

**Monday 21 January 2013 – Morning**

**A2 GCE APPLIED BUSINESS**

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

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 questions marked with an asterisk (\*).
- This document consists of **20** pages. Any blank pages are indicated.

**Ballads Salads Ltd (BSL)**

**Text 1**

The Ballard family own a farm in Worcestershire which produces lettuce, celery and radishes. The farm trades as a private limited company under the name of Ballads Salads Ltd (*BSL*) and it has a reputation for high quality produce. Felix is the majority shareholder and manages the daily running of the whole farm, which involves him working long hours. His wife, Zoë, looks after the accounts and liaises with customers. Georgia, their daughter, along with any seasonal workers, manually packs the produce in the warehouse.

Felix knows how dangerous farms can be and understands that effective risk management is important to the smooth running of the business. Felix is the only person who is allowed to operate the tractor and its equipment because he has had specific training. Any training which the seasonal workers may need in the warehouse is overseen by him. He has consulted the relevant health and safety legislation, in particular the Personal Protective Equipment (PPE) at Work Regulations. He believes that he has done everything he can in order to ensure a safe working environment.

**1 Refer to Text 1.**

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

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..... [2]

(b) Explain **two** possible negative consequences to the workers of using a conveyor belt to pack the produce in the warehouse at *BSL*.

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2 .....

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[4]

(c) Explain **one** possible negative consequence to *BSL* of Felix working long hours.

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..... [2]

(d) Explain a **different** responsibility which **each** of the following stakeholders of *BSL* has in minimising risk:

- employers

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- visitors

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- employees

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[6]

(e) Identify **three** principles of the Personal Protective Equipment (PPE) at Work Regulations.

1 .....

2 .....

3 .....

[3]

(f) Apart from the Personal Protective Equipment (PPE) at Work Regulations, identify **three** other pieces of health and safety legislation.

1 .....

2 .....

3 .....

**[3]**

**Text 2**

*BSL* relies on the busy summer months, from June until the end of August, to keep the business profitable. This means that Felix has to spend long hours in the fields harvesting the crops and the rest of the family are also very busy too.

Last summer was particularly busy. A long spell of favourable weather produced a larger crop than normal. As a result of the limited availability of labour, *BSL* could only hire three additional workers. This meant that it did not have as much labour as usual, causing Georgia to struggle to cope with the workload in the warehouse.

During this busy period a letter arrived stating that *BSL* was to receive a visit from the Health and Safety Executive (HSE) in a month's time. This concerned Felix as he felt that, despite his efforts to minimise risk in the workplace, the warehouse had been neglected. Georgia's difficulty in trying to pack the produce and to maintain a clean work area had meant that several additional hazards were created. Felix was, therefore, worried that the HSE Inspectors might give the business a negative report.

Felix decided to hold a family meeting to discuss the impending visit. During the meeting, Georgia suggested that he should invest in a new packaging machine. She stated that not only could it relieve her workload and increase capacity, but it would allow her to spend more time ensuring that the warehouse was a clean working environment. Felix was not so sure. Even if the new packaging machine did everything which Georgia suggested, he knew that there could still be a problem recruiting seasonal workers during the harvest. He also emphasised to the rest of the family that such a machine would cost £50 000, an amount which *BSL* did not have.

**2 Refer to Text 2.**

(a) What is meant by the term 'hazard'?

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..... [2]









**Text 3**

Although the family eventually agreed that *BSL* should buy a packaging machine, the problems in the warehouse still remained.

A week after the family meeting, Zoë received a call from a student, Kwame, who was looking for some temporary work before he went back to university. Zoë, knowing the pressures in warehouse, said that he could start immediately, even though he had no experience in packing salad.

“But I’ve got no time to train the lad. I’m too busy in the fields at the moment”, protested Felix. “He’ll need to have proper induction training before we let him loose in the warehouse.”

Eventually, Zoë managed to persuade Felix to allow Georgia to train Kwame. However, Georgia’s interpretation of induction training was not the same as her father’s.

Things seemed to be going well for a week when one morning Kwame, not knowing the implications of his actions, decided to take a short cut with a task. Instead of wearing his metal reinforced protective gloves to put the produce into the packaging machine, he removed his gloves, believing that he would be able to speed up the process. Unfortunately, as he was putting lettuces into the machine, he slipped on some waste produce lying on the floor. His hand then became trapped in the machine. Luckily, Georgia who was nearby saw the incident and stopped the machine immediately, in order to prevent serious injury to Kwame. However, he was adamant that the deep cut he did sustain to his hand was entirely the fault of *BSL*. Indeed, on leaving the premises in an ambulance, he shouted, “You’ll be hearing from my solicitor about this!”

**3 Refer to Text 3.**

**(a)** What is ‘induction training’?

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..... [2]

(b) Explain **two** ways in which induction training could be provided by *BSL* for Kwame.

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[6]

(c) Explain **two** relevant health and safety issues which Felix would be likely to discuss with *BSL's* employees during their induction training.

1 .....

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2 .....

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[4]



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**Text 4**

A week after the accident, Kwame had agreed an out of court settlement with *BSL* for the injury which he had sustained. However, the impending visit from the HSE was only a week away and the warehouse was still not in what Felix could describe as a 'suitable state'.

Eager to turn things around, Felix requested that everyone at *BSL* should work overtime. What he was not expecting was the negative reaction from the seasonal workers. Since Kwame's accident, they had come to believe that, with inadequate training, an untidy working environment and long working days, perhaps *BSL* was not treating them as well as it could. In addition, they knew that, with the visit from the HSE fast approaching, Felix would quickly have to change the way in which things were done. That is why, on mentioning the overtime, Felix was met with stiff opposition from the workers in the form of an 'overtime ban'.

On hearing the news, Felix called a family meeting that night to discuss the future of *BSL*. He stated that there could still be a chance that the business would receive a positive report from the HSE Inspectors, but it would be difficult.

"You know things have to change dear," said Zoë, "even if we get through next week's visit, the business cannot afford to carry on like this."

"I think the problem lies in the uneven distribution of work during the year", observed Georgia. "I think that if we moved into Mediterranean salad produce, such as peppers, which can be grown in temperature controlled greenhouses, then we could produce evenly all year round and solve the mess we're in!", she suggested.

Felix knew the benefits which extending the product range could make to *BSL*. However, as a result of recent events he could not ignore the pressures which the business was already under. Either way, a drastic change had to be made and it was not going to be easy.

**4 Refer to Text 4.**

**(a)** What is meant by the term 'overtime ban'?

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..... [2]

**(b)** Apart from an overtime ban, state **two** other forms of industrial action which the employees of *BSL* could take.

1 .....  
2 ..... [2]



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