City of London Corporation Committee Report

Committee(s): Community and Children's Services Committee Housing Management and Almshouses Sub-Committee	**Dated:** 30 June 2026 01 July 2026
Subject: DCCS Health, Safety and Wellbeing Charter (The DCCS Charter)	**Public report:** For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Dynamic economic growth. Providing excellent services. Vibrant thriving destination. Flourishing public spaces.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
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Summary

The Department of Community and Children's Services (DCCS) has a complex health, safety and wellbeing risk profile, as identified by the City of London Corporation's **Safety Management Framework**. To strengthen organisational clarity, improve operational safety arrangements, and support statutory compliance, this report proposes the adoption of a **DCCS Health, Safety and Wellbeing Charter ("the Charter")**.

The Charter establishes clear, department-specific organisation and arrangements for managing health, safety and wellbeing across the department. It functions as a **sub-policy** to the Corporation's overarching health and safety policy—mirroring

corporate standards where appropriate while providing targeted, localised arrangements for high-risk operational environments such as housing services and social services. It includes detailed governance structures, a comprehensive training matrix, expectations for line managers and supervisors, and links to a departmental legal register.

A **gap analysis**, conducted in 2025 through formal interviews and site visits, measured against ISO 45001 criteria, highlighted shortfalls in leadership visibility, planning, worker participation, and operational support within DCCS. The Charter directly addresses these issues by clarifying responsibilities, strengthening safety governance, and offering practical tools to help employees navigate health and fire safety requirements.

The draft Charter was submitted to the first Safe 365 audit in DCCS, that of the People Team. Safe 365 is the Corporation's key performance indicator management tool for health and safety across all departments, services and institutions. The audit recommended the full adoption of the Charter and suggested amendments to the draft. These amendments are included in the latest version at Appendix 1.

During 2025–26, the draft Charter was developed and refined with extensive involvement from the **Departmental Leadership Team (DLT)**, three cross-departmental **focus groups**, and **trade union safety representatives**. Feedback consistently endorsed the need for the Charter but highlighted concerns about document length and accessibility. To balance the need for a full, authoritative document with the desire for user-friendly materials, three options were evaluated:

1. **A standalone long-form Charter issued at employee induction**
2. **A series of shorter themed leaflets/e-bulletins only**
3. **A combined approach: a full Charter plus a supporting programme of concise leaflets/e-bulletins**

Option 3 is recommended. This approach provides a single, complete reference document for managers and operational leaders while supporting wider staff engagement through accessible, staged communications. This was also the preferred option of the focus groups.

There are **no financial, legal, equalities, climate, or security implications**. Resource impacts are limited to officer time for finalising and disseminating materials. The proposal directly supports the **Corporate Plan 2024–29**, including priorities on excellent service delivery, risk management, and organisational resilience.

Following a 2023 audit recommendation to improve safety arrangements in high-risk departments, adopting the Charter demonstrates organisational commitment to continuous improvement, strengthens employee confidence, and positions DCCS for sustained improvement in safety performance.

Implementation will include issuing the full Charter (Appendix 1) and rolling out complementary leaflets/e-bulletins from **Q3 2026/27**.

Recommendation(s)

Members are asked to:

- Note the draft DCCS Health, Safety and Wellbeing Charter for information prior to implementation.

Main Report

Background

1. The Corporation's Safety Management Framework recommends local arrangements for health and safety management within the high complexity departments and local charters to establish and outline these arrangements.

2. The safety risk profile of DCCS categorise the department as high complexity. safety risks.

3. In essence, The Charter is a sub-policy to the Corporation's main health and safety policy. At strategic level it mirrors the main policy in many ways, for example in training by adherence to a standard corporate safety training programme at induction of new employees.

4. On the other hand, at local level The Charter it is departmental specific, for example in training where housing specific health and safety training is required, such as for recognition and basic assessment of damp and mould in residents' homes.

5. A gap analysis undertaken[1] during 2025 showed a short fall of safety management in support, planning, leadership and worker participation. The Charter's objectives include clarification of organisation and arrangements as well as provision of practical guidance to all DCCS employees.

6. The Charter will help staff navigate health and safety management within DCCS.

Current Position

7. The departmental leadership team (DLT) approved the contents of The Charter in principle last July but felt that the document itself was over-long and complex. This observation was considered and a solution to this is presented in the options below.

8. Focus group meetings took place through last summer with representation from all DCCS services and trades union safety reps. Three group meetings took place. The group meetings noted similar observations to DLT on the length and

[1] The analysis was from formal meetings with heads of service and site visits to the criteria in ISO 45001.

complexity of the Charter, which were likewise considered and the outcome explained in options below. The Charter was successively amended with the focus groups involvement, particularly in defining and honing the training matrix.

Options

9. The **first option** is to publish The Charter as a standalone document and provide, or signpost, all new DCCS employees and interims a copy at induction.

10. The **second option** is to do away with the full-length Charter and simply publish a series of 'leaflets' and/or 'e-bulletins' in stages to all DCCS employees and interims, highlighting the key themes in each leaflet or e-bulletin, grouping topics as 'essential' or 'desirable' reading to help the attention focus. Leaflets / e-bulletins could be released over a period to avoid colleagues becoming overwhelmed with information. A current successful example of this is a 'communication matters' series of informative emails produced weekly for a limited time by the HRA Service Improvement Manager.

11. The **third option** is to publish the full-length document, i.e. as a DCCS specific policy, plus distribute in a series of leaflets / e-bulletins as detailed in option 2.

12. The preferred option is **option 3** because the full-length document details important information held in one place for managers' ease of reference. For example, team managers can plot essential safety training by use of the training matrix alongside the listings of employment group tasks. There is also clear explanation on the DCCS governance and meeting structure in respect of health and safety. Option 3 was also the option preferred by the focus groups.

13. A legal register as an appendix to the Charter is also proposed. Initially the intention was for the full register to be a live document within the Charter, but it has been decided to provide a link to the legal register. The DCCS legal register for health and safety will be the responsibility of the health and fire safety team.

Proposals

14. The recommended course of action is option three. The full-length Charter is attached at Appendix 1. The leaflets / e-bulletins will follow in due course but at the latest will commence in Q3 2026/2027 (i.e. from October 2026).

Key Data

15. Following an audit of the Corporation by Quadriga in 2023, a recommendation was made to improve operational arrangements for health and safety in high complexity risk departments. A safety management framework was subsequently developed. The safety management framework identifies a charter to outline local organisation and arrangements for health and safety management in high complexity safety risk profile departments.

Corporate & Strategic Implications

16. **Strategic implications**:
    - Aligns DCCS teams towards common safety priorities.
    - Creates a refreshed framework for decision-making.
    - Ensures operational activities support long-term objectives.
    - Stronger clarity on who owns what (reduces ambiguity and conflict).
    - Improved oversight and risk management.
    - Demonstrates commitment to health and safety compliance.
    - Enhances trust among employees, partners, regulators, and residents.
    - Signals strategic renewal and future direction in DCCS health and safety.
    - Builds the foundation for long-term growth in improved health and safety performance.

17. **Financial implications**: There are no on-costs or other financial implications with this proposal.

18. **Resource implications**: Officer time to prepare and distribute The Charter and prepare supporting guidance in the form of leaflets or e-bulletins as previously explained under options. This is not anticipated to be overly onerous.

19. **Legal implications**: There are no legal implications with this proposal.

20. **Risk implications**: Risk implications of DCCS having low scores in type 2 and 3 audits where DCCS health and safety management system is misaligned with the corporate health and safety management framework, which references a charter for high complexity departments. This includes low scoring on KPIs via Safe 365 auditing. Low scoring may indicate a department that is performing poorly in its management of health and safety.

21. **Equalities implications**: Before final publishing, the Charter will be evaluated through an accessibility tracker. Any recommended changes to style and format will be made.

22. **Climate implications**: There are no climate implications with this proposal.

23. **Security implications**: There are no security implications with this proposal.

Conclusion

24. To conclude, the recommendation is to implement a DCCS Health, Safety and Wellbeing Charter (The Charter).

Appendices

- Appendix 1 - DCCS Health, Safety and Wellbeing Charter (abridged to contents page for ease of reference. Full copy available from, Head of Health and Fire Safety)
- Appendix 2 - Example draft communication on e-bulletin/ leaflet for one topic within The Charter

Background Papers
Health and Safety Organisation Arrangements. The Safety Management Framework (SMF). (City of London Corporation, November 2024)

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Appendices

• **Appendix 1** – The proposed DCCS Health, Safety and Wellbeing Charter draft.

City of London Corporation

Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter

Operational organisation and arrangements

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1. Statement of intention

In echoing the Town Clerk's health and safety policy statement, I wish to add my statement of intention to all Community and Children's Services colleagues, that in delivering this charter together we continually strive to maintain a safe and healthy environment for all.

Our own safety and health at work, and the safety of those with whom we interact, is a huge part of our service delivery and is equal to all other business. For example, our residents, including those with additional needs, rely on us to deliver safe services and assure safety in their homes and communities, so far as is reasonably practicable.

Together we will strive to continuously improve health and safety performance through governance, where management of risks arising in respect of health and fire safety at work forms an integral part of our business decision making process.

Through this charter, we recognise and accept the duty to provide and maintain a safe and healthy work environment for each other, our service partners, our residents and others that might be affected by our workplace activities. We recognise the need for a sensible and proportionate approach to managing workplace health and safety.

Every one of us is legally bound to cooperate in the operation of this charter, and as is detailed in the Corporation's health and safety policy[2], by taking care of our own health and safety at work, and that of others who may be affected by our actions or inaction, and to cooperate by complying with any legal duty or requirement.

This charter details particulars of the organisation and arrangements for the management of health and safety within Community and Children's Services.

It is important that we all adhere to it and remember that the most powerful message we can send is through our own visible behaviour.

I also recognise the importance of employee wellbeing in an ever-changing and challenging world. CityWell is our employee wellbeing hub and accessed through our intranet site COLNET. Furthermore, there is the employee assistance programme, which is available through the employee support page on COLNET.

Judith Finlay

Executive Director of Community and Children's Services

Executive Sponsor of City of London Ethnicity and Race (CLEAR) network

[2] Section 6.7 of CoL HSP1, Health and Safety Policy.

2. Objectives

The Community and Children's Services (DCCS) Health, Safety and Wellbeing Charter (the Charter) aligns with the Corporate Safety Management Framework through a 'plan, do, check, act' management system.

The charter's objectives are to

i. Allocate key roles and responsibilities.
ii. Describe the safety context of DCCS, its risk profile, determine risk ownership, how risk is reviewed and who is consulted in risk management.
iii. Outline the expectations for how DCCS safety management will operate and tie into the overall governance processes described in the Corporate Safety Management Framework.
iv. Be a visible in the work environment.

3. Scope

The charter's scope is specific to DCCS but equally adheres to the Corporation's safety management framework principles of structure, proportionality, minimising bureaucracy, and promoting safe attitudes and behaviours. For example, DCCS will use corporate systems such as Safety Net for risk assessment, incident reporting and Safe 365 assurance monitoring, whereas the digital information required to maintain the 'golden thread', as described in HM Gov guidance on how to comply with section 88 of the Building Safety Act 2022 on high-risk social housing and leaseholder buildings, as required by the Building Safety Act 2022, will be controlled by the health and fire safety team within DCCS.

4. Roles and responsibilities

4.1 DCCS employees

Demonstrate commitment to good health and safety by looking after your own work-related health and fire safety and the health and fire safety of others affected by your work activities or actions while at work

Co-operate by following safe working practices and carrying out your responsibilities as detailed in this charter and other health and safety related policies and standards

Not to interfere with, or misusing, anything provided for your health and safety including personal protective equipment and People Safe devices.

Report accidents, work-related ill-health, health and safety related incidents, hazards or inadequacies in health and safety procedures in a timely manner. All accidents

and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects.

Take part in, and follow, health and safety training and development identified as necessary by the Corporation or your line manager.

Undergo health surveillance identified as necessary by risk assessment. This could be something as straightforward as completing a periodic questionnaire from the occupational health service.

Use work equipment and hazardous substances safely and in accordance with instructions and training.

Ensure that activities, events, or projects have been risk assessed, and suitable control measures implemented. If in doubt, ask your line manager.

Seek advice if you do not feel competent to carry out your responsibilities safely.

You are empowered to stop work if there is imminent risk of danger.

In addition, you may be given specific health and safety related roles or responsibilities. These will normally by detailed in your job description.

DCCS colleagues that commission contracts for services, goods or works on behalf of the Corporation will be the commissioning officer. This has responsibilities defined in the Corporation's Fire Safety Policy (section 4.8 refers) and other property related health and safety standards.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective line manager, who will consult with the head of service and health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 'Elected Members' for member enquiries.

4.2 Premises Controllers

In health and safety management, control of premises can be an area of significant risk and therefore stringent hazard management is needed. This is recognised in the Premises Controllers is Corporate Safety Standard No.4.

Premises controllers are defined as the department or internal occupier with control of a premises or defined area. From a day-to-day operational perspective, within DCCS the premises controller will be, for example, a colleague such as an estate manager or supervisor or a senior librarian. They are not unsupported. Their Director or Assistant director is the Responsible Premises Controller (RPC) and the Chief Officer is the Accountable Premises Controller (APC).

The APC, the RPCs and day-to-day trained premises controllers are responsible for the safe operation of any demised premises, including:

i. Managing suitable health and safety inspections of site operations in accordance with guidance documents.
ii. Managing any inspection, or assessment recommendations for areas of operation under their control, or bringing to the attention of the relevant party, including tenants or contractors.
iii. Managing contractor and visitor safety when attending site.
iv. Managing First Aid provision and workplace fire evacuation procedures.
v. Report safety incidents. All accidents and near misses, whether they happen to you or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
vi. Investigate safety incidents where they relate to the building fabric or premises condition.
vii. Escalating any appropriate health & safety incident, defect or compliance gap through the department.

In shared services, for example public health services shared with the London Borough of Hackney, or in shared premises, the premises controller must be clearly identified as well as the person responsible for fire safety management of the premises. The DCCS health and fire safety team will visit shared workspaces and shared services to carry out reactive or active monitoring of health and fire safety arrangements for Corporation employees stationed in them.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the RPC. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 ‘Elected Members’ for member enquiries relating to DCCS premises.

4.3 Line managers and Supervisors

Line managers are responsible for implementing the local health and safety management arrangements in their area of control, including monitoring and checking their effectiveness. For example, colleagues that are responsible for managing a team such as service leads and senior practitioners in the public health, social care and education field, or managers that report to a head of service and manage a team.

Supervisors are responsible for monitoring and checking that the onsite safety arrangements and rules are being followed. For example, Estate Supervisors for social housing blocks and Resident Services Officers for safety and health matters involving residents.

The direct responsibility of managers, line managers and supervisors for health and safety is determined by the extent to which they have authority to act. That is, if they

have the authority to make a general decision about some aspects of the work, they are responsible for the health and safety implications of that decision.

Enquiries from colleagues, the public or contractors pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective head of service, who will consult with the health and fire safety team before making the reply or escalating to the director / assistant director. This ensures clarity in lines of communication and subject matter expertise in the governance structure. See section 4.6 'Elected Members' for member enquiries.

Line managers and supervisors are responsible for demonstrating commitment to good health and safety in their area of control by:

i. Keeping up to date with health and safety requirements in their specific areas and making sure health and fire safety standards are implemented and monitored.
ii. Making sure employees are trained, competent and capable of carrying out their health and fire safety responsibilities
iii. Making sure employees and others under their control carry out their health and fire safety responsibilities
iv. Supporting your senior manager in the development and review of risk assessments and health and safety standards
v. Ensuring risk assessments are carried out, recorded, implemented and shared with employees, including for equipment and substances. This also includes person centred fire risk assessments (PCFRA) for vulnerable residents and others in care.
vi. Risk controls are monitored and appropriate action taken to mitigate any gaps identified.
vii. Report safety incidents. All accidents and near misses, whether they happen to you, your team or service-users, must be reported on Safety Net. Information from safety incidents is used to improve future risk management of work tasks and projects
viii. Follow up and investigate as necessary safety incidents where they relate to your team or service users.
ix. Carry out initial safety incident investigations and escalate to senior management significant health and fire safety risks.
x. Consult employees and their safety representatives on risk assessments and on changes to working practices that may affect their health and fire safety.
xi. Effectively communicating information and co-ordinate arrangements for controlling health and safety risks which may affect employees, residents, contractors, service partners or other internal and external stakeholders.
xii. Carrying out regular inspections, testing and monitoring to ensure health and fire safety and that employees are meeting their responsibilities and working safely

xiii. Reporting on findings and actions taken from inspections and incident investigations to senior management and into business area arrangements
xiv. Seeking advice from competent health and safety professionals for any health and fire safety concerns that you cannot address
xv. Taking account of the effect of work on employee health and organising health surveillance, as informed through risk assessment.
xvi. Ensuring that your employees have a psychologically safe environment to work in by fostering an open, 'no-blame' culture for your team to come forward with health and fire safety concerns.

4.4 Senior managers and DLT members (Heads of Service and Asst.Directors / Directors)

Senior managers are accountable to their respective DLT director, assistant director or, for libraires only, the head of Barbican and community libraries

DLT members (directors, assistant directors and the head of Barbican and community libraries) are accountable to the chief officer DCCS.

They must implement health and safety management arrangements and proactively manage the health and safety risks in their area of responsibility.

They must have a clear understanding and oversight of the operations and activities undertaken, the risks created by their services and who is at risk.

They will define the most appropriate safety structures and resources which will ensure integration with the overall operational direction of DCCS.

Senior managers and DLT members are responsible for role modelling positive leadership behaviours in health and fire safety by:

i. Ensuring there are appropriate arrangements for implementing health and fire safety standards, and plans
ii. Ensuring line managers and supervisors are competent to carry out their health and safety responsibilities
iii. Ensuring employee consultation on matters that significantly affect health, and safety is timely and involves all appropriate interested parties, including trade union representatives, other staff representatives, internal and external interested parties.
iv. Ensuring that responsibilities and arrangements are agreed for the safety of employees, residents, service partners and contractors and external interested parties who may be put at risk by activities
v. DLT members that are Directors to be registered, where relevant, as Responsible Premises Controllers as defined in Corporate Safety Standard No.4.
vi. Identifying hazards for which they are the risk owner that present significant health and safety risks if not controlled adequately. Recording them and

monitoring the effectiveness of their risk controls. Where necessary alerting the DLT and chief officer DCCS and executive leadership to failures in risk control, significant changes in risk or unacceptable risk.

vii. Putting in place processes to ensure risks are appropriately risk assessed, and adequate risk controls implemented.

viii. Making sure that appropriate arrangements are in place for assurance of competence and capability of their employees and that DCCS's training requirements for health and fire safety training are met.

ix. Ensuring that suitable systems are in place for the regular monitoring and review of health and safety arrangements.

x. Co-operating with health and safety investigations, inspections, and audits.

xi. Reporting on health and safety performance to the CSS health and safety committee, ensuring health and safety is discussed at every team meeting.

xii. DLT member Housing is single point of contact for the building safety regulator in respect of high-risk buildings on the housing revenue account and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

xiii. DLT member Barbican Estates is single point of contact for the building safety regulator in respect of high-risk buildings on the Barbican Estate and reports to the chief officer DCCS, an SLT member of principal accountable persons for high-risk building safety in the Corporation.

4.5 Chief Officer DCCS

Although accountability will rest with the chief officer DCCS, they will delegate the operational aspects of health, safety and fire management to other tiers of management.

The chief officer is responsible for demonstrating leadership and commitment to good health and fire safety by:

i. Determining the Corporation's health and safety policy and this charter's application within their area of responsibility according to the overall delegations to officers, detailed in the Scheme of Delegations to Officers (cityoflondon.gov.uk)

ii. Ensuring the effective implementation of the DCCS health, safety and wellbeing charter, procedures, and guidelines within the department.

iii. Being an SLT member of principal accountable persons for high-risk building safety across the Corporation.

iv. Ensuring systems and processes are in place to identify, assess, and manage health and fire safety risks specific to DCCS activities, facilities, and operations.

v. Developing and implementing risk control measures to minimise harm, prevent accidents and injuries.

vi. Ensuring that DCCS complies with all relevant health and safety legislation, regulations, codes of practice, and standards. Monitoring compliance and addressing any non-compliance issues promptly.
vii. Ensuring that employees within DCCS receive adequate health and safety training and are competent to perform their tasks safely. Providing ongoing training and development opportunities to enhance safety knowledge and skills.
viii. Establish procedures for reporting, investigating, and recording accidents, incidents, near misses, and occupational illnesses within the department. Take appropriate corrective and preventive actions to address identified hazards and prevent recurrence.
ix. Developing and maintaining emergency response plans and procedures for the department. Ensuring that employees are trained in emergency procedures and that emergency equipment is accessible and maintained.
x. Promoting a culture of safety within the department by fostering open communication, sponsoring psychological safety, encouraging employee participation in health and safety initiatives, and addressing safety concerns promptly.
xi. Ensuring that contractors working within the department comply with health and safety requirements and integrate them into departmental safety management systems.
xii. Monitoring departmental health and safety performance indicators, such as accident rates, near misses, and compliance metrics. Reporting on health and safety performance to SSB and other relevant committees as required.
xiii. Driving and supporting continuous improvement initiatives to enhance health and safety performance within the department. Encouraging innovation and best practices to reduce risks and improve safety outcomes.
xiv. Ensuring that adequate resources are allocated for the effective management of health and safety risk, including fire in any demised premises and especially in fulfilling any client duties for managing a project as required by the Construction (Design and Management) Regulations 2015.
xv. Be the Accountable Premises Controller for DCCS as defined in Corporate Safety Standard No.4 .
xvi. Producing a health and safety plan annually alongside the general business planning process.
xvii. Consulting with the Director of Health and Safety and Head of Profession, on enabling good management of health and safety and positively contributing towards achieving the Corporation’s health and safety objectives.

4.6 Safety responders and Display screen equipment (DSE) assessors

Safety responders are those staff with additional duties such as fire wardens, fire marshals, evacuation chair operators and assistants, nominated first aiders (trained

to FAW or EFAW level, depending on workplace assessment of needs), appointed first aiders and mental health first aiders. All DCCS places of work must have arrangement in place for first aid and fire emergency action. The health and fire safety will periodically audit arrangements.

4.7 Elected members

The role of members is to provide governance of the City of London Corporation and serve on the Court of Common Council. Details on the main tasks and responsibilities are in the Common Councilmen [and women] job description, including health and safety matters

The principles underlying member and officer relations are detailed in a member/officer charter 2021 (cityoflondon.gov.uk), including members taking advice of officers into account in reaching a decision on health and safety matters and respecting the officer's responsibility to provide impartial advice, guidance, and information.

Generally, Members should not be part of your day-to-day work with individuals. Where they do have a specific health and safety enquiry the flow of information should go via your Head of Service and Assistant Director. There are actions that employees can take to minimise the impact of enquiries and enable Senior Managers to effectively deal with these is a way which protects front line staff.

More detailed information is in the City of London Corporation Health, Safety and Wellbeing policy, in section 5.1, 5.2 and 5.3.

The role of the elected member is explained, with added guidance for staff, in a helpful booklet, produced by the DCCS People Services team: People's Directorate - Working with Members Guidance 1.docx

Enquiries from elected members pertaining health and fire safety in DCCS premises, working practices or housing policy should be directed to the respective director or assistant director, who will consult with the health and fire safety team before making the reply. This ensures clarity in lines of communication and subject matter expertise in the governance structure.

5. Competent advice and assistance

5.1 Departmental health and fire safety team

The DCCS health and fire safety team, led by the head of health and fire safety, is an operational support team. The team is responsible for providing the first line of assurance and ensuring alignment to the overall framework for the Corporation's safety management system.

The team will provide competent advice and assistance on health and fire safety matters, providing an end-to-end advice service. For example, from project inception through to completion and post-completion monitoring, also in the introduction of new or revised work processes through onsite monitoring and advice support as well as reporting to committees on health, safety and wellbeing performance.

The team will provide onsite assessment of contractor safety standards through scrutiny of RAMS and site visits. Permits to work for activities under COLC jurisdiction may be issued by the team in circumstances where they are warranted and it is proven that alternative control measures are not possible – for example, avoidance or engineering controls as safer alternatives. For example, hot works, confined space entry, certain roofs access, excavations.

The team will work with Directors and Assistant Directors to create structured comprehensive health and safety plans that meet service objectives in reduction of risk as well as coordination of auditing and monitoring services.

Safety professionals are placed into dedicated areas to support:

- ✓ High risk building safety management, as defined by the Building Safety Act 2022.
- ✓ Fire safety in all DCCS workplaces and for DCCS construction projects.
- ✓ Construction safety management, as defined in the Health and Safety (Construction, Design and Management) Regulations (CDM) and as reflected the Building Safety Regulations 2010, The Building Safety Act 2022.
- ✓ Estates health and safety management, with areas dedicated to estates employees, plus repairs and maintenance, with specific regard to fire, asbestos, water hygiene, gas, electricity, lifting operations and lifting equipment and as adviser for management of health risks arising from the built environment, including the thermal environment (e.g. damp and mould), where it might be apparent, in the City's social housing stock.
- ✓ Adult social care, adult skills and education services, children's social care and early years, education events, community safety, public libraries, commissioning services, homelessness and rough sleeping prevention, public health services.
- ✓ **Training.** The health and fire safety team will deliver in-house training tailored to each DCCS service. This training complements corporate health and

safety training but does not replace it. A training matrix is provided at appendix 8.2 and general training explained at appendix 8.1/

The health and fire safety team:

i. Ensure cross-Corporation alignment with the Corporation's health and safety policy and plans.
ii. Assure compliance with legislation and other requirements that align with the Corporation's Strategic Plans.
iii. Oversee the development, implementation and monitoring of DCCS health and safety plans.
iv. Carry out auditing and monitoring of health and safety across all DCCS services.
v. Horizon scan for upcoming new and amended health, safety and wellbeing legislation or regulations that impact across the workplace risk profile of DCCS.
vi. Provide guidance and information on health and safety performance measures to the DCCS Health, Safety and Wellbeing Committee.
vii. Prepare and present a quarterly fire safety status report for the Housing Management and Almshouses Sub-Committee.
viii. Keep the DCCS DLT informed of significant health and safety risk management issues.
ix. Deliver local training such as toolbox talks and safety briefings, onsite or at a location convenient for DCCS teams. Hold periodic health, safety and wellbeing surgeries for all DCCS staff in person and online.
x. Supporting and alerting the DCCS DLT on the need to consider the impacts on health and fire safety of any significant work identified in business plans – for example, new homes and major works projects.
xi. Oversee the delivery of regular performance reports and an annual DCCS health and safety performance report to the DLT.
xii. Work with the business support managers in maintaining and overseeing the common data environment for compliance with the Building Safety Act 2022.
xiii. Support and advise in due diligence checking of contracts.
xiv. Investigate accidents and incidents of a serious nature, for example incidents reportable under RIDDOR, and report findings, with recommendations to prevent recurrence, to Directors and Heads of Service.
xv. Issue permits to work for contractors on DCCS premises, where satisfactory control measures are evidenced in place to do so and alternative control measures are not deemed possible. (*Where the work area is a contained construction site, for example with no open access to COLC officials, or becomes a contained construction site, the principal contractor will be responsible for issuing permits to work under their control of their site).*

xvi. Be present at key contractor site meetings as client-side advisors and to nurture transparent relationships with contractors to ensure safety.

xvii. Attend site and issue 'stop work' notices where uncontrolled hazardous practices are happening within DCCS and assist in contractor management liaison when these situations arise.

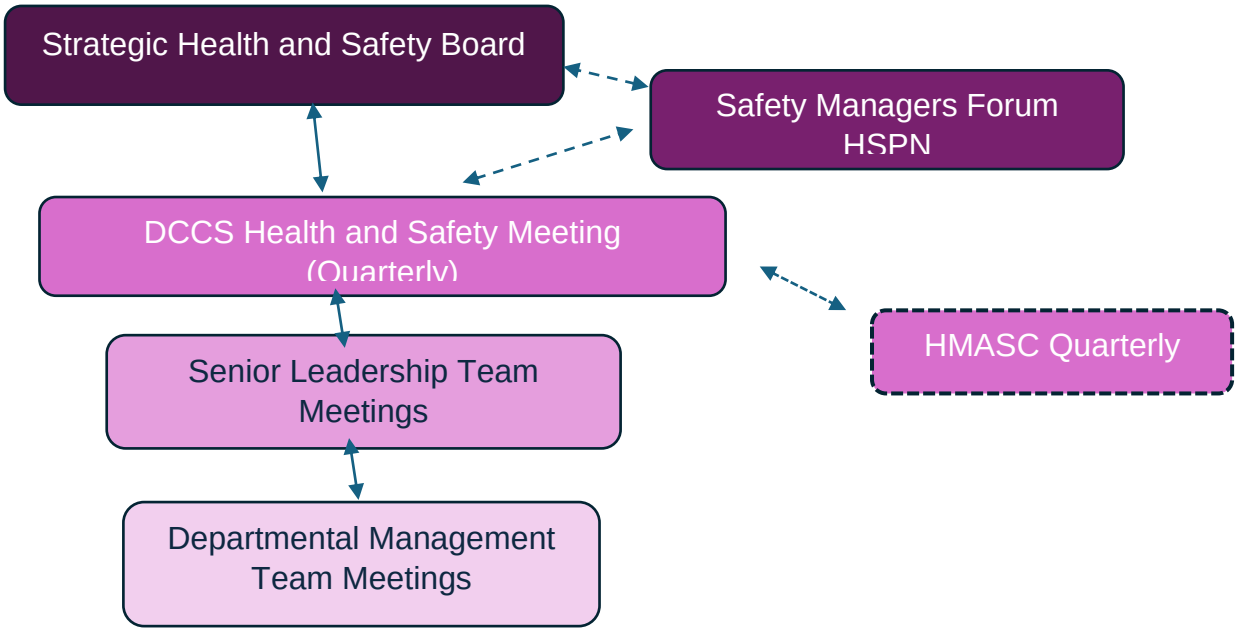
xviii. Promote the Corporation's membership of the British Safety Council across DCCS as an approved external source of information and training.

Meet the DCCS health and fire safety team:

Paul Barton, Head of Service. Paul is chartered safety professional who has worked in the public sector for many years including local government, the police and higher education.

6. Arrangements for implementation of the charter

6.1 Governance and organogram.

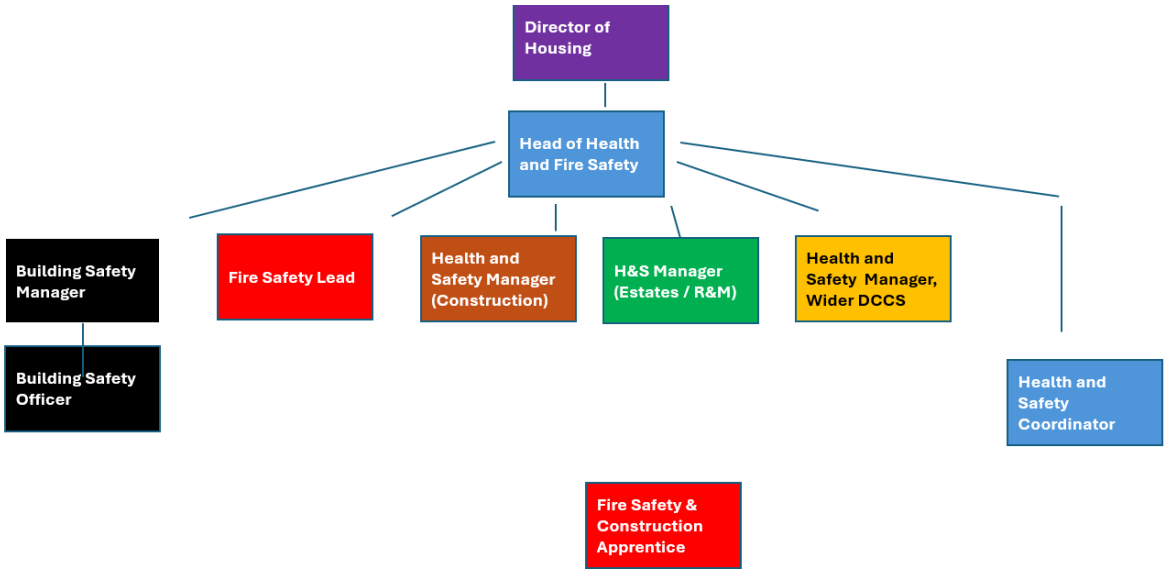


Key

Departmental Management Team meetings	Info sharing / Consultation / Management team decision making / Referral to SLT
Senior Leadership Team meetings	Info sharing / Consultation / Service decision making / Referral to H&S committee
DCCS health and safety committee and other committees	Departmental decision making / Info sharing / Consultation / Referral to Strategic H&S board
HSPN Forum	Info sharing / Referral to DCCS H&S committee and Strategic H&S board.
Strategic Health and Safety Board	Oversee and ensure accountability within Corporation departments in H&S matters.

Reporting structure for health, safety and wellbeing

DCCS Health and Fire Safety Team Structure



6.2 Risk Management

DCCS will implement proportionate and effective arrangements to identify, assess, control and review health and fire safety risks, in line with the Corporation's Safety Management Framework and the principles of *plan, do, check, act*.

Risk management arrangements will ensure that risks are clearly owned, appropriately assessed, subject to regular review, and developed through consultation with those affected.

6.2.1 Risk Ownership

Risk ownership within DCCS is determined by the level of authority to act and increases through the management hierarchy:

- **Line managers and supervisors** are responsible for managing risks arising from operational activities under their control. This includes ensuring risk assessments are undertaken, recorded, implemented and monitored.
- **Senior managers and DLT members** are responsible for oversight of risks within their service areas, including identifying significant risks, ensuring appropriate controls are in place, and escalating matters where risks are not adequately controlled.
- **The Chief Officer** is accountable for ensuring that effective systems and resources are in place to identify, assess and manage risks across DCCS. Risk owners must ensure that risks are managed within acceptable parameters and escalated where control measures are insufficient.

6.2.2 Risk Review

Risk assessments must be reviewed to ensure they remain suitable and sufficient.

As a minimum:

- Risk assessments must be **reviewed at least annually**
- Risk assessments must be **reviewed sooner where there is:**
    - A change to tasks, equipment, processes or environment
    - An accident, incident or near miss
    - Evidence that existing control measures are no longer effective

Line managers and supervisors are responsible for ensuring that reviews are completed and recorded. Senior managers must ensure that arrangements are in place for the monitoring and review of risk management within their areas of responsibility.

6.2.3 Risk Assessment

DCCS will ensure that suitable and sufficient risk assessments are carried out for all work activities.

Risk assessments must:

- Identify hazards and those who may be affected
- Evaluate risk and determine appropriate control measures
- Apply the hierarchy of control (elimination, substitution, engineering controls, administrative controls and PPE)
- Be recorded and maintained using **Safety Net**
- Include clear actions, responsibilities and timescales

Line managers are responsible for ensuring risk assessments are completed and communicated to employees.

The **Health and Fire Safety Team** will provide competent advice, mentoring and training on risk assessment, including use of:

- **Safety Net** as the live risk assessment and incident recording system
- **Safe 365** as a safety performance and assurance tool

The team will also support complex risk assessments where specialist input is required.

6.2.4 Risk Management Involvement and Consultation

DCCS will ensure effective consultation and involvement in risk management.

- Employees must be consulted on risk assessments and on changes to work activities that may affect their health and safety

- Trade union safety representatives must be consulted in accordance with statutory requirements
- Consultation must be timely and appropriate to the level of risk

Line managers and supervisors are responsible for ensuring that consultation takes place within their teams and that employees are engaged in the management of risks.

6.2.5 Monitoring, Audit and Assurance

DCCS will monitor the effectiveness of risk management arrangements through:

- Active monitoring, including inspections and workplace checks
- Reactive monitoring, including the investigation of accidents, incidents and near misses
- Periodic audit and inspection by the Health and Fire Safety Team
- Information from monitoring, including data from Safety Net and Safe 365, will be used to inform continuous improvement in risk management and control measures.

6.3 Training: General and Specific

Training for DCCS colleagues is delivered corporately through HR and Corporate Health and Safety and locally through the Business Support Service.

- Appendix 8.1 provides information on general and specific training.
- Appendix 8.2 provides a matrix for specific training.

Fire safety training is detailed in section 7 of the Corporation's Fire Policy HSP06 Fire Safety Policy.docx

6.4 Common data environment for DCCS High Risk Buildings (HRBs)

A common data environment that meets the statutory requirements of the Building Safety Act 2022[3] for DCCS's HRBs is being brought into place. The database will be managed by the DCCS health and fire safety team. The business support service Social Housing/Barbican will administer the software licence procurement, EQIA, DPIA and annual licence renewal. The common data environment database will retain and maintain the 'golden thread' of information for the HRBs so that information is:

- kept digitally
- is secure from unauthorised access

[3] Section 88 refers

- is available when someone needs the information
- is presented in a way someone can use
- is the building's single source of truth
- is accessible, by providing the information in a simple format that is easy to understand and written in plain English
- is compliant with general data protection regulation (GDPR)

Documents requested by the health and fire safety team, or the business support service Social Housing and Barbican must be submitted as soon as possible.

This includes building safety cases, fire strategies, fire management plans, emergency action plans, architects' drawings, photographs, repairs and maintenance history, how building complies with the Building Regulations, resident engagement strategy, mandatory occurrence reporting system, health and safety file/s from certain CDM works. For new builds or special projects contact the health and fire safety team.

Where documents are not extant the respective team must inform the health and fire safety team, or the business support service Social Housing and Barbican.

The fire risk assessment programme for Social Housing and Barbican will be managed by the business support team.

6.5. Procurement and commissioning

The Procurement Act 2023 specifically recognises the importance of health and safety in public sector procurement. Social value is a key criterion and the emphasis on this provides a stronger platform for the health and safety team to advocate for suppliers with robust health and safety practices.

The act also provides for increased transparency and allows the client to leverage supplier performance data to make evidence-based decisions that prioritise safety. The DCCS health and safety team should therefore be consulted in all procurement and commissioning undertaken within DCCS. The health and safety team will assess potential suppliers and providers through a common assessment standard, which complements The Procurement Act 2023.

6.6. Wellbeing in DCCS.

The work we do in DCCS can be very rewarding; it often makes a positive difference to people's lives, but it is also challenging and complex. To provide excellent services to others we need to ensure our own wellbeing is taken care of. At times internal and external scrutiny can feel overwhelming or difficult. There are a wide range of support services available to staff. The following link contains information on where to get emotional support and help: Wellbeing Support for DCCS Staff.pptx

Five ways to wellbeing: The COLNET wellbeing hub is a gateway to free information and guidance on your wellbeing. The hub gives access to organisations such as Action for Happiness, where you can learn about volunteering in the community amongst many other things. DCCS follows the corporate wellbeing ethos of the Five Ways to Wellbeing. These are 1) Connect, 2) Be active, 3) Take note, 4) Keep leaning, 5) Giving. The video in the following link explains the Corporation's five ways to wellbeing in more detail: The Five Ways to Wellbeing, with Poppy Jaman. The health and fire safety team, or the DCCS wellbeing champions, can provide further information on wellbeing.

LEAP – COLC volunteering programme: Volunteering has a proven link to enhancing your wellbeing. Permanent employees and fixed term contract employees are entitled to 2-days volunteering leave per annum (pro-rata for part-time and fixed term): LEAP Employee Volunteering.

Mental health first-aiders (MHFAs): Alongside nominated and appointed first aid at work personnel, MHFAs are in place to provide sign posting to prevent risk of mental ill health. A list of MHFAs should be displayed in your workplace, alongside names of other safety responders such as first aiders, fire wardens and fire marshals.

The **employee assistance programme** (EAP) is provided by Health Assured. It offers an information advice service and short-term counselling support service 24 hours a day, 7 days a week, 365 days a year: Employee Assistance Programme (EAP) Telephone: 0800 028 0199.

6.7. Personal and career development in health and fire safety

DCCS colleagues that are interested broadening their health and fire safety knowledge must firstly express interest to their line manager at an appropriate time – for instance, at the annual appraisal conversation. The health and fire safety team can advise on types of courses for those wishing to become workplace safety representatives, union or non-union. Colleagues that are trade union members and wanting to become health and safety representatives are advised to have TUC stage 1 as a minimum and preferably TUC stage 2.

Appendix 8 lists prerequisite health and safety training courses for all DCCS employees.

7 Document Control

Version number	V. 0.9 Draft
Date	5th June 2026
Review date	t.b.a.
Author	DCCS Head of Health and Fire Safety
Approved by	

Revisions

Version	Page / paragraph number	Description of change	Date approved
0.9 Draft	4 (4.2), 8 (v), 10 (xv)	Incorporated new corporate safety standard for premises controllers	
0.9 Draft	Section 6.2 added on pages 15-17 (all subsequent sections in 6 step-up one)	Section 6.2 added for clarity of risk management as recommended in Safe 365 audit of charter contents.	

8 Appendices

Appendix 8.1. General and specific training

General (Corporate mandatory and core learning)

Corporate induction training: Line manager's must carry out a day-one induction using the new starters checklist: New starters induction checklist

Mandatory all staff: All DCCS employees must complete mandatory health and safety training courses:

- Fire safety awareness
- Health, safety and wellbeing
- Action counters terrorism
- Driver check (only if you drive at work for COLC)

On COLNET go to 'employee support' drop-down and select 'Learning System (e-learning)'. Click the access button to reach the Success Factors learning site. Once on the site you will see your leaning assignments at the foot of the page. This will include any health and safety mandatory courses that are due.

Management: All DCCS management and supervisory grades have access to the core learning programme on health and safety, which comprises:

- IIRSM core safety management (7 hours)
- IIRSM safety leadership (7 hours).
- IIRSM accident and incident investigation (? Hours).

Specific (depending on DCCS role risk profile)

Specific training is listed in table 8.2. DCCS Health and Fire Safety Team will advise on specific health not listed in 8.2.

Appendix 8.2. DCCS Health and Safety Training Matrix

For a larger print copy of this matrix please contact the health and fire safety team.

S = Mandatory by this charter and / absolute minimum **R = Risk based dependant on role/ responsibilities**

Providers**:** I= via DCCS; C= Success Factors/ Corporate H&S

	Asbestos Awareness (UKATA) – 1 day	Asbestos Briefing – ½ day	COSHH Principles- < ½ day	Introduction to CDM (1/2 day)	Principles of CDM (1 day)	Risk Assessment Principles (1/2 day)	Driver safety awareness -SAP	Safety is Leader Led IIRSM (Corp)	Fire Safety Awareness – SAP	Fire Evacuation / Marshal /Warden ½ day	First Aid at work cert / MHFW– 3 days	First Aid re-qualification – 2 days	Health & Safety Induction- SAP	DSE Training and assessment	PCFRA and PEEPs – ½ day	Managing contractors – ½ day	Manual Handling Assessing – - < ½ day	Manual Handling Practical < ½ day	Evacuation Chair Use - < ½ day	Personal Safety/Lone Working – 1 day	Protective Equipment (PPE) - < ½ day	Premises health and fire safety – 1 day	Stress Risk Assessment – ½ day	Scaffolding awareness (1 day)	Garden and forestry machinery (1 day)	Work at height and Ladder safety 1/2	Ladder and stepladder inspection 1/2 day	P901 BOHS Water Hygiene Manager	Legionella risk management principles	Mobile access tower PASMA 1 day	MEWPS IPAF 1 day	Work equipment (non-LANTRA)		Fire door basics (1 day) TBA	Damp and mould awareness 1/2 day
DCCS Staff Categories																																			
All staff																																			
Tier 2																																			
Tier 3																																			
Tier 4																																			
Ras																																			
Service Providers /																																			
Prems Controllers																																			

Staff with manual handling tasks																																	
Using hazardous . substances																																	
Customer facing staff (front line)																																	
Driving duties																																	
Lone Workers																																	
Using work equipment.																																	
Using computers > 10% of day																																	
Technical Staff																																	
Security Officers																																	
Staff that use PPE																																	
Staff who assist in evacuation s																																	
Fire Wardens																																	
First Aiders(nom																																	
Contract Administrators																																	

Staff Category	Staff Level / Description	Provider
Tier 2	Directors, Assistant Directors (Tier 1 Chief Officer is covered in Corp. strategic framework).	I = DCCS
Tier 3	Middle Management – Heads of Service and Team Managers.	C = SAP Success factors or Corporate H&S
Tier 4	Junior Managers – e.g. Team Leaders and Supervisors, Grad XX and below and undertaking health and safety risk assessments	
Those carrying out risk assessments	Those undertaking health and safety risk assessments	
Service Providers / Frontline staff	All employees with no supervisory/managerial responsibilities.	

In all cases the appropriate training must be established using the health and safety risk assessment process.

Courses:

001 Asbestos awareness (UKATA) 1-day (external)

002 Asbestos briefing ½ day (internal)

003 COSHH principles ½ day (internal)

004 Introduction to CDM ½ day (internal)

005 Principles of CDM 1 day (external – BSC)

006 Principles of risk assessment ½ day (internal)

007 Driver safety awareness SAP (internal)

008 Safety is leader led (Corporate H&S):

- IIRSM Core safety management
- IIRSM Leading safely programme (Corporate H&S)
- IIRSM Accident and incident investigation

009 Fire safety awareness SAP (internal)

010 Fire evacuation / Fire marshal / Fire Warden. ½ day (internal)

011 First aid at work -3 days (external)

012 First aid at work requalification – 2 days (external)

013 Health and safety induction SAP (internal)

014 Display screen equipment Work Rite (includes self-assessment) (internal)

015 Person centred fire risk assessment (PCFRA) and Personal Emergency Evacuation Plans (PEEPs). 1 day (internal)

016 Managing contractors ½ day (internal)

017 Manual handling assessment. ½ day (internal)

018 Manual handling practical. ½ day (external)

020 Personal safety / Lone working. 1 day (external)

021 Personal protective equipment (PPE). ½ day (internal)

022 Premises controllers health and fire safety. 1 day (internal)

023 Stress risk assessment. ½ day (internal)

024 Scaffolding awareness. 1 day (external)

025 LANTRA – garden and forestry machinery (e.g. leaf blowers and strimming machines etc.) . 1 day (external)

026 Work at height, ladder safety (internal) or Ladder safety from the Ladder Association (external) < ½ day or ½ day

027 Ladder and step ladder inspection (external – Ladder Safety Assoc.) ½ day

028 BOHS P901. Water hygiene management (external 2 days).

029 Legionella risk management principles. (internal ½ day)

030 Mobile access tower and low-level access for users (external – PASMA). 1 day.

031 Mobile elevated working platforms – e.g. scissor lift / cherry picker. (external – IPAF). 1 day

032 Work equipment (non-LANTRA) including management of noise and vibration.

033 Fire door inspection basics (external) 1 day.

035 Damp and mould awareness training (external) ½ day

Groups

- Chief Officer, Directors, Assistant Directors.
- Heads of service.
- Team leaders and Supervisors
- Those carrying out risk assessments.
- Premises controllers.
- Those carrying out moving and handling tasks.
- Tasks involving hazardous substances (including water hygiene management roles).
- Tasks involving work at height or accessing working platforms
- Tasks involving work in confined spaces.
- Tasks involving asbestos NLW and NNLW.
- Customer facing / frontline workers.
- Driving duties as part of the role.
- Tasks that involve working alone.
- Tasks using work equipment (fixed or portable) including noise and vibration hazards (***not*** *display screen equipment, which is covered elsewhere*).
- Use of display screen equipment (Display screen equipment defined user).
- Technical trades employees (e.g. electricians, gas engineers, plumbers).
- Tasks involving personal protective equipment (PPE) use.
- People who assist in building evacuation and assembly point marshalling (fire wardens and marshals).
- Evacuation chair operatives (new and refamiliarisation).
- Those who are **nominated** first aiders. (3 days FAW, 2 days requalification, or 1-day EFAW)
- Those who are **appointed** first aiders. (briefing by internal health and fire safety team)
- Those who are mental health first aiders (3 days)
- Tasks involving contract administration.
- Those working in hearing protection zones.

8.3 **Risk assessment template**

Safety Net

Risk assessment template for manual record

Prior to placement on Safety Net

Colleagues may prefer to use this Word template to handwrite or type their risk assessment prior to entering it on Safety Net. This template follows the same sequence and data fields as Safety Net and ease of reference and ease of transfer to Safety Net software platform.

Important: Once completed, remember to transfer the risk assessment details to Safety Net. Contact the health and fire safety team or corporate health and safety if you need advice.

1. Department	*Select: Community and Children's Services*
2. Business area	*Select from:* • Barbican and Community Libraries • Barbican Housing • Commissioning and Partnerships • Education and Skills • HRA Housing • People • Public Health
3. Location of work activity	
4. Assessor name and email address	
5. Assessment date	
6. Review date	
7. Who or what is being assessed.	
8. Does risk assessment contain personal medical information	*If 'yes', make sure your assessment is marked 'confidential'. When you enter it on Safety Net, the system will guide you at this point.*
9. Assessment details a. What are the hazards? b. Who might be harmed?	*You might find using the HSE's risk assessment template helps with this section. The link is here*: Risk assessment: Template and examples - HSE *When you reach stage 9d, you will be asked to select the '**control type'** and select one of the following:* *1. Elimination*

c. How might they be harmed? d. What are the existing controls? e. Current risk rating? f. What further action is necessary? g. Residual risk rating h. Action by whom? i. Action due j. Action complete	*2. Substitution* *3. Engineering controls* *4. Administrative controls* *5. PPE* *If you are unsure which option to select, refer to your training notes or ask the health and fire safety team.*
10. Overall risk rating	*This section is auto populated on Safety Net by the system calculating an overall rating from the various the ratings of each hazard you have entered within the overall assessment.*
11. Now transfer your assessment to Safety Net	***Transfer your assessment to Safety Net: Risk Assessments***

For those involved in project health and safety risk management, a projects procedure corporate risk register template is available from the health and fire safety team.

8.4 **Lone working and associated safety devices (People Safe)**

Lone workers are those who work by themselves without close or direct supervision. There will always be greater risks for those working alone, without direct supervision or anyone to help them if things go wrong.

Where identified through risk assessment, lone working safety alert devices may be issued to employees who work alone. PeopleSafe^{tm} is the device used for lone worker protection in DCCS.

Like all personal protective equipment, colleagues must look after the device. It must be regularly tested to ensure that it is functioning correctly and any problems with the device must be reported immediately to DCCS Business Support (Housing and Property).

PeopleSafe is managed through the Business Support Team (Housing and Property).

A guide on how to stay safe when lone working is available here: HSG 19 - Lone Working(Rev 02).doc

8.5**. DCCS Health, Safety and Wellbeing Legal Register**

The British Assessment Bureau says, ‘a legal register serves as a vital tool for organisations to ensure compliance with applicable laws and regulations. It includes a list of legal instruments that are relevant to the organisation's operations, such as environmental laws, health and safety regulations, and industry-specific legislation. The register should be regularly updated to reflect changes in legislation and ensure that the organization remains compliant’. The DCCS legal register is maintained by the health and fire safety team.

The DCCS legal register is formatted into columns thus:

Law	Description and compliance duties imposed on DCCS	Relevance	Compliance status	Updates and amendments

The following link takes you to the DCCS Health, Safety and Wellbeing legal register, which is a live document:

Appendix 2. Example of a communication leaflet / e-bulletin for staff engagement with The Charter

Title: The role of line managers and supervisors in DCCS health and safety management



Every day, line managers and supervisors help keep our colleagues, residents, and workplaces safe. They are the frontline champions of good practice — making sure standards are upheld, risks are managed, and everyone feels confident to work safely and speak up.

What this means in practice

Line managers and supervisors make safety *real* by:

Staying informed and proactive

- Keeping up to date with health and fire safety requirements in their service areas.
- Ensuring local arrangements are implemented, monitored, and continuously improved.

Empowering their teams

- Making sure staff are trained, competent and supported to meet their health and fire safety responsibilities.
- Promoting a psychologically safe, no-blame culture where concerns can be raised early.

Owning risk management

- Leading on risk assessments, including those for equipment, substances, and person-centred fire risks for vulnerable residents.
- Monitoring risk controls and acting when gaps appear.
- Conducting and escalating safety incident investigations, and reporting all accidents and near misses through **Safety Net**.

Being visible and accountable

- Carrying out regular inspections and checks.
- Communicating clearly with employees, residents, contractors and partners to coordinate safe working arrangements.
- Seeking advice from competent health and safety professionals when needed.



Clear lines of communication

Colleagues, contractors or members of the public with questions about health or fire safety should direct enquiries to their **head of service**, who will consult the Health & Fire Safety Team as needed. This ensures consistent, expert responses and supports our governance structure.

Why this matters

Because when managers lead confidently on safety, everyone benefits — safer services, safer homes, safer people.

Want to go further?

You can read more about our shared commitments in the **DCCS Health, Safety and Wellbeing Charter**.

If you’d like this in email-ready HTML, with embedded images or alternative layout styles, just let me know!

All the best,

Health and Fire Safety Team (Paul etc.).