

**Level 3 Certificate of Professional  
Competence for Transport Managers  
(Road Haulage) Unit R2 Case Study**

**05689**

**Friday 12 March 2021  
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.**

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**Background**

You started work at OCR Haulage plc (OCR) today. The company's Managing Director (Alison Indigo) is the company's nominated transport manager, and you report directly to her. Having passed the CPC exams in 2019, you will be added to OCR's operator licence as a second transport manager as soon as possible.

OCR provides general haulage services, specialising in transporting palletised goods. It operates 47 lorries with automatic transmission and 15 semi-trailers from its only operating centre (the Depot). There is a small margin on OCR's Standard International operator licence. All vehicles are maintained in-house.

Alison is currently out at a meeting, but she has left you a note, detailing tasks for you to complete. She will review your work with you immediately on her return to the Depot.

Her note is reproduced overleaf.

Hi,

Welcome to OCR! Sorry to give you so many tasks on your first day with us, but the following are very urgent. Please read through this note and use the information to answer the questions in the accompanying booklet, some of which require immediate action. Good luck! See you when I get back in.

## **Pallet collections and deliveries**

### Collections

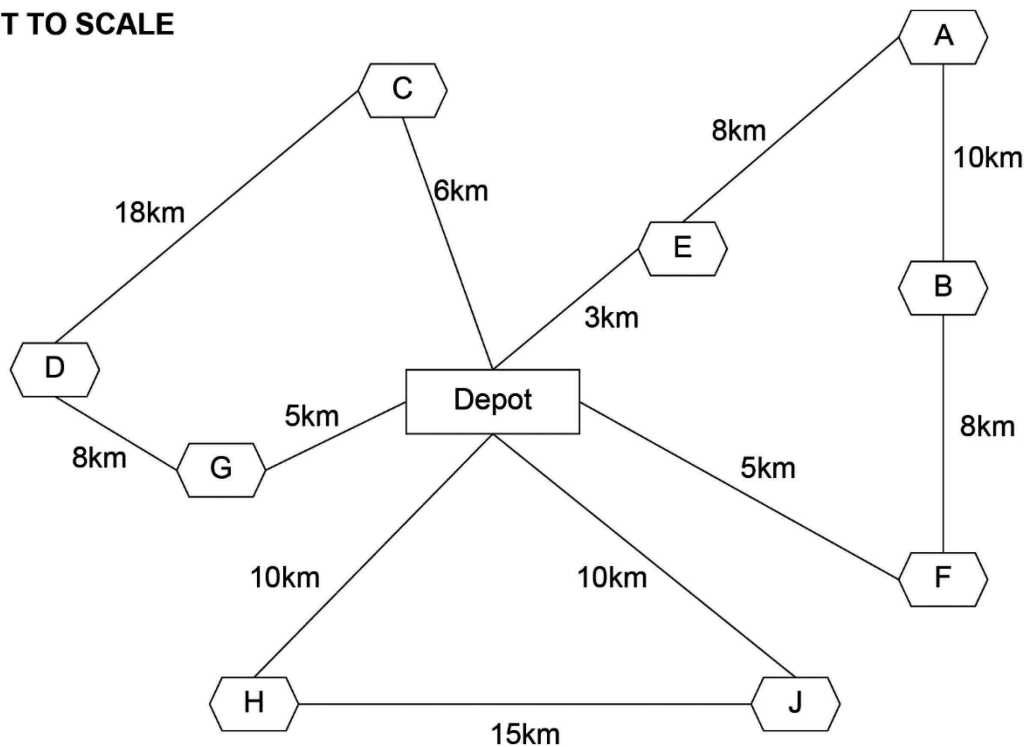
There are 78 identical pallets of goods, to be collected this afternoon, from nine sites, all from the same supplier (see **Fig. 1** and **Fig. 2** below). We have only three articulated combinations available for this work, using three day-shift drivers. They **MUST** be back in the depot at 19.00hrs (exactly). That is when the night-shift drivers start work and can take over the vehicles for the deliveries. You will need the following information:

- The three day-shift vehicles will all be back in the depot in time for their drivers to take 45-minute breaks immediately before starting the collections. These drivers will have enough driving and working hours to do the collections, but not the deliveries.
- The supplier has asked that we arrive to collect as late as possible. This is vital for sites F and G, and you must make sure these two are last on their routes.
- The site managers at each of the supplier's nine sites need to be told the exact time that our vehicles will arrive.
- Each of the vehicles must leave the depot at the latest possible time and return to the depot only once.
- The number of pallets to be loaded by our drivers at each supplier site is shown in **Fig. 1**.
- Use an average speed of 60kph, which includes an allowance for loading pallets at each collection point. You can get the distances from the sketch map I have provided (**Fig. 2**).
- This is the first of what we hope will be regular journeys! Get it right!

### Pallet collections

<b>Supplier site</b>	<b>Number of pallets to be collected</b>
A	4
B	10
C	8
D	10
E	5
F	7
G	8
H	9
J	17

**Fig. 1**

Sketch map for pallet collections**NOT TO SCALE****Fig. 2**Deliveries

Three night-shift drivers will take over the loaded vehicles at 19.00hrs, just as the day-shift drivers return and finish for the day. The three delivery routes are:

1. Delivery to Vantoux, France
2. Delivery to Walvingham
3. Delivery to Aberdeen.

You will need the following information for the Vantoux delivery, the only one for which we need a driver schedule and some costing work.

- All night-shift drivers have signed an opt-out from the 10-hour working time limit.
- The three drivers for tonight's journeys are all able to extend driving hours and will only have to take a Reduced Daily Rest.
- Each driver must be scheduled to complete a vehicle check and then a load check, immediately before leaving the depot. Allow 30 minutes for these tasks.
- All breaks must be taken as late as possible and for the shortest possible time. However, they must take the maximum break possible when travelling through the Channel Tunnel in Le Shuttle.
- The Vantoux delivery vehicle will use Le Shuttle. Check-in takes 30 minutes (Other Work) and the crossing takes 35 minutes. Departures are only available at 15 minutes and 45 minutes past each hour.

- Average speed for all three routes is 80kph, which includes an allowance for embarking and disembarking Le Shuttle.
- **Important!** The Vantoux customer insists that our vehicle must arrive at their premises no later than 09.00hrs, local time, tomorrow morning. By the way, the customer has said that any future deliveries will have to be there by 07.45hrs (that's 1¼ hours less and we will not be able to collect the goods any earlier!).
- Routeing for the Vantoux journey is:
  - Depot to Le Shuttle terminal, Cheriton: 520km
  - Le Shuttle terminal, Coquelles to Vantoux: 280km
  - The return journey (on the following day) will be over the same route.

### Deliveries costing

The Vantoux customer is paying us €2,400. I have calculated that the cost to us of collecting all 78 pallets is £120 and I think it's fair to allocate this to the three deliveries equally. I need you to calculate the cost to us of the delivery to France. Here's some financial data for the route and for the articulated combination and its driver.

Driver's wages	£135 per day, or part day
Driver's additional employment costs	25% of wages
Standing costs	£42 per day, or part day
Fuel consumption	10km per litre
Cost of tyre set	£2,000
Tyre life	50,000km
Other running costs	£0.22 per km
Le Shuttle fare	£175 each way
Driver's overnight allowance	€45 for each Rest Period taken outside the UK

**Fig. 3**

You will also need:

- Fuel costs £1.10 per litre.
- The exchange rate is £1 = €1.2.

### Potential operator licence issues

I have been making all necessary applications and notifications for OCR's operator licence, but I want you to take these tasks over. This will take effect when we have added you as a nominated transport manager. Meanwhile, here are some of our plans that may need actions:

1. Add you to the operator licence as a second transport manager (TM). I want you operating as the TM from Monday morning, so get a TM1 form filled out.
2. The OCR board has decided to change the company's name. It's top secret, so I can't share the name yet, but I will complete the Companies House procedures on 24 March 2021.
3. Two new 3,500kg GVW vans are to be delivered this Wednesday, 17 March 2021. We will use these for small loads.
4. The sales projections for 2021 suggest that we are going to need more vehicles. We will need to increase the vehicle margin as soon as possible, so that we can acquire some more rigid lorries.
5. Two of the leased vehicles go back to the supplier on 6 April 2021.
6. Two replacement vehicles (see previous bullet point) will be delivered on 7 April 2021. We sign the contract on delivery.
7. I am considering greater expansion. This would mean adding a new yard for parking some vehicles overnight. I have my eye on a nearby site that would make an ideal second operating centre (lucky that we are nowhere near a Traffic Area boundary!). The site would be available to us from 1 July 2021.
8. The new vehicles (the two vans and two lorries mentioned already and any related to expansion) will be on different leases. In fact, they will come with a full maintenance package, reducing the pressure on our workshop.

### New drivers – applications received

A Transport Supervisor has interviewed four drivers to take temporary work with us leading up to Easter. We have taken copies of their licences and double-checked with DVLA online. We can see their Driver Qualification Cards and tachograph cards at final interview, for those who make it to that stage. Here are details of their driving licences.

Name	Licence issued in	Categories shown on licence	Restriction codes
Adrian	UK	B, C, CE	01, 102
Beata	UK	B, C1, C, CE	
Charles	UK	B, C1	
Donna	UK	B, D1, D, DE	01, 78

**Fig. 4**

Regards, Alison Indigo (Managing Director)



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