

Guild of British Coach Operators --- CoachMarque

*Code of Minimum Standards
Quality Assurance Standards*

AUDIT MANUAL



For the use of member companies and by **BHI Solutions Ltd** (auditor)

Guild of British Coach Operators

and

CoachMarque

Audit Manual for Code of Minimum Standards (Guild) Quality Assurance Standards (CoachMarque)

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1. INTRODUCTION

It is a fundamental condition of membership of either the Guild or CoachMarque that each Member company is independently audited every two years, to ensure compliance with the Guild's "Code of Minimum Standards" or the CoachMarque "Quality Assurance Standards", as appropriate. The Guild and CoachMarque have agreed a joint auditing process with core standards common to both organisations, so that companies in both organisations will only need to undergo a single audit. Where a company is in both organisations, all the standards listed here apply. Those who only belong to one or other organisation need only comply with the common standards and those relevant to the specific organisation.

The aim of this audit manual is to establish transparent and consistent standards for these audits, which are carried out by BHI Solutions Ltd an independent, specialist business with considerable experience in this field of work.

Members are required to achieve 100% compliance, either at the audit itself or within 3 months of the audit. Section 3 below explains the process in more detail.

Before explaining the means of verification for each individual audit point, it may help to set out some general principles:

1. All audit visits will be pre-booked at a time convenient to the Member and the Auditor. The Auditor may however verify certain information anonymously, eg by making a "mystery shopper" phone call to a sales office, obtaining copies of promotional materials, viewing the Member's web-site, etc.
2. The auditor will require to see documentary evidence for most points, as set out in more detail below. They may want to take copies of documents but this will not always be necessary.
3. The auditor will want the opportunity to view a representative selection of vehicles and will explain this when booking the appointment. If there are unlikely to be any vehicles on site at the planned time of the visit, please point this out when the appointment is booked.
4. In most cases, the auditor will be able to test compliance from the documentary evidence provided and the explanations given by the Member's representative. If however the evidence and explanations do not fully address the point, the auditor may need to discuss the underlying systems/actions with relevant people from the Member's staff, including supervisors, sales staff, drivers and those responsible for maintenance. If Members envisage any difficulties in arranging this, they should mention it when the appointment is booked.
5. In general, audit standards refer to all vehicles in the Member company's fleet (whether buses or coaches) and to all staff employed by the Member company. For example, the standards relating to maintenance apply to the whole fleet, not just the "coach" fleet. However, a limited number of the standards are only relevant to the Member's coach fleet and these are highlighted as appropriate.

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6. Where the Member operates their business through a number of separate companies (eg one operating coaches and a separate company operating buses), the audit only applies to the company that is a Guild and/or CM Member. Only that company is entitled to advertise its Guild and/or CM Membership. Other companies within the group or under common ownership are not subject to these audit standards and must not advertise or imply Guild and/or CM Membership.
7. Recognising the confidentiality of much of the information required for the audit, the auditor has given a confidentiality undertaking to both the Guild and CoachMarque covering any information that they obtain as part of their audit.

2. STANDARDS AND MEANS OF VERIFICATION

For each audit point below (A1, A2 etc) the Minimum Standard is described and the means by which verification of compliance will be established by the Auditor is/are listed. Where more than one means of verification is shown, all the means shown will be used. Potential “Automatic Fail/mandatory” items (as explained in section 3) are highlighted by the letter “M” in the numbering column.

Common standards applicable to both organisations are shown in black.
 Guild specific items are in blue. CoachMarque specific items are in green.

A) Customer Service Standards

Enquiries & bookings

Common standards:

No.	Standard	Means of verification
A1	Descriptions of coaches used in quotations, contracts, brochures etc are open, honest and explicit	Member to produce for inspection samples of all advertising literature, and permit viewing of other medium used (e.g. web site, Yellow Pages entry, etc)
M A2	A point of booking is provided for customers which is open during normal business hours and is staffed by persons competent to deal with coach-hire enquiries	Auditor to meet and question relevant staff members, as required
M A3	Once customers have made an enquiry or booking, they receive the highest level of care throughout the booking process, including the issue of appropriate documentation	<ol style="list-style-type: none"> 1. Auditor will select at random and examine a minimum of ten/twelve confirmed bookings and associated documentation from the previous twelve months 2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

Guild specific standards:

A4	Written statements detail [or cross reference to] hire terms and conditions	Member to produce for inspection sample written statements
A5	Where it is not possible to respond to quotation requests instantly, response is made within forty-eight hours	<ol style="list-style-type: none"> 1. Auditor will select at random and examine a minimum of ten/twelve quotations and associated enquiry details from the previous twelve months 2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
A6	Written quotations, where requested, are normally sent within twenty-four hours, unless this is rendered impossible by the actions of a third party	As A5

<i>No.</i>	<i>Standard</i>	<i>Means of verification</i>
A7	Other than where hires are booked within forty-eight hours of their commencement, bookings are confirmed in writing as soon as reasonably possible after being made	<ol style="list-style-type: none"> 1. Auditor will select at random and examine a minimum of ten/twelve confirmed bookings and associated enquiry details from the previous twelve months 2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

The journey

Common standards:

A8	The driver's instructions for a journey are an accurate reflection of the detailed itinerary supplied to/agreed with the customer	As for A7
A9 M	At any time a coach is on the road, a 24-hour back-up arrangement is maintained. This will include a system to contact drivers by phone or radio, with customers being provided with a 24-hour emergency contact number for a company contact who has the authority to make decisions to deal with emergencies or has ready access to a decision maker	<ol style="list-style-type: none"> 1. Member to produce for inspection the customer document detailing the emergency contact number 2. Auditor will view contact system (eg control room and mobile phones fitted to coaches) 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

Guild specific standards:

A10	Drivers and couriers are trained and instructed to ensure that appropriate safety and customer service announcements are made at the commencement of any hire, when all passengers have boarded	<ol style="list-style-type: none"> 1. Member to produce for inspection the written instruction 2. Member to produce evidence of policing of instruction 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
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Terms and Conditions

Common standards:

A11 M	Conditions of hire are at least as favourable to customers as CPT's current Model Conditions of Private Hire	Member to produce for inspection copy of hire terms
A12 M	There is an effective complaints procedure and a nominated officer to take responsibility for dealing with complaints	Member to identify person responsible and procedure note or similar
A13 M	Complaints are acknowledged within 14 days and a full reply normally made within 28 days of the complaint being made	<ol style="list-style-type: none"> 1. Auditor will select at random and examine a minimum of five complaints from the previous twelve months 2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

B) Employee Investment

Training and competence

Common standards:

No.	Standard	Means of verification
B1 M	There is a formal commitment to training and procedures which aim to ensure that the highest standards are maintained	Member to produce for inspection a copy of their training policy and to demonstrate the use of a systematic approach to training needs identification and delivery

Guild specific standards:

B2	As a result of training, examination and experience (including induction training and on-going assessment by managers and supervisors) coach drivers have the necessary knowledge and competence to perform the work to which they are assigned in a safe and professional manner	<ol style="list-style-type: none"> 1. Member to demonstrate system used to ensure that work allocated to appropriately able driver 2. Auditor will meet and question relevant supervisory staff members, if required
B3 M	Contracts of employment require drivers to notify employers within 24-hours of conviction of any motoring offence, or of any other offence affecting their suitability to drive PCVs, or the diagnosis of any medical condition which could affect their suitability to drive passenger-carrying vehicles	Member to produce for inspection sample contract of employment in use
B4	The employer maintains either a register of such notification, or endorse details on any copy of the drivers' licences held on file	Member to produce for inspection the register in use or sample copy licences (as applicable)
B5	On engagement, and then at intervals of no more than six months, all drivers' licences are inspected	<ol style="list-style-type: none"> 1. Member to produce for inspection the written instruction detailing the system in place to ensure this 2. Member to produce for inspection sample copy licences 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
B6 M	On, or within three months of, recruitment, and at no more than two-yearly intervals thereafter, coach drivers complete a written and/or interactive electronic test to measure their familiarity with the drivers' hours regulations. Any serious shortcomings are rectified by advice, tuition and re-testing as appropriate	<ol style="list-style-type: none"> 1. Member to produce for inspection a record of all tests undertaken and examples of the written and/or interactive test/s in use [eg the Guild <i>Drivers Hours</i> Programme] 2. Member to produce a minimum of one example of rectification of identified shortcomings
B7 M	On appointment, and at no more than two-yearly intervals thereafter, those supervising coach drivers complete a written test (to a higher standard than the tests for drivers) to measure their familiarity with the basic law affecting road transport. Any serious shortcomings are rectified by advice, tuition and re-testing as appropriate	As for B6

Presentation

Common standards:

No.	Standard	Means of verification
B8 M	All staff employed with regular face to face contact with the public are fully uniformed. This includes drivers, couriers, travel office staff, office counter staff and customer carers	<ol style="list-style-type: none">1. Member to produce for inspection a copy of the dress code and evidence that the dress code is applied (e.g. a written instruction to drivers), and its policing2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

Procedures

Common standards:

B9 M	There is a written Company Rules or a Handbook, which is accessible or issued to all staff and which will incorporate at least the minimum standards defined in this document	<ol style="list-style-type: none">1. Member to produce for inspection the written Company Rules/handbook2. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
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C) Fleet Standards

Management control

Common standards:

<i>No.</i>	<i>Standard</i>	<i>Means of verification</i>
C1 M	The CPC Holder nominated on the operator's 'O' licence is employed full-time in the business in a managerial capacity	Member to produce management structure chart showing responsibilities of the CPC holder (name shown on O licence - see point D1 below)
C2 M	The CPC Holder nominated on the operator's 'O' licence abides with the guidelines of the CoachMarque scheme and/or the Guild Code of Minimum Standards/Charter (as appropriate)	Auditor will meet and question the CPC Holder, who will be expected to demonstrate ready awareness of the relevant guidelines/principles

Engineering standards

Common standards:

C3 M	A daily walk-round visual check is made by a driver or engineer with a written report made	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing this requirement 2. Auditor will select at random and examine a minimum of ten reports from the previous twelve months
C4 M	There is a system for drivers to report any damage or defect which becomes apparent on any vehicle they drive and for reported matters to be rectified as appropriate before a vehicle is returned to service	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing this system 2. Auditor will select at random and examine maintenance records for a minimum of 10% of the fleet 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members

CoachMarque specific standards:

C5 M	The maintenance system and maintenance records are subject to scrutiny as part of the quality assurance scheme	<ol style="list-style-type: none"> 1. Member to produce proof that maintenance records are continuously updated and 'defect reporting' is followed and signed off 2. Evidence of a system of preventative maintenance in accordance with legal and manufacturers requirements and recommendations. Members must be able to demonstrate a pattern of service intervals based on time or mileage
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Guild specific standards:

No.	Standard	Means of verification
C6 M	All engineering staff are either themselves competent by training, examination or experience to do the tasks to which they are assigned, or are supervised by such a person	<ol style="list-style-type: none"> 1. Member to produce for inspection organisational chart for the business 2. Auditor will meet and question the Fleet Engineer (or other person responsible for maintenance), and other relevant staff members if necessary
C7 M	Full engineering maintenance inspections take place at maximum of six-weekly intervals to a regular, pre-planned timetable	<ol style="list-style-type: none"> 1. Member to produce for inspection the planner/timetable used 2. Auditor will select at random and examine maintenance records for a minimum of 10% of the fleet
C8 M	<p>The Operator achieves a first time MoT pass rate that is better than the national average</p> <p><i>NB: A “Pass after Rectification (PRS)” does not count as a pass. The “national average” will be the data published by the Vehicle & Operator Standards Agency (VOSA) for all psvs in its most recent Effectiveness Report. [as of January 2009 this was the 2007/08 Report, showing a pass rate of 74.2%]</i></p>	<ol style="list-style-type: none"> 1. Member to prepare and produce for inspection, a list detailing <u>all</u> presentations for test over the previous twelve complete calendar months prior to the audit date (to include vehicles no longer in the fleet as of the audit date), showing the status, ie: Pass/Pass after Rectification (PRS)/Fail. 2. Auditor will select at random and examine maintenance records for a minimum of 10% of the fleet
C9 M	The reason for any failure to pass an annual test as presented is the subject of investigation by senior management to prevent repetition	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing the reporting system 2. Member to produce for inspection evidence of the outcome of a minimum of one investigation
C10 M	<p>There is a target of nil prohibitions at spot-checks, and in the event of any immediate or delayed prohibition notice resulting from a spot-check, a stringent investigation is instigated by senior management to determine why the company safety procedures failed to prevent this occurrence and to take remedial action to prevent repetition.</p> <p><i>NB: a copy of the current “Encounter Report” needs to be produced – this can be obtained from VOSA Datacare section, Joan Phelps, on 01792 454233.</i></p>	<ol style="list-style-type: none"> 1. Member to obtain and produce for inspection an up to date Vehicle Inspectorate “Encounter Report” which will show all prohibitions on file; the auditor will consider any issued in the last two years (or since last audit, if more recent) 2. Member to produce for inspection written instruction detailing the reporting system 3. Member to produce for inspection evidence of the outcome of a minimum of one investigation

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Vehicle presentation

Common standards:

No.	Standard	Means of verification
C11	In the event of a vehicle shortfall, substitute vehicles are, where-ever possible, to the same high standard as promised	Member to explain process by which substitute vehicles are booked and Auditor will select at random and examine a minimum of five such situations from the previous twelve months

CoachMarque specific standards:

C12 M	There is an internal system in place, which includes documented checks, to ensure that CoachMarque approved vehicles are presentable at all times	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing the system in place to ensure this 2. Auditor will select at random and examine a minimum of ten reports from the previous 12 months
C13 M	CoachMarque logo vinyls are affixed only to vehicles of 10 years or less age and are affixed in the required positions	Auditor will view a representative sample of coaches

Guild specific standards:

C14	Coaches are free of visible road dirt when commencing the first hire of the day and every effort is made to ensure that coaches are free of visible road dirt on subsequent hires on any one day, or on subsequent days of any one hire	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing the system in place to ensure this 2. Auditor will view a representative sample of coaches 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
C15	Litter is removed from seats, luggage racks and any bins or receptacles at the end of every coach hire	As C14
C16	All floors, seats, glass and hard surfaces are swept, vacuumed, mopped or cleaned as appropriate once on every day a coach is used	As C14
C17	A thorough valet of each coach takes place at least annually, including cleaning seat fabric and luggage lockers. Between full valets, deep cleaning is undertaken as frequently as is necessary	<ol style="list-style-type: none"> 1. Member to produce evidence of system in place to ensure this, including (as appropriate) equipment used 2. Auditor will view a representative sample of coaches 3. If the above measures do not provide sufficient evidence of compliance, auditor to be allowed to meet and question relevant staff members
C18	There is an on-board toilet clean at least daily and after each hire (if practicable), if used	As C17
C19	Where the supply of a P.A system, video/DVD, drinks machine, toilet, heating and/or air conditioning forms part of the contract for the hire of a coach the items are available and their function has been tested as part of the daily walk-round check	<ol style="list-style-type: none"> 1. Member to produce for inspection written instruction detailing the system in place to ensure this 2. Auditor will select at random and examine all elements of the audit trail (from booking to written record of daily check) for a minimum of ten relevant hires from previous 12 months

D) Community and Regulatory Standards

Regulatory compliance

Common standards:

<i>No.</i>	<i>Standard</i>	<i>Means of verification</i>
D1 M	The member holds a valid Operator's Licence, Insurances and any required Bonding	Member to produce original copy of Operators Licence, Public Liability and Motor Insurance certificates and bonding certificates (copies of all to be provided with the inspection report)

CoachMarque specific standard:

D2 M	The member will produce evidence that they meet the requirements for adequate Financial Standing under the Operator Licencing rules, as of the date of the audit.	See separate note later in this manual (page 14)
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Common standards:

D3 M	Tachograph records will be subjected to checks for driving hours compliance	<ol style="list-style-type: none">1. Member to produce for inspection the written instruction detailing the system in place to ensure this2. Member to produce for inspection evidence of checks undertaken during the previous 12 months
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Health & Safety

Common standards:

D4 M	A clean, safe and professional environment consistent with Health and Safety regulations is provided at all times for staff and customers	Auditor will examine various areas of the premises, viewing a minimum of three areas, at least one accessible to the public
D5 M	A copy of the Health and Safety Policy Statement is available to customers on request	<ol style="list-style-type: none">1. Member to produce for inspection the Health and Safety Policy Statement2. Member to demonstrate system used to ensure that a statement is provided when requested

Environment

Common standards:

D6	The member will have a written Environmental Policy which will cover specific aspects of coach operation, including the disposal of litter, oil and other fluids, the discharge of chemical toilets only at approved places and minimising the running of engines when parked	<ol style="list-style-type: none">1. Member to produce evidence of policies and/or evidence of training and/or use of disciplinary processes
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Guild specific standards:

<i>No.</i>	<i>Standard</i>	<i>Means of verification</i>
D7	<p>There is full knowledge and understanding of any recommendations issued by the Chartered Institute of Environmental Health regarding 'Hygiene on Coaches'</p> <p><i>NB: The guidance is contained in the booklet "Hygiene on Coaches" published from CIEH (now out of print - refer to the Guild Administrator if you do not have a copy)</i></p>	<ol style="list-style-type: none">1. Member to produce a copy of the current CIEH book 'Hygiene on Coaches' and any subsequent practice notes [<i>none yet issued, as of 10-07</i>], and to demonstrate through questioning, awareness of the recommendations2. Auditor will view a representative example of how recommendations are complied with

Guidance re rule D2 - Financial Standing:

a) Background

The Operator Licencing rules require operators to have finance of a specified minimum amount which is available to the business. VOSA have various ways to measure this. It is checked on first application for a licence, when increases in the vehicle authorisation are sought and may also be checked at the 5-yearly administrative review. It would also normally be examined if the operator has been called to a Public Inquiry.

b) The current statutory minimum amounts required are:

1st vehicle £6,200
Subsequent vehicles £3,400 each

This is calculated on the number of vehicles authorised on the Licence (a copy of which has to be produced under rule D1), not the number of disks actually taken up.

c) The Operator Licencing rules require this amount to be "available" to the business. For the purposes of a CoachMarque audit, any one of the following will be acceptable evidence:

1. Letter from the company's auditors confirming that the company has finance available to it of at least the required amount. Such letter to be dated not more than 3 months before the date of the Guild/CM audit. It is acceptable for the letter to have been addressed to another party (eg ABTA);
2. Evidence of an increase in the number of vehicles authorised on the Licence within the last 3 months (since financial standing will have been proven to VOSA in order to obtain the increase);
3. Documentary evidence that VOSA have made their own checks in the last 3 months, eg the paperwork submitted for a 5-yearly administrative review, with subsequent renewal of the licence being granted.

(Standard D2 does not apply to Guild only companies)

3. OUTCOME OF THE AUDIT - GUILD

Members are expected to achieve a 100% pass on each audit, ie full compliance with all points. Audits will be undertaken once every two years (from the date of joining) and Members will also be required to sign an annual declaration of compliance as part of their membership renewal.

In the event that any non-compliances are identified at audit, these must be rectified within 3 months of the audit (see below re C8 - MoT pass rate). Written evidence of rectification should be supplied to the Guild Administrator, who will pass it to the Auditor for final verification. Should it be necessary for the auditor to visit the Member to confirm rectification, that visit will be at the Member's expense.

On achievement of a 100% pass, either at the time of the audit visit or within 3 months, a certificate will be issued to the Member, confirming compliance with Guild standards.

If a Member fails to rectify any non-compliant points within 3 months of the audit, the facts will be reported to the Guild Board, who will decide on appropriate action depending on the circumstances, which could include allowing a further short time-limited period for rectification or could lead to suspension of membership benefits until the outstanding points are cleared to the full satisfaction of the Auditor.

(In the case of non-compliance with C8 (MOT pass rate), proof of rectification can only occur when further vehicles are presented for test, meaning that it may not be possible to clear this item within 3 months. Therefore the requirement is that the standard should be achieved within 3 months or when 25% of the fleet have been presented for test, whichever occurs later.)

Prospective Members are required to achieve a 100% pass on audit, ie full compliance with all points. In the event that any non-compliances are identified at audit, these must be rectified before membership can commence.

4. OUTCOME OF THE AUDIT - COACHMARQUE

Members are expected to achieve a 100% pass at each audit (every two years), demonstrating full compliance with all points. Any non-compliances identified must be rectified within a period of 3 months and written evidence of compliance supplied to the CPT Director of Coaching. Discussion with the Chairman and Auditor will determine whether a further visit by the Auditor is required (at the Member's cost). Failure to rectify within the 3 months period will be reported to the CoachMarque Management Committee who will decide on appropriate action.

Prospective members must achieve 100% pass on audit. Membership cannot commence until any non-compliances are rectified.

5. CONTACT POINTS AND BACKGROUND INFORMATION

The Guild of British Coach Operators

Administrator – Richard Delahoy ACIB, CMILT
P O Box 5657
Southend on Sea
SS1 3WT

T: 08456 126 225

F: 0870 139 9469

E: admin@coach-tours.co.uk

www.coach-tours.co.uk

The Guild of British Coach Operators was founded in 1985 and is an association of top quality coach operators dedicated to providing their customers with a first class service. The member companies provide luxury coaches for charter throughout Britain and Europe and offer comprehensive travel management services. With a combined fleet of around 1,000 coaches and a wide geographical spread across the UK, Guild members can meet all travel needs. You are assured of a guaranteed commitment to the highest standards – backed by the rigorous independent audit set out in this manual – with 24-hour back-up.

CoachMarque

Administrator - Stephen Barber
Director of Coaching
Confederation of Passenger Transport UK
Drury House 34-43 Russell Street
London WC2B 5HA

T: 020 7240 3131

F : 020 7240 6565

E: stephenb@cpt-uk.org

www.coachmarque.org.uk

CoachMarque was introduced in 1998 by CPT to provide members with a scheme that provided an independent audit for all aspects of the company to ensure the highest standards of service for prospective customers. Over 40 companies operating across England, Scotland Wales and Northern Ireland are members operating to the highest standards. In 2008, CoachMarque joined the Global Passenger Network as the UK member. CoachMarque scheme members are therefore able to provide top quality service to their fellow members from across the world.

BHI Solutions Ltd

Sue Viney - Director
The Oaks, Church Road,
Redhill,
North Somerset
BS40 5SG

T: 0845 364 5287

E: sue@bhisolutions.co.uk

5. Document revision status

<i>Rev</i>	<i>Date</i>	<i>By</i>	<i>Details</i>
0	10/07	RD	Initial draft
1	11/07	RD	Nw:driver:safer details removed, pending new appointment of new auditor
2	1/08	RD	Minor updating/completion of means of verification
3	1/08	RD	MoT rate in C8 updated for latest VOSA data
4	4/08	RD	Updated means of verification following pilot audit
5	6/08	RD	Auditor details added
6	10/08	RD	D2 (financial standing) made CM specific
7	1/09	RD	MoT pass rate updated (C8); final text inserted.
8			
9			
10			