

## **Lyme Regis Borough Council - 1966**

Report on organisation and work of officers and staff.

Summary by Graham Davies, Jan 2012.

Document loaned by Ken Gollop.

The Council in its Minutes of the 13th October, 1965, set up a sub-committee consisting of :-

The Mayor (Councillor F.D.Fortnam)  
The Deputy Mayor (Councillor A.E.Lane)  
Councillor Major General Sir Reginald Kerr  
Councillor C.H.Brazier

To investigate the organisation and methods at present in operation in each of the departments of the local authority and submit a report for further consideration by the Finance and General Purposes Committee. The sub-committee has interpreted its terms of reference in the widest sense and has attempted to measure the whole structure and activities of the Borough Offices and staff.

The Committee set up a working party consisting of Councillors Sir R.Kerr and C.H.Brazier to go into full details of all activities, and in doing so these two Councillors interviewed every full-time member of the Council staff, except one who is deaf.

### **TOWN CLERK AND CHIEF FINANCIAL OFFICER'S DEPARTMENT.**

#### Finance Officer

The work of the Finance Officer is extremely varied - as would be expected in the case of a small local authority where the volume of work does not necessitate the employment of more than one individual on financial and accountancy matters. His duties are as follows:-

Expenditure Records - Analysis of weekly wages and monthly invoices and posting to the Expenditure Journal - Checking accounts for payment and compilation of monthly schedules of accounts - Salary records - Contractor's final accounts.

Income Records - Sundry Income, Private Street Works, Allotment Rents, Quit Rents, Chalets, Caravans and Beach Huts, Harbour Dues and Dinghy Park - Rendering of accounts, notices etc., and posting of income - Ticket stock records and the issue of tickets - Reconciliation of cash with tickets sold - Periodical internal audit checks on sea front income.

Rating - Forwarding Forms C.V.R.7 to Inland Revenue Valuation Officer in respect of new properties and alterations to existing properties - Attendance at Magistrates' Court to prove debt in cases where Summonses are served.

Rate Estimates - Collation of figures and information for the preparation of the annual rate estimates with the Chief Financial Officer.

Ministry Returns - The completion of various financial returns required by Government Departments from time to time.

Final Accounts - Preparation with the Chief Financial Officer of the final ledger accounts for the year together with the Epitome of Accounts and various associated Government returns - Income Tax computations - Attendance on the District Auditor, Annual Abstract of Accounts.

Relief Duties - The Finance Officer relieves in the Cash Office when the Rate Collector or the Rent Collector is absent on leave or due to sickness.

These duties were explained to us and demonstrated by examination of the various books, records and statements involved. We were impressed by the specialised knowledge which the Finance Officer possesses and his keenness to safeguard, the Council's interests in all matters passing through his hands, and to satisfy the requirements of the Auditors. As the system of accountancy and other methods followed are approved by the Auditors, we have no comment to make in this respect. The Finance Officer expressed the view that there were no mechanical aids for his work which could be justified from an expenditure point of view other than the provision of an additional adding machine, which was authorised by the General Purposes Committee at their meeting on the 4th January.

One of the responsibilities of the Finance Officer is to maintain an inventory of the whole of the Council's furnishings, office equipment, tools etc. We have certain observations to make in regard to this and these are given in paragraph 58.

### Rating Assistant

The Rating Assistant is located in the office on the ground floor which houses in addition to office tables, a safe and public counter. His duties are as follows:-

Rating - Preparation of the Rate Book from the Valuation List compiled by the Inland Revenue Valuation Department and dealing with proposals and directions for amendment of the Valuation List received from the Valuation Officer from time to time. Setting up the debit in the Rate Book in accordance with the rate made by the local authority - rendering rate demands, notices, and the collection of general and water rates - apportionments in respect of void periods - Posting of rate payments and preparation of annual summary for posting to the final ledger accounts.

\*Cashier - Responsible for the collecting and banking of all monies paid to the Council and the issue of receipts - the Cash and Deposit Book which is an analysis record of all receipts and bankings.

\*Wages - The preparation of weekly wage records from time sheets and the payment of wages - P.A.Y.E. tax records and State Pensions Schemes.

Payments - The preparation and forwarding of cheques in accordance with monthly schedules of accounts passed by the Council for payment.

Burial Records - The preparation and maintenance of all records required by the Burial Acts and dealing with matters relating thereto.

Relief Duties - The Rating Assistant takes over the duties of Rent Collector during periods of holiday or sickness.

In this case also the duties were demonstrated to us by reference to the actual books, records and statements involved. In regard to the maintenance of the RATE BOOK, the basic information consisting of number, name, address and rateable value has to be written up each year and comprises 88 pages. This work could be minimised by remodelling the book with short intervening leaves or by adopting a card index system. There are objections to a card index system, but we suggest remodelling of the book might be considered.

The preparation of the weekly pay roll and the payment of wages by the same person is not a desirable arrangement, and when the staff increase authorised takes place opportunity should be taken to rectify this.

We were told that the Rating Assistant draws the wages from the Bank unaccompanied, and this also applied when money is being paid into the Bank. This is unsatisfactory - a second person should always be present, and this has not been possible in the past due to shortage of staff.

The safe is in full view of persons calling at the counter and so is a large sum of money on pay day. This seems to us to be undesirable, and we suggest a screen, similar to those found in banks, be fixed along the greater part of the counter. We found that cash and cheques are kept during the day in a drawer under the counter which has no lock - the cash is in fact kept in a biscuit tin. We recommend that the drawer be fitted with a lock and a proper till provided.

We were informed that for the convenience of the Trustees of the Museum the wages of the Caretaker of that building are paid at the Borough Offices. The method adopted is for a cheque for £40/£50 to be lodged with the Rating Assistant and this sum is replenished when exhausted. In the meantime, the money is kept in the office safe, but as the insurance in respect of the safe does not cover money other than that belonging to the Council, the arrangement seems to us to involve the Council in unnecessary risk, and should, therefore, either be terminated, or the amount limited to say £5.

We gained the impression that the Rating Assistant is thoroughly versed in the requirements of his post and carries out his duties in a very satisfactory manner.

#### Rent Collector

The Rent Collector carries out his indoor duties in the same office as the Rating Assistant. His duties are as follows:-

Rent Collection - The collection of Council house rents and the payment of cash to the Rating Assistant - posting receipts to rent cards and the maintenance of housing rental records.

General - The collection of rents normally occupies the Collector's time for two and a half days per week - a further half day is normally spent in balancing the week's collection and writing up records - the rest of his time is spent on general clerical duties in the Cash Office. He is also responsible for periodic inspections of properties recorded as void in the rate book and he relieves on the counter from time to time.

The books, record and documents involved were produced to us in illustration of the work. The collection of rents from the Council's tenants is, we feel sure, often a difficult task, and we can appreciate that the Rent Collector has at times to make some of his collections outside his normal hours of duty. The fact that the record of rent arrears is so small is a tribute to the conscientious manner in which he carries out his duties.

Our attention was drawn to the absence of a suitable direction sign for persons making enquiries or payments at the office, and it would undoubtedly be helpful if such a sign was provided.

#### Town Clerk's Secretary

The duties of the Town Clerk's Secretary are as follows:-

General secretarial duties - agendas and minutes of all Committees and Council Meetings - local land charges register and searches - opening and recording mail - filing - keeping index of Council minutes - dealing with general office enquiries - correspondence.

We were gratified to note that she follows a very adequate system of letter registration, filing and disposal of records and documents.

#### Telephone Switchboard Operator and Junior Clerk

### Coverage for Absence of Staff

When the Town Clerk is away the Finance Officer does his best to answer for him, but he is not trained in taking minutes or in other parts of the Town Clerk's duties. The Town Clerk has, therefore, to take his holidays in August, and avoid going sick.

When the Finance Officer is away there is no one but the Town Clerk to do his work, which he has not the time to do fully, and thus large arrears build up for the Finance Officer on his return. Should the Finance Officer leave the employment of the Council, and should there be a long interval before the post is filled, a serious position could well arise. The new man would have to be trained by the Town Clerk who, in addition to this, would have to do his own work, and try to do a large part of that of the Finance Officer. The result might be to wreck the really efficient organisation that now exists.

When the Rating Assistant is away his work has to be done by the Finance Officer - likewise when the Rent Collector is away his work is done by the Rating Assistant, whose duties fall on the Finance Officer and all the above remarks apply.

At present the absence of a member of the staff is only covered by others doing a substantial amount of their work in their own time. Whilst their willingness to do this is commendable, it is not a feature upon which the Council should rely.

It will, therefore, be seen that through no fault of the Town Clerk, but by sheer lack of staff the position is far from satisfactory - and could become serious.

When the new Cashier and Wages Clerk, recently authorised by the Council, is in position it will be possible to arrange for a better system of relief, and we suggest the following:-

The Town Clerk should be understudied by the Finance Officer, who should be given the time to attend Committee and Council Meetings to become proficient in taking minutes.

The Finance Officer should be understudied by the Rating Assistant who, in turn, would be understudied by the Cashier and Wages Clerk.

In the absence of the Rent Collector his work would be done by the Rating Assistant, who would be replaced by the Cashier and Wages Clerk.

### Coin Counting Machine

The Sub-Committee were asked to consider the advisability of purchasing a coin counting machine to deal with the coppers collected from the Public Conveniences.

They were told that Mr. Burge worked 94 hours on coin counting by hand last season. A younger man with more nimble fingers could probably improve on that time so we may take say 85 hours as being a fair average. This represents over two weeks work and could not be absorbed by the present staff particularly during the summer season. It would, therefore, have to be done outside office hours which would mean payment of overtime. For the purpose of this calculation, we have taken an average of hourly rates of pay which is 8/4d. per hour. Eighty five hours at 8/4d. give an annual cost of £35.8.4.

The Town Clerk has approached the two leading manufacturers of these machines, International Coin Counting Machine Company Ltd., and Standard Coin Counting Company, and has had a demonstration. He is of the opinion that the I.C.C. Machine Company Ltd., Model V.IE would suit our purposes best, and give the best value for money, and its cost is £164.

The Machine makes such short work of the operation that the takings of the conveniences could be counted in a few minutes by the existing staff in the course of a normal working day.

It is estimated that the life of this machine will be about 25 years, and that it would pay for itself in under 5 years. We have no hesitation in recommending the purchase of this machine.

### The Town Clerk

Duties - As Town Clerk - Chief administrative and executive officer of the Borough.

As Chief Financial Officer - The post carries the same duties and responsibilities as those of Borough Treasurer in larger towns.

It was gratifying to see how up-to-date the Town Clerk is in dictating all his letters and minutes direct en to a tape. This is far from easy, especially in the case of minutes, which have to be concise, accurate and unambiguous, and not everyone can do it.

The time thus saved must be considerable - at present he has only one machine which is used both by him to dictate into, and by his secretary for transcribing. Thus only one can use it at a time. We recommend the provision of a second machine, costing £74 nett, which would not only be used by his secretary, but would be available for the use of the Surveyor, leaving the Town Clerk full use of the present machine.

The impression we got is that the Town Clerk runs a really efficient department, with a good team spirit. Each member is fully occupied, and at times some may be more than fully employed.

\* These duties have now been taken over by the Counter Cashier and Wages Clerk who commenced work on the 7th February, 1966.

## BOROUGH SURVEYOR'S DEPARTMENT.

### A. OFFICE STAFF

The duties and responsibilities of the Borough Surveyor are well known to the Council and we do not, therefore, propose to enumerate them in detail. He is also the Public Health Inspector, and as such comes under the general direction of the Medical Officer of Health. His Department is organised as shown in Appendix B attached, that portion of the organisation coming under the supervision of the foreman being shown in a subsidiary Appendix C.

A staff list showing names, grading and rates of pay is given in Appendix D.

### Assistant Surveyor

Is deputy to the Surveyor and shares in the administration of the Department, taking a particular personal interest in the following:-

- (i) Road works including provision of material and labour.
- (ii) Street lighting including testing for faults etc.
- (iii) Building inspections including Council houses as they become vacant.
- (iv) Drain inspections (together with Public Health Inspector), work on sewers as required.
- (v) Private buildings - inspection of new premises.

It is evident that there is friction between the Assistant Surveyor and the Foreman, and this is re-acting to the detriment of the Council's interests. In fact, the Assistant Surveyor has made serious allegations against the Foreman. These should be carefully examined by the Surveyor to whom, it is suggested, the Assistant Surveyor and Foreman should state their case fully. The Surveyor should give careful consideration to all the facts and point out where either is in the wrong, and should then take any action necessary to put things right, giving clear and definite instructions for the future. At the conclusion of such investigations by the Surveyor, the Assistant Surveyor and Foreman should be given to understand

that any differences of opinion which may arise in future should be brought to his notice at once. The Surveyor will be expected to resolve these.

It is understood that the Assistant Surveyor does the emptying of the lavatory locks and we think it would be more appropriate for the Foreman to do this.

### General Clerk

The duties of the General Clerk employed in the Surveyor's Office are:-

- (i) Check accounts rendered against the Council in respect of materials and goods ordered for Surveyor's Department.
- (ii) Pass accounts (approximately 20/30 per month) to Accounts Department for payment.
- (iii) Issue orders for the purchase of goods and material on verbal request from Assistant Surveyor, Foreman, Parks Superintendent, Recreations Supervisor and Harbourmaster.
- (iv) Total workmen's time sheets.
- (v) Keep Council house cards.
- (vi) Registration of plans and card index.
- (vii) Photocopying.

### Telephonist

In addition to her telephone duties does letters for the Surveyor, Assistant Surveyor, Public Health Inspector, and typing for the Town Clerk when required.

We were told that she can do shorthand but is never used as a shorthand typist. We suggest that where possible the Surveyor might dictate some of his letters to save himself time.

She does all the duplicating, which is dirty work, and we recommend, that some protective clothing, such as a washable overall be supplied.

### Orders

All orders from the Surveyor or Assistant Surveyor for men under the Foreman should be given through the Foreman, where possible, and not direct to the men.

## B. FOREMAN AND STAFF

### Foreman

The Foreman is a working foreman and in addition to his supervisory duties drives the Council van, which provides transport for all the Borough requirements other than refuse collection.

The section of staff which the Foreman supervises, showing their duties is set out in Appendix C, and a list of his staff giving names, grades etc., is shown in Appendix D.

The Foreman attends at the Yard at 7.30 a.m. daily to instruct his staff as to their work for that day. In the case of tradesmen, who may be on a continuing job, they go direct to the site of the work. Men and material are conveyed to the place of work by the Foreman in the van as necessary. The sub-division of the Foreman's section with a brief note of the labour arrangements is as follows:-

### Cemetery

One Cemetery Attendant is fully employed in grass cutting and grave digging as necessary. Assistance with grave digging is provided from the labour pool. The grass cutting is very much behind due, we were told, to the mower - which is said to be forty years old and worn out. We understand that it takes from ¼ to ½ an hour to start and will only run for about ten minutes before becoming overheated and then has to be allowed to cool. It is, therefore, quite useless, and we strongly recommend a new machine be

provided. The tool shed and tools are very well kept. There is no shelter for grave digging in wet weather, and we suggest the provision of a canvas shelter.

### Refuse Collection and Disposal

This is carried out by a team consisting of a driver and three men and is a full-time job all the year round. In the summer a half-day's work on Saturdays is involved and to enable the team to keep within their standard weekly hours relief is provided from the labour pool. A programme for covering the requirements of the whole town is kept by the Foreman.

Our attention was drawn to the difficulties experienced by the men engaged in this work in connection with the collection of cardboard cartons. Apparently it is not the practice of hotel proprietors and shopkeepers to fold these and tie them in bundles. If this is not done they occupy an unnecessary amount of space, and if done by the refuse collectors, waste of time is involved. The men have provided themselves with a trailer for the conveyance of these cartons, which we consider a very commendable effort on their part. Another difficulty mentioned is occasioned by residents using old tins - often without handles - to supplement dustbins which in wet weather makes the work unnecessarily dirty and arduous. We understand this matter has arisen previously and on that occasion the Council wrote to the Chamber of Trade seeking the co-operation of its members by folding and parcelling empty cartons but there was no satisfactory response. We are informed that it is within the Council's prerogative to make a charge for the collection of cardboard cartons, and we suggest that particulars of the present unsatisfactory position be first obtained direct from the Refuse Collectors, and then firms and hotels be written to asking them to do up the cardboard in bundles etc. It should be pointed out that the Council do not want to make a charge, but may be forced to if there is not more co-operation - one or two firms do co-operate we were told, and they should not be written to.

We were also told that the Council has made no provision for washing facilities for these men. They have themselves managed to tap a natural water supply near the tip and use any soap which may be found among the refuse. We suggest that a portable Calor gas heater be provided.

### Sea Walls

One mason and one labourer are mainly employed in giving the necessary attention to the sea walls. The Foreman inspects the walls every week and after storms, and submits a report to the Surveyor to enable the latter to present his report to the Council. The mason also takes a part in the examination of the sea walls. We understand that one of the ladders provided for work on the sea walls is old and requires either repair or replacement.

### Public Lavatories

One attendant covers the town and parade lavatories and is also responsible for the cleaning of the Borough Offices and Guildhall. Another attendant covers Monmouth Beach (Summer only), the Cobb and Holmbush Car Park lavatories, and in addition does street sweeping. In the Winter he is available for additional duties as well.

### Street Sweeping

One labourer is employed full-time on street sweeping. His hours are Summer 6.30 a.m. to 3.30 p.m., Winter 7.30 a.m. to 5.30 p.m. He sweeps the main streets daily, and others as necessary using a hand cart. The Foreman with the van empties the refuse bins on the Parade before seeing his men at 7.30 a.m. In addition, one of the lavatory attendants sweeps the Parade and Cobb and is assisted by one man from the labour pool.

Whilst we feel that the best is done with the labour available to encompass the sweeping of the town streets, we are of the opinion that more could be done with less effort by the use of a machine. We have investigated the cost of purchase of a machine, and consider the cost too high to recommend.

### Street Lighting

One labourer is employed replacing bulbs and fittings as required and doing minor repairs. When not so engaged he is employed in street sweeping, grass cutting and other duties.

### Craftsmen and Labour Pool

The remainder of the Foreman's staff consists of craftsmen and labourers, the latter constituting what is known as the labour pool. These are set out in Appendix C.

### Plumber and Plumber's Mate

These men are occupied for the major portion of their time on Council houses, carrying out such work as may be shown on works tickets issued by the Surveyor's office. They also do any necessary plumbing on the Borough Offices and public lavatories on instructions from the Assistant Surveyor or Foreman, or in emergency on request by the Lavatory Attendants. When called upon they also do a certain amount of work which could be said to be blacksmith's work. Any tools or material which they need is at present conveyed by hand cart. We were told that some saving in time could be effected if transport was available to meet some of the journeys they are required to make. In addition the plumber checks water meter readings weekly.

### Mason and Mason's Mate

These men are employed in the main on Council houses and in addition they carry out any necessary work on drains, sewers, including raising manholes, stopcock boxes and kerb repairs. Their tools and material are conveyed by hand cart which is not altogether satisfactory as its wheels are too small and have solid tyres. When this is due for replacement we suggest consideration be given to one with larger wheels and pneumatic tyres, which would make for quicker progress. The Mason also suggested the provision of a light scaling ladder (18 rungs) for work on roofs in place of the present ladder which is said to be worn out and unserviceable.

### Carpenters (2)

These men normally work singlehanded unless a particular job requires two men when they work together. The majority of their time is spent in work on the housing estate. They have a hut on the estate where they keep their tools but it is not large enough to take their ladders. We were told that consequently time is lost in conveying their ladders from and to the yard. They suggested two small scaling ladders be provided for the exclusive use of the carpenters and kept on the estate and in order to make this possible the present hut be enlarged. This would also enable certain work to be done in it. For example if a door is being repaired and it starts to rain the door has to be taken all the way to the depot and back, whereas if the hut was large enough it could be done on the spot. We recommend the enlargement of the hut and two additional ladders.

It was explained to us that a great deal of time is spent in removing the broken metal window hinges which are welded on and because of the very small clearance between the window frame and the brick work an extension for the electric drill is required. We recommend that investigation be made with a view to obtaining such a tool.

The carpenters also suggested that periodical oiling of hinges would prevent them rusting up and so reduce the number of broken hinges. We recommend that this be investigated by the Housing Committee. We were also told that it would be a great help if some small portable apparatus for

sweating off the broken hinges could be obtained, and we recommend that investigation be made to see whether there is such an apparatus on the market.

The carpenters complain of lack of transport at times especially when timber has to be fetched from Bradford's yard and the Foreman and van are busy elsewhere.

### Painter and Apprentice

The painter is mostly employed in painting hand rails, public seats, public lavatories, signs, Borough Offices, Guildhall etc. We were asked by the painter to examine the conditions in the paint shop, particularly in regard to the lack of heating and the dust and dirt coming through the floor of the carpenter's shop which is immediately above. We have done this and the matter is dealt with elsewhere in this report.

### Labour Pool (6)

The principal requirements which are met from the labour pool are tarmacing of roads, hedging, grass cutting, painting of handrails, decoration of public lavatories and relief for refuse collection, holidays and sickness.

We feel that the number of staff employed is not excessive and at times not sufficient to adequately cope with the work required.

## C. STAFF COMING DIRECTLY UNDER THE ASSISTANT SURVEYOR

### Roller Driver

It will be seen from Appendix B that the Roller Driver comes directly under the supervision of the Assistant Surveyor, whereas the additional labour required to make up the team necessary for roller work comes under the supervision of the Foreman, and has to be withdrawn from the latter's supervision when working with the roller. We consider this situation is fundamentally unsound. The tarmacing of roads already involves the Foreman in the provision of part of the labour and we recommend the whole process, together with the Roller Driver, should come under the Foreman's supervision. We were given to understand that the withdrawal of labour in this connection from the Foreman's pool is sometimes made without his knowledge, and this cannot possibly contribute to smooth and satisfactory working. We understand that the placing of the Roller Driver directly under the Assistant Surveyor was done for reasons of personality and we feel that a departure from sound organisation for such reasons is to be deplored and should not be allowed to continue.

It will also be seen from Appendix 3 that the female lavatory attendant and the part-time recreation ground attendant come directly under the Assistant Surveyor. We can see no valid reason for this and we recommend they also should come under the Foreman.

### Caretaker, Woodmead Halls

He is responsible with his wife for keeping the halls clean and tidy, putting out chairs and tables for bookings and stacking them again after. He also looks after the tennis courts and collects the payments. In addition he keeps the grass in the area cut. He is assisted and relieved by his wife.

Providing planning permission is received three of the tennis courts will next Summer be used for parking cars, and he will collect payments for these. At present there is only a charge for night parking and nothing for day.

Whether he will be able to cope with all this remains to be seen, and a careful check should be made when the scheme gets going.

We feel that the supervision of this man is sadly lacking, and he is rarely inspected by the Surveyor or Assistant Surveyor. As tennis is recreation which comes under the Recreations Supervisor, who also deals with car parking, it seems obvious to us that he should come under the Recreations Supervisor.

## D. PLANNING, ORGANISATION AND RECORDS

The work, other than routine work dealt with by the Foreman, falls roughly into two main categories, i.e. work on Council houses and work other than on Council houses.

### Work on Council Houses

There is a card for each house which constitutes a record of all work carried out on the house. This work falls under the following headings:-

- (i) Routine painting of houses as decided upon by the Borough Housing and Estates Committee.
- (ii) Maintenance work found to be necessary as a preliminary to painting.
- (iii) Items of work initiated by tenants complaints or requests.

In this case the system is for the Rent Collector to record in a book kept for the purpose the tenant's complaint or request. A carbon copy of the book entry is then passed to the Surveyor and forms the basis of a works order to the Foreman. This order is returned by the Foreman suitably endorsed when the work has been carried out. To deal with this adequately we suggest that all work should be entered in a "WORKS BOOK" which should show the item of work, by whom originated, date decided upon, date work started, anticipated date of completion, actual date of completion, remarks - with particular reference to any delay in completion.

We understand that at present there is no regular routine inspection of Council houses and we recommend that exterior inspection should be carried out by the Surveyor or Assistant Surveyor at least once a year. The actual inspections should be staged at the rate of a certain number of houses per month so as to encompass the inspection of the whole at the frequency laid down and enable the Surveyor and Assistant Surveyor to share the inspection on a basis mutually agreeable to themselves.

We also recommend that a "COUNCIL HOUSE INSPECTION BOOK" shall be instituted in which the date of inspection, condition of the house, and by whom inspected, shall be recorded, any items of work being found necessary being transferred to the "WORKS BOOK" already referred to, and entered on the appropriate card.

Whilst reviewing the methods of dealing with Council house work we have given consideration to the question of painting by direct labour as against by contract. In view of the fact that exterior painting is seasonal work falling between April and October the employment of direct labour, if it is to be economical, would depend upon there being sufficient work of the right kind to keep the painters occupied during the winter months. This we feel is unlikely, and, therefore, we recommend the present practice of painting by contract should continue.

We have to record, however, that the carpenters, when interviewed, expressed the view that a more satisfactory programme of painting of the Council Houses in the past would have a beneficial effect in regard to the woodwork, and in the long run would be the means of reducing the amount of repairs to the woodwork.

### Work other than on Council Houses

We do not feel that at the present time there is sufficient forward planning and consideration of priorities. The maintenance of a "WORKS BOOK" should ensure that no item is overlooked or lacks its correct priority. By this means the work on hand at any given time would be ascertainable and in the case of a large project, such as the R.A.F.Hut, there would be a clear understanding how long the work should take and any mistake in quoting the date of completion should be avoided.

### Works Conference

We also consider that there should be a "WORKS CONFERENCE" once a week - possibly on Fridays - between the Assistant Surveyor and the Foreman (the Surveyor being present at his discretion) at which the position in regard to all outstanding entries in the "WORKS BOOK" should be reviewed and a decision taken as to the work to be undertaken during the following week, and any re-allocation of priorities considered necessary should be made. The "WORKS BOOK" should provide for ample explanation to be noted against any item where lack of progress has occurred and such explanations should be regarded as an essential feature of the record. It should be possible to work out an evaluation of the time certain jobs should take, especially on routine work, and to see where the time is exceeded.

### Ordering of Materials etc

At present any tradesmen requiring material or goods can make a verbal request to a Clerk in the Surveyor's Office and obtain an order on the firm supplying. Should an article be required urgently he may go to Cox & Humphries and place an order verbally and come away with the article, there being no check at all as to the amount he has ordered.

We consider this quite unsatisfactory and recommend that in future all orders for material be obtained by the Foreman from the office. In cases of urgency, when he is not available the craftsmen concerned should go direct to the office for the necessary order.

### Road Inspection Book

We have noted that in spite of the direction of the Council in their Minute No.8, Highways and Services Committee, 27th May, 1964, a detailed record is not being maintained of road inspections as laid down. We recommend that a "ROAD INSPECTION BOOK" be instituted which should show the date a road is inspected and by whom (Surveyor, Assistant Surveyor or Foreman), general condition of road with particular reference as to whether work previously entered has been carried out and any work required. The term road to include hedges, ditches, gulleys and overhanging trees. Any work required must be transferred to the "WORKS BOOK".

### Inspections

We understand that there are no regular inspections laid down. The Assistant Surveyor, however, when going round the town carries out ad hoc inspections, the results of which are entered in his own note book.

We feel that it is essential that there should be regular routine inspections of all buildings (Council houses already dealt with) properties, walls and lands for which the Surveyor is responsible, e.g. Monmouth Beach, The Cobb, Sea walls, Gardens, Cemetery etc., at least once a year. These inspections should be carried out by the Surveyor or Assistant Surveyor and be planned well in advance. They should be spread over the twelve months and shared on a basis agreed between the Surveyor and his Assistant. The date and result of these inspections should be entered in an "INSPECTION BOOK" and initialled by the person making the inspection. Any necessary items of work revealed as a result should be transferred to the "WORKS BOOK".

Had this system been in force in the past the damage to the woodwork in the Borough Offices and Guildhall would have been discovered at an earlier stage thus saving the Council some hundreds of pounds.

### Road Vehicles

The Council's road haulage vehicles consist of one van and one lorry (refuse).

The Foreman, who also acts as Van Driver, compiles a log sheet on a weekly basis for the van. This shows the speedometer reading each day and a few entries showing the ground covered and hours involved. No record of miles per gallon is kept, but this can be calculated if so desired. We find,

however, that these log sheets are not being passed to the office currently, and this failure defeats the object of the sheets.

We recommend a daily log sheet should be kept which would allow for greater detail of journeys to be given. It should show three speedometer readings per day, i.e. start of work, mid-day break and close of work, and thus the mileage performed for each half-day and total for the day. The log sheet for the first day of the month should show the state of the tank at the start of the day, likewise the sheet for the last day of the month should show the state of the tank at the end of that day. This should enable the mileage per gallon for the month to be ascertained with accuracy. Similar steps should be taken to afford accurate information in regard to the oil used by the vehicle.

We consider it important that log sheets be signed by the Foreman or other person using the vehicle and handed in to the Surveyor's office the next morning. The log sheets should be inspected by the Surveyor or his Assistant each day and initialled. Information should be entered from them into a "FUEL CONSUMPTION BOOK" showing the state of the tank at the beginning and end of the month, petrol and oil consumed and mileage run, thus giving a ready check of the mileage per gallon of the vehicle each month and enabling anything abnormal to be the subject of enquiry by the Surveyor. This book should be initialled monthly by the Surveyor or Assistant Surveyor.

With regard to servicing and maintenance, no records are kept by the Council. The mechanic at Cloverdale Garage, however, maintains his own private record of work done on all vehicles, which, of course, includes the Council's van. We recommend the normal service chart, as used for private cars, should be adopted and on this should be recorded all work done to the vehicle - this should be kept in the Surveyor's Office, and accompany the vehicle when it goes for maintenance. The vehicle should be sent for servicing at regular intervals as recommended by the makers. The present arrangement is to send the vehicle for servicing once a month irrespective of mileage run, but in our view the servicing should be on a mileage basis.

The refuse lorry is also maintained by Cloverdale Garage and is serviced once a month. We recommend a service chart as for the van be kept. In this case as the mileage run does not vary to any great extent the lorry should be sent for servicing either on a time or mileage basis as recommended by the makers. In the case of this vehicle the weekly time sheet of the drivers shows particulars of its journeys, and all that is required in addition is the state of the petrol tank at the beginning and end of the month and the speedometer reading each day. A record in respect of this vehicle should also be kept in the "FUEL CONSUMPTION BOOK" already mentioned.

The book for these vehicles should be checked and agree with the accounts for petrol and oil presented for payment by the Council.

#### Machines (Foreman's Section)

There are two grass cutters, one for exclusive use in the cemetery. These machines are maintained by the Cloverdale Garage. The machine which is employed for general cutting of grass verges is used by any of the labourers. We feel that some of these persons may not be mechanically minded and under the present practice in the event of damage to the machine it is difficult to determine who is responsible.

We recommend that one man should be responsible for day to day maintenance such as greasing and adjustment and, if necessary, he should be given some tuition by an expert in the use of such machines. We also think the use of the machine should be confined to not more than two of the labourers, who should receive instructions in their use, and be held responsible for any damage.

In addition we suggest that a "MACHINE BOOK" should be kept for these machines in which should be recorded all work done by Cloverdale Garage or any other firm maintaining them, including ordinary maintenance, replacements of parts, sharpening etc., observations by the fitter doing the work as to any excessive wear or mishandling. This book should be examined and initialled by the Foreman and passed to the Surveyor's office at the end of each month for initialling by the Surveyor or his Assistant.

It is understood that arrangements are made to hire from the County a hedge cutting machine twice a year. In a wet season when growth is rapid it is considered an endeavour should be made to hire the machine on a third occasion, giving a grass cutting service at the beginning of the summer, midway through the summer and in the autumn.

### Roads

The work on the roads involves the roller and driver, labourers for digging out and spreading tarmac and transport for the conveyance of material and we consider all these features should be under the co-ordination of one supervisor. The personnel engaged in this work were of the opinion that at times there is inadequate transport for the job. The roller is equipped with a trailer and this is need to haul tarmac on the grounds that other transport is not available. This is both slow and uneconomic and now prohibited, owing to the new roller not being strong enough. There is no doubt that some of the material used could be moved in the van, but we were told that some of the material required a lorry which is not always available. It was noted in this connection that the van has no tipping facilities, nor drop sides. The whole question of transport is dealt with elsewhere in this report.

We raised the question with the Foreman of the use of weed killer and were informed that this has been used to a limited extent and then only by means of a drum carried on the van and an ordinary hose. We recommend the use of weed killer be properly exploited by means of a spraying apparatus as we feel that by this means a good deal of time and and labour could be saved.

### Tools

There is no proper inventory of tools kept in the Surveyor's office which could be checked regularly. When not in use the tools available are kept in the Yard. A man being given a job may waste a certain amount of time searching for the tools required, e.g. brush and shovel. Our suggestions are contained in paragraph 58.

We also recommend that basic tools such as brushes, shovels &c., be issued to members of the staff in the labour pool and others using them on a personal basis, being signed for and becoming the responsibility of the individual. Replacements necessitated by wear and tear should be obtained by handing in the article to be replaced and signing for a new one.

The tools required for road making are we were told treated as a separate item, and kept with the roller, being the responsibility of the roller driver.

### Roller Maintenance

A book of working instructions and a service chart is provided for the roller and these are used by the driver for his guidance in operating the machine and such servicing as can be done without the attention of a mechanic. The servicing laid down by the makers is on the basis of the number of hours the roller is at work, and takes place at intervals of 8, 50, 100, 250 &c. hours.

No record is kept of the servicing done by the roller driver other than the entries in his time sheets showing the time he has spent in servicing. This is obviously unsatisfactory and we recommend that a "ROLLER MAINTENANCE BOOK" be instituted showing the action which has been taken at the various periods laid down and the date of such action.

With regard to the engine of the roller, the suppliers have recently sent a fitter to examine the machine, who explained the system of maintenance.

We recommend that all repairs not carried out by the driver should be done by the suppliers and not by a local garage. We consider the suppliers should be required to send a fitter to inspect the machine at least once a year. or more often if the roller is used extensively. The fitter should do any work that is necessary and at the same time report on the adequacy or otherwise of the maintenance carried out by the driver. It is essential that this fitter should be seen by either the Surveyor or Assistant Surveyor on each of his visits.

The fitter has pointed out that the roller is not sufficiently powerful to tow a trailer as it has been doing and if this practice is continued it will cause damage to the machine. The reason is that it is a 3½ ton machine with a 10 h.p. engine, whereas the old roller was a 2½ ton with a 12 h.p. engine. This has raised a transport problem which is dealt with later in this report.

### Books and Records Recommended

A list of additional books and records recommended to be maintained are contained in Appendix E.

## E. GENERAL

### Transport

It has been made quite clear to us by all our interviews that there is not adequate transport to meet all requirements. One example of this is that when the leaves are swept into piles, if not loaded and removed at once, they are soon blown all over the road making the sweeping a waste of effort. The Foreman says he endeavours to remove dry leaves without delay, but wet leaves may be left for some days until he is able to remove them. Another example of the lack of transport is the time spent by craftsmen in conveying tools - particularly ladders - and material from the depot to the site of the work, especially the housing estate. Yet another example is the movement of his machines by the Parks Superintendent from one end of the town to the other by hand.

It has transpired - as mentioned under Roller Maintenance - that the Aveling Barford Roller is not sufficiently powerful to tow a trailer, and as it has been the practice to transport road making material by this means, the discontinuance of the use of the trailer will accentuate the transport problem.

We have given a good deal of thought to the transport problem, and it seems to us that the best solution is to purchase a 30 cwt. truck, and we are told that there is one on the market, an Austin F.G.K. 30 1½ ton chassis/cab petrol engine, fitted with wooden drop side body, floor steel lined, tail board hinged top and bottom, and fitted with hydraulic hand operated tipping gear. We understand that the cost, less discount, would be about £840.

This vehicle should have a driver other than the Foreman, and would be far more suitable than the present van for dealing with such things as road sweeping and road work (owing to its tipping qualities). It could carry the tower ladder, which is at present towed by the roller (a completely wrong use of the roller), thus speeding up servicing and maintenance of street lighting. It could also convey deck chairs and bathing gear, thus saving the hire of a lorry.

The Austin truck has a small compressor for pumping up tyres, and by suitably adapting 40 gallon drums it could be used for spraying weed killer on to the sides of roads, thus saving the purchase of a weed spraying machine.

It would be most suitable for road gritting after snow, and could be used for refuse collection in an emergency.

We feel that the provision of such a vehicle is essential, and if agreed it will mean that the present van is unnecessarily large for conveying the Foreman on his inspections.

We therefore recommend the purchase of a mini van for the Foreman, which would enable him not only to convey a man with his tools, but also a small amount of materials.

We were told that such a van can be purchased for about £400 (exclusive of insurance) and that a sum of about £150 might be obtained for the present van.

If it is considered inadvisable to spend this amount of capital on a mini van, then the present van can continue to be used until the end of its life, but it must be realised that its running costs will be much greater than those of a mini van.

It is understood that expenditure on motor transport will not be a charge on the General Rate Fund in one particular year but will be financed from the Motor Reserve Account on which a balance is accumulated by the transfer of surpluses from Motor Transport Account each year.

### Depot

This building has been allowed to deteriorate and apparently very little money has been spent on it in recent years. It is now in a very unsatisfactory condition and in our view some work should be done with least possible delay. Repairs to the roof are needed.

The carpenters' shop on the top floor requires a false ceiling to keep in any heat supplied and reflect light. Owing to the bad state of the floor of the carpenters' shop (gaps between the boards) dirt and dust falls into the paint shop which is obviously detrimental to the work on the painters. A false ceiling and heating is also required in the paint shop. It would be an advantage if the walls were stopped in and colour washed. We consider it essential that proper heating and lighting and washing facilities be provided.

It is noted that in the carpenters' shop there is a wood burning stove, which when opened displays a naked flame adjacent to a pile of wood shavings. We consider this highly dangerous, and for this reason it is not often used.

We do not consider that any Factory Inspector would pass the present stairs, which are really more like ladders, and until something better can be provided we recommend that a hand rail be fitted with the least possible delay.

A list of work recommended together with estimated cost is at Appendix G.

We recommend that the wiring should be examined and it is possible that some re-allocation of accommodation could be made with advantage.

## RECREATIONS SUPERVISOR

### Duties and Staff

He is responsible for car parks, the cleanliness of beaches, deck chairs, huts, Cabanya chalets and tents. He deals with all bookings and lettings of the Cabanya chalets, huts and tents.

He has a permanent staff of one charge hand and one labourer. In the summer seasonal labour is taken on, firstly by engaging retired men to act as reliefs, etc., and secondly by taking on boys, who deal with deck chairs.

As already stated we recommend that the Receptions Supervisor should take over the supervision of the Caretaker of the Woodmead Halls, and responsibility for all his activities, e.g. car parking, tennis courts, and the cleanliness of the halls. This should result in adequate supervision which, we feel, is sadly lacking at present.

The Receptions Supervisor will have a large area to cover, in future, possibly extending to Church Cliff, and uses his private car for getting about. We strongly recommend that he be given a car allowance and suggest £25 per year would be appropriate.

### Deck Chairs

We are inclined to favour a bonus scheme for staff letting deck chairs, but were unable to persuade the Receptions Supervisor to agree, as he did not think it would result in sufficient increase in revenue to warrant the work of operating it.

We do not like to recommend the adoption of a scheme against the advice of the man who would be responsible for operating it, but we do not think the subject should be dismissed without further consideration.

There is no proper inventory of deck chairs kept in the Surveyor's department but, of course, there is one in the Accounts Department. We consider this unsatisfactory and recommend that an inventory (in a book) be prepared and kept by the Receptions Supervisor. At the end of each season a complete check should be made of all deck chairs and listed under the following headings:-

- (a) Serviceable.
- (b) Requiring repair.
- (c) Unserviceable and beyond economic repair.

The total of chairs should be compared with the inventory kept in the Accounts department, and a note made of the deficiency (if any).

The Surveyor and Receptions Supervisor should check the items, enquire into the deficiency and recommend to the Receptions Committee for the write off of those in (c) above, and the number deficient. Those requiring repair (less the number that it is considered that the charge hand can repair during the winter) should be handed to the Foreman for repair in the depot, and the progress of this should be watched carefully. The Receptions Committee should also be asked to authorise the purchase of new chairs to bring the total up to the establishment laid down. During wet weather in the summer deck chair attendants may do some simple repair to chairs.

It is recommended that Mr. Hodder, who has a number of the Council's deck chairs to hire under agreement, should be provided with a tarpaulin, and be required in the agreement to keep deck chairs under cover when not in use.

We can see no advantage in ordering new deck chairs through a retailer and recommend that consideration be given to purchasing direct from the makers.

### Beach Day Huts

The present green ones (about 22) owned by the Council were designed as changing huts, and are small, completely bare except for one hook and a stool, and whilst adequate for changing are quite out of date for present requirements. A changing hut is little more required today than a bathing machine, and if required we have canvas huts for the purpose. These day huts are used for picnicing for the day and should be re-designed for the purpose.

We recommend that the Receptions Supervisor be asked to design a new type of hut, with a rough sketch, to be large enough for two deck chairs, and provide a shelf, and a hinged flap that can be used as a table. If agreed by the Council two or three might be constructed as an experiment, and, if successful, an annual programme of replacing the present ones might be adopted. We think that this would show that the Council is forward looking.

### Cobb Gate Car Park

We were told that at times in the winter, when the attendant is not present, a car might be left parked on the left by the entrance of the carpark, and spray may cover it before the owner returned. To obviate this

it is suggested that a movable sign be provided, which would be erected when there is a danger of spray, warning car owners to this effect.

### Cabanya Chalets

These chalets, which have been greatly improved by the recent work authorised by the Council, are still not satisfactory owing to the beds which are quite unsuitable for these chalets.

We recommend that the Recreations Supervisor be asked to look into this and put forward suggestions for new beds or bunks. One or two might then be purchased as an experiment. This is a difficult problem owing to expense, but it is felt that it must be solved and we think it can.

### Washing

The sink on the Cart Road used by visitors in the day huts, discharges into the sea by the sea wall, and we were told that it often smells badly. The outflow cannot be put into any drain, and so we recommend that the situation be kept under review, and if the sea at any time scours the shingle away and clears the drain it might be deepened, and taken further out to sea.

### HARBOURMASTER

The duties are as laid down by resolution of the Council on the 10th August, 1960, Cobb Advisory Committee, Minute No.166, 2nd July, 1960.

He is responsible for booking of moorings, i.e. 191, and maintaining a waiting list, at present 55. He also allots space in the boat park for 117 boats, and maintains a waiting list, at present 15. In addition he keeps 12 berths for visiting craft.

The fact that the waiting list shows 70 potential lettings indicates that the Council is losing revenue, and it should be our constant endeavour to provide more facilities. It may well be that the waiting lists will increase, and in order that the Council shall be aware of the actual position from time to time, we suggest that these lists should be examined by the Recreations Committee at the beginning and end of each season.

The Harbourmaster is not satisfied with his grading, and this is dealt with subsequently under the heading of "Grading".

### PARKS SUPERINTENDENT

The Parks Superintendent has a staff of 3 and is responsible for:-

Bowling Green.  
Greenhouse, propagation and beds at Bowling Green.  
Langmoor Gardens, Putting Green, Grass and flower beds.  
George's Gardens, Monmouth Street.  
Garden - Marder Bequest.  
Closed Churchyard.  
Trees at Avenue Road, Hatchett, View Road and Housing Estate.  
Holmbush Car Park.

He is satisfied with his machines and equipment.

The maintenance of his machines presents a certain problem, and we recommend that one of his staff should be given a course in the maintenance of such machines. He has a man suitable and willing for such training.

The staff is only just adequate to cope with the present work and would be inadequate to cover additional work on Church Cliff, and the new gardens on the Parade site and surrounds of the Holmbush car park. The staff might, however, be adequate if the present negotiations for disposal of the bowling green are concluded.

If the new car parking arrangements at Woodmead Halls becomes successful it may be that the Caretaker/Car Park Attendant will not have sufficient time to cut the grass on the slopes, which at present he does by hand. In this event we recommend the Parks Superintendent with his grassmaster machines should undertake the work.

## THE SURVEYOR

The Surveyor is head of department and controls a number of men and must, therefore, display not only technical qualities but also those of a manager.

As such he must know what is going on in all parts of his department and on all his property, and to help him in this way we have suggested that certain records and data be maintained. In addition to this paper information he must get out and about to see things for himself. It must be clearly understood, however, that information by itself is quite useless. The value of information is in the use that is made of it. Thus keeping records that are not used is a waste of time and money.

The study of records and data may in the first place be delegated to the Assistant Surveyor who, when relieved of his foreman's duties, should have time to do this

This, however, would not relieve the Surveyor of his duty to study all books, records and data from time to time, and from taking prompt and effective action as necessary. Management includes leadership which cannot be delegated.

As a leader the Surveyor must see all his men from time to time, study what they are doing, and how they are doing it, talk to them, and give them an opportunity of making suggestions and, if necessary, letting off steam. He should give praise for good work and censure where necessary. If this had been done in the past it is clear that some of the things shown to be wrong in this report would have been discovered and rectified long ago.

It is again stressed that where things are wrong firm action must be taken to put them right, and the necessary checks carried out to see that the result required has been achieved.

The Surveyor must endeavour to build up an efficient, contented, united and loyal team who will have confidence in, and respect for, their leader. This will result in high morale which is necessary in a sound organisation. The Surveyor must realise that one cannot gain confidence except by frequent contact with his staff, and the work in progress, and this makes it imperative for him to spend a good deal of his time out of doors.

He must remember that he has an assistant who can relieve him of a lot of office routine, and to enable him to have more time for efficient planning, seeing his men and co-ordinating their work

## ITEMS AFFECTING BOTH DEPARTMENTS

### Re-allocation of Duties

We feel that the Surveyor's Department, being a technical department, should be relieved of as much administrative work as possible, to enable the Surveyor and Assistant Surveyor to concentrate more on technical matters and inspections. Also we consider that the supervision of administrative work would be better under the Town Clerk's staff.

We therefore recommend that Miss Sampson, General Clerk, be transferred from the Surveyor to the Town Clerk, to work under the Finance Officer, taking with her as much of her administrative work as possible. The details could be worked out by the Town Clerk and the Surveyor, but we suggest that the duplicator and such things as checking accounts for payment and calculating time sheets, which directly concern the accounts section, should be included, and would be better supervised by the Finance Officer, whose duties rarely take him out of the office.

The provision of a clerk for the Finance Officer would, in due course, relieve him of some of his work and enable him to devote some time to understudying the Town Clerk.

Miss Ralph, Clerk Telephonist, except for her switchboard duties, which will be somewhat eased by the new switchboard would work full time for the Surveyor. With the transfer of the bulk of the administrative work to the Town Clerk we are of the opinion that Miss Ralph will be able to cope with what is left in the Surveyor's department.

If, as it is hoped, when the effects of the new Rating Bill have settled down into routine, some of the clerical work on the income side can be taken off the Finance Officer's shoulders by the Rating Assistant he will have time to attend to other duties which at present are impossible to cover and which if properly attended to would undoubtedly produce greater efficiency and saving to the Council. Such matters include more frequent internal audit checks on sea front income during the season which would keep the seasonal staff on their toes and produce that little extra margin of revenue. Tighter budgeting control and supervision of costing of works carried out by direct labour would produce greater efficiency, it being understood that as the allocation of time sheets and ordering of materials would come through the Town Clerk's Department, the Finance Officer would have more authority to investigate these matters. On the latter question, when a fairly accurate estimate of annual requirements can be obtained for such standard materials as say timber and cement it may be possible to come to some arrangement with suppliers for special discounts. Holiday and sickness records for each employee, including staff, and the insurance cards register which are not properly maintained at the present time could be improved. Tighter checks on empty periods of void properties and earlier preparation and rendering of rate demand notes could produce a marginal increase in revenue from rates and bank deposit account interest.

### Recommended Regrading

The additional duties and responsibilities placed on the Finance Officer by our suggestions and the requirement that he should understudy the Town Clerk would, in our view, justify up-grading the post to APT Grade 3, salary range £1,090 - £1,340 p.a.

We have difficulty in understanding why the Assistant Surveyor should be graded under the Clerical Division, and we feel that a more appropriate grading would be APT Grade I, with a salary range of £735 - £960 per annum.

The Harbourmaster, when interviewed, made reference to his grading saying he did not consider he should be graded the same as the Beach Foreman. We have given careful consideration to this point, and bearing in mind that the responsibilities upon which both these posts are graded are seasonal, we do not feel that there is a case for up-grading the Harbourmaster.

The only other case which we would mention under grading is that of Miss Sampson who on transfer from the Borough Surveyor to the Town Clerk will be given additional duties of a clerical nature to relieve the Finance Officer. She is receiving a salary of £440 per annum under the General Division. This Division has only one scale and therefore no question of up-grading arises, but we consider there will be justification for advancing her salary on the scale by £70 per annum.

### Five Day Week for Office Staff

It is understood that some time ago the Council considered the matter and decided to allow office workers to work one Saturday in two, and that the matter would be reviewed in six months.

It is believed that more than a year has elapsed since the decision and we feel that the matter should be reviewed at once.

We recommend that a five day week should eventually be worked by office staff, and that the office should be closed on Saturdays, as in many other Councils. We feel this should be done in stages, and that the next stage should be to allow office workers to work one Saturday in three, instead of one in two as at present. We consider that with the increase in staff this should be possible without difficulty.

### Inventories

An inventory book is maintained by the Finance Officer, who checks it when he has time. We understand that this has not been possible for the last two years, and we do not consider it is his duty to do this.

We therefore recommend that a copy of that part of the inventory affecting the various sections should be given to the head of the section, such as the Foreman, Recreations Supervisor, Harbourmaster, Parks Superintendent. In the case of the Borough Offices, there should be a copy for each department, and a person nominated to be responsible for it.

We further recommend that just before the visit of the Auditor, and again in six months, those to whom the copy inventory has been issued should check it, then certify it correct, date and sign it. The fact that this had been done should be notified to the Head of the department. If it is not correct, deficiencies should be notified, and after an investigation and action as necessary being taken, the article would be replaced. An exception might be made in the case of deck chairs, and the check might be once a year as previously recommended.

The Finance Officer can call for the inventories as necessary and they would support his book for audit purposes.

### Office Accommodation

We feel obliged to comment upon the very poor standard of the office accommodation, particularly in the matter of floor covering and cupboards. The former are hopelessly inadequate to give the office a good appearance, and books, files and documents stacked on open shelves detract badly from a tidy appearance besides making satisfactory cleaning difficult. The offices, with the exception of the few rooms recently done, badly require re-decoration and we recommend this be planned over the next year or two. Another feature which prompts comment is that all the rooms in the Borough Offices are heated by electric fires, which must surely be a very expensive way of providing heat, and we suggest that the financial aspect of the present arrangement compared with some forms of central heating should be explored.

### Tools, Equipment and Work Recommended

Appendix F sets out a list of tools, equipment and work recommended, except for the Depot, which is shown on a separate appendix.

### The Report

The report has been discussed with the Town Clerk who is in agreement with the recommendations made. We have also discussed the contents of the report with the Surveyor, who has contributed much useful observation thereon, and is in general agreement with the recommendations made.

## THE COUNCIL

We feel that in order that the Council should know what is going on and to enable it to keep a grip on the management of the affairs of the Council it should itself carry out more inspections.

These fall naturally into two headings:-

### (a) Outside Inspections .

Properties and activities are already allocated to various committees in accordance with Appendix H attached.

We recommend that all these should be inspected not less than once a year.

### (b) Inside Inspections.

Similarly it is recommended that certain books and records should be inspected at least once a year, and the suggested list and allocation of this is contained in Appendix I.

The method to adopt might be on the lines of the Finance and General Purposes Committee who appointed a sub-committee of two to inspect all accounts for payment before they are presented to the main committee.

Each Committee having books or property to inspect might similarly appoint a sub-committee of two to inspect properties, and activities, and another to do the same for books and records.

The reports of these sub-committees should, of course, be recorded in the minutes of the Committee.

If this had been done in the past it is inconceivable that the depot would be in such a deplorable state as it is today. The Cemetery Caretaker might not have been expected to dig graves in the pouring rain with no shelter and cut the grass with a 40 year old mower that had been unserviceable for years.

It might further have struck the inspecting sub-committee that the best place for a larder in the Cabanya Chalets was not directly above a stove! and that a place to hang a towel is highly desirable.

These inspections would give members of the Council an opportunity of meet most members of the staff which, we feel sure, would be greatly appreciated by the staff.

## CONCLUSION

If this report, or a major part of it, is accepted it is recommended that the sub-committee be kept in being, and be requested to help with and supervise in it's implementation. It is felt that this sub-committee can be of some assistance to the Officers and staff in carrying out a detailed layout of records and reports, helping to show how they can be used, and assisting in getting forward planning set up satisfactorily. If so desired the- sub-committee would be willing to do all they can to help and will keep the Council informed from time to time of progress.

### Appendix A - Town Clerk & Financial Officer's Department

Williams, H (48)	Town Clerk	£1790 per annum	Aug 1957 (appointment)
Griffin, E F (39)	Finance Officer	£1125	May 1959
Wallis, J (33)	Rating Assistant	£920	Feb 1964
Cauley, G (58)	Rent Collector	£730	March 1959
Carnell, Miss L J (43)	Town Clerk's Secretary	£885	July 1960
Ralph, Miss C (17)	Telephonist/junior Clerk	£325	Aug 1964

## Appendix B - Borough Surveyor's Department

Medical Officer of Health - Senior Public Health Inspector  
Borough Surveyor

Borough Surveyor - Assistant Surveyor - T Davey (roller driver)  
Mrs Sweetland (lavatory attendant)  
Mr & Mrs Rattenbury (Woodmead Halls caretakers)  
A Loveridge (Playing Field caretaker)

- Foreman - staff as listed
- Recreations Supervisor - S Long & A H Harris
- Parks Superintendent - A J Porter, M Redmond & M H Hodder
- Harbour Master

## Appendix C - Foreman's Section

Cemetery - Attendant (Sweetland) & labourer for grave digging.  
Refuse Collection - Chapman (driver), Warren (relief driver), R Gollop & T Parker.  
R Gollop also acts as tip attendant and Mortuary attendant.  
Sea Walls - J Stone (Cobb mason) & L Fowler (labourer).  
Public Lavs Attendants - G Norman & P Litchfield.  
Street Sweeping - E G Govier.  
Public Lighting - D Jefford (part-time)

Craftsmen & Labourers -

Plumber, Housing & Maintenance - C Larcombe & mate (W Gay).  
Mason, Housing, Maint., drainage, sewers etc - R Collier & mate (M Homyer).  
Carpenters, Housing - M Rugg  
Maintenance - I Nuttall  
Painter, maintenance, road signs, white lining - C Mutter & apprentice (J S Durrant).

Labourers in Pool -

Solway, J - Temp on refuse collection.  
Govier, E K - PT Rodent Op & Cemetery relief.  
Fowler, C - General Lab, relieves offices & Guildhall.  
Welch, W - General Labourer.  
Quick, D - General Lab scavenging, roads sweep & edge trimming.  
Gegan, S - General Labourer.

## Appendix D - Borough Surveyor's Department - Office & Supervisory Staff

Kennaugh, I D (49)	Borough Surveyor & Public Health Officer	£1575	Sept 1957
Boalch, D (38)	Assistant Surveyor	£915	May 1943
Edmond, E (54)	Working Foreman	£860	Jan 1962
Godfrey H (58)	Recreations Supervisor	£890	June 1959
Mercer, C (57)	Parks Superintendent	£890	Oct 1949
Habgood, W (56)	Harbour Master	£680	Nov 1963
Bolt, K S (38)	Part-time Public Health Inspector	£1125	March 1965
Sampson, Miss D (19)	General Clerk	£440	Sept 1961
Ralph, Miss C (17)	Telephonist & Junior Clerk	£325	Aug 1964

Salary of K S Bolt shared by LRBC, Bridport BC & Bridport Rural District Council.

### Assistant Surveyor's Staff

Davey, T (27)	Roller Driver	June 1962
Mrs Sweetland	Lavatory Attendant	
Mrs Davey	Seasonal Lavatory Attendant	
Mr & Mrs Rattenbury	Woodmead Halls Caretakers	
Loveridge, A	Part-time Caretaker, Playing Fields	

### Foreman's Staff

Chapman, C (51)	Driver/Loader	March 1959
Gollop, R T (59)	Refuse Collector	
	Tip & Mortuary Attendant	Feb 1956
T Parker (59)	Refuse Collector	April 1961
Warren, A (48)	Refuse Collector & Relief Driver	June 1964
Larcombe, C (38)	Plumber	May 1948
Collier, R (53)	Mason	Jan 1957
Mutter, C A (61)	Painter	July 1953
Stone, J (49)	Mason	Sept 1960
Rugg, M (55)	Carpenter	Dec 1962
Nuttall, I (23)	Carpenter	March 1965
Sweetland, R (60)	Cemetery Attendant	Aug 1937
Norman, G (54)	Labourer/Full time Cleaner	
	Offices, Town Hall & Lavs	April 1947
Govier, E G (61)	Labourer/ Street Sweeper	Sept 1952
Govier, E K (48)	Labourer/Part-time Rodent Control	May 1953
Jefford, D (32)	Labourer/Street Light Attendant	Jan 1957
Litchfield, P (61)	Labourer/Street Sweeper	
	Lav Cleaner	May 1958
Gay, W (64)	Labourer/Plumber's Mate	May 1961
Homyer, M (30)	Labourer/Mason's Mate	March 1962
Fowler, C (62)	Labourer/Relief Lav, Town Hall, Offices Cleaner & Woodmead Halls caretaker	May 1962
Welch, W (48)	Labourer	April 1964
Quick, D (23)	Labourer	June 1964
Durrant, J S (17)	Apprentice Painter	Oct 1964
Solway, J (27)	Labourer/ Temp Refuse Collector	Feb 1965
Fowler, L (61)	Labourer/Mason's Mate (Cobb)	Sept 1965

### Receptions Supervisors Staff

Long, S (59)	Beach Foreman & CP Attendant	March 1960
Harris, A H (52)	CP & Cabanyas	Feb 1965
Seasonal staff as required.		

### Parks Superintendants Staff

Porter, A J (37)	Gardener Class 2	Feb 1957
Redmond, M (41)	Gardener/Labourer	Feb 1957
Hodder, M (24)	Gardener/Labourer	March 1957

## Appendix H - Council Properties, Buildings & Lands

Allotments, Charmouth Road.

Playing Fields & children's corner, equipment, shelter and drinking fountain, Anning Road.

Marine Theatre.

Woodmead Halls & parking.

Car parks - Cobb Gate, Holmbush, Cobb Beach & Monmouth Beach.

Rooms in Woodmead Halls let to - Boy Scouts, Girl Guides, Red Cross, one vacant.

Woodmead Hall Tennis Courts.

Bowling Green, Greenhouse, Bowling Green Pavilion.

28 Cabanya Chalets and toilet block.

Cobb Crest - stores & offices: Recreations Supervisor and Harbourmaster.

Toilet block Ware Cliff Caravan site.

Lands at Monmouth beach let off to day Huts, Bowling Green chalets, Ware Cliff chalets & caravans.

Monmouth Beach caravans and chalets.

Cobb Beach Ice Cream Kiosk.

Rock Shop site.

Harbour and all sea walls, jetties, apparatus.

The Cobb - buildings:

Leased to sailing Club.

Leased to Lyme Regis Water Polo Club.

Leased to Marine Aquarium (T O Farnworth)

Cobb Mason's Store.

Fishermens Stores.

Sailing Club Car & Dinghy Park.

Public Shelters.

Marine Parade Shelters.

Bathing Office and Store.

Cart Road ice cream Kiosk (stored in Winter)

Summer - bathing tents, huts, deck chairs and raft.

Langmoor Gardens: Putting Attendant's Kiosk, Gardners Store Shed, obstacle golf & gardens.

Lighting and seats.

Church Cliff Beach - upon completion will be under the Recreations Committee.

RAF Recreation Hut Toilet block.

8 garages Monmouth Beach Car Park.

Public Conveniences - Cobb Gate, Marine Parade, Cobb, Holmbush Car Park, Monmouth Beath.

Sewers and outfalls (east & west).

Refuse tip, Spittles Lane.

Cats Park, Monmouth Street.

River Sluices and river.

Grass verges, Colway Mead & Anning Road.

Street Lighting and apparatus.

Public seats.

Council Houses (Pre-war) - Corporation Terrace.

Colway Mead.

North Avenue.

South Avenue.

Manor Avenue.

Bay View Road.

Council Houses (Post-war) - 10 Prefabs.

Anning Road.  
Kingsway.  
Queen's Walk.  
Staples Terrace.  
Summerhill Road.  
Jordan Flats.

Almshouses - 6 Marders Bequest, Coombe Street.  
4 Tudbold, Church Street.

Front garden at Marders Bequest, part rear let.

Mill House.

Old Police Station & Cottage at rear, Coombe Street.

Cobb Lodge.

Garages - 6 rear Anning Road.

4 Jordan Flats.  
6 South Avenue.  
1 Corporation Terrace.

Cemetery - Non-conformist Chapel.

Church of England Chapel.  
Mortuary.

Two sheds.

Town Mills Depot.

Offices, part let to - Ministry of Labour, WVS, Registrar.

Cellar - Civil Defence.

Two vacant ground floor rooms.

Guildhall & Market, former Library to let.

Museum.

Allotments off Bay View Road.

Land between North Avenue and prefabs.

Land rear Anning Road, site leased to Cadet Hut and T Clarke.

Closed Church Yard - maintenance only.