

Health and safety

Service Delivery Plan 2025/26

HEALTH
& SAFETY



Health, safety and wellbeing in Slough

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Introduction

The Food and Safety Team, sits within the Public Protection service, which is part of the Public Health and Public Protection Directorate. The Public Protection service, provides the following functions:

- Food & Safety
- Trading Standards & Licensing
- Primary Authority- sits across both teams.

Our aim is to deliver a wide range of effective and responsive public protection services for our residents, businesses and visitors.

Health & Safety Service

Health and Safety regulation is undertaken by the Food & Safety Team. Slough Borough Council is responsible for health and safety regulation under the Health and Safety at Work etc. Act 1974, and associated regulations. We provide advice and enforce health & safety within approximately 2000 commercial premises in the borough, including warehouses, residential care homes, leisure centres, shops, pubs and restaurants. Health and safety enforcement is divided between the Health & Safety Executive (HSE) & LA depending on the main activity in the workplace. We play a major role in protecting the health, safety and welfare of employees and members of the public in Slough.

Our approach to health and safety regulation is largely reactive and follows formal guidance issued by the HSE, namely the National Local Authority Enforcement Code. The aim of this code is to ensure a consistent and sensible approach to health and safety regulation. The Code targets resources on risks and aims to reduce the regulatory burden on compliant businesses. As a result our intervention strategy is targeted at local and national priorities, where evidence suggests risks are not being controlled. Proactive inspections are reserved only for premises that do not manage their own risks or premises on the HSE's list of high risk sectors. This means few proactive inspections are undertaken, which releases capacity for more effective outcome-focused interventions and thorough reactive work.



Where we do undertake interventions that are project based, and focus on sectors which are high risk, or where we have little information about levels of compliance, or where local intelligence suggests an intervention may be necessary.

Greater emphasis is placed on dealing with complaints, accidents and incidents, targeting those businesses which are poor performers and failing to meet their duties under health and safety legislation.

In line with our enforcement policy, we provide a graduated enforcement approach based on risk to public health. We show our commitment to carrying out our work in an open, transparent and fair manner, protecting employees and the wider public from risk whilst supporting business and economic growth. We recognise that most businesses want to comply with the law, therefore we will support those businesses in meeting their legal duties and be safe. [Enforcement policy for regulatory and enforcement services - Slough Borough Council](#).

We have adopted a 'sensible risk management approach' in line with the Enforcement Code. This also links to the council's Primary Authority Scheme, where our work on improving safety standards extends to the national scale.

Further information on Primary Authority is provided below. The Health & Safety Service is delivered via the Food & Safety Team. A relatively small amount of officer time is dedicated to health and safety work, due to the direction of the Enforcement Code. However, allocation of officer time is fluid and reactive to service need, so officers will spend a significant amount of time investigating serious workplace accidents when necessary. However, this does have a knock on effect on other work which may have to be re-prioritised.

To be efficient, we look for health and safety compliance and do basic hazard spotting during other interventions, such as food visits. This helps businesses to comply with requirements and good practice.

We work in partnership with the Trading Standards & Licensing Team, police, immigration enforcement and other partners to help promote awareness of child sexual exploitation and safeguard workers and others who may be exploited.

The purpose of this plan is to let you know how we are going to achieve the various measures that we will be taking in conjunction with our partners and other agencies, to enhance public health, safety and wellbeing.

We will do this by:

- signposting businesses and residents to information and free advice
- visiting businesses on the basis of risk, so reducing the burden on compliant businesses whilst targeting those that seek to gain an advantage from non-compliance
- investigating complaints and listening and responding to concerns
- investigating accidents, giving priority to those involving major injury or death in the workplace
- developing safety and health promotion initiatives
- working in partnership with others to improve our outcomes for Slough. For example - The Health & Safety Executive, UK Border Agency, Thames Valley Police, the Royal Berkshire Fire and Rescue Service and other council teams.

We are committed to helping change the health and safety culture in Britain and retain common sense in the approach we take to ensuring the protection of employees and the public.

This plan is reviewed annually and we welcome your views, comments and suggestions on how it can be improved.

Levine Whitham,
Food and Safety Manager
Tel: 01753 477901
Email: levine.whitham@slough.gov.uk



Our vision

The focus of work within the Health & Safety Service is to ensure that the council fulfils its statutory duties under the relevant legislation. The aim is to target our resources towards Slough's specific community and business needs, using flexibilities in National guidance, local intelligence and work with our partners.

Our Corporate Plan 2023-27 'A Fresh Start' and the Joint Health and Wellbeing Strategy set out a vision for Slough, and the actions needed to be done to make this a reality. It reflects the significant challenges faced by the Authority while setting out the Council's Priorities for the medium term. Health and Safety is a foundation stone upon which objectives such as helping residents live healthier lives and the vision for a thriving Town Centre are built.

The Action Plan at the rear of this service delivery plan shows, in detail, how we are going to achieve this.

Our service plan reflects the minimum service that we must deliver to meet our statutory obligations. This plan has been informed by local intelligence and the National strategy document LAC 67/2 (Rev 13) 'Setting Local Authority Priorities and Targeting Interventions'.

Delivery of this plan will be dependent on having the resources needed. As always it may be necessary to reprioritise planned work throughout the year if unforeseen demands on the service, such as serious investigations, arise.



Our plan for 2025/26

The Health & Safety action plan for 2025/26, which outlines our planned work for the year is detailed in appendix A.

Work in this plan is aligned to the HSE LAC 67/2 Setting Local Authority Priorities and Targeting Interventions for 2025/26. The focus of the LAC, is on 'health' as well as 'safety', and it lists sectors which present the great risk, and are suitable for intervention. As with previous years, due to the nature of Slough's businesses and industries, sectors most relevant to us include; occupational lung disease, such as that posed by asbestos and silica dust, work related stress, violence and aggression, musculoskeletal disorders (MSD), safety at trampoline parks and noise at work.

In line with LAC we aim to undertake proactive work in the following areas:

- continue a project looking at health and safety within warehousing, linking into the HSE national concerns of MSD, Planned Preventative Maintenance (PPM) and workplace transport, but also linking into local issues, as lot of warehouses in Slough are not on our database/IMS (Integrated Management System). We changed IMS last year and the information we hold on non-food businesses is poor. We are focusing the project on small trading estates and areas with a large number of warehouse type units. Rather than premises which we know are well managed and controlled, such as those on Slough Estates Group (SEGRO).
- Health and safety in the beauty industry. Last year we undertook sampling at tattooist as part of national sampling programme, which identified concerns, including adverse sample result, indicating poor hygiene and infectious disease control. We would like to repeat this sampling and support visits at all our tattooists, as well as businesses offering treatments such as piercing.
- Continue to look at carbon monoxide poisoning, in catering premises using solid fuel cooking equipment, as well as gas safety generally in catering premises. We will undertake these checks whilst undertaking food hygiene interventions. To make this intervention efficient, we will also check electrical safety, to ensure equipment is maintained in good repair, and systems are in good condition.
- Continue our project on smokefree compliance in shisha premises and premises offering smoking facilities.
- CellarSafety - we will work with pubs with cellar hatches to ensure a safe system of work is implemented when accessing Cellars via hatches.

- Raising the awareness of reporting accidents, and the requirements of RIDDOR.
- Non face to face interactions with businesses providing signposting and advice on areas such as access to commercial bins, electrical safety in premises with beer gardens and outside facilities, and guarding of machinery.

Our service plan is aspirational this year, and it's likely that some work we'd like to do will be reprioritised.

Our service plan will be reviewed on an annual basis and provides the opportunity to record our achievements and identify those key issues that still need to be addressed.

Looking back at 2024/25

Summary

2024/25 was a challenging year for a number of reasons, the most significant being a migration to a new IMS which went live in February 2024. Developing and learning the new system took a significant amount of time for everyone in the team. Work on improving the system is still ongoing.

The FSA (Food Standards Agency) also raised concerns over a growing backlog of triaged low risk unrated food businesses. The FSA wanted us to focus on reducing this backlog, which we did. Although this meant that from late 2024, all proactive health and safety work was paused until April 2025.

We also have ongoing financial pressures and Government appointed Commissioners continue to support the organisation as they implement a number of Governmental directions.

We inducted and trained two new members of the team; a new business support officer who is covering our current business support officer on a secondment, and an apprentice Environmental Health Practitioner.

Sadly one of our senior officers was absent from work for six months due to an unforeseen health condition, which created resourcing challenges.

Key achievements

Despite the above, the team made great achievements regarding proactive interventions and well as managing the day to day reactive health and safety work.

In 2024/25 we aimed to undertake several focused projects. Due to other pressures on our resources we were unable to fully deliver some of these projects. However, we did undertake the following:

- We completed a project on smoke free regulation which ran from 2023/24 into 2024/25, focusing on shisha premises and pubs with smoking facilities. This project was funded by our Public Health colleagues and allowed us to produce Slough specific tailored guidance and information for shisha businesses on the health effects of smoking, the importance of adequate ventilation and compliance with smoke free law. This guidance also gave advice on general health and safety, such as electrical safety in outdoor areas, fire safety etc. We visited all our shisha premises to check compliance and give advice. We worked with businesses to bring them into compliance. 11 businesses were included in the project, none were compliant at the beginning of the project.

Over prolonged interactions and business support, we brought all businesses into compliance, except for one that subsequently closed. Smoke free compliance is a continuing challenge, as from experience, these types of businesses quickly fall back into non compliance once our presence has gone, especially during colder months, when alternations are made to smoking shelters to make them less enclosed. Therefore we aim to implement a program of spot checks to ensure compliance is maintained. The focus of this project in 2025/26 is to support the pubs we have identified as non compliance, into compliance.

- We undertook several visits to Funeral Directors as requested by the Ministry of Justice and Department of Levelling Up, Housing and Communities in response to a national concern are raising the awareness of good practice in Funeral directors. No concerns were noted within local businesses and this was fed back to the MoJ for a national picture
- We use professional curiosity during other interventions, and when in kitchens for food hygiene interventions, we actively check the safety of gas and electrical systems, we also check that, if solid fuel is used, there is adequate ventilation

and controls. We actively check machinery for guarding where relevant. This year, during food hygiene interventions we recorded; 87 gas safety checks, of which 13 written warnings were given; 174 electrical safety checks of which 31 written warnings were given, 11 checks on solid fuel combustion, including eight written warnings given, and 16 checks for guarding on machine guarding of which 11 written warnings were given.

- Identified 25 matters of evident concern (MEC), and 10 matter of potential major concern (MPMC) during routine food hygiene interventions. These matters are dealt with on the spot, and often result in enforcement action. These figures are similar to last years.
- We prepared a Slough specific leaflet on preventing access to large commercial bins, which was sent to 939 food businesses during the winter. People have accessed large commercial containers to seek shelter and unfortunately been crushed when the bins are collected and emptied.
- Gave basic health & safety advice to 245 new food businesses upon registration.

We continue to deliver the Primary Authority Scheme

Primary Authority (PA) Partnerships comprise a legally binding contract between the Authority and a business to provide ongoing specialist advice on specific areas of regulation applicable to that business, such as fair trading, product labelling, product safety, food safety and health & safety.

Our specialist officers provide companies trading across council boundaries robust and reliable advice, through these legally recognised partnerships. The scheme also provides a safety net to ensure that local authorities are consistent in the way they regulate businesses.

Cost recovery is an essential element of the scheme and is applied to Primary Authority partnerships with an hourly charge for any work undertaken. While the number of businesses in a Primary Authority Partnership with us is reasonably stable, we currently maintain 46 partnerships, the demand for support from our partners does vary. Generally over the past few years we have seen a downward trend in PA income, principally due to the fact we lost staff, whose key role was to provide PA advice. We therefore have refocused our abilities and priorities.

However, this year we saw an increase in demand from our PA partners resulting in salary off set 'income' of more than £19k. This is a similar to last years income. The food & safety team gave over

200 hours of advice interactions with our PA companies; most of this was in response to requests from our partners.

This cost offset Primary Authority model offers benefits for the Authority and local businesses by improving resilience, competency and staff retention within the Teams. It also improves standards in business trading in and out of the Borough. Additionally as a Primary Authority we have access to specialist panels which support officers, improve consistency and provide access to experts in the field.

More information on Primary Authority Partnerships can be found on the website primary-authority.beis.gov.uk/about. Businesses that would like to join the scheme can email primary.authority@slough.gov.uk or www.slough.gov.uk/primaryauthority



**PRIMARY
AUTHORITY**

Accident investigations

In 2024/25, we received 33 RIDDOR notifications (Reporting of Incidents, Diseases and Dangerous occurrences) a similar number to last year. We are currently investigating a serious workplace accident, which was not reported to us. We became aware of a serious workplace accident which happened almost 12 months prior, which was never reported under RIDDOR (reporting of Incidents, Diseases and Dangerous Occurrences Regulations).

The majority of notifications are from large multi site employers who are known to have systems in place to promote the health and safety of employees. There have been fewer notifications from medium and small businesses. We plan to undertake an initiative to raise awareness of the requirement for incident and disease.



We have planned to do this previously but due to limited resources it has not been completed.

Of the 33 incidents reported 11 arose from slips, trips and falls; which continues to be the biggest cause of incidents. As a result of these accidents 24 employees needed to stay off normal work duties for more than seven days, three employees sustained a specified major injury (fractures), and seven members of the public needed to go to hospital. These figures are similar to last year.

On receipt of each notification we make a decision as to whether the accident warrants an investigation based on current HSE accident investigation guidance.

Complaints about Health and Safety in Slough

Employees and members of the public made 102 enquiries and complaints about health and safety, similar to last year. Health and safety specific complaints and enquires account for only around 10% of the total complaints and enquiries received into the food and safety team, the majority of which are food safety issues. The types of queries received are wide ranging, including about unsafe workplaces, unsafe use of equipment, poor welfare conditions, statutory lifting equipment notifications, requests to comment on safety for a Temporary Event as we are a statutory consultee, and general advice.

Cooling tower registration

Registration of wet cooling towers and evaporative condensers with the local authority is a legal requirement.

We have registered 16 premises with 241 notifiable Cooling Towers or Evaporative Condensers. We undertake a bi-annual review of cooling tower registrations & risk management details.

An important part of the monitoring of cooling tower safety is the assessment of controls to prevent multiplication and possible infection with Legionella, together with scrutiny of the businesses' own sampling procedures and results.

We are often contacted regarding sporadic cases of legionella. We conduct an investigation to look for possible sources in liaison with UKHSA.

Legionella infection can be associated with travel and poor management of water treatment. Everyone is susceptible to infection.



However, some people are at higher risk, including: people over 45 years of age; smokers and heavy drinkers; people suffering from chronic respiratory or kidney disease; and anyone with an impaired immune system.

Private water supplies

We have one private water supply located in Slough that we monitor for compliance with the relevant legislation. The results of the monitoring for the private water supplies are submitted to the Drinking Water Inspectorate on an annual basis in January for the preceding year.

Working with partners & SAG (Safety Advisory Group)

We recognise that working with partners can increase our capacity to deliver health and safety solutions for businesses in Slough.

We are active members of the Slough Borough Council SAG and meet regularly to discuss the safety of upcoming events. SAG's role is to advise the council on the suitability of applications to hold events, safely, in the borough's parks, open spaces and premises and on the borough's roads. Our role is to consider health and safety issues in planning, organising, setting up and holding events and to recommend approval or rejection of applications. We also advise SAG and applicants on the law and technical standards in relation to health and safety at events.

Enforcement action

We have a range of measures to protect residents of Slough, people who work here as well as visitors and to promote sensible risk management. We actively work with businesses and other stakeholders to achieve our shared goals.

Any enforcement action by us will be graduated, proportionate and in accordance with the council's enforcement policy.

The team take relatively low enforcement actions, which is reflective to the small amount of health and safety work undertaken by the team, in comparison to food safety work. In 2024/25 we served nine notices, which is a similar number to last year:

- three Improvement notices; for poor electrical safety and gas safety in a food premises

- six Prohibition notices, for unsafe storage of LPG inside a food business, failed statutory inspection of passenger lifts, and three notices at a small food warehouse for unsafe use of a fork lift truck and unsafe working at height arrangements.

Prosecutions

We have not taken any prosecutions, although at the end of 2022 we became aware of serious workplace accident which was not reported, which has resulted in an investigation which is still ongoing.

The time and resource taken to investigate serious cases often outweighs the fines and penalties awarded, however such enforcement action is necessary to morally seek justice against those who put others at risk, and ensures duty holders and managers who fail to meet their responsibilities are held accountable for their actions. It also acts as a strong deterrent to other businesses, demonstrating that Slough Borough Council will not tolerate poor performing businesses who take an unfair advantage and put people's lives at risk.

Customer Pledge

We aim to provide every customer with a quality service and will seek feedback from you to help further improve the quality of the services we provide. A manager will contact you personally if you are unhappy with the service received.



In addition, we have the following standards against which we will monitor the responsiveness of our service, namely:

Service Standard	Target/ response times
Respond to customer complaints and enquiries	Within five working days
Provide a full response	Within 10 working days

Resourcing and staff development

The Full Time Equivalent (FTE) staff allocated to health and safety work is 0.75 FTE. This is much less than allocated to food hygiene work. This is because food work is considered to have greater statutory obligations and demands.

The cost of the health and safety service during 2025/26 to meet statutory obligations and aspirations in the action plan will be approximately £35,000, in addition to any funding we secure from Public Health to undertake linked project work.

To complete all of the targets within this plan is ambitious. We aim to make efficiencies, work smarter and create income to offset this shortfall. Ultimately priority will be based on risk, and work will be re-prioritised as needs change. It is likely that some projects and other non-statutory work will not be undertaken, or projects will be downsized and exclude advisory visits. Quarterly monitoring of performance

against the plan will be undertaken, and any significant shortfalls or non compliance will be raised and dealt with.

On going personal development of the work force is paramount to ensure a comprehensive service is provided to the customer, whilst ensuring continuous improvement and providing value for money. The HSE requires that the council maintains the competency of its officers and that we have officers with sufficient skills to maintain the breadth of competency needed for Slough specifically.

Variation from service plan

The action plan for 2025/26, outlines planned work for the year in Appendix A.

Departures from this service will be exceptional, capable of justification and be raised to the relevant level. Reasons for any departure from the plan will be documented and passed to the Head of Public Protection without delay.



Appendix A: Health and Safety Action Plan 2024/25

Directorate: Public Health and Public Protection	Service manager: Levine Whitham, Food and Safety Manager
Division: Public Protection	Budget: £35,000
Team: Food and Safety Team	Number of staff employed: 0.75 FTE
<p>Service objectives:</p> <ul style="list-style-type: none"> ■ Protecting public health via ensuring workplace health and safety; supporting local businesses in Slough and offsetting salaries via the Primary Authority Scheme ■ Provide a value for money health and safety service within the Food & Safety Team with excellent customer focus and well-motivated competent staff to deliver our statutory obligations and the meet the specific needs and priorities of Slough ■ The timely delivery of specific work plans focussed on national and local priorities, evidence based initiatives and joint working with partners both within and beyond the Council to improving the quality of life in Slough and protect customers whilst supporting business growth and developments within the Town Centre <p>Slough's Corporate Plan sets out a purpose to closing the healthy life expectancy gap in Slough by:</p> <ul style="list-style-type: none"> ■ Having a town where residents can live healthier, safer and more independent lives, specifically; working with partners to target health inequalities and promote wellbeing ■ A cleaner, Healthier and more prosperous Slough, specifically; engaging with businesses to create new employment opportunities for Slough families <p>We have strong links to the Council's Corporate Plan. The work of the Food & Safety team is essential in securing safe foundations from which the council can deliver its plan. Without the basics, such as safe places to work and visit and protection against work related injury and disease, it would be impossible to build a safe, healthy and vibrant place to live, work or visit. The service provides a foundation stone for a fit and resilient Borough.</p>	

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Primary Authority (PA) & Compliance Support	A cleaner, Healthier and more prosperous Slough, specifically; engaging with businesses to create new employment opportunities for Slough families.	Monies invoiced recouped by way of salary and cost off set target of £80,000 invoiced in conjunction with Trading Standards Team. Consolidate and further develop existing PA partnerships.	Designated officers to work closely with PA businesses to: Develop partnerships with PA clients. Provide specific advice in relation to management systems and procedures and controls adopted by the company nationally. Issue 'formal PA advice' where procedures and controls are deemed suitable and compliant. Handle referrals from other local authorities and central government bodies on behalf of that business. Develop and publicise Inspection Plans where requested. Issue of advice and guidance to other Enforcement Authorities on the company's activities. Maintain an accurate record of any advice and guidance. Hold meetings with partner businesses on a regular timetable of mutual agreement, along with annual action plans where mutually agreeable. Respond to request within in line with Customer Charter and Pledge, or as agreed with the PA.	Partial offset of salaries and costs. Improved standards, efficiencies and compliance within PA's, with less enforcement action taken by Enforcement Authorities (EA). Reduced, efficient and effective regulation by other EA nationwide, via the provision of PA support which has a national impact. Reduced regulatory burden on PA businesses.	Food & Safety Manager Trading Standards & Licensing Manager All Food Safety & Trading Standards Officers	March 2026 Monthly Reports on hours and income generation Quarterly Reviews of progress. Yearly overview of individual company Action Plans

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Risk based interventions within business in Slough	Statutory Requirement Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	Undertake targeted risk based interventions to businesses in line with HSE LAC 67/2 Guidance to Local Authorities on Targeting Interventions. Compliance with National Code for Local Authority Enforcement. Where necessary take action to secure sensible health and safety regulation, proportionate to risk.	Undertake proactive interventions to premises where local intelligence suggests controls are not being managed. Assess the need for interventions and projects based on: <ul style="list-style-type: none"> ■ HSE high risk list of activities suitable for inspections. ■ HSE national priority list and sector strategies. ■ Local priorities and needs of Slough. ■ Berkshire wide priorities. ■ Businesses that have poor food safety management standards, as H&S standards are likely to be similar. Possible projects/awareness raising in the following areas: <ul style="list-style-type: none"> ■ Warehouse safety. ■ Health and safety within the beauty industry, specifically tattooist. ■ Cellar safety. ■ Gas and electrical safety in catering premises. 	Safer businesses in Slough. Increased awareness of legal duties and standards of compliance. Reduced accident rates. Improved safety and wellbeing for people who work within and visit Slough. Proportionate enforcement action taken where necessary.	All officers	March 2026 Number of interventions carried out; number of businesses contacted; Assessment of response; Number of issues identified requiring regulatory input. Number of notices served/ other enforcement actions.

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
			<ul style="list-style-type: none"> ■ Safety of machinery in food premises. ■ Preventing access to large commercial waste bins/recycling bins - prevent accidental crushing to those taking shelter. <p>Officers to identify and deal with Matters of Evident Concern (MEC) or Matters of Potential Major Concern (MPMC) when visiting premises for other reasons.</p>			

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Reactive investigations in response to intelligence or reported incidents	Statutory Requirement Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	Assess and investigate where necessary <ul style="list-style-type: none"> Incident and dangerous occurrence notifications. Complaints and service requests relating to workplace health and safety, wellbeing. Asbestos removal notifications. (ASB5s). 	Respond to all notifications in line with customer charter and pledge including timescales. Determine if investigation is appropriate using the HSE incident selection criteria, and recording decision. Promptly close service requests which are not serious or present health risks, managing customer expectation from the beginning. Where appropriate signpost customers to self help resources. Investigate and take appropriate enforcement action in line with enforcement policy, prosecution template and internal procedures.	Safer businesses in Slough. Reduced accident rates. Improved safety and wellbeing for people who work within and visit Slough.	All officers	March 2026 Quarterly monitoring Response rate in line with corporate standards Number of interventions undertaken as result of notifications. Number of notices served/ other enforcement actions.

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Legionella controls and registration of cooling towers	Statutory requirement Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	Maintain cooling tower register and ensure legionella controls are in place.	Maintain and update registration of all cooling towers in Slough and monitor risk of legionella infection in conjunction with HSE. Assess cooling tower controls and management arrangements for all new cooling towers. Assessment undertaken by desk top review. Bi-annually assessment of control of existing cooling towers by sending out self assessment tools, and review of response. Where necessary inspect cooling towers, specifically where change in management, change of process, alteration, replacement or water treatment or where controls deemed unsatisfactory. Provide relevant info about cooling towers in response to legionella case investigations as appropriate.	Cooling tower register updated as necessary. Details of water management arrangements maintained and retrievable. Risk of legionella from cooling towers reduced.	Thomas Kilduff	March 2026

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Smoke free enforcement and advice	Statutory Requirement Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	Ensure all premises offering smoking facilities, including Shisha's are complaint with smoke free legislation.	Provide start up advice to new shisha's or premises offering smoking facilities on smoke free compliance. Continue project on smokefree compliance. Link with other stakeholders, such as Trading standards & Licensing, planning, BRFRS, NET, police and public health to ensure joined up enforcement.	Reduce risk to health to employees of shisha's and premises offering a smoking facility, from second hand smoke.	All officers	March 2026 Quarterly review

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Private water supplies and private water distribution systems	Statutory Requirement Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	All private water supplies and distribution systems to be risk assessed. Appropriate monitoring of the water quality in Private Water Supplies in line with legal requirements. Complete annual DWI return.	Complete risk assessments for private water suppliers and review every five years. Agree and monitor implementation of action plans to ensure safe water supplies as necessary. Assess monitoring results and undertake appropriate follow up in line with guidance and, where necessary, the Council's Enforcement Policy. Collate monitoring results and complete annual return to the Drinking Water Inspectorate.	Safe water from private water supplies and distribution centres in Slough, with reduced risk of illness.	Sarah Hill	Ongoing review. DWI return completed Quarterly review

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Slough specific: Safety Advisory Group (SAG) County liaison group and Regional strategy group	Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; and working with partners to target health inequalities and promote wellbeing.	Attend meetings, give advice on enforcement issues, changes in standards and guidance, support and take necessary follow up actions.	Supports partnership working with local businesses and stakeholders. Give advice to SAG to ensure events are operated safely. Benchmark, share intel and information, and support to and from other Berkshire authorities. Participate in discussions on health and safety issues regionally, cascading to county groups and the team.	Ensure consistent and proportionate health and safety regulation.	All officers	March 2026 Ongoing monthly and quarterly meeting attendance

Service activity	SBC Priority and statutory requirement	Targets	Key actions	Anticipated outcomes	Responsible officer	Timescale and measures
Safeguarding and intelligence sharing	Closing the healthy life expectancy gap in Slough by, having a town where residents can live healthier, safer and more independent live; working with partners to target health inequalities and promote wellbeing; and improving community safety, tackling anti-social behaviour, providing a safer town to grow-up.	<p>All officers to use their professional curiosity when making face to face contact with service users, and refer concerns in a timely manner, 100% of the time.</p> <p>Ensure all staff are trained in safeguarding and following the SBC safeguarding principles.</p> <p>Continue to share intel and concerns with other partners such as TVH, HMRC, Immigration & RBFRS.</p>	<p>Use the 'Concern Card', and assess effectiveness of this avenue to rapid reporting.</p> <p>All staff to undertaken SBC online training for safeguarding adults and children on a annual basis.</p> <p>Safeguarding to be on the agenda and discussed at team meetings, 121's, and appraisals.</p> <p>All officers to be vigilant and aware of safeguarding issues when making any face to face service user contact, and follow the corporate safeguarding principles if any concerns are raised.</p> <p>Holistic approach to all operations which involve potential victims with safeguarding issues.</p>	<p>Improve the safety of children and vulnerable people in Slough.</p> <p>Improved lives of people in Slough.</p>	<p>Food & Safety Manager</p> <p>All officers to support</p>	<p>March 2026</p> <p>Monthly review and feedback to Head of Service in department monthly meetings</p>

Health and safety - service delivery plan 2025/26