

Summerset



Summerset was one of a number of rapidly growing organisations who build and operate retirement villages. Emerging from being a small operator, the management of Summerset recognised the need to address how they managed health and safety in their rapidly growing business of 28 sites. To meet this need they engaged Winsland to lead the respective senior management teams through the design and **implementation of HSE strategy** and development of tactical plans for **shaping health and safety performance and culture**.

Winsland; Developed the health and safety framework and led its implementation involving:

- Development of the framework based on **ISO48001**, thus covering institutional arrangements, , information management, risk management, people and culture, contractor management, monitoring & improvement, incidents, keeping people safe, safe work practices – for both the construction and the care home businesses.
- Supported the executive team to and subject matter experts to develop an implementation plan. This included re-development of all core H&S procedures and a focus on **critical risk, supervisory capability and safety culture**.
- We took on the role of **Project lead** to both managing the HSE function and leadership of the implementation of the H&S plan in both care services and construction.
- Developed and delivered extensive **training across the business** to build understanding and focus the whole organisation on elevating health and safety performance and embracing a strong safety culture.
- **Supported leadership** to adopt HOP principles (before they were “discovered”) being;
 - Recognising mistakes happen and building resilience into systems.
 - Avoidance of blame in favour of focusing on understanding and improvement.
 - Recognising the work context influences how people work.
 - Continuous learning.
 - Management reaction to problems or failures determines the culture.



Case Studies

Winsland thus provided Summerset with a full suite of health and safety procedures appropriate to the needs of the company, had undertaken training and introduced the associated management styles and systems to support a strong safety culture, and a robust set of procedures to manage critical construction risk and enhance already high standards of clinical safety.