

Tramways  
(provincial city operations).

Feb: 1955.

TO: COMMERCIAL MANAGER.  
FROM: ACTING ENGINEER & MANAGER.

*This won't  
course have the same effect  
I have Sunday fares  
as at present*

TRAMWAYS-PROVINCIAL CITY OPERATIONS:

Further to my memorandum to you dated 19th August, 1954, and to ~~the~~ subsequent discussions <sup>with the Chairman</sup> at Head Office on the 5th November, 1954, we now submit for approval various proposals for <sup>minimising</sup> ~~reducing~~ the annual loss on tramway operations, and also we provide answers to certain specific items raised during the discussion.

1. Fares:

It is our foremost recommendation that approval be <sup>given</sup> ~~sought~~ for an increase of one penny on adult fares with a corresponding increase of 1/6d. in the price of scholars' monthly concession tickets. ~~In consideration of this increase we recommend the~~ discontinuance of the existing surcharge of one penny on adult fares on Sundays and Public Holidays <sup>is also recommended.</sup> The average fare paid per passenger in 1936 was 2.251 pence and the revision introduced in 1949 providing one penny increase all round had the effect of raising the average to 3.049 pence per passenger. At ~~this~~ <sup>that</sup> stage (1951) the Melbourne and Metropolitan Tramways Board's average fare was 3.880 pence. Our 1951 revision which eliminated weekly concession fares and transfers increased the average fare paid to 3.479 pence, <sup>and at the same time</sup> but in the meantime ~~The~~ Melbourne and Metropolitan Tramways Board's average ~~has been~~ <sup>was</sup> increased to 6.002 pence <sup>in</sup> 1954. We have expressed ~~the~~ <sup>our</sup> opinion that our fare scale is near the economic limit of the small systems and as to Sundays and Holidays we consider optimum annual revenue has been reached. The losses of passengers from public transport to private car usage has now <sup>increased</sup> ~~steadied~~ considerably and we see no reason to anticipate a greater loss of passengers due to the proposed fare increase than we have sustained in the past. On this basis, therefore, the overall increase of about 25% giving an indicated increase of revenue of about £40,000 per annum should give a net increase of from £15,000 <sup>(based on a loss of 15% passengers)</sup> to £20,000 per annum, with an average fare of about 4.42 pence per passenger.

We view that ~~the~~ <sup>an</sup> ultimate adjustment of employee wage margins could increase tramway operation expenditure ~~to~~ <sup>by</sup> the order of about £10,000 per annum and action upon the lines suggested will prove conclusively the actual revenue increase available from a reasonable fare adjustment and any concomitant decline in passengers will ~~weaken~~ <sup>strengthen</sup> opposition to ultimate service reductions or extensions to one-man operation we may consider to be necessary.

*Given approval to the recommended increase the average fare will be 4.42d.*

2. That is the passenger load factor has increased.

2. Headways:

Efforts directed to the maintenance of reasonable figures for passengers per car mile since 1948 <sup>has resulted in</sup> ~~shows that~~ the miles run by the Commission's tram cars ~~are now back to the~~ <sup>reduction of</sup> ~~figure of~~ 1½ million per annum, <sup>This</sup> which was last recorded in 1928. In that year passengers totalled 9½ million compared with 12¾ million carried in the last financial year. ~~This~~ <sup>Today</sup> characteristics <sup>are</sup> ~~is brought about by~~ the higher peaks of industrial and shopping traffic and the lower off peaks of night, Sunday, and holiday traffic. <sup>of a reduced passenger load factor.</sup> We suggest a review of the services in consideration of the traffic now being carried, especially <sup>as</sup> ~~to~~ the frequency of service after 8 p.m. and ~~especially with regard~~ to Sunday and holiday services. The actual savings possible of attainment cannot be precisely stated until detailed new schedules and duty rosters have been compiled, but it does appear possible to reduce the operation staff at Geelong by three men, at Bendigo by eight men, and Ballarat by ~~4~~ <sup>4</sup> men, by further rationalising <sup>THE</sup> ~~the~~ service to today's conditions. If these economies can be effected, the extent of savings would be about £12,000/15,000 ~~£X~~ per annum. Included in this item is ~~the~~ <sup>A</sup> proposed segregation of the Eaglehawk and Quarry Hill service<sup>s</sup> at Bendigo in order to confine the larger rolling stock to the inter-urban line and adjust headways to suit the capacity of the larger units and, at the same time, to reduce the service on the short Quarry Hill route <sup>because</sup> ~~in consideration~~ of the volume of the traffic now being carried thereon.

3. One-Man Operation:

*was forwarded concerning the* *own*  
 A report ~~to~~ you upon the extension of one-man  
 operated services, on the 28th November, 1952. The position  
 has been maintained to date, but not without ~~occasional~~ *some*  
*restlessness* ~~rumblings~~ as, of course, this system is against the current

policy of the Tramway Employees' Association. We obtained a  
*Somewhat* ~~grudging~~ consent ~~of~~ the extensions *to* *after* *approval* *that*  
 under certain assurances ~~so~~ *that*  
 that any extension, which we now propose would require previous  
 advice to the employees and preferably, of course, their

*largely* ~~co-operation to permit of its introduction.~~ // We have reviewed  
 the possibilities of extending one-man operations, *which is of course*  
 tied up with ~~the~~ *EXISTING* ~~latter~~ types of rolling stock, the wide  
 fluctuations in the passenger traffic ~~now~~ carried, and *we*  
 conclude that only limited avenues for extension of the present  
 system of one-man car operation exist in each provincial system.

*+* At this stage we suggest the deferment of extensions of one-man  
 services pending *observation* *results of*  
 experience of the effect upon passengers carried  
 by the suggested increase of fares. *It would probably be better*  
~~to make one bite at the cherry rather than two, which would~~  
 otherwise appear to be a probability.

4. Route Abandonments:

Although the report of the Transport Regulation Board  
 concerning Geelong urban passenger transport has now been  
 published, *is that* *will be made to our*  
 refer ~~to~~ my memorandum ~~to you~~ dated 24th March,  
 1954, with regard to the abandonment of the Golden Square tram  
 service at Bendigo. It is suggested that ~~it is desirable to~~

*desire to be relieved*

keep the Commission's ~~relinquishment~~ of its tramway burden alive, ~~by now re-opening~~ this subject. *beneficial.* If this is supported

~~It is~~ *ed* now suggest that the North Bendigo route be bracketed with the Golden Square route abandonment. The north route is traversed in part by four urban bus operators servicing the White Hills and Huntly districts, and these services could be readily adjusted to cover the existing tram route. The Transport Board quite early indicated to us that the through-routing of the Kangaroo Flat and the White Hills-Huntly *bus* services appeared to them as a better design than was *possible by* envisaged in our abandonment of the Golden Square route only. ~~Our suggestion, therefore, that both routes be now abandoned conforms to our understanding of the Transport Board's desires.~~ *Recent* Confidential discussion with the Board's Regional Officer at Bendigo *Recently* gave us assurance that a substitute service for the tramways on the Golden Square and North Bendigo routes could be arranged by him at very short notice and also that it would be undesirable and unnecessary for us to institute any negotiations with the bus operators.

~~11~~ 2.

Geelong	one-way tram	67 passengers.
	two-way	88
Bendigo	one-way	67
	two-way	75
Ballarat	one-way	21
	two-way	21

During the discussions on the 5th November, 1954, several points were raised which ~~it was promised to investigate~~ *for* and they are now commented upon as follows:-

(a) Branch Lines at Geelong

This concerned the closure of the short extensions to the Eastern Beach and the railway station. The services on these tracks were reduced by more than 60% in

November, 1953, when the West <sup>AND</sup>Newtown routes were linked with the East Geelong lines. There would be little ~~of~~ tangible saving today by terminating the Chilwell service at the city centre in that the time taken on the extension would be absorbed by increasing standing time or the frequency of the service on the Chilwell route which is considered to be without justification. The revenue from the above extensions is approximately £1,000 per annum.

(b) Pay Load for One-Man/Two-Man Trams:

Based upon the average fare paid per passenger for the year ending 30th June, 1954, and the individual Branch expenditures ~~other than for operation labour~~ <sup>in the year</sup>, the following would be <sup>the order of</sup> the pay loads required per average trip run in each city.

Geelong	-	one-man tram	-	67	passengers.
		two-man	"	88	"
Bendigo	-	one-man	"	62	"
		two-man	"	75	"
Ballarat	-	one-man	"	X 63	"
		two-man	"	X 81	"

(c) Feeder Buses, Geelong North Route

~~The~~ unfortunate aspect of buses acting as feeders to the north tram service <sup>With <sup>peak</sup> traffic density as now existing</sup> would be the accentuation of the problem we now face to usefully employ the excess of man-power available before and after the peak periods. We estimate that early morning general services would require augmentation to get the large volume of workers to the city from 7 a.m.

onwards, and the same would apply to the p.m. peak services which are already severely taxed. The provision of additional services on the north route itself and the cover necessary to meet the unusual overtime shifts now being worked on both week days and Saturdays could make it necessary for us to create ten additional morning shifts, and also ten additional p.m. shifts to handle this traffic. This would represent roughly £20,000 per annum in operation labour costs alone. This is not attractive to the tramways even if the scheme were practicable from the bus operators' point of view, or acceptable to the employees who have become accustomed to a direct more or less door to door service on a concession fare basis.

(d) Broken Time (Traffic Employees)

We have looked into the question of using traffic employees on manual work, such as car cleaning, during the periods between actual traffic duty. We must explain that shift work for traffic men may be straight or broken shifts, the latter being defined by an unpaid period of not less than 1½ hours between actual duty periods. ~~Naturally~~ broken shifts are unpopular and are restricted as far as it is practicable. Paid time not actually worked is ~~therefore~~ strictly limited and is confined to "stand-by duty, shift spares, and make-up time." "Stand-by" duty is ~~limited and~~ is generally confined to <sup>any</sup> ~~such~~ periods of less than 1½ hours which cannot be eliminated in the compilation of duty schedules. "Shift spares" are limited to a maximum of one man to cover each shift and, of course, are

unpredictable as ~~concerns~~<sup>To</sup> availability for other work.  
 "Make-up time ~~that is~~<sup>I.E.</sup> build up of the time roll ~~to~~<sup>To</sup>  
 40 hours for a week when less than 40 hours is actually  
 worked, is practically non-existent in our recently  
 revised rosters. From these explanations the  
 possibilities of replacing car cleaning or other  
 maintenance personnel by the diversion of traffic  
 employees is too irregular and too uncertain to be of  
 much economic value. There are also other adverse  
 features, such as the remote location of the  
 maintenance depots from the traffic control centre  
 at Ballarat and Bendigo, and the time allowances ~~which~~<sup>that</sup>  
 would be necessary to enable uniformed employees to  
 change their clothing <sup>+ clean up separately.</sup> From past experience, we add  
 there is every reason to anticipate that ~~there would~~<sup>would</sup>  
~~be~~ stiff Tramway Union opposition to this practice, <sup>practically</sup>  
~~even~~ though we would, in ~~practice~~<sup>effect</sup>, be paying a higher  
 rate of pay for the work <sup>being performed.</sup>

(e) Light Traffic Economics

~~The~~ point raised concerned the economics of operating  
 tram cars during very light traffic periods in  
 comparison with lighter vehicles in the form of seven  
 seater motor cars. We agree that probably from 8 p.m.  
 until late theatre traffic, such cars could cater for  
 most of the traffic now offering, being assisted by  
 their ability to cut trip times, ~~if necessary,~~ very  
 substantially. Large vehicles would, ~~of course,~~ be  
 necessary to handle theatre crowds so that only a  
~~strictly~~ limited period can be visualised as a  
 possibility for the use of smaller units. The net



saving by the withdrawal of a tram car for a limited period with operation wages continuing would be about 7½d. per mile, which consists of electricity and wear and tear. ~~The query visualised the~~ substitution by the Commission, <sup>is</sup> ~~it appears~~ unlikely that <sup>motor</sup> cars could be provided <sup>by the Commission</sup> to operate at less than this figure of 7½d. per mile. On the other hand, if the question had in mind the substitute operation of hire cars as stage ~~cars~~ <sup>CARRIAGES</sup>, we would need to be relieved of the payment of traffic wages during the period ~~of~~ <sup>from</sup> the withdrawal of trams ~~and~~ <sup>to</sup> the theatre traffic. This would necessitate the conversion of p.m. shifts into broken shifts and, apart from the difficulty in providing an average duty period of eight hours per day by reason of the shortened hours, the increase in the ~~proportion~~ of broken shifts would be strongly opposed by the employees. We suggest that, even if a Conciliation Commissioner upheld our <sup>actions,</sup> ~~practice~~ he would, in all probability, award a special penalty wage rate for broken shift disabilities so that <sup>the</sup> ~~our~~ position ~~could~~ be considerably worsened.