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Examination Details:

Paper Title:	Dec 2021 Series R2 Case Study
Paper No:	CPCR21221
Date of Examination:	10/12/2021 13:00 - 15:15

Instructions to the candidate - to be read before the examination**Time allowed: 2 hours 15 minutes****You may use:**

- a calculator
- a dictionary
- any permitted written materials

Instructions

- Complete your name and your centre name on the question sheet in capital letters and include your date of birth, candidate registration number and signature.
- Use black ink.
- Use the case study to answer all the questions.
- Write your answer to each question in the space(s) provided. If you need extra space use the lined page(s) at the end of the question booklet. The question numbers must be clearly shown.
- Additional paper may be used if required but you must clearly show your name, date of birth and question number(s).
- Answer all the questions.

Information

- The total mark for this paper is 60.
- The marks for each question are shown in brackets ().
- This document has 4 pages.
- Assessment material has been prepared in line with legislation current at the time of production. Any subsequent changes to legislation have not been taken into account, however, responses that refer to amended legislation will be credited.
- Covid-19: Candidates will not be questioned on any temporary rules introduced due to Covid-19. Answers that reflect such measures will not be credited.





Background

You are the Group Transport Supervisor for Zambesi plc ('Zambesi'), an online retailer. You are based at Depot 1, and you report to the Group Transport Director (David).

Zambesi owns the freehold for its seven depots in the UK, detailed in the table below. The company holds Standard National operator licences that authorise three vehicles and three trailers at each of depots 1 and 2 and one vehicle and one trailer at Depot 3.

David is the named transport manager for Depot 1. The qualified transport managers at Depots 2 and 3 report to David and are named on the operator licences for those depots. Drivers report to the transport manager at their depots.

The company leases all its vehicles and trailers over 5-year terms. Leasing costs include all vehicle and trailer maintenance, tyres and Vehicle Tax.

Zambesi's depots and the routes starting from each are detailed in the following table.

Depot	Traffic Area	Authorised vehicles	Authorised trailers	Operated vehicles	Operated trailers	Routes
1	Eastern	3	3	3	3	A,B,C
2	Scottish	3	3	2	2	D,E,F
3	South Eastern	1	1	1	1	G
4	West Midlands	0	0	0	0	H
5	Western	0	0	0	0	J
6	North Western	0	0	0	0	K
7	Eastern	0	0	0	0	L

Zambesi employs sales, HR, finance and administration staff at Depot 1, reporting to the company's General Manager. Warehouse personnel, security staff and administration staff at Depots 2 to 7 inclusive report to their Depot Managers.

Trunking routes

Zambesi has 11 routes, used to transport its own goods between its depots, as follows:

- Routes A, B, C, D, E, F to G are operated by the company's own articulated combinations, at least three times every week.
- Routes H, J, K to L are operated by Walvingham Haulage plc (WHL), under a contract.

The contract with WHL includes the following clauses:

- WHL provides one vehicle with a driver per route for each day operated.
- Routes H and J operate five days each week.
- Routes K and L operate six days per week.





Operations planned for 10 January 2022

The seven in-house trunking routes are all to be operated on Monday of next week. The following drivers are employed by Zambesi and all of them are available to work on Monday, following a Regular Weekly Rest:

- Depot 1: Alana, Brian, Cleo, Davina
- Depot 2: Emma, Frank
- Depot 3: Greg

Details of the routes operated by Zambesi:

Route	Starting depot	Total distance	Average speed	Loading time at depot (minutes)	Number of deliveries	Unloading & reloading time, per delivery (minutes)	Required return time
A	1	825km	60kph	90	4	30	23.00
B	1	700km	70kph	45	2	45	20.30
C	1	450km	50kph	60	3	30	16.30
D	2	480km	60kph	30	2	15	16.45
E	2	280km	70kph	30	1	15	12.00
F	2	200km	40kph	30	1	15	19.00
G	3	270km	45kph	45	1	45	15.30

Notes:

- 'Total distance' is the number of kilometres driven for each route, measured from each route's starting depot, returning to that depot on completion.
- 'Average speed' includes an allowance for driver changeovers (where required).
- All drivers are required to assist with loading at the starting depot and with unloading and reloading en route. Drivers are not required to assist with unloading vehicles on return to the starting depot.
- 'Required return time' is the time that each vehicle must arrive back at its starting depot on completion of the route.

Company policies

- When vehicles are double-manned, drivers must work together throughout.
- All drivers must start and finish at their 'home' depot.
- All drivers must be scheduled to complete a 15-minute vehicle and trailer check before trailers are loaded at each starting depot.
- All driver breaks are to be taken as late as possible, for the shortest possible time. However, once a driver has had to stop for a break, that break must be extended if, by doing so, this avoids having to make a further stop.
- All drivers have signed a Workforce Agreement, opting out of night work limits.

Future plans

Contract with Walvingham Haulage plc

The contract for Routes H to L expires on 30 June 2022. David is required to make a recommendation to his Board of Directors, whether the contract should be renewed. The Board expects to make a decision before the end of December 2021.





David has reviewed the current operation of the contract and examined an operational and financial proposal from WHL for renewal. He has established the following:

- The WHL vehicles currently operating for Zambesi carry the online retailer's branding. However, some of the vehicles and trailers have been seen to be dirty and have superficial, unsightly bodywork damage.
- There have been reports of WHL drivers behaving rudely to other road users.
- WHL's Operator Compliance Risk Score is in the 'red' band. Its Transport Manager has complained to Zambesi that the demanding route schedules caused many of the infringements that resulted in the poor OCRS.
- A number of items have gone missing from loads on route K.
- Zambesi could operate the routes using the same number of vehicles used by WHL.
- Any new leased vehicles would have to be based at the starting depot for each route.

Deliveries to Zambesi France

Zambesi has a subsidiary company in France, delivering goods to customers from a distribution centre near Paris and eight other warehouses across that country.

David has been asked to prepare a plan to base a new leased 44,000kg GTW articulated combination at Depot 3, to be used to deliver goods from that depot to Paris, and to carry goods for the UK market on its return journey. All the goods would belong to Zambesi.

Each round-trip journey would cover 710km and take two days. One driver would be required. The driver would take an overnight rest period at the Paris warehouse.

Financial information for a new 44,000kg GTW articulated combination

Cost item	Details
Leasing cost, tractor unit per year	£22,113
Leasing cost, trailer per year	£6,102
Vehicle and trailer insurance, per year	£4,005
Administration costs, per year	£12,600
Management charge imposed by French subsidiary, per collection	€200
Driver wages, per day	£125
Employment costs (National Insurance/Pension)	20% of wages
Driver overnight allowance, per rest period taken away from base	€58
Fuel consumption	10km per litre
Fuel price	£1.20 per litre
Le Shuttle single fare	£258
French motorway tolls	€149.50
Number of days in use, per year	180
Exchange rate	£1 = €1.15

