honest speech and it surprised me that I was selected because I thought some of the things I had said would be totally unacceptable but it turned out that they were a very unusual ward party and they were in tune with my thoughts. And my actions in the last three years have led them to

understand what kinds of decisions I would make in a variety of circumstances. I have been very good at reporting back to them all the time and consequently they know what to expect of me. I believe very strongly in reselection of candidates for both local and national government and you stand on the record of what you've done, and there were various points of dissension at my selection meeting but they knew exactly how I felt.

IH: What happens when you do have a difference of opinion with your ward or your ward party?

`J': It did happen once earlier this year on a pretty fundamental issue. I did have a major disagreement in principle. They wanted me to abstain on a major vote in Council. I had done so on a similar one the year before but I didn't think the problem was as serious and I think that what I gained in the interim from the Labour Group was enormously significant which had undermined some of that confidence. (interruption) There was a dissension over this issue and they certainly called me to task but when I went before them, it wasn't quite a disciplinary hearing though it felt like it at the time with some of the venom that came out of it, but I understood their feelings and I wanted them to understand mine even if we were going to disagree. I wanted them to know how I had arrived at my decision. I think that's very useful in politics, sometimes I can understand how my opposition parties feel if I can see how they have arrived at their decision. The issue was quite different from the year before and in the end we agreed to differ on a very amicable basis.

IH: do you always vote in Council in accordance with the Party Group? Have you ever abstained or voted against the Group?

`J': As I said before I did in the budget debate three years ago which is the most important debate in Council and I had the Party whip withdrawn so it was pretty serious. I was actually thrown out of the Group for a while, which is one of the reasons really I was never given a position of responsibility for a while. Having been a new councillor, to have abstained and been thrown out of the Group, it took three months of very hard negotiations going right up to the N.E.C. of the Party, I came back into the Group on a rather uneasy truce and had to build up a certain amount of trust and of course in that interim period, whether I had any wish to be a committee chairman or not there was just no way the Group was going to trust me. So I come from being a backbencher and almost being thrown out of the Group to really being what is the most powerful committee spokesperson on Council. It is quite interesting that I have now convinced the Group that when I abstained I did the right thing, they were wrong. They were wrong on Socialist policies on Labour Party national policy and on what we should have been fighting for the electorate in

this area, and therefore through something which actually took all the confidence away from me I have proved that this should put a lot of confidence in me.

IH: Is there ever a clash between the ward party and the Party Group on policy matters?

'J': Oh, frequently, particularly with the ward I represent which is a particularly left wing dominated one. I don't mean it is Militant dominated as they say in the press, I don't think there are any members of Militant, or rather I think there are two members out of a membership of over one hundred. But the national and local press claims that, but so it is a very left wing ward group and the (Party) Group tends to rather cautious although it has certainly become more left wing in those terms over the three years I've been a member. But when I was chairman of the District Party I had to try and organise how this would work and I've now got the party to recognise that a ward party cannot mandate a councillor to vote in a particular way. However strongly they feel on an issue they don't have the right to tell a councillor which way to vote. But neither do I agree that the Labour Group has that right to say that you must vote in accordance with what the Labour Group has decided. What you must do is vote in accordance with what the District Party want you to do. It took me a year and it had to go all the way to the N.E.C.

The policy is made by the District Party. It is filtered up through the ward parties so that you now have a district-wide policy and decision-making process. That now negotiates with the Labour Group. The Labour Group has certain safeguards, and they often have to take decisions at short notice when there is new information coming forward but they are required in certain situations to consult with the Chairman of the District Party. It can ring him up and say 'look the District Party doesn't agree with what we are going to have to do. Will it make any difference if you knew the new circumstances?' I think that was my achievement as Chairman of the District Party. So where there is a clash, I take my conscience from what I think the District Party would have decided if it had the opportunity or if it is in general round terms compatible with their policy for that period in time.

IH: How does the Group arrive at decisions on policy matters?

'J': We as a Group certainly consult groups from time to time, depending on the issue. For example we've got an issue over single sex education in our upper schools on which there is a lot of pressure from the Muslim community and as a Labour Group we have decided that we will go out and consult with a variety of bodies, not just people like the teachers, but there is such a thing as the National Association for Multi-cultural Education

and see what their views are on it. We are also going out to speak to the Muslim Parents group to see what their views are, and the Council for Mosques. Now these are not political groups. They are nothing to do with the Labour Party and we go out and discuss with them and I think it's very important that we do so. I have pushed very hard for this while I've been a councillor and one or two other members such as who was last years Deputy Leader believed in that so that's why things have changed. They didn't used to go out and consult. They used to just sit in City Hall in isolation.

IH: Here is a list of committes and sub-committees of the Council? Which of these, in your view are most divided and which least divided along party lines?

'J': Well Housing is very divided. I think Social Services is not as divided as it appears to the outside. I think that is because (I don't want this quoting to the press) ... that's because the present Chairman who is a Tory is doing a very good job. I am quite a fan of his on the quiet, so therefore there are few items such as the home help charges which cause a huge uproar, we'd want to abolish them, they've reintroduced them. But generally speaking there is not that much dissension. Obviously we would like to see more done.

But Housing there is enormous dissension. We don't like the council house sales which they push for. Although in there is so little demand it that it hasn't really become an issue. Most of our houses are not worth buying anyway. You couldn't sell them even at knock down prices they are so appalling. But the thing is on rents and things we are trying keep them down and there is a lot of dissension there. Also we would like to see a lot more building and a lot more modernisation bringing forward. The Tories certainly are running down the stock.

Development Services there doesn't seem to be but these days there are certain planning decisions which are proving divisive.

Education is quite divisive because the Tories are willing to push through cuts. Even though they are fighting some of those that are coming through this autumn, they will still get through because they are loyal to their own government. Whereas you would get greater dissension with the Labour Party if our government were telling us to put them through, you would get a lot more dissension at the local level than you would with the Tories.

Within some of the sub-committees obviously there is a lot of disagreement on certain areas although I think it also boils down to which particular politicians are on those groups. I mean there are certain members on the Tory group who I find are quite approachable on certain issues which would fall in broad socialist guidelines.

IH: How divided on party lines or consensual are the Leisure services and Unemployment Sub-committees?

'J': Some of the Tories would like to see the Unemployment Sub-committee scrapped and there was a point when they were going to amalgamate it with another sub-committee and make it a minor part of their business there.

I think now that the problem is so enormous that we all realise that it is going to be with us for a long time, and the role of the sub-committee and the Special Measures Unit on the Council is such that they can't scrap it. But when they took control a year last May it was going to go. There was a lot of fear certainly from our party. But I think that certain issues there are now recognised that they must be done. The Tories recognise that there must be a budget for it so therefore the divisiveness is not as great.

Now last year the Chairman of Leisure Services, who was Councillor he in his opening statement for the year, said 'Now we're all going to get on fine because Leisure isn't political' but last year there were a lot of very sharp political thinkers as far as I was concerned, and we had a lot of political dividing on issues, and I think it was quite telling.

IH: Is it the case that last year's level of political debate was untypical in Leisure Services?

'J': Yes, very largely because before that the members on that group were not as politically able. I had been on it about two or three months as a replacement prior to that year and that's why I stayed on it, so I hadn't been on it before. The others were sort of run of the mill councillors who take a very bland view of politics. Both parties tended to put those sort of people on. They thought 'Oh, Leisure Services is something nice and easy, it just runs itself. And it can just run itself in times of plenty, there's no doubt about it, it is a sub-committee that can get by if you just keeping your libraries and parks and museums open and functioning. But you don't have any really, move forward, keeping abreast of the times. Certain new members to Council last year, I am thinking now of and They were new members and they had to be put somewhere, let them serve their time on a committee which doesn't matter. Now they both turn out to be highly political people, both good thinkers and both very hard workers as far as I'm concerned so therefore they did their homework on issues and looked into matters. I think also with the tightening of finance it begins to heighten the political awareness in all areas.

IH: That's interesting. Are there any groups or individuals

among the electorate who seek to affect Council policy? If so how successful are they?

`J': The one that's so obvious for me is the Council for Mosques. The Council was responsible for getting the Mosques to form that and it is a very recurrent area in all fields of Council policy at the moment and negotiations and discussions with them are highly effective. There are others but that's the one that springs mostly to mind.

IH: In general terms if you were asked to identify the most influential members of your party group in deciding policy issues who would you nominate?

`J': In the form of names rather than positions?

IH: Well either.

`J': Well who was a councillor for a while but then gave up. When his time came for reelection he didn't stand again because he was doing a Ph. D. and he couldn't afford the time and I had better explain when I abstained he and I were thrown out of the Group together. He may well have been the Spokesperson on Education if he had remained on. He is a very, very good thinker particularly on education, but while I was Chairman of the District Party he was secretary of the District Party and while I have stood down he has also stood down. But whilst he was secretary of the District Party he was very influential and that's somebody outside the Labour Group. But inside the Labour Group there are certain people without a doubt who are influential. I mean certain people like who I don't agree with politically who I see on the right of the Party. He's got a lot of dominance within a certain section of the Group. But otherwise I think if you just look at the prime positions in the group those people are influential. In the present make-up of the Group you have got a mixture, our present Leader is certainly far more to the left, that's and he's influential. But our Deputy Leader is more to the right and he's influential, and that's He is at the moment our Spokesman on F.E. and has been for a while. He used to be the Whip and he's very much on the other side of the Party. who is the Chairman of the Group is influential and he's on the right of the Party. But then you've got other people who have come forward in the Group, like myself who has become Chairman of Education and that's a complete change, and we've also seen someone like who has only been on Council for a year become Deputy Spokesman for Development Services, and his influence in Group has become enormous because he speaks frequently in Group meetings and speaks with sense and intelligence and he's done his research and so therefore people although they don't often agree with him

they seem to have a great deal of respect for what he has to say.

The left on the Group is only about 15 out of 42, though they've become very strong and then there's a sort of middle area and then there's a sort of right and there's a sort of an agreement thing and by a certain amount of accident and by a certain amount of ability our Leader of the Group became so therefore the left captured the leadership so to speak but we missed the Deputy Leadership. We were not able to do that though we had a very good candidate so the right got that so it's like a compromise sort of thing. And the right got the Chairman of the Group (although he would dispute that, he would say that he was on the left of the Group). It's that sort of thing a bit of trading. But I think, certainly when I came on the Group there was no recognition of ability or work. It was just a matter of time served, which I resented enormously. And when I came on three and a half years ago there was a feeling that I was there on the backbenches to shut up and vote as I was told to. The very first meeting I went to within half an hour I was disagreeing with the Group on something fundamental which was going on. I couldn't understand what was happening. And it caught them all by surprise - it had never happened before. And I had such an uphill battle in that first year. In the end I decided that when myself or Colin Hunter spoke on any issue the Group would automatically vote against. It was like the kiss of death. But gradually people began to see that we were talking sense and they come round to the issue because they couldn't avoid it.

IH: In hat important ways do you think the Council's policies have changed since the change of power in May 1982?

`J': Oh to be honest I don't think they've changed that fundamentally really. There are changes but it's not enormous. Within local government we all think it's great to change control but because of the officers they don't want enormous changes because it's too much trouble, and your ability for swing is therefore only 2% in either direction so therefore to have a fundamental change it's significant. I think since I have been a councillor the only fundamental change I've ever seen is in the Race Relations Policy which I've been very involved with from the outset, involved with for this authority and I've had total support from both political parties. It's the only committee where I've seen worthwhile and substantial change in my three years.

IH: Do you think there would have been more change if there hadn't been a hung Council?

`J': Ehm. I don't think so yet. I think the Tories have got roughly their own way with Liberal support.

IH: One more question about tactics; if someone you knew and trusted implicitly and who had similar policy goals to your own was to take over your job on the Council for two to three years while you were absent, at the end of which you would resume your present role, what would he or she need to know? What advice would you give him or her about ways to successfully effect policy?

'J': I would advise them to research thoroughly first of all, knowledge can be power. It is important also not to spring things on the Group so talk it through take people with you so that they can see policy on the horizon. That's why I think the discussions which take place with the District Party are good because the relevant Labour councillors are invited to those. So you've got your Education members going along to these, they're supposed to, they don't often but they're being kept informed of what the thought is. Then when resolutions come along they can see what's happening and if they don't like it they can go and try and do something about it then and influence it before it's too late. And I believe in open government. I don't believe in secrets unless it relates to individual employees or something of that nature. I don't believe in confidential documents apart from that and if it says confidential on them I totally ignore it. All councillors have a right to information and so do members of the public. I have no hesitation in so-called leaking.

IH: Is there a shadow or policy group within the Labour Party for Leisure Services?

'J': Yes, there is. In the past there has been a shadow group for Education which has discussed leisure issues, but this year will be the first time when there should be a shadow group for Leisure Services specifically because the Education thing was just so vast last year that the Education Advisory Group as it is called just couldn't cope with the volume and wide variety of work. And some people on it were teachers and very interested in the education side and not particularly interested in some of the other issues that came up so I actually made the recommendation as outgoing Chairperson that it should actually be altered and the new Chairman is actually putting that into effect. He believes it very strongly as well so this year there will be.

But within the Labour Group I have now asked the Leisure Services members to meet regularly as a Group to try and formulate policies in advance rather than reacting to agendas.

IH: How do you get to know about the needs and attitudes of the general public in regard to leisure?

`J': I am not proud of it but most of it is through the agenda - people who wrote to the libraries and asked for a grant or something, and it comes up on the agenda because the City Librarian does it or the Recreation Officer brings things on about various sporting organisations. There was a couple of issues which came forward as petitions but they came forward as items on the agenda. I was not in a position, I didn't have time with all my other activities to research with the public and become attuned with them on the issues.

IH: If you were asked to identify the most influential people (officers, members of any party, or others) in the formulation of Council Leisure policy who would you nominate?

`J': I don't know if you know the set up in Leisure Services? It's set up with three City Officers of equal rank, Arts and Museums, Libraries and Recreation. I believe thatthe City Recreation Officer is highly influential in the formulating of policy of his division and because of that I think the tripartite set up there is not equally balanced. I think it is overbalanced in that direction. He is extremely effective in coordinating with people like the Chief Executive and also in manipulating councillors and other officers. He is very influential there.

IH: How do you personally see the Council's policies on leisure developing in the future?

`J': Leisure Services gives a lot of grants and things and before it was a bit like rotten boroughs only those organisations that knew about them used to apply. It used to be the same ones that got it year in and year out. Many other perhaps more deserving organisations never applied. One of the things that we did last year was to open that out to show what sham that whole process was. So I think there is going to be a complete change and it will allow a lot more community groups to have small amounts of money just for pump priming or to keep them going. That's just one off the top of my head.

There are going to be changes. Museums and Art Galleries are a forward looking idea. They don't believe in putting things behind glass cases. They believe in having people coming in and touching things, having live exhibitions and this type of thing and I see that type of trend continuing to a certain extent. I think I can't think of anything else off the top of my head. I do think the libraries are a lot more outgoing than they used to be and I think that will continue.

IH: Are there any types of leisure service that the Council does not offer which you personally would like to see this local

authority providing?

`J': You mean not at all?

IH: Well, either not at all or that you feel are currently underprovided.

JL Well you see we are underprovided on certain things such as swimming provision. We've had certain swimming baths within the authority which are closed because they are victorian you know, they've failed. Swimming provision is not adequate across the city and that's one area we really need to look at.

I think we've also got to look at very cheap and free provision not only for the unemployed but for people on a very low income. We've also got to respond to people with greater amounts of leisure time to encourage them to use leisure. It's all very well making it available, making it even free, people still won't come along. There's an enormous amount of shift and change of people's attitudes encouraging people to do there....That's a very difficult task. I don't know that there's an easy answer and there's certainly no quick answer, and it's very difficult to find a cheap answer but I think that's an area where we have to turn our minds.

IH: How important is leisure as a service area as perceived by the Labour Group?

`J': It's certainly becoming more important and more political as it is affected by cuts in the same way as everything else. When you've got a choice of three or four things they may be quite different and you get political attitudes hardening on both sides and you realise that the other people are not with you as much as you thought they were. If there was enough money you would all agree to all three going forward, but if only one can go forward you might have totally different ideas and there will be a bitter battle.

IH: Are there any types of leisure service currently provided by the Council which you personally would wish to see discontinued or taken over by the voluntary or commercial sectors?

`J': I think that's very difficult you see with the Museums Service for example looking for savings they are reduced to simply closing for some of the day to make savings. I really don't know what I would like to see go.

IH: Have you ever disagreed strongly with the decision of the party group on matters relating to the work of the Leisure Services Sub-committee?

'J': No, I can't recall anything. That's partly because I have got the Party to go along with my line, you know, well researched arguments

IH: Are there any matters which some groups (within the political parties or among the general public) feel are important but which fail to reach the agenda of the Leisure Services Sub-committee?

'J': It may well have occurred but it doesn't occur now. One or two of the councillors that I've already mentioned, and in fact on Leisure Services we invented an item which was that we'd have a report back on something that had gone before to see how it was progressing, because you tend to never see what happens to things in the political system, and also tied in with that item was the fact that we could actually state what we wanted to discuss on the next agenda. So we could ask for anything we liked and also we also allowed groups into the meeting to make representation. The Council does not encourage that sort of thing. It was all done behind closed doors and in fact the decision is still taken behind closed doors.

A group from West Bowling came in. They wanted to set up a centre. They came in, they were very much working class people not usually confident in articulating their thoughts, certainly not in a public forum, very nervous they came in all pushing babies in prams. That type of attitude has changed and we're managing to get that kind of attitude coming forward. We hope that it will continue, at least I do, and so does who is now the Labour Spokesman on Leisure Services.

IH: I would like now to look at the background to three recent specific policy decisions taken by the Leisure Services Sub-committee. The Council recently decided to spend a sum of money on a dance/arts/entertainments centre in encompassing the and other adjoining sites. Why did your Party Group choose to support or to oppose that decision? What sorts of opinions were sounded out? Which people were most influential in this instance in persuading the local authority to adopt this policy?

'J': We chose to support it. There were very few arguments raised against it at the time. We believe that should have the best. We don't want to be called philistines. We actually have a building there which is part of the heritage of this city which provides a major cultural and entertainments

centre and it was a major opportunity for something of that nature to be built in It was the concept of the whole block to become a major arts and sports and entertainment leisure centre was well founded.

IH: Who were the people who were most influential in getting the Council to come to this decision?

'J': Well the decision wasn't made in Leisure Services Sub-committee, if you really know your facts, it was done in secret. This was part of ~~the~~ ~~the~~ ~~the~~ who I've mentioned already his rather clever manipulation of everybody concerned. Even I as somebody who works in the theatre and was somebody sitting on the Leisure Services Committee knew nothing about it until Management had really made the decision. They had a sort of like secret preview in a room with a film show or slide show showing them various details and then they agreed it in principle. It was referred back to Leisure Services to get on with the minutiae and a discussion of exactly what all of it was going to be about. So it was Management who basically committed that sort of money. So I think he was influential there and it wasn't a matter of major discussion within the political groups because a lot of them thought it was a fait accompli. Then of course what happened was that it came back again when the costs had increased after the architects had gone into it in detail and it turned out that the original multi millions wasn't adequate for what was envisaged and people had to do a lot of heart searching. And that day the members of the Leisure Services Sub-committee, unanimously all members of all parties felt that it was inappropriate for them to make a decision of such magnitude without referring it to a wider spectrum of councillors.

IH: What were the grounds for referring straight to the Management Committee?

'J': Well the thing is that Leisure Services never had that sum of money in their budget and never would, to play around with. They only have the amount of money that is currently needed to control so it would have been impossible to find. So it went to Management for money. I also believe it went there because of political manipulation, that the officers involved realised that the members of Leisure Services wouldn't swallow it and that to go through the normal democratic process their scheme would falter with too many hands on hearts, particularly at a time of recession. They would find that people couldn't vote for something like that. So it went to a very small select group of high powered councillors, who acted more like managers and directors of a large firm rather than people representing a democracy. It's a very cynical view but I think that's true and I think that people were bought off beforehand with it and brainwashed.

IH: The next decision I want to ask you about is the purchase of the site, formerly the home of Rugby Union Club, with proposals to develop leisure facilities on the site. Why did your Party Group support or oppose that decision? What sorts of opinions were sounded out? Which people in this instance were influential in persuading the Council to adopt this policy?

J': We supported that. I think we were in power when negotiations started on that. I may be wrong, I wasn't on Leisure Services when that happened. It was something which didn't come out of the blue last year I think it had been discussed prior.... I don't know who were the influential people because I wasn't really involved.

IH: At a more general level, in allocating financial resources for the current financial year how did your Party Group arrive at a decision about the desired level of funding for this Subcommittee? What sorts of opinion were sounded out? Which people in this instance were most influential in persuading the Group to adopt this policy?

J': I was actually Education Spokesperson for three months before this Council, the previous spokesperson was ill and that's when my meteoric rise came about. And I implemented a policy whereby people looked at all the things that were potential items in Leisure Services, then looked at in the light of what we might get as a budget and went through a process of ... there was a discussion group of Labour members of Leisure Services and in fact when Leisure Services came up in the Education Committee, we won the vote. It was our package which was accepted and in fact the Labour package almost was accepted for the Education Committee, with Liberal amendments and support and with the support of teacher representatives, we got through. So what went to Council was far more representative of the Labour view than of the Tories. Of course at Council they were able to change the thing at one fell swoop and it all fell. I think I presented to Council a highly responsible budget. In actual cash terms it was only 2.5% higher than the year before. In growth it was higher. We had actually agreed growth of between 5 and 6% in some areas but we had also agreed reductions. Because there are certain things I believe are not required year in year out, you can actually drop certain things, you know new technology is one thing that also helps occasionally, and by redirecting resources we had managed to respond to a lot of new need and a lot of growth at a very minimal cash increase and I think that it was unfortunate that we lost it. I think it was a very responsible, well thought out response to the educational needs of and I think that the alternative because of the nature of the hung Council was a compromise, cobbled together at midnight between

the Tories and the Liberals resulted in something which does not have a cohesive policy.

IH: Is this process that you implemented this year a new process?

`J': When Labour had been in control we had started doing that, service planning groups we call them.

IH: More specifically in deciding to allocate grant aid to voluntary organisations working in the leisure field what criteria were used in selecting organisations to benefit from grant aid? Which individuals are most likely to influence Council decision making in such circumstances?

`J': Obviously in certain areas there is a lack of facilities for those groups. We also look at financial resources or what we think is the ability to raise funds for themselves of these groups. We also talk about the amount of people that will benefit from the size of grant, and also if it is going to help in other ways. It may be leisure facilities that are going to respond to the needs of the unemployed. If it's in an area where there are a lot of unemployed and it's sort of like a self-help venture then it may solve other problems. There are various criteria.

I think in the past we have considered cases on their individual merits and we are just beginning to think about an overall policy. One of the tasks I have set myself is to look at an overall policy so therefore things will fall into a there will be a sort of watershed rather than to look at each thing individually which I think would be a little time consuming.

IH: What kinds of benefits do you think leisure provision can make to the unemployed?

`J': I think they can provide a tremendous amount. There is one thing they can't provide and that is to learn a skill for a new job. But I think for them and for people with shorter working weeks you've got to find ways of occupying their time so that their own morale is kept intact, that they have a high degree of self respect, so that they don't just sit at home, vegetate and fight and let their house degenerate into squalour. People who are unemployed tend to have their house more untidy. They've got more time to keep it tidy but they tend to let it go downhill. I think if they are mentally and physically alert then they are likely to be better. So a variety of things to encourage them to use their time better but it's a battle to convince them of the desirability.

IH: Are there any groups among the unemployed that you personally feel should receive priority treatment?

`J': Yes I think that the young are incredibly important. I am very concerned that I think the last three years have seen a high degree of unemployment in each year group coming out of school. And I think they have remained as a block going forward. The degree of long term unemployment is increasing each year. And I think that some of those young people now, as I predicted three years ago in one of my first speeches in Council, are going to be unemployed all their lives because after three or four years of unemployment and now its going to be five or six for some of them, they are going to be unemployable. You as an employer are not going to want to take them on when you can take a 16 year old who has got a lot more energy about them. They are not going to have the incentive to get up or the ability to get up, get there on time or to work. You lose the ability to work. Its going to need massive retraining for those people. There's going to be a generation with a dead band, and it will go right through til they're 60 or 80 or however old they are when they die. And I think we have an enormous responsibility for that.

I think also with ethnic groups particularly in the forty plus age range we have an enormous responsibility. That's the group that came to this country, educated abroad. Their own English is very poor or non-existent, therefore their ability to retrain is not there. They can't partake of many of the traditional things that we provide and I think that their opportunity of facing unemployment for life is a big problem that we are going to have to face. It wont repeat itself I hope because it will be a different type of thing. I think it is different to young people who are going to face unemployment for life and I think that we are going to have to provide them with a variety of skills to use their time and energy.

IH: What do you think was the thinking behind the Conservatives consideration and rejection of the proposal to merge Unemployment Sub-committee with Economic Development?

`J': I think the thinking was initially that the Unemployment Sub would move into the field of purely looking at the area of providing jobs, because that's what the Economic Development Unit does, so therefore the Economic Development Sub-committees role is to therefore to regenerate jobs. I believe, and I was on the think group which created the Unemployment Sub-committee for the Labour Group, it existed as a political group only within the Labour Group when we were in control. It wasn't a Sub-committee to start with, for about 6 or 9 months it did quite a lot of work. And I believe we shouldn't have anything to do with that aspect for the unemployed. I know it sounds as if it does but I believe it's within the national to tackle in those terms. I don't believe you can actually deal with those things locally significantly enough. The Economic Development Unit is only scratch only way we can deal with unemployment is to get rid of the

unemployed. I see the Unemployment Sub-committee as responding to the fact that we have unemployment, unemployment is here to stay and what we do for the unemployed while they are unemployed. So we give them the skills so that they can go and help other people, they can go and dig old ladies gardens, these are cliches I know, decorate their own homes, form cooperatives, you know go and have an allotment and actually grow something so that their quality of life is improved, so that the Unemployment Sub-committee can actually generate interest in Leisure Services facilities, so that they keep themselves physically and mentally alert, maintain their dignity and they still are people within the community with a right to live and partake. So that on the very low income that they get on unemployment or Supplementary Benefits, that they can actually make the best use of it, you know the whole economics behind it, so that they can supplement their income without breaking the law by going out and doing shift work and so on, like the allotment can improve the quality of their eating which gives a few extra pounds so that they can go out for a day in the holidays. They'll never be able to afford a holiday at the sea-side, but so that they can afford a day trip somewhere with the family. So the whole quality and ethos of their life is raised and Unemployment Sub-committee should be looking at this. It does tie in with careers, we mustn't lose sight of the fact that they might be able to have a job that they might be able to retrain. The Unemployment Sub-committee should coordinate with those agencies, national government they should try to pressurise to create jobs, the Careers Office so that people know where to find jobs, they've got to coordinate with the retraining things in the Colleges, that's why they should be within the Education field because it's Leisure Services, its educating them to a new way of life, it's very unfortunate but we can make the best of it and I think it's the acceptance by the Tories that unemployment is here to stay and we also have to respond to their needs other than to provide them with a job, that they've come round to recognising, I believe (I mean I've not sat on it, well when it became a sub-committee I never went on it, I then went in another direction, left it. They didn't take on board all I wanted to in their terms of reference, there would have been less on the job side and more of what I've just talked about.

IH: The final section is on the role of officers in policy formation. What are the main ways in which you come into contact with officers?

J: Well, they approach me or I approach them. It's both ways, particularly as I am Spokesperson now, a lot of decisions cannot be taken without approaching me and I have to be informed of a lot of things, like, I don't know if you read in the press there was an accident on the river near ... some kids doing their Duke of Edinburgh Award and all the canoes got washed away over a rapid. The children lived, boys about 16 years old, they were doing their award under this authority's auspices, through the Youth and Community Section. Immediately our Youth and Community Officer had to inform me of what it was so that if

the press contacted me I knew about it officially before reading about it in the press. And because of the hung nature of the Council a lot of decisions are going to be taken by all-party agreement. I was rung yesterday on an issue and as Spokesperson a lot of things I have to be kept informed of but also I contact officers a lot. I write an incredible amount of memos and letters and enquiries, 40 or 50, a week to officers and they have to respond to me. I also have meetings, harking back to that telephone call the Director of Education's Secretary, I want a meeting with him on Monday. I want to find out what he's been doing while I haven't been on his tail. That sort of thing, you know I was in touch with officers yesterday I wanted to find something out. But I also believe in delegating. All my spokespeople on their various sub-committees are charged with keeping an eye on the officers in their areas and I am hoping to have regular meetings with them to find out what is happening. But the areas that they're dealing with are not my responsibility. I meet them and give them guidance on how things should go.

IH: What in your view is the role of the policy unit and how should it relate to the work of the service departments?

'J': Well I have a lot of contact with the policy unit probably more than any area, far more than even the Education officers. I believe that they are the people that can really think ahead. You can charge them with an idea to put into practice in the authority. And I think because they are outside the various directorates they don't.... I get very worried about this directorate thinking they get very narrow, and think of things in little boxes. The Policy Unit is able to challenge that and I as a councillor like that. Things should be cross directorate very often. We've got to get certain directorates to accept that and they won't but we are trying to get things moving there.

I believe members of the council should be able to get them to small bits of research, to start ideas off and then move ideas forward from that particular avenue into a particular directorate as a springboard. Members tend to get tied up in their own committees and it results in very narrow thinking, which often isn't very effective for the public. The public doesn't very often understand it and I think that the Policy Unit because it is separate, is very valuable as a springboard, for sounding off your ideas and it's a way you can sort of challenge thoughts and processes in the authority. And I feel I have a lot of friends there, whereas I feel in some of the directorates among some of the officers I have enemies. I know I have in certain areas.

IH: In your view what are the crucial differences between the role of the elected member and that of the local government officer and do officers ever go beyond their role as you see it?

'J': Officers do it in all service areas. The thing is to have a complete change of policy is a lot of hard work and if everything is going to be changed back again in a few years time they're not going to put their heart and soul into it. They basically want a nice easy steady life. Also many of them are professionals. I mean you get your professional education officer he's been through the education system, he's maybe been a teacher, he's come through education, and therefore he's got a professional interest in what he's doing. And therefore he thinks he knows better than the politician who is the butcher, the baker, the candlestick maker and what the hell does he know about education so why should I listen to what he says. So you've got all those conflicting things and as well you find that officers are political animals with both a small and a large 'p' and that is also a difficulty. You get with a large 'p' an officer who has a political persuasion towards one party or another so obviously if the party opposite to what he believes in is in control he is going to water down, obstruct or make difficult all the decisions made by members because he doesn't like them. And then there are also those who are political with a small 'p' and they have their own diplomacy and their own ideas which I think again ties in with the idea that they are professionals in their area, and they have their own interests which conflict with the people who are elected to watch over them. And also they are there on a full-time basis. We are there as amateurs on a part-time basis. And because we are only the butcher the baker and the candlestick maker, and they know so much about the thing then they can easily blind us with facts with which we are to make a decision. We are not given an alternative the facts point so clearly to one thing even though it's against your political will, so that you go along with it, and I think that's the manipulation that they do.

Have I missed part of the question?

IH: Well, what are the crucial differences between the role of the officer and that of the elected member?

'J': Well the difference is that the politician should give the overall policy of what he wants to happen and then the officer should go and put that into practice and do the nitty gritty, because in order to give an overall political decision you have to go into deeper consultation and the officers come with reports back with various alternatives, but they can couch those alternatives in ways which colour your decision against your will.

INTERVIEW WITH LABOUR COUNC. 'M': CITY HALL 4/8/83

PERSONAL BACKGROUND

INTERVIEWER: Could I ask you a little about your background? How long have you been a councillor in [.....]?

LABOUR COUNC. 'M': Since May '82.

INTERVIEWER: So you're a relatively new councillor?

LABOUR COUNC. 'M': That's right.

INTERVIEWER: Did you operate on parish councils or any other local authority prior to this?

LABOUR COUNC. 'M': Well, actually I have been clerk to two, and and Parish Councils, for about five years from 1970. I haven't been an elected member before.

INTERVIEWER: So what age are you now?

LABOUR COUNC. 'M': 40

INTERVIEWER: So you won't have been a chairman, vice-chairman or spokesman on any council committees as yet?

COUNC ALAN RYE: I have been an acting spokesman, yes, I'm actually Deputy Spokesman for Development Services, that's this year as from this year's annual meeting of the Labour Group and I'm Vice-Chairman of the Labour Group but I'm not a party spokesman as such.

INTERVIEWER: Did you operate within the party group prior to your election as a councillor?

LABOUR COUNC. 'M': I was an observer, one of four from the [spoke at meetings of the Party Group for about a year before I actually became a councillor.

INTERVIEWER: Are you on any committees or executives of any non-political organisations, either as a representative of your party or the Council?

LABOUR COUNC. `M': Community Relations Council, as a representative of the Council. I'm Chairman of a Community Association on * council housing estate in [town within District], and the main object of that is to refurbish the church hall and to set it up as a youth and community centre, so that's a big issue that I'm involved with.

I'm also..... I'm trying to think I must be involved in other organisations but I just cant think.....I think that's probably it in a formal way. I havent been a member of any other tenants or residents associations but I support them as well.

INTERVIEWER: Have you got links with any other cultural, sporting or welfare organisations?

LABOUR COUNC. `M': Oh yes, I had forgotten I'm actually interested in alternative theatre, in fringe theatre And I was at one time for a long time a founder member of a fringe theatre group, and now I'm a member of an alternative [town within District] theatre group which has Regional Arts Association backing and that's something we set up about two years ago to provide professional alternative theatre in [town within District]. It's been highly successful actually. It's non-political group of people who promote alternative theatre. Other cultural organisations..... I can't think of any immediately..... nothat's it. I think I was going to be a representative of the Council on the A.M.A. Working Party on Theatre and the Arts (to Labour Group leader) do you know what's happening about that?

LEADER OF GROUP: There's an argument about whether we should go on that....

LABOUR COUNC. `M': Yes, there's an argument about that, it's still up in the air

INTERVIEWER: Do you mind telling me how old you were when you completed your full-time education?

LABOUR COUNC. `M': 21...22.

INTERVIEWER: And your present occupation?

LABOUR COUNC. `M': I'm unemployed.

INTERVIEWER: Right, going back to the question of your cultural interests, is one of the reasons why you serve on Leisure Services your stated interests in cultural services?

LABOUR COUNC. 'M': No. I was put on it.

INTERVIEWER: I see. You didn't volunteer?

LABOUR COUNC. 'M': No I didn't volunteer. It wasn't one that I particularly wanted to be on but I am interested in it and I have got an interest in a number of outdoor pursuits. I am a keen cyclist for example, I'm not a racing cyclist but I like cycling, and I sometimes cycle to City Hall from [town within District] and cycle back again. I keep my bike in the basement. I support, at least in principle the work of the [.....] Cyclists Action Group. As I say I like live theatre, I like film. I am heavily involved this very day, as a matter of fact, in trying to save [town within District]'s remaining, single cinema, which is threatened with closure.

I like hill walking, I love being outside, I enjoy the countryside, and I think people should have access to it, and I also like historic buildings, depending what price you put on them, in amongst all our other priorities and that's a question we'll come to later....

INTERVIEWER: One other final question in this section, before you were unemployed what was your occupation?

COUNC. 'M': I have done all sorts of things, but the most recent was as assistant to (former local constituency M.P.) so when he got made redundant on June 9 so did I.

POLICY DECISION-MAKING GENERAL

INTERVIEWER: O.K. now we turn to policy making in general. How would you describe your job as a councillor? What would you say are the most important features of it?

LABOUR COUNC. 'M': Well, three-fold really, I think first of all you have a job to look after people who have problems and difficulties who live in your, ward, your town, your community, ward work is an important part because people turn to councillors especially those that make themselves available and they say, look I have got a housing problem, I have got an employment

problem, I have got a debt. Sometimes it is a personal crisis and they need help it is homelessness or whatever, so a fair measure of it is that, and I should say that in the past year I have dealt with hundreds of cases and I have done a hell of a lot of ward work, constituency work.

The second level is working in committees and sub-committees, here in City Hall, and a lot of that is just nuts and bolts work a lot of it is just following statutory obligations, not so much on Leisure Services but on Social Services, Fieldwork Sub-committee last year a lot of the work is statutory. You have to take kids into care. You have to decide how much money you are going to pay them. You have to decide how much you are going to pay foster parents.and you pretty well have to have foster parents because you have kids in careand you have to do that because it's a statutory duty. So a lot of that is nuts and bolts work.

Of course some of that involves vital policy decisions about the approach the Council should take to solving general problems or particular issues and then the third level is the party political one that you do have a platform if you are a councillor. You do have a name-tag a label and you can use that, and certainly I use that and people in my party use it in [town within District], because we are anxious to get over to people that we are Labour councillors and represent the Labour Party and Labour Party policy and we want to make an impact politically and we do. People don't always agree with us but we endeavour to get over the idea that we work as a team and that we have a platform and that we have ideas and we try to work to realise those ideas.

So those are the three levels; the constituency, the committee work and the party political platform work outside the Council.

INTERVIEWER: You have partly answered this already, but how do you get to know about the needs and attitudes of the general public?

LABOUR COUNC. 'M': Yes, well we also hold surgeries, and I did hold a weekly surgery on Wednesdays for ... and it tended to overlap with my responsibilities as a ward councillor and my acting on behalf of [former M.P.] on parliamentary constituency matters, because often people go to see their M.P. because they don't know who their ward councillor is. So part of our task is to make local councillors more accessible and that means holding regular surgeries and also getting as much constructive publicity as you can, so that people know who you are and can identify you.

INTERVIEWER: There are two theories of political representation. The first says that a councillor should act as the electorate want him to, as the voice of the people. The second sees the councillor as a representative, exercising his own judgement and

acting according to his own conscience. Which do you agree with most?

COUNC. 'M': Yes, I can see that..... well its a bit of both.....these arent the only two theories, there is a third one of course that says that a councillor is a member of a political party and should follow the policies of the party to the letter.... that's a third theory. It's a combination of all of them really. The first thing is that you have got to listen to what the electorate say for one thing and to put it bluntly they will kick you out if you don't. So you have to listen and respond to some extent. You have to try to decide what the voice of the people is, what it is saying. But of course the voice of the people speaks with forked tongue, I mean one group says one thing another group says another and if you don't satisfy one group you may satisfy the other and vice versa. Actually it is difficult to know just what the people are saying at any one time. But if they for example said anything like they....I'm thinking here in national terms..... we want you to support hanging, now I am opposed to hanging, our party is opposed to hanging, I would say well, look I'm sorry but you'll have to vote for somebody else next time if that is what you want, and we part company here. It's a matter for me not only of personal conscience but also of party policy. Your remedy is to vote for someone else next time round, if you feel capital punishment is the most important issue on earth. So that's a clear cut one for me but in other instances

I would go along with so far as possible what people appear to want so long as that is consistent with my political values point when councillors must exercise their collective judgement as a group if they are a political group and the Labour Group does that provided of course that it is willing to go back to the party and say "Look this is what we have done - we hope you agree with us but if not we will carry the can for it ." And we sometimes do that, we have to make crisis decisions and that may mean that sometimes we don't consult the party before we do things because we're not just delegates we are representatives.

INTERVIEWER: What happens when there is a clash between for example local party opinion and Group opinion?

LAB COUNC. 'M': Then we have to try and justify what we have done to the Party. It doesn't happen too often.

INTERVIEWER: But what has happened on the few occasions?

LAB COUNC. 'M': Well, it hasn't happened too much lately. It's happened on a few occasions that I remember but of course my experience is fairly short lived of [.....] Labour Group, but.....we're not in control which makes a difference as well. I

mean if we were in control our decisions would result in real changes taking place because then we'd be governing the city and obviously then if we took a decision which had a real impact on people then our party would come back to us and say "look you've taken the wrong decision there. What the hell did you do that for?" It's less likely to happen in opposition but there have been clashes about whether or not in the budget each year we should in any way compromise with the Government's requirement that the Council should cut their spending and that is pretty well a sticking point between the District Labour Party and the Party Group. This year there is no conflict because the Group have accepted that the policy of the District Party is that we mustn't put rates up, and we mustn't put rents up, and we mustn't cut services and because we are not in control we haven't got to put that into practice....Makes it a hell of a lot easier (laughter)....So there is not likely to be a clash. If we were in control then we would really have a choice of whether or not to go bankrupt and go down with the party flag flying high but totally without cash in our pockets or whether to defy party policy and find reasons for doing so and that may come but that's the sort of crunch issue where we'd have to argue it out with the party.

INTERVIEWER: What do you see as the Council's role in providing services? What should it be trying to achieve?

LAB COUNC. 'M': Well that's a pretty huge question isn't it? Well I think that it's obvious why local government is important because there are lots of services that people cannot afford to buy and it's an equitable arrangement that everyone is either taxed or rated and contributes to a sort of communal fund and that fund is used to provide collectively a service to the rest of the community and the sort of principle of local government and I support that principle. The difficulty is that at the moment local government is under attack, the service is getting smaller and the fund is being reduced and I suppose you could say at the moment that one function is to decide priorities and to decide which of the functions of local government can reasonably be left and dumped and handed over to the private sector or back to the people and which must be defended at all costs and we've reached the stage where they've got to be defended and I would say that local government services should be expanded ...they should be expanded in other words our philosophy is in direct contradiction with what the Conservative Party and Government is trying to force on local councils and actually that is probably in contradiction to what a lot of local Tory councillors believe as well.

INTERVIEWER: Do you personally try to represent the people in your ward or the city as a whole?

LAB COUNC. 'M': Both.....I mean I try to do both. I try to take a decision which is not parochial, I do try to make a decision which is for the benefit of everybody, but you do have to pay special attention to the people in your ward, after all they are the people who did elect you. But that is a difficult tightrope to walk sometimes. But I mean I do take decisions which... like for example I was on the Management Committee last week, I was substituting as a voting member for somebody in his absence, and I voted to lend [.....] City ~~£~~200,000, subject to copper bottom guarantees that the council could recover its cash, because I would not otherwise have lent them a penny, and I don't like football particularly.... I might occasionally watch a game on television.... I would never go and watch [.....] City. It's not something which interests me, but I have to act for the people who are [.....] City fans as well as people like myself who couldn't give a damn. I also have to act for the people who live in [town within District] 11 miles away, who also, mostly don't support [.....] City. So I took a decision for [.....] City fans even though I don't represent many of them.

INTERVIEWER: Is there ever an instance when you are under pressure from interest groups within the ward and when you feel that what they want is not in the interests of the district as a whole and how do you resolve such situations?

LAB COUNC. 'M': It hasn't arisen yet.... it might do....

INTERVIEWER: Do you concentrate your efforts on a limited number of aspects of council work or do you spread your time equally across all the areas of council activity?

LAB COUNC. 'M': Well, I tend to specialise, and I am tending to specialise in the Committees that I'm involved in, that is Development Services, Leisure Services, and Planning but I retain an interest in Education and Social Services because I've both worked as a teacher, I've got kids at school, and I've been a social worker, and I try to follow the general issues that the Council is involved in. It's not easy though. It's difficult enough trying to keep up with one committee, let alone them all.

INTERVIEWER: Is there one of the 3 committees you mentioned that you tend to concentrate on more than the others?

LAB COUNC. 'M': Well at the moment Development Services, because I'm Deputy Spokesman.

INTERVIEWER: Taking all committees, what proportion of decisions

tend to be decided along party lines?

LAB COUNC. 'M': Well..... I dont know.... probably 50-50, probably in some committees there's a fair degree of consensus. There may be some differences in dotting the i's and crossing the t's. But there are certain issues which suggest themselves as highly political but they tend to be in the minority.

INTERVIEWER: Here is a list of the Council committees and sub-committees, would you mind running through these and telling me which you feel political differences between the parties are most marked and which you feel are characterised by a fair degree of consensus?

LAB COUNC. 'M':- Well the Management Committee should be, and Economic Development should be, I dont think it is sufficiently. I think there is much more room for it to be political because I think the criteria on which we loan cash to private companies (and we loan a lot of cash to private companies £4.6 million to 106 companies in the [.....] area, that's the record so far) I think the criteria that the council lay down are not sufficiently wide, and I'm hoping that the Labour Group will lay down much more stringent criteria and they will be in accordance with our political philosophy. At the moment it's rather and I don't think it should be, there should not be consensus there.

General Services? Well I should think that is fairly non-political. Personnel? Well, that's a peculiar one because people meeting on Personnel are all from management, they all deal with the workforce from a management point of view, and I was on the Personnel Sub-committee last week I mean you can never separate your personal politics from the situation, if you are a political person, then any political situation which is slightly political you find yourself taking sides. You cant possibly divorce that from the way you behave and the way you speak. But Personnel is perhaps not so obviously party-political.

Development committee potentially there ought to be some highly political things about how this city develops and that goes for the Special Sub- and Public Works.

Planning some of our members feel that Planning is just a technical committee, where you look at whether a dormer window would be obtrusive or not, or whether a new neon sign would be too blatant in ... Main Street or whatever. Actually it is highly political because from time to time you may get applications which demand of the councillors that they decide their political priorities. For example, we had an application last week for whether or not to allow the building of sheltered housing next to the Manor House in We were lobbied by people who said: "You shouldn't build anything on there. That's a prime archeological site. There's a Roman fort underneath that and archeology is

highly important." And there were other people there who said: "It's a bloody mess there's a load of old garages there and we want it out of the way, it's an eyesore." So you have these conflicting demands and you have to decide what's most important and I don't think you can separate your politics from things like that. I don't think it's just an aesthetic decision, I think it's a political decision and I think that's true of other planning decisions. A very obvious one is when somebody applies to convert a large Victorian house into a hotel for ex-offenders, drug addicts, alcoholics and maybe you're presented with a petition from local residents. I think you end up making a political decision. Or if you get an application to build a private clinic

Public Services? Well, I imagine not so much so.

Housing Committee? Yes, I think it's a very political area.

Education? Yes, there are many political arguments on Education and it's sub-committees, including Further Education, and including Leisure. Often in Leisure it centres round or has centred round, charges, and the cost of recreation for the unemployed and the unwaged.

Schools (Buildings)? Not so obviously political, but could be because there it's a matter of priorities and areas.

Schools (Education)? Very political and of course the Unemployment Sub-committee, that's political as well, highly political.

Social Services, a lot less so. All the Social Services committees are a much less political arena.

The most political are Education and its sub-committees, potentially Development and its sub-committees, and Housing.

INTERVIEWER: How do you personally reach an opinion on a Council matter? What sorts of opinions would you sound out?

LAB COUNC. 'M': Well, it depends what the decision is, but sometimes kick it around with other councillors if we've got time to do it that is. I like to think about it, talk to other members, sometimes other members of the party and sometimes members of the public. I'll sometimes quiz people and see what they think, for example, I've asked people in [town within District] what do they think about putting Council money into saving the Classic Cinema and certainly talked to a lot of party members, and I've certainly talked to a lot of other councillors.

INTERVIEWER: I want now to ask you some questions about the role of the Party Group.

Are there any groups from among the electorate who seek to affect Council policy through the group?

LAB COUNC. 'M': Well, there's the District Labour Party. They certainly try to affect our policies. In fact, they, constitutionally have the right to draw up the manifesto, and we're supposed to work to that manifesto, so they have an obvious input to the workings of the Group, and they send observers to the Group meetings, and those observers can report back to the District Labour Party, which meets monthly. That's the most obvious and of course you get groups of people like single issue groups, and they contact individual councillors and press them to raise it within the Group. Presumably, if they agree and support it, it will go through and on to full Council.

INTERVIEWER: Are there any issues which may be important to groups within either the community or the party which fail to be considered by the appropriate committees of the council?

LAB COUNC. 'M': Oh, I am sure there are. If you wanted me to pick an issue out I might find it difficult to do that. It's a difficult question to answer that. I think there is a real failure to respond sometimes because of the pressure of time. I mean when you get a letter from a group lobbying, it's not very often that I personally write a response, unless it's a very personal letter to me. If it's a circular to all councillors then I might read it and tell them I'll consider and if it's sufficiently important we might raise it at a Group meeting, but often it isn't brought up in the Group and an issue which might be of passionate concern to an individual group that have one issue that they are concerned about, that single issue can be sunk without trace amongst all the other issues that we have to deal with here, I mean are formally on the agendas of committees and sub-committees.

INTERVIEWER: So you sort out in order of importance the information on issues that you receive?

LAB COUNC. 'M': Yes. You have to make a personal judgement sometimes. For example I was lobbied by [town within District] Disabled Council recently. They had been offered £100,000 for converting a building into a Disabled Centre but they had been told that they couldn't have any money to run it. Well they're incensed about this and they don't know how they can take the £100,000 with no prospect in the end of paying anyone to administer the place and service it so they have written a letter to all councillors. Well, you know, it's in my town, my part of [officers here and they would put it onto a relevant committee, but if I don't do that maybe nobody else will and it is sunk you see and that group which has written to all councillors have had

no response whatsoever. The ball's in our court actually.

INTERVIEWER: We were down to how does the Group arrive at decisions about policy matters? What sorts of opinion are sounded out?

LAB COUNC. 'M': Well an awful lot of decisions are decided inside the Group. They are decided by the members of the Group using their own political judgement, according to first of all our political terms of reference, we may differ within the Group but we have some broad agreement about our general political objectives. So it all takes place within certain frame of reference and also add to that the fact that we presumably would not have been selected to represent the Labour Party unless someone somewhere thought that we had a reasonably good judgement. So we do exercise our own judgement is coloured by what we think our electorate will make of our decision, what our party members in our own ward will make of our decision, and also we're mindful of our whole political outlook. So we don't sound out people. We usually have to make decisions. But a lot of decisions aren't made within the Group, they are made by a small cabal of leading members with a lot of political clout who sit down with members of other parties, like in the Management Special Sub-committee, and decide for example to spend ~~£8~~ million, ~~£9~~ million on the ~~new~~ ~~new~~. Then someone comes along to our Group, a leading member of the Group, and says: "This was decided because of special circumstances" and we're lumbered with it. So sometimes decisions are taken then the Group is asked to endorse them. That's a different matter altogether.

INTERVIEWER: If you were asked to nominate the most influential members of your Group in deciding policy matters, who would you nominate?

LAB COUNC. 'M': Well I would nominate the Leader, the Deputy Leader, possibly the Chief Whip (because he is an ex-Deputy Leader and he's got a lot of personal influence and he's been on the council a long time, ten years) that's then I would nominate certain party elders and major spokesmenbut leadership now from the leadership style last year?

INTERVIEWER: Yes.

LAB COUNC. 'M': Well the difference is that last yearwhom has a lot of merits as a leader, who is certainly very strong, very strong minded, and can be very tough in debate, at the same time and can be very resilient for that reason, his style tended to be that decisions were taken and then brought to the Group and the Group pretty well were stuck with them a lot ,of

the time. taken the approach that decision-making, so far as possible ought to be collective decision-making, so even where he may be faced with a crisis and be told: "Look something has got to be done about [.....] City F.C." he rang round his party officers, he couldn't get a hold of them all, he couldn't call a full Group meeting, but we were here we were in around the table, and subsequently he called a special Group meeting to discuss it so that all the members of the Labour Group, in theory all 41, could have participated in the decision. So he's more accountable and also he has widened out the access to decision making on important issues.

INTERVIEWER: Do you always vote in committee in accordance with the decision of the Party Group?

LAB COUNC. 'M': In Council I always have and I think in the committee I would as well. There might be circumstances when I wouldn't but I can't imagine what those would be really because I believe in the democracy of the Group.

INTERVIEWER: What important changes in Council, policy have occurred since the change in control in May 1982?

LAB COUNC. 'M': Well it's difficult because I wasn't on the council before May '82 and I was not able to see what was happening, but the changes have not been as drastic as they might have been because of the hung situation in the Council and that has tended to have a moderating influence on what otherwise certain members of the Conservative Group might have wished to have done. And before that what the Labour Group wanted to do was moderated by the financial constraints exercised by central government and there has been a certain amount of consensus politics, I think. There's been a lot of posturing by both the Tory and the Labour Parties, and the Liberals wanting to be seen not to be on either side, but in practice there has been a lot of consensus and perhaps things really, in terms of policies have not changed too much. You can pick up certain things like school meal charges which are going up, something which the Labour Party would want to avoid anyway. Rents jumped up rapidly last year, something that a Labour Council would want to avoid and also home help charges are being reintroduced for old people. You can pick out single things like that but there hasn't been a wholesale change in the way the Council is run or in its general outlook. The race relations policy has got consensus support, and our economic policies, unemployment policies have got consensus support, by and large.

INTERVIEWER: If someone you knew and trusted who had policy goals similar to your own, was to take over your job on the Council for two to three years while you were absent, after which time you

would resume your present role, what would he need to know? What advice would you give him or her on ways to successfully affect policy?

LAB COUNC. 'M': Well I think actually the answer to that one is, there may be someone you know and trust implicitly but if they took over my job, well I think there is no substitute for experience. One of the most important things to learn, and you only discover it bit by bit, is which officers you can trust and trust only builds up gradually, and also which of your fellow councillors is most influential and the most supportive and are the ones that you can rely on to support you to make the changes that you want to make, and I don't think there's any substitute for that, a lot of it just comes with experience. It's not easy for one councillor to, substitute for another for that reason.

LEISURE SERVICES POLICY DECISION MAKING

INTERVIEWER: You said earlier that some decisions in the Leisure Services Sub-committee are made on a party political basis, like pricing but you implied that most decisions were consensual. Why do you think that is?

LAB COUNC. 'M': Well there are some practical problems which face people, like for example what do you do if the Museums Officer comes along and says that a major museum in [.....] has been inspected and it needs additional security because the City's art objects and paintings might be at risk and in any case if you have an exhibition you won't qualify for Victoria and Albert Museum support because the security is not adequate for the works you want to exhibit ... so consequently you have got to spend thirty, forty, fifty thousand pounds..... That looks like a technical decision but of course every time you spend money that's money that you would have spent on something else and you have to decide your priorities. But what tends to happen when you are in a sub-committee you tend to become parochial. You tend to look at the expense under that head and not in relation to all the other items of expenditure that a Council incurs, so you narrow your terms of reference - it inevitably happens - and so ~~£~~50,000 looks highly reasonable there, whereas if ~~£~~50,000 were requested in an F.E. Sub-committee to convert a kitchen for a Y.T. scheme which the Labour Party might be sympathetic towards they are likely to say: "Well, that's a waste of money, ~~£~~50,000 for a Y.T.S. and it might not even run or it might not be a success." and they could argue over that whereas they might say nothing about ~~£~~50,000 for a painting that might be worth ~~£~~250,000. So you get affected and you tend to take technical rather than a wider sort of party political decision. You get

stuck in your own rut.

INTERVIEWER: Speaking for yourself how do you get to know about the leisure needs of the general public?

LAB COUNC. 'M': I don't know that I do. I think we make sweeping assumptions about the leisure needs of the public and a lot of it is purely personal. We often act from personal experiences, personal prejudices and sometimes from party dogma. It's very difficult. How would you get to know about the public's leisure needs?

INTERVIEWER: I wondered if you come into contact with, or consult local advisory sports or arts associations or perhaps they contact you?

LAB COUNC. 'M': They certainly contact me occasionally, but they are not always the best people to speak to. The people who serve on these bodies are often not representative, they are not the consumers or the participants, but people who like being on committees and they themselves might have a preconceived idea of what their members might want. Speaking to people in the pub or at bus queues and so on can be as useful.

INTERVIEWER: Do members of the public or organisations seek your advice or assistance on leisure issues? What types of organisation do they represent and what sorts of issues do they raise? And what action do you take?

LAB COUNC. 'M': Yes. Amateur football clubs and cricket clubs and they usually want help with their finances and are looking for a grant from the Council or they think the facilities they get they pay too much for, or they want facilities of their own and they ask me what I can do about it. What action do I take? Well you know there are limited grant funds available, and decisions whether to spend them or not are taken by the Leisure Services Sub-committee, and I have brought up the issue there of whether it is better to spend ~~£~~1,000 or ~~£~~2,000 subsidising what is probably a fairly minority activity like a literature festival, or whether it's better to spend money in small lumps of say ~~£~~100 or ~~£~~50 at a time supporting one of the hundreds of local football clubs to get some kit for the coming season. We have raised that issue and I usually need the support of officers to produce the appropriate application forms. And I got approached by some people last week who want a cricket ground of their own and I got someone from the Policy Unit to go round and explain to them how they can put in a Community Programme application to get money to actually buy some land and convert it into a cricket field of their own.

INTERVIEWER: And do they approach you because you are a member of the Leisure Services Sub-committee?

LAB COUNC. 'M': Well, partly that and partly because I am a Labour councillor that they know.

INTERVIEWER: Are there any types of leisure service that the Council doesn't offer at the moment that you would personally like to see developing?

LAB COUNC. 'M': Well, I think one I don't know whether this is a leisure service I would like to see the proposals of the [.....] Cyclists Action Group taken more seriously. I think that would be a good thing to do, I think it would be an unusual thing to do and think it would bring some credit to the Council if they took the point that many more people are cycling and that is a leisure activity. And also on busy roads in [do. There are no cycle lanes or concessions to cyclists at all. It's actually quite a dangerous means of travel because of not what you do, but what other people do to you (plus the fact that there are holes all over the bloody place). That's a bit of a personal thing, that one.

I think it is an important thing to step in and try and preserve things like that cinema and try and make it cheap and accessible to people who can't afford to travel into the cinemas in the inner city, because it's so expensive for people without cars.

INTERVIEWER: Are there any leisure services currently provided by the Council which you personally would wish to see discontinued or taken over by the commercial or voluntary sector?

LAB COUNC. 'M': I can't think of any area where I would want that to happen, partly because providing the kind of leisure services we provide costs a lot of money and nearly all of the activities we provide are heavily subsidised and if you turn them over to the commercial sector then they become so expensive that lots of people would be outpriced and that's why local government subsidy is important for the general user. So I can't imagine any circumstances in which that could happen

INTERVIEWER: What is the process that your Party Group goes through in reaching policy decisions on Leisure Services Sub-committee matters? How, if at all does it differ from the general process you described earlier?

LAB COUNC. 'M': I think Leisure Services is regarded as less important than other policy areas, but on the other hand we've had people on Leisure Services in the last couple of years who have taken it very seriously indeed, some people in our party, and who have really given a lot of time and thought to it. I can think of a couple of individuals straight away, ... is one of them and I think who is still on Leisure Services and he was the spokesman and previously the Chairman of Leisure Services under Labour control.....

I think that people do realise that leisure time is something that people have got more of, usually not by choice, and that they ought to do something to fill that leisure time, and make it available at a price people can afford or free. We meet as a Group before every sub-committee, we always have a briefing meeting, and a briefing meeting with officers, we meet for about an hour to tackle the immediate agenda. There isn't a support group from the District Labour Party on Leisure Services but I think there should be, I mean I think this is an area where there could be a lot more participation. And we have tried to fight cutbacks.- For example last year there was a threatened 40% cut in the book fund so that now [.....] spends almost the lowest sum per capita on new books in the libraries of any local authority in England and Wales which is a scandalous situation. We have tried to highlight these sort of omissions. The trouble is even in the public eye, unless they are directly passionately concerned with it, I think most people give it low priority anyway. They think well that's not a necessity, it's something people do if they want and so it's arousing the public's imagination really and convincing them that leisure services are something worth battling over.

INTERVIEWER: Has Leisure Services been subject to greater or less pressure in the working through of the cuts?

LAB COUNC. 'M': Yes, it looks like an easy option because when you go into a library you don't notice there are less books, and it's only when you go up and ask for the latest books that you can't afford to buy because books are pretty pricey and there's only one copy for the whole of [.....] Met. that people realise that you have to wait six months to read the latest book and... if they don't like books and they don't read it then it's no skin off their nose. And yet books and libraries are available free to anybody who walks through the door and actually people of all sorts of backgrounds, all sorts of ages, and all sorts of social classes and all sorts of ethnic origins, all enjoy going to the libraries so it is a service that ought to be defended, and in fact it is a difficult service to defend because you can make all sorts of sneaking attacks, hit and run raids on the book fund and obviously it doesn't actually directly affect anyone, not obviously. And similarly if you maintain football grounds and recreation grounds less well by cutting them say once a fortnight instead of once a week or whatever, that doesn't seem too drastic

to anyone who doesn't actually go round and kick a ball around and find that they are wading through thick grass, unless they are playing on that field anyone else would say: "Well, it's not going to harm anyone else doing that, is it?". It's the line of least resistance and that's why Leisure Services does take a bit of knocking, yes.

It hasn't done too bad this year though, when you think that there is a \$9 million bid possibly even a \$13 million bid for the [city theatre] that comes under Leisure Services.

INTERVIEWER: If you were asked to nominate the most influential members of your party in the development of leisure policy who would you nominate?

LAB COUNC. 'M': Well I think in the past it has been, who was the Spokesman and previously the Chairman. I think has had quite a lot to do with it. I think that nowwho has taken over as Party Spokesman, will have quite a lot of influence, if he continues to do that job. Ehm, I would say that they have had some influence but I would say that it is like a lot of committees, it is very much officer led. I think the policies very often come from the officers. I think the options we get are the options they want to present to us.

INTERVIEWER: Who would you say are the most influential people, officers, members of any party or others in the formulation of Council policy on leisure?

LAB COUNC. 'M': I would say that it has to be officers and I would pick a few of them out as well. I mean I would say that Recreation Officer, and Principal Entertainments Manager, he is another one and I think they have both had an enormous influence over what has happened in the last 12 months Economic Development Unit have seen what they believe is tremendous spin off from putting millions of pounds into the [city theatre] because it was conceived as a marvellous redevelopment, at least a very splendid have you seen the plans for it?

INTERVIEWER: I haven't seen the plans yet, no.

LAB COUNC. 'M': splendid proposal, not only for tremendous stage and back of stage facilities, and a modernised stage technically, which was sorely needed, improved toilets restaurants bars that kind of thing, better seating and general refurbishment, but it was also seen as an opportunity to create three dance studios, alternative studio theatre for small productions at the back in the Majestic Cinema, a refurbishment of Baths, solarium, what's it called, a jaccodi or

something.....

INTERVIEWER: A jacuzzi?

LAB COUNC. 'M': A jacuzzi, all sorts of things all rolled into one, a sort of pleasure dome. It was a lovely idea, marvellous idea, millions of pounds going into it and the idea would be that you would really put [.....] on the map if you got this whopping great marvellous place, and people would say: "Oh, I've been to [.....], it's fantastic at [.....]" and the fact, you know you've got millions of pounds of work to do on your Council houses a mile up the road, apparently doesn't matter. So they had enormous influence and all of a sudden they brought this whole scheme forward, presented it to seven members of the Council, who promptly said: "Yes, what a great idea." and then it was brought as a fait accompli to the Leisure Services Committee, and all the other decisions we had taken paled into total insignificance and there was this sort of finished product dumped on our table, and we were expected to say: "Well that's absolutely marvellous, of course we want to do it." and in fact we recoiled in amazement and horror and said: "Who decided all this? And how can we possibly nod through millions of pounds when we are facing millions of pounds of cut? So those people pack a hell of a punch and have a lot of influence.

INTERVIEWER: Those seven members, that was the Group

LAB COUNC. 'M': It was the Management Special Sub-committee, three Tories, three Labour and one Liberal. That's obviously a huge decision. There are other things which are kind of typical of the kind of leisure policy which is being pursued, like the publicity, television space, top sportsmen.... There's been a decision to at least consider creating a pleasure dome on the old Park Avenue football ground, where a consortium have proposed to come in and make the biggest indoor sports centre in England that will fetch people in off the motorway by the thousand, you know this sort of conception that leisure is something that can be tied up with status, tourism, the local economy, this thinking big idea is part of what does. At the same time he is also quite good at supporting the "non-commercial", I call those sorts of things the "commercial, leisure facilities. He attempts to give the disadvantaged people more access to them, because he hasn't made serious objections to attempts to try and get access to facilities for unemployed people, for example, and unwaged people. So he's steered rather a careful course, and by doing that has tried, I think, to bring around people of all parties behind what he intends to do, but and a lot of his technical staff have come out with some bloody good ideas, like for example, the fact that ... Park Nursery, which is part of Leisure Services, was the first of its kind, it's got a plastic double-walled greenhouse complex. Have you seen it?

INTERVIEWER: Yes, it's computer operated isn't it?

LAB COUNC. 'M': That's right. It's a computerised propagating house, it's an enormous size and there's this bloody computer sat ticking away and it's sorting out all the watering, the humidity, the ventilation, the shade, every damn thing you can pretty well think of except make the very few workers in there coffee. It has replaced by the way scores of propagating gardeners, no doubt, but because it was the first of its kind, it was prestigious, got in the trade press, people come from all over the country, from local authorities and private commercial growers come to have a look at it to see how it works. It is a good idea, you know, you've got to concede when you go there that it's very impressive, meanwhile the little park that I live by has got thistles six inches tall in the flower beds, it's weeded twice a year, the grass often grows to six inches long, and there aren't any flowers, there are no flowers in the park, except rose bushes and some of those were dug up and taken away recently. There isn't a park keeper and hardly any maintenance. So that's the other side of it. What's happened is that you've got an emphasis on certain high prestigious projects, often one offs, the first of their kind, and then you've got lots of other people like the hundreds of football clubs saying: "Why is it so expensive to have the hire of a football pitch once a week? We can't afford it. We've got to do a lot of fund raising." and that's the other side of the coin. And really I don't think the Labour Group or any other political group has seriously addressed itself to the problem of what the priorities should be.

INTERVIEWER: Why is it that Leisure Services is, as you've described it officer led and has it always been so?

LAB COUNC. 'M': I think its because of these big projects, like the [city theatre].

INTERVIEWER: Are other committees that you have worked on similarly officer led?

LAB COUNC. 'M': I think they often are. I think often the way that people work, their policy decisions are reactive rather than actually planned, and that's the way that people tend to work, that often policy is officer led, and sometimes we throw out officer decisions but we don't often come out and say: "Look this is our policy, you're the officers, you find a way of implementing it." and I hope that the Labour Group will move more to that kind of policy making and it's got a long way to go. At the moment it tends to follow rather than to lead and it's important that we get things round the other way.

BREAK OFF INTERVIEW: RESTARTED (AFTER A NUMBER OF ATTEMPTS ON

2/4/84

INTERVIEWER: I was going on to ask you whether there were any matters which are relatively important but which fail to reach the agenda of the Leisure Services Sub-committee?

LAB COUNC. 'M': Well I think one of the problems is that some very big decisions are being taken about what you broadly might term leisure in a quite separate place from the Leisure Services Sub-committee, for example the original decision about the [city theatre], was taken in a Management Special Sub-committee. The decision to spend a quarter of a million pounds on the computerised booking system for Hall and the [city theatre] was taken in a Management Special Sub-committee, and this week I was party to a decision to devote a million pounds to the development of Stadium to hold the World Speedway Championships in 1985. That decision was taken in the Management Special Sub-committee. Now these decisions, if you tot them up, and all the decisions were taken in the first instance amongst a little cabal of councillors and officers in a Sub-committee the decision of which is absolutely final.

The quorum of this Sub-committee is only two, so theoretically two councillors could spend millions of pounds, with the advice of top officers, and I think that kind of thing has happened. Unlike any other committee of the Council where a member can refer up a decision to a higher committee for further discussion, Management Special Sub-committee is the only committee where the decision cannot be moved to a higher committee. So basically it is an undemocratic, unaccountable small cabal of top councillors and top officers.

INTERVIEWER: You cannot even move it to full Council?

LAB COUNC. 'M': No. So it's a very small powerful clique of people and we are proposing in the Labour Group that this special power be taken away, and that any member who is unhappy with a decision of the Management Special Sub-committee can do what he or she can do in any other Committee or Sub-committee, that is refer the decision up to the full committee or even then go up to the full Council. And that means then that there is the chance for a lot more time to reflect on these decisions in the light of a lot more expensive decisions.

So what I'm saying is that Leisure is in a bit of a back water. If you look at Council spending just over the short time of two years that I've been on the Council £15 million spent initiated not by the Leisure Services Sub-committee at all.

INTERVIEWER: Is it your view that the frequency of use the mechanism of the Management Special Sub-committee is affected by the fact that this is a hung Council? Would these spending

decisions have gone through the Leisure Services if the Council had not been hung?

LAB COUNC. 'M': No, I don't think so. I think it's happened before. I mean I think it's traditional.

INTERVIEWER: I would like to go on to ask you about three specific policy decisions taken by the Council. The first is the [city theatre]. Who were the individuals who in your view were most influential in persuading the Council to adopt this decision?

LAB COUNC. 'M': Well I think actually the decision of the Labour Group was a political decision. I don't think that on this occasion the advice of officers was what persuaded the Group. The real debate was to sort out the priorities we had between different councillors. We had some councillors who would say that at a time like this when there are 8,000 people on the housing list, nothing is more important than building houses, making more accommodation for people in need. Other people say that schools and nurseries are understaffed and that we should concern ourselves with things like these and not with the luxury items, and then you get other members of the Group who said yes they agreed with that but life was also about entertainment and the arts and about [.....]'s heritage and they saw the [city theatre] as being part of [.....]'s heritage and they think the entertainment that is provided there should be retained. We had an interesting debate and in the end we thrashed out what was really quite a reasonable compromise and the compromise was that we were not going to support the scheme in its entirety, and in the end it was halved from a £14 million scheme to a £7 million scheme, and secondly we weren't going to support the £7 million scheme unless we could get a good proportion of the money from outside the Council's own resources. And in the end I believe we'll end up achieving our objective, and about half that money will come from sources outside the Council so that's money that's been saved to us, that we can apply to those other priorities amongst which are education and housing. So I think it was a political debate in the end and I think we took a principled stand.

INTERVIEWER: Were there any key individuals involved in either your own party or other parties, or among officers, or others that were particularly influential in this decision?

LAB COUNC. 'M': Yes, the Leader, performed quite a skilful feat of brinkmanship, and refused to be brow-beaten by the quite emotive pleas made by the big stars and the supporters of the Alliance who used the pages of the local press radio to promote their pleas to save the theatre.

INTERVIEWER: I would like to ask you the same question about the decision to purchase Who in your view were the individuals who were most influential in the Council's decision to support this scheme?

LAB COUNC. 'M': I wasn't involved in that so I don't really know.

INTERVIEWER: The third decision was in terms of grant aid to voluntary organisations - firstly what criteria are used in decisions about which organisations are grant aided?

LAB COUNC. 'M': Well, first of all, their accounts. They had to show what money they had in the bank and demonstrate that they had made efforts to raise their own money. Secondly there was a certain amount of political lobbying for your patch, and obviously our Group tended to support applications from unemployed groups, from areas of few amenities and maybe tended to look a lot less kindly on applications from more affluent areas and for privileged kinds of recreation. For instance if there was a toss up between awarding a ~~£~~200 grant five times over to football clubs and giving a ~~£~~1,000 grant to a tennis club to improve facilities then we'd probably go for the football clubs.

INTERVIEWER: And did the other Party Groups adopt the same criteria?

LAB COUNC. 'M': Interestingly not always. It depended if they knew the club. It's very difficult for councillors not to try to lobby for somebody who lives on their patch. This is one of the disadvantages by the way of area management. If meetings are to be held away from City Hall, councillors are going to be under tremendous pressure to produce the goods to all sorts of manner of people and organisations. And perhaps here in City Hall, in the cold light of day they might make a fairer, more rational and some might say a better decision than they would otherwise do.

INTERVIEWER: Since the change of power in 1982 when the hung Council came into being do you think there have been any significant changes in the leisure policies of the Council?

LAB COUNC. 'M': Well, I wish I could say that there had been a dramatic improvement in the way we handle leisure but I don't think there has. I don't think that [.....] can boast an adventurous, radical, highly controversial leisure policy. I mean if people think of [.....] Met they think about the race relations policy. Its challenging, its radical, it makes the news. Can you say that about the leisure policy? No you can't.

INTERVIEWER: I am interested in what you see as the Conservative Group's approach to leisure policy and how that is realised in a hung situation, and the differences if any you see between the Conservatives' approach and the leisure policy of the previous Labour administration.

LAB COUNC. 'M': Well I honestly don't think that I am in a position to comment on the Labour administration before my period as a councillor but I think it is probably true that the Labour Group have fairly clearly defined objectives in that they would like to make recreation facilities free or as cheaply available as possible for a lot of people on the basis that many people who are Labour supporters or who the Labour Party would claim to represent have a lot of time on their hands because they're actually out of work, and they're on short time or they're on low incomes and they can't afford more expensive forms of recreation. But if you look at whether we've translated that into a clear, bold well thought out policy I don't think we have actually. I think we are trying and if you ask me what is happening generally, I think there's a sort of muddling through kind of all-party approach to leisure actually. I would say that the state of Leisure Services, when I was elected anyway reflects the state of Council, a bit of give here and a bit of take there.

UNEMPLOYMENT POLICY

INTERVIEWER: How would you identify the causes and effects of unemployment in the metropolitan district?

LAB COUNC. 'M': Bloody hell that's a broad question!

Well obviously unemployment is a product of the present government's policies together with the state of the British economy, after years of underinvestment in industry and, I suppose, falling markets. I can't see it changing to be frank for a very long time, even if there was a Labour government, they would have to take very radical measures indeed and I can't see it being reversed quickly.

So we've got all these people unemployed I think it's very difficult to appreciate what it means to those people who are out of work. If you just look at the numbers. I think it is salutary for councillors to hold regular surgeries to meet people who are unemployed because sometimes they are suffering from nervous illness, sometimes their marriage is under great stress, and sometimes the family the kids take the brunt of it, sometimes they're in debt, sometimes their houses and things are being repossessed because they cannot meet the bills from the building society and generally they're short of money and they're worried. I think the most we can do as councillors is to try to alleviate some of these things. I mean for example we can give advice to people and tell them what their rights are, because often people don't appreciate that there is help available. That's why the Labour Group proposed that Benefit shops should be created and they have been built up all round the district. That's why we've taken a welfare rights kind of approach and when we get a majority Council we will take it one stage further, by incorporating welfare rights into a housing and social care

policy' and that's why we've got a commitment to making people aware of their rights.

In addition to that the 'Centres against Unemployment', which is again a Labour initiative, tend to ameliorate the worst effects of unemployment, but again these things are marginal because what it comes down to is what people need when they are unemployed is either a job or more money or both. And most people who are unemployed don't go near the Centres against Unemployment and the only time they get together with other unemployed people is when they sign on. That's the problem, the unemployed are a huge army of people who are very badly divided. And I don't think that there is any very easy way that you can help them.

The last and most important thing is that if the Council had more money it could spend it to create more jobs. That's the best single way of meeting unemployment head on. We ought to be creating real permanent jobs for young people and older people with the Council, expanding public services, because that would actually regenerate those people's income and their spending power, it would put cash back into the local economy. If the government would just give us the money then I think there are lots of useful things that could be done. And if you ask people whether they thought the town ought to be tidied up and derelict areas tidied up and kept tidy with streets swept regularly that's a very simple thing but it means a hell of a lot to ordinary people. And if teams of people were employed to do that job it would solve their problem and make [.....] a much nicer place to live in.

INTERVIEWER: What would you say were the key differences between your own Group and that of the other parties in terms of unemployment policies?

LAB COUNC. 'M': Well I think that the Liberal and Tory Groups see as their main priority keeping the rates down. And they believe that if rates increase, not only will they become unpopular with the electorate (and there is a certain amount of truth in that) but also they will cripple the local economy, and ultimately more jobs will be lost.

We approach it from another way round that with a budget of nearly £200 million [.....] Council is an enormously important factor in the local economy. It creates 25,000 jobs easily the biggest employer. It provides hundreds of local companies with orders for services and for goods, and if it's going to be a choice between perhaps putting up the rates to a reasonable level (God knows what that is because it is a very unpopular tax) but putting up the rates in order to create more jobs improving services and giving people a few more quid in their pockets, we would choose the former, that's our policy

ROLE OF OFFICERS IN THE PROCESS OF POLICY FORMULATION /

IMPLEMENTATION

INTERVIEWER: Can I ask you a few questions now about the role of officers in the formulation and implementation of policy? What are the main ways in which you come into contact with officers outside of committees?

LAB COUNC. 'M': Well now my main way since I became Spokesperson on Social Services is through regular briefings with the Director of Social Services and his assistant. I am about to go over and see him at 12.30. I also see some of the principal officers of Social Services.

INTERVIEWER: Do you find then that since you are Spokesperson of that committee that you are less involved with officers of other departments than you were previously?

LAB COUNC. 'M': No, I have quite a lot of contact with the local Housing Manager and it's not just a matter of taking up complaints, we discuss policy. That's because Housing is the biggest single source of complaints that I get. And I also, as and when needed, have contact with officers in the Policy Unit and with Housing Management centrally, occasionally with Recreation still. I am going to see about something today.. So as and when required I will contact officers at the centre.

INTERVIEWER: And do officers outside Social Services seek to consult you about matters relating to the work of the other directorates?

LAB COUNC. 'M': Oh, they don't consult me, no. I have to go to them! It's the tail that wags the dog you know!

INTERVIEWER: What's your view of the role of the policy unit and how should it relate to the work of the service departments?

LAB COUNC. 'M': Well one of the biggest functions of the Policy Unit is the Urban Programme, the Community Programme as it's called, and to liaise with local groups, local voluntary organisations and with the Council departments and with the Department of the Environment and to scrutinise applications and make recommendations along with councillors as to which groups should get programme funding. That's a very big function and a very important role, I think. It's their job and nobody else's.

I don't think they're really in a position to really policy-make for other directorates but they are able to provide a lot of statistical information. And they have prepared things like { and no doubt their role is to provide useful information.

I think if they stray into making policy in other directorates then I think that's dodgy and they have been criticised for that sometimes. But they could be a seed bed for new ideas, it's just a question of how that's done. Because they don't answer directly to a committee, they don't have a regular involvement with councillors they only have an incidental involvement with councillors, and maybe they could have a more formalised role with councillors and have sort of brainstorming, policy thinking sessions. But there is a bit of resistance to them as you know from other directorates because it's thought they are people who are too bloody clever by half and are trying to make up policy for other directorates who are after all specialists, and pride themselves on being such.

And the last role press, public relations. I haven't had a lot to do with that but I have used them a bit and I think they are helpful, efficient and I think that [.....] has got a pretty high profile. It has got a pretty strong image as a Council, probably more so than many other local authorities and to a certain extent that's down to the Policy Unit and some of the people there.

INTERVIEWER: How do you define the role of the local government officer and how does it differ from that of the elected member? Do officers ever go beyond their role as you see it?

LAB COUNC. 'M': Well it's sometimes difficult to draw the boundary. In Social Services the boundary is becoming hazy.

Traditionally what has happened is members have been encouraged to think of officers as the professionals. They're the managers, they're the ones responsible for seeing that everything is being done properly. They're the ones responsible for suggesting that things might be going wrong and for looking for ways that things can be solved. Advising councillors and carrying the can if anything goes wrong. Now it's changing in Social Services because of government advice which is instructing councils and councillors to look to councillors having a much more important role in certain kinds of decisions. For example in Social Services the question of access to children in care, the taking away of parental rights by councillors, the issue of access to case files in Social Services. And all those decisions and issues were at one time issues for the officers and if something went wrong they took responsibility and they would be asked by the councillors "what the hell have you been doing?". Now we are being asked to take those decisions and we are having to take responsibility if things go wrong. We are taking those decisions on the advice of officers but our role is changing and we are expected to take more responsibility. So it's becoming a bit more hazy. We are not expected to be professionals but we are expected to become involved in quasi-professional decisions.

INTERVIEWER: Are there any areas of council activity in which officers may tend to go beyond their role as you see it?

LAB COUNC. 'M': I think the top officers are bound to go beyond their role because they know a lot more about their area of work than the councillors. They are professionals, they have a lot more time, they have the secretarial and administrative back-up. I spend a lot of my time sending out letters by hand, folding up envelopes and so on to send to my constituents. Now I don't suppose that the top officers here remember what it's like to put a letter in an envelope, and that's what I mean by service. They get cups of tea and coffee brought to them, they get mothered by their secretaries, they get protected by their secretaries, they even get their bloody diaries made out by their secretaries and their days organised by their secretaries and they're buffered from a lot of the things that we have to put up with as elected members and they have got a lot more time as a result. They've got a lot more expertise and they know it, and also their opinion of some councillors is a pretty low opinion although fortunately they are too polite to admit that. And perhaps they're justified in thinking that some councillors are not too bright and are ill informed. Perhaps I should go further than that and say that some of them thrive on that situation and take advantage of our lack of information and our lack of expertise and the fact that we haven't got the time that they've got and therefore they engineer the kinds of decisions that they would like to be taken. I hope that there are enough councillors elected to try to keep a check on them. If we didn't have elected members they would go unchecked and we would have a situation of bureaucracy gone mad. They would be absolutely unaccountable and they could do whatever they wish which is a good reason for not abolishing the county councils and replacing them with Quangos and unelected bodies like the Water Authority. In other words the officers make a lot of the running but in the last resort we do have the power to rap them over the knuckles and say "Hey, look, what's going on?".

INTERVIEWER: Is it a matter of service areas or is it a matter of individuals in terms of deciding which areas of council activity are most likely to see officers going beyond their role?

LAB COUNC. 'M': Well, it will probably vary a bit but I honestly think it's true of all top officers - it's part of their job. Well no, it's not part of their job specification but I think it's endemic. If you're a top officer you do a lot of policy making.

INTERVIEWER: Three broad questions Who would you identify as the most influential individuals in the following decisions taken by Council (members of your Group, other Groups, officers or others), first of all the race relations policy?

LAB COUNC. 'M': Well amongst the members ... and ... on our side I should think stand out, particularly On the Tory side,, and but not necessarily in that order. I wouldn't like to say amongst the officers.

INTERVIEWER: Secondly the decision to adopt the area management initiative.

LAB COUNC. 'M': Well I'd put an officer first there. If you think of area management you think ofIf you think amongst the councillors I think you've got to say,, I don't easily and quickly think of any Tory.

INTERVIEWER: And the final one is the Community Programme allocation? Who are the influential people in deciding what the programme areas are goin to be and how much money will go to each?

LAB COUNC. 'M': Well the Deputy Leaders of the three political parties. That is their baby. The whole business of the Community Programme is supposed to be subject to the scrutiny of the members and the members are in fact encouraged to be involved and last year there were Programme Area Committees that looked at all the applications, and on the advice of officers, mind you, I mean the officers did a sift through all the applications say under Community Development, or Under Fives, went through all the applications under that heading and produced a draft list of approvals and rejects and then members were asked to go over that list again with officers, see what the pros and cons are, ask questions, seek more information if necessary, and produce a final list of decisions for the Management Committee.

That process worked better in some areas than in others depending on which councillors took the trouble to turn up. Some councillors although they were given the opportunity to take part didn't show up for the Programme Area Committee meetings or only showed up for one out of three and so if the officers tended to have a disproportionate say in some areas it's not surprising but it did work better in some areas than others.

INTERVIEW WITH CONSERVATIVE COUNC. 'K' AT HER HOME 31/8/83

IH: How long have you been a councillor in

`K' In since 1974, and in [town] since 1968.

IH: Have you served on any other local authorities, parish or county councils for example?

`K' No.

IH: Do you mind telling me what age you were when you first became a councillor?

`K' I can't remember. I'm 68 now though I don't want that published. You can work it out.

IH: In fact this material won't be published in a way which will allow individuals to be identified so I hope you won't be concerned about that.

You have been Chairman of Leisure Services this year. Have you been chairperson or spokes person at any other time or of any other committee?

`K' When leisure services first became a new conglomerate, three years ago I was its first chairman. That was the first time we combined museums and art galleries, sport and recreation, libraries and tourism. And then a year later we went into the wilderness for two years. Now at my very first meeting I said 'Now I don't want any political nonsense this isn't a political thing at all, leisure services.' And it worked extraordinarily well. who was the opposition, and a very nice man, their present Deputy Lord Mayor when he got up he said 'I follow exactly what said, no politics. Let's go exactly down the middle'. But unfortunately he lost favour with his Group for not making it aggressive enough, and I don't believe that you should do. I, in opposition for one of the two years, didn't try to make it political. I didn't try to catch him out or try to get the better of him. So I was chairman for one year and now I'm back again.

IH: Have you occupied any other position of responsibility within the party or the Group?

`K' Not within the Group but I've been Chairman of the Conservatives here in [town] since '74. I was Deputy Chairman of Residential and Daycare for 2 or 3 years.

IH: Are you a member of any other voluntary groups (cultural, political, sporting or welfare)?

`K' I'm on all the regional ones as a representative of the Council. I am a member of the Tennis Club, two bridge clubs,

Supporter for the last two years of City, with all its traumas. I suppose basically I am interested in all sport. I can't think of anything else.

IH: How did you come to be chairman of Leisure Services in the first place?

'K' Well the leader chose me and nobody was more surprised than me. It's one of those things that happens. Of course I know more about it now. I know for example about things like the mini-motor cyclists trying to get a track betweenand and in fact in [town] I know about things like Sports Club but I know now about bowls and of course almost any of the sports at

IH: Were you always a keen sportsperson?

'K' Yes. I've always ridden until I had a lot of operations. I used to play a lot of tennis, not to a fantastic standard, but to enjoy it and of course I'm still an umpire at Wimbledon, I have been for 30 years.

IH: Would you mind telling me how old you were when you completed your full time education?

'K' Well, I trained as a nurse until I was 22 or 23.

POLICY DECISION-MAKING GENERAL

.. IH: In what ways do you personally get to know the needs and attitudes of the general public?

`K' Well I get such a tremendous lot of telephone calls and such a tremendous lot of letters, far more than I can even deal with. This is one of the great problems of being on a huge metropolitan area. To try and look after your own constituents at the same time. This is the great dilemma. They write or phone about all sorts of things, Housing, I was chairman of Housing in [town] for three years, and was on Housing in for 3 years. So once youve been on they think you solve their problems.

IH: Do you use a surgery?

`K': We tried that but it was just a waste of ratepayers money, because we had to hire the place. We thought of doing it again but the problem is they wont come. I believe it's the same with the MPs as well. But if they want something badly enough they'll find you.

IH: There are two major theories of political representation. The first says the councillor should act as the electorate want him to, as the voice of the people. The second sees the councillor as a representative, exercising his own judgement, acting according to his own conscience. Which do you agree with most?

`K' Well I think the second is more accurate in what happens. I think you've got to be aware of what people want of you. For instance I had a letter asking me to support his thing anti blood sports. Now I'm in a dilemma. I personally am not against blood sports. He was in not in this area anyway so I had no particular necessity to support him. But you get this sometimes, you get people asking you to support things you don't really agree with. I don't really agree with all the harangue about having a Coop in the car park. I felt that it would have been alright. Certainly from a political point of view it would have been alright. And yet most people in [town] were dead against it. So you do come into conflict. You have to make up your mind that either you wont vote at all because you can't agree with the people who support you or if you feel strongly enough you vote against.

IH: Have you ever abstained or voted against in such circumstances?

Jl: Yes both.

IH: Have you ever abstained or voted against the party Group?

`K' Oh yes. I don't think I can remember any particular occasion but I've certainly abstained on a number of issues. Now we're in a cleft stick with the hung council. We have to vote with the Party to get some business through, which is a shame because I

think some of their ideas are good and I dare say they think that some of our ideas are good.

There are some things which are a matter of conscience which I might vote against. For instance I don't know where I stand on this Halal meat. In theory I am dead against it and yet in practice I don't know. It's difficult to know enough about it to be sure.

IH: Do you personally try to represent the people in your ward or the Metropolitan District as a whole?

'K' Well, to be honest I've got to say the Met as a whole. I think I'm wrong there. I don't think I'm a good enough man on the patch but I don't see how I can alter because I feel that what we're doing is trying to make Met work as a whole and that's why I'm in politics. Fool that I was I thought that I could make it work and we can't any of us make it work.

IH: Do you concentrate your efforts as a councillor on a limited number of aspects of council work or do you spend your time equally across all aspects of the work in which you are involved?

'K' Now that I am back as Chairman of Leisure Services I shall have to concentrate on Leisure because there isn't enough time. As chairman you should give time to visiting all your libairires, all your galleries all your recreation facilities. I couldn't manage that even in 20 years but I shall give it a damn good try. That's about all that I will get involved in apart from my main Education Committee.

That isn't to say that I wouldn't take action if I thought there was something wrong with Housing or Social Services. Development I don't know enough about. It's the most difficult area in a way because one man's progress is another man's detriment.

IH: What proportion of committee business is decided on party lines?

'K' Well I think there is a lot of broad agreement. The whole trouble arises from two sources. One, from the extreme left, and the other is that so many people agree at committee but at council meetings when the public and the press are around they will have an absolutely quite different view. I think that is a great pity but it's inevitable because the Council meeting is where people can make their mark because it all gets reported. It isn't necessarily that the left are aggressive about it. I didn't have any trouble with the extreme left last year as Lord Mayor at all, from behaviour or anything else. But I think they sometimes have ideas that can't ever work, ever, not just just now. There again I can't just think of an example.

IH: Would you mind having a look at this list of committees and indicating which you think are most divided and which least divided on party lines?

`K' Well the general Education is the most political no doubt about that. Social Services is political and there I'm absolutely cynical about this because a lot of people have said to me, socialists this is, that nobody realised what a jolly good chap Sir Keith Joseph was when he was in, he's done more for Social Services than any other minister before or after. But they are always saying, and this is where I do become slightly political that they are the only ones who care about the less well off and those with hardships and that is just not true at all. We as a party do not make enough of what we do. I am absolutely certain that our record is better and that is where I do feel political because I don't think it is fair that the impression can be put over and believed by a lot of people that they are the only ones who care.

Housing, well that's a bit different now. When first there was a question of selling council houses there was an uproar about it. Then the socialists realised this was not a bad thing and fell in with it. And now I see that Wakefield that are highly socialist are building their own houses for sale. This is a very interesting departure and personally (I don't know what my Group think but) I think that this is an excellent idea, obviously a socialist idea but to me it sounds just common sense.

Direct Works well I believe that if you have no competition prices go up and up and I feel that perhaps they haven't enough to occupy them at many times but when you need them they are busy doing all kinds of things at once. I am not really in favour of them, their tenders are always above the private sector. So they are political.

Management must of course be political since it's where all the problems go, and they've got the top men.

IH: Which would you say then was the least contentious of the committees?

`K' Leisure Services without a doubt. We all want more than the money will provide..... but there are differences in priorities of course, but it isn't political. That's why I like it; I don't want it to be political to be honest, you see.

IH: How do you personally reach a decision on a council matter what sorts of opinion do you sound out?

`K' Well, on a council matter I always ask the chairman's views of that particular sub-committee. I very often consult the opposition as well. I also listen, for someone who is extremely busy I am an extraordinarily good listener as well, to all sorts of people talking. I seek a certain amount of expert knowledge and of course you can also see the officers and ask them. But by and large I like to have a full discussion of the problem first with the committee chairmen and then with the Group. There again within the Group we can all have different ideas and the

conglomerate of ideas can change for the chairman as well.

IH: Are there any groups or individuals among the electorate who seek to affect council policy?

'K' The extreme left there's no doubt about it and they are can turn on the charm with me and anybody else if he wants something and I think a lot of the left are like that so that you get the impression they are jolly good chaps and then when they put forward the idea whatever it is you have to sit back and think jolly hard if you are going to go against it. But I suppose it's what you might call infiltration at a special level, but they are the ones who want to change things.

IH: Are there any other kinds of groups who try to affect policy?

'K' Yes well there were, but not so much now. I think they realise that with the way the cuts are now it's difficult to do anything. I suppose one of the strongest pressure groups is the Civic Society because they seek to retain the things of the past and the Planning chaps seek to change things.

The ethnic minorities do act as pressure groups but I feel they are more often led by our own councillors than they are by themselves, because is way way ahead the best in the country for race relations. Let me give you an example. I went to visit my son in London and he took me to an Indian restaurant and we were talking to the owner and I said where do you come from and he said and I said I know well. He said that in you are never lonely, but in London the relationship between the coloureds and the whites is nothing like as good. So there are pressure groups from the ethnic minorities but it is very often brought about by people who wish to set themselves up and who very often do not have much following. It's very difficult for us to know who are the big boys. They say "I want this and this to happen" and then you find that they've got no support from anyone else.

So you don't have too many problems, though with unemployment there are bound to be some. And noone is going to tell me that the coloureds are level with us educationally, they're not. The kids are behind in school, they are slower, maybe they'll always be slower. Some kids have been here for three generations and they're still slower. I have no doubt about that. So in a way, their own fate is sealed. And the more they go into their own culture the worse it's going to come not better. You see I think of the Ukrainians that came into the area and they have kept hold of their culture. They have the most wonderful dancers and things. It can't have been any easier for them to integrate. But they have never asked for anything. The one difficulty is that there isn't enough effort made to persuade the ethnic minorities that they must integrate. They belong to us not we belong to them we could go over there tomorrow and stay there but we would certainly have to stick to their customs. Now somewhere along the line they've got to integrate or if they

want to keep their culture they've got to learn to live in our way, otherwise there are going to be difficulties. If a man has half a dozen blokes to interview he is not going to have the man who makes it clear that he is not going to integrate. He's going to have to be outstanding to get that job. That's not being against them in the least but it's just being realistic.

IH: If you were asked to identify the most influential members of your Group in deciding policy issues, who would you nominate?

`K' Well, I would say the Leader and the Deputy Leader, especially the Deputy who is a much younger man and who I think will probably be leader next year. He lacks experience there is no doubt about it. TH^W has long experience and he is marvellous in the old statesman role. Last year when things were very very tight in Council meetings and it was extraordinarily difficult as Lord Mayor, he really managed to keep things calm. Now on the other side is the best at that and he is very good at it. ... is not so good at it. He is not interested if it is he's impulsive, impulsive, but he's got some really good ideas.

IH: Are there any other people who spring to mind?

`K' is a very sound man. I just don't know about I would never have put him in that position but some would say that he is influential. He is certainly young. he is quite good and has plenty of experience. is quite good, she's controversial but she'll certainly say what she thinks and will stand up against her own party

IH: How does the Group arrive at decisions about policy matters? What sorts of opinions are sounded out.

`K' We vote. If the leaders think we are way out they might try and persuade us but it's usually done by a straight forward vote.

IH: In what important ways have the Council's policies changed since the change in party power in May 1982?

`K' Oh, well it's pretty well all tied up with finance. You have one party who know that the money will come from somewhere and will spend it. You have our party who know that the money won't come some day of reckoning will have to be made. The biggest difference is what we do with less and less money. But at the same time we've got to be aware of a long term programme because obviously we can't go on sinking we've got to come back up and soon if we are not going to be in great difficulties. I think that's the main thing the financial aspect.

IH: One final question in relation to policy making generally. If someone whom you knew and trusted implicitly and who had policy goals similar to your own, was to take over your job on the Council for two or three years while you were absent, at the end

of which time you would resume your present role , what would he need to know? What advice would you give him or her about ways to successfully affect policy?

`K' Well the first thing to say is that you must discuss and discuss and discuss, all round with all parties, every time and listen, listen. Because often if you listen for long enough you get the best ideas perhaps from the quietest member of the Committee. You should encourage them to come out into the open and say what they think. And then when you have discussed and discussed you must take it to the Group to see how you will vote. You need to be able to accept new ideas and to defend your own ideas.

Sometimes the best ideas come from the opposition but they are put over badly and become controversial.

IH: To what extent are decisions made by the leisure services Sub made on a party political basis? Why do you think this is the case?

`K' On many occasions you got the Labour politicians on Leisure Services agreeing with our arguments. I know was always receptive to new ideas he used to say I know my Group won't agree with me but I know last year was a bit different and perhaps who is a difficult man to get on with rubbed him up the wrong way.

Anyway I gather the Leisure Services Committee was more political last year and will be this year because they've got three, or four very able new left wing members I can't remember who they are is the shadow Spokesman, and I think is one but I can't remember the other two. So it is going to get more political because we're getting these new kinds of radical member and there is nothing much I can do about that except try and persuade them that let's have the good ideas from them.

IH: Do members of the public or organisations seek your advice or assistance on leisure issues? Which types of organisation do they represent, what sorts of issues did they raise and what action did you take?

`K' Yes there are always organisations seeking help. There are a whole range of clubs and so on that come seeking money or access to Council facilities. They quite often get grants, with the proviso that they are in reasonable financial condition. Sometimes they just want help like the BMX people in finding a site.

IH: Are there any types of leisure service the council does not offer that you personally would like to see this local authority providing?

`K' Well at the moment the way it's done is that anyone who wants something writes in, we don't go out looking at what else we

could do that would be dangerous. We tend to help clubs that are just finding their feet and those who are catering for young people.

IH: Are there any types of leisure service currently provided by the council which you personally would like to see discontinued or taken over by the commercial sector or voluntary groups?

'K' No I think there has been some sort of discussion about this sort of thing. you know is losing an awful lot of money. I am very bad with figures but it is something like £2000 a week or it may even be £1000 a day I don't know. This is a very difficult thing because who is benefiting? What are the out lying districts getting out of it? Nothing. I am happy to see it as a council service and I would very much like to see it continue as a service but whether we can afford to do it, I don't know. Although we can try to raise some money to offset the loss. It has a first class restaurant but will it pay? I just don't know. you know a pool side restaurant might go very well if somebody had the initiative. It's a matter of a different philosophy - that could earn money you see.

IH: Has this ever been an issue for discussion in the Group?

'K' Well it might have been last year - because you know this money thing is an awful worry. With the amount of money being spent on and the [city theatre], questions about the rest of the budget must have been asked.

IH: Could you briefly describe the process your party group goes through in reaching a decision on Leisure Services Sub matters?

'K' What happens normally is that my own committee members try and meet and we go through everything on the agenda. Now if there is anything which we think is too important we take it to the Group. Now take this coming meeting there will be a leisure pre-meeting on the Monday for Leisure Services on the Tuesday. Now there will be a Group meeting on the Monday night probably. If there are no problems I can take it to the Group then. If there is something that is very controversial then it is too late and I shall try and put it back for a month unless it is terribly urgent. If it is urgent I will try and get to [the Leader] and anyone else I think should be consulted. But there aren't very many controversial subjects on leisure services.

IH: What kind of thing would you seek consultation on?

'K' Well there is a problem coming up which hasn't been settled yet about the new swimming pool at Now I understand that we had an all party agreement and now because it is hard rock it is going to cost another £200,000, on top of the price that we were worried about anyway. Now that is going to be a very dangerous problem.does need a new pool. I myself would think that we can get something from local business. I would like to think that perhaps Peter Black's would put something into it. They may well

twinning town and Now he thought that was a very good idea and it's possible because financially you can make it as little or as much as you want. You can exchange exhibitions.

IH: Have you ever had the situation in which you have wanted to initiate something which has met with some resistance from officers?

`K' There are always ways of bringing forward your ideas. You're no good as a chairman if you don't.

IH: Are there any matters which some groups (within the political parties or among the general public) feel are important but which fail to meet the agenda of the Leisure Services Sub-committee?

`K' Well, personally I have never had a request from the general public that I have not put on the agenda. Ehm we get more coming in from the city but more ideas always must be on the agenda but you never know where to start with all the ideas that are put forward anyway.

IH: Could I ask you now about some specific instances of policy decisions made recently by the Leisure Services Sub-committee? First of all the [city theatre]; the Council recently decided to spend a sum of money on a dance / entertainments centre in sites. Why did your party group choose to support or to oppose the that decision?

`K' Well some of this of course went on when I was not involved and I missed a meeting last week as a matter of fact by sheer bad management, so I am speaking entirely as I see it. We felt that productions, for ethnic minority things the lot. If you start from scratch you can't build a theatre that would mean absolutely nothing to it would be a box. You've got the atmosphere you've got the shell there. It would seem to me that you've got to find the money to do it, although there is all sorts of work to be done inside. Some of them are huge jobs. The boxes, some of them are falling down at the front lots of things so I feel that the [city theatre] has got to be preserved for and its people, and for the area in general. Having seen it done I would like to have seen the theatre be available at very little cost so that it could be accessible to all groups, but I'm afraid that that won't be possible.

IH: Who would you say were the people who were most influential in persuading the local authority to adopt the scheme?

`K' Well I would say and They were the first two to talk about it. ...spoke to me about it along time ago about two or three years ago so it has been an ongoing pipe dream all that time. I think that somebody like [the Leader] would think it a good thing, certainly did. But they had trouble because a lot of people in my group as well dont think the money should be spent.

Anyway now one thing is certain it will go ahead in one form or other. One of the stumbling blocks is that the man next door has realised that he might hold out for more money. That should never have happened. It should have been bought long ago.

IH: If I could ask you now about another recent decision, the council also recently purchased the site, formerly the home of with proposals to develop leisure facilities on the site. Why did your party group choose to support or oppose that decision?

`K' Well, we're very short of leisure centres in you know all over. The land was there and we thought it was useful to service a wide area. It will extend all over And it will fill a need that was not being filled and and it will certainly fulfill a need in the city. Now I don't know how the discussions went because I'm not a member of FE.

IH: Thank you. On a more general level in allocating financial resources for the current financial year, how did your party group arrive at a decision about the desired level of spending for Leisure Services?

`K' Well this also was before I was Chairman because it takes place about January you know. I think that what they would do was to work out with recommendations from the three officers involved amount of money they wanted to spend. Then they would have to find savings of say 5%, 10%. So you say in January what you want and then come May you get what can be afforded. It's really what the base budget dictates.

IH: More specifically in deciding to allocate grant aid to voluntary organisations working in the leisure field what criteria are used in selecting organisations to benefit from grant aid?

`K' Well, as I said new organisations and those which deal with young people and those that can show that they are self supporting. It is very easy just to give money for a group who say want a pavilion, and that is just money for a pavilion now we want to know what the membership is, who it's open to, what the membership fees are, are they going to get value for the money they and we put into it. They've got to justify it. It's no good ehm having Christmas presents if they are going to be a tin pot organisation we are only going to have to bail them out and get them going. That is not really what we are about, we're about helping people to get going when they've got the drive the initiative and they've obviously got the leadership. They've got to be viable the one thing you demand is a balance sheet, not just for last year but for three years back.

IH: In what ways do you see leisure policy changing in in the next five to ten years?

`K' Well, it's difficult because you've got not only the young and the old but you've got increasing numbers of unemployed. Somewhere along the line you've got to get something that the unemployed can run themselves the problem of being unemployed is that nobody wants you for anything which must be absolutely awful. Even if they only want you for one thing it's just a little step to give you more confidence. Now the people who can get jobs are the people who have the confidence. We've seen this at the job opportunities scheme, 1st year. It was a very good one where they worked alongside industry, three days at the college and two days at work. Now they all came with nothing to offer and so only 50% get jobs and 80% of the 50% get jobs at the places where they've been working. Now I've talked to a lot of these kids, 16, 17, and they just couldn't believe that anyone would want them. I said well once you've got the knowledge you can offer what anyone else can, you'll be just as good. You've got to sell yourself and believe in yourself. And this is the thing if they can get the confidence. They can also get confidence perhaps if they can run their own teams or whatever. I believe that if you can develop an interest in sport you can develop other aspects of your personality, your character

IH: Yes, rugby mainly.

`K' Well, you know then don't you.

UNEMPLOYMENT POLICY

IH: Can I move on now to the work of the Unemployment Subcommittee? I realise that you have not been a member of that subcommittee ..

`K' Yes I am not sure that I know much about it.

IH: Do you think unemployment is here to stay or do you take the view that a return to relatively full employment can be achieved?

`K' No, it can never return because you see the more advanced they make technology, the more you reduce the people needed. So it will never, never drop any lower. I don't think that it can drop any lower than it is now. Funnily enough I was talking to somebody about this years ago, I suppose it must have been about 1936 and they said there would never be full employment again and up came modern aviation and took thousands and thousands of people on. Now something else could come up. We can't foresee it coming up but it could I suppose..... there might be something but at present there doesn't seem to be anything on the horizon.

IH: What do you see as the major effects of unemployment in economic or social terms, firstly for the metropolitan district and secondly for unemployed people and their dependants?

`K' Well social first, it must be a terrible thing now here I must say that I am old fashioned in that I think the man is the breadwinner. Now it must be a terrible thing for a man to feel that he cant provide for his family anymore. And I dont care how you word it, there are very few men who like their wives working when they are not. It is bad enough when they are, but if they are not it is a threat as far as the marriage is concerned, because a man has always been considered the breadwinner and in my view always should be because he needs that building up to his height and his confidence building up. So especially for him it is a terrible thing

Economically ... well I dont know enough about it

IH: What do you think the Council should do to combat the causes and consequences of unemployment?

`K' Well I think they've always got to be looking for new things in partnership with industry, because one thing that I felt is that in the Unemployment Unit people are working more closely together. We have had this wonderful innovation, the Economic Development Unit, which has now become one of the most exciting, far reaching things that has happened, the most important body of distinguished people. They are all experts in one line or the other. Now the work they have done is tremendous it really is. I went to one place .. I cant remember where, but there were people from all over the country, particularly one group from Lancashire and they said that it was well known that in there were advances better than anything anywhere in the country and their own developments had nothing to compare with what offered. They knew of firms that were coming over to because of the support they got, not only monetary but that they had experts on every aspect, which is absolutely marvellous.

The College also has been running some excellent courses, I am thinking particularly of the one at Mill which caters for the handicapped as well as the unemployed. They have also been looking at ways of cooperating with the local Chamber of Commerce and local industry with a view to building on local needs.

So is doing a lot, and in some ways is leading the field.

IH: The Council adopted a three part policy towards unemployment in 1982, advocating the stimulation of industry, job sharing and provision to meet the social needs of the unemployed. Why did your party Group support that decision, and to which of these would you personally give priority?

`K' The positive use of free time is the most difficult one because you see eh getting people to do things is not easy.

IH: What was the rationale behind your own group's adoption of this aspect of policy for the unemployed?

`K' I think it was the realisation that something had to be done

to help this ever growing number of unemployed in I think it was born of necessity because the Council cant stand back and do nothing therefore if they have a plan for unemployment it must cover a very wide role of all kinds of provision including leisure .. so I think that's why.

IH: Are there any particular target groups among the unemployed?

'K' I dont know I havent heard of any. I would think that the Unemployment Panel would take their brief from the other Panels involved, but I don't know I haven't been to any of their meetings.

IH: Who are the most influential members of your group in terms of policy for the unemployed?

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'K' To be perfectly honest I dont know who is on that Committee. I would say that andare probably the most influential. Yes I think they would be, I think it would be their scene.

IH: What types of leisure provision for the unemployed have been offered and how successful have they been?

'K' Well there was the pricing policy you know about? You see a lot of people felt that you should let the unemployed in without paying a thing, but it is a curious thing you know people won't do that. If they have to pay tuppence ha'penny an awful lot more will go than if you have it for nothing. And you see the thing about this is you are making people different, you are making them be seen to be different. I think perhaps it's a question of getting it over, educating them to accept what is given to them as their right rather than accept what is given making them more different than ever. There is a subtle difference. There is no stigma as far as the working people are concerned it is where they themselves are concerned. They dont like to accept something for nothing.

IH: Are there any other things apart from pricing which you can recall have been specifically aimed at the unemployed in the leisure area?

'K' No I'm sure there will be but I haven't sort of come up with them yet. In fact I have got some suggestions for the agenda for next week I went last week to spend a couple of hours weith at the Hall and I will be speaking with up with some ideas we will come up with some ideas but so far I cant really go any further on that one. There may be things already in the pipeline (from previous year). One of the problems is that you get all this bumph week after week and yet you cant find out what's happening you really cant. I've thought for a long time that we ought to have a reading room in City Hall not send all this stuff out.

ROLE OF OFFICERS IN THE POLICY PROCESS

IH: What are the main ways that you come into contact with officers?

`K' I go in before committee meetings but I also go to see officers when I am in the building for other purposes. And then from time to time (I have to OK this with the Leader) I get one officer to take me round as many things as he thinks I ought to see in one day. I did this all the time when I was Chairman before there was some concern on ... part about the cost of this but in my opinion they Leisure Services Chairman can't function unless he knows a great deal about the facilities in the area. It is impossible to get to know it all but I think we should at least get to know all the museums and art galleries and most of the libraries over a year.

IH: Do you contact officers in any other context apart from picking up leisure matters through these visits?

`K' Well I see quite a bit. I didn't really know him until last year, but he was absolutely marvelous last year. I got to know him and he gave me a wealth of information. I run into the Chief Exec quite a lot.

IH: What kinds of discussion are you involved in when you consult officers in this way? Is it usually a matter of discussing matters at the level of policy or is more often the case that you are discussing particular issues?

`K' Well, it's not so much a matter of policy. That's usually laid down by the Education Committee, and that's talked through by ...(Education Chairman) with the officers. It's more a matter of specific things that I need info on. I am Chairman of several First Schools inand very involved in that I've got eight schools. Twice a year I go round all the schools and speak to everybody. I know my schools inside out.

IH: Do officers ever seek out your advice or opinion?

`K' Yes .. they'll ring up and say there is a problem that I want to discuss, when are you coming in? More often that way than the other way round.

IH: What is your view of the Policy Unit and how should it relate to the service departments?

`K' I don't know really. I have not used them much and they don't loom large on my horizon, and I don't know why. I was thinking the other day they ought to be helping what should I do about it?

IH: What do you think their role should be?

`K' Giving advice ... to the members. I think that is solely their role. And of course when policies are put forward to show how it can be augmented and what should happen next. I don't
/know.

enough about this really.

IH: What in your view are the crucial differences between the role of the officer and that of the elected member? and do officers ever go beyond their role as you see it?

`K' Well they don't in my particular case. I feel that some members think Oh the officers should be drowned at birth etc etc. But it doesn't work out. Who are best to advise us? The officers. Now make no mistake this is a fact. So they should be advising all the time. Now having said that you can still say well I think they're wrong I don't think this I think that. But they are always going to be advisers to the committee because that's their job.

IH: Are there other areas of council work in which officers do go beyond their role as you see it?

`K' I haven't thought that myself but a lot of people do. A lot of people say "Ah well the officers are making the real decisions and the councillors are not." Well I think its lack of communication more than anything if that happens. The officers usually prefer to be told what we want them to do so that they can follow it through. I don't think they really like making decisions themselves. I think they have always got to advise because of the specialist knowledge they have but the ones I have talked to and I really have talked to quite a lot they really do want us to say what they want. It might be that in things like ? in First Schools, they are delirious about taking decisions, not without our knowledge but because they are out on their own really.

IH: Are there any areas in which there have been sharp differences between officers and members?

`K' Well in Housing very much, but then you've got the leaning of the officer as well. When the officer is dragooned into working for [the eLabour ex-Chairman] everything was rosy. But when the fellow was working for [the Conservative Chairman] everything was far from rosy, it was absolutely awful. I think that in Housing you've got a lot of trouble because certainly ... thought that (the Director of Housing) was biased in favour of the Tories. But I think that would repeat the same about (new Director). That's what their job is. They've got to follow the lead of the Chairman of whichever party.

INTERVIEW WITH CONSERVATIVE COUNCILLOR 'E' AT CITY HALL 8/11/84

IH: How would you describe your job as a councillor what are the most important features of it?

'E' Well I think it, is split down in three ways really. Every councillor is a local councillor and must remain so really for two reasons. I think when most of us come into local politics it's not until you get in and see the local system that you either progress up it in terms of taking chairs or go in for your own particular interest. But you've always got the local politics with it really for two reasons. If you don't look after your local ward in many cities like the seats with majorities of 3 and 4 thousand have gone. My own constituency was 24 first time it is now 400, but you can't move your majority like that without doing the local work. That is a major problem for councillors. If you take the job of Chairman of Education, probably the biggest single job on the council, then how do you do a job like that and look after your ward? So really you've your ward work. You've then your political work. I hadn't been interested in politics. I was a member of the Young Conservatives but I hadn't canvassed or worked for the Party at all before my election. There are an amazing number of members from all parties coming on like that. It is not a well sought after job. The Leader of the Labour Party might deny this but I know from my conversations with him that he and I have very similar problems.

So when you get on you have what you are interested in and what the party tells you you are interested in politically, because when you first start you are put on committees, you try and choose but obviously the more powerful councillors get the more powerful committees. The Leader is probably more worried about upsetting them than some poor lad or lassie who has come on for the first time. I think the system is wrong that you are on one committee for the whole year from day one, and some councillors may even stay on that committee for the rest of their political life.

IH: Have you specialised or

'E' No in five years I have been on every committee. I have stayed on Management twice. I'm now only on Management. I was on Social Services, Education, Management, ~~Management~~ in that order. As the Leader of the Conservative Group I believe you've got to be on Management, it is the Finance Committee. Part of it is finance two thirds of it is policy and it can influence policies on other committees and it is the only committee that can do that. Finance at the moment tends to rule that is the problem the financial implications of any policy. I don't think if you let finance become the key policy feature the finance problems will stop you looking at the policy and I think that is wrong. You should look at the policy and then at the financial implications and if you can't bring it in now, can it be shelved? Can you bring it in later?

The way I see it is influenced to some extent by the first time I heard the Chief Executive peaking to the Junior Chamber of

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Commerce (that's nothing to do with the Chamber of Commerce, it's just a group of young business people so it's not political) and he was saying that there was a need for good councillors and we said we would stand as Independants but not as a member of any of the parties. He said well if you want to influence things you have to stand as a member of a major party, unless you're lucky in the numbers game and there is a hung council to within one. He said you should look for the party that would cause you personally the least problems to join. It is hardly complimentary to the Conservative Party but it was just the one that was closest to my principles.

IH: That is interesting. Given that you didn't come into local politics through the party system, do you take the view that local politics are essentially a matter of common sense or should it be party political?

'E' I think it's got to be political. I think two thirds of the decisions we take aren't actually political. I think both parties or all three parties would probably agree on them. When it comes down to aid for special schools, the handicapped and a lot of education in general, the row on Education at the moment tends to be a matter of how much you spend on it, how much on nursery schools ... we don't seem to be involved at the moment on comprehensive versus grammar schools or what I would consider to be a large or important policy decision. People laughed at me the other week for saying just how political I were actually. I was howling down nuclear free zones or something but at the end of the day just how important that sort of thing is in relation to the services people get is a little bit difficult.

It is a little bit difficult to accept that occasionally you are whipped to vote a certain way, a hung council makes that even more important. If you want to win a policy it's difficult if a couple of members are going to sit on their hands, or jump over the fence.

IH: Which of the Committees would you say are the most political and which the least political in terms of the way they operate? I have a list

'E' I would say that Education in at the moment is taking far more of a political turn than any of the other committees. I mean there are a number of issues that are clearly political. Finance is one thing, the whole business surrounding the race initiative, things like Hal 'al meat have made Education political.

Social Services will be becoming more political because of the increasing concern for the number of elderly that are starting to move towards the district council at a time when the cuts in the NHS seem to be targeted on geriatric beds and hospitals. Now that is becoming more political.

You find some battles don't become as political as you had

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anticipated. The authority's policy on young children which is to keep as many out of care as possible in the home or with support, and the same for the elderly rather than putting them into a home. But there has been a good deal of agreement on that. A hung council also stops groups wasting time. I mean the UMA has gone now by national legislation but it should have gone by the thought is, is it that big of an issue to go through the sweat and the strain and put good relations with the unions at risk. So some political issues are left because you can only deal with what's urgent.

IH: Do you think the nature of local politics is changing or is there relatively little change?

'E' Oh yes it is changing. I think more young people are definitely coming into local politics in both the parties. We actually have difficulty getting people in because I actually think it is our own fault, we spend too much time on little things. If we took policy decisions and left officers to implement them I think we would have more time. We spend time in committee debating grants of \$200 when we already have a policy on grants. If you take toilets for the disabled, it's cheaper to provide toilets in existing houses at \$3000 than to move these people. We have say \$200,000 why not leave that to officers to control? The officers can then come back when the money has run out. But councillors want to review every one.

IH: In what ways do you personally get to know about the needs and attitudes of the general public?

'E' One is the public coming to you and letting you know what its needs and requirements are, but I find it isn't the general public who come it's pressure groups who come. Now pressure groups whoever they are from whether it's elderly, ethnic minorities and so on, I don't think they represent the general view is this going to be used for general release?

IH: No, as I mentioned earlier the confidentiality will be maintained both in terms of the individual member and of the authority which will not be named.

'E' Right then, take the ethnic minority community we have had leaders or supposed leaders coming two or three years ago saying this is what we want. We now have people coming forward saying well he isn't our leader why do you listen to him? So you have to be very careful that if you use pressure groups they are saying what the general public want. Now if you don't use them it is either members going out and meeting the public which is hellishly time consuming or sending officers out to find what the needs are. Consultation exercises are laughable often. I have found that by keeping in close contact with two social service voluntary organisations I can find out more about the housing needs of run-down areas than if I listen to officers. Some officers are very good some are not. The officers will say that we don't ask them enough. The communication between officers and

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ordinary members is poor. The communication between the Chairmen, the senior politicians of both parties and officers is quite good and I have a suspicion that we are fed policies and we jump on the bandwagon and we run it.

IH: Are there any groups whose needs fail to be considered on the formal agenda of Council committees?

'E' I've said this before in public, when people have criticised the amount of money spent on ethnic groups, well I'm sorry but the Asian groups have got their act together far better than your groups. You are sitting out here in the outer areas muttering and they are actively putting forward a case. You don't get out of your pubs, clubs and churches and ring up councillors and make your case known. What we tend to get are a lot of letters from these sorts of community. Now a lot of 2 or 3 page A4 letters to a politician are the death. There is no personality with it and they should be selling a need and a requirement, they need to be bouncing up and down in front of you and maybe grabbing you by the lapels every now and then. Politicians react to that because they love to be loved and to do things that people want.

Consultation between the public and the council is not good. I think the open government policy, the officer who wrote it we grabbed, and we ran the policy just ahead of the Labour Party has gone down well nationally, that means every body can come in and see what we are doing. I just wonder how many people want to come in and see what we're doing. I think we have got to get out of City Hall and tell people what is going on. Our group were very keen on area offices. They've gone off them a bit because of the cost but they've got to come back. People in outlying areas in a big district like this want somewhere local to go and they want the problem solving there. You shouldn't have to come all the way in from to get an Educ grant

IH: OK There are two theories of political representation. The first sees the councillor acting as the electorate want him to, as the voice of the people. The second sees the councillor as a representative exercising his own judgement acting according to his own conscience. Which do you agree with most?

'E' I think you have got to give councillors a lot of room to act on their own conscience unless you want dummies. moral issues in particular. I don't believe in hanging and I am not in favour of hunting I am not in favour of corporal punishment, which gave a couple of us problems with the corporal punishment debate we had this week ... but our motion we put in was not for a complete abolition of corporal punishment. At the moment there is a clear majority of governors who want to keep control at the school. A colleague and I thought long and hard about that. At the end of the day I voted with the Group on that. I voted against the Group and with Labour on hunting. Ehm a lot of issues that we have done, particularly the hal' aal meat issue, were conscience decisions we didn't put a whip on it at the end of the

day. I voted for it other members of the Group voted against it. I think you've got to give local politicians a lot of conscience room.

IH: Do you personally try to represent the people in your ward or the people in the metropolitan district as a whole?

'E' Your pat answer is that you vote for the city as a whole. Now it's very easy for me to say that because I've never had an issue like that, but you can take the ... councillors now particularly the Conservative, he has accepted quite courageously because there are two Liberals in that ward, he has accepted that the But people are dying further up the road because of a lack of facilities. Nevertheless he has accepted the vote of the group, and if the people of the ward don't like it well then you're out. I think you go back to them and say look if you vote me out on this then I don't want to represent you.

IH: How does the Group arrive at a decision about policy matters?

'E' All policy matters come through the smaller groups on the committee, so Education Committee would discuss an education policy and bring it to the Group hopefully with full support. I wouldn't give it too much chance if somebody came up with something for which 60% were in favour on that committee with 40% against getting through groupEhm the majority of decisions that then come through would be accepted by the Group. We are more and more in local politics and certainly in Council spending more and more time as a group discussing policies rather than what we're going to vote on next week. Myself and the senior Chairmen unlike in the past are experiencing a bit more group democracy. I don't even think we've got the right to go to them and say your budget for next year is 'x' because they've got to go out and defend it and I think people defend a policy better if they've been part of making it. It's their policy in the sense that it's not been imposed on them.

IH: Is the fact that you see the process within the Group as becoming more democratic a result of changes that you are simply recognising or is it a result of your own approach to leadership?

'E' It's certainly something that I am working towards. The Group wanted it and were ready for it and have used it. The great difficulty is that if they adopt a policy and you don't like it, you have to accept it ehm ... it's an open secret in City Hall that I believe in building a new Education headquarters to replace I am in business as an accountant and I believe that in the long term this will save money. I actually think that neither of the major groups could stomach the publicity to build it, while they were cutting educational requirements, so I lost that vote forty-four one. I have not let the idea go away but for the moment if the Group don't want to do it there is nothing I can do.

IH: Do you always vote in Committee or Council in accordance

with the decision of your party Group?

'E' There was the question of Old People's Home. Now I was never convinced that we should close that down unless we had alternative facilities I abstained in that ... I suppose crapping myself waiting for the Leader to realise that I had abstained. I have never voted against the Group when we have had a whip on; I have voted against the majority decision of the Group three or four times, which always brings hilarity from the other side.

IH: Would there be any circumstances in which you would vote against the group on an issue with a whip on?

'E' Phew it would depend upon the issue. One of the things that is happening in local government now is that we are debating issues that are nothing to do with local government. It could come,. The Labour Party could put a motion down tomorrow about hanging. If they put a motion down that we should endorse the current policy of there being no capital punishment and my group, if it did say we would vote for the restoration of hanging I would vote with the Labour Group even with a whip on. But that would be with a national issue. I cant see anything on a local issue but that would depend on what could come up.

IH: If you were asked to identify the most influential members of your party group in deciding policy issues who would you nominate?

'E' Apart from myself ... the Chairman of Education..... within the Group you need to be influential on me as Leader and on the Group, you need both if you are going to do anything. I think most of the senior people are listened to on the group but as to how much influence they have ... I wonder how much influence I've got on the group. I would hate to be over-confident about the influence you have on the Group particularly our Group which is moving more and more to a democratic 'I'll vote on this issue as I see it'. If I'm on housing and an education issue comes up I'm not just going to sit there and not speak, so just how influential you are at the end of the day I think most senior people are listened to and that's about as much as you can claim.

IH I would like now to consider specific examples of policy decision-making. Who were the most influential people in the Council's adoption of the following policies, this time in terms of your own group, other groups, officers or others. First of all Area Management.

'E' So far as my group is concerned the Leader at the time . He was in favour. I think with due modesty, because I was on the working party and I had just taken over as leader , I was influential. I was unsure when I became leader and that was an influence. fought against it, he thought it wasn't radical enough.

The constituency chairmen fought vehemently against it. The ones who had the most to gain fought hardest against it.

Officers - more than the Chief Exec. was very politically aware. He knew what to put in and what to leave out. The other directors were against it, people said because it was an attack on their empires,, but that's unfair. They were genuinely concerned about provision.

As far as the Labour Party goes, their Deputy Leader,, and as for the Liberals, their Leader 120%.

IH: Can you tell me about the race relations policy? Who were the most influential groups or individuals here (members of the council, of the parties, officers or others)?

'E' and ranked above me on this. There was some feeling anti the race initiatives, because some members felt everybody should be treated the same, including the outer districts. A lot of people who'd been on Council a long time were very concerned about the race initiative, and it didn't half shut the directorates up.

As far as officers were concerned, the Chief Exec. was the primary influence. Once it got going there was a lot of support from the directorates. As one director once told me, he is never sure what we're serious about. We start off all sorts of things. "What if a right wing Conservative Group takes over and I've got 20 officers working on race? What's going to happen to my budget?" As soon as they realise politicians are serious, most officers will do something practical.

As far as the Labour Party is concerned you come back to again, plus, the Shadow Spokesman on Education.

If [the Chief Executive] had not given it his commitment I don't think we'd have got it in.

IH: Finally in relation to the council's decision to spend money on the refurbishment of, who were the most influential individuals or groups?

'E' Interesting this. At the beginning the theatre issue was largely a backbench issue. At the beginning I'd only just taken over as Deputy Leader and was the only one in our Group to speak out against it. They were talking about £12 million but even if it was £5 million, why don't we just paint the bloody thing and leave it as an old music hall? £5 million would build a hell of a lot of schools and old people's homes.

At the end of the day I changed my mind and decided it was a question of balance, that you can't run a town that is just full of old people's homes and schools. There have got to be other things. I was also convinced that we could make the theatre, not

just break even, but not to lose as much as we would do if we just mothballed it. Interestingly within the Group nobody else took it up. [The Chairman of Education] did not want it as an Education building so I took it into Management as a Management project, and at the end of the day, a good third of the Group went off the issue, using the same arguments as I had used originally.

It was a political issue, I had the unions running my case for a while. It was political but I wouldn't run an issue for \$7.5 million just for politics. (I might be tempted if it was \$100,000.)

[The Labour Leader] must have been the most influential member of his Group. I still don't know how he got it through his Group to get it in the capital programme at all. If as Deputy Leader of the Group the Leader was twitching because it would take social provision away, well he must have had a hell of a hard job getting it through his Group.

Officer-wise, I was persuaded by an officer four down from the Director, who was responsible for theatres. He also sold me on the Hall idea as well. He is quite a capable officer.

We haven't touched on this yet but one thing younger politicians like myself are doing is, if I've got an issue I don't necessarily go straight to a director with it and say "I'd like this sorting please". I know where to go to get it solved. That never used to happen in the past. Five years ago that didn't happen. There would have been an uproar, the director would have resigned. Somebody threatened that and I just said, "OK Go ahead and do it."

If I wanted to make a speech on Education I would go to a head teacher to write it for me. I wouldn't necessarily go to the Director of Education. Senior officers and senior politicians have got to get used to younger politicians, not merely on their committee, wandering round their corridors. I don't know if you know 'Yes Minister' when the Minister gets out of his office and goes wandering around Humphrey Appleby goes absolutely berserk. Now that happened to me. I was walking down a corridor and met a director who shall remain nameless. I went into an office and I said to this officer "Within two minutes the Director will be in here". It was one minute. "By the way Councillor we have that appointment tomorrow don't we?" "Yes, yes." "Anything I can do to help you?" "No. It's alright." I checked later with the officer and he rang him up within half an hour and asked "What did he want?"

It's becoming more and more common with both parties. I think it started because we were newer politicians on both sides. It's interesting that got the [Labour] leadership about the same time. We've always been used to going to officers who we identify personally with. Not sex-wise. I think sex equality will be the next major issue. Officers who we feel comfortable with.

That upset a lot of senior politicians. They're as bad as the senior officers.

IH: You've talked a bit about divisions within the party groups. Are the divisions within the groups structured around age?

`E' I wouldn't want it to come over that I've got no time for older members of Council or experienced people. I think sometimes they take exception to what we are doing as a criticism that they didn't do it earlier. Typical of that was an ex Labour Chairman of Education who thought the others felt the race thing should have been done in her time. I don't think anybody did. I told her I thought she was taking upset when none was there.... Have you spoken to [the Labour Leader]?

IH: Yes.

`E' He'll be able to tell you far better than I on his Group.

IH: I am interested in your perception of the other groups though.

`E' My perception of his Group is of [him] being middle of the road doing a balancing act.... I think both groups have ... I've always been a bit twitchy about the terms left and right because if you are a politician people say "I'm a wet" and when an issue comes up they say "Right, I'm a wet. What would a wet think on this issue?" Which is extremely dangerous.

But I would think both groups look to me to be balanced about the same. He's got a number of old traditional socialists in his group, he's lost a number in the last couple of years. I think it's rather sad that people fall out with the Group because of its policies. I think you should try and take the whole Group with you.

I don't think he's got a large hard left at the moment (I'm sad about that politically). I think it's slowly growing but it's nowhere near the number in Lambeth or Brent. They are far more to the left than we are in

Why I say politically I could do with two or three more left wing nutters running around saying daft things like "Get the army out of Ireland" it would help me.

As far as our own Group is concerned the influence is with a small number of members to the centre and the left. This is off the record. There are a number of Conservatives including older members who are actually social democrats in the European (particularly the German) sense which puts you not with the SDP over here but just to the left of centre of the Conservative Party, and we have a number of politicians, both old and young including myself in that position. I would not want a position in which I didn't have a couple of hardliners in the Group ... to generate debate.

IH: In what important ways have the council's policies changed since the change of party power, when Labour lost power, and your own party gained control of a hung council?

'E' I don't think we've taken power. It's still a hung council. We've won all three councils so far. We've certainly not been able to run issues that I would be attracted to. Subcontracting of services is one. If we could keep service provision the same and save money by subcontracting we would subcontract as a Group.

As a Group it is difficult to work with voluntary severance rather than a compulsory redundancy policy. We don't want to sack thousands of employees but we've got a number of employees whose jobs have changed or who no longer have qualifications for the job and it would help if we could move them. With voluntary severance the people who volunteer to go are often your best officers. Compulsory redundancy has got to be used with compassion. You've got to pay people.That's one area.

As far as policies we've brought in, certainly the budget debate has to be won. With the Labour Group saying 23% rate rise, and us saying 5%, we're setting it at 8 or 9%. You've got a major political problem there because that money finances your policies.

I was saying to the Group the other week we're short of one or two good runners. I think that might be an indication of the make-up of the Group, and also of the two years the socialists had, and I'm not talking behind [the Labour Leader's] back, I've told him this. I think they took a year trying to find out how to run the bloody place, waiting to run it themselves. They had the power to tell officers what to do and with a hung council we don't have that. Officers can go to the Liberal and Labour Groups and say "The other two Groups don't agree. It will have to go to committee."

IH: Has the hung council enhanced or reduced officer influence, or had no effect?

'E' Enhanced it, especially at the top.

IH: To what extent are the decisions taken by the Leisure Services Sub-committee made on a party political basis?

'E' I think it's a criticism of it that it's not politically contentious. I'm not happy about Leisure being in Education myself. I think ... there's a number of issues that I'm concerned about. Dereliction of land, the young unemployed. I don't believe you shouldn't have a cheque unless you dig a hole in the ground, but I believe there's a lot of training and work that could go on in the city and a lot of it could be for leisure facilities that are non-existent particularly in the inner city. Now that's political if you're going to say "Right, we're going to get 500 people working when did we last build a park in ? Let's

build a people's park. Let the people build it. Now that's political and it's the sort of stuff that should be coming out of Leisure Services. I'm not being critical of my Chairman, she is a very good chairman, running it as Leisure has always been run. She'd say to me "That needs resources." Incidentally she is very Conservative but was the first person to write to me saying "Tell Mrs Thatcher enough is enough."

We're not closing museums. (When is this coming out?) With museums I'd charge a bob or two with exceptions being for the unemployed and OAPs. With big exhibitions and people coming from and wherever, why not charge? I'd hate to if we did that lose the(a nationally funded museums project). One thing that saddens me if you talk to local people and ask how many have been in it, I suspect very few kids go in. I've been asking in pubs and clubs and people don't know about it.

IH: Speaking for yourself are there any policy changes you would like to see the local authority developing over the next five to ten years? What types of local authority service would you like to see expanded or contracted in this area?

'E' Complete opening up of Education facilities to the public. I don't just mean using a pitch to play cricket. I certainly think the sports centres were a good idea but we have a lot of facilities for sport and leisure which could be opened, and I'd just give 'em a key and if the head teacher or caretaker say it can't be done. I'd say "I'm sorry it's in your contract. You either do it or you go." Now it's not in the caretakers' contracts but it should be. We think caretakers shouldn't be caretakers, they should be janitors and handymen, trained (and paid more) to do minor repairs. I suspect that 90% do that unpaid now. I don't like people doing things without being paid for it.

Let community groups open the buildings themselves. Unions would object but

IH: Is the Unemployment Sub-committee's work the subject of inter-party consensus or is it politically contentious?

'E' Pretty contentious. The Group opposed the setting up of the Unemployment Sub-committee in the first place. I'm trying to remember why. I know they wanted it in Management not Education. The Group has great sympathy with measures to help the unemployed that create jobs. They have some sympathy with measures aimed at combatting the social consequences of unemployment. We ain't got any sympathy with money going to make political centres. We aren't, I'm afraid into those centres that just give tea and sympathy, where you just come in for a chat. If you come into one of those centres you've got to learn a skill, or have a chance of doing something that would lead to a job.

My Group wouldn't accept it, I don't know if we've discussed it, the philosophy of we'll never see full employment again. I'll never accept that and I don't think the majority of my Group

would.

IH: Speaking for yourself, what do you think are the major causes of unemployment in the metropolitan district?

'E' What America does, interest rates. I think we've got to look at the type of jobs people do. I don't believe in upstairs, down stairs but I've been trying to get a gardner for two years. There are people, no disrespect to them, who can only do manual jobs. They're not going to be brain surgeons or computer operators. We need manual workers. I think we've got to train people to learn skills in schools that they can use to earn money. I think that's a dirty word with some educationalists. It's certainly the philosophy of American schools I've been in... the tragedy is if your disillusioned after a year of unemployment and go on a course for a year and there's no employment you are trebly disappointed. I believe (and perhaps you wouldn't expect me to talk like this) you should be creating jobs for the good of the community, not just particularly for the good of the unemployed.

There has been no partnership between departments. Leisure has got to say to Development Services "Tidy up this area and we will use it for leisure - a BMX track or whatever". Leisure itself can't do it. It's got to do it with other departments. Planning, instead of deciding whether people can have dormer windows it should be deciding what the overall requirements of the city are, in terms of leisure facilities and needs.

IH: Over the last six months, which officers have you sought to contact and why?

'E' Officers will come to you if they've got a policy and they want to get it through. They'll come immediately if they think it's something attractive to you. They'll come after a great deal of thought and after contacting the opposition if they think it is something you will oppose. They'll say "This is coming up in the Directorate. Before you throw me out of the window let me tell you why I think it is a good idea." That only happens in a hung council. I would like to see an informed opposition in a controlled situation. I'm told by my Group that this is naive and that if Labour were in power I wouldn't see a paper for three years. I have a suspicion that would not happen with [the Labour Leader]. Officers are very important in policy, but we're bad at monitoring. Three months after we've asked for a document to go out nothing has happened because an officer was not right keen on it. The photocopier has 'broken down', someone is 'on holiday' and will be back tomorrow.

One officer got really irate and I know him quite well. I had spoken to his superior and explained. He spent a long time on a report and expected Management to spend an hour discussing it. I didn't want it to get anywhere near Education because of the financial implications. I wanted the Chairman to slide it in at a later date and knock something else out. It was just going

through without [the Labour Leader] noticing that it wasn't going to go anywhere. The officer concerned asked if that was all we were going to do with it and should he produce anymore reports. Well, all hell broke loose. [The Labour Leader] realised what was happening and immediately moved it to Education. I was furious but officers are quite right. They think "That's a month's work and I bet they don't do anything. I wonder what will happen if I just push it?" I've done that in my own professional life, I've just waited until a client upped and died.

IH: What is your view of the role of the Policy Unit and how should it relate to the work of the service departments?

`E' You need a central group of free officers who can work for politicians, particularly Leaders and is independent of the directorates. Because if I'm going to take [Conservative Chairman of Education] on in Education, then I ain't going to get no education officer working with me against [the Chairman] without him knowing everything anyway. Now, as one senior director told me, "That's a nonsense anyway. You can get anyone coming into my directorate and within half an hour I'd have them beaten heads down because they don't have the professional training in my area. I'd supply him with figures.

There are a number of issues that don't fall happily into the directorates. The Policy Unit was reviewed a couple of years ago. It has always been under pressure from my Group. The politicians who have used it defend it. Whether we could get a lot of the benefits, speeches written, press releases and so on I think the answer would be yes you would. But certain other things, It's also a bit of an escape route for a couple of years for people in the directorates. The Policy Unit would agree with that.

The only trouble is we lose good officers came in for two years and then went off to went up to Unemployment.

It has a role to play. That role has to be looked at on an on-going basis. The directorates hate the Policy Unit!

IH: What in your view are the crucial differences in the role of the elected member and that of the officer?

`E' Members, because they are politicians, think they're experts. They all went to school so they're experts in education. Take Development Services, some members will tell you what size hole to dig, what machine to use, what size wellies to order. That's an officer's job.

Officers have got to get involved in politics because without that they'll never get anything done. I think they're not political enough. They don't come forward with enough political ideas. I think that's probably the politicians' fault because they haven't trusted them enough. I had a classic example last week, a senior officer who people think is very traditional,

writing for me one of the best speeches I've ever seen. I've a suspicion nobody ever asked him to do it before.

Appendix 3: Interviews with Local Authority Officers.

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INTERVIEWS WITH COUNCIL OFFICERS

The following interview schedule formed the basis of semi-structured interviews with officers. All interviewees were asked questions from section (c) on 'Policy General', and questions relating to explanations of the causes of unemployment. The section on 'Leisure Policy' was specifically addressed to those officers of the Leisure Divisions, while the section on 'Unemployment Policy' was addressed to the officers predominantly concerned with this aspect of the local authority's work. In addition interviewees were led into discussion about the specific responsibilities of their own post.

LEISURE POLICY

In what ways would you predict that local authority leisure policy in is likely to change in the next five to ten years? What kinds of service or provision are likely to expand or contract and why?

In what ways would YOU WISH TO SEE local authority leisure policy in change over that period? What service areas would you like to see expanded or contracted and why?

Are there any groups within the community which receive priority treatment (positive discrimination)? What form does this take?

Do you personally feel that these groups should receive priority treatment in these ways? (Explain why not.) Are there any other groups that you personally feel should be receiving priority treatment but are not? What form should such priority treatment take in such cases?

How do you identify leisure needs in the community?

What process do you personally go through before coming to a decision on a policy matter?

What if anything would you do if Members appeared to be failing to take your professional advice on a policy matter?

Is leisure an area of policy characterised by inter-party consensus or one of considerable inter-party disagreement on policy?

How would you characterise the difference between the parties in terms of leisure policy?

In what important ways has leisure policy in changed in your view since the Labour Administration lost power in 1982 when the hung Council came into being?

What process is gone through in establishing the budget for the

areas of work for which you have responsibility ?

Who are the most influential individuals or groups in determining leisure policy in the city (including members of any of the parties, officers or others) ?

Do you have any contact with officers or members of the Regional Arts Association or the Sports Council ? What form does such contact take ? Do individuals from these organisations seek to advise you or other officers or members on matters affecting local authority policy in any way ? Do they actually exert an influence on local authority policy ? What would be a typical example ?

In relation to the following policy decisions who were the most influential members, officers or others in determining the adoption of these policies and what were the reasons for adopting these policy decisions as far as you were able to discern them ?

(1) the decision to fund the project ?

(2) the purchase of and the subsequent development of the site ?

(3) The size and nature of the Leisure Services budget ?

(4) specific decisions concerning grant aid to voluntary organisations ?

(5) the development of the race relations policy and its application in leisure services ?

What criteria are employed in the decision to grant aid applicants to the Leisure Services Sub-Committee, for sport and recreation and for cultural organisations ? How were these criteria arrived at ?

POLICY GENERAL

How would you describe the differences between the role of the officer and that of the elected member? Do members ever go beyond their role as you see it? What form does going beyond their role take?

Is the incidence of this likely to be more frequent in some areas of Council policy than others or is this a matter largely of the personality or politics of the individual councillors themselves?

In general terms, without reference to any specific policy areas, who would you identify as the most influential people (officers, members or others) in determining Council policies?

Over the period of your career in local government, what (if any) important changes have occurred in the way that local government operates?

PROFESSIONAL BACKGROUND AND ORGANISATIONAL AFFILIATIONS

Would you briefly describe the jobs which you have held (in the public, voluntary or the private sector) in terms of grade, type of work undertaken and period of holding the post?

Have you undertaken any professional training or gained any post graduate, undergraduate or professional qualifications?

Are you a member of any professional associations or similar organisations?

Are you a member of any voluntary organisations, either sporting, welfare, cultural or other? Do you hold any positions of responsibility in such organisations? Are you a member as a representative of the local authority or as an individual?

Do any of these organisations make use of Council facilities or resources? Have any of these organisations put forward applications for grant aid to a public sector organisation (e.g. Sports Council, RAA, or local authority) during your period of membership? Were they successful?

Do you mind telling me how old you were when you completed full-time education, and the year in which you were born?

INTERVIEW WITH OFFICER 'D' AT RECREATION DIVISION 4/4/85

IH: In what ways would you predict that local authority leisure policy in Bradford is likely to change in the next five to ten years? What kinds of service are likely to expand or contract and why?

'D': Despite the view held in parts of the Council that we ought to provide for this need or that need in central , in practice we are moving towards a more commercial approach. We keep putting to the Council the question 'are we a commercial organisation or a social service because they won't sort that out for themselves. At the same time with ever more stringent finance we are pushed inevitably to a commercial approach, even parks. The parks officer is looking for outside firms to come in, to get some money in. The big hotel combine for example, although in theory we still own the land, in practice they will do what they want.

IH: What about the golf club on that site?

'D': Politically in we had to say that we would preserve the golf club, it had been there years, and we said that in the report to members. In practice that might not happen - we will tend to go to members with a proposal and we tend not to go back when what we've promised can't be achieved.

The same has happened or will happen with the [city theatre] and the Hall. You go to politicians and you want them to spend £10 million, or whatever. You say you will cater for this social need and that social need, we'll make a theatre for the people. In practice to achieve the income targets for the [city theatre] we'll have to get things in that will sell, and that becomes the only criterion on which the [city theatre] will be booked.

Apart from the panto the productions that will sell are all high-brow. You can get the Royal Ballet and their loss guarantee might be £20,000, but you know you can charge more than £10 per ticket, and fill it but with people from outside That's the practical aspect. But if you ask members . . . I mean I wrote the damn report myself, we'll provide a people's theatre. In practice we will tend not to.

IH: Were people aware that might happen or is it just that changed financial circumstances have dictated a change in programming policy?

'D': Well some of us suspected this would have to happen. You don't con members, you write a report geared to their beliefs, what you think will get them thing through, especially in our field. I mean you haven't got strong party political support for what we do. Not any strong political support like say housing - if you go to the socialists you'll get their support. Social services - if you go to the socialists you'll get their support. We've tended to go towards Tory support but that's by emphasising the commercial support towards it. The Labour Group are the ones who are least in favour of Hall and the [city theatre] so I sold it to them on the idea of a people's theatre. . . . and I spent a long time with the Labour Leader in the pub, of an evening to persuade him that

we weren't after this posh sort of theatre, that would have opera and ballet in it for the upper classes, but that we would provide a people's theatre that would have that in it this in it. We've got in practice, that's not quite the same thing ... it's like the computerised booking system. We sold it to the politicians because we knew they were unhappy about the [city theatre] and Hall and what was going on there. We persuaded the Council that putting in the system could be extended to cover the sports centres. We said we will improve the service to the people. You will get this outlet that outlet. You won't have to go far to book a theatre ticket, a squash court, five-a-side, whatever. In practice the firm that were doing it, couldn't achieve in sports centres what they could achieve in theatres. Nobody I don't think yet has told the Council that we've got the biggest computerised booking system in the country, and it won't do half what the politicians thought, or were told, it would. So it's just a theatre booking system now but it cost a hell of a lot of money.

IH: Commercialisation is the way you see policy developing, but in what ways would you *wish* to see local authority leisure policy change in over the next five to ten years?

'D': I think we can achieve both, one being commercial, the other being non-commercial, reacting to social need rather than reacting to pressure from within the Council to achieve income targets. But that demands a big change in what people think or in what officers think is politically acceptable. I'd propose differential charging. If you take an area like ... which is pretty well off, I'd propose they charge more than in an area like the ... Centre. You'd have to let management at the Centre get out into the community.

Some of our centres operate very different standards in terms of buildings, facilities or whatever, and yet we have a standard pricing policy. ... I think there is some way we can go into the value added idea. I wouldn't want to see the poor people from an affluent area directed to another area to swim, but I do think that we could charge more for certain services than we do, or reduce that same service elsewhere. We do that funnily enough on sports pitches, so that if you get the top grade of pitch in ... it costs you a darned sight more than for the lowest grade pitch, which seems to be acceptable but people won't have it for sports centres or swimming pools. We've had some complaints about ... Sports Centre, which is a basic building. They do vary charges down there but less now than they used to because they have income figures they didn't have before. They are charged the same for with all its extra facilities.

IH: So is there pressure from the community to go towards that differential pricing policy?

'D': I think people will pay for what they get. We haven't really put that to the politicians yet, but we're told that politicians will find that unacceptable that you charge more for one place than you do for another, for what in theory is the same service, because what people get is so different.

IH: Are there any groups within the community which receive priority treatment in terms of leisure services and if so what form does this take?

'D': Those groups which receive priority treatment are the ones who are easy to deal with, white middle class people with telephones and cars. I'm not saying

it's a conscious decision by managers to cater for that kind of person but it is just so much easier to deal with.

Our managers could be passive administrators and they could fill their places with white middle class people from just by picking up the phone - taking a booking. They'll coin it in. The groups we don't look towards are the ones which are much harder work. The ones where you have to think what you are doing. The ones where we might have to put something on rather than just rent a space. The easiest things are the ones our managers concentrate on, where they ring up. They're able to ring up between 9 and 9.15 a.m. which is when our phones are hot in sports centres and book it. It doesn't matter where they come from. We don't direct enough what our managers do. They employ a clerk on a phone and that is it.

IH: Which groups would you like to see getting priority treatment?

'D': I think we can get them all in if we have a far more dynamic management than we have now. We've seen places where it wouldn't be the way I presented it earlier. It depends so much on the individual we employ. We work on these terrible pyramid structures and a person on a certain level should do a certain thing. They don't. What it comes down to is that some individual with what is seen as a weird interest or commitment to a group, or a number of groups. What I do is to work on those who are committed, at least in part to one of the groups that I would like us to be looking at. They might then find somebody who will go half way towards their terms of what they would like.

IH: Which groups do you personally feel should be given priority treatment?

'D': I would like to look first of at overall provision in and see who gets what and where. There are certain groups who we ought to be looking at who are well satisfied in other areas. In my own past an awful lot of what white working class males want in terms of leisure is provided by pubs and working men's clubs. If that's the case and they are happy with it then fair enough. There are groups which are so-called professional which I think we ought to aim at because I know damned well we don't get them in. White working class women, Asian women we don't get them in.

I find it hard to answer your question because I think we ought to get everybody in, and perhaps we do. We have a situation at Centre where we have as part of a leisure centre a hall where there is an ante-natal clinic, a child care clinic. The area around the Centre is largely Asian. Asian women go into the building. They're there. None of our staff talk to them. I think if you had dynamic managers who were concerned all the time about everybody we needn't categorise groups in the community. But if they are not coming in now they are important because they are not coming in. But if we haven't got the staff out there who will bring them in then we're wasting our time.

IH: How do you go about identifying leisure needs in the community?

'D': It would be nice to think it had some theoretical base but it hasn't. It's based on what I think people want which often contradicts with what certain so-called sports administrators think or would say what people want. I think basically what people want is to feel good. I think people in ... who've got a job, often have a crappy job and wages are the lowest in the country, they

want something they can do which will make them feel happy. I think such a basic need as that cuts across race boundaries, class boundaries, income boundaries. What we ought to be doing is enabling them to feel good.

IH: How do you find out what people want?

'D': With me it tends to be observation and talking to people, but not customers themselves. I think our managers ought to get out and talk to people. But one thing I think is common to everybody in terms of their needs is personal fulfilment and life satisfaction. That's pretty well common to everybody.

What I use is things I've read and my experience in running a working men's club in the past which is a peculiar thing for somebody in my position to do. I go by the response you get from some managers and some committed people who've got into a certain area, be it handicapped people or whatever, and by looking. I don't do enough of that.

IH: What processes do you personally go through before coming to a decision on a policy matter?

'D': Again it's personal. I think I have a far greater insight into what Labour members want in than certain officers who work in this Division, and will try to bend their case towards what the Labour Group will go for. With the Tories it tends to be quite straightforward. If you can tell them that it will either increase income or decrease cost they'll go for it. They might say they wouldn't but they do do it in effect. We have a situation now with the theatre when that reopens. I've written a thing on the use of the new theatre by amateurs. A nice little fact that I got from who runs the theatres - what he wants to do is to get rid of the amateurs. There are five amateur theatre groups that book it. That takes five weeks out of his year. He wants rid of them. I know damn well you can't say that to members, so I have written a report that sells the benefits of the theatre to members so that they will put up the booking fee for amateurs from less than £2000 to £4000 and various other costs. There is a guarantee against 35% of box office takings so we get whichever is the greater. The problem is that most officers don't know what members think or how members think. The City Recreation Officer, the theatres officer, who deals with pools, who deals with parks, they just don't talk to members. They don't know how members are thinking. I mean I've talked to members in pub. I've started to go into Hall and talked to the Tories and Labour because they've started going in there. They've lost contact so I've used that experience of, not so much now, but being involved in politics in the past.

I'm in a position now in the Division where I've got a simple problem from say [the Chief Officer] or other officers that's got to go to members and I'm left to get on with it. I get them to say what their problem is and take notes while they talk and I write it in a way I think will best get through Council. And apart from one race thing when I wasn't there and ... made a balls of it, everything's got through. It's been amazing the developments we've been able to achieve through gearing the report and a minimum of lobbying to get things through in a non-statutory service. We've got the biggest developments there has ever gone on - three years ago they were talking about getting rid of those services that are non-statutory which would have meant us completely. So I use my own experience from being involved in politics in my younger days, but I gear my things to the audience, mostly its the members.

IH: What if anything would you do if members appeared not to be taking your professional advice?

'D': Feel very upset. Believe that they are wrong again and go again.

IH: With the same thing?

'D': Basically with the same thing, but work on them in the meantime.

IH: By lobbying?

'D': I was in a situation in the Division a few months ago that was very difficult. I could have been sacked. It was about race relations. Things weren't going very well with the officers. ... wasn't playing his part, the Divisional Management Team wasn't playing its part. We were paying lip service to it. What I did first was to go and see two or three officers involved in race relations in the authority and give them my views of what was going on. But I used to meet Labour members in social hours in the pub, and started to talk about one issue which was race relations, but politicians being politicians they tended not to stick to one issue.

What happened I was going over to City Hall to the Labour rooms to speak to the [Leader] and other Labour members about race relations in and how I felt it ought to be going. That got a bit sticky when ,,, found out I'd been doing that and started doing things. It actually worked in terms of race relations because the Division got off its backside and started doing things. It's taken some time for me to get back to a position of trust with but it's accepted in this office now if I want something badly enough I'll go to any means to get it. In some divisions it's OK for officers to go to speak to members outside office hours, but not here.

I get the job of writing a report. It will be somebody else's idea, but if I believe in it it will be a strong report. I will work for it, not just write the report. If that means seeing members then I will. There is one person in here who writes reports for sub-committee who doesn't give a toss if what he writes doesn't get through. I do. I care.

IH: What if you don't believe in the issue or the case and you have to write a report, what do you do then?

'D': I'm into winning. If somebody convinces me of their case I might not be enamoured of it. Take the amateurs at the theatre. What and I agreed was a price for amateurs. I wrote the report, checked it out with ... and it went out to members. [The Labour Leader] took the case so well that he said that £3000 wasn't enough, let's make it £4000. I was sort of committed to do that. I do trust other people's opinions when they are more expert than me in certain areas, and I will fight for that thing.

IH: Is leisure an area characterised by inter-party consensus or one of inter-party disagreement on policy?

In very much consensus. On our committee they tend to be lightweights in political terms. It's changing now. the Chairman, a Tory, very nice lady, into tennis and things. She's great, but it's a hobby for her. What's happened

of late, I like to think it's because of the more powerful or bigger things we've been pushing towards members, ... who is now the Labour spokesman has given up all his other jobs and he is one of the more powerful members. He has given up Personnel, Management Committee and all that to concentrate full time on leisure. So the Labour Group seem to be taking it seriously. So we've got a very high powered Labour spokesman, but we've still got ... as Chairman but I think it will get too heavy for her and she will go. What tends to happen on Leisure is that there is agreement on how to vote, even though there is the usual party banter. I know that [the Labour spokesman] likes [the Chairman] and will point out where she has gone wrong and she will agree. That tends not to happen on other committees like say Social Services.

That's something we've taken advantage of. Because we haven't been seen as party political we have been able to put forward what we think is right rather than what appeals to the party in power. I think we've got more trust and standing now as a Division than we did before because they realise we are serious.

IH: In what important ways has leisure policy in changed in your view since the Labour Group lost power in 1982?

'D': Commercialism has become very much more acceptable. I'm not a very mobile officer but some officers move from one authority to another. When we had Labour control in the people who were attracted to work in ... tended to be people who favoured a Labour administration. So while they were in we got the community recreation section. ... Sports Centre was set up, it was much more geared towards getting blacks, handicapped and unemployed people in. Since the Tories have taken control with Liberal support there's been a different commercial attitude that's taken over.

IH: Is that a result of local Tory philosophy or of national pressures on budgets?

'D': I think it is a mixture of the two. I haven't worked in a strongly socialist borough, but I think what happened, national pressures were increasing on ... and on all local authorities in relation to their budgets and had we been working in a Labour situation we would have fought those. But we're working in a situation now where lots of people who work for this council have socialist views but they're working for a Tory council but it's not quite a powerful Tory council so issues tend to get fudged within this Division about what we are doing. And it wasn't a conscious decision to go to a more commercial approach once we got a Tory administration. It has been made very easy somehow to do that.

So, we were to make savings and we knew that one way to make savings would be to cut the Community Recreation Unit. That happened. That wouldn't have happened with a Labour administration. Again it's a bit like the Sports Club Manager who tends to take the easy way out. If we've got to make savings the easiest way is to adopt a commercial approach because we know it will suit the ruling party. Nobody in this Council decided "We're going to become more commercial." Circumstances made it easier to go that way than to fight for what you think is right.

IH: What process is gone through in establishing the budget for the areas of work for which you are responsible?

'D': Do you mean now? At one time it used to be fairly thorough. We would examine whether this or that was necessary to carry on - were there any growth items? find areas where savings could be made. The last few years it has been a purely administrative exercise of what savings can be made. There are guidelines given on what savings have to be made - these do tend to change an awful lot. The process we went through this last year following a training session on how savings could be achieved. Various working parties were set up to look at ideas. Those ideas would be put forward to Divisional Management teams and most of those would appear as savings, but they're not perhaps the best savings and they weren't very well worked out. They say in the past we used to work things out like savings and budgets. Now because we've got less staff we tend to work on the simple rules that the council provides. And so we cut this budget of £100,000 by say 5% because we've been told to make 5% saving for next year and it's very much driving by the seat of your pants operation now as opposed to something a lot more detailed and worked out. There again we used to have somebody on administration who was very keen on getting a right budget we don't have that now. I think that's partly because when service planning was introduced you'd put forward your growth items and your savings. They were argued about and they were either accepted or knocked back. What's happened now is this Division can only put in savings. We had one very modest growth bid in for this next year's sub-committee which was thrown out by the Chairman of Education. That was the 25% funding of a Divisional Officer for the ethnic minorities. We put in for £10,000 to give that person a budget, and we'd have gone down to £3,000 that would cover 25%. It was thrown out.

Within the Education part of Education they still operate in the way we used to operate, where they put in growth items which are accepted. They're still, even the Tories moving towards more investment in some areas and less in others. We've been totally ignored in that, as a non-education Education Division. Ours are purely savings, and that is the biggest turn off to officers where you have got no potential for growth. You can't even shift resources unless we do it ourselves and not tell anybody. But we can't do it through the proper political process any more because all we get is taken.

IH: Do you shift internal resource without reporting it very often?

'D': We do. There's an awful lot of shifts of resources at the moment in terms of moving staff about without telling anybody.

IH: What would be an example of that?

'D': In sports centres say, we've got that many vacant posts now that we're not telling anybody about. People have left and they're not being replaced. So that allows us to rejig people to get the right people in the right jobs. Because that's purely an officer thing, because we're not telling anybody about it we're getting a lot of people in who supported community recreation a lot more, so that those officers that worked in Community Recreation, one is now in the Unemployment Unit, one is Assistant Sports Centre Manager. People at , , , , are being shifted to other centres. What's happening is that we are rejigging the structures to suit individual people that we've got, to provide the best service.

We have got a problem in that if we go to Personnel they won't look at a restructuring if it talks about people and their skills. They want to see posts

that are totally abstract. So what's happening, because we can't go through that channel, we can't get proper approval for a restructure, but it's happening in practice through keeping posts open and rejigging people you've got, albeit on a temporary basis sometimes.

IH: Who are the most influential members, individuals or groups, in determining leisure policy in the city (including members of any of the parties, officers or others)?

'D': Certain officers I think. That core group of officers can react to pressures from outside, be it from members or people they know. There does seem to be a core group of officers within this Division that do everything. There's me, ..., ..., ... (who used to run admin and now runs the baths), ... who runs [a football / sports centre] has come in with some new ideas, he's influencing things right now. ... who runs the theatres, although he tends to need an awful lot of support from the people to put into practice what he believes in. ... who works for me. He's employed here basically as a graphic designer, because of the way he has as a person, he is influencing things. ... who is now managing the sports centres has been a big influence. who is long gone now is still a big influence in the Division.

IH: Do any members spring to mind as influential individuals?

'D': [the Labour spokesman] is very keen on leisure. But what happened with last year's Labour spokesman, I had lots of conversations in the pub with him, he was unemployed at that time. He now has a job and I don't think he sits on any committees. He was very keen to set up a Leisure Directorate. He's now gone so I am working with ...[the Labour spokesman]. [the Conservative Chairman] has no influence whatsoever.

When something big comes up the top dogs get involved ...[the Conservative Leader] and ... [the Labour Leader]. [The Conservative Leader] would support leisure if it was making money. [The Labour Leader] thinks it is important but tends to be concerned with controlling his party rather than getting involved in leisure issues.

IH: Are members reactive or proactive? Do they come to you with policy queries or simply react to your approaches?

'D': They might come to [the Chief Officer] but he doesn't tell anybody, but as far as I know the members never come to us. They never come up with their own ideas. They'll react to what we put to them. They'll question the details but they will never ask "Why are we doing this?", "Why are we here?", "Why has this authority got a Recreation Division?". They never get into that.

IH: Do you have any contact with members or officers of the Regional Arts Association, or the Sports Council?

'D': With me more with the Sports Council than the Arts Council.

IH: Do they seek to advise you or influence policy in?

'D': In [the District's] case they exert no influence whatsoever.

IH: Why is that?

'D': We very rarely go to them unless it's for money. We put other groups in touch with them usually when they've got support but no money from our committee.

But we've had poor relations now with the Sports Council for a number of years over two issues. One is the council Estates Department who have tried to achieve higher income from rents. Now this Division doesn't look after all land that is used for sporting purposes, so you might get a rugby club leasing land from the council paying perhaps a peppercorn rent or a minimum rent. The Estates Department now, as rents come up for renewal, are bringing in more than economic rents. So you get a club that has been paying £60 a year asked to pay £3000 and these clubs go to the Sports Council and say "What's happening in ... here? Can we have some money off you to pay them?" Then we get... [a Sports Council officer] coming to us and "What the **** are you doing?" There's no way they'll fund one public body to pay another. We're supposed to be all in the same business. And we have to say to ... "Now well I'm sorry, we don't run everything to do with recreation".

Another thing is something like [a proposed rerouting of a trunk road] ... As bodies we're polls apart.

IH: In relation to the decision to fund the [city theatre], can you tell me who were the most influential members, officers or others in determining the adoption of the policy?

'D': Officers? Well, me and ...

IH: How did you manage to exert influence, and what sort of rationale did you put forward for the decision?

'D': In about 1981 the Council started service area reviews. There were certain things because of our low profile as a Division we wanted to get into the political arena. So ... who was then Chairman of Leisure Services was briefed by [the Chief Officer] to bring up certain subjects when this was discussed among the Labour Group or whatever group was deciding how the service area reviews should go forward. to put forward entertainments, swimming and outdoor amenities. What happened was that he put those forward and they were accepted by members as areas for review. There were also lots of other areas put forward in say management and planning in the Education Directorate.

What the other Division did was to produce a two page report saying what the service was. They thought that was what you had to do. We saw it far more as an opportunity to get a hell of a lot out of it and we set aside three officers to do all the reviews in this division, me and The Entertainments Review took 18 months. The Baths took two years. We saw them as opportunities to get what we always wanted. So what we did first off was to go meet ... , took a tape recorder and got him to talk about what entertainment should be like in the centre of [the city]. We encouraged him to go for the best. To not think what was practical. We had a fairly clear picture of what he thought entertainment should be like. We used to meet him once a day every week without fail (sic).

I took on the [theatre] and the ... Hall as a task. I would get those through. ... took on the computer booking system because he'd worked on post office computers before and took on the appointment and budget for a music officer because he'd worked in Personnel before. So we put together a report which we gave first off to the service planning team which is a groups which existed at the time. People like [the Director of Education] all Assistant Directors, everybody in the directorate. They were just astounded with what we came out with. We thought we would get some yeah or nay, from them but we didn't. So we thought where do we now go next? We've been where we were supposed to. They were just astounded. We used comics, we engaged hostesses and things like that. We were up til two or three in the morning preparing it then back at seven a.m. the next day. But by this time we were all totally committed to it. So we spoke to other people within the council and they sort of said "Well go for it then".

IH: When you say you spoke to other people who do you mean?

'D': Officers. They said "Well go through a certain political process, which wasn't the correct one." [The Chief Officer] who hadn't been involved at all up to this time then got involved after it had been to service planning team. It got support but people just didn't know what to do with it. I mean you can't come up with proposals for £15 million of development (which it was at the time) like that? But ... [the Chief Officer] we spent some time with and he started to believe in it and he got the Council's Management Team to hear the presentation, a very much more modified presentation, very much more factual than the first one had been. He also had the ear of ... [the Chief Executive]. Anyway we gave the presentation to Management Committee and [the Chief Executive], God bless him, because they were fanning around, they didn't quite know what to do with it, £15 million. He said "Decision time gentlemen, we either shut it or spend money on it." and their hands went up to spend money on it.

Then there was some things that went wrong, mainly among officers who thought, "What's going on here? You should've gone through proper channels, Leisure Services, Education Committee to Management Committee. It went straight to Management who voted money for it." So officers started causing trouble then and they were speaking to certain politicians and it all got party political.

IH: Which officers are we talking about?

'D': Education officers. They were upset because we got £15 million when they were saying schools needed that money. They knew damn well that if we'd gone through proper channels we wouldn't have got it, because leisure, certainly at that time didn't have clout. So what happened then was the presentation went to Leisure Services. It was only a voluntary thing. If they turned up they turned up, if they didn't they didn't. But it got a bit party political then. That's when some of us got to work in other areas so we were seeing people in pubs. We started to persuade them, to put our case to them. Again we came up with a slightly modified scheme which sort of got through. In the end it went to full council but the work had been done by then. The thing is commitment by a very small group of people, three at most to get the thing through.

IH: Now can I ask you the same question about race relations? Who were the influential people in the development of the race policy and in its application in Leisure Services?

First off it came from officers. It was taken on by the Policy Unit In particular, Policy Unit officers tend to be left wing rather than right wing for some reason, and so someone like ... would get support. But the people in the Policy Unit are in a position of talking to members daily. The other thing which got it through because we had a Tory council by then, was voters. The Policy Unit got census information and so on and it indicated that by 1990 one third of young people in ... will be black.

I used to sit on the council's information and research group, I don't go any more. They produced 'District Trends'. In the early years it was a factual document with facts and figures. The group has since become left wing and it is very much a socialist publication because that's the way they feel. They first developed race relations policies but it was very quickly taken on by members.

IH: Were there any particularly influential members?

'D': [Labour Leisure Services Spokesman] certainly, [Conservative former Chairman of Education] was very involved in it and he payed the price by losing his seat against the trend at the time.

IH: What about its implementation in the Division?

'D': The council brought in its 12 point plan and we conformed to these or at least some of them like the information required for job applicants - we keep ethnic records. But that's as far as it went. The pressure to do something came from other officers in the Division not through [the Chief Officer] because [the Chief Officer] got no pressure from the Leisure Services Sub-committee to do anything. We've still got that problem now. The Leisure Services Sub-committee now realise that the Race Advisory Group think they are a load of wankers and don't care about it. Things have changed a bit now because we've got [Labour Leisure Services Spokesman] now. So it really came through other officers to and me to do something. So ... set up a working group within the Division to produce the race action plan which was something we were supposed to do as a Division. So we started meeting.'s theories were good, and I like him. What he had done, he included all levels of the work force in the group including manual workers. He included all the black workers in the Division (who you could count on the fingers of one hand). The problem was they were not the sort of people who could deal with council policy. The blacks on the group had never been invited to a meeting or been asked to speak before to people who were paid more. They were used to being told what to do. That strategy produced nothing.

By that time there was pressure from members to do something. So I was asked to go along with to get them moving. So we went along to two meetings and I came away and wrote the race action plan from that and consultation with officers in other sections some of whom hadn't been involved in the group. That group fell apart.

We tried to do it in the best way involving everybody but it didn't produce the goods. I went in there and produced it but certainly I had no real commitment to race relations. The push was from officers within the Division. (By this time [the Policy Unit officer] had been seconded to the Education Directorate). It wasn't just our Division which was slow in producing an action plan. Nobody wanted to know to be honest. got himself into terrible trouble. He would learn things from officers about other officers and go straight to members and

tell them. On race there was a couple of things I didn't agree with the way [the Chief Officer] was going when he was going to take these things to Leisure Services Sub-committee or whatever. So I would let ... know 'did you know this was coming up next week? Have a good look at it, it might be dodgy. He would be straight then on to [Labour Leisure Services Spokesman] or [the Conservative Chairman of Education] who backed him and things would be withdrawn from the agenda within minutes of the meeting starting.

IH: Right thanks. Can we move on to unemployment? Speaking for yourself, what do you think are the major causes of unemployment in the metropolitan district?

'D': The government. We can go to structural reasons, the decline of the textile trade or whatever, but I put it down to the government.

IH: What should the local authority be doing to combat unemployment?

'D': I think the council doesn't know what it should do. I think it could provide 1000 jobs, but it's not sure it should do. It's also not sure about what the unemployed should be doing. What I keep proposing is the council promoting a different view especially through education and through schools of what life, work and leisure mean.

I know people from my own experience who have been unemployed that have taken on some passionate interest that fulfils a fair number of their needs, apart from simple cash. We have to assume that state aid takes care of cash problems. . It doesn't because it's not enough.

IH: So you think the council's role in getting people to question their values through education is a crucial one?

'D': Moving on from education to training, we got 'mis a nouveau' money for a soccer training course at ... and we didn't just take them along there and teach them football skills. What they learnt was administration of football clubs, physiology, coaching plus some playing. Two thirds of those are now very heavily involved in running football teams. Whether the teams can afford to pay them or not, I don't know but it's enabled them to do something other than just give them half price opportunities to do things they never did before like squash and never will again.

IH: How is local authority unemployment policy likely to develop over the next five to ten years?

'D': I can't see anything but disaster coming up. As a division we ought to be attracting young people. We're not doing it. So when they leave school at 16 we're not providing them with anything else. They're going to get fed up, pissed off, sick, bored, violent and I don't blame them.

IH: Is unemployment an area of council policy where there is consensus between the major parties about what should be done or are there considerable differences between the parties on such issues?

The Labour members, the ones I've spoken to, are actually against YTS schemes. The Tories on Unemployment are worried that it's affecting ... worse than some places, but they will support the government. When we went forward with this

scheme for half price, from the Labour members they felt very strongly that there shouldn't be any stigma attached to it, that you shouldn't have to show your UB 40 and that we had no posters outside saying 'unemployed are coming in here'. They haven't got their act together. They're interested in the Economic Development Unit ... the Tories are for it., Labour are a bit worried about it. The sort of jobs the EDU are helping to create are not going to help sort any of ... 's problems, because most of them are part-time female employment in the service industries. I mean they are developing holidays. It's great that 50,000 people a year are coming to ... for their holidays, but the jobs created are female jobs which don't solve the problems. I agree with women's lib and everything like that but still you need one person in the family (and it tends to be the man) earning a substantial amount of money), not him on the dole and her working part time. They're not creating proper jobs.

The big example for the EDU is [new local electronics company]. 90% of their employees are women working for low pay. We want proper jobs.

I mean [the Chief Officer] is working very hard and he's spent the last two weeks working almost toally on job creation. One thing is a bag factory which made the banner headline in the local press. He has got somebody from interested in setting up a factory in [the city] to sell [name of the city] sports goods, rather than say Adidas. We would work towards trying to make that something people would want to wear rather than something people would rather forget. That received support from the Tories but less so from Labour so it was referred to Economic Development Sub. What he did get support on totally was sports holidays, but again that's one thing ... We've been working with him on it. As I say I can not believe in something 100% and still work 100% for it. Again [the Chief Officer] is talking about creating jobs and members think 'great!'. But the way the holidays are going to be set up, and [the Chief Officer] hasn't gone into this fully enough is that companies like Schools Abroad, PGL,. They tend to employ students ... they're not going to get the unemployed from ...becoming skiing coaches.

The 'mis a nouveau' football scheme .. some are making a living from coaching but it's very small numbers. Where we can employ sombody on an MSC scheme like [Name of a coach] a weight lifter, we trained him over a number of years, and he got qualified in weight training. He's now making a very good living coaching weight lifters in our sports centres. We can't offer people jobs, but we can enable them to make a living or to gain some satisfaction.

LH: The council adopted a policy statement in 1982 advocating the promotion of three areas of activity, regeneration of the local economy, job or work sharing, and specialist provision to meet the social and leisure needs of the community. Which of these should be pursued and which given emphasis?

'D': I think we can meet certain needs through leisure but we need to change some of our activities. We still see ourselves as caretakers rather than helping people to provide their own services. Why should a sports centre staff be stuck within a sports centre? If they are concerned with sport it's what's happening with blacks. We know they're not coming into our places in proportions they ought to but what they are doing is going in their own facilities. What they need is profesional help in setting up their own place - getting money, applying for money, putting contractors in, hiring coaches, what sort of space

do you need? What sort of equipment do you need? Can we help them to do that themselves?

IH: Who are the most influential people, members, officers or others in determining local authority policy for the unemployed?

'D': I think that members have been more involved in that than in many other areas because it is a live party issue. The same two or three names [Labour Leisure Services Spokesman], [the Labour Leader], [the Labour Education spokesman] on the Labour side. [The Conservative Leader] is a very charismatic character on the Tory side. I spent a lot of time talking in ... Hall with him one night. His members see him as a socialist but he is a damn sight brainier than they are, so he influences them a lot. [Conservative former Chairman of Education] was a big influence when he was still here. There are 90 members and it appears to be a very small number that influence all policy.

The Liberals used to have a lot of influence because of [Liberal former Leader] who was a pretty powerful character but now they've got ... and she's hopeless.

IH: How would you describe the differences between the role of the officer and that of the elected member, and do members ever go beyond their role as you see it?

'D': I think they have a lot in common. That is not the view taken in this Division. I would certainly have taken it a lot further myself. Members don't like to be called 'Councillor this' or 'Councillor that' (at least the ones I speak to) They want to be involved, before a report goes to sub-committee. They are not the ogres some people say they are. Certain officers have been turned off by the way certain other officers have worked with members. I think a member should be able to walk in here today, sit at my desk and have a chat. They all have to come and see me or [the Chief Officer] or anybody or we have to go and see them in City Hall or go for a drink afterwards. That's starting to happen more and more in other parts of the council. In this Division it's a thing that [the Chief Officer] has been fairly frightened of. But because of the pressures being put on him lately, he is having to speak to certain members to sort things out before they go to committee. Race relations is a particular example, and if he had done that with his ideas on holidays and the sports goods factory ... I like to think he has learned that from what I was doing before which he disapproved of at the time, although he hasn't come out and said that. He would come out and sit opposite me and say "I've heard that certain officers are seeing members outside office hours, and even in office hours and I don't think they should do that. Do you?" The atmosphere between certain officers here and members is relaxing a bit. [The Chief Officer] does now accept that people other than him can come along with him to Leisure Services Sub-committee meetings. He's had to learn that the hard way because he has in the past made a balls of things when he's gone on his own. Other officers, because they've known what they are talking about haven't made a balls. So he's a lot more relaxed than he was. It's a lot better than it used to be because [the Chief Officer] used to say "Well, it's my job to deal with members, and anyway they're awful." But they're not.

I had to give a talk ages ago to a group visiting from Skopje in Yugoslavia about leisure provision in [the District] and the Chairman was there. [the Chief Officer] couldn't do it. And she said afterwards "I've learnt a lot more

listening to you for an hour than I have from [the Chief Officer] in three years as Chairman. [The Chief Officer]'s view in the past was "You keep members at a distance. You give them the minimum of information. If you don't tell them they won't ask questions." It's changing now, The Tories on the Leisure Services Subcommittee are way behind. It would be nice if we had a high powered Tory on Leisure Services. I think things would improve even more. With [Labour Leisure Services Spokesman] on now it will improve.

IH: In general terms (and apart from the members you mentioned earlier) who would you identify as the most influential people, officers, members or others in the determining of council policies?

'D': You don't call it a mafia but there is a group of officers above the bottom and below the top levels who tend to spend a lot more time with each other and are a lot more concerned about policy than actually saving their own neck. There is a sort of matrix of contacts, who do tend to meet and get on socially and are very committed.

IH: Does that include any members of the Policy Unit?

'D': Now they're established they tend to be a bit distant, especially the new people going in. They've set up their own systems divorced from the service departments. But two of them in particular are influential,

IH: Finally, can I ask you about your own career path? How did you arrive at your current post?

'D': I took a Fine Art degree, and a PGCE, and was teaching for a year. Then I was a bus conductor for two years immediately after leaving college. Then on reorganisation I joined this Division as a Project Officer in the Research Section. Then I moved on to become Research Officer.

I haven't had any formal training, but I gained invaluable experience as the Secretary of a Working Men's Club and Treasurer.....

IH: Are you a member of any professional organisations or associations?

'D': No. I've always avoided that.

Interview with Officer 'D' - 26/7/85

IH: Speaking for yourself, what do you think are the major causes of unemployment affecting the metropolitan district?

'N': I think it's essentially structural. It's merely the local version of what's happening nationally. It depends which economic stable you come from on whether it's the strong pound or the weak pound. I don't think it has anything to do with new technology. I think it has something to do with increasing textiles in the third world. It's a decline of the old smoke stack industries due to factors like inability to compete with the third world, inability to export due to the high pound, the shrinkage in labour requirements rather than new technology.

IH: What should the local authority be doing to combat it?

'N': In alleviating unemployment itself, I think the local authority has a small role. It can do a number of small things. For example we've got a thing called the wages subsidy scheme which bribes employers to take people off the long term unemployment register. We operate through the EDU loans to people starting up businesses. We market [the District] to companies starting up factories to open in ... , not to tempt them away from other areas, we're not into moving unemployment around Britain. Those are the traditional economic development approaches. It is doubtful if we could create more than 1000 jobs per year, and there's a problem, when we have 37000 out of work.

That's direct job creation. Indirectly we run the YTS and we do a number of things to improve skill levels. We know that there are about 3000 job vacancies at the Job Centre. A lot of these are for fairly low skill areas and so we run a scheme where we put 20 people through an industrial training course and they go straight out to work. There are a number of areas where we can achieve fantastic success in getting unskilled people back into work, but again only 300 people per year on that kind of programme.

We run the MSC Community Programme, taking people off the dole for a year doing community work or work to do with improving the environment, but that of course is not real job creation because only 30% of those go on to work.

So that's job creation. Alleviating the consequences - first of all we run benefit shops to make sure people get their benefits. I think it's fair to say that the primary problem for people out of work is their lack of money. We can help them increase their income very marginally, though individual cases can be dramatic. (Some people have been helped to get up to £1000 in back pay because of mistakes by the DHSS or by our own housing advice.) We also run a redundancy advice service, that's done in conjunction with the trades unions. We run a number of schemes in outer areas, say housing estates, where an unemployed group wants to set up, focussing around leisure activities, but then we would want to encourage them to move on to what has become known as local unemployment initiatives. So for example there is a local group at who are trying to establish a horticultural nursery and we have given them the money to buy in expertise from ... College to help them do it. They're still drawing unemployment benefit but I think it's fair to say they are doing something more rewarding than playing pool and drinking cups of tea. That is presently one of our major pushes forward, what

is known in the jargon, either as community businesses or local employment initiatives and we're trying to establish these.

Elsewhere we are running CAU's. They either provide leisure activities together with the Recreation Division or they put on courses. We hope they might then move on to College if they find that appropriate.

So our initiatives to combat the effects of unemployment initially focussed on leisure but we are now trying to move beyond leisure to something which I see as more constructive and more concerned with getting people either onto a pathway which might lead to work or might lead to college. But we must realise that even if we got everybody onto a pathway that leads to work, there aren't enough jobs. But I do think that some of our leisure activities ... they become centres of despair rather than centres of activity.

IH: How is local authority unemployment policy likely to develop over the next five to ten years?

'N': I see the government activities as here to stay, such as the MSC and the CP. Both of these expanding ... We know YTS is expanding to two years and we are getting clear messages that the government is going to improve the quality of the MSC Community Programme and add considerable training to that in addition to the work element. So the two main approaches are going to be expanded and improved upon.

As far as the council is concerned we are hoping to get beyond the work of the Unemployment Unit. There is always a problem that unemployment is going to be considered by the rest of the council as the work of the Unit or the EDU. Both Units' budgets together make up 2.1% of the council's spending so it's obviously marginal. What we are now trying to do is to look at how the council can use its considerable economic muscle to benefit the unemployed in the District. Where it does its spending for example, our £40 million a year in capital, how do we spend it? Are we helping businesses in [the city]? Look at the council's employment policies. Could we reduce unemployment, without necessarily increasing the cost to the ratepayers, using EEC monies, or could we use schemes involving early retirement and young people coming in at the beginning? The council is the District's biggest employer, how can we help the unemployed?

Another problem we're considering is how we can improve service delivery for the 37000 unemployed. The council has a responsibility to ensure that its services are geared to help those people in addition to its more traditional role in periods when there was no unemployment. So we are beginning to ask questions, like what has Social Services done to adapt its services to make sure it takes account of the needs of the unemployed. What is the Recreation Division doing to ensure that it meets the needs of the unemployed? We are only at the stage of asking questions. We haven't got any answers yet. What we want to do is move responsibility for responding to the needs of the unemployed across the council rather than locating it in the Unemployment Unit or the EDU.

IH: Is unemployment an area of council policy where there is consensus between the major parties about what should be done or are there considerable differences between the parties on such issues?

'N': I think there's general consensus on the broad approaches: that the council should be involved with MSC and should be involved in the YTS. The Labour Party finds itself a little bit uncomfortable with both these schemes but it seems to me unlikely that the Labour Party would drop it if they came to power in May. The tension is most clearly identified by the Conservatives' wish to have economically viable services such as recreation against the Labour Party's wish not to exclude a large proportion of the population because they can't afford the entry fee.

IH: Is that predominantly a tensions in leisure because leisure is one of the few charging services where there is an earnings potential?

'N': Given the present structure of the council and the council's responsibilities, leisure is an area where it is most clearly focused. But when the county council is abolished and we are more closely involved in transport, it is a very clear issue in transport.

IH: What if any are the changes in unemployment policy which have come about since the hung council superseded the Labour administration in 1982?

'N': I don't think unemployment policy has changed. I think our response has been less powerful because the Conservative Party made cuts that the Labour Party would have tried to avoid. Whether the Labour Party would have been successful is difficult to say given that the council is already into penalties given two years of the Tory budget. I would like to think that if the Labour Party had been in power that we wouldn't have had to take a pro rata cut, we would have been given some measure of leeway.

IH: Who are the most influential people, members, officers or others in determining local authority policy for the unemployed?

'N': Well on the member side I would suggest that the key figures are [the Conservative Leader], [the Conservative ex-Leader], [Conservative Chairman of Education], and [the Chairman of the Unemployment and Economic Development Sub-committees]. The first three are the key figures in the Conservative Party in any policy. [The last of the four] has been Chairman of the Unemployment Sub. and has been involved in supporting policies which might be better than the more right wing members, by which I don't mean the leadership has supported it (sic). On the Labour side [the Labour Leader], [the former spokesman on Unemployment] and [the current spokesman on Unemployment] are the key figures. At officer level, [the head of the Economic Development Unit] and myself are the key figures.

I've forgotten to mention the Chief Exec. because he has given us freedom to do things that more traditional chief executives would not have given us freedom to do. So he is a key figure.

IH: Given your earlier remarks about leisure schemes of and for themselves being less desirable than those leading to college or employment, does this mean that leisure schemes are being vetted more carefully now?

'N': What has happened is that when the Unemployment Unit was set up under Labour it was given a large budget to spend on grants to voluntary groups and there was a very clear policy which I endorse (although I wasn't here then) which is that

we don't have the answer to unemployment sitting here in ... in our plush offices. Who am I to be telling the unemployed in what they should be doing with their time? But what we might be able to do is to provide fieldworkers who would go out to ...and work with the people there based on the old traditional community development version. I mean they are a kind of 1980's model of the old CDP workers. They would work with groups who would come to the Unemployment Subcommittee to ask for money to support their schemes, maybe for them to buy their own worker, maybe to rent a building, buy equipment and so forth. And there was a great drive and again a very fair policy that I also endorse, that you win some and you lose some. But I think the council in the past and some officers in particular, have always had a schizophrenic attitude to the voluntary sector which was that if £100 went missing in a scheme in the voluntary sector then the scheme must be closed down and that was a great disaster. Whereas every year the council gets its spending wrong, we overspend by millions and noone seems to worry about it. We have double standards when it comes to working with the voluntary sector. The money eventually became committed in such a way, that as time went by we were giving one-off grants for equipment, buildings etc. but we were also increasingly funding full-time workers ... so the budget was getting silted up by full-time workers and we are now looking more carefully at the schemes and deciding which ones would be funded in March '86 when a lot of these 'time expire' and how if we don't fund some of these things in the future, how we are going to reallocate the money. And we are now concerned to allocate the money to groups involved in some sort of unemployment initiative. I'm not expecting to set up small businesses. If this horticultural nursery at ... never becomes self financing that won't unduly worry me. We would be willing to subsidise that permanently. And I'd rather subsidise that kind of outfit than a drop in centre where they're merely (and I use that word merely advisedly) merely playing pool and drinking cups of tea. Some of these centres have understandably become very inward looking, not attracted a very wide range of unemployed people. I am not trying in any way to blame anyone for this. It was a very brave attempt but they don't appear to provide people with much inspiration.

IH: Are there any priority groups recognised by the council as far as you are aware in terms of policy for the unemployed?

'N': There's very high unemployment among ethnic minority groups obviously and we've got a section 11 worker and we're hoping to get a second. We're running up a number of schemes now to try and help disabled people, working with MSC and companies in the private sector to get disabled into real work rather than sheltered work.

We have identified areas. We would be more likely to support a scheme in central [city] than in [the wealthy suburbs]. So that's the level of sophistication we've reached.

IH: Do you differentiate between age groups at all?

'N': We couldn't get money from Europe to run up a scheme for 50 to 60 year olds, so we haven't focussed on that area. Our energies have tended to be focussed on the younger end of the market. There is a problem here, because we can get money for the younger end we tend to neglect the older end.

IH: How would you describe the differences between the role of the officer and that of the elected member, and do members ever tend to go beyond their role as you see it?

'N': I think there is something you should know before I answer this question which puts a very different light on it, and that is that I formerly worked in the Policy Unit and before that in the Corporate Planning Unit. So I've always worked very closely with members in a very unusual way. The second thing you should know is that I am P.A. to the Tory Leader and that is an official appointment. So I head up a team of officers drawn from throughout the authority (a team of four) and I am ... whether you call it Personal Assistant or Political Assistant is a mute point. For example in two weeks time I am off to spend a day in Central Office working to find what kinds of links we can make with their local government people and so on. So it sounds a bit arrogant but it's a very unusual role in local government and a very unpopular one, but that's my problem.

Moving onto policy, I see there is a push-pull effect in local government and in some authorities. For example my image of the GLC, Sheffield and ... is that policy is very much member led. The members will come and say these are our policies, we've worked them through the Group and we want you to implement them. I am stereotyping. In [this District] policies tend to be initiated by officers and then taken to the Groups for discussion before committee. And so there is much more of a push pull effect. An officer will say to a member, "How about this?" The member will then take it into the Group. It will be thrashed around a bit and then come out again. So for example on Monday there's a committee and I've actually written a paper but it's got a Labour member's name at the bottom of it. So I think we're in changing times, but until very recently [in this District] policy was initiated by officers.

IH: How did your role as P.A. come about?

I used to be in Corporate Planning in '78, which was very much up front in all the service planning processes and working with members and saying you should be focussing and concentrating on this and that. Similarly in 1980 I worked with the Labour members and for example I was responsible for the Council's nuclear free zone policy. I was on the National Nuclear Free Zone Committee and a member from [the city] was one of the leading lights on that committee. So we were holding meetings with the leading lights in the GLC, in Parliament with the Shadow Labour people on how this could help CND and so on. I was really in it right up to there when I was in the Policy Unit.

At the same time I was being approached by some of the younger Conservative members ... when [the Conservative Leader] became Deputy Leader I wrote a couple of speeches for him. I am not sure why it came about. Then when he became Leader, if he wanted anything written ... if he was at the Party Conference for example he would phone me and say I've got a chance to speak, rush me up a speech and send it down to Brighton. Then I left the Policy Unit and various other people did at the same time and the Policy Unit went through a stage when it had statisticians in it and it had people responsible for EEC funding but all at the same time two or three of us who didn't have operational responsibility but were essentially fixers, left and went into real management. That left both the Tory and Labour Leaders in a difficult position. If the Chairman of a committee wants something he gets his directorate and their research department to do it.... If you have a big Policy Unit the Leaders simply draw on them. But at this time the

Policy Unit didn't have the kind of people who were into that kind of work. So the two Leaders put their heads together and decided to draw up a team of officers from right across the authority. And so [the Conservative Leader] rung me up and said "Have you been approached by [the Labour Leader]?" I said "No." and he said "Right, I want you to work for me." ... I would go along with the Chief Exec.'s views that people like me should not be members of any political party, but obviously I've got my own views and being Head of this Unit and a social worker I'm not going to be a Conservative. But I would rather work for a dynamic Tory than a slow Labour member and I would rather work for a dynamic Labour member than a slow Tory. So I am really a career bureaucrat. I don't care who I work for as long as they're dynamic. And there is considerable self interest for me in this because if people like [both Leaders] are not able because of their work commitments to work for the council then we'll end up with a lot of councillors who are either geriatric or not dynamic. People like [the two Leaders] who are young, dynamic and active are under phenomenal pressure from employers not to spend their life in City Hall.

IH: Where is the [Conservative Leader's] team drawn from?

'N': There is a Housing officer, Finance, Personnel. These people aren't even in middle management and each has a full-time job to do. [The Labour Leader] has taken a different approach. from the Policy Unit works for him practically full time. seconded from the EDU to work on ... project, has no other operational responsibilities is in Solicitors and he has a full time job obviously. I doubt very much if I could run the Unemployment Unit and work for the Labour Party because Labour politicians are more full time.

BACKGROUND INFORMATION ALSO SUPPLIED

Career progression: Worked for three years in mills, having failed A levels.
2 - 3 years VSO in Africa and working in the US.
1 year Social Work in Glasgow
2 years Glasgow and Leeds Universities Social Work training
Social Worker in the District 1972
1 Year secondment to University of Essex M.A. Social Work
1977 Resumed Social Worker Post
1978 Corporate Planning Unit ..
1982 - 3 Policy Unit
1984 - Head of Unemployment Unit

CQSW holder, but no professional association memberships

Voluntary organisation memberships: Child Poverty Action Group (national executive); runs a childrens football team

APPENDIX 4: SELECTED OUTPUT - ANALYSIS OF LOCAL GOVERNMENT GRANT AID TO VOLUNTARY LEISURE ORGANISATIONS

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The following contingency tables illustrate the computer output on which the analysis of grant aid to voluntary organisations reported in Chapter Seven is based.

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Success in Sport and Recreation Grant Aid Application by Organisation's Age page A4.3

VARS									
COUNT	1	2	3	4	5	6	7	8	9
1	1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1	1
8	1	1	1	1	1	1	1	1	1
9	1	1	1	1	1	1	1	1	1
TOTAL	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0

CHI-SQUARE D.F. SIGNIFICANCE MIN E.F. CELLS WITH E.F. < 5

27.00185 5 .0001 4.007 1 OF 12 (8.5P)

STATISTIC SYMMETRIC WITH SPEC DEPENDENT WITH VARS DEPENDENT

LAMBDA UNCERTAINTY COEFFICIENT .15090 .27000 .05882
SUMERS' D .11049 .20054 .07615
ETA -.36082 -.28738 -.48467

STATISTIC VALUE SIGNIFICANCE

CHAPMAN'S V .48520
CONTINGENCY COEFFICIENT .43439
KENDALL'S TAU B -.37521
KENDALL'S TAU C -.40851
PEARSON'S R -.38598
GAMMA -.26719

NUMBER OF MISSING OBSERVATIONS 2

----- C R O S S T A B U L A T I O N O F -----
SPSCS BY DISADGP

PAGE 1 OF 1

SPSCS	COUNT	DISADGP		ROW TOTAL
		01	11	
0	1	33	15	48
	1	1	1	41.0
1	1	21	48	69
	1	1	1	59.0
COLUMN TOTAL		54	63	117
		46.2	53.8	100.0

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
15.21000	1	.0001	22.104	NONE
16.72186	1	.0000	(BEFORE YATES CORRECTION)	

STATISTIC	SYMMETRIC	WITH SPSCS DEPENDENT	WITH DISADGP DEPENDENT
LAMBDA	.29412	.25000	.33333
UNCERTAINTY COEFFICIENT	.10677	.10781	.10574
SEMI-PARTIAL CORRELATION	.37802	.37302	.38315
ETA		.37805	.37605

STATISTIC	VALUE	SIGNIFICANCE
PHI	.37805	
CONTINGENCY COEFFICIENT	.35362	
KENDALL'S TAU B	.37605	.0000
KENDALL'S TAU C	.37081	.0000
PEARSON'S R	.37805	.0000
GAMMA	.66825	

NUMBER OF MISSING OBSERVATIONS = 0

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
Disadvantaged Group.
Page A4.4

CROSS TABULATION OF
SPSCS BY VAR9 EMPLOYEES

PAGE 1 OF 1

SPSCS	VAR9				TOTAL
	0	1	2	3	
0	1	48	1	7	47
1	1	1	1	1	40.5
2	1	57	1	12	69
3	1	1	1	1	59.5
COLUMN TOTAL	97	19	116		
	83.6	16.4	100.0		

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
.01027	1	.9193	7.698	NONE
.12734	1	.7212	(BEFORE Yates CORRECTION)	

STATISTIC	SYMMETRIC	WITH SPSCS DEPENDENT	WITH VAR9 DEPENDENT
LAMBDA	.00000	.00000	.00000
UNCERTAINTY COEFFICIENT	.00099	.00082	.00124
SOMERS' D	.03185	.04395	.02498
ETA		.03313	.03313

STATISTIC	VALUE	SIGNIFICANCE
PHI	.03313	
CONTINGENCY COEFFICIENT	.03311	
KENDALL'S TAU B	.03313	.3612
KENDALL'S TAU C	.02408	.3612
PEARSON'S R	.03313	.3620
G/MMA	.09215	

NUMBER OF MISSING OBSERVATIONS = 1

Success in Sport and Recreation Grant Aid
Application by Organisations with Full Time
Employee(s)

page A4.5

VARS AGE OF DTG CROSSTABULATION GF
CONTROLLING FRS.. OF SPSCS

PAGE 1 OF 1

VALUE.. 0

COUNT SPSCS

RUN TOTAL

01 11

VARS

< 2 YRS

3 - 5 YEARS

5 - 10 YEARS

11 - 25 YEARS

26 - 50 YEARS

> 50 YEARS

COLUMN TOTAL

CHI-SQUARE D.F. SIGNIFICANCE MIN E.F. CELLS WITH E.F. < 5

8.80602 5 .0173 1.169 7 DF 12 (26.32)

STATISTIC

SYMMETRIC

WITH VARS DEPENDENT

WITH SPSCS DEPENDENT

LAMBDA
UNCERTAINTY COEFFICIENT
SOMERS' D
ETA

.02172
.08413
-.11428

.00000
.05580
-.13020
.11635
.40749

STATISTIC

VALUE

SIGNIFICANCE

CEAMER'S V
CONTINGENCY COEFFICIENT
KENDALL'S TAU B
KENDALL'S TAU C
PEARSON'S R
CONDITIONAL GAMMA

.40749
.37735
-.11796
-.14582
-.11635
-.13879

.1722
.1722
.2033

Success in Sport and Recreation Grant Aid
Application by Age of Organisation
Controlling for Whether Grant Will Support
a 'Disadvantaged Group'

page A4.6

----- C R O S S T A B U L A T I O N O F -----
VARS AGE OF ORG BY SPSCS
CONTROLLING FUP..
01-ADSP VALUE.. 1
----- PAGE 1 OF 1 -----

VARS	COUNT	SPSCS			ROW TOTAL
		I	01	11	
		1	1	11	11
< 2 YRS	1	1	1	11	17.7
		1	1	11	19
3 - 5 YEARS	2	1	1	19	30.6
		1	1	11	16
6 - 10 YEARS	3	1	6	10	25.8
		1	1	11	10
11 - 25 YEARS	4	1	5	5	16.2
		1	1	11	4
26 - 50 YEARS	5	1	2	2	6.5
		1	1	11	2
> 50 YEARS	6	1	1	1	6.2
		1	1	11	62
	COLUMN TOTAL	15	47	62	100.0
		24.2	75.8	100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
14.97775	5	.0133	.484	8 OF 12 (66.7%)

STATISTIC	SYMMETRIC	WITH VARS DEPENDENT	WITH SPSCS DEPENDENT
U/18DA	.06521	.11625	.00000
UNCERTAINTY COEFFICIENT	.13047	.08778	.25395
SIMONS' D	-.39217	-.01135	-.25868
ETA		.44303	.46490

STATISTIC	VALUE	SIGNIFICANCE
CHAMBERS' V	.46490	
CONTINGENCY COEFFICIENT	.43631	
KENDALL'S TAU B	-.42010	.0001
KENDALL'S TAU C	-.44849	.0001
PEARSON'S R	-.44303	.0002
CONDITIONAL GAMMA	-.72194	
2ND-ORDER GAMMA	-.56719	
FIRST - ORDER PARTIAL GAMMA	-.46996	

Success in Sport and Recreation Grant Aid
Application by Age of Organisation
Controlling for Whether Grant Will Support
a 'Disadvantaged Group'
(Continued)

Page 1 of 1

STATISTIC	ONE TAIL	TWO TAIL
FISHER'S EXACT TEST	.03297	.03297

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.88235	.68867	.92857
UI CERTAINTY COEFFICIENT	.58894	.52681	.60742
SCHERS' D	.77193	.91067	.80057
ETA		.78174	.73174

STATISTIC	VALUE	SIGNIFICANCE
PHI	.78174	
CNTINGENCY COEFFICIENT	.81588	
KENDALL'S TAU B	.78174	.0024
KENDALL'S TAU C	.44898	.0024
PEARSON'S R	.78174	.0003
CONDITIONAL GAMMA	1.00000	

Success in Sport and Recreation Grant Aid Application by Whether Grant Will Support a 'Disadvantaged Group' Controlling for Age of Organisation

----- C R O S S T A B U L A T I O N O F -----
DISADGP BY SPSCS
CONTROLLING FOR..
VAR5 AGE OF ORG VALUE.. 2 2 - 5 VE AGE
----- PAGE 1 OF 1 -----

DISADGP	COUNT		SPSCS		ROW TOTAL
	0	1	01	11	
0	1	1	3	1	3
1	1	1	18	1	19
COLUMN TOTAL	1	21	22		
TOTAL	4.5	95.5	100.0		

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
.00000	1	1.0000	.136	3 OF 4 (75.0%)
.16541	1	.6842	(BEFORE YATES CORRECTION)	

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.00000	.00000	.00000
UNCERTAINTY COEFFICIENT	.02343	.01715	.03695
SOMERS' D	-.07092	-.14280	-.05263
ETA		.08671	.08671

STATISTIC	VALUE	SIGNIFICANCE
PRE	.08671	
CONTINGENCY COEFFICIENT	.08639	
KENDALL'S TAU B	-.08671	.3450
KENDALL'S TAU C	-.02479	.3456
PEARSON'S R	-.08671	.3504
CONDITIONAL GAMMA	-1.00000	

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
'Disadvantaged Group' Controlling for Age of
Organisation
(Continued)

----- C R O S S T A B U L A T I O N O F -----
DISADGP BY SPSCS
CONTROLLING FOR..
VARS AGE OF ORG VALUE.. 5 6 - 10 Y EARS
----- PAGE 1 OF 1 -----

DISADGP	COUNT	SPSCS				ROW TOTAL
		I	01	11		
	0	I	7	I	7	14
		I	I		1	46.7
	1	I	6	I	10	16
		I	I		1	53.3
	COLUMN TOTAL	13	17		30	
		43.3	56.7		100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
.10242	1	.7489	6.067	NONE
.47511	1	.4906	(BEFORE YATES CORRECTION)	

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.03704	.07143	.00000
UNCERTAINTY COEFFICIENT	.01153	.01148	.01159
SMIERS' D	.12534	.12670	.12500
ETA		.12585	.12585

STATISTIC	VALUE	SIGNIFICANCE
PHI	.12585	
CONTINGENCY COEFFICIENT	.12486	
KENDALL'S TAU B	.12585	.2490
KENDALL'S TAU C	.12444	.2490
PEARSON'S R	.12585	.2536
CONDITIONAL GAMMA	.25000	

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
'Disadvantaged Group' Controlling for Age of
Organisation
(Continued)
Page A4.10

----- C R O S S T A B U L A T I O N -----
DISADGP BY SPSCS
CONTROLLING FOR..
VAR# AGE OF DPG VALUE.. 4 11 - 25 YEARS
----- PAGE 1 OF 1 -----

DISADGP	COUNT	SPSCS				ROW TOTAL
		0	1	2	3	
0	1	9	1	2	1	11
			1		1	2.4
1	1	5	1	5	1	10
			1		1	2.6
COLUMN TOTAL		14	7	7	2	21
		66.7	33.3			100.0

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
1.16932	1	.2795	3.333	2 OF 4 (50.0%)
2.38636	1	.1224	(BEFORE YATES CORRECTION)	

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.17647	.30000	.00000
UNCERTAINTY COEFFICIENT	.08744	.08394	.09126
SOMERS' D	.33664	.35714	.31818
ETA		.33710	.33710

STATISTIC	VALUE	SIGNIFICANCE
PHI	.33710	
CONTINGENCY COEFFICIENT	.31944	
KENDALL'S TAU B	.33710	.0656
KENDALL'S TAU C	.31746	.0656
PEARSON'S R	.33710	.0656
CONDITIONAL GAMMA	.63636	

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
'Disadvantaged Group' Controlling for Age of
Organisation
(Continued)

----- C R O S S T A B U L A T I O N J O B -----
BY SPSCS
DISADGP CONTROLLING FOR..
VARS AGE OF DRG VALUE.. 5 20 - 30 YEARS
----- PAGE 1 OF 1 -----

DISADGP	COUNT		SPSCS		ROW TOTAL
	0	1	01	11	
0	1	5	1	1	6
	1	1	1	1	60.0
1	1	2	1	2	4
	1	1	1	1	40.0
COLUMN TOTAL		7	3	10	
		70.0	30.0	100.0	

STATISTIC	ONE TAIL	TWO TAIL
FISHER'S EXACT TEST	.33333	.66667

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.57143	.25000	.70000
UNCERTAINTY COEFFICIENT	.09656	.09401	.10357
SOMERS' D	.35556	.36095	.33333
ETA		.35635	.33635

STATISTIC	VALUE	SIGNIFICANCE
PHI	.35635	
CONTINGENCY COEFFICIENT	.33567	
KENDALL'S TAU B	.35635	
KENDALL'S TAU C	.32000	
PEARSON'S R	.35635	.1530
CONDITIONAL GAMMA	.00667	

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
Disadvantaged Group Controlling for Age of
Organisation
(Continued)

----- C R O S S T A B U L A T I O N O F -----
DISADGP BY SPSCS
CONTROLLING FOR..
VARS AGE OF ORG VALUE.. 6 > 50 YEA RL
----- PAGE 1 OF 1 -----

	COUNT	SPSCS			ROW TOTAL
		I	0I	1I	
DISADGP	0	I	9	1	16
		I	I	I	88.9
	1	I	1	1	2
		I	I	I	11.1
	COLUMN TOTAL	10	8	16	
		55.6	44.4	100.0	

STATISTIC	ONE TAIL	TWO TAIL
FISHER'S EXACT TEST	.70588	1.29412

STATISTIC	SYMMETRIC	WITH DISADGP DEPENDENT	WITH SPSCS DEPENDENT
LAMBDA	.50000	.00000	.55556
UNCERTAINTY COEFFICIENT	.80150	.00223	.00113
SOMERS' D	.03571	.02500	.00250
ETA		.03953	.03953

STATISTIC	VALUE	SIGNIFICANCE
PHI	.03953	
CONTINGENCY COEFFICIENT	.03950	
KENDALL'S TAU B	.03953	.4353
KENDALL'S TAU C	.02469	.4353
PEARSON'S R	.03953	.4380
CONDITIONAL GAMMA	.12500	
ZERO-ORDER GAMMA	.65366	
FIRST - ORDER PARTIAL GAMMA	.41818	

NUMBER OF MISSING OBSERVATIONS = 2

Success in Sport and Recreation Grant Aid
Application by Whether Grant Will Support a
'Disadvantaged Group' Controlling for Age of
Organisation
(Continued)
page A4.13

UPSCS

CROSS TABULATION OF
BY DISADGP

PAGE 1 OF 1

COUNT	DISADGP			ROW TOTAL
	I	01	11	
UPSCS	0	16	1	17
	1	1	1	2
	1	3	1	4
	1	1	1	3
COLUMN TOTAL	19	39	58	106
	32.8	67.2	100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
5.32409	1	.0210	7.524	NONE
6.72551	1	.0095	(BEFORE Yates CORRECTION)	

STATISTIC	SYMMETRIC	WITH UPSCS DEPENDENT	WITH DISADGP DEPENDENT
LAMBDA	.02381	.04348	.00000
UNCERTAINTY COEFFICIENT	.09839	.09358	.09937
SOMERS' D	.34023	.35493	.32671
ETA		.34052	.34052

STATISTIC	VALUE	SIGNIFICANCE
PHI	.34052	
CONTINGENCY COEFFICIENT	.32235	
KENDALL'S TAU B	.34052	.0051
KENDALL'S TAU C	.31272	.0051
PEARSON'S R	.34052	.0044
GAMMA	.69761	

NUMBER OF MISSING OBSERVATIONS = 0

Success in Urban Programme Grant Aid
Application by Whether Grant Will Support a
'Disadvantaged Group'

Page A4.14

CROSS TABULATION OF
UPSCS BY ESTBIDX

PAGE 1 OF 1

COUNT	ESTBIDX						ROW TOTAL
	1	2	3	4	5	6	
UPSCS	1	2	3	4	5	6	
0	1	13	1	9	1	1	26
	1	1	1	1	1	1	57.1
1	1	6	1	3	1	6	21
	1	1	1	1	1	1	42.9
COLUMN TOTAL	19	12	7	7	4	4	49
TOTAL	38.8	24.5	14.3	14.3	8.2	100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
9.48884	4	.0500	1.714	6 OF 10 (60.0%)

STATISTIC	SYMMETRIC	WITH UPSCS DEPENDENT	WITH ESTBIDX DEPENDENT
LAMBDA	.18725	.33333	.00000
UNCERTAINTY COEFFICIENT	.09408	.14836	.05861
SOMERS' D	.24341	.20202	.30612
ETA		.44001	.28016

STATISTIC	VALUE	SIGNIFICANCE
CRAMER'S V	.44001	
CONTINGENCY COEFFICIENT	.40275	
KENDALL'S TAU B	.24868	.0291
KENDALL'S TAU C	.29988	.0291
PEARSON'S R	.28016	.0255
GAMMA	.38961	

NUMBER OF MISSING OBSERVATIONS = 9

Success in Urban Programme Grant Application by 'Establishment Index' Page A4.15

----- CROSS TABULATION OF -----
UPSCS BY VAR10 POLITICALLY ACTIVE -----
----- PAGE 1 OF 1 -----

	COUNT	VAR10		ROW TOTAL
		YES	NO	
UPSCS	0	11	21	32
	1	14	1	15
	2	1	1	2
	3	1	1	2
TOTAL		31	29	60

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
1.51781	1	.2160	8.627	NONE
2.31509	1	.1281	(BEFORE YATES CORRECTION)	

STATISTIC	SYMMETRIC	WITH UPSCS DEPENDENT	WITH VAR10 DEPENDENT
LAMBDA	.02381	.04545	.00000
UNCERTAINTY COEFFICIENT	.03419	.02384	.03454
SOMERS' D	-.21304	-.21613	-.21003
ETA		.21306	.21306

STATISTIC	VALUE	SIGNIFICANCE
PHI	.21306	
CONTINGENCY COEFFICIENT	.20838	
KENDALL'S TAU B	-.21306	.0660
KENDALL'S TAU C	-.20607	.0660
PEARSON'S R	-.21306	.0665
GAMMA	-.42675	

NUMBER OF MISSING OBSERVATIONS = 7

Success in Urban Programme Grant Aid
Application by Whether Organisation is
Politically Active

20 MAR 87 10:40 PM URGENT, LANSING COUNTY, 1502-4
 000000Z 0311 (000000Z 0311) 000000Z 0311

----- C P U S D T A S C L A I L U N O F -----
 BY 44360 SIZE 101 CP 1415 GTS 82-4
 VALUE.. 0
 PAGE 1 OF 1

CONTROLLING FOR...
 VAR9 EMPLOYEES

VAR36									
COUNT	1	2	3	4	5	6	7	8	9
1	1	1	1	1	1	1	1	1	1
2	1	1	1	1	1	1	1	1	1
3	1	1	1	1	1	1	1	1	1
4	1	1	1	1	1	1	1	1	1
5	1	1	1	1	1	1	1	1	1
6	1	1	1	1	1	1	1	1	1
7	1	1	1	1	1	1	1	1	1
8	1	1	1	1	1	1	1	1	1
9	1	1	1	1	1	1	1	1	1
TOTAL	9	9	9	9	9	9	9	9	9

CHI-SQUARE D.F. SIGNIFICANCE MIN EXP CELLS WITH E.F.C. >

16.20142 12 .1272 .156 16 OF 20 (50.0P)

STATISTIC SIGNIFICANCE WITH ESTIMATED WITH VAR36

L/MBA	.06220	.10220	.07000
UNCERTAINTY COEFFICIENT	.19170	.16307	.19827
SIMONS' B	.17170	.16312	.12733
ETA		.02007	.01217

STATISTIC VALUE SIGNIFICANCE

SEANER'S V	.30390	
CONFIDENCE COEFFICIENT	.59370	
KENDALL'S TAU A	.17349	.1170
KENDALL'S TAU C	.13401	.1170
PEARSON'S R	.21050	.0932
CONDITIONAL GAMMA	.27069	

Size of Total Urban Programme Grants 1982-84 by Whether Organisation Had Grant in Previous Five Years Controlling for Organisations with Full-time Employees
 page A4.17

20 JAN 67 5:00PM PROGRAMS LISTING OF ANT 1982-4
 BRADFORD UNIV COMPUTER CENTER CYBER 750/630 NO. 2.4.5

----- C R O S S T A B U L A T I O N O F -----
 BY VAR36 SIZE 101 UP LEIS 615 62-4
 GRANTIF CONTROLLING EMP.. VALUE.. 1
 VAR9 EMPLOYEES

PAGE 1 OF 1

COUNT	VAR36					ROW TOTAL
	1 30 - 2 4 501 - 5 41000					
	100	200				
	1	21	31	61		
GRANTIF	0	1	1	1	1	2
	1	1	1	1	1	10.0
	1	2	1	1	7	9
	1	1	1	1	1	40.0
COLUMN	2	1	7	10		
TOTAL	20.0	10.0	70.0	100.0		

CHI-SQUARE	D.F.	SIGNIFICANCE	PHI E.F.	CELLS WITH E.F. < 5
10.00000	2	.0067	.100	5 OF 6 (83.3%)

STATISTIC	SYMMETRIC	WITH GRANTIF DEPENDENT	WITH VAR36 DEPENDENT
LAMBDA	.10000	1.00000	.33333
UNCERTAINTY COEFFICIENT	.57695	1.00000	.40543
SCHERER'S D	.31250	.21739	.55556
ETA		1.00000	.37255

STATISTIC	VALUE	SIGNIFICANCE
CHAMER'S V	1.00000	
CONTINGENCY COEFFICIENT	.70711	
KENDALL'S TAU B	.34752	
KENDALL'S TAU C	.20000	
PEARSON'S R	.37255	.1412
CONDITIONAL GAMMA	.59556	
ZERO-ORDER GAMMA	.42657	
FIRST - ORDER PARTIAL GAMMA	.08411	

NUMBER OF MISSING OBSERVATIONS = 9

Size of Total Urban Programme Grants 1982-84 by Whether Organisation Had Grant in Previous Five Years Controlling for Organisations with Full-time Employees
 (Continued)
 page A4.18

ESTABLISHMENT
CONTROLLING FOR..
MUTUAL

CR D I S T A B U L A T I O N O F
BY VARS6 SIZE TOT OF LEIS GTS 82-4

VALUE.. 0

PAGE 1 OF 1

COUNT	VARS6							ROW TOTAL
	1 50 - 1 100	2 101 - 1 200	3 201 - 1 300	4 301 - 1 400	5 401 - 1 500	6 501 - 1 600	7 601 - 1 700	
ESTBLIND	01	21	31	41	51	61		
0	1	1	1	1	1	1	1	4
	1	1	1	1	1	1	1	26.7
1	1	1	1	1	1	1	1	2
	1	1	1	1	1	1	1	13.3
2	1	1	1	1	1	1	1	3
	1	1	1	1	1	1	1	20.0
3	1	1	1	1	1	1	1	2
	1	1	1	1	1	1	1	13.3
4	1	1	1	1	1	1	1	4
	1	1	1	1	1	1	1	25.7
COLUMN TOTAL	4	1	1	2	1	6	10	
	26.7	6.7	6.7	13.3	6.7	40.0	100.0	

CHI-SQUARE D.F. SIGNIFICANCE FIN D.F. CELLS WITH D.F. < 5

31.9583 20 .0494 .133 30 DF 30 (100.0%)

STATISTIC

SYMMETRIC

WITH ESTBLIND
DEPENDENT

WITH VARS6
DEPENDENT

LAMBDA
OF CERTAINTY COEFFICIENT
SOMERS' D
ETA

.00000
.00752
.0140

.00635
.00087
.07831
.00906
.03333
.01455
.04541
.03641

STATISTIC

VALUE

SIGNIFICANCE

CLAMER'S V
CONTINGENCY COEFFICIENT
KENDALL'S TAU B
KENDALL'S TAU C
PEARSON'S R
CONDITIONAL GAMMA

.72405
.62253
.56164
.53353
.60949
.04065

.0052
.0052
.0071

Size of Total Urban Programme Grants 1982-84 by Establishment Whether Applicant Organisation is a Mutual

page A4.19

REF 4436 SIZE 10 1/2 UP LEIS GYS 62-4

CONTINUING EDUCATION

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Y
Y

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4

Size of Total Urban Programme Grants 1982-84 by Establishment Index Controlling for Whether Applicant is a Mutual Aid Organisation
(Continued) page A4.20

page A4.20

----- C R O S S T A B U L A T I O N O F -----
VAR36 SIZE TOT CULTURAL GRANTS M1- BY DISADGP
----- PAGE 1 OF 1 -----

	COUNT	DISADGP				
		1	2	3	4	ROR TOTAL
VAR36		1	2	3	4	
NONE	0	1	2	1	1	5
		1	1		1	7.7
\$ 50 - 200	2	1	4	1	5	14
		1	1		1	35.9
\$ 201 - 500	3	1	2	1	2	4
		1	1		1	10.3
\$ 501 - 1000	4	1	4	1	1	5
		1	1		1	12.8
\$ 1001 - 5000	5	1	5	1	1	6
		1	1		1	15.4
> 15000	6	1	5	1	2	7
		1	1		1	17.9
COLUMN TOTAL		27	12		39	
		69.2	30.8		100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5	
1.71270	5	.8873	.923	11 OF	12 (91.7%)

STATISTIC	SYMMETRIC	WITH VAR36 DEPENDENT	WITH DISADGP DEPENDENT
LAMBDA	.00000	.00000	.00000
UNCERTAINTY COEFFICIENT	.01908	.01349	.03024
SCHERS' D	-.09140	-.12963	-.07059
ETA		.11120	.20956

STATISTIC	VALUE	SIGNIFICANCE
CLAMER'S Y	.20956	
CONTINGENCY COEFFICIENT	.20510	
KENDALL'S TAU B	-.09000	.2501
KENDALL'S TAU C	-.11045	.2501
PEARSON'S R	-.11120	.2501
GAMMA	-.16585	

NUMBER OF MISSING OBSERVATIONS 0

Size of Total Cultural Grants 1981-4 by
Whether Grant Will Support a 'Disadvantaged
Group'.
page A4.21

----- C R O S S T A B U L A T I O N O F -----
 VAR36 SIZE TOT CULTURAL ORGS 81-4 BY DTGWRD
 ----- PAGE 1 OF 1 -----

VAR36	DTGWRD				20% TOTAL
	COUNT	1	01	11	
		1			
		1			
		1	01	11	
	0	1	3	1	3
NONE		1	1	1	7.7
	2	1	10	1	14
\$ 50 - 200		1	1	1	35.9
	3	1	3	1	4
\$ 201 - 500		1	1	1	10.5
	4	1	3	1	5
\$ 501 - 1000		1	1	1	12.6
	5	1	4	1	6
\$ 1001 - 5000		1	1	1	15.4
	6	1	5	1	7
> 45000		1	1	1	17.9
	COLUMN	28	11	35	
	TOTAL	71.8	28.2	100.0	

<u>CHI-SQUARE</u>	<u>D.F.</u>	<u>SIGNIFICANCE</u>	<u>MIN E.F.</u>	<u>CELLS WITH E.F. < 5</u>	
1.02166	5	.8986	.846	10 OF	12 (83.3P)
<u>STATISTIC</u>	<u>SYMMETRIC</u>		<u>WITH VAR36 DEPENDENT</u>	<u>WITH DTGWRD DEPENDENT</u>	
LAMBDA	.00000		.00000	.00000	
UNCERTAINTY COEFFICIENT	.02736		.01860	.05186	
SOMERS' D	.09081		.13312	.06691	
ETA			.11891	.20392	
<u>STATISTIC</u>	<u>VALUE</u>		<u>SIGNIFICANCE</u>		
CLAMER'S V	.20392				
CONTINGENCY COEFFICIENT	.19480				
KENDALL'S TAU B	.09577		.2548		
KENDALL'S TAU C	.10782		.2546		
PEARSON'S R	.11891		.2353		
G/MMA	.17012				

NUMBER OF MISSING OBSERVATIONS = 0

Size of Total Cultural Grants 1981-4 by
 Whether Organisation Will Serve
 Disadvantaged Ward
 page A4.22

CROSS TABULATION OF
VAR36 SIZE TOT CULTURAL GRTS 81-4 BY CCLPREM

PAGE 1 OF 1

VAR36	COUNT	CCLPREM				ROW TOTAL
		1	01	11		
NONE	0	1	1	1	1	2
		1	1	1	1	3.9
\$ 50 - 200	2	1	3	1	10	15
		1	1	1	1	38.2
\$ 201 - 500	3	1	1	1	2	3
		1	1	1	1	5.8
\$ 501 - 1000	4	1	1	1	4	5
		1	1	1	1	14.7
\$ 1001 - 5000	5	1	1	1	3	4
		1	1	1	1	11.8
> 45000	6	1	5	1	2	7
		1	1	1	1	20.0
COLUMN TOTAL		12	22	22	34	
		35.3	64.7		100.0	

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
5.74399	5	.3319	.706	11 OF 12 (91.7P)

STATISTIC	SYMMETRIC	WITH VAR36 DEPENDENT	WITH CCLPREM DEPENDENT
LAMBDA	.15152	.09524	.25000
UNCERTAINTY COEFFICIENT	.07342	.05154	.12760
SOMERS' D	-.20963	-.28039	-.15742
ETA		.23116	.41102

STATISTIC	VALUE	SIGNIFICANCE
CEAMER'S V	.41102	
CONTINGENCY COEFFICIENT	.38016	
KENDALL'S TAU B	-.21665	.0834
KENDALL'S TAU C	-.25006	.0634
PEARSON'S R	-.23116	.0939
GAMMA	-.34574	

NUMBER OF MISSING OBSERVATIONS = 0

Size of Total Cultural Grants 1981-4 by Organisations Predominantly Using Council Premises
page A4.23

ALL ANNUAL REVENUE BUDGET BY VARSO SIZE 101 CULTURAL GRIS 81-4

CONTROLLING FUNDS

EMPLOYEES

VALUE.. C

Size of Total Cultural Grants 1981-4 by Whether Organisation Had Grant in Previous Five Years Controlling for Organisations with Full-time Employees

page A4.24

COURT	VARSO	SIZE 101 - > 15000					TOTAL
		10000	5000	1000	500	100	
1	1	1	1	1	1	1	10
2	1	1	1	1	1	1	32.3
3	1	1	1	1	1	1	7
4	1	1	1	1	1	1	22.6
5	1	1	1	1	1	1	8
6	1	1	1	1	1	1	25.6
7	1	1	1	1	1	1	4
8	1	1	1	1	1	1	12.9
9	1	1	1	1	1	1	2
10	1	1	1	1	1	1	6.5
TOTAL		2	14	3	4	6	31
TOTAL		6.5	45.2	9.7	12.9	19.4	100.0

CHI-SQUARE D.F. SIGNIFICANCE MIN E.P. CELLS WITH E.F. < 5

50.82313 20 .0002 .125 30 31 30 (100.0P)

STATISTIC WITH VARSO DEPENDENT WITH VARSO DEPENDENT

L/MBDA .28947 .35535 .23525
UNCERTAINTY COEFFICIENT .39522 .39182
SOMEWHAT .50643 .49725
ETA .7.155 .67627

STATISTIC SIGNIFICANCE

VALUE

CHAPTERS 7
CUMULATIVE COEFFICIENT .64021
KINDALL'S 140 B .78812
KINDALL'S 140 C .50856
KINDALL'S R .57686
KINDALL'S R .59655
KINDALL'S GAMMA .63066

----- C R O S S T A B U L A T I O N O F -----
VAR11 ANNUAL REVENUE BUDGET BY VAR36 SIZE TOT CULTURAL GRTS 81-4
CONTROLLING FRS..
VAR9 EMPLOYEES VALUE.. 1
----- PAGE 1 OF 1 -----

		VAR36			
		COUNT			
		14 201 - 1500	1501 - 1600	1601 - 1700	RD% TOTAL
VAR11		1	2	3	
1500 - 1500	2	1	1	1	1
		1	1	1	14.3
> 16000	5	1	1	1	6
		1	1	1	85.7
COLUMN TOTAL		1	1	2	7
		14.3	14.3	71.4	100.0

CHI-SQUARE	D.F.	SIGNIFICANCE	MIN E.F.	CELLS WITH E.F. < 5
7.00000	2	.0302	.143	6 OF 6 (100.0%)

STATISTIC	SYMMETRIC	WITH VAR11 DEPENDENT	WITH VAR36 DEPENDENT
LAMBDA	.06567	1.00000	.55000
UNCERTAINTY COEFFICIENT	.67939	1.00000	.51502
SIMPLEX D	.47059	.35564	.56667
ETA		1.00000	.45227

STATISTIC	VALUE	SIGNIFICANCE
CHAMPEL'S Y	1.00000	
CONTINGENCY COEFFICIENT	.70711	
KENDALL'S TAU B	.49237	
KENDALL'S TAU C	.32056	
PEARSON'S R	.45227	.1471
CONDITIONAL GAMMA	.56667	
THIRD-ORDER GAMMA	.70782	
FIRST - ORDER PARTIAL GAMMA	.03140	

NUMBER OF MISSING OBSERVATIONS = 1

Size of Total Cultural Grants 1981-4 by
Whether Organisation Had Grant in Previous
Five Years Controlling
with Full-time Employees
(Continued)
page A4.25

CONTINGENCY TABLES
 ONLY (PERCENTAGE OF TOTAL) 1981-4

AGE OF ORGANISATION CONTROLLING CULTURAL GRANTS 1981-4
 VALUE

PAGE 1 OF 1

AGE	COUNT	AGE OF ORGANISATION CONTROLLING CULTURAL GRANTS 1981-4					TOTAL
		1-5 YEARS	6-10 YEARS	11-20 YEARS	21-30 YEARS	31+ YEARS	
1-5 YEARS	1	1	4	1	1	1	9
6-10 YEARS	2	1	1	1	1	1	6
11-20 YEARS	3	1	1	2	1	1	7
21-30 YEARS	4	1	1	1	1	1	5
31+ YEARS	1	1	1	1	1	1	5
COLUMN TOTAL		5	8	6	5	5	29

CHI-SQUARE 9 D.F. SIGNIFICANCE .0345
 WITH VARS DEPENDENT .100 16 OF 16 (100.0%)

STATISTIC SYMMETRIC
 LAMBDA .10000
 UNCERTAINTY COEFFICIENT .09528
 SKEWNESS -.08847
 ETA .08847

STATISTIC VALUE SIGNIFICANCE
 CAMER'S V .77579
 CONTINGENCY COEFFICIENT .60222
 KENDALL'S B .05078
 KENDALL'S C .05078
 KENDALL'S S .05078
 KENDALL'S T .05078

Size of Total Cultural Grants 1981-4 by
 Age of Organisation Controlling for Whether
 Organisation Had Grant in Previous Five
 Year

page A4.26

20 JAN 87 CUBA 21 INFORMATION GRANT ALL 1981-4
BRANDED BY COMPILER CUBA CYCLE 730/150 BUS 2.000

----- C R O S S T A B U L A T I O N O F S I Z E T O T A L C U L T U R A L G R A N T S 11-4
BY V A R I O U S
VALUE.. 1
PAGE 1 OF 1

Size of Total Cultural Grants 1981-4 by
Age of Organisation Controlling for Whether
Organisation Had Grant in Previous Five
Year

Page A4.27

COUNT	V A R I O U S					S I Z E T O T A L C U L T U R A L G R A N T S 11-4					TOTAL
	1	2	3	4	5	1	2	3	4	5	
1	1	1	1	1	1	1	1	1	1	1	3
2	1	1	1	1	1	1	1	1	1	1	11.5
3	1	1	1	1	1	1	1	1	1	1	15.4
4	1	1	1	1	1	1	1	1	1	1	11.5
5	1	1	1	1	1	1	1	1	1	1	19.2
6	1	1	1	1	1	1	1	1	1	1	23.1
CULTURAL TOTAL	3.5	23.1	15.4	11.5	19.2	25.9	7	20	100.0		

STATISTIC	D.F.	SIGNIFICANCE	P.H.E.F.	CELLS WITH S.F. < 5	
				WITH VARS DEPENDENT	WITH VARS DEPENDENT
24.33003	25	.0000	.115	30 OF	35 (100.0P)
LAMDA					
UNSTABILITY COEFFICIENT		.20513		.20009	.21053
ALPHA		.29349		.24102	.30032
ETA		.04439		.09030	.09353
				.30546	.35012
STATISTIC		FAIL		SIGNIFICANCE	
CHARLES		.43217			
CONTINGENCY COEFFICIENT		.09223			
CHARLES 10/13		.09450		.2746	
CHARLES 10/14		.09331		.2746	
CHARLES 10/15		.13781		.2174	
CHARLES 10/16		.14314			
CHARLES 10/17		.14314			

