

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

**05678**

**Friday 3 March 2017  
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

You have recently been appointed as the deputy transport manager at Journey Select Coaches plc (JSC). You hold a certificate of professional competence in passenger transport which you gained in December 2014.

JSC is based in Lancaster and holds a Standard International operator licence in the North West Traffic area, authorising 140 vehicles.

List of JSC's authorised vehicles

Vehicle type	Number
42-seat executive coaches	70
48-seat low floor service buses	32
28-seat service buses	22
16-seat mini-buses	12
8-seat wheelchair accessible vehicles	4

Fig. 1

## Current Work

### Contracts

JSC has a number of contracts to provide coach travel for Tambar Travel, a tour operator which arranges holidays for groups of overseas visitors to the UK. JSC subcontract some of the coach hire work for Tambar Travel to RSA Coaches Ltd, a London based coach operator.

### Local bus services

JSC operates a number of local services in the city of Lancaster, including Service 107.

#### Lancaster Town Service 107

JSC operates 10 trips per day, carrying an average of 15 passengers per trip at a flat fare of £1.50 per person per trip. Daily operating costs are £225.00.

### Education Centre transport

One of the daily schedules for the education centre for children with special educational and disability needs is set out in Fig. 2. The driver on the morning part of this service is Graham Allan, who uses an 8-seat wheelchair accessible vehicle to transport one wheelchair user, Jane Green, from her home to the Education Centre.

## Education Centre Schedule

Activity	Time
Yard duties including vehicle check	60 minutes
Travel to Jane's home	30 minutes
Assist Jane with boarding	20 minutes
Travel to centre	30 minutes
Assist Jane with alighting	20 minutes

Fig. 2

### Company Policies

Tour drivers may only take breaks at scheduled stops.

Drivers must complete first use checks when starting a shift and when taking over another vehicle during the day, 15 minutes is allowed for this activity. This time includes the time taken to make any required manual entries on a digital tachograph.

### Future Work

JSC's transport manager, Stephen Lomax, has asked you to have a look at the following opportunities.

#### Intercity Service

JSC has an opportunity to provide a Monday to Saturday intercity service, number 570, from Whitehaven, Cumbria to London and return, leaving each terminus at 07.00hrs daily, starting in May 2017. Operating the service would require JSC to buy two new vehicles.

One of these vehicles (coach A) would be based at a new depot on land owned by JSC at Whitehaven in the North West Traffic Area.

The other Coach (coach B) would be based at RSA's depot in Croydon, in the London and Southeast traffic area.

Coach A will start operating service 570S from Whitehaven to London on Mondays, returning the following day to Whitehaven.

Coach B will start operating service 570N from London to Whitehaven on Mondays, returning the following day to London.

Service 570S from Whitehaven will travel south through the Lake District with pick up points at Whitehaven, Cockermouth, Keswick, Grasmere, Ambleside, Windermere and Kendal. None of these pick up points are more than 25km (15 miles) apart. From Kendal the service has stops at Preston, Birmingham and London Victoria Coach Station.

Service 570N from London will operate the same route, reversed.

The 570S and 570N services will be double manned.

JSC will not subcontract this work.

#### Financial and operating details for service 570S and 570N

Item	Details
Coach purchase price excluding tyres, per coach	£273,200.00
Annual depreciation rate	15%
Driver cost, per driver, per day	£120.00
Other standing costs, per day	£40.00
Tyre cost, per kilometre	£0.03
Other running cost, per kilometre	£0.13
Fuel consumption, per litre	4km
Fuel price, per litre	£1.20
Accommodation costs, per driver, per night	£100.00
Annual utilisation	312 days
Distance Whitehaven to London	550km
Profit markup	12.5%

**Fig. 3**

#### Relief driver and excursion request

RSA coaches Ltd is planning a 12 day tour of the UK, with a two-night stopover in Cumbria, the Lake District. RSA has asked JSC to plan a one-day excursion during this stopover, starting in Elterwater, using RSA's coach. RSA also require JSC to provide a driver for their vehicle for this excursion, RSA will provide a local Blue Badge Guide.

Stephen has decided that the excursion should be to historical sites along Hadrian's wall.

Stephen has suggested that Graham Allen might be a good choice to drive on this excursion. Graham carries out private hire work for JSC and drives on the morning Education Centre service.

Stephen has also suggested that Graham could drive the 8-seat vehicle from the drop-off point at the Education Centre to Elterwater, where he will pick up the RSA coach. The journey from the Education Centre to Elterwater will take 60 minutes.

Route details for the Hadrians Wall Excursion are shown in Fig. 4.

Details of Day tour

Route	Distance	Speed
Elterwater to Birdoswald Roman fort	120km	50kph
Birdoswald to Vindolanda	18km	30kph
Vindolanda to Elterwater	120km	40kph

**Fig. 4**

10 minutes each are to be allowed to embark and disembark passengers at Elterwater.

The only stops are to be at Birdoswald and Vindolanda for 60 minutes each. This includes the time to disembark and embark passengers. The guide will look after the passengers at these venues and Graham does not need to assist.

RSA require their coach to be cleaned by the driver, immediately on return to Elterwater. This will take 30 minutes.

New bus services

Stephen has asked you to plan for two new bus services, as shown in Fig. 5.

Route number	Distance	Speed	Layover (total)	Headway
105	30km	30kph	12 minutes	60 minutes
106	45km	30kph	12 minutes	60 minutes

**Fig. 5**

**JSC financial information**

Extracts from JSC's balance sheet at 31 January 2017 and profit and loss account for the year ended 31 January 2017.

Fixed Assets £2,400,000.00

Current Assets £105,000.00

Current Liabilities £82,000.00

Net profit (pre tax) £302,875.00

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