



**Wednesday 18 June 2014 – Morning**

**A2 GCE APPLIED BUSINESS**

**F257/01 Managing Risk in the Workplace**

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Candidates answer on the Question Paper.

**OCR supplied materials:**

None

**Other materials required:**

None

**Duration: 2 hours**



Candidate forename		Candidate surname	
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Centre number						Candidate number			
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**INSTRUCTIONS TO CANDIDATES**

- Write your name, centre number and candidate number in the boxes above. Please write clearly and in capital letters.
- Use black ink. HB pencil may be used for graphs and diagrams only.
- Answer **all** the questions.
- Read each question carefully. Make sure you know what you have to do before starting your answer.
- Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).
- Do **not** write in the bar codes.

**INFORMATION FOR CANDIDATES**

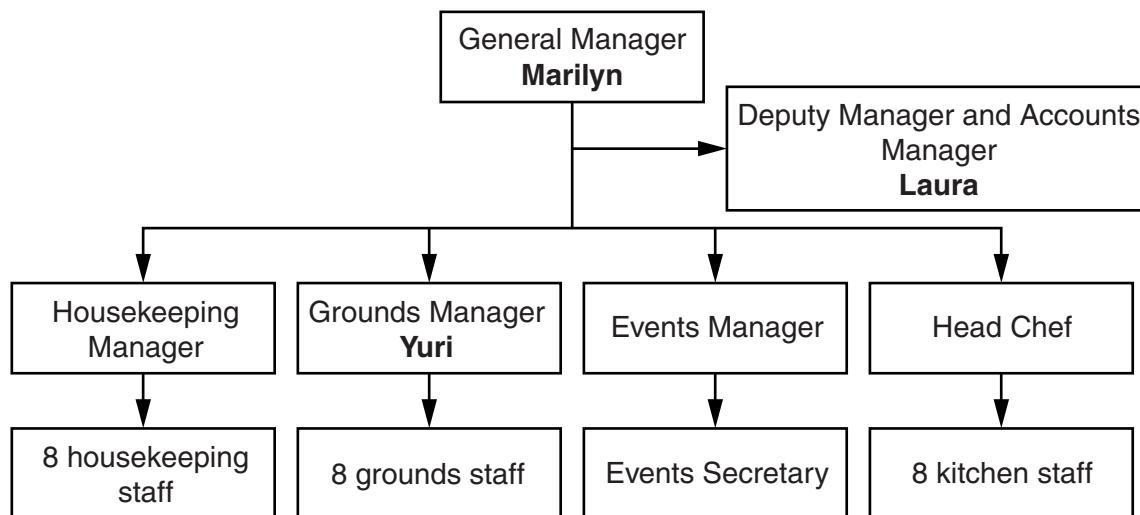
- The number of marks is given in brackets [ ] at the end of each question or part question.
- The total number of marks for this paper is **100**.
- Your quality of written communication will be assessed in the question marked with an asterisk (\*).
- This document consists of **20** pages. Any blank pages are indicated.

**Text 1****Woodward Castle Hotel**

*Woodward Castle Hotel (WCH)* is a beautiful Tudor castle situated in the Worcestershire countryside. It is a luxury 5 star hotel. It operates as a private limited company and it is run by Marilyn, the General Manager. She is responsible for a team of 30 permanent people (see Fig. 1).

Although *WCH* is seen as a 'weekend retreat' for the wealthy, the general public can also buy day passes to access the castle's grounds. The peak season for day visitors at *WCH* is from May until October. Although there are risks, the day visitors are allowed to wander around the Tudor gardens and to enjoy the beautiful moat.

The castle is very old and it has many hazards. These include stone spiral stairs, dark corridors, battle-ready suits of armour and a water-filled moat. Marilyn knows that *WCH* has a duty of care to visitors and staff. With this in mind, Marilyn believes that she has done all she can to ensure their safety including erecting appropriate signs and laying paths for visitors and staff. She has also organised relevant health and safety training for the employees, such as knowledge of the Workplace (Health and Safety and Welfare) Regulations.



**Fig. 1 Organisational Chart of WCH**

**1 Refer to Text 1.**

(a) State **three** ways in which the Workplace (Health and Safety and Welfare) Regulations impact on *WCH*.

- 1 .....
- 2 .....
- 3 .....

[3]

(b) With reference to Text 1, identify **three** different stakeholder groups of *WCH*.

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[3]

(c) Other than the Workplace (Health and Safety and Welfare) Regulations, describe **four** health and safety laws which would impact on the activities of *WCH*.

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[8]

(d) What is meant by the term 'duty of care'?

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[2]

(e) Explain **two** likely negative consequences to *WCH* if it fails in its duty of care.

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[6]

**Text 2**

During the summer season it is common for Marilyn to recruit temporary staff to help cope with the increased workload. Temporary staff are usually required in the kitchen and in the gardens. Once recruited, Marilyn insists that the new temporary staff receive one week of induction training in order to minimise risk in the workplace.

This summer the staff at *WCH* were under an unusually increased workload because of the sudden departure of half the grounds and kitchen staff. Apparently these felt that, for what they were being paid, their working environment had become 'intolerable'. Unfortunately for *WCH*, Marilyn was unable to convince them to stay. To make matters worse, soon after the staff had left, Marilyn received a letter from the Health and Safety Executive (HSE) stating that one of its Inspectors was intending to visit *WCH* in two weeks' time.

As soon as she received the letter, Marilyn called an emergency staff meeting the same evening. At the meeting Marilyn told all the staff that, although there were appropriate signs and paths at the castle, she could not help but worry that something had been overlooked.

"Why don't you get a health and safety advisor to come before the HSE visit?", suggested Yuri.

"Because they can cost around £725 a day for a basic health and safety audit. A cost which we could do without at the moment, especially as bookings are down because of the bad weather," replied Laura.

After the meeting had finished, Marilyn considered her next move. Should she hire a health and safety advisor before the HSE visit, given that she would have to recruit more kitchen and grounds staff than she had expected this summer? Something had to be done.

**2 Refer to Text 2**

(a) Describe **three** workplace related risks which could affect the staff at *WCH*.

[6]

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**(b)** Describe **two** ways of providing induction training which would be appropriate for *WCH*.

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[6]

(c) Discuss whether or not *WCH* should hire a health and safety advisor before the HSE visit. [14]





**Text 3**

A week before the visit from the HSE Inspector, the situation worsened. Marilyn had been unable to hire a health and safety advisor or to recruit replacement kitchen or grounds staff. This meant that, despite Yuri's efforts to manage the gardens, the remaining grounds staff struggled to maintain them.

While walking around the grounds, Marilyn noticed that the moat, which was covered in rubbish and algae, was starting to smell. As she was concerned that the state of the moat may give *WCH* a bad image, she instructed Yuri to clear it up before the HSE Inspector arrived.

"I have been telling you about the state of the moat for weeks!", pointed out Yuri, who felt that Marilyn had not listened to his concerns.

"I'm sorry Yuri, I'm so busy I haven't got time to discuss this now. Just see to it that it's cleared up before next week!", snapped Marilyn.

Unfortunately for Yuri, as he was so busy trying to maintain the rest of the grounds, he had no choice but to instruct two of his remaining staff, Mick and Finch, to clear out the moat. However, they were in such a rush to get the job completed that they forgot to undertake a risk assessment before they did the work.

The moat needed to be completely drained and then tidied before the HSE visit. So Mick used an electric pump and a long pipe to do the job. Although Mick was concerned about the cable and the pipe stretching across the path, Finch said they had not got time to do anything else.

Unfortunately, that afternoon, Mick's concerns were realised when an old lady, Rosemary, got her walking frame caught in the pump's cable and she toppled over into the mud at the bottom of the moat. Her son, who was standing nearby, jumped in and dragged her out shouting to Mick and Finch that they would pay for their incompetence.

**3 Refer to Text 3**

(a) One reason for Rosemary's accident was catching her walking frame in the pump's cable.

Explain **two** other possible reasons for Rosemary's accident.

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[4]

**(b)\*** Evaluate the extent to which a risk assessment may have helped to prevent Rosemary's accident. [14]





**Text 4**

A week after the HSE Inspector had visited *WCH*, a 21 day improvement notice was sent to Marilyn. The staff at *WCH* had already worked extra hours without pay in the lead up to the visit. Now she would have to ask the staff to work even longer hours to meet the deadline set by the HSE Inspector. Her concerns were realised when Laura mentioned how she had overheard mutterings of frustration among *WCH* staff.

“Industrial relations are really poor at the moment and there’s talk of industrial action being taken in the form of a work-to-rule,” Laura said.

“Great that’s all I need!”, shrieked Marilyn. “We’re very short of staff. Rosemary, the old lady, is considering legal action for her accident. The HSE Inspector has given *WCH* a 21 day deadline to improve and now this. How can *WCH* keep going?” she groaned.

That afternoon, Marilyn was wondering how she could save *WCH*, when she received a telephone call. It was from Hafiza, the Managing Director of Two Swords Group (TSG), a large international hotel chain. Hafiza told Marilyn that the directors of TSG had been analysing the accounts of *WCH*. Knowing its reputation as a luxury hotel, they believed it to be an excellent investment opportunity. Hafiza continued that, despite the recent ‘unfortunate events’ of which she had been made aware by a ‘source’ at *WCH*, it had great potential if it were under the right management and ownership. Hafiza then told Marilyn that the directors of TSG would consider offering an amount which was three times the value of *WCH* in return for its complete ownership of the company.

As Marilyn put down the phone, she lent back in her chair and thought about the conversation she had just had. It certainly was a very tempting offer, given recent events. But would it be in the best interests of *WCH* and all concerned?

**4 Refer to Text 4**

(a) What is meant by the term ‘work-to-rule’?

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(b) Explain **three** consequences to *WCH* of poor industrial relations.

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[9]

(c) Explain **three** ways in which *WCH* could minimise the risk of industrial action.

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(d) Evaluate the extent to which the problems at *WCH* could be solved if it were to be taken over by TSG. [14]

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**END OF QUESTION PAPER**

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