Food & Safety Work Plan Apr 2026 - Mar 2027

This Work plan identifies the work streams currently undertaken by the Food & Safety Team which sits within Public Protection. This work plan covers both annual recurring work (A) and individual, one-off projects (O) that fall within the remit of the Food & Safety team and have been identified as action required. In collating this plan consideration has been given to present and emerging risks including those arising from known legislative changes. It does not account for future legislative changes that have not been published at this time. This work plan covers the period April 2025 through to March 2026.

Work streams have been identified as Statutory (S) or Non-statutory (NS).

Work streams have been prioritised 1-3 with 1 considered highest priority. Priority 1 items will be completed before priority 2 and 3 items apart from where the team is directed to do otherwise.

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
S	**Food Hygiene Inspection Programme Until 31 March 2027. Premises inspected in accordance with FSA Guidance on Service return No of A-D premises due/overdue inspection for this year = 717** (incl. an	*Requirement of Food Law COP.* *Service Plan Priority / Target*	*Premises subject to hygiene requirements inspected and compliant to ensure safe food. Education of local businesses*	*Aim:* *100% A premises* *100% B Premises* *70% Unrated premises inspected*	PEHO – Management of inspection lists, monitoring of inspection and consultation with officers, estimate 3 days per month - 36 Days (0.14 FTE) Inspections (avg 4 hours incl officer administration) = 4068 Hours (2.11 FTE)	01/04/26	31/03/27	PEHO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	estimate of 40 outside of scope premises) **New registered premises per year = c. 300** **Total 1017 inspections due.** *N.B. These numbers are approximate, an accurate number cannot currently be given due to ongoing issues with the database.*				**2.35 FTE**					
S	**Alternative Enforcement Strategy for E premises.** 55 premises Estimated 50% on site follow up required,	*Requirement of Food Law COP.* *Service Plan Priority / Target* *FSA Improvement*	*Premises subject to hygiene requirements inspected and compliant to ensure safe food. Education of local businesses*	*Aim: All E premises contacted to verify current level of compliance and confirm FHRS remains appropriate.*	Management of AES project including training and supervision – 10 days Contact and remote assessment of all premises, 30	01/04/26	31/03/27	PEHO	1	A

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	incl staff training – 25 premises.	*Plan requirement*		*Premises indicating changes in condition will be followed up by an onsite full/partial inspection*	min per premises = 27.5 Hours Onsite follow up at 2 hours per premises = 50 Hours **0.01 FTE**					
S	**Food Hygiene Revisits and subsequent enforcement of non-compliant premises.** Approximately 9% of premises are being found to be non-compliant. Estimate a further 92 premises across the borough. Ongoing non-compliance will require issue of	*Food Law COP*	*Staged enforcement action in line with the Corporate Enforcement policy to improve food hygiene standards and ensure safe food.*	*Increase in FHRS at re-rate or next inspection. NC premises will be noted as Compliant on database and Notices will be complied with. Premises revisited on time in accordance with notice expiry date. Any court proceedings to*	PEHO – Consultation/Review of notices and case consultation - 15 days (0.06 FTE) Inspecting Officers general follow up (1 day per premises avg) = 681 Hours (0.35 FTE) **0.41 FTE**	01/04/26	31/03/27	PEHO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	formal notices and potentially lead to prosecution. *N.B. ongoing enforcement work is being carried out at premises previously found to be non-compliant.*			*be brought within time limit.*						
S	**Ongoing Enforcement including issue of notices.** Resulting from ongoing or immediate non-compliance where a risk to public health and safety is presented. Estimate 45 per annum	*Food Law COP*	*Staged enforcement action in line with the Corporate Enforcement policy to improve food hygiene standards and ensure safe food.*	*Increase in FHRS at re-rate or next inspection. NC premises will be noted as Compliant on database and Notices will be complied with. Premises revisited on time in accordance with notice expiry date.*	Officers (incl review by second officer) 1.5 Days per Notice/Premises = 500 Hours (0.26 FTE) Prosecution and complex matters, estimate 8 premises – 2 weeks per case = 592 Hours (0.31 FTE) **0.57 FTE**	01/04/26	31/03/27	PEHO	1	**A**

S / N S	Reason Action, *[what are going to change deliver or improve]*	*Outcome [what difference will this make]*	Resources Success Measures *[how will know we have delivered]*		Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
				Any court proceedings to be brought within time limit.					
S	**Approval of Premises Process applications for new approval activities.** Inspection of existing premises is included within food hygiene inspections.	*Food Law COP*	*Approval activities authorised and published. Food products accurately labelled and traceable.*	*Applications and inspections carried out within SOP timeframe. Full approval awarded after max 6 months or removed.*	Officer - Average 2 new premises a year (min 5 days for each new premises) 10 days / 74 hours PEHO - review and consultation, 0.5 day per premises. **0.04 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Food Hygiene Re-Rating visits (FHRS) for premises not overdue/due inspection** Avg 50 requests received per year	*FHRS Brand Standard*	*Increase in FHRS and improved compliance with FH requirements. Increased consumer confidence in premises*	*All inspections carried out within 3 months.* *Applications for premises that are overdue/due inspection will*	3 Hours per premises (pre & post admin, inspection and liaison with business) 150 Hours **0.08 FTE**	01/04/26	31/03/27	PEHO	2	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
				be refunded to business.						
S	**Respond to FHRS Appeals** Estimate 10 per annum	*FHRS Brand Standard*	*Appeals handled in accordance with Brand Standard. Maintain confidence in Food Hygiene Inspections*	*Appeals responded to within timeframe. Appeals resolved without moving to Corporate Complaint.*	PEHO – 1 day per appeal (10 days) (74 Hours) Officer time – 2 hours per appeal = 20 Hours **0.05 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Food Standards Inspection Programme Until 31 March 2027.** No of due and overdue inspections = 769 (EH premises – 75%) (TS premises - 25%) New registered premises per annum approx.	*Food Law COP.* *Service Plan Priority / Target*	*Premises subject to standards requirements inspected and compliant to ensure safe, correctly labelled food which does not mislead the consumer. Education of local businesses*	*Aim: 100% A premises*	EHO/FSO - 1 hour per inspection (catering premises) (including officer administration) - 1069 hours (0.56 FTE) TS Officers – 2 hours per inspection (including officer administration) - 534 Hours (0.28 FTE)	01/04/26	31/03/27	PEHO PTSO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	300 (75% catering, 25% retail/manufacture/import/export) Total Inspections due - approx. 1069 of which 802 are to be inspected by EH and 267 are to be inspected by TS) *N.B. These numbers are approximate, an accurate number cannot currently be given due to ongoing issues with the database and lack of conversion to the new risk rating model.*				Total officer hours - 1603 Hours **0.83 FTE**					
S	**Food Standard Revisits.**	*Food Law COP*	*Staged enforcement*	*Increase in compliance*	(EH/TS) 0.5 days per premises for	01/4/26	31/03/27	PEHO PTSO	1	A

S/NS	Reason			Resources					Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	Action, *[what are going to change deliver or improve]*		Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*		Start	Finish	Lead		
	Approximately 5% of premises have found to be non-compliant. Estimate approximately 54 premises will require revisits and follow up enforcement action due to non-compliance in line with the current risk rating.		*action in line with the Corporate Enforcement policy to improve the level of information provided to consumers and ensure they can make an informed choice.*	*and confidence in management at next inspection. Revisits carried out in line with contravention deadline. Notices reassessed for compliant within identified timescale. NC premises will be noted as Compliant on database and Notices will be complied with. Any court proceedings to be brought within time limit.*	revisit and potential notices. = 200 Hours **0.1 FTE**					

S / NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
S	**Food, Water & Environmental Sampling (Microbiology)** Estimate 60 samples per annum (20 Premises), including complaint samples	*Food Law COP Sampling Plan Local/National sampling programme*	*Ensuring food offered for sale is microbiologically safe and does not present a risk to health. Reduction in incidence of food borne illness.*	*Unsatisfactory samples followed up with further intervention and re-sampling where necessary.*	Officer time - 0.5 days per premises = 74 Hours Lead - Sampling plan management, quarterly Meetings attended. = 15 days Total = 185 Hours **(0.1 FTE)**	01/04/26	31/03/27	PEHO	2	**A**
S	**Food Standards Sampling** Estimate 20 samples per annum, including complaint samples.	*Food Law COP Sampling Plan Local/National sampling programme*	*Ensuring food offered for sale is correctly labelled, safe and does not mislead the consumer. Reduction in food complaints and referrals.*	*Unsatisfactory samples followed up with further intervention and re-sampling where necessary.*	FSO/PTSO - 15 days preparation training and sampling, management of programme = 111 Hours **(0.06 FTE)**	01/04/26	31/03/27	PEHO PTSO	2	**A**
NS	**National Food Hygiene Rating Scheme (FHRS) Administration**	*Discretionary function to take part in scheme. All LA's in England participate.*	*Enabling consumer to assess food hygiene and safety.*	*Premises details uploaded to FHRS website fortnightly.*	Business Support - Fortnightly submission of ratings 24 days per annum	01/04/26	31/03/27	PEHO Business Support	1	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
		Expectation of Customers.	*Provide consumer confidence in Reading businesses*	*Display of correct premises information*	PEHO – 5 days per annum housekeeping. = 37 Hours **(0.02 FTE)**			Manager		
S	**FSA Returns (bi-annually)**	*Food Law COP*	*Transparent Food Hygiene and Standards performance.*	*LAEMS Return or equivalent accurately completed within time limit*	PEHO - Housekeeping & reporting (10 days) = 74 Hours **(0.04 FTE)**	01/04/26	31/03/27	PEHO	1	**A**
S	**Drafting, Implementation and maintenance of Policies and Procedures, plus ongoing annual review.** Following update and reissue of the new COP in March 2021 a full review and update of all documented procedures must be carried	Food Law COP requires each LA to have written policies and procedures in place for the following: • Approval • Food Business Establishment Database • Food Incidents and Alerts • Authorisation • Control Verification	Enabling staff to efficiently, fairly and transparently conduct their role and respond to service requests and complaints. Provision of good customer service.	Documented procedures in line with Food Law COP.	PEHO/SEHO – 5 days per procedure, plus additional days for sub-procedures, e.g. enforcement. Estimate 777 Hours **(0.45 FTE)**	01/04/26	31/03/27	PEHO	2	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	out including drafting and implementation of those not previously in place.	• Corporate Complaints • Food Complaints • Sampling • Equipment • Official food controls and other activities • Enforcement • Control and investigation of outbreaks and food related infectious disease • Information • Registration • Conflict of Interest • Sampling Policy • Enforcement Policy • Complaints Policy								

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
		• Contingency Plan								
NS	**Inspection of notified cooling towers and evaporative condensers for the prevention and control of Legionella spp.** Est. 1 premises per annum Development, maintenance and implementation of SOPs. Inspection of existing towers in line with LAC67/2 and current risk rating. Est. 1 premises per annum.	HSWA1974	Inspected, managed and maintained cooling towers reducing the likelihood of legionnaires disease.	All cooling towers registered and inspected. Cooling Towers risk rated 'A' inspected annually.	Officers - Inspections (including shadowing) 0.5 days (new Premises) 1 day (existing premises) SEHO - SOPs, training & authorisation 5 days **0.025 FTE**	01/04/26	31/03/27	PEHO /SEHO	2	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
S	**Review and update of Special Treatment register**	Recent work has identified that information held is no longer correct and a register needs to be recreated.	Authority will hold up to date information on registered and practising special treatment premises.	New register in place. Knowledge of how many premises/operators of each treatment type. Accurate inspection schedule in place	SEHO/FSO - 20 days (148 Hours) **0.08 FTE**	01/04/26	31/03/27		1	
S	**Inspection and certification of registering special treatment premises.** An average of 30 premises and 70 further operators/treatments are registering per year. Backlog of existing premises requiring	Local Govt Miscellaneous Provisions Act	Compliant premises. Reduced incidence of blood borne infection.	Mobile and domestic premises inspected and compliant prior to certificate being issues. Backlog of commercial premises awaiting inspection removed.	Inspecting officers - 3 hours per premises. (90 Hours) Inspecting officers - 1 hour per additional operator - 2 hours per additional treatment - (105 Hours) Business Support - 1 hour per application (100 Hours)	01/04/26	31/03/27	PEHO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	inspection= 60 (estimated)				475 Hours **0.25 FTE**					
NS	**Review and replacement of Byelaws for Special Treatments**	Byelaws do not conform with national guidance and templates, control measures have been updated since RBC last issued byelaws. Inconsistencies between byelaws.	Up to date byelaws adhering to national templates. Reduced burden for low-risk activities.	New byelaws in place.	PEHO/SEHO – Legal process to implement new byelaws Committee adoption. Estimate 10 days (74 Hours) **0.04 FTE**	01/04/26	31/03/27	PEHO/SEHO	1	**O**
S	**Investigation of Infectious diseases and outbreaks including: Food borne illness & Legionnaire's disease.** Estimate 150 cases per year	National and Local Policy	Reduced incidence of infectious disease and outbreaks including food borne illness	Cases investigated in line with internal SOPs and Thames Valley single case protocol. Outbreaks investigated in line with National Guidance.	S/EHO - 1 Hour per case 150 Hours Outbreak - PEHO/SEHO x 2 at 10 days each = 148 Hours **(0.15 FTE)**	01/04/26	31/03/27	PEHO	1	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	Outbreaks: Estimate 1 per year			Service requests responded to within internal standards.						
S	**Statutory H&S return to HSE**	National Enforcer requirement for the compilation of statistics and interventions with poor performing authorities	Contribute to national enforcement statistics. Inform and develop future interventions and national policy	Return completed accurately and by deadline.	PEHO Housekeeping and return (3 days) **0.01 FTE**	01/04/26	31/03/27	PHO	1	**A**
S	**Sports Ground Safety - Complete SGSA Audit**	Statutory requirement Safety at Sports Ground Act 1975 and associated legislation	Structurally safe and well managed sports ground	Annual audit completed within timeframe. Actions addressed and completed within timeframe.	Service Manager - 0.5 days PEHO - 1.5 days Total - **0.008 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Sports Ground Safety Inspection programme**	Statutory requirement Safety at Sports Ground Act 1975 and	Structurally safe and well managed sports ground	Min. 3 during match inspections carried out following risk	Service Manager - 1.5 day PEHO - 6 days SEHO - 6 days	01/04/26	31/03/27	PEHO	1	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
		associated legislation		assessment process. Inspection reports provided within SOP timeframe and enforcement action taken accordingly.	Inspection, pre & post admin. Total 99.9 Hours **0.05 FTE**					
S	**Annual review and issue of Safety Certificate for Reading FC**	Statutory requirement Safety at Sports Ground Act 1975 and associated legislation	Structurally safe and well managed sports ground	Annual issue of Safety Certificate. Annual review of updated Operations Manual.	PEHO/SEHO 5 days Each = 74 Hours **0.04 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Review of Operations Manual and Issue of new Safety Certificate for Palmer Park Regulated Stand** Plus initial engagement	Statutory requirement Safety at Sports Ground Act 1975 and associated legislation	Structurally safe and well managed sports ground	Established SAG Meeting schedule Clear and consistent lines of communication. Issue of new Safety Certificate.	PEHO/SEHO 126 Hours (17 days) for first review Follow up reviews and amendments - 7.5 days. (55.5 Hours) SAGs - 20 hours per annum.	01/04/26	31/03/27	PEHO	1	**A/O**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	and sent up of SAG meetings				Engagement 2 days Total = **0.07 FTE**					
S	**SAG attendance Reading FC**	Statutory requirement Safety at Sports Ground Act 1975 and associated legislation	Structurally safe and well managed sports ground	Quarterly meetings carried out with wide attendance. TOR in place. Meetings Minuted and actions taken within timeframe.	PEHO & SEHO - attendance, pre and post admin incl. action review and minutes. Est. 40 Hours per annum **0.02 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Drafting, implementation and maintenance of SOPs for Sports Ground Safety**	Requirement of SGSA and sports ground safety regulation. Identified requirement of annual SGSA audit	Improved performance at annual SGSA audit. Officer consistency will improve customer service	Documented procedures for sports ground safety work.	PEHO/SEHO - Est. 20 days (research, drafting, implementation, review). **0.09 FTE**	01/04/26	31/03/27	PEHO	1	**A/O**
S	**Review and respond to Licensing consultations concerning premises licences,**	Statutory consultee	Safer Events	Representation at and contribution to Safety Advisory Group Meetings	PEHO/SEHO - attendance at monthly SAG - 10 days, incl. preparation. 5 days = 111 Hours	01/04/26	31/03/27	PEHO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	events and street trading. Including attendance at SAG. Approx 120 consults per annum			Proactive review of Event documentation Liaison with Event operators and objection to events where deemed necessary.	All officers - review and respond to consultations (1.5 hours each) = 180 Hours Total = 291 Hours **0.15 FTE**					
S	**Attendance at Events, excluding Reading Festival.**	Food Law COP	Many food traders operating within RBC are registered elsewhere and do not routinely get checked by RBC. Attendance at previous events have identified issues. Attendance at SAGs have raised concerns over food safety and health and safety management	Further feedback into next SAG including debrief if necessary. Food/H&S visit details passed to Home Authority.	Site visits carried out in overtime and not included in general FTE allocation. 2 officers attending each event on average. 5 events attended per annum. Preparation time - ½ day per officer = 5 days. = 0.02 FTE	01/04/26	31/03/27	PEHO	1	A

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
S	**Imported Food (Official Controls)**	Food Law COP	Food products offered for sale will be legally compliant, properly labelled and safe to eat.	Service requests actioned within timeframe. Targeted sampling	Resourcing for individual cases included in inspections & SRs above. PEHO/SEHO - Draft and implementation of Procedures - included above.	01/04/26	31/03/27	PEHO	1	**A**
S	**Reactive food & Safety work (service requests)** • Dirty food premises • Microbiological, chemical & labelling • Allergens • Health, safety & Welfare • Business advice	Food Law COP and FSA guidance on service return. HSWA/EAR	Ensure food on sale is safe to eat, produced hygienically, correctly labelled and does not mislead the consumer. Ensure premises are safe to work in and visit.	All Service requests responded to.	All officers - 3 hour per SR on average. 1800 Hours **0.94 FTE**	01/04/26	31/03/27	PEHO	1	**A**

S / N S	Reason Action, *[what are going to change deliver or improve]*		Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	This excludes licence consultations, food business registrations, FHRS re-rate applications & appeals and requests for bespoke business advice which are covered elsewhere in this plan. Approximately 600 per annum.									
N S	**Paid advice visits - Food Hygiene.** Approx 7 requests per year. (Subject to promotion)	Improve food hygiene compliance of businesses. Provision of support and advice to local businesses Income generation	Improved hygiene standards and compliance at first and subsequent inspection.	Requests for business advice carried out within 28 days. Premises subject to paid advice will be broadly compliant or better after	S/EHO – 4 Hours per premises (incl. correspondence, preparation and travel lime) – 28 Hours **0.015 FTE**	01/04/26	31/03/27	PEHO	2	**A**

S / N S	Reason		Resources					Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	Action, *[what are going to change deliver or improve]*	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*		Start	Finish	Lead		
			first formal inspection						
N S	**Food Standards and bespoke labelling advice (paid)** Approximately 2 requests per annum (subject to promotion)	Improve food standard compliance of businesses. Provision of support and advice to local businesses Income generation	Improved standards and compliance of labelling and consumer information. Reduction in further interventions.	Requests for business advice carried out within 28 days. Premises subject to paid advice will be broadly compliant or better after next inspection. Premises subject to paid advice will require less enforcement action.	Trading Standards Officer -4 days per annum / 29.6 Hours **0.015 FTE**	01/04/26	31/03/27	PEHO	2	**A**
N S	**Improve Food Hygiene & Health & Safety presence on RBC website**	Modernise and improve communications with customer. Enhance transparency	Improved communications to and accessibility of service to customers.	Ongoing review and improvement of website pages. Food Team posts on corporate	PEHO - initiation, review and implementation - 14.8 Hours Officer - 37 Hours	01/04/26	31/03/27	PEHO /SEHO	1	**A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	and social media	and accessibility of service.	Reduction in service requests and enquiries. Improved compliance of food businesses.	Facebook/Twitter Feeds regarding food hygiene & Safety.	**0.03 FTE**					
S	**Ensure all officers appropriately authorised and competent.** Full review of all staff competency required and new training scheme to be implemented.	Food Law COP.	Service wide review of officer authorisations and delegations Review of officer competencies and skills in line with FSA new competency framework	Competent/authorised/ skilled and knowledgeable staff	PEHO – 20 days / 148 Hours Senior Officers – 2 days per officer (x4) = 59.2 Hours Non-senior officers – review in line with FSA COP competency framework 0 1 day per officer = 37 Hours **0.13 FTE**	01/04/26	31/03/27	PEHO	1	**O / A**
S	**Authorisation and Enforcement Policy Review including implementatio**	Food Law COP / HSWA Delegations Register.	Review the delegations register and ensure officer authorisations are up to date - as	Delegations register is up to date There are clear lines of	PEHO – 10 days / 74 Hours CPMG – 2 days / 14.8 Hours	01/04/26	31/03/27	PPM/ CPGM	1	**O**

S / NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	n of new authorisation system for staff	Service Plan Priority	part of the corporate review of the constitution and delegations register	delegated authority for officers to have the necessary powers and authority	**0.05 FTE**					
NS	**Servicing of PAPs (Food Standards Only) -** Annual work plan, meetings, response to queries & enforcement, review of policies/procedures, issue of assured advice, review and update of published out of date advice Issue of PAP export Certificates		Well managed PAP service compliant with statutory guidance	Level of service aligns with requirement of statutory guidance. PAP advice up to date and reviewed within timeframe. Enquiries and enforcement actions responded to within timeframe.	Trading Standards Officer (SCPO) - Estimate 100 Hours of work per annum **0.05 FTE**	01/04/26	31/03/27	PTSO /SCPO	3	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
NS	**Reading Festival** – Audit of Food Safety Controls & inspections, response to complaints, H&S monitoring & inspection (incl. Special Effects), SAG Meetings and preparation.	Service Target	Safeguarding RBC residents and visitors	100% of festival food premises inspected and scored under Alfresco rating. Gold, Silver & Bronze nominees made. Non-compliant traders revisited and referred to home authority. Food Team attendance at SAG Meetings prior to and during event. H&S hazards referred to Licensing	PEHO – 20 days (incl. SAG, team meetings, admin, preparation, document review, debrief and incident investigation) = 148 Hours Officers – 3.5 days per officer on site, 1 day H&S document review per officer = 299 Hours **0.23 FTE**	01/04/26	31/03/27	PPM/ CPGM/PEHO	1	**A**
S	**Development, Implementation and Maintenance**	Health and Safety has taken a backseat for more than a	Competent, knowledgeable and confident staff.	Documented and implemented SOPs.	Review, development and implementation of SOPs and	01/04/26	31/03/27	PEHO	2	**O/A**

S / N S	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	of Health and Safety SOPs. Training and development of staff in Health and Safety	decade. Control measures required to be implemented by businesses during the pandemic have identified gaps in business knowledge and skills and required more focused work in health and safety.	Improved business compliance with health and safety legislation, safer workplaces.	Staff training records. Staff authorisation.	additional materials as required. PEHO/Lead SEHO - 25 days each. SEHOs – Training, development and review of new SOPs. 5 days each (45 days) Total estimate 70 days Total 120 days / 888 Hours **0.46 FTE**					
S	**Food Service Plan**	Food Law Code of Practice Service Plan priority	Plan to demonstrate how the council will deliver its functions to protect the health of	Plan drafted and agreed through committee.	Review of previous years performance. Target setting for upcoming year and assessment of resources.	01/04/26	30/06/27	PEHO	1	**A**

S / N S	Reason Action, *[what are going to change deliver or improve]*		Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
			residents, visitors and those working in the town through the efficient and effective enforcement of food safety laws in the Borough		Committee Process. PEHO - 10 days **0.05 FTE per annum**					
S	**Officer Training to ensure competency in all relevant areas of work**	Requirement for professional status. Requirement under FLCOP	Competent and knowledgeable officer	Minimum requirements for CDP met.	10 Officers - Minimum 30 Hours per officer per annum. **0.18 FTE**	01/04/26	31/03/27	PEHO	1	**O**
N S	**Proactive project -** Identifying Hairdresser and Barber premises within borough and educating to improve hygiene standards.	Officer objective. Response to Cllr enquiries	Improved hygiene standards of hairdressers and barbers	Reduction in complaints received.	Project Management and delivery - 5 days / 37 Hours **0.02 FTE**	01/04/26	31/03/27	PEHO / SEHO	2	**A**
N S	**Proactive Project -**	Concern has been raised about levels of	Improved compliance amongst fixed	Improved officer confidence.	Staff training - 10 days.					

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	electrical safety	non-compliance in the borough regarding electrical safety.	and mobile traders. Reduced risks to employees and members of the public.	Increased assessment of electrical safety at routine inspections. Small number of separate premises identified for enhanced inspection.	Inspection and follow up – 20 days. **0.12 FTE**					
NS	**Proactive Project Quartz slabs**	Following identification of significant risk at one premises the borough needs to be reviewed for other non-compliances.	Proactive inspection of similar premises. Identification and action taken against significant risks present.	Compliant premises. Reduced likelihood of RIDDORs.	Estimate 5 days in event relevant premises are found. **0.02 FTE**	01/04/26	31/03/27	PEHO	2	**O**
NS	**Proactive project - trampolines & inflatables**	The borough holds a number of events that bring in inflatables. There is a trampoline park in the borough	Reduced risks to members of the public.	Trampoline park inspected and compliant. Increased intervention at events.	Trampoline Park - 4 officer days including follow up and preparation. Event visits included in separate category.	01/04/26	31/03/27	PEHO	2	**O**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
		which has not been inspected and falls under priority work of LAC67/2			**0.016 FTE**					
NS	**Internal Audit**	Food Hygiene inspections have been flagged for internal audit in 26-27	Identification and improvement to service and resource allocation.	Audit completed. Audit actions identified and implemented where feasible.	Estimate 10 days of PEHO time to provide documents and material for audit. Unknown calculation for implementation of outcome. **0.04 FTE**	01/07/26	31/03/27	CPGM/PEHO	1	O
S	**Respond to FOI Request**	Statutory function - Freedom of Information Act 2000	Customer service Legally compliant Council	FOI responded to and closed within 20 days	Estimate 20 per annum. 1 day per FOI (avg) = 20 days / 148 Hours **0.08 FTE**	01/04/26	31/03/27	PEHO	1	A
NS	**Arcus Project** - Ongoing Implementation of MIS to working standard. Setup	New MIS being implemented across Service	N/A	Tested and fully functioning MIS.	PEHO - 1 day per week minimum 384.8 Hours	01/04/26	31/03/27	AD - PTPP	1	O

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	& refinement of processes, templates. Delivery of training across team. Set up on missing processes. Form set up and testing.				Ongoing training 2 days per officer (9) = 133.2 Hours **0.27 FTE**					
S	**Accident investigation** Investigation of RIDDORs and non-reported accidents, including appropriate enforcement action where required. Est 100 per annum	Statutory requirement	Businesses have suitable and sufficient controls in place to prevent a recurrence. Staff and visitors safe.	All Accidents responded to, 95% within service response time.	Estimate 1 day of investigation work per accident = 100 days **0.38 FTE**	01/04/26	31/03/27	PEHO	1	A
NS	**Corporate mandatory training.**	Mandatory corporate requirement	Compliance with corporate procedures	Training courses up to date and completed	10 officers / 3 days per officer = 30 days	01/04/26	31/03/27	CPGM	1	A

S/NS	Reason Action, *[what are going to change deliver or improve]*		Outcome *[what difference will this make]*	Resources Success Measures *[how will know we have delivered]*		Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	Staff completion of Corporate Mandatory training and attendance at corporate updates			within deadline	**0.12 FTE**					
NS	**Corporate Health & Safety.** Development of internal health and safety policies and procedures including risk assessments. Training of team on new policies and procedures	Corporate requirement	Compliance with corporate procedures	Suitable, sufficient and up to date risk assessments with accompanying procedures in place and implemented	PEHO - 10 days to further draft and review relevant documents. 74 Hours 0.5 days per officer to review (9 officers) 33.3 Hours **0.06 FTE**	01/04/26	31/03/27	PEHO	1	**O**
NS	**Internal training** of qualified officers to other teams to meet standards for	To deliver improvement plan to meet FSA requirements to align with FLCOP.	Increased number of officers available to deliver food hygiene official controls.	Appointed officers will be authorised to carry out a greater remit of work in line with the Food	No impact on general FTE of team. Requires shadowing/accompanying of inspections that	01/04/26	31/12/27	PEHO	1	**O**

S / NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	authorisation and delivery of food hygiene official controls			Law Code of Practice	are already taking place. PEHO – Review and sign off per officer - 1 day per officer - 15 Hours **0.05 FTE**					
S	**Attendance at regional Food and health and safety liaison meetings.**	Good practice, sharing and learning of practices and procedures. Collaboration and networking with neighbouring authorities.	Information sharing, regional and national consistency.	Representation and feedback from each meeting.	3 Meetings per annum at 1 day each, including preparation. Contribution to regional processes and national responses. 3 days per year. 22.2 Hours **0.01 FTE**	01/04/26	31/03/27	PEHO	2	**A**
NS	**Line Management of staff**	Corporate and Team requirement	Monitored and improved staff/team performance	Supported, competent staff	One-to-ones at 4-6 week intervals. 145.5 Hours Annual Reviews	01/04/26	31/03/27	CPGM/PEHO	1	**A**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
					36 Hours Additional support, guidance and meetings as required. (Est 10 hours per officer) 90 Hours **0.14 FTE**					
NS	**Case Management & Review**	Review and management of prospective legal cases and ongoing investigations	Cases progressed and submitted in good time to legal. Proper consideration of significant matters for enforcement action.	Cases delivered to legal in ample time	Estimate 10 cases per year. Monthly updates. 200 Hours **0.10 FTE**	01/04/26	31/03/27	PEHO	1	**A**
S	**Implementation of new Food Standards Risk Rating Delivery Model.**	It is a requirement of the FLCOP for all LAs to have migrated to the	Operating correct risk rating model fully as per Food Law COP and able	Existing premises migrated to new model on Arcus. Data	PEHO/PTSO - Local intel and history review of borough profile against FSA conversion ratings.	01/04/26	31/03/27	PEHO/PTSO	1	**O**

S/NS	Action, *[what are going to change deliver or improve]*	Reason	Outcome *[what difference will this make]*	Success Measures *[how will know we have delivered]*	Resources	Start	Finish	Lead	Service Plan Priority (1-3)	Annual Requirement [A]/ One off project [O]
	Migration of remaining premises to new model. Review of dataset in Arcus	new risk rating model for Food Standards by 31/03/2025	to submit complete returns	reviewed and correct. Returns submitted.	Review of database premises: 10 days 148 Hours **0.08 FTE**					

<table>
<tr><th>Required Resource</th><th>Available Resource</th></tr>
<tr><td>Resource required for Food Hygiene Delivery: 5.005 FTE
Resource required for Food Standards Delivery: 1.215 FTE
Resource required for Health & Safety Delivery: 2.339 FTE
Resource required for other Delivery: 1.81FTE

Total Resource Required: 10.369 FTE

N.B. Some areas of work fall into multiple categories, e.g. response to H&S service requests, this has been included within Food Hygiene Delivery.

Other delivery includes Arcus MIS, Response to FOIs, generic training, corporate health and safety responsibilities, line management.</td><td>Permanent Resource in post as at 01/04/26 (F&S): 8.66 FTE
Permanent Resource in post as at 01/04/26 (TS): 0.3 FTE

Temporary Resource in past as at 01/04/2026: 0.09 FTE (contractors in place for Q1)

Pending resource in post for 2026/2027 (F&S): 0
Pending resource in post for 2026/2027 (TS): 0

Total expected in post resource for 2026/2027 (F&S): 8.75 FTE
Total expected in post resource for 2026/2027 (TS): 0.3 FTE

Total allocated resource for 2026/2027 (F&S): 8.75 FTE
Total allocated resource for 2026/2027 (TS): 0.3 FTE

Shortfall of resource for 2026/2027 against expected FTE in post (F&S): 1.219 FTE
Shortfall of resource for 2026/2027 against expected FTE in post (TS): 0.1 FTE</td></tr>
<tr><td colspan="2">Note – FTE per activity is calculated as follows – 37 Hour week / 7.4 Hour day multiplied by 52 weeks per annum = 1924 working hours per year.</td></tr>
</table>

Risk Log

The following risks have been identified against the delivery of this work plan:

	Risk	Likely Impact
1.	National Shortage of EHOs	Unable to attract and recruit qualified and competent staff to future vacancies. Unable to locate qualified/competent agency personnel
2.	Part-Time Staff	The Food & safety team comprises predominantly part time staff, this has led to a loss of FTE within the team and has reduced the amount of out of hours working, e.g. to inspect businesses trading at evenings and weekends, visit and inspect events and undertake sports ground safety work, that can be achieved. The Council's current overtime payment policy also acts as a barrier to attracting part time staff to carry out out of hours work.

3.	Arcus MIS	The Arcus MIS is not operating sufficiently to allow appropriate and accurate recording, and subsequent reporting, of work carried out by the Food & Safety Team. The situation remains ongoing and issues with Arcus are known widely across the Council. Continous resource is required, predominantly from the PEHO to work on ongoing fixes and improvements to the database. The time required is unquantified but has an impact on the delivery of items outlined in this plan.
4.	Appointment of non-fully qualified officers	The team currently comprises over 50% unqualified officers who are working towards qualification and competency. These officers have settled in very well and contributing to service delivery but until they have passed their qualifications they are limited in ability to carry out official controls. Ongoing training needs is also impacting the time and available resource of authorised officers.
5.	Appointment of an Environmental Health Assistant (EHA) undertaking the Environmental Health Apprenticeship	On commencement an EHA will not have suitable qualifications or experience to undertake official control work and will require training and development in order to be able to contribute to the majority of work carried out by the Food & Safety Team. There will be a substantial lead-in time before they are able to contribute to the delivery of work outlined in the workplan above. Similarly, to point 4 the training of an EHA will redirect authorised officers from carrying out work outlined within the plan.