

The following statement summarizes the foregoing analysis :—

| Year.          | Figures as per Engineer's Annual Reports. |                   |                          | Figures from Board's Balance-sheets, Special Fund Account (£200,000 Loan). |                            |  |                    |
|----------------|---|-------------------|--------------------------|--|----------------------------|--|--------------------|
|                | Tons of Stone quarried.                   | Rate per Ton.     | Total Cost (calculated). | Items charged as Breakwaters.  |                            | Total Expenditure on Breakwaters, including all Items. |                    |
|                |   |                   |                          | Total Cost.  | Rate per Ton (calculated). | Total Cost.  | Rate per Ton.      |
|                |   | s. d.             | £                        | £  | s. d.                      | £  | s. d.              |
| 1909 .. ..     | 45,104                                    | 3 9½              | 8,551                    | 13,189   | 5 10                       | 13,801   | 6 1                |
| 1910 .. ..     | 73,227                                    | 3 10½             | 14,188                   | 19,967   | 5 5                        | 31,123   | 8 6                |
| 1911 .. ..     | 111,652                                   | 3 10½             | 21,633                   | 23,779   | 4 3                        | 25,118   | 4 6                |
| 1912 .. ..     | 97,160                                    | 4 0¼              | 19,533                   | 26,433   | 5 5                        | 27,712   | 5 8½               |
| Totals, &c. .. | 327,143                                   | 3 11<br>(average) | 63,905                   | 83,368   | 5 1<br>(average)           | 97,754   | 5 11½<br>(average) |

From a return furnished by the Secretary on the 17th October, 1913, of the cost of the eastern breakwater from May, 1909, to October, 1913, it appears that for a length of 480 ft. there were used 211,662 tons of stone at a cost of £98,824, or at the rate of £206 per lineal foot, or at an average cost of 9s. 4d. per ton; but if other items properly chargeable to the account be added, the cost becomes £108,278, or at the rate of £225 per lineal foot, or an average of 10s. 3d. per ton.

#### EMPLOYEES.

63. The work of the office has been carried out economically. The number of employees in the Harbourmaster's department has not been excessive. The floating plant (dredges, tugs, &c.) are fully manned, but are inefficiently worked, and therefore are overstaffed as compared with the results obtained.

There is no evidence to show that the quarries have been overstaffed, but it was stated that had the work been under private control a more suitable class of labour would have been employed, consequently with better efficiency. The quarry supervision has been defective, with the result that an excessive quantity of small stone has been sent to the breakwaters instead of the larger class of stone required to ensure the stability of the work.

Owing to the unsuitability of some of the men employed, and the absence of proper methods in handling the stone at the tip-head of the breakwaters, this portion of the work has not been efficiently performed.

Although, owing to the heavy loading of the stone-trucks and their short wheel base, the cost of maintenance of the Cape Foulwind line would be greater than that of the Government railways, the cost has been very much greater, chiefly owing to the large number of men employed and the inefficiency of some of them, and the result obtained has been less satisfactory than on the Government railway. The recent reballasting and relaying of the line was carried out in an extravagant manner, and at a much greater cost than similar work would have cost on the Government railway. The running staff on the Cape Foulwind line does not seem to have been excessive in its numbers.

The engineering workshops are fully, if not over, manned, and are not properly equipped so as to enable the work to be carried out economically. Higher wages have in some cases been paid than are current in the adjacent Railway Workshops for similar work.

The men engaged upon construction-work and repairs have not in many cases been kept fully employed, owing to delays in the delivery of material; and in consequence of the unsuitability of the men employed and the want of organization, the result of their labour has been unnecessarily costly.

The office of storekeeper under the existing conditions is quite superfluous, although the present holder of the office has carried out his work efficiently.