

**Level 3 Certificate of Professional
Competence for Transport Managers
(Passenger Transport) Unit P2 Case Study**

05678

**Friday 13 September 2019
1.00 PM – 3.15 PM**

Time Allowed: 2 hours 15 minutes

Case Study

This document consists of 8 pages. Any blank pages are indicated.

Background

Opie, Curnow & Roskelly Ltd (OCR) was originally formed in the mid-17th century to provide transport services to the naval dockyard in Plymouth (Devon).

OCR's current owner is Jethro Eduardo Trevithick (JET to all who know him). JET has taken over from his father in running the family-owned bus and coach business but JET has no experience in operating the company having spent the past 20 years in banking and finance.

JET's father, Oliver Trevithick, was the nominated Transport Manager, having held a GV203 Transport Managers Acquired Rights certificate. At a Public Inquiry held six weeks ago for the operator licence renewal, the Traffic Commissioner concluded that Oliver Trevithick no longer achieved the requirements of Article 4 of EU Regulation 1071/2009 in that he was no longer exercising effective and continuous management of the company operations. The Traffic Commissioner granted the renewal of a 40 vehicle Standard International operator licence and gave the company 6 months to find a replacement Transport Manager.

The Traffic Commissioner also expressed concerns over vehicle maintenance facilities but decided not to take immediate action.

OCR's current fleet consists of 15 minicabs (8 passenger seats, operating as hackney carriages), 10 minibuses (16 passenger seats), 20 local service buses (87 passengers) and 9 coaches (49/53/59 passenger seats), including some new 15m tri-axle coaches.

Current situation

The company's Registered Office and only operating centre is an old bus garage in the centre of Plymouth. Oliver Trevithick invested in modernising the vehicle fleet but neglected the garage, which was not maintained and has fallen into disrepair.

Many of the floodlights do not work, rainwater comes through the roof, the floor has potholes, the drains regularly overflow and the area around the fuel pumps is slippery. There are no rubbish bins or chemical toilet disposal facilities. As neither the front or rear doors of the garage open and close, temperatures in the garage often fall below zero in the winter. At peak times, buses and coaches have to be reversed out onto a main road.

The workshops, which are inside the main garage, have not been changed from when they were originally built. Repairs and maintenance which require headlamp aim and brake testing have to be done by a local commercial workshop. The new 15m tri-axle coaches do not fit over the inspection pits and have to go to the main dealer for safety inspections and some repairs.

Due the closeness of local residents, the operator licence has a restriction on operating hours imposed on it. There is also a significant hazard with access from the main road into the garage for the 15m tri-axle coaches.

On a recent HSE visit to the depot, drivers were seen smoking in the garage and they were not wearing any high visibility clothing.

Future plans

New operating centre

JET has received an offer from a property developer to purchase the old city centre bus garage. He has identified a leasehold industrial unit on the outskirts of the city which could be used as an operating centre for the bus and coach fleet. There are no local residents who might be affected by the new bus and coach garage. The company would relocate the Registered Office at the same time.

The new location would provide additional space, improved access and room for a new fully equipped workshop which could accommodate the largest vehicles.

By making a move to this new location JET could request an increase in the number of authorised vehicles, and will satisfy the concerns of the Traffic Commissioner by making improvements to the maintenance facilities. JET will be able to stop using the main dealer as a maintenance provider.

New transport manager

JET has been fortunate in finding a potential qualified transport manager who would be prepared to join the company, but only if there is a move to the proposed new operating centre.

Fleet expansion

JET would like to expand the coach business into ski shuttle operations and would need to increase the fleet by five extra coaches and seven 1.5 tonne box trailers to transport the skis.

Drivers

JET is concerned that the company is having difficulties recruiting qualified Category D1 and Category D drivers. He therefore intends to offer current drivers the opportunity to upgrade their driving licences. Several drivers will need to obtain Category D+E entitlement for the ski shuttle operations.

JET provided the following table of current full-time employee licence categories and expected minimum requirements.

Group	Current Licence Category	Minimum Required Category
One	Category B	Category D1
Two	Category D1	Category D + E

New transport service - Plymouth/Rosyth/Plymouth

The operations manager of a private contractor to the Royal Navy has approached JET with a proposal for a one-year contract to operate a passenger transport service between the dockyards in Plymouth and Rosyth, (Fife, Scotland). Details of the Royal Navy contractor's requirements and operating information obtained by JET are set out below.

- The journey will involve travelling to Rosyth on day one and returning to Plymouth on day two. It will operate twice a week, for 50 weeks in the year.
- The driver will be scheduled for 15 minutes for the daily walkaround vehicle check at the garage and a further 20 minutes to load the passengers and luggage at Plymouth dockyard. The coach must leave the dockyard at exactly 07.30hrs.
- The customer has requested two 15-minute stops. The first will be at Gordano Services (M5) and the other at Hamilton Services (M74) to collect or drop off passengers. The driver will not be required to assist at these two stops.
- A further 30-minute lunch stop will be made at Stafford Services (M6).
- The customer has requested that only these three stops be made during the journey. He understands that they may have to be extended in order to comply with drivers hours regulations but insists that they must be as short as legally possible.
- The driver will be allowed 33 minutes at the end of the first day for refuelling and preparing the vehicle for the return journey. On the second day, following a regular daily rest, the driver will complete a 15-minute walkaround check, before departing immediately for Hamilton services, the first leg of the return journey. At the end of the return journey, on arrival back at the garage, the driver will again be allowed 33 minutes for refuelling and cleaning the vehicle.
- Accommodation and welfare facilities for the driver will be provided by the customer at Rosyth dockyard.
- The driver will be paid for 12 hours and 30 minutes for each day.
- Outward journey details (the vehicle will return over the same route, at the same average speeds):

From	To	Distance (km)	Average speed
Depot	Plymouth dockyard	5	30kph
Plymouth dockyard	Gordano Services (M5)	180	90kph
Gordano Services (M5)	Stafford Services (M6)	210	90kph
Stafford Services (M6)	Hamilton Services (M74)	393	90kph
Hamilton Services (M74)	Rosyth dockyard	70	70kph

- Costing information

OCR expects to spend £175,000 on the purchase of a second-hand coach, to be used exclusively for this work. It hopes to sell the vehicle at the end of the one-year contract for £150,000. Both the purchase price and the expected sale price exclude the cost of tyres

Fuel Cost	£1.10 per litre
Fuel Consumption	4 km per litre
Tyre Cost	£262.50 per tyre
Number of tyres	Eight (8)
Expected Tyre Life	300,000km
Driver Cost (Basic)	£12.50 per hour (for first eight hours)
Driver Cost (Overtime)	£16.24 per hour (over eight hours)
Repairs & Maintenance	£0.03 per kilometre
Overheads (Administration)	£175 per day

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