



OXFORD CAMBRIDGE AND RSA EXAMINATIONS

**LEVEL 3 CERTIFICATES OF PROFESSIONAL
COMPETENCE**

05609

UNIT 5 MANAGING NATIONAL ROAD PASSENGER TRANSPORT OPERATIONS

FRIDAY 11 SEPTEMBER 2009

12.45 PM – 2.45 PM

TIME: 2 HOURS

SCENARIO

Background

You are the recently appointed Operations Manager of OCR Travel. The business has been run as a partnership since inception in 1991. The partners are Harry Grover, Sarah Botting and Graham Fielding. A decision has been made by the three partners to convert the business into a private limited company. The business is currently involved in operating local bus services (Stage Carriage in Northern Ireland), private hire, day tours and scheduled express services. Harry owns the site from which the business operates and at which the vehicles are kept. The business also leases a coach station, situated 80km from the depot, both of which serve as coach pick-up points for trips and excursions. OCR Travel holds a Standard National Operator Licence (Road Service Licence in Northern Ireland), which authorises 25 vehicles to be operated, and currently has 24 'O' Licence discs. The business employs a transport consultant who is the nominated transport manager. You have been appointed to take over this position when you are qualified to do so.

On taking up your appointment you discover that a number of procedures and instructions for the safe and legal operation of the business have either never been prepared, or have gone missing, and you realise that one of your tasks is to deal with this as a matter of urgency. Some of the business systems are outdated and the partners are keen to invest in new technology to assist them with their expansion plans.

Morale in the business is low; staff are poorly motivated and there is a high staff turnover. A recent Employment Tribunal criticised the business for not having a written disciplinary and grievance procedure.

Last month a Health and Safety Executive Inspector raised concerns about passenger safety during loading, embarkation and disembarkation. In particular he had noted from RIDDOR records that there had been instances of both staff and passenger injuries.

OCR Travel has been called to a public inquiry under the Public Passenger Vehicles Act 1981.

Staff meeting with Drivers

One of your first tasks was to hold a meeting with drivers to discuss how to deal with the problems you have found and to hear their points of view. The following issues were raised by the drivers:

- they have been told to take out vehicles even when defects have been identified.
- some of the work could not be undertaken within the legal requirements of the drivers' hours regulations.
- the Working Time Directive has not been enforced.
- their knowledge of drivers' hours and record-keeping was poor.
- there was an overall perception amongst staff of 'like it or lump it'.

During the meeting it transpired that none of the drivers had reported any convictions, although it was clear that relevant convictions had been incurred.

Maintenance and Operations

Vehicle maintenance is undertaken in-house and this department also carries out work for other operators. OCR Travel has encountered criticism from VOSA concerning the mis-use of manual tachographs by the drivers and the business' methods of recording and storing

vehicle maintenance files. Four drivers have been convicted of vehicle overloading, two for falsifying tachograph records and three for exceeding their drivers hours. A number of prohibition notices (PG9s) have been issued. OCR Travel's operator compliance risk score is red.

Complaints have been received concerning OCR Travel's handling of lost property. Its current procedure is as follows:

- the Driver keeps lost property in the luggage compartment of vehicle.
- the Driver hands lost property in to a manager at the end of week's work if unclaimed.
- the Manager keeps the articles for three weeks after which time they are given to the driver to keep.
- perishable goods are disposed of at the time of finding.
- boxes and bags are opened to try and ascertain the owner.
- official documents (such as passports) are handed in to a police station.
- anyone claiming lost property is charged £5.00 per article.

Fleet

The fleet consists of:

8 x 53-seat coaches, first registered between 2003 and 2009 used mainly on tours and hired by independent tour operators.

5 x 45-seat luxury coaches, first registered between 2004 and 2009 used on private hire, tour and express work.

2 x 16-seat minibuses, first registered between 2001 and 2007 used for school work (contract and trips).

3 x 25-seat executive midi-coaches, first registered between 2005 and 2007 used on private hire work usually towing 1200 kg MAM trailers.

6 x 35-seat buses, first registered between 1999 and 2004 used on local bus services (Stage Carriage in Northern Ireland).

Staff

The staff employed consists of:

- 1 Accounts clerk
- 1 Accounts Manager
- 2 Cleaners (who are not used for driving duties)
- 15 Drivers for private hire, tour and express service work
- 10 Drivers for local bus service (Stage Carriage in Northern Ireland) work
- 1 Foreman fitter
- 2 General clerks, one of whom is your personal assistant
- 3 Management staff (The Partners, one of whom is used for emergency driving duties)
- 4 Mechanics
- 1 Operations Manager (yourself)
- 2 Traffic Supervisors
- 1 Workshop Manager, responsible for all technical matters

There are also 10 self-employed couriers.

Financial Information

	53-seat coach	45-seat coach	35-seat bus	25-seat midi-coach
Standing cost (per day)				
Fixed standing costs	£190	£195	£170	£160
Overheads	£50	£50	£50	£50
Driver costs	£80	£80	£75	£75
Driver overnight allowance	£40	£40	£40	-
Courier costs	£95	£95	£95	-
Running costs (pence per km)				
Tyres	6.0	6.0	7.0	4.0
Fuel (net of BSOG)	26.0	25.0	22.0	14.0
Maintenance	6.0	5.0	4.0	3.0
Other running costs	2.0	2.0	3.0	1.0

All costs include VAT and the business applies a 20% mark-up on all costs.

Local Bus Services

The business operates local bus services (Stage Carriage in Northern Ireland) of which the following are extracts from the timetables.

Service 434

Monday-Saturday

Farstone Avenue	0725	0755	0825	0855	0925	0955	1025	1055	1125	1155
Longdip Road	0730	0800	0830	0900	0930	1000	1030	1100	1130	1200
Stonewater, Rail Station	0739	0809	0839	0909	0939	1009	1039	1109	1139	1209
Stonewater, Bus Station arr	0744	0814	0844	0914	0944	1014	1044	1114	1144	1214
Stonewater, Bus Station dep	0746	0816	0846	0916	0946	1016	1046	1116	1146	1216
Stonewater, High Street	0750	0820	0850	0920	0950	1020	1050	1120	1150	1220
Shrowbury Road	0754	0824	0854	0924	0954	1024	1054	1124	1154	1224
Honeycombe Road	0801	0831	0901	0931	1001	1031	1101	1131	1201	1231

Service 438**Monday-Saturday**

Farstone Avenue	0830	0930	1130	1330	1530	1730	1930
Sweetmead Road	0837	0937	1137	1337	1537	1737	1937
Prestwick Road	0841	0941	1141	1341	1541	1741	1941
Horner Road	0845	0945	1145	1345	1545	1745	1945
East Side	0851	0951	1151	1351	1551	1751	1951
Parade Park	0856	0956	1156	1356	1556	1756	1956
Bus Station	0905	1005	1205	1405	1605	1895	2005
Royal Park Hospital	0910	1010	1210	1410	1610	1810	2010

NOTE: A revised route and timetable must be produced to operate service 438 due to the long term closure of Prestwick Road.

Due to security issues, OCR Travel is keen to reduce the amount of cash carried on service vehicles.

Future Opportunities**1 Extended Tours**

Following a market research survey the business decided to operate a series of 20 five day inclusive tours over a ten week period in late summer/autumn to the Ayrshire Coast. A brochure will be produced and the tours will cater for a mixture of UK and overseas nationals. The business will use its own vehicles, and arrange hotel accommodation. On each day of the tours, driving work will be undertaken. Coaches depart every Monday and Thursday from the depot at 06:00hrs. All of the passengers are picked up at the coach station. The distance from the depot to the coach station is 80km and from the coach station to the hotel 680km. Each coach will average 80km/hr. The total anticipated road distance for each tour is 2,300km. Each driver undertakes five consecutive tours before moving on to other EU driving duties.

2 Park and Ride (Service 409)

The city council has invited OCR Travel to tender for a Park and Ride service. It will provide a quick and frequent bus link to Stagemead and the city centre for shopping, work and leisure trips.

The Park and Ride will be located on the A41 Portway, to the north west of the city.

Journey Details

	First departure from park and ride	First departure from Stagemead	Last departure from park and ride	Last departure from Stagemead
Monday to Friday	06:15	06:35	20:00	20:20
Saturday	07:15	07:35	20:00	20:20
Single journey distance	8km	8km	8km	8km
Single journey time	20 minutes	20 minutes	20 minutes	20 minutes

The park and ride site is located 2km from OCR Travel's depot. A stand time of 20 minutes will be taken at the Park and Ride site only. Buses will operate every 15 minutes and all of OCR Travel's drivers will be rostered to operate this service.

Driver Shortage

The business has suffered over the past few years with a shortage of drivers. One of your tasks is to establish a pool of part-time drivers. A number of applications have been received in response to a recent advertising initiative. The applicants are:

- George Smith - aged 42, has driven taxis for six years and has entitlements B and D1(cat 101 restriction cat 79 for NI).
- Fred Grange - aged 22, has entitlement D and has driven local service buses for the past 18 months. He is currently in very good health.
- Mavis Brown - aged 52, has entitlements B, D1+E. Mavis broke her hip last year, but there have been no after-effects. She has 12 years' experience of driving mini-buses.
- Paul Asterley - aged 57, an experienced coach driver of some 21 years, has entitlements B, D1+E and D+E. Paul has recently been diagnosed as a diabetic and is insulin dependent.
- Susan Swinney - aged 27, has driven vehicles for a local hotel over the past four years. Susan wears glasses, as she is slightly short-sighted, but is otherwise in good health. She has entitlements B and B+E.
- Shabbir Gainwalla - aged 36, obtained vocational entitlement D+E in July 2008 in France. He recently moved to England, taking up permanent residency in February 2009. This is the first time he has applied for a driving job. Shabbir is in excellent health.

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