



**OCR CERTIFICATES OF
PROFESSIONAL COMPETENCE
IN PASSENGER TRANSPORT**

UNIT 5 CASE STUDIES

JUNE 06



Pre-release case studies

These case study scenarios have been published prior to the CPC Passenger Transport examinations to be held on Friday 9th March 2006. Two case studies have been published for each examination.

Only ONE of these case study scenarios will form the subject for questions in the paper. You should thoroughly prepare yourself to answer questions based on either scenario. You should not however limit your study solely to the areas covered in the case studies as questions may encompass any area of the syllabus.

You can view the full units, sample assessment materials, tutor and administrative details in each CPC qualification area of the OCR website at www.ocr.org.uk by using the qualification finder on home page to find Vocationally related certificates/Logistics and transport and then selecting the OCR Level 3 Certificate of Professional Competence in National or International Road Transport or Passenger Transport.



Unit 5
Case study 1
June 06

Overview

Roger Wallace and Terry Barnes are equal partners in Wensum Travel, a bus and coach business based in Norwich. The business has been trading for ten years. Both partners are active in the business.

Wensum Travel holds a Standard National Operator's Licence which authorises the operation of 40 vehicles.

Your role

The designated transport manager, the only person in the business to be professionally qualified, died suddenly. The Traffic Commissioner (DoE NI) has allowed Wensum Travel to continue operating pending the appointment of a new transport manager.

You have been recruited to fill this position and took up your appointment one week ago.

Current fleet

The current fleet of Wensum Travel consists of the following:

10 single-deck 35-seat buses used on registered local bus services
6 single-deck 53-seat coaches used on school contracts and low value private hire
8 double-deck 70-seat buses used on school contracts
10 single-deck 45-seat coaches used on private hire
2 single-deck 14-seat minibuses used on executive and band work

Current operations

Wensum Travel is currently engaged in the following operations:

- Four registered local bus services, of which two are provided under contract to the local authority.
- Fifteen school contracts. It is the policy of Wensum Travel to retain the same driver on each school contract throughout the duration of the contract, as far as it is practicable.
- Private hire work which is a mixture of low value operations (for which the school contract vehicles are suitable), higher quality operation on which the 45-seat coaches and 14-seat minibuses are used and transport for pop bands to which the minibuses are allocated.
- Day excursions throughout the year, utilising the 45-seat coaches.
- A small number of extended tours, during the summer only, also utilising the 45-seat coaches.

Operating centre

The business currently has just one operational base housing the whole fleet.

Maintenance is carried out in house, apart from major body repairs.

The premises are modern and include a designated test station for Class VI tests.

Staff

Roger Wallace is the General Manager and Terry Barnes is the Finance Manager. In addition, Wensum Travel has the following staff:

- 1 Transport Manager (you)
- 1 Engineering Manager
- 1 Finance Assistant
- 1 Personal Assistant to the General Manager
- 2 Traffic Office Supervisors
- 2 Engineering Supervisors who also manage the stores
- 16 full-time bus drivers, who also cover some school contracts
- 14 full-time school contract drivers who act as relief and holiday cover for the bus drivers.
- 8 part-time school contract drivers who work term time only
- 10 coach drivers who undertake most of the private hire, excursion and tour work
- A pool of 20 casual drivers who are called on as necessary
- 2 cleaners
- 3 qualified mechanics
- 1 apprentice mechanic
- 4 general administrative assistants who deal with tour bookings and all general documentation (but not drivers hours or vehicle maintenance records).

Driver licences

The 68 drivers employed by Wensum Travel range in age from 19 to 70 years. Of these, two drivers are in the 19 – 20 age group and twelve are in the 66 – 70 age group.

In respect of vocational driving entitlement, fifty eight drivers hold Category D entitlement only, four hold Category D + E entitlement, three hold Category D1 entitlement only having passed their test before 1997 and three hold Category D1 entitlement only having passed their test since 1997.

New operation

Wensum Travel have been successful in obtaining a long term contract from a travel agent to run a shuttle service between Norwich and Swansea.

The service will commence on 1 October 2006.

As well as the termini, the service will pick up and set down passengers in London, Bristol and Cardiff.

The contract requires six brand new coaches and these have been ordered for delivery on 1 September 2006. The vehicles are high specification coaches, 13.5 m

long and with an unladen weight of 12.2 tonnes. They will be fitted with digital tachographs.

The service requires five vehicles to depart from Norwich every Tuesday, Thursday and Saturday and from Swansea every Monday, Wednesday and Friday. The vehicles will be driven by a specially selected panel of drivers who will not drive on any other operations.

The nature of the contract means that Wensum Travel will have to set up an operating centre in Swansea where the spare sixth new vehicle will be located in case of breakdown. Initially the drivers will be Norwich based but it is planned to recruit drivers in Swansea and within six months, the whole operation will be run from the Swansea depot.

The business plan of Wensum Travel envisages that, in 2007, they will expand their activity at the new Swansea depot to enter the local bus and coach market.

No maintenance will be carried out at the Swansea base, routine inspections and maintenance being carried out by a local garage or when the vehicles are on lay-over in Norwich.

Vehicle costs

(all costs are per vehicle)

	14 seat minibuses	35 seat buses	45 seat coaches	53 seat coaches	70 seat buses	New coaches
Driver costs per day inc NI	£75	£75	£75	£75 for full time drivers £40 for part time drivers	£75 for full time drivers £40 for part time drivers	£75
Driver overnight allowance	£40	-	-	-	-	£40
Standing costs per day	£80	£120	£120	£80	£50	£180
Overhead costs per day	£40	£80	£40	£40	£30	£60
Maintenance costs per km	30p	60p	40p	35p	35p	50p
Tyre costs per km	4.5p	6p	6p	6p	6p	6p
Fuel cost per litre	80p	80p	80p	80p	80p	80p
Km per litre	5.0	2.5	3.2.	3.2	2.0	4.0

Wensum Travel works on a mark up of 15% on costs.

Operational issues

In your first week in the post of Transport Manager you find that there is an outstanding grievance by a driver against one of the traffic office supervisors. The driver claims that the supervisor is discriminating against him by not allocating him to the rota of drivers on the new Swansea operation.

You establish that the business does not have a written grievance or disciplinary procedure.

Your investigations into the grievance reveal that the drivers who will work on the Swansea shuttle were selected by one of the traffic office supervisors on the basis of who he thought would be suitable for the operation.

Another problem you discover is that although the vehicles are maintained in good condition and have never had any PG9s 'S' endorsed, VOSA Inspectors have commented on several occasions that the records in respect of driver reports are not properly completed.

The two commercially operated bus services are both making reasonable profits. However, the General Manager is of the view that reimbursement for concessionary fares revenue is too low for the volume of travel being undertaken by pass-holders. In addition, the Finance Manager is concerned that payments are slow and irregular.

Swansea shuttle

	Distance (km)	Average speed (km/ph)
Norwich – London	180	60
London – Bristol	200	80
Bristol - Cardiff	70	70
Cardiff - Swansea	75	50

Local bus services

Service number		Frequency /headway (mins)	Single journey km	Average speed km/ph	Layover after each single journey (mins)	Operating day (Monday to Saturday)
1	Bus Station - Bridgedale	20	8	20	4	06.30 – 19.00
2	Bus Station – Priors Wood	20	10	20	6	06.30 – 19.00
68	Bus Station – Ambrose Avenue	30	6	20	5	07.00 – 22.30
69	Bus Station – Denton	30	12	30	8	07.00 – 23.00

Services 1 and 2 are operated commercially; services 68 and 69 are operated under a five year contract to the local authority.

School contract A17

One of the double-deck vehicles is used on a contract to convey children from villages around Norwich to a secondary school.

The vehicle leaves the depot at 07.15 and returns at 09.15, departing from the depot at 14.45 and arriving back at the depot at 16.30.

The distance travelled each day is 40 km.

One of the part time drivers is allocated to this contract.

School contract D41

This contract is operated by one of the 53-seat coaches and serves a different secondary school in Norwich.

The vehicle leaves the depot at 07.00 and returns at 09.30, departing from the depot at 14.30 and arriving back at the depot at 17.00.

The distance travelled each day is 48 km.

One of the part-time drivers is allocated to this contract.

Extended tours

Wensum Travel is organising a range of tours within the UK utilising the 45-seat coaches. Wensum Travel produces its own brochure to market the tours. As well as dealing direct with potential clients, it also uses local travel agents who are paid a commission. In 2006, for the first time, Wensum Travel is also advertising and selling its tours on the internet.

One of its most successful tours, which it is running again this year, is a ten day tour of the Scottish Highlands and Islands.

The itinerary for this tour is as follows:

Day	Journey	Time depart	Time arrive	Distance travelled (km)
1	Norwich - Berwick	08.00	17.30	510
2	Berwick – Oban	08.30	17.00	300
3	Oban – Oban	09.30	16.30	150
4	Oban - Oban	09.30	17.30	120
5	Oban - Portree	08.30	17.00	250
6	Portree – Portree	09.30	16.30	50
7	Portree – Dingwall	08.30	18.00	160
8	Dingwall –Pitlochry	09.00	17.00	150
9	Pitlochry – Durham	08.30	18.30	300
10	Durham – Norwich	08.30	17.30	400



Unit 5

Case study 2

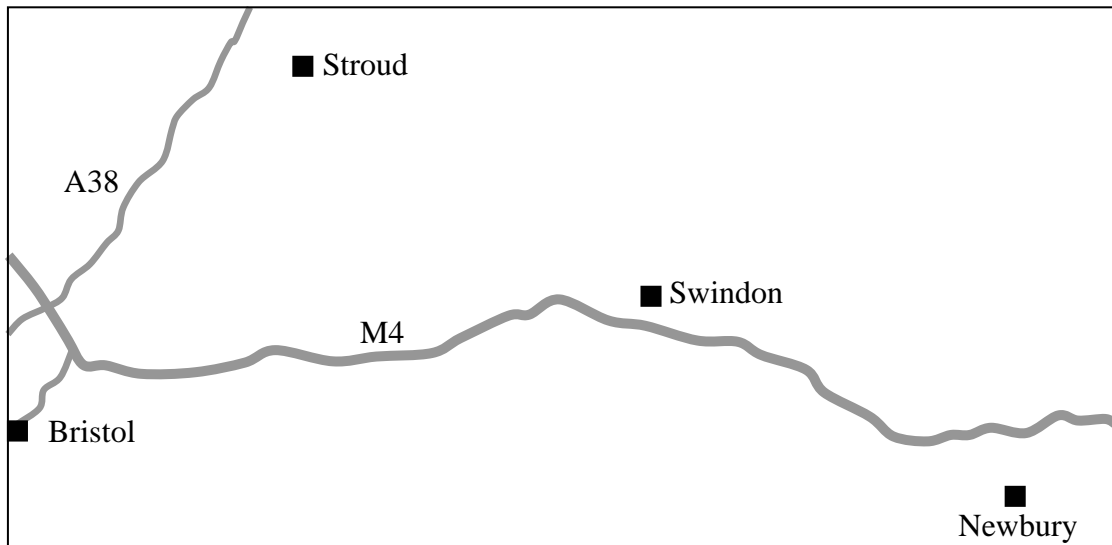
June 06

BACKGROUND

Victory Haynes Coaches, is a coach operating business based near Stroud, Gloucestershire. The premises also includes the main residence of George Beard and his wife, Valerie. The property is owned by George and Valerie and there are no outstanding mortgages or other charges. The business is run by the sole proprietor George Beard (Category D licence & CPC holder). The company has been operating for 28 years, and George is looking to retire.

The business has been for sale for a period of time without success. Victory Haynes Coaches has received an approach from the partners operating as Quadruple Travel, a medium sized business (currently operating 22 large buses and coaches), with a view to forming a partnership; where George would retain his family home. The operating centre, vehicles, workshop, ongoing work and goodwill would be subsumed into the new operation and George will be employed for an agreed period. George would no longer have responsibility for strategic decision making, and would eventually retire.

Quadruple Travel, a successful business now in its third year of trading, is based at Newbury, and run by Harry and Dennis Gray, in partnership. A Transport Manager (CPC holder) is employed as neither Harry nor Dennis hold appropriate qualifications. The depot at Newbury is leased, and has had some security issues, including a recent break in, and criminal damage to the main office.

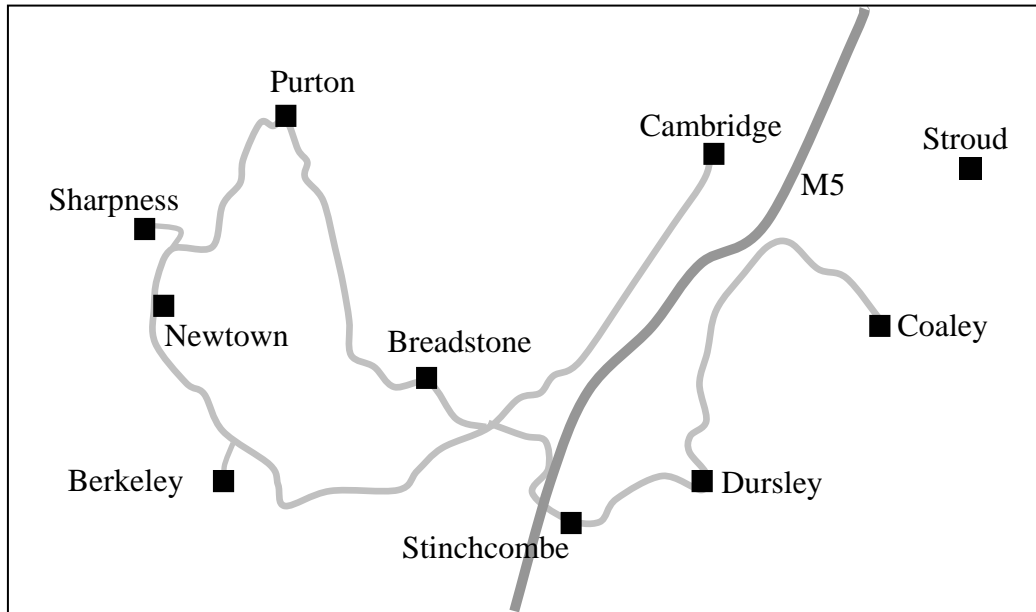


The distance between Stroud and Newbury is 103 km

You are a Transport Consultant holding a CPC and Category D driving entitlement. George has asked you for some advice on general matters relating to the safe operation of the business, as well as to look at the advantages and disadvantages of the offer from Quadruple Travel.

CONTRACT 57

Route for Contract 57 (Cambridge Secondary School)



Distance for Contract 57

Stroud – Coaley 11 km
 Cambridge – Stroud 13 km
 Cambridge – Newbury 127 km

Location	Distance/Km
Coaley - Dursley	5.5
Dursley - Stinchcombe	2.5
Stinchcombe - Breadstone	3.6
Breadstone - Berkeley	5.7
Berkeley - Newtown	2.9
Newtown - Sharpness	1.7
Sharpness - Purton	3.4
Purton - Cambridge	10.7

Average speed: 30 km/h minor roads, 50 km/h main roads
 Total journey time: 1 hour 6 minutes

Times for Contract 57

Coaley - Cambridge	(arrive Cambridge)	Cambridge - Coaley	(depart Cambridge)
Monday – Friday	08:20	Monday – Friday	16:10
		Friday	13:50

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Double Deck 1 & 2	06:30							
	07:30							
	08:30							
	09:30							
	10:30							
	11:30							
	12:30							
	13:30							
	14:30							
	15:30							
	16:30							
	17:30							
	18:30							
	19:30							
	20:30							
	21:30							
	22:30							
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Double Deck 3 & 4	07:00							
	08:00							
	09:00							
	10:00							
	11:00							
	12:00							
	13:00							
	14:00							
	15:00							
	16:00							
	17:00							
	18:00							
	19:00							
	20:00							

Key			
	School Contracts	school contracts held with the local education authority, (no's 42, 43, 47, 48, 51 and 53* – during term time only)	
	Regular Circular Service	Route length 35 km (8 minute layover time every hour), Shift 1: 06:30 to 14:30 Shift 2: 14:30 to 22:30	Regular Local Service (eligible for BSOG/Local Authority, subsidy)
	Available		Available for Private Hire/Excursions/Tours, by arrangement

- All Contract start points are within 20 km of Stroud
- All times include 0.5hrs (non-driving time) for daily checks at the start of work, and 0.5hrs (non-driving time) for handover at the end of work