



NORTH STAR

Creating homes, building futures

Health and Safety Policy and Procedures 2026

Title of policy:	Health and Safety Policy and Procedures
Version:	V2
Updated:	February 2026
Next review:	February 2028
By:	Head of Property and Compliance

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PART 1 – HEALTH & SAFETY POLICY STATEMENT

This is the Health and Safety Policy Statement of North Star Housing Group. (North Star)

The safety of our customers, staff, contractors, visitors and members of the public is fundamental to our governance, our service delivery and our organisational integrity. Health and Safety is not treated as an operational obligation alone, but as a strategic responsibility owned by the Board and embedded throughout the organisation. Board have zero risk appetite on health and safety.

We recognise and accept our responsibilities both as a landlord and as an employer. North Star will comply with duties under Sections 2 and 3 of the Health and Safety at Work etc Act 1974. We will meet all applicable statutory and regulatory requirements and adopt best practice where proportionate and appropriate.

As a landlord, we are committed to ensuring that the homes we provide are safe and free from hazards that could reasonably cause harm. We will maintain robust systems to identify, assess and remedy risks within our properties, including domestic dwellings, communal areas and shared spaces. Hazards will be managed proactively, not reactively, and in alignment with HHSRS principles.

As an employer, we will provide a safe and healthy working environment for all employees, whether office-based, remote or field-based. We will ensure that safe systems of work are supported by appropriate risk assessments, that employees receive suitable information, instruction, training and supervision, and that lone working arrangements and personal safety controls are effective and regularly reviewed. We will promote wellbeing and occupational health support and ensure safe management of visitors and third parties on our premises.

Where we engage contractors, managing agents or other partners, we retain ultimate accountability for ensuring that Health and Safety standards are met. We will appoint competent contractors and duty holders, monitor performance, and ensure that responsibilities within managed or agency arrangements are clearly documented. Incidents, near misses and compliance failures will be investigated appropriately, with learning embedded into service improvement.

We are committed to providing not reassurance but demonstrable assurance to the Board and management. Health and Safety performance will be supported by robust data integrity, accurate recording, structured monitoring and independent validation. We will allocate appropriate financial, human and technological resources to discharge our duties effectively. Compliance information will be maintained through controlled systems and monitored through structured governance arrangements, including oversight by the Health and Safety Steering Group, Senior Management Team and Board. The Board will receive transparent, evidence-based reporting, including visibility of statutory compliance performance, Awaab's Law delivery, aged remedial actions, communal area compliance, incident trends and emerging regulatory risks.



All employees have a legal duty to take reasonable care for their own safety and that of others and to cooperate fully with the arrangements established to secure Health and Safety. Employees are required to follow Health and Safety instructions and guidance and to raise concerns promptly through appropriate management channels. A culture of openness, learning and continuous improvement is essential to maintaining safe environments for all.

This Policy Statement will be reviewed at least every two years, or sooner where legislative or regulatory change requires amendment. Associated policies and procedures are version controlled, centrally accessible and subject to regular review to ensure ongoing alignment with regulatory expectations and independent recommendations.

Through this Policy, North Star reaffirms its commitment to safeguarding the health, safety and wellbeing of everyone affected by our activities. We will continue to strengthen our systems, oversight and assurance so that compliance is not assumed, but evidenced, monitored and demonstrably controlled.

Signed 

James Walder
Chief Executive

PART 2 – ORGANISATION AND RESPONSIBILITIES

Effective Health and Safety governance requires clear accountability, defined responsibilities and structured oversight. North Star's organisational framework ensures that Health and Safety risk is managed consistently across all levels of the organisation, with strategic oversight retained by the Board and operational delivery embedded within management structures.

North Star has zero tolerance for the failure to manage or control risk appropriately. Responsibilities are therefore clearly defined to ensure statutory compliance, regulatory alignment and demonstrable assurance.

2.1 The Board

The Board retains ultimate accountability and responsibility for Health and Safety within North Star.

The Board is responsible for ensuring that:

- Adequate governance and management arrangements are in place to ensure employees can undertake their duties while meeting all Health and Safety requirements.
- Health and Safety management systems are effective, proportionate and functioning as intended.
- Appropriate resources are available to discharge statutory and regulatory duties.
- Compliance reporting provides sufficient visibility of risk exposure, aged remedial actions and emerging issues.
- Health and Safety performance aligns with the organisation's zero risk appetite.

The Board has appointed the Chief Executive as having overall executive responsibility for Health and Safety within the organisation.

2.2 Chief Executive

The Chief Executive holds overall executive accountability for Health and Safety performance and compliance.

The Chief Executive is responsible for ensuring that:

- Appropriate financial, human and technological resources are allocated to Health and Safety.
- North Star's activities comply, as a minimum, with current Health and Safety legislation and regulatory requirements.
- Health and Safety is given equal strategic priority with other organisational objectives.
- Material risks or compliance failures are escalated to the Board appropriately.
- Health and Safety considerations are integrated into corporate strategy and business planning.



2.3 Senior Management Team (SMT)

The Senior Management Team comprises the Chief Executive, Executive Director of Customers, Executive Director of Assets and Growth, Executive Director of Finance and Business Support.

In addition to their individual service responsibilities, SMT members are collectively responsible for ensuring the effective operation of North Star's Health and Safety management system.

SMT is responsible for:

- Coordinating Health and Safety arrangements across the organisation.
- Integrating Health and Safety objectives into the corporate business plan.
- Assigning responsibilities for planning, monitoring, reviewing and auditing Health and Safety arrangements.
- Ensuring that compliance performance and risk exposure are regularly reviewed.
- Aligning Health and Safety performance with corporate risk management frameworks.

2.4 Directors, Heads of Service, Managers and Team Managers

Directors, Heads of Service, Managers and Team Managers are responsible for implementing Health and Safety arrangements within their operational areas and ensuring day-to-day compliance.

They are responsible for ensuring that:

- New staff receive an appropriate Health and Safety induction prior to commencing work and complete corporate Health and Safety training within their probationary period.
- Staff undertake mandatory and role-specific Health and Safety training relevant to their duties.
- Staff understand their specific Health and Safety responsibilities and their general duty to work safely and report concerns.
- Activities under North Star's control are conducted in accordance with relevant policies, procedures and statutory requirements.
- Health and Safety is managed effectively on a day-to-day basis within their remit.
- Issues that cannot be resolved locally are escalated appropriately.
- Suitable and sufficient risk assessments are undertaken for identified hazards and reviewed regularly.
- Safe systems of work are adhered to.
- Work equipment is suitable for the task and maintained appropriately.
- Employees are provided with appropriate personal protective equipment and that it is used correctly.
- Accidents, incidents and near misses are recorded, investigated proportionately and remedial action implemented.
- Personal injury claims and enforcement correspondence are escalated through appropriate governance channels.

In addition:

- Managers within directly managed supported housing and sheltered schemes must ensure customer vulnerabilities and associated risks are assessed and managed appropriately.
- Managers responsible for North Star premises must ensure statutory checks and safety controls are completed and premises maintained safely.
- Managers overseeing contractor services must ensure contractor competence, compliance and safe systems of work are monitored.

2.5 Named Health and Safety Lead

In line with the Social Housing (Regulation) Act 2023 and associated Consumer Standards, North Star has designated a senior management lead responsible for Health and Safety compliance.

The appointed Named Health and Safety Lead is Emma Speight, Executive Director of Assets and Growth.

The Named Health and Safety Lead is responsible for:

- Ensuring appropriate Health and Safety policies and control frameworks are in place.
- Monitoring compliance performance across statutory and regulatory areas.
- Assessing the risk of failure to comply with Health and Safety requirements.
- Notifying the Board and Chief Executive of material risks or compliance failures.
- Providing strategic advice on compliance requirements and legislative change.

Information regarding the Named Health and Safety Lead is made available to tenants in accordance with regulatory requirements.

The designation of a Named Lead strengthens transparency and accountability. Legal responsibility for compliance remains with North Star as a Registered Provider and ultimately with the Board.

2.6 Head of Property and Compliance

The Head of Property and Compliance provides operational and technical oversight of landlord compliance and regulatory alignment.

The role is responsible for:

- Monitoring changes in Health and Safety legislation and regulatory expectations and advising senior management accordingly.
- Ensuring Health and Safety policies and procedures remain up to date and aligned with prevailing requirements.
- Maintaining oversight of compliance performance data and risk exposure.
- Preparing quarterly Health and Safety performance reports for the Board, including statutory compliance status, aged remedial actions and corrective measures.



This role supports the organisation's commitment to demonstrable assurance, consistent with the recommendations of independent reviews.

2.7 Health and Safety Steering Group

The Health and Safety Steering Group meets on a six-weekly basis and includes representation from SMT and MT. Independent specialist Health and Safety advice is available through appointed third-party consultants when required

The Group is responsible for:

- Overseeing Health and Safety activity across the organisation.
- Monitoring compliance performance, action plans and incident reporting.
- Reviewing emerging risks through internal and external horizon scanning.
- Considering audit findings and recommending improvements.
- Reviewing resource requirements and escalating recommendations where necessary.

The Group forms an important component of North Star's layered assurance framework.

2.8 Health and Safety Assistance

In accordance with Regulation 7 of the Management of Health and Safety at Work Regulations 1999, North Star has appointed competent external assistance to provide specialist Health and Safety advice.

Details of appointed competent persons are maintained in controlled internal records.

The above health and Safety assistance is responsible for providing a source of expert advice on health and safety matters and to act as the "competent person".

Responsibilities for individual compliance areas are detailed in Appendix A and are clearly documented and version controlled.

2.9 All Staff

All employees have a legal duty to cooperate in Health and Safety matters and contribute to maintaining safe environments.

Employees are required to:

- Read and understand North Star's Health and Safety Policy.
- Fulfil specific Health and Safety responsibilities relating to their role.
- Take reasonable care for their own safety and that of others.
- Cooperate with North Star to enable compliance with statutory duties.
- Attend required Health and Safety training.
- Use equipment and protective measures appropriately.
- Report hazards, incidents and concerns promptly.
- Contribute positively to improving Health and Safety performance.



2.10 Whistleblowing

North Star maintains a Whistleblowing Policy that supports a culture of openness, integrity and accountability. Staff, Board members and stakeholders are encouraged to raise concerns relating to suspected wrongdoing, malpractice or Health and Safety issues without fear of reprisal.

Concerns are managed in accordance with established procedures to ensure appropriate investigation and response.

Whistle blow Policy



PART 3 – ARRANGEMENTS

North Star maintains a structured health and safety assurance framework designed to provide the Board with clear, evidence-based oversight of compliance and risk.

Health and safety performance data is captured within the compliance management system and subject to validation checks to ensure completeness and accuracy. Statutory compliance areas – including gas, electrical, fire, water hygiene, lifts, damp and mould and other landlord obligations – are monitored through defined key performance indicators.

Performance information is reported monthly to Senior Management Team and quarterly to Board and relevant Committees. Reporting distinguishes between:

- Full compliance
- At-risk compliance
- Non-compliance
- Emerging risk

High-risk issues, overdue statutory inspections and enforcement activity are escalated immediately. In line with learning from governance reviews and regulatory feedback, North Star continues to strengthen transparency through enhanced compliance scorecards. Separate reporting frameworks for communal areas and domestic properties provide clearer visibility of performance across asset types. This approach ensures that Board oversight is comprehensive and that compliance reporting provides assurance rather than reassurance.

The assurance framework incorporates:

- Internal audit review
- Independent specialist advice
- Data reconciliation processes
- Compliance workbook validation
- Post-incident learning
- Regulatory horizon scanning

Through this structured approach, North Star ensures that health and safety performance is measurable, transparent and subject to continuous improvement, providing the Board with confidence that statutory obligations are met and risks are actively managed in accordance with the organisation's zero appetite for unmanaged health and safety risk.



3.1 Accidents and Incidents

North Star operates with zero tolerance for the failure to manage or control Health and Safety risk appropriately and effective reporting, investigation and oversight of accidents, incidents and near misses form a critical part of the organisation's assurance framework. All employees are required to report accidents, incidents and near misses within two working days of occurrence using the approved reporting system. Immediate notification to the relevant Line Manager is also required to ensure early assessment and control of risk.

Accident and Near Miss Form

Managers are responsible for ensuring that investigations are undertaken within ten working days of the incident being logged. Investigations must be proportionate, identify immediate and root causes, and determine whether systemic or control failures have occurred. Where specialist input is required, the external Health and Safety Advisor will provide competent assistance.

Where remedial actions are identified, these must be recorded with defined ownership and timescales. Completion of actions is centrally monitored to ensure that agreed control measures are implemented effectively and within the specified timeframe. Outstanding actions are visible within compliance monitoring arrangements and may be escalated where delay presents material risk.

Accident and incident data is reviewed at each meeting of the Health and Safety Steering Group and forms part of quarterly reporting to the Board. Reporting includes analysis of trends, severity, service area impact and recurrence. This enables structured oversight, supports early identification of emerging risks and informs improvements to safe systems of work. Where incidents relate to communal areas, supported housing or customer safety, this is clearly identified to ensure appropriate landlord oversight.

For clarity within this policy:

- An accident is an unplanned event resulting in injury, ill health or damage.
- An incident is an unplanned event that had the potential to result in injury, ill health or damage.
- A near miss is an event that did not cause harm but had the potential to do so.

RIDDOR – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

North Star will comply fully with its statutory duties under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR). Certain work-related accidents, incidents and dangerous occurrences involving employees, customers, tenants, contractors or members of the public are legally reportable to the Health and Safety Executive (HSE).

Where an incident is believed to meet RIDDOR reporting criteria, immediate escalation is required.



HSE guidance to RIDDOR

The accident or near miss reporting form must be completed within two days, and the Head of Property and Compliance must be contacted immediately if any of the following occurs:

- A fatality.
- An accident resulting in a tenant, customer, contractor or member of the public being taken from the scene of the accident to hospital for treatment.
- An accident resulting in an employee being incapacitated for more than seven consecutive days.
- A fire or explosion resulting in a premises being evacuated or out of use for 24 hours or more.
- An incident involving damage to asbestos-containing materials.
- Collapse of scaffolding, lifting equipment or machinery.
- Collapse of a building or structural element.
- A serious incident involving a gas appliance.

If the Head of Property and Compliance is unavailable, escalation must be made to the Director of Assets, Property and Sustainability, Executive Director of Assets and Growth or the appointed external Health and Safety Advisor.

The Head of Property and Compliance retains oversight of RIDDOR submissions to ensure statutory deadlines are met and that reports are accurate and complete.

Fatal and specified injury cases must be reported without delay. Other reportable incidents must be submitted within the statutory timeframe, including the requirement to notify the enforcing authority within 10 days of the incident. Over-seven-day incapacitation cases must be reported within 15 days of the incident.

All RIDDOR-reportable events are subject to internal review to ensure that learning is embedded, control measures strengthened and systemic issues addressed.

Where incidents relate to landlord compliance areas such as gas, fire, electrical safety, asbestos or communal areas, findings are integrated into compliance monitoring and risk reporting processes.

Accident and incident management forms part of North Star's wider Health and Safety assurance model. Data integrity is maintained through controlled reporting systems, defined escalation pathways and central oversight of remedial actions.

The Board receives quarterly reporting on accident and incident performance, including RIDDOR notifications, trend analysis and material risk themes. This structured oversight ensures that Health and Safety risks are visible, monitored and controlled in line with the organisation's zero risk appetite.

3.2 Airborne Viruses

North Star recognises the learning arising from the COVID-19 pandemic and has embedded structured arrangements for managing the risks associated with airborne infectious diseases. The experience of the 2020/21 pandemic has strengthened our approach to risk assessment, business continuity, communication and workforce resilience.

North Star maintains a framework to respond proportionately to emerging public health risks. Where Government or Public Health guidance is issued, it will be reviewed promptly by the Health and Safety Steering Group and appropriate advice provided to the Senior Management Team. Senior Management Team will coordinate organisational response, ensure consistent communication to employees and, where required, implement temporary control measures across services and premises.

Role-based and office-based risk assessments include consideration of airborne transmission risk and identify appropriate control measures, such as ventilation, hygiene controls, remote working arrangements, customer contact protocols and personal protective measures where required. These risk assessments are reviewed annually and updated dynamically in response to changes in public health guidance or emerging risk.

Business continuity arrangements are aligned with Health and Safety planning to ensure that essential services to customers, including vulnerable tenants and supported housing schemes, can continue safely during periods of elevated public health risk. This includes consideration of communal areas, customer-facing services and contractor activity.

3.3 Alcohol and Drugs

North Star is committed to maintaining safe working environments for employees, customers and the public. Employees are required to present themselves always fit for work and must not be under the influence of alcohol, legal/illegal drugs, non-prescribed controlled substances or intoxicating solvents while on duty.

All employees share a responsibility to maintain safe working practices. Where a colleague is believed to be unfit for work due to the influence of alcohol or drugs, the matter must be reported immediately to the relevant Line Manager.

Where there is reasonable belief that an employee is under the influence of alcohol or drugs while on duty, appropriate management action will be taken in accordance with organisational procedures. This may include removal from duty pending investigation and potential disciplinary action.

The consumption of alcohol or non-prescribed drugs on North Star premises or while undertaking North Star business is prohibited and will be managed in accordance with disciplinary procedures.

These arrangements support North Star's zero tolerance approach to behaviours that compromise safety and reinforce our commitment to protecting staff, customers and the public.



3.4 Asbestos Containing Materials (ACMs)

North Star recognises the significant health risks associated with exposure to asbestos fibres and operates a structured, risk-based framework to manage asbestos containing materials (ACMs) in compliance with the Control of Asbestos Regulations 2012. We adopt a zero-tolerance approach to unmanaged asbestos risk and are committed to preventing exposure to tenants, employees, contractors, visitors and members of the public across all properties owned, managed or controlled by the organisation. There are links below to the relevant legislation:

[Control of Asbestos Regulations](#)
[HSE Guidance to Asbestos](#)

North Star acknowledges its statutory duty to manage asbestos within non-domestic premises and the communal areas of residential buildings. This includes common parts of blocks of flats, plant rooms, service risers, offices, supported housing schemes and buildings held under fully repairing lease arrangements. All properties constructed prior to 2000 are presumed to contain asbestos unless robust evidence confirms otherwise. The Head of Property and Compliance is appointed as Duty Holder for asbestos management on behalf of the organisation, with Asset and Sustainability Manager acting as Deputy with operational responsibility delegated through clearly defined management roles.

The organisation maintains a comprehensive Asbestos Management Plan and central asbestos register, which records the location, type, condition and risk rating of known or presumed ACMs. The register is treated as a live compliance document and is updated following surveys, re-inspections, removals or new discoveries. Access to accurate asbestos information is mandatory prior to instructing any intrusive work. No intrusive works are permitted to commence without appropriate review of asbestos data and, where necessary, commissioning of additional investigation.

Asbestos surveys are commissioned in accordance with HSE guidance (HSG264) and include Management Surveys for occupied buildings and Refurbishment and Demolition surveys prior to planned intrusive works. Survey activity is prioritised through a risk-based approach to ensure that higher-risk properties, void homes without valid data, and communal areas are appropriately controlled. Where ACMs are identified, decisions regarding management, encapsulation or removal are made on the basis of condition, accessibility and likelihood of disturbance. Removal works are undertaken only by licensed and competent contractors. North Star employees are not authorised to undertake licensed or non-licensed asbestos work.

Arrangements for responsive repairs, void works, planned investment and development activities embed asbestos risk management into specification, procurement and contractor oversight processes. A formal stop-work procedure applies where suspected ACMs are encountered unexpectedly, with immediate escalation to the Compliance Team for investigation and control. Re-inspection programmes ensure that known or presumed ACMs, particularly within communal areas, are reviewed at defined intervals and that changes in condition are acted upon promptly.



Training is provided proportionately to role in line with Regulation 10 of the Control of Asbestos Regulations 2012. Staff who may encounter asbestos receive asbestos awareness training, with enhanced training for those holding compliance and survey responsibilities. Management responsible for the management of asbestos hold the BOHS P405 certificate. Contractor competence is verified prior to appointment and monitored through performance management and audit.

North Star is committed to transparent communication with tenants and leaseholders regarding asbestos risks. Information is provided at tenancy sign-up and mutual exchange, and tenants are advised not to disturb the fabric of their homes without permission. Asbestos information relevant to individual properties is made available upon request, and clear guidance is provided to support safe occupation.

Performance against asbestos compliance obligations is monitored through structured key performance indicators, including Tenant Satisfaction Measure BS03 (Asbestos Safety Checks). Quarterly performance reporting is provided to Senior Management and the Board, including data on survey coverage, re-inspection compliance, remedial actions and any RIDDOR notifications. Independent third-party assurance is commissioned periodically to validate adherence to policy and statutory requirements. Findings from audits, incidents or regulatory feedback are used to strengthen systems and controls.

Detailed operational arrangements, roles and responsibilities, survey methodology and monitoring frameworks are set out in North Star's standalone Asbestos Policy and Asbestos Management Plan.

[Asbestos Policy](#)

[Asbestos Management Plan](#)

3.5 Awaab's Law, Damp & Mould and HHSRS

North Star recognises that damp, mould and hazards arising under the Housing Health and Safety Rating System (HHSRS) present significant risks to resident health and wellbeing. In line with the Social Housing (Regulation) Act 2023, Consumer Standards and the forthcoming requirements of Awaab's Law, North Star adopts a proactive, risk-based and resident-focused approach to hazard management within homes.

Damp and mould reports are treated as potential health hazards and triaged according to risk. Cases involving vulnerable residents, including young children, older persons or individuals with respiratory conditions, are prioritised. Inspections are undertaken within defined timescales and root cause analysis is applied to ensure that underlying building defects, condensation issues or ventilation failures are appropriately identified and addressed.

North Star does not attribute damp and mould solely to lifestyle factors. Where behavioural elements are identified, advice and support are provided alongside any necessary physical remedial works. Remedial actions are monitored to completion and post-inspection follow-up is undertaken where required.



HHSRS considerations are embedded within property inspection processes, void standards, planned investment programmes and responsive repairs. Category 1 hazards are addressed as a matter of urgency and escalation arrangements are in place where statutory timescales may be at risk.

Performance relating to damp, mould and housing hazards is monitored through defined key performance indicators, including response times, completion times, repeat cases and vulnerability markers. This information forms part of Board reporting and is subject to internal audit review.

Through these arrangements, North Star ensures that housing-related health risks are identified early, addressed decisively and monitored effectively, providing assurance that residents are living in safe and healthy homes.

The Hazards in Social Housing Regulations Awaab's Law Policy

3.6 Carbon Monoxide

North Star complies with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 and recognises carbon monoxide (CO) as a serious life safety risk. Carbon monoxide alarms are installed in all homes containing a fixed combustion appliance (excluding gas cookers) and are tested as part of annual gas servicing visits where applicable. Faulty alarms reported by residents are repaired or replaced without delay.

CO safety forms part of wider gas and fuel safety compliance arrangements, including annual landlord gas safety checks and servicing of relevant heating systems. Resident safety information is provided to raise awareness of the risks associated with carbon monoxide exposure.

Compliance performance relating to alarm installation and servicing is monitored through the compliance management system and reported through governance routes.

3.7 Control of Substances Hazardous to Health (COSHH)

North Star recognises its statutory duties under the Control of Substances Hazardous to Health Regulations (COSHH) to prevent or adequately control exposure to substances that may cause ill health. Hazardous substances may be present across a range of North Star workplaces and operational environments, including offices, communal areas of residential buildings, supported housing schemes and during maintenance activities undertaken by employees or contractors.










Control of Substances Hazardous to Health regulations

Within office environments, hazardous substances may include cleaning chemicals, printer inks and toners. Within housing stock and communal areas, substances may include cleaning products and, in certain circumstances, bodily fluids or other biological hazards. North Star acknowledges that exposure risk



extends beyond employees and must also consider tenants, contractors, visitors and members of the public.

Hazardous substances are identified through review of Safety Data Sheets provided by suppliers and through recognised hazard labelling. Where reasonably practicable, non-hazardous or less hazardous alternatives are used. Where substitution is not possible, managers are required to maintain an up-to-date register of hazardous substances within their service area. Material Safety Data Sheets are retained, and suitable and sufficient COSHH assessments are undertaken to identify risks and determine appropriate control measures.

What do the COSHH symbols mean?		
 Dangerous to the environment	 Toxic	 Gas under pressure
 Corrosive	 Explosive	 Flammable
 Caution – used for less serious health hazards like skin irritation	 Oxidising	 Longer term health hazards such as carcinogenicity

HSE guidance on COSHH

Control measures are proportionate to risk and may include safe systems of work, ventilation, restricted access, safe handling procedures and the provision of personal protective equipment where required. Information derived from COSHH assessments is communicated to employees who may use or be exposed to hazardous substances, and where relevant, to those responsible for ensuring tenants or other building users are not placed at risk.

Storage and handling arrangements are risk assessed to prevent accidental release, environmental contamination or fire risk. Hazardous substances are stored in accordance with manufacturer instructions and Safety Data Sheets. Quantities held are limited to the minimum necessary for operational need. Incompatible substances are stored separately, containers are clearly labelled, and secondary containment systems such as drip trays or bunds are used where appropriate.

Flammable materials are stored away from ignition sources and within suitable containers. Employees are trained in the safe storage, handling and disposal of hazardous substances relevant to their role.

COSHH compliance forms part of North Star's wider Health and Safety monitoring framework. Managers are responsible for ensuring that registers and assessments remain current, particularly where new substances are introduced or work activities change. Compliance performance and any significant incidents involving hazardous substances are reported through established governance channels, including the Health and Safety Steering Group where appropriate.

Where risk relates to exposure to blood-borne viruses, arrangements are detailed within the separate Blood-borne Viruses in the Workplace Policy, which should be read in conjunction with this policy.

Blood Borne Viruses Policy

Through these arrangements, North Star ensures that risks associated with hazardous substances are identified, controlled and monitored in line with statutory requirements and in support of our zero appetite for unmanaged Health and Safety risk.

3.8 Construction (Design and Management) Regulations 2015 (CDM 2015)

North Star recognises its legal duties under the Construction (Design and Management) Regulations 2015 (CDM 2015) and acknowledges that, in the majority of cases, the organisation acts as the Client for construction, refurbishment, demolition and maintenance works carried out on its behalf. CDM duties apply to projects of all sizes, including planned investment programmes, void refurbishments, component replacements, structural alterations and certain responsive repairs where construction risk exists.

As Client, North Star has a statutory duty to ensure that construction works are planned, managed and monitored in a manner that safeguards the health, safety and welfare of customers, employees, contractors and members of the public. This includes works undertaken within occupied homes, supported housing schemes and communal areas, where additional controls are required to protect residents and vulnerable customers.

North Star will ensure that suitable management arrangements are in place before works commence. This includes early project categorisation to determine CDM applicability and notifiability thresholds, formal written appointment of competent Principal Designers and Principal Contractors where required, and verification that adequate time, resources and welfare arrangements have been allocated. No qualifying construction work will commence without confirmation that appropriate Pre-Construction Information has been provided and that a suitable Construction Phase Plan is in place.

The organisation maintains a Client CDM Risk Register and notification tracker to record all projects requiring formal CDM oversight. Notifiable projects are reported to the Health and Safety Executive via the F10 process in accordance with statutory thresholds. Health and Safety Files are reviewed, approved and retained within



asset records to ensure that information relevant to future maintenance and safety management is preserved.

North Star applies CDM principles proportionately across all construction activity, regardless of size or value. Even where works are not formally notifiable, core duties relating to safe planning, contractor competence, risk communication and monitoring apply. This approach ensures that responsive repairs, planned programmes and development activity are delivered consistently and safely.

Competence is verified prior to appointment of duty holders, and contractor performance is monitored through structured audits, site inspections, KPIs and post-project reviews. Where non-compliance or unsafe practices are identified, escalation procedures are applied and works may be suspended until risks are controlled. Lessons learned from incidents, near misses or audits are incorporated into continuous improvement arrangements.

Construction activity is also reviewed for its interface with other statutory compliance areas, including fire safety, asbestos management, electrical safety, gas safety and the Building Safety Act 2022 where applicable. This ensures that CDM oversight is integrated into North Star's wider compliance and asset management framework.

Operational detail, procedural steps, templates, competency requirements and governance arrangements are set out in full within North Star's standalone Construction (Design and Management) Regulations 2015 Policy & Procedure (2025), which should be read in conjunction with this policy.

Through these arrangements, North Star demonstrates structured oversight of construction risk and provides clear assurance to the Board that CDM duties are discharged effectively and in line with our zero appetite for unmanaged Health and Safety risk.

Construction Design Management Regulations

HSE Guidance on CDM

3.9 Control of Visitors

North Star recognises its duty to ensure, so far as is reasonably practicable, the health and safety of visitors attending its premises. Visitors may be unfamiliar with site-specific hazards and emergency arrangements and therefore require appropriate supervision and control.

All visitors to North Star offices and managed premises are required to report to a designated point of contact on arrival and comply with local site arrangements. Visitor management procedures are established at each office or scheme and are the responsibility of the relevant Manager to implement and monitor.

Employees inviting visitors to site are responsible for ensuring that visitors are appropriately received, informed of relevant safety arrangements and not left unaccompanied in restricted or higher-risk areas unless suitable controls are in place. Access to plant rooms, maintenance areas or other controlled spaces is restricted to authorised individuals.

Visitors are briefed on emergency arrangements where necessary and must be escorted to the designated assembly point in the event of an evacuation.

3.10 Co-operation, Co-ordination and Third Parties

North Star recognises that effective co-operation and co-ordination are essential where activities are undertaken in partnership with third parties or where other organisations operate within our buildings. We retain ultimate accountability for statutory landlord health and safety compliance and will not delegate legal responsibility, even where operational delivery is undertaken by contractors, managing agents or support providers.

Where third parties work on our behalf or within our premises, we ensure that suitable arrangements are in place to share relevant health and safety information, clarify responsibilities and co-ordinate activities. This includes construction works, managing agent arrangements, supported housing services, communal area management, development partnerships and contractor-delivered compliance programmes. Information sharing includes risk assessments, asbestos data, fire safety information, emergency procedures, safeguarding considerations and customer vulnerability information where appropriate and lawful.

In supported housing schemes and services delivered wholly or partly by managing agents or third-party support providers, respective responsibilities are formally defined within Service Level Agreements or Management Agreements. These agreements clearly specify landlord compliance duties, property-related statutory inspections, communal area safety management and reporting arrangements. The relevant operational manager is responsible for ensuring that responsibilities are understood and implemented in practice. However, oversight of statutory compliance remains within North Star's governance framework and is subject to internal monitoring and Board reporting.

Where managing agents are appointed to oversee leasehold blocks or mixed tenure schemes, formal agreements set out responsibilities relating to communal area inspections, fire risk assessment actions, maintenance of plant and equipment, and statutory servicing regimes. North Star retains oversight through compliance monitoring, performance reporting and audit review. Where compliance information is required from managing agents, this must be provided in an agreed format and within defined timescales to ensure data integrity within North Star's compliance systems.

Leaseholders are responsible for maintaining safety within their demise in accordance with lease obligations. However, North Star retains responsibility for the safety of communal areas and structural elements. Clear communication is provided to leaseholders regarding their obligations, particularly in relation to fire safety, alterations, gas and electrical installations, and access requirements for statutory inspections. Where leaseholder actions have the potential to affect building safety, appropriate enforcement or engagement measures will be applied.

Where accidents, incidents or near misses occur involving third parties, investigations will involve all relevant organisations. Where findings identify gaps in clarity, communication or co-ordination, corrective action will be implemented



promptly, including amendment of agreements or procedures where required. Learning is shared through the Health and Safety Steering Group and incorporated into future contract management arrangements.

North Star maintains a register of schemes managed by third parties and managing agents, including confirmation of responsibility allocation and monitoring arrangements. These schemes form part of the organisation's wider compliance oversight framework and are included within Board reporting where relevant.

Through these arrangements, North Star ensures that partnership working does not dilute accountability and that the health, safety and wellbeing of employees, customers, volunteers and members of the public are protected through structured governance, clear documentation and active oversight.

3.11 Display Screen Equipment (DSE)

North Star recognises its duties under the Health and Safety (Display Screen Equipment) Regulations 1992 to assess and control risks associated with the use of display screen equipment. These regulations apply to employees who use display screen equipment daily for continuous periods of one hour or more, including staff based in corporate offices, supported housing schemes, sheltered housing settings and homeworking environments.

The Health and Safety (Display Screen Equipment) Regulations

All eligible employees are required to complete an annual DSE self-assessment through the organisation's learning management system. The assessment enables employees to identify any issues relating to workstation layout, seating, equipment positioning, lighting or work patterns that may contribute to musculoskeletal discomfort or other health concerns. Guidance is provided to staff on how to configure their workstation appropriately, including access to instructional materials demonstrating correct ergonomic set-up.

HSE DSE guidance

Where concerns are identified through self-assessment, these are reviewed in conjunction with the employee's Line Manager and People Services. Appropriate corrective action is agreed and implemented, which may include adjustment of workstation layout, provision of additional equipment, ergonomic accessories or further specialist assessment. Any new equipment identified as necessary is procured through the appropriate internal channels to ensure suitability and consistency.

Employees are required to organise their work to avoid prolonged, uninterrupted screen use by incorporating regular breaks or changes of activity. Managers are responsible for ensuring that work patterns are reasonable and that staff are not exposed to excessive screen time without opportunity for rest. Any symptoms such as back pain, neck stiffness, upper limb discomfort, headaches or visual strain that may be attributable to DSE use must be reported promptly and investigated.

North Star funds eyesight tests for DSE users in accordance with regulatory requirements and will contribute to the cost of spectacles required solely for display screen work where clinically indicated.

DSE risk management extends to homeworking arrangements. Expectations and control measures relating to remote working environments are detailed within the Homeworking section of this policy and associated procedures. Employees working from home are required to complete DSE assessments and ensure their workstation meets minimum ergonomic standards.

Compliance with DSE assessment requirements is monitored through the learning management system and forms part of health and wellbeing oversight. Where trends indicate recurring issues, further preventative measures or awareness initiatives may be introduced.

Through these arrangements, North Star seeks to prevent work-related musculoskeletal disorders and ensure that display screen use does not adversely affect employee health, in line with statutory duties and our commitment to safe and healthy working environments.

3.12 Driving at Work

North Star recognises that driving for work purposes presents a significant risk to employees and members of the public. Work-related road risk is managed as part of the organisation's broader Health and Safety framework, and the same standards of risk control apply to driving activities as to any other work activity.

Many roles within North Star require employees to drive their own vehicle for business use. The organisation requires annual verification of driving eligibility for all employees who claim essential or casual car user allowances. This includes provision of a valid driving licence, confirmation of business-use motor insurance, and evidence of valid vehicle tax and MOT certification where applicable. These checks are monitored and validated through established internal processes to ensure that only eligible and appropriately insured vehicles are used for business purposes.

Employees remain responsible for ensuring that they are legally entitled to drive and that any vehicle used for work purposes is roadworthy, appropriately insured for business use and maintained in accordance with legal requirements. This expectation applies to all staff who drive in connection with their role, regardless of frequency or mileage.

Managers are responsible for ensuring that driving risks are considered within role-based risk assessments, particularly where staff routinely travel between sites, visit customers at home, or attend supported housing schemes. Where higher mileage or specialist vehicle use is involved, additional controls may be implemented.

North Star adopts a strict approach to mobile phone use while driving. Employees must not use a hand-held mobile phone while driving for work purposes under any circumstances. This includes making or receiving calls, sending or reading text messages, accessing the internet or interacting with applications. Drivers are

required to stop in a safe and lawful location before making or receiving calls. Compliance with current road traffic legislation is mandatory.

Any collision, near miss or driving-related incident occurring in the course of work must be reported in accordance with the organisation's accident and incident reporting procedures. Where necessary, investigations will be undertaken to identify contributory factors and determine whether additional controls or training are required.

Driving Policy

HSE driving and riding safely for work Guidance

3.13 Electrical Safety

North Star recognises its duties under the Electricity at Work Regulations 1989 and the Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020, which require electrical installations in residential properties to be inspected and tested at least every five years. North Star applies this five-year cycle as a minimum standard across its property assets and will undertake more frequent inspections where risk assessment or regulatory change indicates this is necessary.

Periodic inspections are undertaken by suitably qualified and competent contractors, and an Electrical Installation Condition Report (EICR) is produced for each property. In accordance with statutory requirements, a copy of the EICR is provided to the tenant following completion of the inspection. Where a new tenancy commences, the most recent satisfactory EICR is made available in line with regulatory expectations.

EICR outcomes are categorised in accordance with industry coding:

- C1 – Danger present
- C2 – Potentially dangerous
- FI – Further investigation required without delay
- C3 – Improvement recommended

Where C1, C2 or FI classifications are identified, remedial works are undertaken within statutory timescales and without delay to remove risk. In practice, North Star treats C1 findings as requiring immediate action and C2/FI findings as urgent remedial works. A property is not deemed electrically compliant until all required remedial works have been completed and verification received in writing from a qualified contractor confirming the installation is safe. Written confirmation of completed remedial works is retained within compliance records and provided to the tenant where required.

Electrical safety arrangements apply equally to communal areas, plant rooms, supported housing schemes, offices and any non-domestic premises under North Star's control. Landlord electrical installations within communal areas are included within the inspection and testing programme and are monitored centrally.

Portable electrical equipment owned or supplied by North Star is inspected and tested in accordance with HSE guidance and risk assessment. Portable Appliance Testing (PAT) forms part of the organisation's structured approach to electrical risk management and applies to landlord-supplied equipment within offices and relevant schemes. In addition, visual checks of electrical equipment are undertaken during inspections to identify visible signs of damage, overheating or unsafe alterations.

The Compliance Team is responsible for commissioning inspections, monitoring certification expiry dates, tracking remedial works, validating completion evidence and ensuring that compliance data is accurately recorded within the organisation's compliance management system.

Where electrical works are delivered as part of planned investment, void programmes or major repair projects, compliance with the Construction (Design and Management) Regulations 2015 is assessed and applied where relevant. Electrical safety information is retained within asset records to inform future maintenance, asset planning and risk management activity.

Detailed operational procedures, statutory timeframes, tenant communication requirements, contractor controls and escalation processes are set out in North Star's standalone **Electrical Safety Policy and Procedure**, which should be read in conjunction with this policy.

[Electricity at Work Regulation](#)
[HSE guidance on Electrical Safety](#)
[Electrical safety policy](#)

3.14 Employee Wellbeing

North Star recognises that employee wellbeing is integral to maintaining a safe, healthy and productive working environment. Our commitment extends beyond compliance with statutory health and safety duties and includes proactive measures to support mental, emotional and physical wellbeing.

Managers are responsible for maintaining reasonable workloads, identifying signs of stress or burnout and engaging in regular dialogue with team members. Employees are encouraged to raise concerns relating to workload, work-related stress or personal wellbeing with their Line Manager at an early stage. Where employees feel unable to approach their Line Manager, they may seek confidential support from People Services.

The organisation recognises its duty under the Management of Health and Safety at Work Regulations 1999 to assess and manage the risk of work-related stress. Stress risk assessments are undertaken where concerns are identified, and reasonable adjustments or support measures are implemented where required.

Employees have access to a confidential counselling service provided by an independent provider. This service is available directly to employees without the need for managerial referral, ensuring accessibility and discretion. Contact details and access arrangements are made available through internal communication channels.



Access to physiotherapy support is also provided to assist employees experiencing musculoskeletal issues or work-related physical strain. Referral pathways are available through People Services to ensure timely intervention and support.

North Star promotes preventative wellbeing initiatives throughout the year, including facilitated sessions and awareness events aimed at stress reduction and resilience building. These initiatives are coordinated to encourage participation across the organisation and to foster a culture where wellbeing is openly discussed and supported.

A cross-organisational Wellbeing Group meets quarterly to review emerging themes, analyse feedback and recommend targeted interventions. Wellbeing metrics, including absence trends and stress-related indicators, are reviewed to inform preventative action and continuous improvement.

Through these arrangements, North Star seeks to create a supportive working environment where wellbeing is actively promoted, early intervention is encouraged and employees feel able to access appropriate support when needed.

[Financial wellbeing policy](#)

[Staff wellbeing group](#)

3.15 Fire Safety

North Star recognises fire safety as a critical life safety risk and maintains a zero appetite for unmanaged fire risk across its portfolio. We discharge our duties in accordance with.

- [The Regulatory Reform \(Fire Safety\) Order 2005.](#)
- [Fire Safety Act 2021.](#)
- [Fire Safety \(England\) Regulations 2022.](#)
- [Building Safety Act 2022.](#)
- [Social Housing \(Regulation\) Act 2023 and associated Consumer Standards.](#)

North Star acts as the Responsible Person under the Regulatory Reform (Fire Safety) Order 2005 for premises within its control. North Star does not own or manage any buildings above 11 metres and therefore does not currently fall within the higher-risk building regime under the Building Safety Act 2022. However, we apply a proportionate, risk-based approach across all relevant buildings and review our stock profile annually to confirm regulatory scope.

Detailed operational arrangements, responsibilities, inspection regimes and testing standards are set out in the standalone Fire Safety Policy, which forms part of the linked compliance framework referenced within this Health & Safety Policy.

Fire Risk Assessments (FRAs) are undertaken by competent, accredited assessors for all buildings within scope and are reviewed at least annually or sooner where there is a material change, incident or regulatory development. All actions arising from FRAs are prioritised according to risk and tracked through the compliance management system.



In accordance with the Fire Safety Act 2021, FRAs include consideration of building structure, external walls and flat entrance doors opening onto common parts. North Star maintains a register of fire doors and undertakes annual inspections of communal and flat entrance doors. Compartmentation is assessed through targeted surveys and remedial works are delivered by competent contractors with appropriate third-party accreditation.

North Star complies fully with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022. Smoke alarms are installed on every storey of homes where there is living accommodation, carbon monoxide alarms are provided where required by legislation, and defective alarms are repaired or replaced promptly. Testing performance forms part of compliance reporting.

Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022

Evacuation strategies are determined by Fire Risk Assessment, building design and resident profile. Where residents may be unable to self-evacuate, Personal Emergency Evacuation Plans (PEEPs) are completed and maintained, and relevant information is shared appropriately with the Fire and Rescue Service. Communal areas are managed under a strict clear corridor approach to ensure escape routes remain unobstructed.

Guidance to PEEPs

Fire safety performance is embedded within the organisational compliance dashboard and is reported to SMT, the Risk and Audit Committee and the Board at defined intervals. Reporting includes FRA currency, high-risk actions, fire door inspections, alarm testing performance and any enforcement activity. Internal audit and third-party review provide additional verification.

3.16 First Aid

North Star complies with the Health and Safety (First Aid) Regulations 1981 and ensures that adequate and appropriate equipment, facilities and trained personnel are available to provide immediate assistance to employees who are injured or taken ill at work.

First aid provision is risk-assessed across all North Star workplaces, taking into account the nature of activities undertaken, staff numbers, lone working arrangements, visitor presence and customer interaction. Trained and certificated First Aiders are appointed within office locations to ensure appropriate coverage during working hours. Arrangements are reviewed periodically to ensure sufficiency as staffing structures or working patterns change.

First aid kits are provided and maintained in all offices, sheltered housing schemes and directly managed supported housing services. Kits are checked regularly to ensure contents are complete and within expiry dates. Where required by risk assessment, additional equipment is provided.

Incidents requiring first aid are recorded in accordance with the Accident and Incident Reporting procedure and are reviewed for learning and trend analysis through the Health and Safety governance framework.

Detailed operational responsibilities, training standards and procedural requirements are set out in the standalone First Aid Policy, which forms part of the linked health and safety compliance framework.

[First aid policy](#)

[Accident and near miss form](#)

[HSE guidance on First Aid](#)

3.17 Gas and Fuel Safety

We discharge our duties in accordance with the Gas Safety (Installation and Use) Regulations 1998 (as amended), the Health and Safety at Work etc. Act 1974, relevant Approved Codes of Practice, and associated legislation.

Detailed operational requirements, roles, performance standards and escalation arrangements are set out in the standalone Fuel Safety Policy, which forms part of the linked compliance framework referenced within this Health & Safety Policy.

North Star ensures that all gas appliances, fittings and flues provided to tenants are maintained in a safe condition and are subject to a safety check at intervals not exceeding 12 months. A Landlord Gas Safety Record (LGSR) is produced following each annual check and is provided to tenants within 28 days of completion, or prior to the commencement of a new tenancy where applicable. Records are retained in accordance with statutory requirements and monitored through the compliance management system

All gas works are undertaken by suitably competent Gas Safe registered engineers. Contractor accreditations are verified and monitored in accordance with the Fuel Safety Policy. Where applicable, additional heating systems including oil, solid fuel, air source heat pumps and communal plant are maintained in line with manufacturer guidance and regulatory requirements.

Gas safety arrangements apply to occupied properties, void properties, new build handovers and properties with capped or inactive gas supplies. Annual safety checks are undertaken even where supplies are capped, to ensure gas has not been reconnected without authorisation. Gas supplies are capped at void stage where appropriate and recommissioned safely at the start of a new tenancy.

North Star also ensures compliance with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022, including installation, testing and replacement of alarms as required during annual servicing.

Access to properties for statutory gas safety checks is treated as essential. Where access is not provided, North Star operates a structured and auditable escalation procedure as set out in the Standard No Access Procedure (Compliance Programmes). This includes staged written notification, contractor evidence captures, housing intervention and, where necessary, legal action to secure entry. Legal remedies will be pursued where required to ensure compliance and protect resident safety.

Gas safety performance is monitored through defined key performance indicators, including properties with valid LGSRs, overdue cases and access-related risk.



Compliance status is reported monthly to SMT and quarterly to Board, including any instances of non-compliance and corrective action plans. Independent quality assurance inspections and periodic audit provide additional verification of compliance.

Through these arrangements, North Star ensures that gas and fuel-related risks are proactively identified, controlled and monitored, providing assurance that statutory duties are being met and that residents, staff and visitors are protected from gas-related harm.

Fuel Safety Policy

Gas Safety Regulations

Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022

North Star also, recognises the increasing regulatory focus on communal and district heat networks, including consumer protection, performance standards and safety requirements.

Where heat networks are operated within our stock, North Star ensures that systems are maintained, inspected and operated safely by competent contractors. Risks associated with hot water temperature, scalding, system failure and plant operation are assessed and controlled.

Heat network performance and safety are monitored through planned maintenance regimes and compliance oversight. Regulatory developments in this area are actively tracked to ensure that North Star remains aligned with emerging statutory requirements and consumer protection standards.

Through structured management and monitoring arrangements, North Star ensures that residents connected to communal heating systems receive safe and reliable services.

The Heat Networks Regulations

3.18 Hazard Identification and Risk Assessment

North Star operates a structured and systematic approach to hazard identification and risk assessment in accordance with the Management of Health and Safety at Work Regulations 1999. Risk assessment is the foundation of our health and safety management system and underpins both workplace safety and landlord compliance activities.

A general organisational risk assessment framework has been established to identify significant hazards arising from our activities, premises and services.

Risk assessments are normally led by Line Managers or relevant operational leads, with support from the Compliance Team and external competent advisors where required. However, risk assessment is not a paper exercise; employees are actively involved in the process to ensure that hazards are properly understood and that identified control measures are realistic and effective in practice. This collaborative approach supports ownership, awareness and compliance.



In addition to role-based and activity-based risk assessments, North Star undertakes property-related and service-user-specific risk assessments where required. This includes assessments relating to supported housing, vulnerable residents and higher-risk activities. Known risks associated with tenants, locations or properties are recorded within management systems to inform safe working arrangements.

Where risks cannot be eliminated, proportionate control measures are implemented in accordance with the hierarchy of control. Actions arising from risk assessments are assigned to named individuals with clear timescales. High-risk issues are prioritised for immediate action, and where permanent solutions cannot be implemented without delay, interim control measures are introduced to mitigate risk.

Responsibility for monitoring completion of actions rests with the originating manager and forms part of routine supervision and performance oversight.

Risk assessments are formally reviewed at least annually and sooner where:

- There is a material change to activities or premises
- New legislation or regulatory standards are introduced
- An accident, near miss or enforcement action occurs
- Emerging risk themes are identified

Risk assessment compliance and quality are subject to periodic audit and internal review to ensure consistency and effectiveness.

HSE risk assessment guidance

3.19 Health and Safety Training, Information and Supervision

North Star is committed to ensuring that all employees are competent to carry out their duties safely and in compliance with statutory requirements, inclusive of Board Members. In accordance with the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999, the organisation provides suitable and sufficient training, information, instruction and supervision to enable employees to work without risk to themselves or others.

All new employees receive a structured health and safety induction, which introduces the organisation's safety framework, key risks and reporting arrangements. This is supported by role-specific training aligned to the risk profile of each position. Mandatory and refresher training requirements are determined through a competency matrix and risk assessment process and include areas such as lone working, manual handling, asbestos awareness, fire safety and work at height where relevant.

Training needs are identified through recruitment, induction, risk assessment and regular one-to-one performance discussions. Managers are responsible for ensuring that staff within their teams complete required training within defined timescales and that competence is maintained. People Services coordinate training delivery and maintain oversight of completion rates.



Training records are centrally recorded within the organisation's learning management system. Compliance with mandatory training requirements is monitored and reported internally, with escalation where gaps are identified. This structured approach provides assurance that employees are appropriately trained for their roles and that statutory duties are met.

North Star also ensures that contractors engaged to deliver services on its behalf can demonstrate appropriate qualifications, accreditations and competence relevant to the works undertaken. Contractor competence is assessed at procurement and reviewed periodically in line with compliance policies.

3.20 Home Working

North Star operates a hybrid working model, enabling employees, with agreement from their Line Manager, to work both remotely and from North Star office locations. While working arrangements may be flexible, the organisation's health and safety responsibilities remain unchanged.

North Star retains responsibility for ensuring that work undertaken remotely is conducted safely and in accordance with statutory requirements. Employees working from home are required to complete Display Screen Equipment (DSE) self-assessments and confirm that their workstation meets minimum ergonomic standards. Where issues are identified, appropriate guidance, adjustments or equipment will be provided in line with the DSE arrangements set out within this policy. Portable electrical equipment supplied by North Star remains subject to inspection and maintenance in accordance with company policy.

Employees are responsible for ensuring that their home environment is safe for work activities and that they take reasonable care of their own health and safety and that of others who may be affected while they are working. North Star does not assume responsibility for the domestic structure, fixed wiring, heating systems or other household installations, which remain the responsibility of the homeowner or tenant.

Managers are required to consider homeworking within role-based risk assessments, including risks associated with lone working, isolation, manual handling and workstation setup.

North Star recognises that remote working may reduce informal contact and visibility of wellbeing concerns. To mitigate this, structured one-to-one meetings and team engagement sessions are maintained, and employees are expected to work from a North Star office for a minimum proportion of their working time in accordance with the Hybrid Working Policy. This supports collaboration, supervision and early identification of wellbeing or workload concerns.

Full details of expectations, eligibility and operational arrangements are set out in the standalone Hybrid Working Policy, which should be read in conjunction with this Health and Safety Policy.

[Link to Hybrid working policy](#)



3.21 Lifts and Lifting Equipment

North Star recognises lifts and lifting equipment as critical safety systems within our housing stock and maintains a zero-tolerance approach to non-compliance. We discharge our duties in accordance with the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER), the Provision and Use of Work Equipment Regulations 1998 (PUWER), the Health and Safety at Work etc. Act 1974 and associated legislation.

Detailed operational arrangements, roles, inspection regimes and performance standards are set out in the standalone Lifts Policy.

North Star maintains an up-to-date lift asset register covering all passenger lifts, platform lifts, stair lifts, hoists and other lifting equipment for which we are the duty holder. Statutory thorough examinations are undertaken at intervals not exceeding six months, or as determined by risk assessment, by a competent and independent inspection body in accordance with LOLER. Routine servicing is carried out in line with manufacturer guidance and industry standards. Outcomes of inspections and servicing are recorded centrally, and any defects or recommendations are prioritised and tracked through the compliance management system.

Where lifting equipment is identified as unsafe, it will be removed from service immediately and remain out of use until the defect has been rectified and safety confirmed. Emergency response arrangements are in place for entrapments and urgent failures, with prioritisation applied in schemes housing vulnerable residents or where lift failure presents significant access risk.

Domestic lifting equipment installed or formally adopted by North Star, including stair lifts and through-floor lifts, is subject to inspection and maintenance in accordance with statutory and manufacturer requirements. Clear processes are in place to confirm responsibility for equipment ownership and maintenance where adaptations have been installed by third parties.

[Lift Policy](#)

3.22 Lone Working and Personal Safety

North Star recognises lone working as a significant operational risk area, particularly for colleagues undertaking home visits, estate inspections, supported housing activities, property surveys and out-of-hours duties. We discharge our duties under the Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 by ensuring that lone working risks are formally identified, assessed and controlled.

Detailed operational arrangements are set out in the standalone Lone Working Policy. Lone working risks are assessed at three levels: role-based risk assessments, service user or property-specific risk flags, and dynamic risk assessment undertaken by staff prior to and during visits. Known risks associated with tenants, service users or locations are recorded within management systems and communicated

appropriately to staff and contractors to enable informed decision-making before visits are undertaken.

North Star operates structured monitoring arrangements to ensure staff whereabouts are known at all times. This includes mandatory use of electronic calendars, team-based check-in systems and buddy arrangements. Managers are responsible for ensuring that monitoring systems are in place within their teams and that escalation procedures are followed where staff fail to check in as expected. All staff who undertake lone working are provided with assistive technology in the form of a dedicated lone working device. Devices incorporate GPS tracking and emergency alert functionality linked to a 24-hour monitoring service. Clear escalation protocols are in place for yellow (risk) and red (emergency) alerts, including management investigation and, where necessary, police involvement. Device usage is subject to regular monitoring, and activation reports are reviewed quarterly by the Health and Safety Steering Group to identify trends or training needs.

Office-based controls are also in place, including panic alarms in reception and interview areas, visitor management procedures, and restrictions on staff meeting potentially volatile individuals alone in controlled environments. Satellite and scheme-based offices operate local lone working protocols aligned to corporate standards.

Training is provided to all relevant staff, including conflict management and personal safety awareness, based on recognised best practice principles. Managers are responsible for ensuring new starters understand lone working arrangements, escalation procedures and technology use as part of induction.

Incidents, near misses and activations of assistive technology are recorded and investigated in accordance with accident reporting procedures. Learning outcomes are shared through management channels, and risk assessments are updated where required.

Higher-risk activities that cannot be safely undertaken alone are identified through risk assessment, and additional controls or joint working arrangements are implemented.

Lone Working Policy

3.23 New and Expectant Mothers

North Star recognises its duties under the Management of Health and Safety at Work Regulations 1999 to protect the health, safety and welfare of new and expectant mothers and their children. This includes employees who are pregnant, have given birth within the previous six months, or are breastfeeding.

When an employee notifies their Line Manager in writing that they are pregnant, have recently given birth or are breastfeeding, a specific risk assessment will be undertaken to identify any hazards arising from their work activities or working environment. This assessment will consider physical, biological, chemical, ergonomic and psychosocial risks, including lone working, manual handling, stress and fatigue.



Where risks are identified, reasonable adjustments will be made to remove or reduce those risks. Adjustments may include modification of duties, alteration of working hours, provision of additional support, temporary reassignment to alternative duties, or other proportionate control measures. Risk assessments will be reviewed periodically throughout pregnancy and following return to work to ensure that controls remain appropriate.

Managers are responsible for ensuring that risk assessments are completed promptly and that agreed adjustments are implemented without delay. Employees are encouraged to raise any concerns about their health, safety or wellbeing at any stage.

North Star seeks to ensure that new and expectant mothers are able to continue working safely wherever reasonably practicable and that appropriate support arrangements are in place to protect both the employee and their child.

HSE a Guide for New and Expectant Mothers who Work

3.24 Manual Handling

North Star complies with the Manual Handling Operations Regulations 1992 and recognises that manual handling activities present a significant risk of musculoskeletal injury if not properly controlled.

Manual handling risk assessments are undertaken for roles where lifting, carrying, pushing or pulling activities form part of normal duties. Assessments consider the task, the load, the working environment and the individual capability of the employee. Where reasonably practicable, work activities are redesigned to eliminate the need for manual handling. Where elimination is not possible, risks are reduced through appropriate control measures in accordance with the hierarchy of control.

Control measures may include changes to working practices, team lifting arrangements, provision of mechanical aids or equipment, adjustment of storage arrangements and task rotation. Suitable manual handling equipment will be provided where identified through risk assessment as necessary to reduce the risk of injury.

Employees undertaking manual handling activities receive appropriate training relevant to their role. Training is refreshed periodically and where risk assessments, incidents or changes in duties indicate that additional instruction is required. Employees are also expected to apply dynamic risk assessment during day-to-day activities and to avoid undertaking tasks they believe present unacceptable risk.

Manual handling incidents and near misses are recorded and investigated in accordance with the Accident and Incident Reporting procedure. Learning outcomes inform future risk assessments and training provision.

Through these arrangements, North Star seeks to prevent avoidable injury, reduce absence arising from musculoskeletal conditions and ensure that manual handling risks are proportionately managed across all relevant services.



HSE Manual handling guidelines

3.25 Occupational Health Arrangements

North Star recognises its duty of care to support employees whose health may affect, or be affected by, their work. Where an employee is unwell, may be experiencing work-related health concerns, or where there are indications that health issues are impacting their ability to undertake their role safely, the organisation may seek advice from an independent Occupational Health Practitioner.

The purpose of occupational health referral is to obtain professional advice to understand the nature and likely duration of a condition, assess fitness for work, identify any workplace factors contributing to ill health and determine appropriate support measures. This may include recommendations for reasonable adjustments, phased return-to-work plans, temporary modifications to duties or other supportive interventions.

Any request to obtain medical information from an employee's GP or specialist will be made in accordance with the Access to Medical Reports Act 1988 and relevant data protection legislation. Employee consent will be sought prior to obtaining any medical report.

North Star promotes early intervention and will arrange occupational health support at an early stage in cases involving stress-related illness, mental health concerns, musculoskeletal conditions or other health matters where workplace adjustments may assist in preventing deterioration or prolonged absence.

Managers are responsible for maintaining supportive dialogue with employees and implementing agreed adjustments in a timely manner. Occupational health advice is treated confidentially and used solely for the purpose of supporting employee wellbeing and safe working.

Through these arrangements, North Star seeks to promote employee health, facilitate safe and sustainable return to work where appropriate and ensure that health-related risks are managed proportionately and lawfully.

3.26 Office Safety

North Star ensures that all office premises comply with the Workplace (Health, Safety and Welfare) Regulations 1992 and associated statutory requirements. Offices are maintained to provide a safe, healthy and suitable working environment for employees, contractors and visitors.

The Compliance Team arranges servicing, inspection and maintenance of statutory systems within office premises, including heating systems, fire detection and alarm systems, emergency lighting, fire-fighting equipment and fixed electrical installations. Certification and inspection records are retained and monitored through the compliance management framework.



Although office environments present lower risk than some operational settings, they remain subject to hazards including slips, trips and falls, fire, electrical risks, display screen use, manual handling and lone working. Control measures for these risks are addressed within relevant sections of this policy and through office-specific risk assessments.

Routine workplace inspections are undertaken to identify hazards and ensure that control measures remain effective. Where issues are identified, remedial actions are implemented and tracked to completion.

Employees are responsible for maintaining good housekeeping standards, ensuring that work areas are kept tidy and free from avoidable hazards such as trailing cables, obstructed walkways or unsecured storage. Visitors to offices are subject to controlled access arrangements and are managed in accordance with visitor protocols and lone working procedures.

Workplace (Health, Safety and Welfare) Regulations 1992

3.27 Personal Protective Equipment (PPE)

North Star complies with the Personal Protective Equipment at Work Regulations 1992 (as amended) and recognises that personal protective equipment forms part of the overall hierarchy of risk control. PPE will only be relied upon where risks cannot be adequately eliminated or controlled through safer systems of work or other preventative measures.

Where risk assessments identify residual risks requiring personal protective equipment, North Star will provide suitable and appropriate PPE free of charge to employees. Equipment provided will be fit for purpose, compatible with other protective equipment where necessary, and compliant with relevant British or European standards.

Managers are responsible for ensuring that appropriate PPE is issued where required and that employees receive adequate instruction on its correct use, limitations, storage and maintenance. PPE will be maintained in good condition and replaced where damaged, defective or no longer suitable.

Employees have a duty to use PPE correctly in accordance with training and instruction, to take reasonable care of equipment provided and to report any loss, defect or damage promptly to their Line Manager so that replacement can be arranged without delay.

The Personal Protective Equipment at Work Regulations 1992

PPE guidance from HSE



3.28 Planning, Monitoring, Review and Revision

North Star operates a structured framework for planning, monitoring, reviewing and continuously improving its health and safety management arrangements. This framework ensures that policies and procedures remain effective, proportionate and aligned to legislative, regulatory and operational change.

Strategic oversight of health and safety performance is maintained through the Health and Safety Steering Group, which receives regular performance information relating to compliance, incidents, emerging risks and regulatory developments. The Head of Property and Compliance, supported by the Compliance Team, collates and analyses health and safety data to identify trends, areas of non-compliance and opportunities for improvement.

Performance information is escalated through governance routes to Senior Management Team and Board in accordance with the organisation's reporting framework. This includes compliance metrics, high-risk actions, overdue statutory inspections, incident trends and enforcement activity where relevant. Reporting is designed to provide assurance not reassurance – by clearly identifying areas of strength, areas of risk and corrective actions in place.

The organisation receives competent external advice on health and safety matters, including legislative updates and regulatory change. New or amended legal requirements are reviewed and incorporated into policies, procedures and compliance programmes as required.

Accidents, near misses and incidents are investigated in accordance with established procedures. Managers are responsible for ensuring investigations are undertaken promptly and proportionately, identifying root causes and implementing corrective actions. Significant incidents and trends are reviewed by the Health and Safety Steering Group to determine whether policy amendments, procedural changes or additional training are required.

Health and safety policies are subject to periodic review, normally at least every two years or sooner where there is:

- Legislative or regulatory change
- Organisational restructure or service change
- Enforcement action or serious incident
- Findings from internal or external audit

Internal audit, external review and independent assurance activity form part of the overall monitoring framework, providing additional verification of compliance and data integrity.

3.29 Radon

North Star recognises radon as a naturally occurring radioactive gas that can present health risks in certain geographical areas. Radon risk is considered as part of property due diligence, stock condition intelligence and development activity.



Where properties are identified as being within radon-affected areas, appropriate testing is undertaken in accordance with Public Health guidance. Where radon levels exceed recommended action thresholds, remedial measures such as improved ventilation or radon mitigation systems are installed and monitored.

Radon risk is also considered in new developments and major refurbishments to ensure that preventative design measures are incorporated where required.

Through proportionate risk assessment and mitigation, North Star ensures that radon exposure risks are identified and managed appropriately.

3.30 Slips, Trips and Falls

North Star recognises slips, trips and falls as one of the most common causes of injury in both workplace and residential environments. We take a proactive approach to identifying and controlling such risks across offices, communal areas of sheltered, supported and general needs housing, and all other premises where we retain maintenance responsibility.

Routine inspections are undertaken to identify hazards such as uneven surfaces, damaged flooring, poor lighting, trailing cables, spillages, obstructions, unsafe stairways and external defects to paths or car parks. Seasonal risks, including ice, snow, wet leaves and adverse weather conditions, are considered within inspection regimes and appropriate mitigation measures are implemented where reasonably practicable.

Where hazards are identified, remedial works are prioritised according to risk. Where immediate permanent repair is not possible, interim control measures are introduced to reduce risk, such as temporary barriers, signage, isolation of affected areas or increased monitoring.

Employees are required to remain vigilant and report any slip, trip or fall hazards promptly to their Line Manager or through established reporting systems. Reported hazards are logged and tracked to completion where required.

Incidents and near misses relating to slips, trips and falls are recorded and reviewed as part of the organisation's accident investigation process to identify trends and inform preventative action.

Through regular inspection, responsive maintenance and staff vigilance, North Star seeks to minimise the risk of injury arising from slips, trips and falls across all premises under its control.

HSE guidance on Slips trips and falls

3.31 Snow Clearing and Gritting

North Star adopts a proportionate and risk-based approach to snow clearing and gritting across its portfolio.

North Star does not generally undertake routine snow clearance or gritting at general needs properties, where responsibility for external areas typically rests with individual tenants or leaseholders. However, where North Star retains responsibility for communal external areas, risks associated with snow and ice are considered as part of wider premises management arrangements.

Within supported housing schemes, where vulnerable residents may be at increased risk, arrangements for snow clearing and gritting are determined jointly by the Supported Housing Service and the relevant Property Services Surveyor. Where risk assessment indicates that proactive treatment is required, external contractors may be engaged to undertake gritting when local weather forecasts indicate temperatures at or below 0°C.

In addition, other schemes and office locations may be treated where conditions present a foreseeable risk and a request is made by the responsible member of the management team are informed by weather forecasts, site layout, resident profile and available resources.

Where snow or ice cannot be immediately cleared, temporary measures such as warning signage or restricted access may be implemented to reduce risk. Employees and residents are encouraged to exercise caution during adverse weather conditions.

This approach ensures that snow and ice risks are managed proportionately, with priority given to higher-risk environments and vulnerable residents, while avoiding the assumption of inappropriate or unlimited liability.

3.32 Water Safety and Legionella Management

North Star recognises its duties under the Health and Safety at Work etc. Act 1974 and associated guidance, including the HSE Approved Code of Practice L8 and HSG274, to assess and manage the risks associated with legionella bacteria in water systems.

Water systems within North Star's stock are risk assessed where required, particularly in buildings with communal water storage, distribution systems or higher-risk resident groups. Risk assessments are undertaken by competent external specialists, and any control measures identified are implemented in accordance with a documented scheme of control.

Where North Star is the duty holder for communal or shared water systems, we ensure that:

- Risks are formally assessed.
- A written control scheme is established where required.
- Monitoring and inspection regimes are implemented in accordance with risk profile.
- Records of inspections, testing and remedial actions are maintained.

The organisation appoints a competent person with managerial responsibility for overseeing water hygiene compliance arrangements. Compliance activity, including risk assessment currency and completion of required monitoring actions,



is tracked through the compliance management system and reported through governance routes.

In general needs domestic properties with individual water systems, legionella risk is considered to be low risk under normal occupancy conditions. However, North Star provides appropriate guidance to tenants where necessary and ensures that water systems in void properties are managed in line with procedural controls prior to reoccupation.

Detailed operational responsibilities, inspection frequencies, escalation procedures and record-keeping requirements are set out in the standalone Water Hygiene Policy, which forms part of the linked health and safety compliance framework and should be read in conjunction with this policy.

Water Safety policy

3.33 Work at Height

North Star complies with the Work at Height Regulations 2005 and recognises that falls from height remain a significant cause of serious injury. Work at height is avoided wherever reasonably practicable. Where avoidance is not possible, activities are properly planned, risk assessed and carried out by competent individuals using suitable equipment.

Within office and scheme environments, risks associated with working at height are reduced through practical control measures such as minimising high-level storage, locating frequently used items at accessible levels and reducing the frequency of tasks requiring access equipment. Storage arrangements are reviewed periodically to ensure that risks remain proportionately controlled.

Where work at height is required, employees must use appropriate access equipment and must not improvise by climbing on furniture or unsuitable structures. Equipment must be inspected visually prior to use, and defective equipment must be removed from service and reported. Where tasks present increased risk, consideration will be given to supervision, assistance from a second person or engagement of a competent contractor.

Higher-risk work at height activities, including those undertaken by Property Services or contractors, are subject to specific risk assessments and method statements. Contractors undertaking such works must demonstrate appropriate competence and compliance with statutory requirements.

Through these arrangements, North Star ensures that work at height is avoided where possible and safely controlled where necessary.

3.34 Work Equipment

North Star complies with the Provision and Use of Work Equipment Regulations 1998 (PUWER) and ensures that all work equipment provided for use by employees is suitable, properly maintained and safe for its intended purpose.

Where work equipment is issued, employees receive appropriate information, instruction and training to enable them to use it safely. Equipment is maintained in



accordance with manufacturer guidance and statutory requirements, and user checks are expected prior to use to identify obvious defects.

Employees are responsible for reporting faulty, damaged or unsafe equipment immediately to their Line Manager. Equipment identified as unsafe will be taken out of service until repaired, replaced or deemed safe by a competent person.

Managers and budget holders are responsible for ensuring that any new equipment procured meets relevant health and safety standards and is appropriate for the intended task. Consideration is given to ergonomic design, suitability for the user and compatibility with other equipment.

Through these arrangements, North Star ensures that work equipment risks are proportionately managed and that equipment provided to staff supports safe and effective service delivery.

3.35 Young Persons

North Star recognises its duties under the Management of Health and Safety at Work Regulations 1999 to assess risks to young persons (those under the age of 18), including individuals undertaking work experience, apprenticeships or training placements.

Where a young person is engaged by the organisation, a specific risk assessment will be undertaken to identify any additional risks arising from inexperience, lack of awareness of hazards or immaturity. Appropriate supervision and control measures will be implemented to ensure that work activities are safe and suitable.

Young persons will not be exposed to work which is beyond their physical or psychological capacity, involves harmful exposure to hazardous agents, or presents a risk that cannot be adequately controlled. Lone working arrangements will not apply to young persons.

Where individuals are below the minimum school leaving age and attending on work experience, relevant risk assessment information will be shared with the educational establishment as required.

Any accidents or concerns involving young persons must be reported and investigated in accordance with the organisation's accident reporting procedures.

[HSE Young Persons Guide](#)

Responsible Officers

Arrangement	Responsible Officer/Department
Asbestos	Head of Property and Compliance
Display Screen Equipment	Director of People Services
Electrical Safety	Head of Property and Compliance
Fire Safety	Head of Property and Compliance
Gas Safety	Head of Property and Compliance
Gas Servicing Repairs	Head of Property and Compliance
Lifts & Lifting Equipment	Head of Property and Compliance
PAT Testing	Head of Property and Compliance
Snow Clearing & Gritting	Property and Repairs Manager
Water Safety	Head of Property and Compliance