

CONFIDENTIAL.

# SECRETARIAT

0825 / Q

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(Formerly)

0825/Q

P. W. D. - RE - ORGANISATION OF.

CONNECTED FILES.

NUMBER

0825/Q

PUBLIC WORKS DEPARTMENT

Notes on discussion held at Government House:-

PRESENT: His Excellency the Governor  
Honourable Colonial Treasurer  
Superintendent of Works  
Honourable Colonial Secretary

The SPW explained his difficulties. Amongst the matters discussed the following are some of the main points:

SPW considered the first priority was the maintenance of Government buildings and stated that it was necessary to have proper staff on this the whole time. For this he required two carpenters, one mason, one skilled plumber and a gang of four.

If however we were to get artisans from outside it would be necessary to improve the conditions in which they were to work. It would also be necessary to ensure that there was sufficient unskilled labour available, otherwise the time of the artisans would be wasted.

Arising out of this the following appeared necessary:

To set apart more land for the construction of proper garages and workshops other than the carpenters shop. It is suggested that the store in the present yard be replaced by a store approximately the same size 100' x 48' two storeys high and that a new carpenters shop be built that ought to be twice the size of the old machine shop.

As regards staff the request for the two carpenters, the mason, the painter and the plumber has already been noted. The SPW also asks for a general foreman who should supervise all the work that is going on. He states that at present the supervision has to be done by him and that he has no time for the work of a head of department e.g. making out estimates, dealing with correspondence etc.

He also requires a garage foreman who would need to be older and more experienced than the present foreman. It is admitted that it is difficult to look after the vehicles properly with the present premises and equipment. It is most essential that we should have proper premises and equipment and that there should be a regular maintenance service of all vehicles instead of the present policy whereby a vehicle goes on till it is broken down and it is then pulled to pieces to find out what is wrong with it or else scrapped. The question of the garage foreman is a difficult one and in the course of discussion it was suggested that we might create an entirely new Department of Transport as previously a new department, the P. and E., was detached from the PWD and formed as a separate department. SPW said he also required a working foreman who understood road making. The construction of roads was a skilled job and there is nobody in the Colony who really understands it.

SPW also required a storekeeper to replace Mr. Campbell when he went on leave. He said that he also ought to have an assistant storekeeper who would be able when necessary to do the work of the storekeeper. The present assistants were not qualified to do that. It was mentioned also that it would be well to expect more of the new storekeeper than was expected of the present storekeeper. He should in fact be able to estimate requirements and order them so that the SPW himself could be relieved of the actual duties of estimating for and ordering stores.

Labour. It was pointed out that there was a shortage of actual labour. An attempt was made to elicit from the SPW some estimate of the numbering of extra labourers he would require. It was difficult to answer this question but in the discussion it was noted that ten men were required for the road and three men for painting. We were definitely short of labour now and it seemed out of the question to import unskilled labour from England. The correct solution to this problem would require further consideration.

It may be noted by the way that the question of those above 60 employed in the PWD was referred to. It had been considered in the past that perhaps we were employing elderly men as a sort of charitable arrangement since there was no proper OAP Scheme which would apply to them. The SPW said that this was not true at all that all the old men were performing useful work and that in fact some of them worked very much better than some of the younger men.

Transport and mechanical equipment. The SPW stated that there was insufficient vehicles and machines. An exact list of requirements was not furnished at the conference.

Living quarters. The SPW pointed out that if we were importing new foremen, artisans, etc., we would have to make sure that there was somewhere for them to live. It was of course recognised that the question of putting up further buildings would necessitate more staff and the question of avoiding a vicious circle would have to be kept in view. Furthermore the more Government buildings we have the more maintenance work there would be to do.

As regards the new carpenters shop, the new store, new garages etc., the SPW had been in consultation with Mr. White who has come to do the lighthouse buildings and he was going to get some particulars in March so that it seemed desirable to postpone detailed decisions as to the type of buildings to be put up until these were received. At this time no doubt the question of additional housing could be considered too. The question of bringing in buildings from Ajax Bay was already under consideration.

*BU was made.  
22/1/62*

29th January, 1962.  
RHDM/FH

NOTES ON ACTION REQUIRED.

I suggest the following:-

1. SPW and the CS to go into the question of site for buildings. No other action about actual details of buildings until March except the question of Ajax Bay buildings to be pursued.
2. SPW to send in full list of his mechanical requirements.
3. Question of the new storekeeper to receive consideration from the CS. This is already being pursued.
4. Question of assistant storekeeper will also have to be considered. This is possibly slightly less urgent.
5. The decision has to be taken as to whether to increase staff by the following - one carpenter, one mason, one painter, one plumber, one working foreman, one general foreman, one garage foreman. But see below number 8
6. The question of labour will also have to be considered and whether we propose to import any labour.

*Just this one foreman too many. Perhaps workers foreman is for roads.*

7 In the time available we considered the first priority - maintenance of buildings and we never got on to the question of special work.

8 The chief special work to which we are already committed is the dismantling and re-assembling at Fox Bay of the Doctor's bungalow. In addition there will of course be the construction works implicit in the SPW's own proposals. A further priority job although it has not been approved by Ex. Co. will be construction of a slipway for which the SPW is now trying to work out plans. There is also the extension at Darwin School. Apart from the construction jobs there is also the construction of the Stanley Roads. As regards to the Stanley Roads we have already dealt with the requirement of a foreman although the question of labour will also crop up. We have not yet found out from the SPW what further requirements of skilled labour & supervision we will require for these special works. Perhaps I should discuss this with him as it may require a modification of our staff requirements. Possibly we may have to consider special works entirely on their own and recruit special staff to carry them out.

9 Labour. The question of whether we will have to import labour and if so whether permanently or temporarily for special jobs will also have to be considered.

31<sup>st</sup> January, 1962.  
RHDM/FH

*J.E.  
Submitted  
8  
11/2/62*

*BW for KKW  
14.6.62*

*OVER*

4

SFC

Pl. have draft indent prepared for submission to SFC on return from S. Georani. vide X on 1.

23.6.62

SFC

Would you please examine staff indent at bc. and let me know if you agree with particulars quoted. Please also complete 3 (b) and 5.

Extracted to OUIS 14.

The file should be returned early to enable us to get it off by the main closing on Saturday

27.6.62

By ~~20.8.62~~ 62 (to KIV) 15.1.63 BU 22.1.63

6.

By E. Stewart Warrant for George Foreman may be signed. We did not put provision in the final estimates because we had some hopes of getting a man locally on the fact that such a high figure appeared in the estimates might have caused embarrassment. This will go to SFC at next meeting. (has we get Mr Jones we will do so when SPW returns.)

16/1/63

SFC withdrawn + sent to Treasury. 17.1.63.

RU on 23 return

off at SFC 22/2/62

I have since met Mr Jones on 17/2/62

BU SFC 25.6.63

The position is:-

1. List of transport etc. being prepared.
2. Particulars about cost of imported buildings etc. information being obtained from the Lighthouse Contractor in March. Particulars of costs of erecting Ajax Bungalows in Stanley asked for by S.P.W. I am trying to find out. *Information will send*
3. Land etc. S.P.W. wishes (a) to plan out the best use of the dock-yard (b) to make a list of the transport etc. and to make the estimate of the buildings required outside the dock-yard. Land can then be chosen for this purpose. *5 or 6 miles Cliffs Head sent to SPW*
4. Housing (see also under 2). The question of town planning etc. being looked into by me.
5. Special work. The S.P.W. says that to carry out the special works he would require in addition to the staff already noted by him as required for maintenance the following:-

4 Carpenters  
2 Bricklayers  
another painter

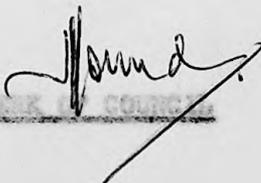
It is however possible that the best thing to do with regard to these works would be to get a contractor from outside to carry them all out.

A list of the most urgent special works is as follows:-

- (i) Doctor's house at Fox Bay (the present proposal is to re-erect the Ajax Bay house there but S.P.W. is still going into this question and it is possible that he might suggest that it would be cheaper to import a house.
- (ii) Erection of new buildings required by P.W.D. i.e. the new store new garages new carpenters shop and other work-shops.
- (iii) Building of houses required for the new artisans etc. I think we should when we start to build have a few extra houses altogether.
- (iv) Building of slipway.
- (v) Improvement and extension of Darwin School. I am now wondering whether we should not divide this up into two i.e. (a) improvement in the extension and whether (b) might not wait for a bit.
- (vi) Roads. The present contract is to be completed S.P.W. says that before we undertake any more road improvement we must get a Road Foreman he says that it is not possible to get the roads done by contractors from outside.
- (vii) There is one more point the planning itself is being delayed because the S.P.W. is full up with day to day supervision. I ask him whether he could not temporarily abandon this and allow the department to revert to the position in which it was before he came out and after Mr. Livermore left while he himself concentrated on planning. He replied that this was not possible and that he could only be relieved from this day to day work when he got a general foreman

(20) Employment of Elderly Workmen in Public Works Department

It was noted that the Public Works Department labour force was largely staffed with elderly men and Council advised that renewed consideration be given to reducing the elderly staff and replacing them with younger and able-bodied men. The Superintendent, Public Works would be asked to examine and make recommendations.

  
CLERK OF COUNCIL

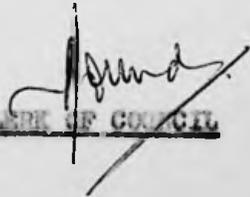
Extract From Minutes of Executive Council Meeting No. 5/70

Held on 17th, 18th, 20th, and 22nd to 30th April, 1970

~~9/1/70~~  
8

(26) Public Works Department Duties

In discussing the general structure of Public Works Department and the functions it performed, some Members felt that the services provided might be more effectively carried out by reducing the current technical staff to a basic maintenance level and offering major works out to contract. The Superintendent, Public Works would examine the proposal and submit recommendations at a later date. It was accepted that final consideration of the proposals could not take place for some considerable time.

  
CLERK OF COUNCIL

3rd June

70

648  
9

The Colonial Secretary,

Superintendent, Public Works,

Stanley.

Estimates 1970/71

The following items require examination and report, as indicated below, by you as a result of initial examination of them in connection with the 1970/71 estimates;

(1) Employment of Elderly Workmen

In view of the fact that the Public Works Department labour force contains a large proportion of elderly men it has been decided that consideration must again be given to the possibility of reducing the number of elderly staff and replacing them with younger and more able-bodied staff. You are asked to examine the question and to make recommendations which should if possible be in a form which can in due course be utilised as an annexure to an Executive Council Memorandum.

(2) General Foreman, Public Works Department

In connection with the above post it has been suggested that there may be dividends for government in having it filled at a future date by a young man with junior engineering qualifications. You are asked to examine this problem also and to submit your recommendations.

(3) Public Works Department: Duties

In considering the general structure of the Department and the functions it performs it has been suggested that those functions might be reduced, with significant economies resulting, to a basic maintenance level with major works and jobs being put out to contract. Here too, you are asked to examine and submit recommendations. It is appreciated that examination of this particular problem may take some time.

  
 (J. A. Jones)  
 Colonial Secretary

cc Colonial Treasurer

Reply is in - pl. file.

Rec. 3.7.70.

JB

(KIV)

No. P.W.D. 012.

## MEMORANDUM

It is requested that, in any reference to this memorandum the above number and date should be quoted.

23rd June, 1970.

To: Acting Colonial Secretary,

STANLEY.

From: Superintendent of Works, P.W.D.

Stanley, Falkland Islands.



SUBJECT :-

Estimates 1970/71.

Reference your Memo 0284/XXII of 3rd June, 1970.

(1) EMPLOYMENT OF ELDERLY WORKMEN.

P.W.D. do have a large proportion of elderly workmen, fourteen are shown on the books over 60, four of whom are paid by P.W.D. but are not directly employed by P.W.D. It is not however our practice to employ elderly workmen, my policy is much in the reverse, at the same time realising we have to carry a certain percentage of time served employees. At the moment I am happy to report that our elderly men have been placed in types of work that are productive, but in order that that statement does not become misleading it is only fair I should emphasise that they are only productive from ground level. Jobs as such are very limited in small departments and it does create an unfair balance on distribution of work, however, as long as there is some form of control on numbers of elderly men there is not likely to be any form of labour discontent from this point. Between 1960 and 1963 four men were employed over the age of 60, this has a marked affect now and should be carefully avoided in the future.

The results this past two years as a result of modernisation, i.e. workshops, and a slight move towards mechanical aid, i.e. J.C.B., has only reduced numbers slightly but it cannot be denied that a big improvement in production has shown itself. There could not be any hope of considering incorporating elderly men in either mechanisation and only slight consideration in modernisation. For instance the 'Roadmen', if mechanised would have to be replaced by younger men, the same numbers would apply but results would treble itself.

It is interesting to note that if a compulsory retirement age was, say 60, the effect in Government staff would be negligible, (approx. four) one in the following year, third year would be free, but if compulsory retirement age was 60 for hourly paid men, no less than 14 would be affected in P.W.D. alone - quite a lot of men to walk the streets at one time in a small community, even part time work would be unobtainable in a short time.

I realize I am to make recommendations, but this is a subject that could prove suicidal to any Head of Department or indeed any single person, to place himself as Architect to bring about their dismissal however desirable it may seem, and I am not overlooking the duty of the Head of Department to facilitate any improvement which would create economy and efficiency, but this is exceptional due to the fact of it being such a long outstanding practice.

Final recommendations should come from a 'Labour Advisory Board' who can determine each case on it's merit.

(2)

GENERAL FOREMAN.

I find that the department is already well out of balance in keeping with it's committments, 25 people are regarded as 'Staff' which is a third of the total employed by the department. It must be realized that of the 25 only four are or could be classed as 'administrative', two Clerks, the General Foreman and the Superintendent. For advisory and supervisory it is broken down to two, the General Foreman and the Superintendent, the latter already heavily committed to a lot of desk work. To reduce this by removal of a General Foreman and to increase outside contracts is not practical.

Because of the remoteness between various trades it is essential to have a General Foreman familiar with these trades and with sufficient authority to carry out routine duties and directives from the Superintendent. If a Junior Engineer came into the picture he should not be expected to advise men more experienced than himself (he would be told so in no uncertain manner) I would go so far as to say he would need protection, and usually gets this anyway from the 'Tin God' (the General Foreman). The Junior Engineer's prime duties would be to assist in costing, economics, testing, estimating and valuating surveying where necessary and to liase between the Department and Contractors. He could, in repayment for the General Foreman's 'Protection' assist him in correct procedures 'structionally', materials, modern methods, quantities etc.

The question will undoubtedly arise from this (if it came to pass) what would the Superintendent do then? - he would press on and would still have more than enough to do.

(3)

PUBLIC WORKS DEPARTMENT DUTIES.

The functions of the department fluctuate quite a lot, and employment of direct labour has been restricted to a minimum with the object in mind to encourage more indirect labour (contracts etc.) Due to a quick rise and fall on demand for labour one cannot be too careful to avoid any possible overlan of direct and indirect labour which would create one or the other to marking time, and for economy purposes, direct labour must never find itself in a position where it must mark time.

Major works are normally put out on contract, there is a difficulty however of putting out certain types of work because very few tradesmen 'free lance' exist. Handmen are very useful men but can be expensive and dangerous if employed on work beyond their carecity, and virtually constant or full time supervision would be required, this being the case it would be most uneconomical. The strength of supervisory staff in P.W.D. is not one of the strong points and it must not be overlooked that every job and contract issued calls for supervision.

Most of the work that can be put out requiring little supervision is seasonable and it is anticipated that these will continue to be put out to contract, as weather, materials and finance permit.

Taking the above into consideration the recommendations should be that contracts should be bourne in mind at every opportunity and if variety of work increases individual recommendations should be studied more intensely with the hope that persons who tender shall be competant to do the job.

Attached to 0615/G -  
P.W.D. General Foreman.

A.G.C.S. ✓ L.G. 22/7/70.  
A sec ✓ 7.7.70

B.U. for C.S. 31/7/70

(Signed) T.W. Royans.  
Sunt. of Works.

To: The Honourable Colonial Secretary

fa.

Dear Sir,

I have the honour to submit this report, with information relating to the feasibility of further economy, and limiting activities to a Service Department.

Introduction

Because Public Works serve all other departments and the public, this report has been difficult to compile without involving them. Every effort has been made to avoid this, and indeed none of their activities are mentioned.

Public Works, unlike any other department (no comment please), do not provide any single service but as many as twenty, large and small. Because of this P.W.D. is a most vulnerable target for the layman to criticise, and I hope that this report opens the department up sufficiently enough for the other side to be seen. It would be most unfair for P.W.D. not to be able to work in harmony with other departments.

If recommendations within this report became a reality P.W.D. staff, with eight different trades to contend with, would become about 7 per cent of the total Government staff. Combining that with the cuts from hourly paid as well could reflect quite a lot on unemployment, and this must never be overlooked when discussions take place to decide the policy in the manner in which the cuts are to be executed, bearing in mind also that by cutting down on hourly paid workers without adjusting the staff accordingly will only produce the proverbial 'all chiefs and no Indians'.

I have been asked a few times if, in my opinion, Government get full value for money. The honest answer, in some cases, is 'No'. It is my contention that the individuals should not be blamed so easily; the Senior Staff and the selectors of staff should also take a fair crack of the whip. With the right men in the right posts there would be no bad workmen. It is no easy task trying to keep up with the 20th century with 19th century habits and equipment; the frustration in the present circumstances is the fault of the established system of P.E. One cannot choose leaders best fitted for the job, and in the case of P.W.D. there would be precious little to choose from anyway, so it seems the answer at the moment is to compromise. There used to be many more imported key men in P.W.D. than there are today. On contract basis, we are down to three, and will be down to two in the foreseeable future. Although I don't believe it is a good thing for the Colony, I do believe it has become a necessary evil. Competition is the biggest enemy of complacency and P.W.D. have virtually no competition.

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The various services are mentioned below, with comment following: asterisk denotes essential services.

- \* Roads, Drains, and Bridges
- \* Water Supply
- \* Repair and Maintenance, Government Buildings
- Furniture
- Minor Works
- \* Transport and Plant
- Fencing
- Clerical, P.W.D. Electrical, and Central Stores
- Transport of Stores, and Fuel
- Jetties and Sea Walls
- \* Funeral Services

Insurances

\* Stanley Mains

Central Heating Installations

Estimating and valuating

Applications, Advisory and Supervisory Private Properties

Control of Poat and Allocation

Town Council

Camp Requirements

Emergency assistance, aged and sick

\* Roads, Bridges and Drains

a) Three men, commonly called 'roadmen' are at present employed, one to each ward, East, West and Central. All are of retirement age. Duties consist of keeping drains, gullies, inspection pits and gutters free from refuse and blockages. There are no mechanical aids, and it often becomes a filthy and thankless job.

Total Labour Cost ..... £1,800

b) A recently formed and correctly named 'road gang' consists of four comparatively young men, recruited mainly from P.W. labourers and men we inherited from the Roads Contract of 69/70, all of whom have some experience of roadwork, concreting, repairing pasa libres, culverts, crushing, grading and washing stone. During inclement weather they make concrete blocks or anything else that may be required.

Total Labour Cost ..... £3,000

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\* Water Supply

a) Two Staff men employed each work an eight hour day in two separate shifts, one from 8 a.m. to 4.00 p.m. and the other from 4.00 p.m. to midnight, changing shifts every two weeks. An hourly paid man works a third shift whenever the demand justifies it, this usually occurring prior to watering ships, holidays and weekends, all depending on the reservoir levels. A third Staff man, the 'water bailiff', pumps from the reservoirs to the high level tanks for an average of five hours per day fifteen days a month or 375,000 gallons per month. Approximately 300 man hours are involved annually by P.W.D. labourers cleaning and sluicing tanks, reservoirs, wells and filters.

b) It is no easy task to control consumption; to be nearer the point I should say it is impracticable, except by rationing, and except for exceptionally dry spells there is not much fear of rationing for some time to come. However heavy demands do sometimes fall at unexpected times and to meet the demand I try to keep the reservoirs no less than two thirds full at all times. This gives a reserve of some 200,000 gallons or more in the reservoirs which, with the high level tank as near full as is practicable, (100,000 gallons) gives us a reasonable safety margin in the event of fires or bursts. The total holding capacity of both reservoirs, and tanks is 456,000 gallons, and as they are constantly supplying it is practical to hold between 300,000 and 400,000 gallons except during cleaning periods, when only half that amount is hold. The reservoirs supply the Northern half of the town, the high level tanks supply the Southern half. The amount normally allowed for in waste is between 25% and 30% but I have reason to believe the waste is much higher in Stanley. This was proved during the dry spell of November last; after an appeal we saved nearly 50%, consumers had sufficient perhaps for everyday domestic needs. I am inclined to think that the saving came mostly from them not watering gardens or washing vehicles. From an estimated 23 gallons per head per day 20 years ago consumption was expected to rise to 40 gallons per head per day in the 1970's. It has, however, exceeded that already. It is now nearer 45 gallons per head per day, due to many reasons some of which are:-

(i) Almost every dwelling is now connected to the main supply; 20 years ago many relied on roof catchment.

(ii) Improved facilities, baths, and bathrooms with water-borne sewage systems; washing machines.

(iii) An increase for trade and industrial purposes, and a much higher percentage of vehicles to wash down.

Under normal conditions it is possible to produce 70,000 gallons per day from the two shifts of operating. It was estimated that by the 1970's approximately 60,000 gallons per day would be required. We are consuming nearer 68,000 gallons per day, and we have not much farther to go before a decision must be reached whether the capacity of the Filtration Plant must be improved, or whether we put on a third and last shift. It was proved during the dry spell of November last that the impounding reservoir at Woody Brook is now inadequate; it has a catchment area of about six square miles and although a much greater volume of water could be conserved, this is not possible without further construction. Actually there has never been an impounding reservoir in the true sense, it is a simple weir meant as a trout hatchery. It would seem from all this that we are not yet in immediate trouble, but it indicates that it is becoming uneconomical.

c) Installing meters would no doubt save water, but the cost would be in the region of £7,000. It would take a very long time to save enough water to balance that budget, and by that time another recurrent cost would appear on the estimates, 'Repair and Replacement of Meters'. Additionally there would be a new post created, that of a meter reader.

d) E.S.R.O., Royal Navy and Marines, obtain their supply by a direct tapping from the main flow pipeline replenishing the reservoirs. E.S.R.O.'s demand seems reasonable, but the servicemen's quarters are getting through water at an extremely high rate of 70 gallons per head per day. I say 'getting through it' because it is impossible to consume it on normal domestic use and I can only assume that the greater part of it is being taken up in laundry, washing the craft down, and a high proportion of waste. The capacity of their supply tank is 8,000 gallons which, if not replenished, should last then about six days, but because we only pump during weekends when it is absolutely essential, they are frequently without water by Sunday evening. This nearly always happens over holiday periods exceeding two days. One of the main disadvantages of the 'flow' pipeline being tapped instead of the 'return' is that the pressure fluctuates to such a degree that it is difficult to get an accurate reading from the flowmeter charts which indicate the amount of water passing from the Filtration Plant to the reservoirs.

#### \* Repair and Maintenance, Government Buildings

a) Due to expansion and modernisation of such items as central heating, storage tanks, conversions and alterations, this sub-head is not so clearly defined as it must have been when first given the heading and few people realise what it entails.

b) Cost appearing on the estimates is £13,000; actual cost including P.E. is nearer £18,000, so it is reasonable to assume that each building costs £225 per annum to maintain. It is only physically possible to attend to, at the most, half the number of Government buildings in any one financial year, bringing the figure nearer to £450 per annum per building. Revenue from the rents is about £6,000 a year or an average of £120 from each. It is highly improbable, but if by some freak of circumstance that work was concentrated on houses alone, in any one financial year each tenant would be subsidised to the tune of £330 annually to live in a Government house.

#### Furniture

a) Only items considered absolutely essential are being purchased which explains why there has been a considerable fall in outlay since 1967.

Expenditure will be around £500 this year, the greater part taken up in repairs. On the face of it this may look encouraging; far from it however, it is only a short term policy. Replacements will become more scarce, the furniture becoming older, naturally the repair bills will increase. The present make-do-and-mend situation seems a happy solution today, but it is very doubtful if the same thing will be said in five years time when furniture will be so much more expensive and so much more in demand. The amount of revenue it makes is going to look a little silly against the expenditure it will require.

Minor Works

This White Elephant is just a loophole which encourages people to crawl through; in other words to have something done that has been previously overlooked. Minor Works in the true sense are being done in every sub-head of Public Works, why a separate one? If departments require some form of structural alterations, or additional works not generally catered for under P.W. repair and maintenance, it should have been applied for under their 'special expenditure'. If a house suddenly falls off its foundations, or a high ranking Government official lying in bed in the middle of the night suddenly finds himself tracking satellites then it is no longer 'Minor', we can forget the 'Works', the S.P.W. would get that anyway. With nearly always three or four departments involved the time-wasting factor in unnecessary paper work is colossal.

\* Transport and Plant

a) This item has shown an improvement in both economy and efficiency. I am anticipating a saving of £1,000 plus for this financial year, but in this particular section no-one should get complacent about this, even for a short time, or we would soon see conditions much the same as they have been for more than fifteen years. There is now some organisation and control, but it has taken much physical and mental perseverance to achieve, in order to succeed without breaking morale. In order to further the need for economy I found it necessary to restrict still further the officers entitled to issue L.P.R's and Stores requisitions. At the moment only the S.P.W. and the General Foreman can issue L.P.R's and only the same two and the Senior Clerk can issue Stores requisitions.

b) There are 20 vehicles and approximately 10 items of plant operational each year. The garage caters for repairs, servicing and major overhaul, the labour strength being a total of four, two P.E. and two assistants.

c) There have been a few minor breaches of regulations on misuse of transport, but with one exception the response has been excellent.

d) Government Transport under one control has proved a success. General transport under this control is in 100% better condition. There have also been two major re-builds this year doubling the life of both and we are now working on a third one.

e) Breakdown of costs showing the improvement from 69/70

69/70 P.W.D. actual expenditure .....	£3,485
P.E. and Apprentice .....	2,600
Amount allocated to other Depts.(not actual cost) .....	915
Plant (separate last year) .....	500
Total 69/70	7,500

For 70/71 it is expected not to exceed £6,000. This includes P.E. apprentice and absorbs the item of plant, so we could show a saving of about £1,500.

Fencing

The demand for fencing depends largely on the weather conditions, there are quite a lot of old timber fences and a few give up the ghost during gales or snow drifts. The task is usually one of repair or replacement. We do not have new territory to fence, and consequently the whole item is only used as a standby or part-time occupation.

Average cost in the past few years ..... £700  
Expected cost this financial year ..... £400, of which  
50% will be labour charges, no P.E. are involved in this.

Jetties and Sea Walls

a) Jetties - it has been the practice over many years only to repair these when it has been considered absolutely essential. As they were not built with durable materials deterioration is setting in, and the cost of up-keep for both the Government and the Public Jetties can be expected to increase. They can only be considered as semi-permanent structures, the piles, bearers and decking being all of timber, and substandard of the requirement today. The bollards of steel look mighty enough to take the 'Queen Mary' but when bollards are bolted to decaying timbers, in strong winds, they would not take the 'Gentoo'. Quite often these bollards are expected to take the strain of ships that are on the bottom, and at low tide the ships just lay over with the full weight pulling at the bollards. These jetties were never designed to carry such a burden; sometimes they are lucky, at other times not so lucky when bollard and vital structural timbers are ripped right out, creating damage to the piles.

b) Sea Walls are breaking up from one end of the Town to the other. (Further details can be found in the Recommendations section of this report.)

Clerical

P.W.D. clerks also serve two other departments, Power and Electrical and Central Stores. The department is very fortunate to have at long last two very efficient clerks, who cope with the work quite well. Working in a public works office calls for people with the right temperament and a sense of humour; without them they would have my deepest sympathy.

≠ Funeral Services

a) The recent change of conditions for the undertaker works satisfactorily, as far as keeping the service operational is concerned, but unfortunately I cannot say that it works economically. Average expenditure over a few years = £600 but it is not a true guide by the time the following has been added, taking an average of 18 funerals a year.

At least 10% of a Carpenter's salary ..... £100  
Drivers and Bearers (time involved) 4 men, 4 hrs. = 16 hrs x  
18 £56  
2 vehicles 72 hrs. x 2 = 144 hrs. @ 37½p ..... £54

So a more accurate figure would be £800.

The average funeral cost becomes £45; the charge we make is £39, so Government are subsidising each funeral by £6.

≠ Stanley Mains

a) Extend from the Filtration Plant to the reservoirs and on to the high level tanks at Sappers Hill; the return flow is the Town supply. The pipes vary in diameter from 3 inch to 6 inch. The 6 inch cement lined pipes from the Filtration plant to the town were installed 13 years ago, and have so far given little trouble. This installation is reasonably new in comparison with some of the town mains. It is anyone's guess how old these are, or whether they were installed as new, as there are no records available or if there are

I have never been able to locate them. It is only when mains burst that we can make a rough guess at their useful life. I have attempted to get verbal information from likely clients, but when I have dropped the fifty dollar question, I have always ended up with the two cent answer, and I quote 'Well before my time,' so it looks as though we shall have to live with it at least for the time being.

b) The plumber and water bailiff sluice out these pipes periodically. Every effort is made to give complete satisfaction to all consumers, but I don't ever expect to succeed a 100%. A great number of consumers seem to think they are being supplied with dirty water all the time and will not accept the fact that in most cases their own plumbing is to blame. The standard of some of the plumbing outside Government is appalling, through the fault of the property owners. If there is no service in the Colony for private purposes it is obvious they will call on the next best thing, the amateur, who may not be so fussy about using the right materials or even inferior materials, hence the common remark, "but it was only put in a couple of years ago".

### Central Heating

a) There are 18 oil-fired installations in Government buildings. Most of the burners are fairly new, and for most cases trouble free, because most of them are conversions. The boilers, radiators and pipework are very much older; we have already been on extensive renewal of pipework to some of the major central heating systems, such as K.E.M.H., Town Hall, Gymnasium and Junior School.

b) Care of these is the plumber's responsibility. A record is kept and each one is visited systematically, checked over, nozzles cleaned or changed, heat control increased or decreased, the latter usually by request, and boilers cleaned out.

### Estimating and Valuating

The Government do not have a section within any department to deal with this work. I do not refer of course to the annual departmental estimates which are the normal responsibility of each Head of Department, I refer to the estimates that continue throughout the year non-stop, which consume a great deal of time. The idea that the S.P.W. should do this because Government do not have a full-time Estimator, or Quantity Surveyor, etc., is perhaps a good idea, but only if it is kept within reason, and it certainly has not been this last two years. The expectations are getting out of hand; not only are estimates being requested far too often by far too many people, but all the trimmings are being asked for to go with them. It will reach the stage very soon when the S.P.W. will have to consider what other duties he can afford to neglect in order to comply with this new and thriving industry; but in any event it will certainly have an adverse effect on the department economically.

### Advisory and Supervisory

This is a service fully expected and accepted, but few appreciate the extent of it. It is not just a service for the benefit of the Government direct; whether we like it or not it is considered quite correctly to be a general public service. There are no guidance or information centres, only Public Works, and although there are a few artisans around in various trades their advice and assistance is out of the reach of the pockets of many. All at one time or another reap some benefit from it, Town Council, the Forces, contractors, general public, F.I.C., B.A.S., E.S.R.O. The last two mentioned, I believe, are the only people who compensate Government for this service. It should be remembered that it is not a seasonal but a daily service, and all takes time. I do like gardening and fishing, but these will soon have to be enjoyed in the moonlight.

### SUMMARY

These notes combined with the recommendations point to the need of a new motto, 'Quality not Quantity'.

## RECOMMENDATIONS

### Roads, Drains and Bridges

3a. Town Council should combine this duty with their present refuse disposal system, under the direction of the Sanitation Officer for the Health Board. This does not mean that the Council are obliged to employ the same men and the same out-dated system; one man with modern equipment would suffice, it does mean it needs rejuvenating.

3b. There is no proactical alternative to this at the present moment and I recommend that they continue saving roads from complete breakdown at least until a much larger road scheme is under way. The men employed on this are becoming semi-skilled at that type of work, and will become more economical as a result. It is a job of variety, these men are called on to do any work requiring strength, and as can be seen in appendix 1, they will be the only labour gang.

### Water Supply

3a. Steps are already being taken to cut out manual pumping from the reservoirs to the high level tanks, the object is to become fully automatic; other than normal inspection no person will need to be in attendance.

3b. Continue with the plan of inviting a specialist early in 1972.

5c. It would be best to leave this in abeyance until some time after a water engineer has given his views about the plant.

5d. The existing 'return' main ends at the old Army Camp along Ross Road West; a service line extends from this to the hangar. By reducing the existing 4 inch pipe to a 2 inch polythene pipe it could be continued to the head of the bay placing air and sluice valves at the appropriate high and low points, the cost of this being in excess of £1,000. As an alternative it is worth noting that the Mount William supply, if correctly trapped, would produce not less than 10,000 gallons a day.

### Repair and Maintenance, Government Buildings

5a Have 2 definite Sub-heads -- 1. Government buildings and installations  
2. Government houses.

5b. With a view to economy a survey should be appointed to inspect every government building and installation, allocate a justified area of floor space, then condemn, remove, re-allocate or sell all surplus and dilapidated buildings. The old established habit of leaning on Public Works for every single little thing should cease forthwith. It does not require an expensive tradesman to replace a pane of glass, nail a batten back on a fence, clear a blocked grease trap, paint a worn sill, etc., etc. There are caretakers employed in most cases, and caretaker means just that, to take care of things. If they have to remedy acts of neglect each time they occur they will soon take care to caretake.

Houses are a problem. Government cannot now or in the foreseeable future afford this type of luxury, and recommendations would have to be strong to be effective. Except in cases of emergency, and changing of tenants, stop all internal work. As in the case of council houses this should be the responsibility of the tenant. After all, rents are nominal. Scrap the present category method of reduced rents; it is 'offered' accommodation which no-one is forced to accept. Replace the old system with simply 'A' and 'B' furnished and unfurnished. Officers on short term contracts would be allocated furnished, everyone else unfurnished; officials on continuous service in the Colony should provide their own upkeep, they are resident. The greater part of tenants employed by government are very houseproud, and although they are not compelled to do so, already help themselves quite a lot; there are others who are supposed to, but do not.

When the question of the Senior School is solved, turn 44 Davis Street into a hostel and move the single men into it, and sell the following buildings:

90 Davis Street	Hodson Villas
4 and 5 Ross Road West	Double House
Remote Control House	

Have all houses classified as 'essential' or 'non-essential'; the latter to be disposed of at the first opportunity. They are too scattered and too old.

Furniture

6a. Provide one issue only to officials on contract, encourage all others to purchase and provide the means of upkeep to what they have today, but in any event do not issue any more.

Minor Works

6. Be rid of it.

Transport and Plant

7a. If the strength was any less it would fail as a working proposition. It has already been cut from seven to four, and one of these is working in another service station.

7b. Twenty vehicles seem quite a fleet, but take out five in use by the Medical, it leaves only a working force for the five departments; lorries are included.

Fencing

8. Concrete posts and Plasmesh fencing have recently been introduced and are proving more economical and much more durable than timber. This is well under control and as it is only a part-time occupation it can be used beneficially during bad spells of weather, and should remain.

Transport of Stores

No change recommended. The only alternative is to use contractors and these are far too expensive.

Jetties and sea walls

8a. This is quite a big item, and to get an accurate picture of the true depreciation would take a fairly lengthy survey, but I feel confident that the result of such a survey would be to consider whether two jetties were really necessary. Extending the best one, the Public jetty, and making it larger to accommodate more than one ship at the same time, using durable materials, would eliminate one future costly jetty.

8b. The sea walls, all built with the dry stone method, have, over many years, taken a heavy beating from the sea, and there is only about 30% of it still effective. The rest of it requires attention or re-building and at a cost of about £3 a yard run I doubt if £3,000 would make much impression on it, but it may save some of the walls.

Example in actual costs:	65-66	==	£7
	66-67	=	£1
	67-68	=	£164
	68-69	=	£45
	69-70	=	£750
	70-71	=	£400 for the first

seven months. If labour and materials had been available the cost for 70-71 on jetties alone would have reached £900.

Clerical

I am hoping that our present clerical staff remain for a long time to come, but it would be wishful thinking on my part. Clerks of their calibre will obviously try to better themselves if an opportunity arises. Like the majority of women, they like to think themselves equal to, if not better than men, and in this particular field they prove it. Substantiate the Senior Clerk.

## Funeral Services

Potential freelance undertakers should be encouraged by Government to take over this service. It would not be easy but is worth a try. They would need to be offered free use of the undertaker's workshop, purchase of materials through Central Stores, and the use of the hearse, the latter on condition that the up-keep and eventual replacement would be his own responsibility. Failing this a new item can be expected to appear on 72-73 estimates: A Hearse - £1,000.

## Stanley Mains

9a. I have no doubt that with a Water Engineer here, he could also with the use of his equipment and instruments ascertain the condition and expected life of all our pipelines.

9b. It is most essential that we should not be without an experienced plumber. There is no other in the Colony and it would be almost criminal to leave all Government plumbing and central heating to the mercy of an amateur; the results would be, to say the least, very expensive. Replace the present plumber's phone. His is a vital service and he should not be expected to pay Government to do extra work for them. He is being called out often, and where it used to be 'one man and his bike' it is now two and sometimes three men with Government transport, not to mention the annoyance it is creating for the plumber's neighbours, who frequently get an appeal from people in trouble to 'pop next door and tell him'. It should be a concession without further question.

## Central Heating

10a. We are all expected to be versatile, delving into one or another trade, and central heating to the plumber is no exception. It is really a heating engineer's job and we are lucky that our plumbing section of one plumber, one handyman and one very junior apprentice cope with it quite well. To avoid the extra expense later on of employing a heating engineer (when burners become old and troublesome) the plumber and if possible one other must always be familiar with them.

## Estimating and Valuating

It really only needs an understanding that outside of normal departmental estimates, this should not be allowed to snowball to the extent that it becomes almost a full-time job, as this has been happening at some of the most critical times when Public Works require full concentration and supervision on seasonal works.

## STAFF RECOMMENDATIONS

### General Foreman

There must be a second-in-charge; one with some experience in the construction of buildings, roads, renovation and repairs. It would be an advantage if he also had some administrative knowledge, this should eliminate previous suggestions that it is a road foreman who is required and not a general foreman; road foremen can be made; a general foreman is, or should be, a different type. He has to be a cross between a judge and a hangman, with a hide as thick as a rhinoceros; he must be able to maintain discipline and efficient liaison between trades, and at the same time be respected. These do not grow on trees and £1,000 a year will not buy one. A department without a General Foreman is like an army without Sergeant-majors. If these are not obtainable we have to do the next best thing, and if we are to become a Service Department only, I suggest that the General Foreman ceases as a post and an attempt be made to obtain a 'Works and Contracts Manager', locally in the first instance. The wage or salary would need to be attractive and comparable to the present rate of the G.F., his duties would be those of a general foreman plus the running of a contracts section. Anything that could be put out for tender would be discussed by the Works and Contracts Manager and the S.P.W., the latter then referring the matter in the normal way to the chairman of the Tender Board.

/Senior Painter

### Senior Painter

There are no complaints regarding the present one. He is reliable and does an excellent job of work, but it does seem one of those past luxuries Government cannot afford today. The post should be allowed to expire, and the job be offered locally on an hourly basis.

### Metal Worker

His services are very useful as blacksmith, welder, turner, and all departments appreciate his services. The post should continue, but should the post become vacant, for some unforeseeable reason, it should be offered on an hourly basis.

### Yard Foreman

All trades in the yard have one sort of senior or another and most being 'tradesmen' have more authority than the yard foreman. Consequently the post is totally ineffective; what little there is involved could be done by the present general foreman or the proposed Works and Contracts Manager and the clerks.

### Transport and Fuel Officer

The transport part of this post is still on trial. Without doubt so far it has assisted quite a lot in establishing a proper maintenance service and control of the transport; economy is coming to the forefront. The same officer is also in charge of oil distribution and allocation and control of peat banks. The post should remain, but as and when the opportunity arises, which is expected in the not far distant future, the post should be replaced by a suitable hourly paid man.

### Motor Driver

Having already established hourly paid drivers successfully, this post is certainly surplus to the establishment.

### Filtration Plant Operators

This is an important post. Perfection can only come from experience and effort must be made to be sure of continuity of experienced staff. It would be a good investment for Government to select a suitable type of youth and send him to the U.K. for full training on Plant operating, and in addition to this, appoint a trainee to go with the No. 1 operator now while we still have an experienced man there.

### Senior Clerk and clerk

Substantiate the Senior post. I appreciate that it is not usually done just like that, but at least if promotion is by merit Government get full value for money there. There is sufficient work for both clerks, and I recommend no change.

### Senior Mechanic and Mechanic

We have a first-class man as a mechanic with the senior. Providing he has just a few men under him, this post should remain. The second mechanic's post could be done equally as well by an hourly paid man.

### Carpenters

As long as Government have in excess of 90 buildings 3 carpenters are more than justified; 2 apprentices should also remain.

### Senior Mason and Mason

Strange as it may seem in this land of stone, we do not get any masonry work to do. We do get a certain amount of blockwork and brickwork, which they undertake quite well; both are reasonably good workers, but their actual role is that of handymen. The senior mason has acted as General Foreman and has shown potential. I cannot see why the title 'Mason' survives when it seemed to have

disappeared in the late 1800's. They are useful men but not essential and could be among the possibles as Works and Contract Manager.

Senior Plumber and Plumber

The senior plumber is one of the most essential services in the Colony and should remain. As long as there is at least one fully experienced plumber a second one would not be absolutely necessary but would be available to replace the senior plumber as soon as the post became vacant.

Five-day Week

From the economy point of view there is much to be said in favour of a five-day week, but to place the issue in the right perspective from the start I would like to emphasise that it affects hourly paid workers more than the staff. All, including Government and the taxpayer would benefit by it. I think it is generally appreciated that it is nothing new, we are one of the few countries without it.

Saturday, being a half-day, no-one really gets time to settle in before it is time to get ready for breaking off for the weekend; the amount of production obtained does not justify the overheads, running vehicles, machinery, fuel, oil and power, and in the winter this can be excessive during the long months when outside works are impossible.

Staff in key positions are on call seven days a week anyway, so it would make little difference to them, and a skeleton staff would continue normal hours for the benefit of public services, and little or no overheads will be involved there.

Average P.W.R. cost ..... £38,500

<sup>S</sup>aturday morning = 1/11th of 38,000 = 3,500

£3,500 is a substantial saving, in addition to gaining more production for eight months of the year, and holding our own for the four winter months, as indicated:

Winter months Monday to Friday for four months, 8 hrs. per day. 40 hrs per week.

Summer months for eight months, Monday to Friday 9 hrs. per day, 45 hrs per week.

The effect on overtime would be negligible. It would be within the agreement that the summer period of 9 hours per day would be classed as a normal working day and that overtime would only begin after completing 9 hours.

The proposal would meet with some opposition, most likely from agricultural representatives, as it may be difficult for them to accept the fact that it is not a question of preferential treatment for workmen, but of economy in different industries, and one should not stand still to await some form of compromise for the other: it may never happen.

HOURLY PAID LABOUR FORCE

<u>Item</u>	<u>No. Employed (at present)</u> <u>and Trade</u>	<u>Recommendation</u>	<u>Present Cost</u>	<u>Proposed Cost</u>
1.	Painters 4	No Change	2,527	2,527
2	Navvies 4	2 will go soon, 2 surplus to the establishment	2,496	-
3	Roadmen 3	2 surplus to the establishment	1,825	608
4	Storemen 2	Correct provision should appear as 'Central Stores'	1,263	-
5	Road Gang 5	Will appear as 'General Labourers'	3,205	3,205
6	Masons' Mates 2	1 surplus to the establishment	1,100	600
7	Metal Workers 2	1 " " " "	1,032	600
8	Drivers 1	No change	624	624
9	Plumber Ass. 1	" "	649	649
10	Handymen 3	" "	1,936	1,936
11	Garage ass. 2	" "	1,404	1,404
12	Sweep 1	" "	600	600
13	Caretakers 2	Not employed by P.W.D.	1,748	-
14	Apprentices 3	No change	1,250	1,250
15	Labourers 2	Surplus to the establishment	1,508	1,508
Present Total 37				
Proposed Total 23		Costing	22,667	
		Costing		14,054

Items 2, 3 and 15 would become obsolete; item 5 would associate itself with the duties hitherto done by 2, 3 and 15 and become general labourers under one foreman, who will be by then semi-skilled at roadwork. At the moment these groups are scattered and without proper supervision, or at least continuous supervision. This proposal eliminates that problem.

Items 4 and 13 are not employed by Public Works and I see no reason why it should continue to look as though they are.

STAFF LIST

<u>Item</u>	<u>Post</u>	<u>Cost</u>	<u>Recommendations and subsequent Cost</u>	
1	Superintendent of Works	1,990	Salary far from being adequate for all the duties being performed; Gratuity should be 20%	2,190
2	General Foreman	1,390	Post becomes 'Works and Contracts Manager'	1,300
3	Senior Clerk	900	No change	900
4	Clerk	610	" "	610
5	Senior Mechanic	1,040	" "	1,040
6	Mechanic	950	Should be hourly rate	-
7	Carpenters (4)	3,710	Reduced to three	2,890
8	Senior Mason	1,040	The man is good enough but I have my doubts about the post	1,400?
9	Mason	950	As for Senior Mason	950
10	Senior Plumber	1,010	No change	1,010
11	Plumber	800	Not required providing we have a senior plumber	-
12	Senior Painter	1,040	No justification for renewal	-
13	Metal Worker	950	No change	950
14	Yard foreman and Water Bailiff	950	Not essential	950
15	Transport Officer	950	No change	950
16	Motor Driver	720	Should be replaced by hourly	-
17	Filtration Plant Operators (2)	1,800	No change	1,800
	TOTAL	20,750	TOTAL	15,830

Totals exclude leave pay and gratuities.

P.W.D REPORT No2 21.6.72.

TO THE  
HONOURABLE COLONIAL SECRETARY.

DEAR SIR,

With reference to your memorandum 0825/Q the 12th of June 1972, I have the honour to submit this second report relating to the feasibility of further economy, as requested, with the position as it now stands.

BRIEF INTRODUCTORY

1971

Early last year I was requested to submit a report as described above, two copies were delivered, by hand, in March 72, one to the Colonial Secretary, the other to the Colonial Treasurer.

Although the appointed committee, formed to examine the contents, was not able to do so, many of the recommendations have materialised, with the help and cooperation of the Colonial Secretary, and members of the Government.

I mentioned in my previous report in 'introduction', that P.W.D have virtually no competition. The picture has changed a little in our favour, as far as man-power is concerned. Little by little, contractors throughout Stanley are becoming more interested in contracts, and tenderers, this past year, have been in sufficient numbers to have become competitive, in a small way. One contractor however, has expanded from a labour force of about six men in early 71, to twenty men today, most of them becoming semi-skilled. By comparison P.W.D have reduced its labour force' employed on similar works' from sixteen to eight.

It is to be noted that the reduction of UK contract personnel which I forecast to be down to two in the foreseeable future, will be in fact be down to one from March 73. Having guessed who the remaining one is I hope my comment (previous report) of becoming a necessary evil, is not taken literally.

The various services P.2.P. report still the same.

1.0. Roads, Bridges, and Drains.

2.1. 'Commonly called Roadmen' One remains.

1.2. Road-gang are now general labourers, total seven, duties include, oil delivery, transport of stores, stone crushing, blockmaking, cleaning supply tanks, and reservoirs, and all duties appertaining to roads, bridges, and drains etc.

2.0. Water Supply

2.1. The staff position has changed slightly since my previous report. There are now three full-time attendants, two contract and one hourly, on three shifts.

2.2. Consumption indicates at the moment that 57 gphpd is being used one way or another, a substantial increase from last years rating. Inspections, and a close watch has been kept up for quite some time, nothing yet has been discovered that would contribute to waste, from pumping, reservoirs, tanks, or pipelines.

2.3. Revenue from watering ships, has shown a considerable increase over the past year. From 487200 gallons to 789200 gallons or 2175 tons to 3563 tons. From £271.87 to £445.37 . equivalent to 133 pumping hours.

2.4. Town Council are proposing to request Government to take over all water commitments, and for what it is worth, the revenue as well. Town Council are not really equipped to deal with the situation of improved revenue from water. The failure to revue annually, and ammend accordingly over I dont know how many years, has now brought about a grave and difficult problem. Revenue from 337 rateable properties is a mere £654 Combined revenue ships, and properties = £1100 a third of which came from shipping. 51 Ships were watered, figure includes the 'Darwin' 25 calls for water.

No further comment on other services. See charts:

Public Works (hourly paid)  
Public Works (personal emoluments)  
Public Works (labour chart) ; for  
further information.

RECOMMENDATIONS

1.0. ROADS BRIDGES and DRAINS

1.1.2/1.1. and 1.2. combined under one labour-force, covering all items necessary within their capacity. Immediately it is practical to withdraw Mr. R. McKay, and the plant from the power-station, he should be placed in charge of all labour. He should be charge-labourer at his present top rate of 32.5p plus 4p special job classification allowance to cover responsibility for all labourers, and plant operating.

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2.0. WATER SUPPLY

2.1. I believe (without overlooking the desperate need for economy) that the staff position is crucial, anything but a properly organised, and reliable team, established, will result in even a worse economic position. I fully appreciate the Government's dilemma in efforts to curtail staff, in this case there must be an incentive to keep experienced men at the plant, it is false economy otherwise. We have been compelled in the past to get men direct, indirect, and by any other means going to the trouble of training them, which means double labour each time for weeks, and more often than not with futile results. Government have a nucleus in this field at the moment, and a good one, this opportunity should not be missed, I give it perhaps less than twelve months before its chaos again, with gross expenditure inevitable. There has been at least twelve operators in the plant this past three years, six of them on contract, and only three so far completed the contract, not many are prepared to do shift-work for single time, and those that are not always the cheapest in the long run. We are dealing with domestic water, whether it is brown or otherwise the cheapest way to transport it is through the pipes, so the need for operators continues, until the day of automation, then we can call them watchmen. May I draw your attention to the Water Engineers Report: page 15-4.3.3. and page 21. 4.4.1.(b) still on staff I refer to the whole of section 8.0. to 8.5b pages 30 and 31 of the same report. Which to complete would be over eighteen months, the steps required ~~is~~ now is 8.2. a and b also 8.5. a and b. These measures will coincide with recent cuts in staff "Water Bailiff etc." It would not be difficult to implement these recommendations, with the exception of one man the strength is there already, to stabilise the situation it needs :

2.1. needs :		Now	Future
Mr. R. Steward i/c Water Supply	Scale H	1010	1010
Mr. W. Cletheroe Filt.Plant Op.	" T	730	730
Mr. D. Jaffray	" " "	690	730
Vacant	" " "	—	730
Trainee Couttes 4 months complete		450	450

2880
3650

- 2.2. Consumption: much better control on distribution, waste etc. to envisage under an improved staff position, one-man control Filtration Plant, Reservoirs, High-Level Tank, Reservoir to High-Level Tank fully automatic, instead of manual.
- 2.3. Watering Ships Mr. A. Jaffray soon to be appointed Plumber, will be responsible for ensuring ships are watered. This additional chore is not only recommended to gain an improved service, but it is also very necessary owing to staff reduction elsewhere. Financial provision is proposed in 72/73 estimates for improved watering facilities, and could reduce the time it takes watering ships by half, which will be needed if an increase in demand is anticipated.
- 2.4. Town Council could not in its present form take over the responsibility of water-supply. I believe that revision of water-rates are so many years behind, that to balance the budget would now create a great deal of hardship to many of the rate-payers. At present I see no other choice than having Government step in and take full control, there is little ground in which to manoeuvre, and, consideration towards 'metering' could well be the best, perhaps the only way that is likely to bring about eliminating waste, and who knows in years ahead may even come close to balancing the budget. There is very little involved in installing meters 'see Water Engineers Report, 'Metering of Supplies' page 34/35 - 11.0. With the combined forces of 'Water-Supply Officer' and 'Plumber' along with their normal commitments, could complete Town metering in nine to twelve months. Estimated cost £5000. With these combined forces, there would be, one trainee, one apprentice, and one assistant, fitting in meter-reading would create no problem.

3.0. Government Buildings & Installations.

Cont'd/3

3.

3.0. Government Buildings and Installations

3.1. Remedial works have been rather extensive this past two years, due to the limited attention they had received or not received at all, in the past years. The situation however is a much happier one today, particularly in major buildings, by the end of the 72/73 year, the extensive programme will not be necessary, to revert to ordinary general maintenance with a saving of approximately £3000 will be possible. The emphasis should be, that where ever it is practicable, and during the appropriate seasons, work by tender should be considered, eliminating the cause for Public Works to take on labour which can only be economical part of the year.

All other services remain as recommended in the 71 report. Perhaps a short comment on:  
 Funeral services: We just may be lucky for another year.  
 Clerical: recommendations no longer applicable.

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5.0. Staff.

- 5.1. 'General Foreman, as a name for that particular post carries rather a stigma, it is now looked upon in general terms as a reward of semi-retirement for services rendered, a successor on these terms, will most certainly be detrimental to the economic changes that are taking place within the department. I recommend that the scale remains, but the name changed. The precise name is not important, the duties would be. The attached P.W.D. Labour Chart shows clearly what would be expected. I further recommend that Mr. T. Perry be offered the post, for a probationary period in the first instance./
- 5.2. Senior Painter To be replaced by a suitable charge-hand, when Mr. Morrison's contract expires.
- 5.3. Metal Worker No change.
- 5.4. Yard Foreman Duties to be taken over as follows-time keeping by the general foreman's successor - water pumping to the Senior Filtration Officer - watering ships to the plumber.
- 5.5. Transport and Fuel Transport back to the Senior Mechanic - Oil distribution by the C/H labourer, and all requisitions for oil be direct responsibility of the Supplies Officer. Peat-bank allocation, joint SPW and GF's successor.
- 5.6. Motor Driver Already being performed by hourly-paid.
- 5.7. Senior Clerk Mrs. Blythe's contract expires August next, it would be advisable to make an early attempt to obtain a replacement, in or out of Government, meanwhile Mrs. Blythe has offered to stay on a monthly basis. The temporary clerk Mr. P. King is doing exceptionally well at the job, there is potential there for the future.
- 5.8. Senior Mechanic and Mechanic No change, except that Mr. Mcphee is fulfilling the duties of Senior Mechanic satisfactorily and should be receiving an acting allowance, for the leave period.
- 5.9. Senior Carpenter with nine men in that section there is a desperate need for a Senior, I recommend Mr. B. Morrison as a good investment, he is an experienced Carpenter, Joiner, and Machinist, has respect towards authority, and can lead.
- 5.1.0. plumber Mr. A. Jaffray has, and is studying his trade energetically, he has adequate practical knowledge, and should be a recognised plumber.
- 5.1.1. Masons AS in previous report.

PUBLIC WORKS (Hourly paid)

Item No.	No. Employed and Trade	Present Cost	Recommendations	Estimated new cost
1	6 Painters (brush-hands)	4000	They have adequate work. Can wait a natural reduction	4000
2	4 Navvies	2500	To form a single unit (see general labourers	----
?	3 Roadmen	1825	Down to one now remaining one as item (2)	----
4	2 Stgemen	1263	Abolished by P.W.D.	----
5	5 Road Gang	3205	To form a single unit, as items 2 and 3	----
6	2 Masons-mates	1100	As items 2. 3. and 5.	----
7	1 Metal workers-mate	600	Learner	600
8	1 Driver	650	Increased to two	1300
9	1 Plumbers Assistant	650	Remains	650
10	4 Handymen	2500	Could be reduced by one	1950
11	2 Garage Hands	1500	No change	1500
12	1 Sweep	600	" "	600
13	1 Caretaker	650	" "	650
14	2 Labourers	1508	As items 2. 3. 5. and 6.	----
15	1 C/H. 7 Labourers	<del>5000</del>	General Labourers, for all and sundry, under proper control	5000
Totals		22551		16250

## PUBLIC WORKS (Personal Emoluments)

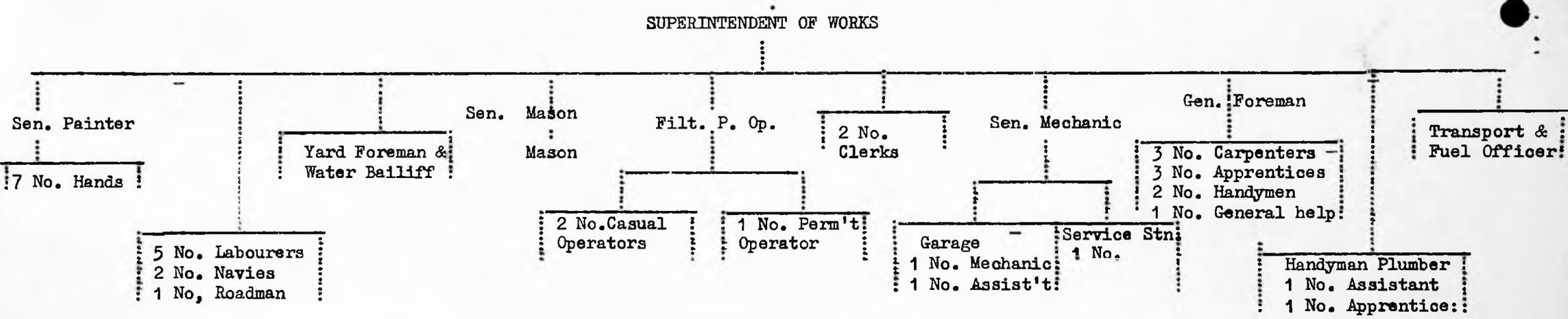
Head	Scale	Post	Salary	Revised Salary	Recommendations	1972/73 Salary
†		Superintendent of Works	1990	2020	Safe passage Jan-Feb 1974	2020
11	E	General Foreman	1340	1370	Replacement under new heading	1170
111	K	Senior Clerk	900	---	Vacant	---
1V	P	Clerk	640	670	To continue Ag. Senior	670
V	H	Senior Mechanic	<del>1070</del>	1070	No Change	1070
V1	N	MECHANIC	950	980	" "	980
v11	N	Carpenters (three)	<del>2790</del> <sup>2750</sup>	2747	" "	2870
v111	H	Senior Mason	1040	1070	For consideration of new post	----
1x	N	Mason	950	980	Should be on hourly rate (Trade-rate)	---
X	H	Senior Plumber	1450	1029	Pending improved incentive	----
X1	N	Plumber	800	---	Plumber graduating	830
X11	H	Senior Painter	1040	1070	Abolished	700 + Grat's
X111	N	Metal Worker	950	980	No change	980
X1V	N	Yard Foreman	950	980	Abolished	---
VX	N	Transport Officer	950	980	Abolished	---
XV1	U	Driver	720	750	Abolished	---
XV11	H	Filtration Plant Operator	980	1010	To top of scale ( added responsibilities)	1070

Cont'd

XV111	T	Assistant Filt'n Operator	1308	832	To remain	730
XIX	-	Apprentices	2295	1870	" "	3000
XX	-	Charge & Ag. Allowance	300	300	Ag. Senior Clerk	300
XXI	-	Temporary Clerk	---	180	Now employed	400
---	T	Assistant Filt'n Operators (2)	---	---	Recommended	1460

Totals 23383 20888 18250

EXISTING PUBLIC WORKS DEPARTMENT LABOUR CHART



PROPOSED PUBLIC WORKS DEPARTMENT LABOUR CHART

