



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

UNIT 5 CASE STUDY

Pre-release case study

This case study scenario has been published prior to the CPC Passenger Transport examinations to be held on Friday 5 September 2008.

The case study scenario will form the subject for questions in the paper. You should thoroughly prepare yourself to answer questions based on the scenario. You should not however limit your study solely to the areas covered in the case study 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.

Background

OCR Limited is an established bus and coach operator. It currently holds an Operator's Licence covering two operating centres within the West Midlands Traffic Area. The company is proposing to establish a new operating centre in Wales. A suitable site has already been purchased and planning permission obtained.

You have recently been appointed as the Transport Manager for the new depot conditional upon your obtaining a Certificate of Professional Competence. Your first task will be to ensure that the new depot is operational as soon as is legally possible.

Current Issues

The directors are concerned that the record of the current operations may have an adverse impact on the proposed expansion. There have been several problems. A number of roadside inspections by VOSA have resulted in the issue of a number of PG9s due to defective braking and steering systems. A tour driver and the company itself were recently convicted of contravening the drivers' hours regulations. The company secretary has recently been convicted of shoplifting. Finally concern was expressed by the Traffic Commissioner at the last review of the O Licence at the high first time failure rate of vehicles submitted for their annual test.

One of the tour drivers, whilst parking the coach after returning from taking a party out for the evening, hit and damaged a fence at the side of the road next to the hotel. He thought that the fence belonged to the hotel and only told the night porter who didn't tell anyone else. The following day the police contacted OCR as a passer-by had taken the registration number of the coach and given it to the owner of the fence who turned out to be a neighbouring car dealer. The police decided against taking any formal action but they have advised the directors to ensure that the drivers are made aware of their obligations when they are involved in an accident.

RSA Travel, for whom you have been providing tour coaches for some time, recently made complaints on behalf of two of its customers. One customer left a bag containing an expensive camera on the coach and the driver had apparently simply put the bag in the hotel foyer without telling anyone, and it was stolen from there before she had realised that it was missing. Another client had complained about the difficulty of boarding the coach due to his disability.

Maintenance

Maintenance for the entire fleet is currently carried out in-house at one of the two operating centres. This is possible because they are only 15 km apart. However the vehicles which will be based at the new operating centre will be unable to use the existing facility as it will be 100 km away.

Current Fleet

50 single-deck buses, first registered between 1998 and 2003, used on regular local services.

12 tour coaches, first registered between 2000 and 2007.

10 trailers MAM 1250kg which are normally used with the tour coaches although some of the tours do not require them.

Current Work

The buses are only used on local services whose maximum route length is 50 kilometres. The coaches are used on holiday tours where OCR provides the transport element of the package together with a courier on each coach. The tours vary in duration from 3 to 17 days.

Vehicles to be Acquired for the New Operating Centre

10 new 45-seat buses to be used on local services.

10 new 49-seat coaches to be used on tours.

The directors are conscious of the need to run environmentally friendly vehicles to improve the company's image.

Proposed Future Work

OCR is opening the new operating centre in Wales for three reasons. Firstly, it is already sending coaches there to start tours, leading to the drivers being restricted by the drivers' hours requirements as to how far they can then go on the first day. Secondly, a travel agent in Newport, with which it has a close working relationship, has indicated that there is more work available should OCR have the necessary capacity in Wales and has requested prices for tours of varying duration. Thirdly, the directors have also identified a number of tenders for local services (all less than 50 km route length) in the vicinity of the new centre and they are confident that they will secure sufficient work for the 10 new buses.

Once the new centre is fully operational the directors would also like to start offering complete package tours rather than simply providing the transport, as they feel that the profit margins would be greater.

Vehicle Costs (per vehicle both existing and to be acquired)

	Standing Costs (per day)	Driver's Costs (per day)	Running Costs (per km)
Coaches	£200	£100	£1.80
Buses	£180	£80	£1.40
Trailers	£30	---	£0.15

When quoting for contracts OCR adds a 10% mark-up on costs.

Current Staff

- 1 Administration Manager
- 2 Apprentice Mechanics
- 2 Clerical Assistants
- 15 Couriers (seasonal)
- 2 Depot Managers
- 85 Drivers
- 1 Managing Director
- 3 Mechanics
- 1 Operational Director
- 1 Sales Director
- 1 Sales Manager
- 3 Secretaries
- 3 Traffic Supervisors
- 2 Transport Managers for existing operating centres
- 1 Transport Manager (you) for proposed operating centre
- 1 Workshop Foreman

Driver Licensing

All the coach drivers hold Category D+E entitlement but the bus drivers only hold Category D.

The bus drivers are interested in acquiring an “E” entitlement to their licences as the pay is better and the work of the tour drivers is generally considered to be more interesting. OCR would also like as many of its drivers as possible to hold D+E entitlement so as to give greater flexibility in planning schedules.

Proposed Staffing for New Operating Centre

- 2 Clerical Assistants
- 12 Couriers (seasonal)
- 1 Depot Manager
- 28 Drivers
- 1 Office Manager
- 1 Secretary
- 1 Traffic Supervisor

Note: depending on whether maintenance is in-house potentially a further Workshop Foreman, Mechanic and Apprentice Mechanic may be recruited.

The directors have asked you to be responsible for recruitment for the new operating centre and have stressed that they wish you to ensure that the widest possible publicity is given to its opening in order to attract the best candidates. The directors are aware that, with the industry-wide shortage, drivers can be selective in accepting jobs and that there are certain features which make vehicles more comfortable for the crew which make recruitment and retention easier.