



Oxford Cambridge and RSA

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

05689

Friday 4 December 2015 – 1.00 pm – 3.15 pm

Time Allowed: 2 hours 15 minutes

Case Study

This document consists of 4 pages. Any blank pages are indicated.

Patrick Garland has spent the last five years establishing his own transport business. Prior to this, Patrick spent 22 years in the armed services, during which time he acquired his international CPC.

Patrick established the transport business as a sole trader, holding a Standard National operator licence in his own name. Patrick's operating centre is leased premises in Leeds, which are shared with OCR Ltd, a stone merchant and RSA Ltd, a timber merchant.

Patrick operates a fleet of four vehicles, each having a gross train weight of 44 tonnes. The vehicles are articulated and each tractor unit is fitted with a crane. The tractor units and the flatbed semi-trailers have three axles each. Patrick employs four drivers, all of whom hold Category CE driving entitlement and current accreditations to operate the lorry mounted cranes. Vehicle maintenance is contracted out to a local garage.

Patrick used to carry out only ad hoc work. He has recently obtained work from the two companies with whom he shares the Leeds premises. These customers want a long term, reliable and professional service. Both companies have requested that Patrick provides maximum continuity, with as few drivers as possible carrying out their work.

The two organisations and the service they require are:

OCR Ltd

- Collect from OCR Leeds 56 tonnes of aggregate, packed in one tonne bags, and deliver them to OCR Hull twice a day, five days a week.
- Collect from OCR Hull 56 tonnes of coloured shingle, packed in one tonne bags, and deliver them to OCR Leeds twice a day, five days a week.
- The distance from Leeds to Hull is 97.5km.

RSA Ltd

- Collect from RSA Leeds rough cut hardwood timber, and deliver it to RSA Newbury, seven days a week.
- Collect from RSA Newbury, finished hardwood panels, packed in crates and deliver them back to RSA Leeds, seven days a week.
- RSA Ltd operates seven days a week in Leeds and in Newbury.
- A vehicle is loaded at RSA Leeds each morning, before setting off for RSA Newbury. Loading and securing the vehicle takes 45 minutes at RSA Leeds and 45 minutes at RSA Newbury. Unloading the vehicle takes 33 minutes at RSA Leeds and 33 minutes at RSA Newbury. These times include an allowance for the driver to carry out pre-use checks on the crane.
- The daily unloading slot at RSA Newbury is fixed at 13.27hrs, when unloading will begin.
- The vehicle is unloaded immediately upon returning to RSA Leeds.
- The distance from Leeds to Newbury is 329km.

Patrick's operating policies

Drivers must check their articulated combination for defects before leaving the RSA Leeds operating centre. 15 minutes must be allowed for this.

Schedules must make full use of all extensions possible, and all breaks and rest periods must be taken as late as legally possible and for the minimum amount of time.

All routes are single manned.

Drivers are to carry out all loading and unloading of their vehicles.

Drivers' terms and conditions of employment

All drivers are employed by Patrick. The drivers are expected to work a complete working week starting on any day of Patrick's choosing. Therefore, for example, a driver will start his working week on a Saturday if scheduled by Patrick. Drivers usually work a five day week, but may be required to work an additional day from time to time, according to demand.

Drivers will be scheduled to carry out a variety of work, including the new contracts and ad hoc deliveries.

Patrick is facing some business challenges. These include:

- The need for Patrick to drive when any of his four drivers are absent, due to holidays and sickness, makes it difficult for him to manage the business.
- The retention and loyalty of existing drivers.
- Drivers choosing to use the same vehicle they usually drive, even when a more fuel efficient vehicle is available.
- Continuing to operate as a sole trader, as Patrick is increasingly concerned about his personal liability for the business' debts.

Fleet information

Fleet Number	GTW	Kerbside weight of combination, plus driver	Fuel consumption	Fuel cost (per litre)	Avg. speed
Vehicle 1	44 tonnes	20 tonnes	2.2km/l	£1.08	70kph
Vehicle 2	44 tonnes	20 tonnes	2.5km/l	£1.08	70kph
Vehicle 3	44 tonnes	20 tonnes	2.0km/l	£1.08	70kph
Vehicle 4	44 tonnes	20 tonnes	2.3km/l	£1.08	70kph

OCR

Oxford Cambridge and RSA

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