

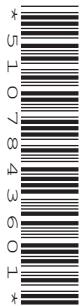


Oxford Cambridge and RSA

**Wednesday 22 June 2016 – Afternoon**

**A2 GCE APPLIED BUSINESS**

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



Candidates answer on the Question Paper.

**OCR supplied materials:**

None

**Duration:** 2 hours

**Other materials required:**

None



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. If additional space is required, you should use the lined page(s) at the end of this booklet. The question number(s) must be clearly shown.
- 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.

**Vale Fields Farm (VFF)****Text 1**

Vale Fields Farm (VFF) is a sheep farm which is situated in Worcestershire. It is owned and run by Frazer and his wife Debi, who manage a team of 20 staff. The business has been struggling financially due to the lack of demand for British lamb. VFF is located in an area which is popular with tourists. Therefore, two years ago Frazer turned VFF into an 'open farm' as a way of stabilising VFF's revenue. At weekends visitors can experience a real working farm, with tours of the premises. In addition, at certain times of the year, visitors can watch sheep-dipping, as well as being able to hold and feed some of the newly born lambs.

Frazer knows how dangerous farms can be, with many hazards such as moving tractor parts, chemicals in the sheep-dip, dangerous equipment such as sheep clippers, as well as dust and other airborne particles. He, therefore, tries his best to adhere to the relevant health and safety laws.

In 2015, VFF found itself in a legal battle with an ex-employee, Chelsea, who believed Frazer had not properly followed the Health and Safety at Work Act. She had been cutting off the sheep's wool with some clippers, when unfortunately the sheep wriggled and pushed the clippers into her hand. As she had ignored Frazer's advice and had chosen not to wear any protective gloves, she suffered a deep cut. Although the injury was treatable, Chelsea was unable to regain the full use of her hand. She blames Frazer for the accident and is suing VFF. She believes that Frazer asked her to carry out a job which she did not feel confident doing.

Frazer knew he would have to provide on-the-job training for Chelsea's replacement. To make matters worse, a week after the accident, a Health and Safety Executive (HSE) Inspector visited the farm to check that a safe working environment was being provided for staff and visitors.

**1 Refer to Text 1**

(a) Identify **two** requirements of the Health and Safety at Work Act and explain how each could be implemented at VFF. [6]

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(b) Other than the Health and Safety at Work Act, identify **three** laws or regulations which could impact on businesses such as *VFF*.

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[3]

(c) Describe **two** ways of providing on-the-job training which would be appropriate for a newly recruited employee at *VFF*.

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[4]

(d) Identify **three** stakeholder groups who have a responsibility for health and safety at VFF. For each stakeholder group explain their health and safety responsibilities.

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[9]

(e) Evaluate the extent to which Chelsea's legal action against VFF is likely to be successful.

[14]

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**Text 2**

A week later the HSE Inspector's report arrived. She recommended that the following improvements should be made in order to ensure effective risk management was taking place: clearer displays of safety guidelines, better pathways, better safety screens, increased provision of protective clothing for visitors, and completion of a full risk assessment of the farm. Frazer wondered whether he should appoint a health and safety advisor to help him implement these recommendations. However, he was concerned that it could be an unwelcome cost given the legal battle with Chelsea and the continuing decline in lamb sales.

The following Saturday, Frazer met some visitors for a tour of the farm. The visitors were waiting on piled-up bales of hay in the barn, watching two employees stack the hay around them with a fork lift truck. Frazer took the visitors out into the yard where Debi was starting up the tractor. The visitors were instructed to climb onto the trailer, where they were expected to sit on bench-like seats with no seat belts or barriers to keep them safe.

Part of the tour involved watching the sheep dipping. In order to make it more interesting, the visitors were able to watch from the fence that surrounded the chemical dip bath. It was quite messy, as the visitors were exposed to splashes of potentially poisonous chemicals from the sheep as they jumped in and out of the bath. After a while, Frazer took the visitors to the final part of the tour, where they were able to sit in the comfort of a straw-filled area and bottle-feed some of the lambs.

After the tour, Frazer returned to his office where he started to rewrite the risk assessment. He was not sure whether he had included all the types of risk, but he hoped it would be sufficient.

**2 Refer to Text 2**

(a) What is meant by the term 'risk management'?

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[2]

(b) (i) Describe **three** stages involved in producing a risk assessment at *VFF*.

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[6]

(ii) Explain **two likely benefits** to *VFF* of producing a risk assessment.

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[4]

(iii) Explain **two possible drawbacks** to *VFF* of producing a risk assessment.

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[4]

(c) The table below shows a partially completed risk assessment for *VFF*. Complete the **four** unshaded boxes.

Activity	Type of risk	Who is at risk?
Tractor and trailer tour		
Watching sheep-dipping		

[4]

(d)\* Evaluate the benefits and drawbacks to *VFF* if Frazer were to appoint a health and safety advisor to help him implement the recommendations of the HSE Inspector. [14]

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**Text 3**

A month later the HSE Inspector returned, and to Frazer's relief she was satisfied with the changes that had been made. However, despite the small but steady income generated from the visitors to the farm, demand for British lamb continued to drop. In addition, Frazer had recently agreed to a large out-of-court settlement with Chelsea for her injuries.

One evening, when he and Debi were discussing how they could attract more visitors, Debi suggested that they should expand further into the tourism industry by closing *VFF* and creating a country park. She added that she had been doing some research and knew of a very successful country park in the neighbouring county. Like *VFF*, it was once a failing farm, but the owners had developed lots of attractions for visitors of every age and for every season such as an adventure playground, a llama enclosure, a small animal handling area, fossil hunting, sheep racing and a mini tractor park.

Frazer, who was very excited about the idea, added, "We could close *VFF* down and set up a completely new business and call it Vale Country World (*VCW*)!"

"We can do it Frazer," said Debi. "We could apply for a loan and if we have a good contingency plan, I'm sure that we'll have no problems in the setting up and running of *VCW*."

Frazer sat back in his armchair and gazed out of the window thinking about the exciting strategic change. If successful, it could be a big opportunity to change their fortunes; but it was also a big risk.

Frazer intended to keep his existing staff. However, he knew he would need to give careful consideration to his responsibilities, including duty of care, any new planning applications and the construction of new attractions.

**3 Refer to Text 3**

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

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[2]

(b) Evaluate the extent to which the adoption of contingency planning might help avoid any future problems if *VCW* were to be set up. [14]

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**Text 4**

A short while after Frazer's idea to set up the new business, *VFF* closed down. Frazer and Debi applied for a bank loan and planning permission for *VCW*. As soon as both were approved, building contractors were appointed and work started on the farm to expand and reshape the premises.

Six months after the building work had started, *VCW* opened to the public. It had lots of new attractions including an adventure playground, maze, pig racing, picnic area, farm produce and coffee shop as well as farm and exotic animal enclosures. The attractions at *VCW* proved so popular that, in its first month, the demand was double what Frazer and Debi had expected.

However, what they had not anticipated was the reaction of their employees. Although he had told them that he would employ extra staff at *VCW*, due to a lack of funds he was unable to do so. This meant that after brief training, the existing employees were reorganised and given new jobs to do.

Frazer was surprised when he overheard a conversation between two of his employees who were having a break in the picnic area. They were complaining about the new jobs they had been given and the basic training they had received in order to carry out their duties. They also agreed how tired they felt due to the long hours they were expected to work and that Frazer had not listened to their complaints. Frazer was especially concerned when the employees spoke about a possible work-to-rule to make their dissatisfaction known. If this happened, it would be a devastating blow to the new business just as he believed its fortunes were starting to improve.

**4 Refer to Text 4**

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

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[2]

16

(b) Explain **two** ways in which a work-to-rule might negatively affect VCW.

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[6]

(c) Other than a work-to-rule, outline **three** types of industrial action which the employees at VCW might choose to take.

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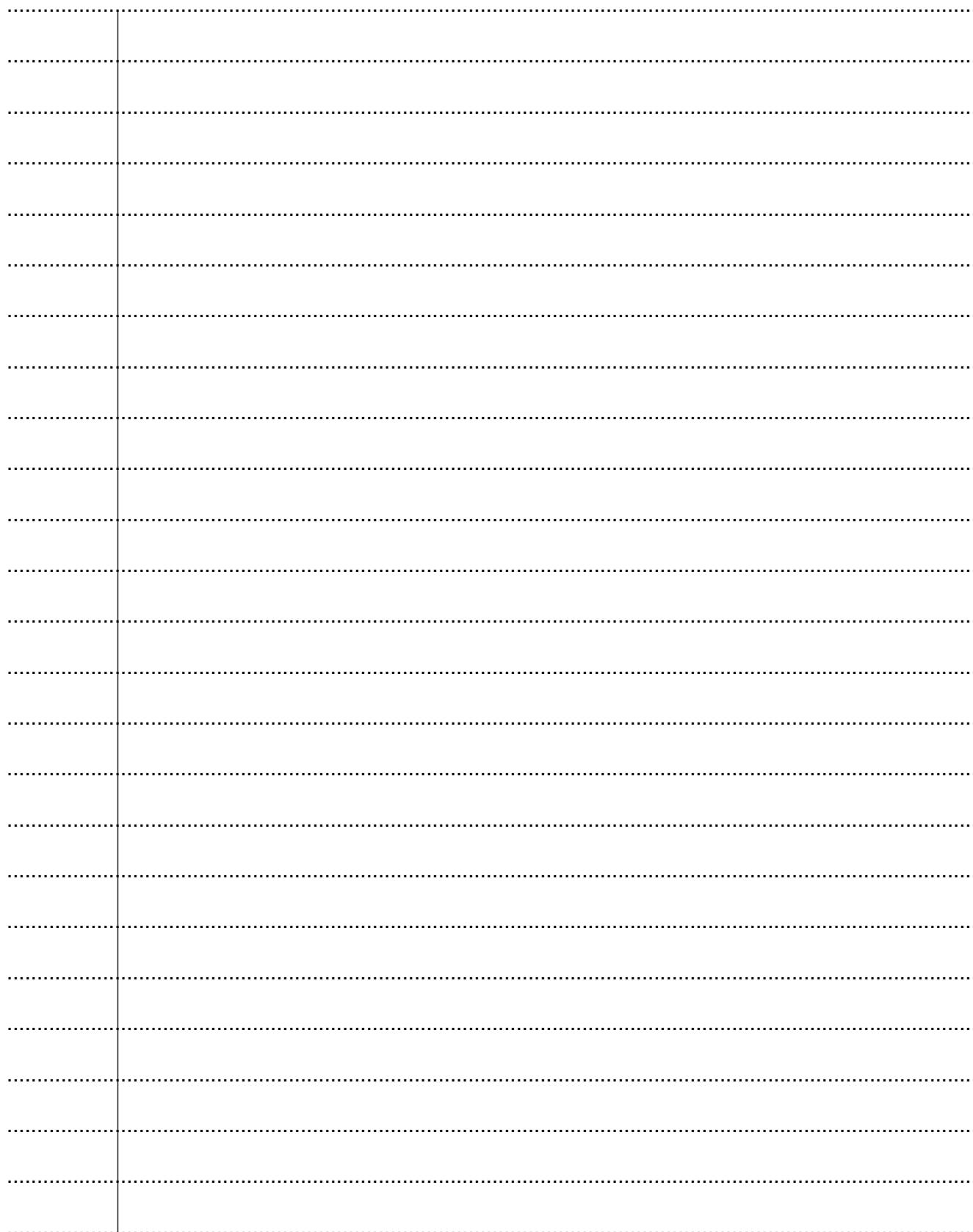
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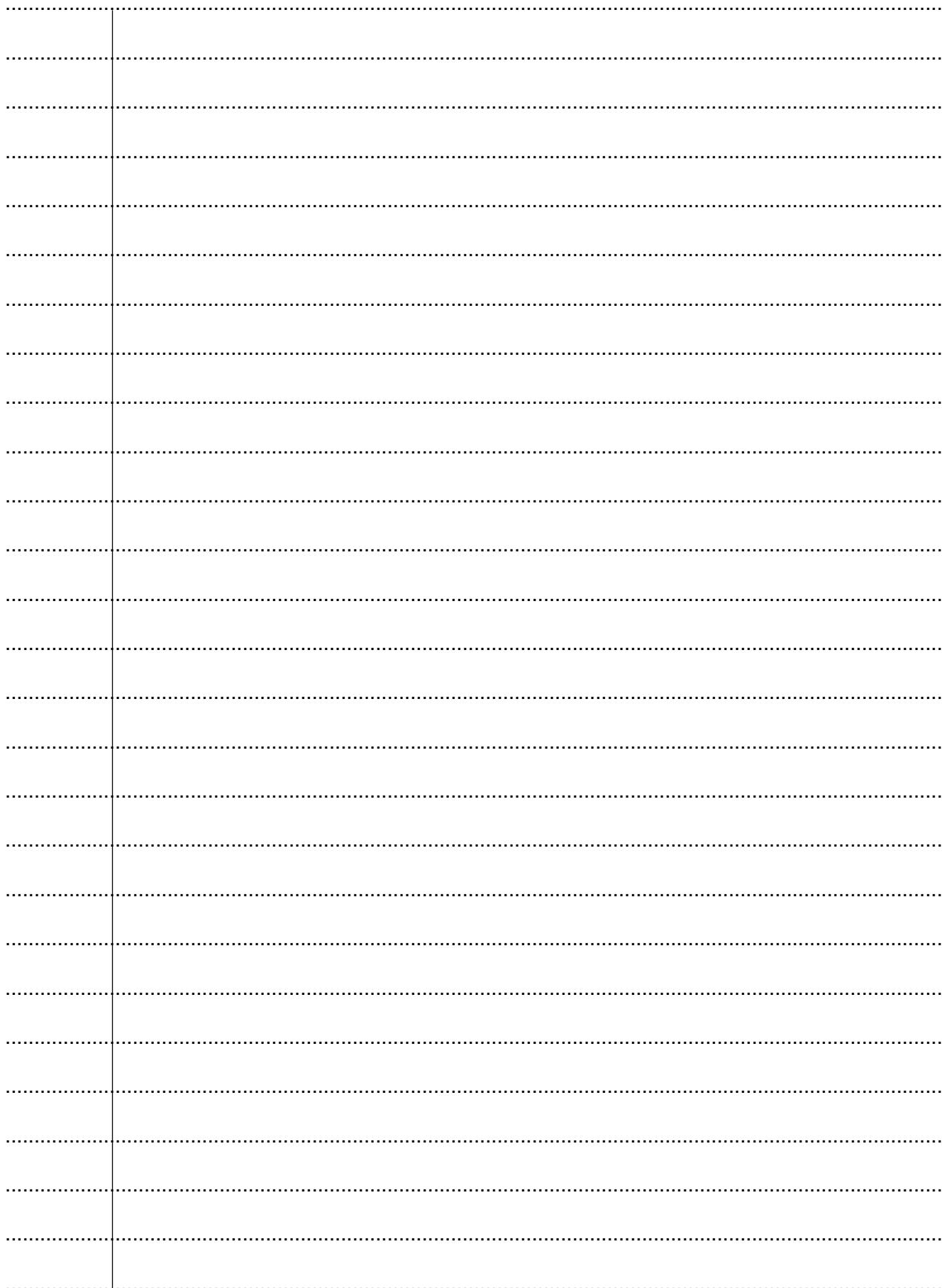
[6]

**END OF QUESTION PAPER**

**ADDITIONAL ANSWER SPACE**

If additional space is required, you should use the following lined page(s). The question number(s) must be clearly shown in the margin(s).





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