



**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**LEVEL 3 CERTIFICATES OF PROFESSIONAL  
COMPETENCE**

**05609**

**UNIT 5 MANAGING NATIONAL ROAD PASSENGER TRANSPORT OPERATIONS**

**FRIDAY 5 DECEMBER 2008**

**12.45 PM – 2.45 PM**

**TIME: 2 HOURS**

**SCENARIO**

## Background

You are the recently appointed Transport Manager of a bus and coach company, RSA Services Ltd (RSA). The company holds a Standard National Operators Licence (Road Service Licence – NI) with an authorisation for 55 vehicles. RSA operates 54 vehicles on a mixture of local bus services, school contracts, private hire and executive coach hire. The company owns two depot sites in Devon and its vehicles are evenly distributed between the sites. The Farnstable depot is a large site area which houses the company offices. This depot also has large storage areas which were once used as vehicle maintenance buildings. These buildings are not currently used for this purpose as the company contracted out all of its maintenance requirements eight years ago; instead they are rented out to a local Thatcher. Two smaller operators also rent space in the yard to park their vehicles.

The company was recently called to a public inquiry concerning poor maintenance and failure to enforce drivers' hours and record-keeping. The Commissioner curtailed RSA's licence from 65 to 55 and warned that if improvements were not made the licence may be revoked. As a result of the inquiry the Transport Manager was dismissed and you have been appointed to bring the company back on track.

In addition to the existing fleet, there have been occasions when vehicles belonging to other operators have been used on school contract work.

## Fleet

36 x 53-seat coaches, used for tours and excursions (registered between 1995 and 2008).

6 x 41-seat coaches, used for school contracts and local services over 55 km in length (registered between 1990 and 1998).

6 x 70-seat double-deck buses, used solely for local services less than 45 km in length (registered between 2005 and 2008).

6 x 16-seat mini-buses towing trailers of 1100kg MAM, used for private hire (registered between 2003 and 2008).

1 x 35-seat Bristol L5G bus (non-PSV) manufactured and registered 1950, used for historic rallies and never carrying more than eight passengers.

## Staffing

### Current personnel

1 Accounts Clerk  
 1 Accounts Manager  
 1 Company Secretary  
 42 Full-time Drivers  
 1 General Clerk  
 1 Managing Director  
 18 Part-time Drivers  
 1 Tours Manager  
 1 Transport Clerk  
 1 Transport Manager (yourself)  
 1 Traffic Supervisor

### Personnel to be recruited

2 Full-time Drivers  
 2 Traffic Clerks  
 1 Traffic Supervisor

## Financial Information

	53-seat coach	41-seat coach	70-seat bus	16-seat minibus
<b>Standing cost (per day)</b>				
Fixed standing costs	£190	£185	£245	£160
Overheads	£45	£45	£45	£45
Drivers' costs	£75	£75	£75	£75
Drivers' overnight costs	£35	n/a	n/a	n/a
Courier costs	£90	n/a	n/a	n/a
<b>Running Costs (per km)</b>				
Tyres (pence)	6.0	6.0	8.0	4.0
Fuel (pence)	26.0	25.0	30.0	14.0
Maintenance (pence)	6.0	5.0	6.0	3.0
Other running costs (pence)	2.0	2.0	3.0	1.0

The company applies a 20% mark-up on the above costs.

### Maintenance

At present all maintenance is outsourced, apart from minor repairs which are undertaken by the drivers. The current contractors have failed to provide a good service and this has resulted in vehicle safety being compromised. Over the past 11 months there have been: 4 PG9s, 4 PG9Bs, 2 PG9Cs, 4PG10s and 10 PG35ECs.

The Directors of RSA are considering upgrading the Farnstable depot and utilising the buildings for maintenance once again.

### Depot Security Issues

Both of the depots have experienced a number of instances of vandalism and burglary and money kept on the sites has been stolen. Furthermore a driver walking in the Farnstable yard was hit by a reversing vehicle and suffered a broken leg. There have also been other minor injuries incurred by staff at the depots.

### Driver Issues

The company employs young newly-qualified drivers, experienced drivers and part-time semi-retired drivers. Most of the drivers are male and live locally. There have been numerous issues that have caused concern amongst the directors, mainly convictions of drivers for speeding, illegally parking, dangerous driving, failing to stop at the scene of an accident and 'jumping a red light'. Last year saw a significant increase in road traffic accidents where the company's drivers were to blame. One driver was found to have a previous conviction for indecent assault.

### Contractual Opportunities

#### Dial-A-Ride

The local authority for the town of Naunton wishes to contract out its dial-a-ride operation which is currently provided under a Section 19 Permit. Your company operates a few commercial and tendered services to Naunton, but has no vehicles or staff based there. Nevertheless your Managing Director is keen that the company should tender for the work, and gives you the task of advising him on certain aspects of the bid.

The dial-a-ride service is, and will continue to be, operated with vehicles with a passenger capacity of 20, reduced to 12 when conveying passengers in wheelchairs. It is a requirement of the tender that you have a base in Naunton, and that the day to day control of the service must be carried out from that base. The current base used by the local authority has no maintenance facilities, and vehicles are maintained by a local garage.

The present operation is carried out by the local authority using 6 vehicles, 8 full-time staff (one of whom is the controller/manager) and 6 part-time staff. All the staff are multi-skilled in that they are required to drive and clean the vehicles, and help in the office as required.

### **College Transport**

You have been asked to place a bid to operate a contract serving Launceston College. Details concerning the route are shown below.

Depot to first pickup	32km
West Payne Farm	5km
East Curry	3km
Longcotte	2km
Welkie Down	6km
Marford Lane	4km
Mancross	8km
Launceston College	6km
Launceston to Depot	14km

The morning service will commence from the first pickup at 0745hrs and the afternoon service commence from the college at 1645hrs. The average speed of the vehicle will be 40km/hr throughout the route which will include time spent at the pickup points.

### **Waxogellcom Corporate Transport**

A major pharmaceutical manufacturer has requested the provision of a regular staff transport contract, operating two days per week, 47 weeks per year. There are two routes, each depart from the Farnstable depot at 0530hrs. 15 minutes is allowed at the start and end of the day for vehicle checks and paperwork and 10 minutes is taken at each intermediate stop for pickup/drop off. Coaches fitted with 53 seats will be used, should the contract be awarded to RSA.

#### **Route 1 – 875 km operating every Monday and Thursday (All times quoted are actual driving time)**

Farnstable to Exeter takes 45mins, Exeter to Yeovil takes 1hr 30mins, Yeovil to Swindon takes 1hr 45mins, Swindon to Wolverhampton takes 1hr 15mins, Wolverhampton to Milton Keynes takes 1hr 30mins, Milton Keynes to Farnstable depot takes 3hrs 15mins.

#### **Route 2 – 750 km operating every Tuesday and Friday (All times quoted are actual driving time)**

Farnstable to Exeter takes 45mins, Exeter to Southampton takes 2hrs 30mins, Southampton to Reading takes 1hr 15mins, Reading to St Albans takes 45 minutes, St Albans to Bristol takes 2hrs, Bristol to Farnstable takes 2hrs.

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