

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

**05689**

**Friday 10 September 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.**

## Background

Walvingham Transport plc (WT) holds a Standard National operator licence in the South East Traffic Area, authorising 10 vehicles and 9 trailers. Currently, it operates 10 vehicles and 8 trailers from its only operating centre, a freehold site that the company has owned for many years. The vehicles and trailers are maintained in-house.

You are the nominated Transport Manager on WT's operator licence.

### WT's management team

Walvingham Transport plc's management comprises the following:

- Managing Director (there are no other directors)
- Sales Manager
- Finance Manager
- Transport Manager
- Workshop Manager.

## Company policies

Walvingham Transport plc adheres to the following policies:

- All vehicles are always single-manned.
- Driver breaks and rest periods may only be taken at the latest possible time and for the shortest possible period. However, time spent on Channel crossings must be scheduled as 'break'.
- Drivers must be scheduled to complete a 15-minute vehicle check only once every day, at the start of each shift.
- All drivers have signed an opt-out from the 10-hour working time limit.

## Future plans

### Supermarket delivery routes

Wonderprice Supermarket's Procurement Director has proposed a programme of four store delivery routes. Each of the four routes is to be operated from its Walvingham distribution centre (in the South East Traffic Area) once every 28 days, starting in October 2021. The routes all require at least one delivery each day to the various delivery sites, which are accessible for 24 hours every day. The vehicle only returns to Walvingham four times, at the end of the last day for each route. The vehicle leaves on the next route at the start of the following day.

The Procurement Director is prepared to pay for this work on a 'cost-plus' (open book) basis, using a mark-up of 12.5%.

You plan for WT to acquire one new 44,000kg GVW articulated combination with one driver bunk for all of this work. The vehicle will be single-manned, liveried with the supermarket's name and parked at the supermarket's Walvingham distribution centre when not in use or being maintained. The combination will be maintained in WT's workshop at its nearby operating centre.

You have insisted that the vehicle combination must be scheduled for two consecutive days in every four-week period, for a deep interior clean and a safety inspection.

The routes are to be operated 12 times per year, as follows:

	Road distance	Duration	Departure day from Walvingham
<b>A</b>	1,937km	4 days	Tuesday
<b>B</b>	3,184km	6 days	Wednesday
<b>C</b>	2,950km	6 days	Saturday
<b>D</b>	4,658km	10 days	Sunday

You have reviewed the detailed daily delivery schedules and calculated that the routes will require between seven and nine hours' driving on each delivery day (at an average speed of 60kph) and no more than 60 hours work in any week. The routes will allow every driver to take at least an 11-hour rest every day.

#### Belgium collection

Walvingham Flowers Ltd occupies a warehouse near to WT's operating centre. It imports stock items from a supplier in Kortrijk (Belgium), currently delivered to its warehouse by a Belgian haulier. The company believes that it is being overcharged for these deliveries and has invited WT to tender for the work, to start in January 2022 when the contract with the Belgian haulier ends.

You have gathered the following information:

- Each journey would require a vehicle to travel unladen from WT's operating centre to Belgium, leaving at 0700hrs.
- The vehicle to be used would be a new 18,000kg GVW rigid lorry.
- The vehicle will achieve an average speed of 70kph, including allowances for check-ins and embarking and disembarking Le Shuttle.
- The distances involved are
  - WT's operating centre to Le Shuttle Terminal, Folkestone: 175km.
  - Le Shuttle Terminal, Coquelles to Kortrijk: 140km (the return journey will cover the same route).
  - Le Shuttle Terminal, Folkestone to Walvingham Flowers Ltd's warehouse: 182km.
- Le Shuttle crossing time is 35 minutes, to be taken as driver break. Crossings are available on every hour and half-hour in both directions.
- Loading in Belgium will take 25 minutes, driver to assist.
- Unloading at Walvingham Flowers Ltd's warehouse will take 20 minutes, driver to assist.

### Vehicle fleet changes and driver redundancies

WT operates three 7,500kg GVW lorries. Work for these vehicles has decreased and the company's directors have decided to sell them all, to be replaced with three 18,000kg GVW vehicles. The directors have suggested that any driver who does not hold a driving licence for the larger vehicles should be made redundant.

WT will acquire one new 44,000kg GVW articulated combination if it wins the supermarket delivery work, and one new 18,000kg GVW rigid vehicle if it wins the Belgian collection work, both as described above.

### **Vehicle cost information**

The following table shows WT's cost information for the 44,000kg GVW articulated combination to be used exclusively on Wonderprice Supermarkets work.

	<b>Tractor unit</b>	<b>Semi-trailer</b>
Depreciation per year	£10,140	£2,028
Other standing costs per year	£15,546	£3,210
Tyre cost per set	£1,800	£2,400
Expected tyre life	45,000km	48,000km
Maintenance cost per km	£0.07	£0.03
Fuel consumption	10kpl	—
Driver cost per day	£140	—
Driver allowance, per night away from base	£30	—
Fuel cost per litre	£1.20	—

**WT driver information**

<b>Name</b>	<b>Age</b>	<b>Complete years employed</b>	<b>Weekly wage</b>	<b>Driving licence categories held</b>
Ian	59	15	£590	B, C1
Mark	55	12	£490	B, C1, C
Ben	41	14	£490	B, C1, C
Carol	28	3	£490	B, C1, C, CE
Derek	47	18	£600	B, C1, C, CE
Mohammed	53	3	£490	B, C1, C
Rachel	22	1	£490	B, C1
Silas	60	10	£490	B, C1, C, CE
Allison	37	5	£440	B, C1
Vlad	35	7	£490	B, C1, C
Tom	26	3	£490	B, C1, C, CE

All drivers hold current Driver Qualification Cards and digital tachograph Driver Cards. None of them have passed any test or examination in the past four years.

**THIS PAGE HAS BEEN LEFT INTENTIONALLY BLANK**

**THIS PAGE HAS BEEN LEFT INTENTIONALLY BLANK**

---

**OCR**  
Oxford Cambridge and RSA

**Copyright Information:**

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website ([www.ocr.org.uk](http://www.ocr.org.uk)) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, OCR (Oxford Cambridge and RSA Examinations), The Triangle Building, Shaftesbury Road, Cambridge CB2 8EA.

OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.