



OXFORD CAMBRIDGE AND RSA EXAMINATIONS

**LEVEL 3 CERTIFICATES OF PROFESSIONAL
COMPETENCE**

05609

UNIT 5 MANAGING NATIONAL ROAD PASSENGER TRANSPORT OPERATIONS

FRIDAY 10 SEPTEMBER 2010

12.45 PM – 2.45 PM

TIME: 2 HOURS

SCENARIO

BACKGROUND

You have recently been appointed to be the designated transport manager of OCR Travel Limited (OCR), a bus and coach company. The company holds a Standard National Operator Licence with authorisation for 40 vehicles. OCR currently holds 34 vehicle discs. The existing vehicles are used on tours, local bus services, school contracts and private hire work.

The company has two operating centres. The main one, at which 25 vehicles are based, is in Bury St Edmunds and includes the administrative offices. This site also has a large building which was previously rented out but is currently empty due to the economic recession. The other operating centre, at which 9 vehicles are based, is 16 miles away from Bury St. Edmunds in Newmarket. The operating centre at Bury St. Edmunds is owned by OCR and the one at Newmarket is held under a 25 year lease which is due to expire in 2017.

Vehicle maintenance for both operating centres is contracted out to a local garage in the nearby village of Barrow. Now that the large building at Bury St Edmunds is empty the directors are considering converting it into a workshop and bringing the maintenance in-house.

The Traffic Commissioner recently held a public inquiry into OCR's operations. This was due in particular to the number of convictions for speeding incurred by the drivers over the past year, the high first time failure rate of vehicles presented for their annual test and the number of vehicle prohibition notices issued to company vehicles. It also came to light during the inquiry that one of the drivers did not have the category of driving entitlement necessary for the vehicle he was driving. As a result of the inquiry the previous designated Transport Manager lost his good repute and was dismissed. The Commissioner issued a formal warning and stated that he would be carrying out a review in 3 months time. He indicated that he will be using his disciplinary powers if the position remains the same. The review is due to take place next month.

The directors have made it clear to you that your immediate priority is to put new practices and procedures in place to ensure that the past failings are not repeated. In particular you need to ensure there will be no cause for the Traffic Commissioner to take further disciplinary action.

Current Fleet

16 x 49-seat coaches used for tours, excursions and school contracts (registered between 2005 and 2009)

8 x 36-seat coaches used for school contracts, private hire and the occasional tour (registered between 2001 and 2004)

5 x 70-seat buses used for regular local services of both less than and more than 50 kms (registered between 2003 and 2007)

5 x 16-seat mini-buses used for school contracts and private hire (registered between 2005 and 2008)

7 double-axled trailers of 1200kg MAM used on tours, excursions and private hire.

Proposed additional vehicles to be acquired (to be purchased new)

3 x 47-seat luxury coaches to be used on tours, excursions and private hire

Current personnel

1	Accounts Clerk
1	Accounts Manager
1	Company Secretary
8	Couriers
40	Full-time Drivers
1	Local Services/School Contracts Manager
1	Managing Director
10	Part-time Drivers
1	Tours Booking Clerk
1	Tours Manager
2	Traffic Supervisors
2	Traffic Clerks

Personnel to be recruited

3	Couriers
4	Full-time Drivers
1	Traffic Clerk
1	Traffic Supervisor
1	Workshop Foreman*
2	Mechanics*
1	Apprentice Mechanic*

* Only to be recruited if maintenance is brought in-house

Current Operations (sample)**Circular Service No. 56**

Bury St Edmunds-Thetford-Downham Market-Ely-Newmarket-Bury St Edmunds. The distances between the stops are 20km, 45km, 35km, 25km and 25km respectively giving a total distance of 150km. The average speed of the vehicle is 50kph. The service runs on the hour, departing from Bury St Edmunds every hour from 07:00 until 18:00 Monday to Saturday.

School Contract No. 12Q

Coaches are provided each academic year for 190 days. The coaches each cover 100km per day and are used on this contract for 4 hours per day. For 170 days a minimum of 86 seats are required and for the remaining 20 days a minimum of 115 seats are required to accommodate foreign exchange students.

Local Service No. 79

Bury St. Edmunds	06:30	every 15 minutes until	08:30	every 30 minutes until	16:00	every 15 minutes until	18:00	every 30 minutes until	20:00
Woolpit	06:50		08:50		16:20		18:20		20:20
Stowmarket	07:10		09:10		16:40		18:40		20:40
Needham Market	07:30		09:30		17:00		19:00		21:00
Claydon	07:45		09:45		17:15		19:15		21:15
Ipswich	08:00		10:00		17:30		19:30		21:30

The buses on this service average 30kph.

On arrival at Ipswich the buses return to Bury St. Edmunds over the same route.

Proposed Operations

A local travel agent has invited you to quote for the provision of the new luxury coaches for various tours to Scotland and Cornwall, details of two of which are as follows:

Tour A

10 day golfing holiday to Scotland. Total distance 2500km. Vehicle will be driven on days 1, 2, 3, 5, 6, 9 and 10. Driver duty hours will be 08.00 to 19.00 on days 1 and 10 and 09.30 to 20.00 on days 2, 3, 5, 6 and 9. Driver and courier overnight accommodation will be provided at the travel agent's expense.

Tour B

6 day sightseeing holiday to Cornwall. Total distance 1750km. Vehicle will be driven on days 1, 2, 3, 4 and 6. Driver duty hours will be 07.00 to 18.00 on days 1 and 6 and 08.30 to 17.30 on days 2, 3 and 4. Driver and courier overnight accommodation will be provided at the travel agent's expense.

Drivers

The company employs a range of drivers from the newly qualified to those due to retire later this year. The accident record is very good with no incidents at all for over 3 years. However, a number of the drivers seem to be "heavy-footed" and there have been 17 fixed penalties issued for speeding offences in the past 2 years but no action has been taken by the company.

Vehicle Costing (all in £)

	49 seat coach	47 seat coach	36 seat coach	70 seat bus	16 seat minibus
Standing costs (per day)					
Fixed costs	200	225	180	200	140
Driver costs	75	75	70	64	60
Driver's overnight allowance	35	35	35		
Courier costs including allowances	90	90	90		
Running costs (per km)					
Tyres	0.06	0.05	0.06	0.08	0.03
Maintenance	0.07	0.06	0.05	0.07	0.04
Fuel usage (km per litre)	4	4	5	4	8

Fuel costs £1.00 per litre.

Trailers are charged out at a flat rate of £20 per day irrespective of distance travelled or the size of the towing vehicle.

Maintenance

The contractor has not been maintaining the vehicles to a satisfactory standard as noted by the Traffic Commissioner. This became apparent to you upon taking up your appointment. You were particularly concerned at the lack of written records showing the steps that are taken from the discovery of defects to their rectification. Also you were appalled at the haphazard way in which the maintenance records were being kept.

The directors were also aware of the problem due to the high first-time failure rate of vehicles presented for their annual test. This was costing the company money due to lost business whilst vehicles were laid up in the garage being prepared for retest. The company has recently been convicted of using vehicles with defective brakes and defective steering. A number of PG9's have been issued for these and several other safety related defects. Finally the mechanics have voiced concern over whether or not the drivers have been carrying out the daily walkround check properly whilst the drivers are blaming the mechanics for failing to act on the defect reports!

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