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CASE · CON

a revolutionary magazine for social workers

—WHERE DOES THE SOCIAL WORKER FIT IN?

Editorial

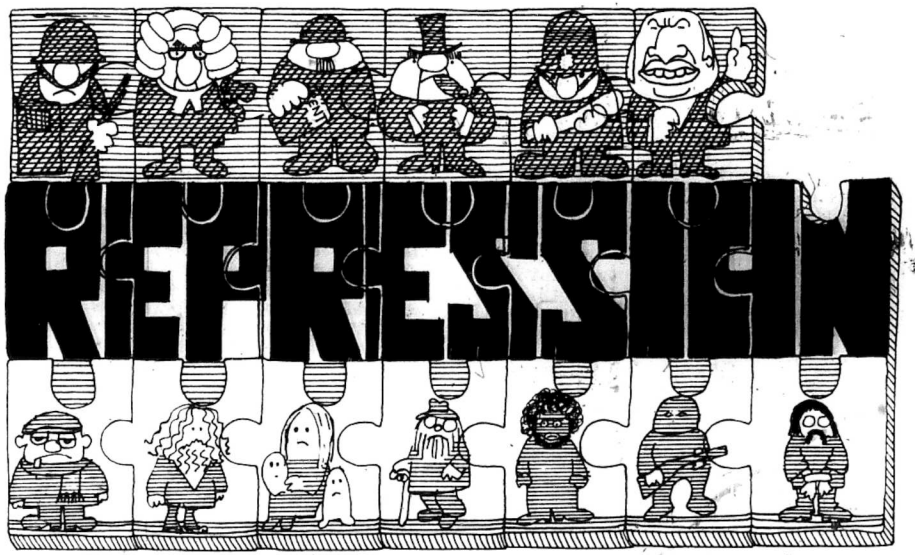
As this is being written, civil servants throughout Britain have been holding massive demonstrations in working hours (they have not yet got round to using the word strike) against their treatment by the Government's pay freeze. At the end of last year similar token strikes and demonstrations were organised by hospital workers. Small scale and tentative though these actions have been, their significance should not be underestimated. Nothing in the history or supposed social and political outlook of these groups of workers or their unions has marked them out as those most likely to revolt against Government policy and take action more usually associated with dockers, engineers and miners. Yet revolted they have and their revolt gives some indication of what can be achieved in the social services and among any other public service workers. Nothing on this scale has happened in local government yet, although, compared with the civil service and probably hospitals, there exists a relatively large number of militants and supposed radicals.

Some similarities are obvious. Civil servants, like most social workers, are public employees with a tradition of respectability and loyalty in their secure employment. Hospital workers, like social workers, are open to the moral blackmail of callously neglecting their patients/clients if they take industrial action. These traditional restraints are still very powerful but their influence is obviously waning. There are signs that growing numbers of social workers are prepared to take militant action both in support of clients (e.g. Hackney and homeless families) and in pursuit of better pay and conditions. As Case Con has continually tried to point out, these two kinds of action are not incompatible but in essential harmony. It is almost invariably true that those groups who have taken the most militant line over traditional trade union type demands (e.g. Standby) have also been those most prepared to defy their employing authorities on issues of policy. The struggle against Butterworth for example is not just one over salaries and against job evaluation etc., but must also broaden into resistance to the increasingly repressive role that social workers and probation officers are being called upon to play and which makes documents like Butterworth necessary from the Government's standpoint.

Effective political action on these lines cannot of course be left to established professional bodies or to trade union bureaucracies, all of whom have a vested interest in minimising and containing conflict. Only through a national rank and file organisation, which unites all social service workers irrespective of departmental or other divisions, can the beginning of a framework for action be created. Its absence in the standby struggle, as pointed out elsewhere in Case Con, severely limited the effects of the campaign.

The editorial in Case Con 7 called for the November Conference to be "the starting point for a drive to bring together the local, fragmented activities that have challenged authorities in the last few months, learn from their successes and failures and present a more united, more effective challenge in the difficult times to come". To a great extent the Conference did (despite indulging in most of the usual ritual arguments) get down to serious planning on these lines. The perspective document presented by the E.C., and accepted by the Conference, laid particular emphasis on rank and file organisation. Most of the special interest groups showed signs of wanting to be more than stimulating seminars. If only one or two of the commitments to ongoing action made here are kept to, then important progress will be made.

The crucial decision made by the Conference was the adoption of a new scheme for regional organisation. This is explained in detail elsewhere in Case Con. All that needs to be said here is that the success or otherwise of this plan will determine in the near future whether Case Con remains just a magazine and a few local groups, largely unrelated to each other or whether it can become a real organisation capable, in alliance with other rank and file movements, of making a sustained challenge to the status quo in the social services. All who support our aims must work to make it succeed.



The Rising Tide

Gordon Peters

The State came into being historically as the precise instrument for the maintenance of a given social order: that order which protects the interests of capital. It embodies the nature of class power in society at the same time as it sets itself above that society and proclaims an overall national interest. To perpetuate this and associated mythologies - such as the notions of immutable human nature, common sense, high culture and low culture as the inevitability of mankind's achievements - the State has had to develop and infiltrate institutions of society at large to ensure that the ruling ideas are those of the ruling class.

In general, we can see a process of extension of the arms of the state into civil life in Britain, both multifarious and with its own contradictory teniencies, which has accelerated rapidly and more or less uninterruptedly in the period since the end of the sixties boom.

If the post 1970 Tory Government has demonstrated the vicious nature of ruling class reaction, the seeds were sown by its Labour predecessor. 'In Place of Strife' paved the way for the Industrial Relations Act. Mountbatten tightened up the prisons under Labour - the Criminal Law Revision Commission advises the abolition of Judges' rules and general onslaught on 'the accused' under Heath. Intense civil strife in Northern Ireland forces Wilson to find his Vietnam closer to home. British troops are sent to defend a naked Orange Order so that investment may continue ("the outstanding achievement of recent years is the continuing investment of industry in Northern Ireland" - 'The Times' 23.10.72). A pioneer of concentration camps in the Boer War, our modern rationalised British Army is only too glad to keep the tradition alive. It only needs the Angry Brigade to bomb the odd minister's house for Brigadier Kitson to translate all the special methods and powers of Ulster to the portent of counter-insurgency in British civil and industrial life.

The police are learning fast to sophisticate themselves, with every governmental direction. Regional crime squads, barely accountable, and special patrol groups abound. In the climate of reaction to a fragile 'permissiveness', police come to act with a brutal impunity in handling suspects, using to the full existing powers of search and arrest for the new onslaught on political activists and industrial militants, dawn raids on prominent International Socialists, conspiracy raps on Mersey shop stewards, planting of an arms smuggling charge on four Catholic Irish men acquitted at the Old Bailey last summer (and the DPP as always whitewashing police actions), the intensive use of the wealth of existing legislation on sedition, conspiracy ("a wink and a nod" - Judge James), obscenity, etc. Now you can get fifteen years for addressing envelopes to the wrong people (Jake Prescott). Tony Smythe of the NCCL admits to a sharp crisis in British democracy when police actions reach the present level. Criminal and political activity are blurred together in the quest of the straight police and special branch. Our political police, MI5/MI6, weave their webs of surveillance with ever wider connections.

Meanwhile, with the connivance of public opinion leaders, an ultra low key approach to the exposure of police methods of corruption maintains public indifference and police forces go on acting above the law. David Oluwale, "a vagrant", is hounied to death in Leeds, the Irish and Stoke Newington Eight conspiracy trials throw up the real nature of police irregularity and acquittals which leave the force somehow unsullied to step up its war on subversion; and if you are black and you live in Notting Hill or Lewisham, and they don't like you, they just come and get you. And if you are a social worker in the Mangrove Nine trial and you get off, they just nab you on another rap when you get out. Add to this the serious implications of the Criminal Law Revision Commission on rights of individuals to silence, doing away with cautions, etc., the consolidation of the Criminal Justice Act, the appointment of hard, modernising police chiefs like Robert Mark, politically aware and under whom commanders like Bond can make strong political statements and you have a network being formed which has nothing to do with British traditional fragmentation and fair play - an iniquitous mythology long blown apart in the death agonies of the empire but only now parading its real nature at home.

To maintain the dominance of the Orange puppet state the full catalogue of repressive instruments and methods has been developed within the U.K. In the last three years we have seen the fullest level of army infiltration into and imposition on civil life: cordoning, arbitrary search and detention, turning over houses, harrassment, shooting on suspicion, internment. Even then the British Army has lost more men than in the Kenya, Aden, Cyprus and other Middle East campaigns together. To justify the actions an act went through Parliament in less than a day, unopposed except by Bernadette Devlin, to make what the army had been doing for over a year past legal.

If the implications aren't hair-raising enough let these ultimate guardians of British moderation speak for us: the Queen on Christmas Day while bemoaning the tragedy could only say what a wonderful job the social services in the six counties were doing. Whose job? (Detail: while Free Derry existed, internal crime was virtually unknown). Do you call a social worker when the old 'B' specials', now the U.D.R. thanks to Denis Healey, start ransacking your street?

"AND FAINALLY MAI HUSBAND AND AI WOULD JUST LIKE TO MENTION THE GRAND JOB OUR "SOCIAL SERVICES" ARE DOING IN NORTHERN IRELAND...."

Then there's an ever so sweet Fabian tract (No 416) called "Emergency Powers: a fresh start" which recommends a new Emergency Powers Act applicable to the whole UK, including search and arrest, holding for 48 hours, and criminal offences for belonging to subversive organizations.

In Britain we now have a climate where not just Tory MPs and outmoded Fabians but private individual conspiracy seekers like Francis Benion, the last ditch white hope of freedom who had a go at the Anti-Apartheid movement (all expenses paid), and judges also, are prepared to join forces to curtail even the hard fought for liberal freedoms. Judges have spoken openly of the possibility of doing away with juries for difficult trials.

Melford Stevenson gave savage sentences, up to 18 months and deportation (almost automatic now for a non-Britisher in any trouble) after the Garden House Hotel demonstration in Cambridge; then Judge Argyle was carefully chosen as the most virulent hater of liberatians to hammer the 'Oz' defendants. Court clerks have admitted to the pre-selection of judges for hard, controversial cases. Judge James talks of a non-political trial and then goes on to influence the jury for over a week in a blatantly political way to distance them as far as possible from excellent defence evidence, in the Stoke Newington 8 trial. If Christie is let off, the police must have planted, but the fabric of our faith in police "impartiality" and preservation of order would crumble if we get at them too explicitly, so lay off on penalty of ideological treason. Judges dovetail with police mandate. The Angry Brigade are distanced from the working class, yet the crisis of democracy is such that there has to be the most expensive and centrally directed coalescing of the whole state armoury to smash and discredit them, with press collusion and silence (just like that 'phone call from Lord Widgery to the Sunday Times), lest we all breathe more freely. Sentencing gets more selectively vicious (in Scotland a member of the Scottish Workers' Party goes down for over 20 years for unsubstantiated connection with a bank raid). We are living in an era of theoretical guilt. We are capable of being 'political criminals', therefore all else follows. Whose turn next?

The Dunfermline indictment of 13 workers tried for affray during the miners' strike reads like a feudal summons to execution for treason. But 12 good men and true (to the working class) were sitting there to get them off. Little victories - yet that same miners' strike struck the greatest fear for decades into the British ruling class. They panicked. They were beaten - if only temporarily, but long enough for the hearts of workers to arise.

And this is where it's really at, for those who remain mystified. This legislation you see in action and its front-runners, the bad fairies of no man's land, like James Goad Esq., man of God (for who else would have him?) and 'good fairies' like Sir John ("I went through a political phase in my youth") Donaldson, and these graveyard celebrities - the Official Solicitor and the Tipstaff, introduce a new and more total State dimension into ordinary peoples lives. For a long time you could go from cradle to grave, with a lot of luck and some determined individualism, and still more or less avoid the ultimate control over your life chances laid down by the official machinery of the status quo. But now any employee who combines in sympathy with others, or even pickets in defence of his own interest, can bring down the full wrath of the Industrial Relations Act, unions can be cripplingly fined, dockers can be sent to jail - yet their class can get them out again; no Labourite lawyer can.

Anyone who [illegible] activity in pursuance of basic rights can be in contempt of the Industrial Relations Court. And let it be known - this is the first of our special courts: no juries here. The Aliens Act maintains divisions and aids the mobility of cheap labour. Back, or was it forwards? to the EEC. Social Security keeps strikers and their families, as well as unmarried mothers, firmly in their place. Only moreso (see Sir Keith Joseph's rush of Orders on such matters). Tory non-interference?. Well, if Whitehall doesn't like your local democracy it just fines and deprives you.

Mean Labour ? Nasty Tories ! just that. This society-wide attack - on trade unions, housing as a social service, on immigration, on obscenity

and pornography, on dissidents, on the Irish, for more censorship, and always coming to roost on law and order (whose?)- is practically and ideologically essential for the interests of British Capital; and is just as heavy practically as working class resistance and basic demands force into profit margins. Even though the hierarchy of the labour movement goes out of its way to collaborate with and ameliorate the worst crimes of capitalism, increasingly the underlying class conflict is laid bare by the stumbling policies of government caught in the maelstrom of the system they try to protect- policies which at one and the same time disguise the real nature of the struggle and provoke that struggle: the fundamental irreconcilability between the interests of wage labour and capital.

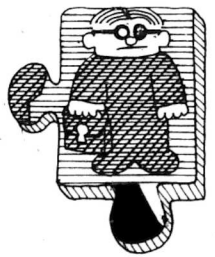
The crisis is such that the state machine can no longer rely too safely on established society's institutions and the acceptability of those to enough of the population – (and in this respect the hammer on dissident intellectuals, political artists, freaks and the underground, and the close watch on straight pressure groups is important because they raise issues and ideas which set people's minds working and raise unrealizable demands - for capitalists). The State has to become more repressive to justify itself, to just the degree that the sham consensus on which it depends breaks down.

Only the working class, consciously led, informing and being informed, can raise the prospect of ending class society, for its interests are universal, made so by the domination of its dead labour, transformed into capital, over its living labour, striving human beings. The state everywhere now is needed more and more (through every form of THEIR rationalization, not ours) to screw the extra surplus out of workers. The movement can only resist, or crumble. The greater resistance needed, and seen at Saltley depot, 1972 and by miners, railwaymen, dockers etc:.....(all despite their leadership) and the intensifying strikes on basic, nation-wide issues, gives the latent answer to the groundwork and inspiration.

There is the response of inertia, of surrender to some indefinable denominator of public opinion, a silent majority, fragmented, suburbanized life chances, racist divisions. Or garden path reformism - but where ARE these liberal democrats putting their heads up for counting on crunch issues? They are already terrified - and fascinated- by repression. Or hadn't we noticed?. Fear makes 'nice people' into social chauvinists. And there is outright reaction - when societal credibility wanes, particularly within state organisms, the spectre of fascism becomes a reality. It must be met head on. Or there is the movement to generalise needs through initial class solidarity and merging the social self-confidence (before it becomes fin de siecle pessimism) of disaffected intelligentsia and bureaucrats with working class aspirations and strength. Not by imposing on them; by interacting and raising each other's awareness of socialised means and ends, creating critical, self-generated activity within a consciously directed movement to overthrow capitalism.

Whose side are social workers on? They must choose.

You can balance a Mental Health Act against a Housing Finance Act, in some mental exercise, or you can ask why were these instruments needed at all?



WHERE DOES THE SOCIAL WORKER FIT IN?

COMMUNITY WORK: a carrot for radicals

Gill Hague

In Case-Con 7, Bob Deacon suggested that Case-Con supporters should "reject that school of 'radical' social work which believes that the organization of consumer groups is by itself a viable alternative solution" but that "Whatever their limitations, we must give all possible support to ---these ---groups". It might be beneficial therefore to look briefly once again at consumer organizations and at some of the confusing theoretical criticisms concerning their validity. It is presumably better to be confused than to blithely devote one's energy to some community group, while keeping one's radical head buried firmly in the sand. Too many of us 'radicals' have a frighteningly under-developed radical perspective. It therefore does no harm to repeat yet again the simple but all important truth that the underlying factors governing every other aspect of working class life are the alienation of labour and the slavery of wage-work. Issues concerning consumer community services are essentially peripheral to the basic contradictions in capitalist society, to the class struggle between the working and ruling classes. Organizing around such issues is therefore very much secondary to organizing around productive relations in the work-place and can be misleading and diversionary, siphoning off radical energy and obscuring the real nature of capitalism. Thus, when our 'revolutionary' zeal is engaged anywhere other than at the work-place, we must realize that we are to a large extent missing the point. On a simplistic level, community action aims to improve the material condition of the working class and hence tends to blunt the basic contradictions in our society. Its value as a revolutionary tool is therefore doubtful, to say the least.

Squatters Unions, for example, frequently play into the hands of the local Authority by relieving the strain on housing and decreasing rather than increasing the political awareness of the community. City Councils may even refer their homeless to the squatters! Similarly, the presence of an adventure playground, community-run, in an area may act positively to prevent people from realizing how their kids are being neglected and exploited. I have recently been in Canada, where the federal government, faced with chronic unemployment, actually paid hundreds of unemployed workers and students to engage in potentially subversive community grass-roots projects. Rising discontent was thus successfully quelled!

The fore-going does not necessarily obviate the validity of community action, providing the worker recognizes the limitations of such an approach and remains clearly aware of its inherent dangers. From a radical perspective, the only rationalization for the existence of consumer community groups is that politicization of participants can occur. As we are yet by no means in a revolutionary situation, our main role as practising socialists may well lie in aiding the political education of the working class, which is currently totally ill-equipped to lead a radical movement. (Only the most idealistic or dogmatic of our colleagues will deny this fact-of-life.) The politically aware grass-roots organization makes an ideal training ground given guidance. Taking this angle however leads us instantly into the sticky quagmire of our middle class alienation, of our right as guilt-ridden middle class 'rebels' to impose our ideas on the working class and of the difficulty of effectively carrying out such politicisation without chauvinism. This is not the place to deal fully with the enormous complexities of these questions. Suffice it to say that, in practical situations, the educative role is almost impossible to adequately fulfill. It is easier to ignore this whole thorny

issue, to do one's bit on a purely practical level for the Claimants or whoever, and to feel satisfied, involved and slightly superior to anyone else who isn't bothering.

I have practical experience of working with a citizens association (again in Canada) in a mixed-class community involved in a very real fight to prevent the destruction of its neighbourhood by a commercial developer. Gradually, the working class element became more and more alienated by meetings and demonstrations dominated by the articulate middle class, so that, when it came to the crunch, the association found itself without effective community support. In addition, due to the supposedly democratic composition of the group, it found at one point that it had been skilfully infiltrated by employees of the development company who, when ejected, sued the association causing its temporary financial and moral disintegration. This is the type of thing which happens when 'nice' middle class concepts are imposed on an ill-prepared and confused community.

In this instance, we could question whether it is physically possible to conduct meaningful community action in an area containing a mixture of social classes. My experience, of which the above is only one small example, would make me answer in the negative. There is a grave danger (often for lack of alternative) of thinking that all community groups, though of secondary importance, are by definition worthwhile. They are not.

At this point, we should perhaps seriously re-examine the 'worthwhileness' from a socialist position of any community action which centres on the issues of poverty and deprivation. The 'poor' are unique within the working class. (See Marjaleena Repo, 'Organizing the poor - against the working class', Transformation Vol. 1, No. 2, Toronto). They constitute that element which is the most disorganized and brutalized; they are often not involved in production; they have not experienced communal working situations; and they frequently make demands which conflict with those of the more organized, functional working class, breeding understandable resentment in the latter. These hard facts must be faced rather than ignored in unrealistic idolization of this most deprived segment of society. Organizing people around poverty, although effective in terms of improving the material existence of the 'poor', is generally not in the interest of the total working class.

Claimants Unions, for example, very often act to antagonize those who are not claimants and a further division of the working class against itself is something we can ill afford. Another point is that, while the worker involved in industrial action is learning about class conflict and and about collective experience, the claimant (like the middle class social climber) is the classic individualist. He is out for himself only, and his life experience has probably totally alienated him from his class. To us as radical social workers, this alienation is of crucial importance. It is with the 'poor', the downtrodden, the homeless, the chronic unemployed, that we are almost exclusively concerned and it is they who form the material for most community action. Such action is therefore quite alienated from the needs of the genuine working class.

As radicals, we must also challenge the 'worthwhileness' of those grass roots movements which fail to support their practice with theory. Community organizations which lack a solid theoretical framework, an on-going socialist analysis and an in-depth understanding of the working class situation contribute nothing to radical political struggle. Such organizations distort the real issues and are wide open to manipulation by the capitalist status-quo. From the liberal perspective however, they do have certain advantages. Material conditions can be improved and, through collective action, involved people may find a new lifeline, a new raison d'etre.

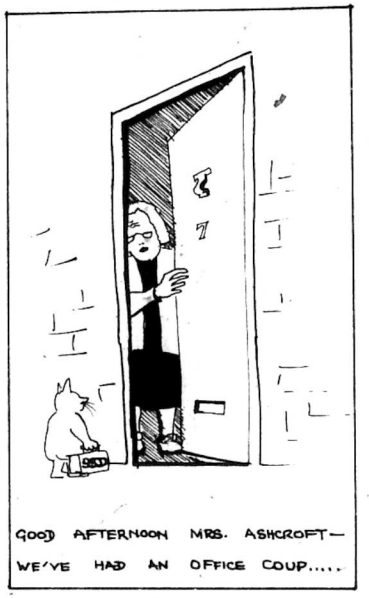
For those of us whose political beliefs allow, working in community groups can be a valid strategy, providing we recognize them for what they are - which is reformist movements - and providing we recognize ourselves for what we are when we work for them - which is middle class liberals. Please let us not imagine either that our dilemma as radicals in social work can be solved by joining community organizations or that, by being active in such groups, we are being revolutionary. We are merely adopting a compromise of somewhat doubtful validity.

The purpose of these notes is merely to raise questions in our heads about the political value of community organizing as a social work technique and not to expound easy alternatives. In the ultimate analysis, we must remember that all our theories of radical social work must by definition be compromises and that a truly professional, revolutionary involvement inside or outside working hours must inevitably mean we get fired.

ROBBERY

On the second day of the November national conference we foolishly allowed our security to lapse and all the conference takings (some £120) were stolen. This money was needed not only to pay for the conference but also to finance all Case Con activities during the next six months. The robbery was particularly distressing as our finances over the last 12 months had been steadily improving. A magnificant whipround by those attending the Sunday afternoon session raised £60, but despite this we are not in the position of financial security which is necessary to support the organisational changes decided on at the conference.

So, please send in donations.



OUR MAN BARRED!

Magistrates, like any other minority group, have the right to organise and protest. But when such a powerful minority consorts behind closed doors with the top Home Office team to pillory the 1969 Children and Young Persons Act and the Social Services' implementation of it, one might expect some reaction from the press to such a subversion of the democratic process! But typically, the Sunday papers, which came out as we went to press, had no mention of the occasion.

In anticipation of this lack of comment, several Case Con supporters made enquiries about the venue and time, but were met with blank responses and stonewalling. By the time our man ferreted out the location, the meeting had already started. As the afternoon session was to be in complete privacy, he asked to attend as a social worker, but was told that entry was only by invitation and payment of a £3.50 fee. Adequate social work representation was assured by the presence of the chairmen of the

regional planning committees, the Association of Directors, the Conference of Principal Probation Officers and BASW's trouble shooting quartet of Brill, Haxby, Wolfe and Bilton! The Association of Chief Police Officers was represented by Mr. E. Coppin. Our man then tried to gain admission to the press gallery so as to cover the morning's speeches, but was first of all told it was full and then that it was in any case specially invited press only!

The lady on the gate, who could not have been more polite, regretted that she had not heard of Case Con; if our man had arrived earlier she could of course have consulted the Secretary of the Magistrates' Association.

In any case, contrary to the impression given by some of the press, this conference was really the magistrates' own thing, although it did seem to have escalated. She was very sorry but he could not be admitted.

Whatever actually happened, the purpose of the meeting was undoubtedly to pressurise either the social services to enforce the Act more rigorously, or the Government to change the law itself. It is well known that magistrates opposed the Act from the beginning, and already they are having some success, witness Sir Keith Joseph's address to the Conference of Directors, which in at least one local authority was promptly photocopied and sent to social workers individually, with the section on the need for increased use of approved schools (sorry, community homes) heavily underlined.

THE CHILDRENS & YOUNG PERSONS AXE
1933 — 1969

Various reformist answers have been given to the Act's failures so far - not enough experienced social workers, re-organisation, blockages in classifying schools, lack of resources, and the fact that the 'compulsory benevolence' of intermediate treatment, which was to be an essential counter-balance to the so-called liberalisation of legal procedures has not yet come into operation.

However, apart from abolishing approved school orders, which many magistrates want brought back, the 1969 Act was a far from liberal measure. As Ralph Chandler pointed out in a letter to 'Social Work Today', its basic assumption that children who commit offences are sick and in need of treatment, renders it quite unable to affect the oppressive and pathogenic environment we live in. There was not even any provision for a major redistribution of resources.

More sinister still is the way the Act explicitly makes the social worker a tool of repression. In Sections 2(e) and 27, it lays a specific obligation on local authorities to have regard to the public interest, which in some cases is to be placed above the welfare of the child. Magistrates are increasingly insisting on this obligation and a spokesman for their Association recently stated on the BBC 'World at One' programme that "social workers must not only be concerned for their clients, but must also be concerned with society and its protection".

The Act was intended to contain deviance more subtly, and social workers are expected not to just implement but to enforce it without exception. We need not just to resist the magistrates' demands for more retributive punishment, but to fight against being drawn even further in to the preservation of the existing order.

No Probation for Butterworth

Lionel Smith

The crisis within capitalism which is being met by the Tory attempt to maintain profit levels by reducing real wages and cutting back welfare spending has inevitably resulted in increasing opposition from those most directly affected. For the bulk of the working class the relative stability of the early 1960's has been replaced by increasing uncertainty to which they are at present unable to respond appropriately through the failure of trade unions to provide a clear oppositional perspective. The Government by exploiting this failure is able to operate its incomes policy and turn attention from the real causes of the crisis by defining the attacks on its authority as deviant and then attempting to reassure the uncertain by a vigorous "law and order campaign". The Probation Service has an increasingly important role in such policies as the Butterworth enquiry and other recent events have demonstrated.

Despite the nonsense talked about Jack Butterworth conducting an "independent" enquiry (assisted by the Department of Manpower Economics, Hay M.S.L. etc:) it was obvious from the start that it was an exercise to assist the Tory Strategy for social work. In recent years Local Authorities competing for relatively scarce, trained, social workers, have pushed the level of salaries above those offered by other agencies, including Probation, which in turn have experienced problems of wastage and recruitment. The Report was unequivocal on the question of how the Local Authorities freedom to depart from nationally negotiated rates should be approached.

> "Unless Local Authorities as employers within the public sector set a firm example in these matters, others may yet need to consider whether the present exercise of their autonomy is wholly compatable with an enlightened incomes policy"
> (para 259).

This argument of course has nothing to do with the need to ensure the adequate manning of social services departments.

Whilst paying lip service to Probation Officer's expectations, Butterworth proposed a starting salary for professionally trained graduates of £1,689 (£1,632 for non-graduates) when he was aware that all but 25 Local Authorities were paying their recruits above the then minimum of £1,653 which rose to £1,803 before the report was published.

To check the "undue movement out of Probation" Butterworth introduced his iniquitous A & B scales for main grade officers supposedly to link them to both social worker and senior social worker scales. The higher paid 'B' grade, it was recommended, should be linked to AP5 i.e. £2,388 - £2,661, the one most senior social workers were on. But.....

> "Social Work Today (7.9.1972.) adverts for senior social workers. None start below £2,388 which is 3 points above the starting point of Butterworths grade (B) scale. Some rise to £2,994 excluding London Allowances". (1)

Butterworth was intended to establish far greater control of incomes throughout social work by tidying up the market. Probation Officers incomes were to be used as the anchor for limiting the rise of social workers salaries or even reducing them. Having suffered defeats at the hands of the miners, power workers etc., the Government could confidently look forward to success against social workers, not noted for their militancy, and N.A.P.O. leaders for their part did not disappoint it. Butterworth did not confine himself to facilitating the perhaps more straightforward exercise of Tory economic policy but also included recommendations for the shape of the Probation Service to fulfil its role in the "law and order" campaign.

The Government is clearly seeking to increase the number of people processed by the Courts, for example, by the introduction of N.I.R.C., more widespread use of conspiracy laws and the consideration of changes in rules governing evidence, designed to secure a higher conviction rate. The Criminal Justice Act 1972 has to be seen against this background introducing as it does a new range of punitive, penal measures (suspended sentence supervision, community service order, etc.) to be exercised in the community. Measures of this nature do not require the same sort of Probation Service as those based on more traditional social work ideologies but for one operating a far greater degree of control over the client.

As the primary function of the Probation Officer becomes that of "social controller" (some prefer the term "screws on wheels") his own autonomy, once a major source of satisfaction is being whittled away and replaced by bureaucratic control from above. Butterworth emphasised the importance of management by greatly improving the financial position of seniors relative to that of most main grade officers.

Job evaluation techniques already used in some areas are to become universal and they will also be used to determine an officers "suitability" for advancement to the higher paid 'B' grade. This will ensure that seniors inspect the work of officers much more closely, an important change from their present more consultative role. The divisive effect of A and B grade is obvious and it will also mean that officers not unreasonably wanting more money will become much more susceptible to pressures from above at the expense of those perhaps more valid ones from their clients.

The leadership of N.A.P.O. welcomed much of Butterworth and the Criminal Justice Act demanding only that the Probation Service be given the resources to perform the tasks asked of it. They have failed to produce a policy aimed at protecting their member's standard of living and have not only acquiesced in the Tory's repressive policies against the most vulnerable sections of society but actively supported the use of the Probation Service in this process.

NAPO Action

The pay settlement for Probation Officers concluded in September which was based on Butterworth's recommendations failed to meet any of N.A.P.O.'s original demands such as those relating to starting salaries, recognition of a "career grade" and excess rates for conurbations. The settlement which included the introduction of 'A' and 'B' grades demonstrated clearly the weakness of N.A.P.O.'s salaries committee at the negotiating table and their complete insensitivity to the membership which was not consulted beforehand.

The N.E.C. gave unqualified support to the negotiators saying that regional representatives had reported that the majority of members were in favour of the settlement. The dishonesty of this was seen in November when a Special General Meeting passed convincingly a resolution of No Confidence in the salaries committee.

Whilst the N.E.C. attempts to extricate itself from the mess it has created, confusion persists in N.A.P.O. with the more militant branches initiating the fight against settlement. London Branch for example, has already held a one day token strike strongly supported by members from various parts of the country and a resolution put forward by members of N.A.P.O. Action to withdraw from an increasing number of duties (starting with a refusal to supervise students) until the demands are met, received overwhelming approval.

N.A.P.O. Action, which has already been instrumental in clarifying the issues and supporting opposition amongst Probation Officers, has a crucial role to perform in maintaining this and in promoting communication between branches (not possible under N.A.P.O. constitution) until the N.E.C. is prepared to pursue the policies which the majority of members want it to.

All interested in NAPO Action are urged to contact:

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175 Seymour Place
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CASEWORK the antidote to Bolshevism?

John Connor

Casework is a part of bourgeois ideology, the purpose of which is to maintain the institution of the family and to police the 'deviants' of society and to reinforce the Capitalist system. The family is the main vehicle for transmitting bourgeois values which presents its children to the system as wage slaves for the factories, mines, docks and the various service industries like the Seebohm factories. Some examples of bourgeois values are the Protestant work ethic (despite the fact that Capitalism cannot guarantee regular employment); respect for private property and authority in any form; religion, whether formal or informal; education; marriage - excluding partners of the same sex; the maintaining of the parent-child relationship at all costs; the worker role of the woman in the family as well as her worker role outside the family - therefore doubly exploiting her; and 'divide and rule' - which is seen at its worst in the form of religious sectarianism and in racialism; and in fact anything which threatens the normality of the Capitalist system becomes the antithesis of bourgeois values.

Casework is a bastard amalgam, compounded from medical, sociological and psychoanalytical theories, which the vast majority who are trained to practise it either abandon or make into a mystical closed world between them and their clients.

Nevertheless, it is always a means of escape in areas of intense conflict in which social workers often find themselves and it is the corner-stone on which all official departmental policies stand. The teachers of casework are finding it increasingly difficult to get students to accept casework as a valid means of helping people who present emotional, social or psychosocial problems. The fact is that casework does not have anything to offer towards resolving the national housing shortage, in clearing rent arrears, fighting for entitlements from the D.H.S.S., acting as an advocate at rent tribunals, or appearing in court. Nor indeed has casework anything to offer in the face of attacks on the working class by the use of the Industrial Relations Act, the Housing Finance Act, cuts in the Social Services and the growing problem of unemployment. A social worker may support a client, provide him with helpful information, represent him, or indeed alleviate some emotional distress, but this is hardly casework. It can be, and often is, provided by non-social workers.

At the present time, the Claimants' Unions are probably the best examples of supportive representation through organised collective action in their work with claimants and the D.H.S.S. The Claimants are not hampered by the 'Casework Method', which is a conflicting and ambiguous way of working - producing in social workers an unconscious, as well conscious, method of confused and often irrelevant interviewing for the clients. This leads to clients being labelled confused and inadequate because they don't understand the process or the language. The Claimants' interviewing is much more concise, clear and in language easily understood, and the 'presenting problem' is dealt with objectively, and in most cases leads to immediate

action. The problem behind the problem or, as some consultants prefer, 'the voices behind the voices' may also be explained in concrete terms that are political, and action may be organised around it which becomes part of the political education of the individual or the family and sometimes for the whole of the Claimants' Union involved. The claimant's experience is therefore educational in the individual, group and political sense and will, if used correctly, develop his class consciousness and awareness of the cause of the problem; and enable him to see the need to act and organise with others and through this experience develop personal and class confidence. This experience for an unemployed worker or an unsupported mother is the closest the claimant can get to the experience of a worker involved in the class struggle at the point of production. For, as Marx said, "the essence of man is not an abstraction inherent in each particular individual. The real nature of man is the totality of social relations." Marx, Engels and Reich say more in a single sentence about the family, social relationships and Capitalist society than Winnicot, Timms, Wilmott and Young, et al, have written in all their many volumes. How many social workers have really read Marx? Many social workers are looking for an alternative to case work and all social workers need an alternative. The alternative is political action within the class struggle, based on a Marxist understanding of Capitalism.

This basically means beginning to build a massive Trade Union organisation for social workers and the building of social worker - client alliances.

Casework was 'invented' in the late 19th Century, when international Capitalism was heading for a crisis and the ruling classes were living in fear of the 'spectre' of Communism. Penelope Hall says in 'The Social Services of Modern England', that the great liberals and defenders of the system of the day were saying "... no, don't blame the system, blame the inadequates amongst us." Old attitudes die hard. Surely this is still the philosophy underpinning Section I of the 1963 Children and Young Persons Act and the Supplementary Benefits Commission. It is absolutely essential to discover the real roots of casework and to study its history. For example, terms like 'environmental modification','psychological support', 'clarification' and 'insight' have been taught and the techniques allegedly used by social workers since the beginning of this century. If social workers are confused about them now or consider them irrelevant, don't worry, because in the 1920's exactly the same confusion and conflict existed. For example, during the depression, 1929 - 1939, British and American social workers were almost totally immersed in problems of unemployment, poverty and financial insecurity. Yet during this period the Millford Conference Report stressed that the most important process of casework was "the dynamic relationship between social worker and client". And in a period of relative security, in 1950, the illustrious Florence Hollis was playing down the 'insight' technique and was giving a boost to 'psychological support for infantile and immature individuals'. Further back in our history, from 1925 to 1927, the Twin City Chapter of the American Association of Social Workers, "recognising that interviewing skills constitute an important part of casework treatment", undertook a study to isolate and identify the techniques used in 10 interviews. "Altogether 86 different techniques were used". Incredible, but true. I won't bore you with all of them, but offer you some of the more interesting for use with your more difficult cases. They are: "anticipating ultimate outcome", "jollying", "flattering", "explaining the agency" (is that possible these days?), "puncture", "rushing", "swaying by oratory", "taking client off his guard", "putting cards on the table", "chasing into a corner", instilling fear", "the transition from known to unknown" and, finally, that holy of holies, "silence". No comment.

Given the confusion, irrelevance, conflict, sheer nonsense and attempts to mystify and deliberately divert from the real problems facing both social workers and clients, it is impossible to consider casework in any way seriously.

As well as the nonsense and the political direction, the major influence in casework has been orthodox psychoanalytic theory which, broadly speaking, can be broken down into two major,

groups. There is the school which attempts to cure personal neuroses by social adjustment and then there are those who allege they cure social neurosis by changing the individual's personality. Both schools are individualistic and therefore politically reformist. Both confuse the so-called neurotic man with the alienated man whose existence depends upon the accumulation of capital and, through its institutions (e.g. family, media, religion, education, Parliament, courts, armed forces, police, social work, etc.) subject man and woman to this end. They both ignore the fact that the mode of production, property relations and class divisions in an oppressive Capitalist society distorts personalities and relationships, producing anger and hatred which is often misdirected. It may, for example, be expressed as racialism, worker turned against worker, or (within the family) partner against partner or parent against child. Organised crime by the police or armed forces, for example in Northern Ireland, is a planned, accepted strategy, whilst individual social or political acts of frustrated agression are severely and brutally dealt with by the State through the courts. Clearly the orthodox psychoanalysts and the pedlars of casework with a totally unexplainable theory called ego-psychology - drawn essentially from psychoanalysis, do not understand the nature of Capitalism with its distortion and destruction of Man, through work, consumer exploitation, alienation, unemployment, poverty and, sometimes, physical destruction. If they did understand they would surely cease to confine themselves to helping people with symptoms or helping them to adjust and would argue for the elimination of poverty and would organise to end the system. Or is it that many are deliberately taking a political stand with the ruling class to defend the Capitalist system?

It should be stated, nevertheless, that there are a small number of Freudian revisionists - Reich was probably the most eminent - who have attempted with some success to bring together, in powerful combination, the ideas of Marx and Freud, and there are of course isolated examples of socialist and 'progressive' methods of therapy. The most successful attempt in Heidelberg, W. Germany - The Socialist Patients Collective - was brutally destroyed by police armed with machine guns and 11 of the patients were imprisoned. The method of the group included individual agitation, group agitation, scientific study groups on Reich, Hegel and Marx as well as involvement in general political activity. It seems clear that this combination of theory and activity as therapy is a threat to the State. Closer examination is necessary to see if the methods can be applied in Britain.

What do Marxists mean by Capitalist alienation? Basically it is the social distance between the worker and his product, because of his alienation from the ownership of the means of production, and from the products themselves. The intense competition for the best selling price combined with the technical innovation causes a constantly growing decline in personal skills, which produces insecurity, depression, humiliation and rivalry between individuals and within the family - further exacerbating the state of alienation. Alienation is the product - symptom, if you like - of the mode of production and the social relationships caused by this and the division of society into classes - those who own the wealth and those who produce it. This is the essence of the class struggle. Social workers are faced daily with the problems of alienation in the form of anxiety, depression (a recent study revealed how the incidence of depression was highest in working class families where the family had at least one member unemployed in every generation), unemployment, marital problems, debts, housing need, and a whole host of so-called delinquencies. Only through an understanding of Marx's economic, historical and sociological interpretation of society can we begin to understand the nature and cause of the psychosocial problems presented to us.

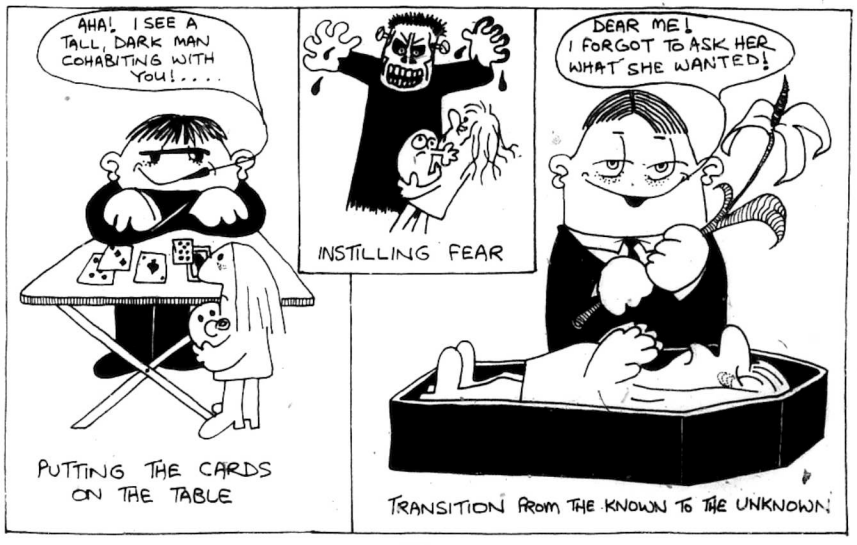
In practice, what is the alternative to casework? First let me say quite clearly that, if the real problems are who has the power (who owns the wealth); alienation, with all the problems that flow from it; control of the workers by use of the State - with social workers inside and outside the courts acting as agents of social control; then the only answer in the long run is a socialist revolution. But what about now, and how can social workers involve themselves with other revolu-

tionaries in building the socialist revolution? Our involvement must be our working as well as in our private lives. The State, or our employers, will never be threatened by the one-to-one relationship. Neither will the one-to-one relationship ever achieve any change in the housing situation, the prison and borstal system, the courts, children's or old people's homes, mental hospitals or the attitude of D.H.S.S. Nor will it improve conditions for the elderly or the chronically sick and disabled. There are probably as many 'methods' of casework as there are social workers and this in itself is divisive and helps to maintain the status quo. Therefore social workers must begin to think of themselves and their clients as fellow alienated workers. Social workers must start by refusing to use the labels of deviant, delinquent, sick, inadequate, etc., for clients, because if we are fellow workers then when we step out of line we're also called deviant (or is it Bolshy?) by the Seebohm factory bosses. We must refuse to submit court reports where we believe they are unnecessary, e.g. the 'one-off' visit type of report. We must also try and develop the courage to say exactly what we think about a child or adult appearing in court, if, of course, we think it is in the client's interest. In relation to courts, probation officers and other social workers must stop having private meetings with the Magistrates, even if they are to discuss 'success cases'. When a court report is to be submitted, discuss it with your client, so that it becomes a joint statement and make sure the client is handed a copy to read in the court. Insist on the right of clients to attend case conferences where they are being discussed. Before any socialist alternative can be developed, reality must be achieved.

Radical and revolutionary social workers must be on their guard against allowing themselves to be 'defused' by being channelled into so-called progressive community work. As Cressy Cannan wrote in 'Counter-Course': "the intense concern with grass-roots levels means that the totality of national politics and economics is sacrificed to attempts to reform local 'bureaucracies' methods of dealing with clients and public." Collective organisation and collective action with both clients and colleagues (this should include all social services employees), with joint action when possible and necessary, must become a principle. Revolutionary social workers must work out day to day tactics in action. They must avoid at all costs the blind alleys of community work, where the social worker is split off from the rest of his Department, plumbing the local depths of Capitalist society without a hope in hell of resolving anything but very minimal problems. Community action around housing, tenants, the elderly, the disabled and youth must be brought into the whole Department and linked, whenever possible, with groups of social workers and clients in other boroughs and, if possible, in other towns. The example of the social worker/tenant/squatter alliance in Islington is the kind of collective organisation and action that needs to be developed if the combined strength of social workers and clients is to grow. It is essential for social workers to form shop stewards' committees representing every section of their Departments, within NALGO and to build a national rank and file movement. Such organisation is necessary to defend and improve working conditions and give protection when the growth of revolutionary ideas begins to have effect. If group activities in children's homes are linked from home to home and a union for all children in the care of local authorities (linked to organisations like the National Union of School Students) is formed; and social workers begin to organise militant action with and on behalf of patients in mental hospitals, the chronically sick and disabled and the elderly, then strong trade union organisation to attack and defend is vital.

Charles Loch, one of the founders of the Charity Organisation Society (now the Family Welfare Association and still with us!) once said: "the antidote to Bolshevism is good casework"! This attitude was also officially reflected in C.O.S. policy, as illustrated in one of their early statements, when they said they "oppose the provision of any form of State assistance which might undermine individual or family responsibility." These were the principles on which casework was founded and they still pervade the universities, colleges, Social Services Departments, Supplementary Benefits offices and the minds of the politicians who decide social policy.

Therefore, let us build a revolutionary socialist antidote to casework and join the struggle to end Capitalism.



BALLSW

1) It is only by organisation that social workers can mount an effective struggle for the liberation both of ourselves and our clients.

2) Social workers must organise beyond their agency settings but we must not allow our organisation to elevate the social worker above his and his client's common status as worker and citizen.

3) To achieve results, our organisation should have a clear understanding of the political and economic structure of British society, and be willing to join with other workers' organisations in the fight for a socialist society.

4) We do not believe BASW can ever meet these criteria.

At the 1972 BASW Conference there were signs that the membership were at last being roused to militancy by the slights of the Butterworth Report, the Employer's attitude to stand-by, and the intolerable conditions imposed by the Seebohm Factories. Butterworth's inept fumblings were booed and heckled but any hopes that the standard of social worker's political discrimination might have improved, were quickly dashed by their enthusiastic reception of Barbara Castle's warm but empty oratory. Nevertheless BASW Council's feeble emergency resolution deploring the Butterworth Report failed to satisfy the continuing mood of aggression, and as a result of an evening meeting attended by 200 members, a stronger emergency resolution was passed which made it explicit that issues relating to Social Service cut-backs should be mainly combated from within NALGO. The resolution, predictably, did not appear to be welcomed by BASW Council, recognising as it did, that there are functions which BASW is constitutionally incapable of fulfilling.

BASW exists to promote the identity of the profession by furthering professional standards and development, improving conditions of service and providing a medium for social work education. By these and other fringe activities it hopes to influence social policy. We believe these aims to be elitist and anti-democratic, based as they are on spreading professional control over ever-widening spheres (e.g. for education, read 'professional socialisation'). Nor are we reassured when we look at the 'achievements' of other professional bodies, like those of doctors, lawyers or architects, whose activities appear to be guided almost solely by the instinct of self-preservation.

Those concerned to establish a social work 'profession' have for a long time been calling for a code of conduct similar to that of the other professions. A BASW working party has now come up with a draft version of such a code, which is currently being discussed by the Branches and which, if it is not opposed, may well be adopted by the next BASW Conference in something like its present form. Were this to happen, acceptance of the code could eventually be written not only into a social worker's contract, but even into the basic social work qualifications.

BASW's idea of itself is clearly contained in the first sentence of the draft code, which the commentary calls 'a basic assumption'. It states that "Membership of a profession entails certain obligations beyond those of the ordinary citizen." What is so precious about the job of social work as to mark its responsibilities out as being of a different order from the jobs of 'ordinary citizens? It is precisely this self-aggrandisment, seemingly fundamental to BAAW, to which we object. The futility of the code is illustrated by the proposed rule

3.3.4. "I will help my clients to increase the range of choices open to them and their powers to make decisions." How?... The code's only clue is the proposition: "In view of the applicant's lack of power, social workers have a special responsibility to ensure the fullest possible realisation of his rights and satisfaction of his needs" If this means that social workers should fight openly with the oppressed, it should drop the specious paternalism and say so; if not it is an insult to the printer's labour, because it changes the situation not a whit. Some may argue that a code affords protection to practitioners and clients alike; the consequent virtues of the medical and legal professions are not exactly noticeable; negligence, as everywhere else, is usually covered up and the most frequent strikings off appear to be for adultery or fraud. Their broad concern for clients or patients romains minimal, illustrating that a code of ethics carries no progressive impetus in itself, and change is still most often brought about as a result of political pressure. The chief appeal of a Code for BASW would seem to be as a condition of membership, like the Boy Scout's oath to god and queen, with good deeds running a poor third.

BASW's political interventions are characterised by the same well-intentioned naive and leaden compromises. Typical is Keith Bilton's recent discussion of the Immigration Act (BASW News, 14th Dec 72), which seems largely concerned with quietly closing the door on an empty stable; for instance, International Social Service social workers should be "in a position to ensure that no 'involuntary repatriation' takes place". Some safeguard against the Powellites! If social workers are required by the Home Secretary or Immigration Officers (said to be unlikely) to furnish reports on prospective deportees or immigrants, they are asked to inform BASW. With BASW on their side, all immigrants can feel well protected! BASW's detailed 'professional' examination of the Act entirely ignores the political context of its introduction, namely that it was a sop to those pressing for more widespread re-patriation, and social workers were made its tools. Reaction to the Housing Finance Act was equally pussy-footed; after describing the humiliation imposed by the means test, Keith Bilton continued in the same paragraph to state that "No bill concerned with the economics of housing only could remove the need for special help for those with inadequate incomes. We therefore welcome, with reservations, the Bill's proposals to extend rent rebates and introduce rent allowances." A murmur of opposition to the principle of market rents being 'fair' was completely drowned by BASW's general acceptance of the Act. (BASW News 27 Jan,1972).

BASW's elephantine struggles are amusing as long as they remain so pathetically ineffective. Nevertheless the membership (now over 10,000) is unlikely to put up with this much longer, and the appointment of a PRO will certainly bring a change in style. It is then that BASW's pretensions will become more dangerous, unless they are exposed from the beginning. But opposition creates a dilemma. In BASW's sorry state, any publicity is good publicity and opposition may either enhance its credibility, or provide it with a radical fringe disguising its real nature. However, by ignoring it, not only do we run the risk of seeing BASW's private influence corrode into our work-situations, but we also cut ourselves off from ready communication with 10,000 of our colleagues in national and local groupings. Part of the answer to this last problem lies in the building of an alternative and we are in no doubt that the most urgent priority is to work within NALGO to create the rank and file social work movement called for by Case Con Conference, whose success will be essential to the demise of the BASW philosophy. In the meantime although the continued existence of BASW is a threat to such a movement, we would argue that a watching brief must be kept from within BASW to combat measures like the code, which will have significant effects on all social workers, to keep up a minimum communication with the membership, and to draw them towards trade unionists rather than the elitist professionals. However this activity is no more than second-best. Radicals in BASW should beware of becoming over-involved as the only possible socialist organisation for social workers is one which is linked with our fellow workers. It is within NALGO that our priorities must continue to lie.

baswit

Social Work:

never mind the quality,

feel the width!

Following BASW's recent publication of a draft code of ethics, rumour has it that a new working party is to be set up to undertake the design of a new uniform for social workers, incorporating an emergency Section One kit, comprising fifteen forms, two rusty half crowns and a signed photograph of the Brill family. It is hoped that wearing the new uniform will become compulsory for local authority workers at least. It is known that BASW and many Directors have been worried for some time over the growing tendency for social workers to look increasingly like ordinary people, and one Director was recently heard to complain that he couldn't tell his workers from the clients. Clearly things have gone too far.

The deteriorating situation was recently placed before the public eye when an Islington social worker appeared in Juvenile Court wearing a bowler hat, ju-ju beads, bright red levis and a Karl Marx T shirt. As if this was not enough, he was escorted out of the courtroom by two tall, almost bald gentlemen wearing outrageous full length black uniforms complete with silver buttons and silly black hats. The social worker in question has been relieved of further court duty, but his two escorts seem to have escaped similar punishment so far, having been spotted at court on a number of occasions harassing small black children who were obviously terrified by the bizarre appearance of these two gentlemen.

Reaction to the new proposal has been varied. A well known London Director put the management case succinctly: "In some authorities it is becoming increasingly difficult to force social workers to act as social policemen, but at least with the new uniform we can force them to appear as such. Social workers can also be given numbers for easy identification, so cutting down on a lot of routine administrative work." The chairman of the BASW working party goes even further than this: "What we are doing is ushering in a new era of social work - changing the whole outdated image of the profession. Eventually the new, uniformed social worker will not work 'on the beat' in his own little patch, but regional squads will cover large areas in a fleet of radio controlled cars. Any community nuisance, such as noisy blacks, smelly old ladies or long haired squatters living next door can be quickly and effectively dealt with by the instant despatch of a mobile casework squad.

These squads will have special powers, divorced from the judicial process, to cart off lunatics, remove old people who have become a burden to the community and generally befriend people in the area"

And now, the question you must all be asking yourself - what will the new uniform look like - how much will it cost - when do I get mine? BASW at the moment seems to favour an all black tunic with 'SSD' in silver letters on the shoulders and high peaked cap. Special dark green tunics are designed for area managers and upwards, and residential workers will wear a rather coarse grey model. Residential workers will of course be expected to pay for and maintain their own uniforms.

Trade Union response to the new uniform has been slow in coming, the NEC having had to form a special uniform committee before it could discuss the matter. So far nothing definite has come out of this committee apart from a directive to branch secretaries to "test opinion amongst social workers and suggest ways to avert any sort of confrontation between the council and the Union". It is rumoured that in high level NALGO circles there is a great deal of approval for the scheme, as social workers have lately proved extremely bothersome to the Union and it is felt that the compulsory uniform may be a good way to weed out troublemakers. A resolution was, however, passed 'deploring the fact that residential workers would have to buy their own uniforms'.

Opposition to the proposal is however gathering momentum under an umbrella organisation known as Cap-Con. Its spokesman, Mr. David Barrington, 3' 6" tall, wearing an old kilt and a blue chiffon see-thru blouse deplored the continung tendency to uniformity, relating it to the tendency of Capitalism to produce an insane and rigid caste system, of which the external dress and appearance is merely an unhappy symptom. Cap-Con is planning to burn an actual police uniform at BASW H.Q. soon, followed by a series of nude appearances at Juvenile Courts up and down the country. Further information can be obtained from Mr. Barrington, who would welcome any items of bizarre clothing which can be sold to help raise funds.

Our Man in Servile Row

PROPERTY PAGE

In Surrey all houses bought by the County Council pending redevelopment are required to be offered to the various committees to see if there is any short-term use for them. One obvious use for them is to house homeless families or single people. However it was discovered last year that some of these houses had not even been offered to the Social Services and had been let out at fairly nominal rents to estate agents or private tenants. It was revealed last month that one of these houses had unwittingly been occupied for a year by the new Director of Social Services while he was looking for permanent accommodation for himself and his family. The Director has since classed this house as being unsuitable for the homeless apparently because it is too big and in an unsuitable area (classy Claygate). "I don't feel guilty" he said to one reporter. The Director's starting income is £6,500.

Our Man among the Brokers

In Property We Trust

Bal Harbour, Fla.

ALMIGHTY GOD, we thank Thee for a free land where private property is a sacred reality. For millions it is not. Among us, Lord, are millions who own no home, no land, and no business. Owning nothing, they demand everything from a paternal government. Dear Lord, we fear they are potential victims for the panacea of Socialism.

Help us, our Father, to remember that all we have — our schools, businesses, homes, banks, farms, mines, and buildings — are here because somebody worked for them and worked hard.

Shake out the cobwebs among us, dear Lord, and give us a fresh look at ourselves. May there be enough problems to sharpen our wits and enough opposition to clarify issues.

Bless all among us who work, produce, save, and invest, creating real wealth for our well-being.

Help us to rely less on government and more on ourselves. Gird us to fight anything that destroys incentive, kills initiative, penalizes superior ability, and subsidizes laziness.

Remind us strongly, O God, that without good business with a good profit, we can have no non-profit churches, schools, foundations, hospitals, tax-paid politicians, or a government giving away so-called free benefits or welfare subsidies.

Preside at our meal, O Lord, sanctify our conversation, and may the glow of Thy Presence shine on all our faces. In the Master's Name, Amen

* * *

This invocation by the Rev. J. Laurence Vouches, D.D., of the Church by the Sea, Bal Harbour, Fla., was delivered to the Florida League of Cities banquet.

Standby

NALGO has good reason to be thankful to the standby strikers. The spectacle of a trade union collaborating with the employers to lie to the Government and its own membership, and to sell out a section of its membership who were taking industrial action, at one and the same time, makes a bad case for recruitment. If this is the behaviour of the biggest white-collar union in Europe, it is difficult not to be pessimistic about that arena of class conflict. Yet despite our national local government negotiating committee's behaving like a parody of itself, there have not been the mass resignations that some of our more vicious and right-wing bureaucrats must have been hoping would rid them of vociferous and articulate critics. It is important that we learn the lessons from the treacherous behaviour of the trade union leadership and, realising that resignation from our union is to go from a drought ridden oasis into the desert, we have to decide in what way we will fight within the Association in the future.

(1) The co-ordination and mobilisation of our section of the membership that has been reached so far must be built on and improved.

(2) We need to elect a leadership that is able and willing to fight on our behalf.

(3) Election of such leadership will not be sufficient; participation of the general membership and channels of communication between it and the leadership must be built into the structure of NALGO.

At present any moderately progressive opportunist will ally himself with rank and file, only if such an alliance will not cause an irreparable breach of rule and protocol. Only more structured, greater inner-union democracy can do away with the need for such fruitless and phoney alliances.

Finally, these are three facts which indicate a significance for the standby strike, of which many of us had not been unaware:

(1) There is <u>still</u> a standby strike in eight London boroughs. This means that there are several hundred social workers prepared to defy a Government wage-freeze; and face an increasing risk of reprisals, as operation of the Industrial Relations Act gathers momentum.

(2) We forced the personal intervention of the Secretary of State in a dispute which was forced on the employers against the Union's wishes.

(3) The strike in London has proved the single biggest impetus to the building of a shop stewards' movement; many people have had their first organisational training during a prolonged strike, initiated and continued by grass-roots membership.

Letter from Agitprop

Agitprop's collective is on the move. Every revolutionary movement demands increased flexibility and a mastering of new skills. While we each feel the need to change in different ways, we feel we must end our own involvement in the projects occuring here and help others in the libertarian movement who want to carry on with political education and information work. We have made this break reluctantly and realistically after about six months of discussion.

We feel encouraged by the growth of several non-profit, community shops outside London, as we feel they are concrete examples of efforts to decentralise. We feel it is important for groups and individuals both to supply these bookshops with new and regular publications, and to make an effort to get their books and pamphlets from a regional shop rather than from London.

As from February 5th then, Agitprop bookshop is closed.

A last literature list has been prepared and is available with a fuller statement on our changes by sending an s.a.e. to 248 Bethnal Green Road, London E.2.

Adverts

'Movement' is a new monthly produced by a group of libertarians. The first issue is packed with useful information about new pamphlets, periodicals and paperbacks, addresses of organisations and details of conferences and meetings. Its cost £1 per annum or 50p. for six months and is available from 14 Hanley Road, London, N.4.

'A Load of Bullshit' is the National Federation of Claimants' Unions' anti-Fisher Report on 'abuse' of Social Security. Subtitled 'A Counter Report on the Right to Live; Oppression in the Welfare State and the Claimants' Union Alternative'. Cost 20p. from East London C.U., Dame Colet House, Ben Jonson Road, London, E.1.

'Rat Myth and Magic', a political critique of psychology, cost 24p. a copy and is available from 59 Forest Road, Nottingham.

CONFERENCE

A one day Counter Conference
7 April, 1973
Liverpool
On: Community psychology, The Politics of Psychology, Radical psychology
Contact: Ron Wiener, Northern Ireland Research Institute, 169 Lisburn Road, Belfast 9, Northern Ireland

"Well, Mr. - er - Hitler, I'm afraid you seem to have the wrong impression of what our work in the S.S. is really like....."

The Managerial Counter-Revolution

Mike Downing

It is nearly ten years since Harold Wilson held out the promise, in a speech to the Labour Party conference, of a 'New Britain' where 'the white hot heat of the scientific revolution' would be applied to 'purposive' government in 'sweeping the dead wood from the boardrooms'. It hardly needs saying that the new Britain turned out to be no more than the old Britain writ small, but something was produced by the politics of that era apart from the lingering smell of stale rhetoric. The Labour Government of 1964 -70 may not have achieved any significant social reforms, but in one field it was very productive. Never before have so many Royal Commissions, Committees of Enquiry, Working party reports and White and Green papers been published to disguise so much non-activity. The majority suffered the usual fate of such documents and have been left to accumulate dust in Whitehall pigeon holes.

There were one or two exceptions and the new organisational structures for Local Government and the National Health Service, due to come into effect next year, are in part the result of several of these reports

The 1972 Local Government Act has introduced major changes into the boundaries of local authorities in England outside London(which was reorganised in 1965). Scotland and Wales are dealt with in separate but broadly similar legislation. These changes are however very much less far reaching than those proposed by the Royal Commission on Local Government in 1969. That body wanted to replace all existing local authorities outside the three largest conurbations by 'unitary authorities' with similar powers to existing County boroughs. The Conurbations were to have a two tier system like that already operating in Greater London. The Conservative Government, more open to pressure from rural interest than its predecessor, has preserved the two tier system.

Most county boundaries are left more or less as they are, while fewer and larger districts will form the lower tier. This means that many urban areas which are now autonomous County Boroughs will be controlled by predominantly rural authorities. Southampton, for example, will be a district in Hampshire. Districts will have fewer powers than existing urban districts but remain responsible for housing. Six conurbations (Manchester, Merseyside, Birmingham, South Yorks, West Yorks, and Tyneside) are to be metropolitan counties where, as in London, the districts will be responsible for education and social services. All in all the new system achieves neither the 'rational' structure wanted by the Royal Commission to make local Government boundaries relevant to contemporary life, eliminating the artificial division between town and country (local Government was last overhauled in the 1880s) nor is it likely to make local authorities more democratic. Here the reverse is true. District Councils will be more remote from localities, and there will be many fewer elected councillors. It is not clear how many staff redundancies will result. The Government are setting up a Staff Commission, chaired by Lord Greenwood, whose job seems to be to sell painless redundancy to NALGO if necessary.

Accompanying the boundary changes are the proposals to make the internal organisation of Local Government more efficient. In 1967 the Maud Committee on 'Management of Local Government' recommended changes to bring local Government into line with good management thinking. They wanted 'a clear division of labour between council member and officer' which meant that 'having settled the policy they (the Councillors) must delegate to officers the taking of all but the most important decisions'.

There were to be fewer committees and a management board of between 5 and 9 councillors who were to be paid a part time salary and have wide powers delegated to it. Authorities were to appoint a clerk as undisputed head of the whole paid service of the council... chosen for qualities of leadership and managerial ability". Since that report appeared a few councils have implemented some of these proposals. The most enthusiastic advocate of managerial efficiency was Dan Smith"a political leader of national stature who revolutionized the Newcastle approach to planning and internal management"(Municipal Review July 1969). Mr. Smith, who became a member of the Royal commission on local Government, went further than most in applying the values and methods of private industry to local Government. Despite his political demise worthy successors have followed in proclaiming the same message. Last year saw the publication of the Bains' Report, 'The New Local Authorities Management and Structure'. This is the report of a working group consisting of five town or county clerks, one county treasurer and the company secretary of I.C.I. It was enthusiastically recommended to all counillors and officers by the Secretary of State for the Environment as "a document of sound practical advice" which, if applied. would ensure that local Government in the future is going to be far more efficient and effective than ever before". NALGO too was enthusiastic. An editorial in Public Service (Sept 1972) stated that "Nalgo can take some satisfaction in, and some credit for, its proposals. If its guidance is generally followed by the new authorities then this aspect of local government reorganisation could prove to be of more importance than any changes in the overall pattern and boundaries of local government". This latter statement is certainly true, so it is worth taking a closer look at what Bains is proposing.

The report pays the usual lip service to democracy and is full of meaningless pronouncements like, "It was put to us in evidence that our objective must be to make democracy as efficient as possible, not to make efficiency as democratic as possible and there is a good deal of truth in this". Despite denials of any intention of applying business concepts their views are well summed up in a paragraph they quote from a study of one city by the ubiquitous Mc Kinsey organisation, viz

"The democratic forms of Council and Committee have some great strengths, but in many ways are not geared to the modern task of managing thousands of people and hundreds of millions of pounds of assets".

What they propose will do nothing to bring real democracy into the Council Chamber (which they see as, at best, a debating forum) because all they are doing is presenting a rehash of the Maud formula - a streamlined Committee System. The democratic mask slips a little when they note with some surprise that most councillors they received evidence from, far from welcoming the reduction in committee time this involved, complained that they had insufficient to do. "It may well be" they continue, "that some potential members, particularly professional and business men, are, however, deterred from putting themselves forward for election because of the amount of time traditionally occupied by Council affairs. It is to be hoped that streamlining the structure and management processes will result in more of these potential candidates being willing to play an active part in local government."

What the report calls "the political element" is viewed as a tiresome hindrance to managerial efficiency. A change in the management structure of an authority is not a matter to be undertaken lightly and though we recognise that the different political philosophies must have some impact upon the organisation, frequent structural changes made for purely political reasons can only result in a loss of both efficiency and morale".

Political divisions are to be "managed" into insignificance. Minority party representation on the key 'Policy and Resources Committee' is justified, not on democratic grounds, but because it ensures continuity and may "avoid some of the more violent reversals of policy which can occur following changes of power".

When it comes to officers and staff in local government the emphasis is placed on the creation of a management team headed by a Chief Executive "Most senior officers in local government" they note disapprovingly "have been appointed on the basis of their professional knowledge and ability." a truly scandalous state of affairs, if only it was true. At all appointments above "middle level jobs" the officers advancement should depend on "managerial ability" - though what this consists of is never specified. The only mention of salaries in the report refers to Chief Officers where they propose "some system of financial reward for exceptional performance." (record numbers of children received into care, perhaps).

The key section of the report is on personnel management. The introduction notes that, "Local Government is highly labour intensive... and generally speaking there is relatively little scope for improvements in efficiency and effectiveness through investment in new plant and equipment. Such improvements must therefore come through more effective use of the human resources of the authority...

...The manpower resource, above almost any other, is costly, inevitably time wasting, capricious in behaviour and capable of development."

So the establishment officer is to be upgraded into a Personnel Manager (about whose role in"enlightened" industry the Committee becomes almost lyrical), "To promote the effectiveness of human resources both in the short and long term,"

In addition much more attention is to go on "management services", work study O and M job evaluation, operational research, network analysis and all the other devices dreamed up by management theorists to get more work out of employers. Is this what NALGO is really so pleased about?

Plans for the National Health Service (the Bill is now going through Parliament) show the same kind of thinking at work.

The present 'tripartite' structure of the Health Service is the product of the political compromise reached by Bevan, the medical professions and local authorities in 1946. With its rigid and confusing division between hospitals, G.P.'s and local health authorities it works to prevent an effective and comprehensive system of health care. Reorganisation, the need for which no one contests, has been in the air for some years. After two Green papers, a consultative Document and a White paper the Government have come up with a system which removes what minimal democratic element still exists (the local health authorities), preserves the privileges of consultants (especially in the teaching hospitals) and the so called independence of G.P.s and provides for an expanded private sector.

In place of the present regional hospital boards, hospital management committees, executive Councils and L.H.As is to appear a new unified hierarchy of Regional Health Authorities (fourteen of these in England), Area Health Authorities. (whose boundaries are to be coterminous with the new local Government areas) and District Authorities. All members will be appointed, directly or indirectly, by the Secretary of State and "management ability will be the main criterion for the selection of members." (Consultative Document 1971).

SINCE AMALGAMATION I'VE DELIVERED TWO BABIES, FIXED FIFTEEN RAISED LAVATORY SEATS AND RECALLED TWO DOGS INTO CARE. NOW THEY WANT ME TO GIVE THE DIRECTOR INTENSIVE THERAPY.....

The same document pointed out that whereas its predecessor "sought to secure increased local participation in the administration of the health services not only by giving the area authorities a representational character, but also through the establishment of district committees composed, as to half their membership, of people living or working in the district. In the present Government's view, these proposals would have led to dangerous confusion between management on the one hand and the Community's reaction to management on the other".

To represent the consumers there are to be Community Health Councils at district level. Half their members are to be appointed by the Area Health Authority, they will have no independent finance and no powers except the right to meet the A.H.A once a year. Workers in the Health Service, except for senior doctors and nurses, are equally excluded from decision making. Even the minimal goal of a unified service is not achieved. In place of executive councils (which now administer G.P., dental and opthalmic services) are to be created family practitioner Committees which are exactly the same under a new name. The Area Health Authority will not have the right to visit the premises of general practitioners.

Instead of drawing up plans to meet the real needs of the Health Service - obsolete buildings, inadequate resources, staff shortages, waiting lists, low pay etc: - the Government spent £220,000 on management studies carried out by the American management consultants McKinsey and Co., and a team of management theorists from Brunel University, "When asked whether they would consult patients about nurses job descriptions, a Brunel psychologist replied that when they worked with Glacier Metal Co., they didn't ask the ball bearings what they thought about the supervisors." (This quotation comes from an excellent analysis of the new deal for the N.H.S. in "Needle" No 12 N.H.S. reorganisation special edition of this radical rank and file health workers paper, available at 3p from 27, Pearman St. S.E.1.)

As with Local Government administrative and managerial reorganisation is being used as a substitute for the changes required to meet community needs (which would involve more expenditure), as instruments of cost cutting rationalisation and as means of extending and consolidating bureaucratic hierarchies. The same is essentially true of the Government's reorganisation of Central Government Departments. A group of businessmen, headed by Lord Rothschild, has been established in the Cabinet Office with the grandiose title of "multi-disciplinary central policy review staff." The objects of the new structure here were set out very clearly in the White Paper on the subject.

"The product of this review will be less Government, and better Government carried out by fewer people. Less Government, because its activities will be related to a long term strategy aimed at liberating private initiative and placing more responsibility on the individual and less on the state. It will be better Government, because the tasks to be done will be better defined and fewer in number requiring fewer Ministers and fewer Civil Servants."

The much publicised short term set backs which Government attempts to practice these principles have received are in danger of blinding us from the less publicised "success" their introduction is having in the public services at local level. Seebohm and the Social Services Act were part of this pattern, (see 'Save with Seebohm' by M. Downing, Case Con 2, and 'Victimisation in Hackney Seebohm Factory" by John Connor, Case Con 7.) Butterworth spells out the same message (see elsewhere in this issue). Social workers and other public service workers cannot combat these measures by trying to turn themselves into independent "professionals". This is the sort of mystification the Government wishes to encourage - a few crumbs of 'status' to disguise the absence of real power. The application of managerial structures and techniques from industry to the public services means that public service workers must react like industrial workers. This does not mean that an effective fight against redundancy, low pay, job evaluation etc: is simply to be left to the union bureaucracies. It does mean that militant rank and file organisation is the only way of conducting the fight against these measures and for better conditions of service in which the real needs of the community are recognised if not met.

Turn of the Screw

Our Man On The Case Asks - whose incompetence?

On 1st September, 1972, Myra Garrett, an active member of the Case Con Editorial Collective, joined the Islington Social Services Department as a basic grade social worker. The area team had interviewed her and unanimously recommended her appointment. Within four months of joining the team, she had been advised by the area team leader that the standard of her work raised questions about her competence and consequently her suitability for permanent status.

On 12th January, 1973, based on evidence presented by the team leader, the assistant director announced he would recommend Myra's dismissal. This evidence consisted of a recital of 'facts' meant to demonstrate mishandling of three cases. At no point did the team leader attempt to discuss the matter with the team. In response to the action taken by the team leader the social workers and administrative members of the team signed a statement deploring the singling out of Myra for biased and selective criticism and pointing out that any one of them could have been similarly attacked.

Several points need to be made in this situation:

1. Scrutiny of the caseload of any local authority social worker would reveal such evidence. This move of the team leader points out the vulnerability of social workers to such attacks. Any social worker in a probationary period, who for any reason is not to the liking of management, can expect to be victimised with an 'incompetent' label. This, in a situation in which no well-defined criteria for judging competence exist.

2. A move of this sort makes a farce out of the involvement of team members in managing team affairs.

3. In levelling a charge of incompetence against an individual, organisational inadequacies are transformed into individual inadequacies, leaving the department itself free from responsibility.

4. Even in a local authority such as Islington, with a hard fought tradition of trade union solidarity, management must be assuming that a probationary, unknown, can be picked off at will. Management apparently believes that recent moves towards social worker participation in policy making means that collaboration automatically leads to increased control from the top. This move must be seen as a test of the strength of the union on a fundamental issue.

We are all potential 'incompetent' victims now. The choice is made for us: isolation or solidarity. Only fully mobilised trade union strength can maintain security and rights for all social workers.

CASE CON BACK NUMBERS

We have a lot of copies of No's 2,3,4,. 5p each plus postage
And of No. 9, 10p each plus postage

SUBSCRIPTIONS

50p. for four issues including postage
SUPPORTERS FEE for those willing to help financially, to vote at conferences and to receive news letters, 50p. per year

It is clear that the Islington Seebohm Factory bureaucrats have decided to test their strength and to take on the Islington social service workers and their Joint Shop Stewards' Committee. This time it's not a 'gentle easing out' until the worker is so humiliated and isolated that he/she sees no alternative but to resign.

Islington social service workers and their Shop Stewards' Committee have two major victories to their credit - a strike which won them 13 days extra leave for doing standby, and the concessions won during the social worker/squatter/tenant struggle. The threatened dismissal of Myra Garrett must be seen for what it is: a confrontation between workers and management to decide on the right to hire and fire and test the strength of the trade union organisation. At a time when trade union organisation is under attack generally by the Tory Government and employers, as a result of the Industrial Relations Act, social workers in Islington and elsewhere must not only be prepared to defend, but must also take the initiative and act quickly and decisively, faced with this kind of attack.

Islington social service workers must use their organised strength and tell the employers: "No sackings or we withdraw our labour!" If one worker is sacked, then every worker in the department is individually threatened and the trade union organisation could be weakened or smashed.

If this happened, all social service organisation, existing or planned, will be threatened or similarly attacked.

Let us hope Islington will maintain its militant tradition by refusing to accept Myra Garrett's sacking and withdrawing their labour. The Islington NALGO branch must also support this action, otherwise the rapid growth of its organisation will be thwarted and its strength diminished.

One militant sacked threatens all. All social workers should register their protest from their departments and through their NALGO branches.

Support militant action!
Say no to sackings!
Defend the Union!

Islington
Social Services

THE CHALLENGE OF THE INNER CITY

Islington has problems that are a legacy of history, the consequence of its role and location in the heart of London. It also has a council that challenges these problems, and a vigorous Social Services Department determined to play its part.

QUALIFIED SOCIAL WORKERS

If you can meet the challenge, we can offer you—

1. A job in one of the ten decentralised community based teams under an Area Team Leader who has considerable delegated authority to respond to the needs of the area.
2. Supervision and support to enable you to develop your capacities and interests.
3. A part in an active development and research programme which needs the contribution of all staff to departmental programmes and policy.

SENIOR SOCIAL WORKER

Applications are invited from professionally qualified and experienced social workers. The Senior Social Worker plays a leading role in the management of the generic Social Work Team which consists of an Area Team Leader, 2 Seniors and 9 Social Workers. Experience in staff and/or student supervision is required.

Encouragement is given to individual interests and the development of new ways of meeting community needs. Considerable delegated authority enables flexibility of approach.

Qualified social workers, this is the challenge of Islington:

1. Considerable delegated authority to team leaders to sack any social worker who begins to respond to the needs of the area.

2. Surveillance and supervision by hindsight, which may at any time render you incompetent. No support if you follow through the interests of your clients.

3. A probation period during which you prove your desire to be co-opted into the machinery and out of any critical awareness of the nature of your job and the plight of your clients - or else you stand to be summarily dismissed with one week's notice.

REGIONAL ORGANISATION

CASE · CON goes ....

Two motions were passed at the last Conference, both fundamental to the growth and revolutionary potential of Case Con: the building of a national rank and file movement within our sector of the labour market, and the new regional structure for Case Con.
As Case Con has grown there has been an inevitable breakdown in communications between local groups and the Editorial Collective, and between local groups themselves. The only formal opportunity to meet was at the conference. As conference became bigger so the groups and individuals present represented a greater range of ideas and activities, at different levels of development, and many people felt that the Centre had become too London-based. It was perhaps a logical development of this situation that a special interest group composed almost entirely of out of London members should produce the new regional structure. It gives, I think, a structure capable of greatly improving the expertise and support available for action, while structuring itself gradually around the Trade Union boundaries, where one of the main focuses of our work should be. The development of the regions will no doubt be very different, set by local conditions, extant local organisation and the amount of political awareness floating around. The role of the Editorial Collective here should be purely an advisory and communications one - there can obviously be no blueprint from the Centre, because the Centre isn't where it's at - you are.
Local grumbles, local fights and your local Council provide a wide variety of intolerable conditions in which to perform this basically insane job, so ensuring a wide variety of responses which must be incorporated into the wider, revolutionary struggle.
Although the London and North West rank and file became increasingly confident, so organisation within the NALGO apparatus was still too small to get a settlement that the majority of social workers felt to be just. The lesson is clear, and the reader must ensure that his group is helping to wrest control of the union from the leadership and hand it over to the rank and file. The rank and file may not use it wisely, but they'd never been allowed to try it before Islington - and look what happened there.

REGIONAL ORGANISERS AND BOUNDARIES

North East:	Yorks., Co. Durham and Northumberland Jeremy Gass, 21 St. Paul's Square, York YO2 4BD
North West:	Cumberland, Westmoreland, Lancs., Chesnire and North Wales Sandy Rose, MSW Dept., Salford Royal Hospital, Chapel Street, Salford 3
Midlands:	Warwicks., Worcs., Staffs., Derbyshire, Notts., Lincs., Northants., Leics., and Salop. Margaret Page, 7 Batten Street, Leicester, Leics.
South:	Hants., Surrey, Sussex, Kent, Bucks., and Berks. Michael Simpkin, 40 Epsom Road, Guildford, Surrey
East Anglia:	Norwich, Suffolk, Essex, Cambs., Hunts., Herts., and Beds. Jimmy Porter, 62 Leng Crescent, Eaton, Norwich NOR 74H
South West:	Cornwall, Devon, Somerset, Dorset, Wilts., Gloucs., Herefordshire, Monmouth, and South Wales. Lydia Savage, 30 Painswick Road, Cheltenham, Gloucs.
Scotland:	Margaret Boushel, 20 Stanley Road, Newhaven, Edinburgh
London:	Jeff Lazarus, 1 St George's Mews, London NW1