



Oxford Cambridge and RSA

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

**05689**

**Friday 14 September 2018  
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

Container Collections & Deliveries Ltd (CCD) is a £6 million turnover private limited company with its main operating centre and head office in Southampton. CCD was formed by its sole director, Brenda Curley, by selling 5,000,000 shares of £0.01p each to friends and relatives. Brenda is the Company Secretary, although she has no formal qualifications for this role. You give advice to CCD as an independent consultant.

CCD operates a fleet of articulated vehicles with skeletal trailers, used to move ISO containers in the UK and to and from Ireland. The company's work is collecting and delivering containers between customers' sites and the docks and also moving containers between docks. Some of the company's work involves international transportation of goods by road and is covered by the CMR Convention. It also undertakes the movement of unaccompanied trailers.

### Operator licences

CCD holds four Standard International operator licences, authorising vehicles and trailer, at the operating centres set out in the following table.

Operating centre (Depot)	Number of authorised vehicles	Number of authorised trailers	Number of tractor units in possession	Number of trailers in possession	Traffic area (England)
Crewe	20	30	15	23	North West
Felixstowe	15	20	12	18	East
Heysham	20	30	15	22	North West
Irrmingham	23	25	17	19	North East
Southampton	20	32	20	32	West

**Fig. 1**

Each of CCD's operating centres is located either within the docks or in a nearby industrial estate. The company employs an internationally qualified transport manager at each operating centre, except at Crewe which is covered by the transport manager based at Heysham.

All vehicle maintenance is contracted out to local main dealers.

### **Container collections and deliveries - general procedures**

- All docks provide 24-hour access.
- Paperwork for unaccompanied trailers arriving by sea will be available to drivers 2 hours after the ferry arrives.
- Unaccompanied trailers must be collected from the docks as early as possible and delivered directly to their destination without delay.
- All outgoing unaccompanied trailers must be delivered at least 4 hours before the scheduled ferry departure time.

**CCD's scheduling rules**

- Journeys must be planned using an average speed of 75kph.
- Schedules must allow 10 minutes for tractor unit checks at the start of every shift (Other Work).
- Schedules must allow 10 minutes for collecting paperwork, before collecting unaccompanied trailers (Other Work).
- Schedules must allow 10 minutes for drivers to complete trailer checks immediately after collecting paperwork.
- Schedules must allow 10 minutes for delivering each trailer at docks (Other Work).
- Schedules must allow 15 minutes for refuelling, wash down and sign off at the end of every shift (Other Work).
- Planned waiting time must be scheduled as POA.
- Schedules for double-manned journeys are not required to specify driver changeovers, the time for which is included in the average speed.

## CCD Projects

### Project 1

CCD has been contacted by a new customer (Swedepine AB) who are offering a new contract to move unaccompanied trailers between Immingham Docks and Portsmouth Docks once a week. The trailers will be carrying Swedish pine on the outward (southbound) journey and tinned oranges on the return (northbound) journey. All shipping movements and costs will be arranged through the Swedepine AB's UK subsidiary company (Swedepine Ltd), to whom all invoices will be sent.

Details of the weekly movements are set out below.

Southbound trailers:

Ferry arrives at Immingham Docks	Tuesday	22:00
Ferry departs Portsmouth Docks	Wednesday	11:45

Northbound trailers:

Ferry arrives at Portsmouth Docks	Wednesday	09:00
Ferry departs Immingham Docks	Wednesday	22:00

### Project 2

There is a new development planned at Seaforth Docks (Liverpool) and CCD is considering closing its operating centres in Heysham and Crewe, to be replaced by a new facility at Liverpool, in the North Western Traffic area. All vehicles, trailers and staff based at the two existing operating centres would transfer to the new facility.

CCD currently runs a daily circular container transfer service between its operating centres. This departs from Immingham every day except on the eight public holidays.

The service currently follows the route of Immingham - Felixstowe - Southampton - Crewe - Heysham - Immingham.

The plans for Liverpool would require a change to a route of Immingham - Felixstowe - Southampton - Liverpool - Immingham.

CCD will take delivery of a new tractor unit to be used on the service. The purchase price will be £101,718.75, including its initial tyre set valued at £2,500. The company intends to keep the vehicle for three years and depreciate it at 20% per annum. The tractor unit which is currently being used achieves fuel consumption figures of 4 km per litre and the new tractor unit is expected to achieve 5 km per litre.

Distances between CCD depots:

<b>From</b>	<b>To</b>	<b>Distance</b>
Immingham Depot	Felixstowe Depot	337.5 km
Immingham Docks	Portsmouth Docks	450 km
Felixstowe Depot	Southampton Depot	300 km
Southampton Depot	Crewe Depot	325 km
Crewe Depot	Heysham Depot	150 km
Southampton Depot	Liverpool Depot	400 km
Heysham Depot	Immingham Depot	270 km
Liverpool Depot	Immingham Depot	240 km
Immingham Depot	Immingham Docks	12.5 km

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