



# Draft RBFA Annual Governance Statement

2025 - 2026





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# Scope of responsibility

Royal Berkshire Fire Authority (the Authority) is responsible for ensuring that its business is conducted in accordance with relevant legislation and standards and that public money is both safeguarded and properly accounted for. It also has a duty under the [Local Government Act 1999](#), to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, use of its resources and including arrangements for the management of risk and the maintenance of an effective internal control environment.

The Authority has approved and adopted a code of corporate governance which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives and Senior Managers (CIPFA/SOLACE) '*Delivering Good Governance in Local Government: Framework*' (2016 edition). This statement explains how the Authority has complied with the Framework and meets the requirements of [Regulation 6\(1\) of the Accounts and Audit Regulations 2015](#), which requires all relevant bodies to prepare an Annual Governance Statement.

The Authority also reviews and reports its compliance with the CIPFA Financial Management Code (FM Code) which is designed to support good practice in financial management and allow the Authority to demonstrate that it is financially sustainable. The FM Code came into force on 1 April 2021. Local authorities are required to prepare an Annual Governance Statement to report publicly on the extent to which they comply with their own code of governance, which in turn is consistent with the good governance principles in the Framework.

This includes how they have monitored and evaluated the effectiveness of their governance arrangements in the year, and on any planned changes in the coming period. The process of preparing the governance statement should itself add value to the effectiveness of the governance and internal control framework. The Annual Governance Statement is intended as a valuable means of communication. It enables an authority to explain to the community, service users, taxpayers and other stakeholders its governance arrangements and how the controls it has in place to manage risks of failure in delivering its outcomes.

The overall aim is to ensure that:



- » Resources are directed in accordance with agreed policy and according to priorities.
- » There is sound and inclusive decision-making; and
- » There is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities.

## Purpose of the Governance Framework

The Governance Framework comprises the systems, processes, culture and values by which the Authority is directed and controlled. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.

The system of internal control is a significant part of that Framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure and can, therefore, only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise risks in relation to the achievement of the Authority's policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised.

The Governance Framework has been in place within the Authority for the year ended 31 March 2026, and up to the date of approval of the Statement of Accounts.

## The Governance Framework

The governance measures in place reflect the seven principles of good governance set out in the CIPFA/SOLACE *'Delivering Good Governance in Local Government: Framework'* (2016 edition) as set out below.

### **Core Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law**

The Constitution of the Authority establishes the roles and responsibilities of Members of the Authority and its Committees, together with officer functions. It includes details of delegation arrangements. The Constitution is kept under review to ensure that it is fit for purpose. The Audit and Governance Committee oversee proposed changes. The Audit and Governance Committee's views on the suitability of any changes are reported when they are presented to the full Fire Authority for approval.



The Constitution also contains procedure rules, standing orders and financial regulations that define how decisions are taken and where authority lies for decisions. The statutory roles of the Chief Fire Officer/Chief Executive, Monitoring Officer and Chief Financial Officer are described together with their contributions to provide robust assurance on governance and that expenditure is lawful and in line with approved budgets and procedures. The influence and oversight of these posts are supported by the post-holders' membership of the Senior Leadership Team.

A local Members' Code of Conduct is in place for all Members and was agreed by the Authority. A Register of dis-closable pecuniary interests for each Member is reviewed annually and published on the Authority's website. This is further supported by the [Protocol on Member and Officer Relations](#) which sets out respective obligations and expectations.

In the event of an allegation being made that a Member has breached the Authority's Code of Conduct, The [Complaints Procedure](#) related to members of the Fire Authority is available on the RBFRS website.

The role of Monitoring Officer is fulfilled as part of a collaborative arrangement with Buckinghamshire and Milton Keynes Fire and Rescue Authority. This arrangement has been in place since 2017/18 and has proved to be effective in ensuring suitable discharge of this responsibility.

All employees are bound by the Employee Code of Conduct and provides a framework for the behaviour, decisions and actions of employees. It is based on the national Core Code of Ethics for Fire and Rescue Services in England and supports a consistent approach to ethics and behaviours across RBFRS. Our Culture Plan defines our service values. The Employee Code of Conduct also sets out the requirement for the declarations of interests and for employees to register offers or acceptance of gifts and hospitality. The [Officer Register of Gifts and Hospitality](#) is publicly available on the RBFRS website.

A Grievance, Bullying and Harassment Policy, Complaints Procedure, Whistle Blowing Policy and Anti-Fraud, Bribery and Corruption Policy are maintained and kept under review, providing the opportunity for members of the public and staff to raise issues when they believe that appropriate standards have not been met. These policies were reviewed and updated as required following the publication of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) review of the handling of misconduct in fire and rescue services in England.

Regular updates on formal grievances, compliments and complaints received is presented to the Audit and Governance Committee via the quarterly performance report.

The Local Pension Board is set up under the auspices of [The Public Service Pensions Act 2013](#). The Board exists to assist the Fire Authority in its role as Scheme Manager; to secure compliance with the various firefighter pension scheme regulations and other legislation relating to governance and administration of the scheme; secure compliance with requirements imposed by the Pensions Regulator. A six-monthly report is provided to the Audit and Governance Committee.

We are committed to [data protection and processing personal data](#) in line with the requirements of the UK GDPR and the Data Protection Act 2018. It also sets out the process by which data incidents are recorded and investigated, and where appropriate, reported.



Royal Berkshire Fire Authority is committed to the highest possible standards of integrity, openness and accountability. The Authority recognises that sound systems of public accountability are vital to effective management and to protecting the public funds entrusted to it. The Anti-Fraud, Bribery and Corruption Policy outlines the Authority's commitment to creating an anti-fraud culture and maintaining high ethical standards in its administration of public funds.

RBFRS Whistleblowing policy outlines arrangements to give staff confidence to challenge and report allegations of inappropriate behaviour and gives the authority the means to investigate such reports. There is the opportunity to use Say So, who are an organisation RBFRS has engaged to confidentially report workplace concerns.

The Authority approved new Contract Standing Orders to be compliant with the Procurement Act 2023, which came into force on 24 February 2025. The Contract Standing Orders are supported by a Contract Management Guidance Framework which clearly sets out the responsibilities for contract management across the procurement team and local contract managers.

To positively develop our culture, a Culture Plan was published and the delivery of this is managed through an organisational development programme. This seeks to develop our culture through key pillars: People, Places, Processes and Systems all underpinned through communication and engagement. This work will be managed and monitored through the Change and Improvement Board within a programme structure to ensure robust management.

### **Core Principle B: Ensuring openness and comprehensive stakeholder engagement**

The Corporate Plan and Community Risk Management Plan 2023-27 was agreed by the Fire Authority following consultation with the public, staff and stakeholders. The [Corporate Plan and Community Risk Management Plan \(CRMP\) 2023-27](#), sets out the contribution the Authority will make to its mission; serving the people of Royal Berkshire. It is linked to the Budget, ensuring that the aspirations in the plan are realistic in the context of funding constraints within which the Authority operates. A CRMP member champion is appointed from the Fire Authority. Member workshops and engagement is completed to enable the Fire Authority to provide input to strategic planning.

A Consultation Strategy is in place which underpins all consultation activity. The Authority has consulted on and agreed its CRMP Consultation Principles, which are published within the Consultation Strategy. These confirm the circumstances of when a consultation is required.

Details of our [previous public consultations](#) are available on our website. All consultations are supported by a communication and engagement plan aimed at engaging our stakeholders and representative bodies and ensuring accessibility.

During 2025/2026 new equality objectives were drafted and consulted upon. Our [Equality Objectives 2026-2030](#) have been published on our website and underpin our engagement activity. Activity supporting the delivery of these is captured in our Strategic Performance Board. An Equality, Diversity and Inclusion member champion is appointed from the Fire Authority.



Whilst the Corporate Plan spans a four-year period, it is reviewed annually. After agreement from the Fire Authority, an [Annual Plan](#) is produced and published on the website, setting out Annual Objectives together with Corporate Measures.

An [Annual Report](#) is published on our website taking account of matters that have arisen during the last 12 months and reporting on performance for that period.

Corporate Measures that are set annually via the Annual Plan are internally monitored through the Strategic Performance Board prior to reporting to the Audit and Governance Committee. Any strategic projects are managed through the Portfolio Board using a programme governance structure. Progress on our Priority Programmes delivery for Community Risk Management Plan and the Culture Plan are reported to the Audit and Governance Committee via the [Quarterly Performance Reports](#). In addition to publishing the Quarterly Performance Reports, we publish key performance information on our website on a monthly basis.

Our website also contains a '[Transparency and Governance](#)' section publishing financial and staff information which includes the Council Tax Leaflet, procurement card transactions and payments over £500. We work closely with our neighbouring Fire and Rescue Services, notably through long standing collaboration with Thames Valley partners and the wider Thames Valley Local Resilience Forum. These partnerships and collaborative activities allow us to share our understanding of risk and contribute to wider regional risk reduction. We actively seek collaborative opportunities, such as sharing the facilities in our fire stations with Thames Valley Police and South-Central Ambulance Service, joint procurement arrangements and our joint Thames Valley Fire Control Service.

Working together leads to greater resilience and increases our efficiency and effectiveness. The governance arrangements are set out in the [Thames Valley Emergency Services Collaboration Five Year Plan](#), together with a [Thames Valley Collaboration Register](#), and are publicly available on our website.

Meetings of [the Fire Authority and its committee meetings](#) are accessible to the public and dates are published on the website, including the minutes and decisions taken at those meetings. The Authority appoints two members to the Thames Valley Fire Control Service Joint Committee and papers are published on the website for these meetings.

[Standing orders](#) are published outlining the rules for the operation of Authority and committee meetings. The [Scheme of Delegation](#) sets out those decisions which can only be taken by the Authority or the Audit and Governance committee and those which can be taken by the Chief Fire Officer/Chief Executive.

### **Core Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits**

The Corporate Plan and CRMP provides a clear vision and formal statement on the organisation's purpose and intended outcomes, including how we will manage our resources to achieve those outcomes. Our Community Risk Management Plan sets out how we will safely and effectively manage risk across our Prevention, Protection and Response activities. Our



Consultation Principles set out that we will consult with a wide range of stakeholders, including the public, on any changes that will have a material impact on the performance of the services we provide.

The [Strategic Asset Investment Framework](#), sets out our intent for the management and investment in our capital assets which include our buildings, fleet and ICT, underpinning the Corporate Plan and Integrated Risk Management Plan. We monitor the delivery of our corporate strategies and report on these through our Audit & Governance Committee.

The Organisational Risk Management Policy sets out our approach to the identification and management of risk which may impact on our ability to provide our services. The Corporate Risk Register is regularly reviewed by the Senior Leadership Team and is reported to the Audit and Governance Committee.

In support of our sustainability principles, the Authority is committed to reducing the impact of the organisation's operations on the environment and reducing its carbon emissions. It will do so in a way that supports the United Kingdom's commitment to sustainable development by achieving Net Zero by 2050, in line with the UK government target.

The estate produces 65% of the Authority's direct carbon emissions, so we are investing in reducing the environmental impact of our buildings. This includes developing heat-decarbonisation plans and beginning sustainability projects across our sites to support progress toward Net Zero. The fleet is also a major source of emissions. To address this, we are modernising our vehicles by introducing more efficient options, including hybrid, plug-in hybrid and fully electric vehicles where technology and operational needs allow.

In addition to reducing the Service's emissions through our Estate and Fleet, we will be addressing sustainability in its broader context, by developing our economic value, social inclusion and environmental protection. This is captured within our five-year sustainability strategy and delivered through an initial one-year sustainability programme.

A key element to the revenue budget setting process is ensuring the long-term sustainability of the organisation, considering the current pressures, risks and challenges that the Service faces.

### **Core Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes**

The Fire Authority meetings take place approximately three times per year with separate committee meetings for Audit and Governance and Management committee. In accordance with the Scheme of Delegation, all relevant items for decision are taken to the appropriate and relevant committee for scrutiny and approval.

Medium to long-term planning is informed by the [Medium Term Financial Plan, Strategic Asset Investment Framework and Reserves Policy](#), which sets out the financial strategy for the Authority. This enables the Authority to understand likely future challenges, and ensure its strategic planning is realistic.



Where necessary, appropriate action is identified to mitigate potential financial risk. This is further supported by the Authority's [Efficiency and Productivity Plan](#), which was refreshed as part of the budget setting process.

Our Performance Management Framework sets out how we will manage performance to ensure organisational aims and objectives are achieved. This Framework sets out how we will measure and monitor performance and where and when the organisation will manage performance. This is further supported by the Organisational Risk Management Policy.

Our governance structure enables the monitoring, scrutiny and oversight of our priority programmes and there is a planning cycle for determining strategic and operational plans on an ongoing basis.

The Authority will inform the public about changes we intend to make, or would like the public's views on, and then engage in a process of public consultation. This enables assessment of feedback from our communities and partners on our options. Responses are analysed and then presented to the Fire Authority.

### **Core Principle E: Developing the Authority's capacity, including the capability of its leadership and the individuals within it.**

Our vision outlines our capability commitments and that we value and invest in developing our people to ensure we can deliver the best possible service.

We have a People Strategy, the purpose of which is to create a professional, flexible workforce that is diverse in thought and representation that can create safer more resilient communities by preventing incidents, protecting homes and businesses and responding to emergencies. Progress against delivery plans are monitored at our Portfolio Board through our programme structure.

The Authority has developed a Member Development Strategy and is agreed by the Fire Authority. This strategy is supported by a Member Development Action Plan and reviewed annually.

The training needs of Members and officers are identified through appraisal and review processes. Appropriate training is made available to ensure that individuals can undertake their current roles effectively and that they have the chance to develop to meet their, and the Authority's, needs.

There is a Leadership Development Programme in place for supervisory and middle- managers, with the Senior Leadership Team developed through coaching and external leadership development courses. We provide access to a coaching and development platform which has a range of tools including a 360-degree feedback tool and we utilise NFCC frameworks.

Our Behavioural Competency Framework has leadership at its core and is directly linked to our Employee Code of Conduct and our Equality and Diversity and Inclusion Objectives, and therefore the FRS Core Code of Ethics. Our performance development review structure and recruitment are aligned to the framework.

Our Workforce Planning Group allows us to monitor our workforce profile, as well as anticipate future workforce needs for capacity, capability and succession and plan accordingly.



The health and wellbeing of colleagues is a priority and our Health, Safety and Wellbeing Strategy and Action Plan supports our staff, with a particular focus on Mental Health. Progress against action plans are monitored in our Health, Safety and Wellbeing Committee.

Independent assurance is provided by HMICFRS across the three pillars of 'effectiveness', 'efficiency' and 'people' HMICFRS inspected RBFRS during 2024 with the final report published in April 2025. RBFRS was graded as 'good' in eight areas with the grading of adequate given in three areas. Progress on the areas for improvements identified by HMICFRS are monitored and assured through our Portfolio Board. HMICFRS are due to return to inspect RBFRS again in 2026

Since the introduction of the Fire Standards Board (FSB), we have been an active and engaged participant in the development of the new fire standards. On all the published progressional standards, we undertake a gap analysis to check our compliance and create action plans if any gaps are reported, also making use of the implementation tools. Progress is reported to the Strategic Performance Board and the Audit and Governance Committee.

### **Core Principle F: Managing risks and performance through robust internal control and strong public financial management**

The Authority ensures that the Service has appropriate governance arrangements in place and that risk and performance are being effectively managed. As set out above, there is a Performance Management Framework and Organisational Risk Management Policy which sets out how this is achieved across HR, financial, service delivery, priority programmes and corporate risk management.

The Authority has ownership of the strategic risks of the Service and is responsible for monitoring and challenging risks and mitigation actions appearing on the Corporate Risk Register. This responsibility for risk and performance management is delegated by the Authority to the Audit and Governance Committee.

The Head of Finance and Procurement is appointed as the Chief Finance Officer and ensures the sound administration of the financial affairs of the Authority, as required by the statutory duties associated with section 112 of the Local Government Finance Act 1988 and the Accounts and Audit Regulations 2015. The Chief Financial Officer is required to adhere to professional standards set by CIPFA.

Until October 2015, the Authority's insurance was arranged through a consortium of nine fire and rescue authorities. These fire and rescue authorities are now members of the [Fire and Rescue Indemnity Company Ltd \(FRIC\)](#). The company commenced trading in November 2015 and now has 14 member authorities. The Authority's risk protection arrangements are provided through the pooled funds of the company. The aims of the Company are twofold: to reduce risk to the Authority by driving up standards, for example, by adopting best practice in relation to driving standards and to reduce the cost to the Authority of its risk protection arrangements over the longer-term.

The Audit and Governance Committee provides independent assurance to the Authority and scrutinises the performance of our service and reviews audit reports from internal and external auditors and approves the statement of accounts.



Management Committee receives quarterly budget monitoring reports, including reporting on efficiency.

The Annual Governance Statement is reviewed internally by our Senior Leadership Team and agreed by the Audit and Governance Committee.

### **Core Principle G: Implementing good practices in transparency, reporting and audit to deliver effective accountability**

Data is published on the website in accordance with the Local Government Transparency Code to promote openness and accountability through reporting on local decision-making, public spending and democratic processes.

The Authority has a designated statutory Data Protection Officer (DPO) that reports through the Authority's Senior Information Risk Owner (SIRO) which is the Deputy Chief Executive/Director of Corporate Services. Both the DPO and SIRO ensure legal compliance with data protection requirements.

The Authority publishes on the website monthly listings of all procurement card expenditure and payments over £500 that have been made. A contracts register is also maintained and published detailing businesses with whom we have official agreements and supply regular services.

The [Pay Policy](#) has been approved by the Authority and is subject to review annually. It is produced in accordance with new or proposed legislation to ensure that it remains relevant and effective. The Pay Policy Statement is approved by the Authority annually.

In addition to publishing the [Gender Pay Gap Report](#), on our website the Authority also published an [Ethnicity Pay Gap Report](#) which goes further than the statutory Gender Pay Gap report and gives clearer and more extensive information regarding how individuals are paid at RBFRS and how individual pay elements are distributed across the various protected groups. An Equal Pay Audit was undertaken in November 2024 with outcomes reported to the Authority in January 2025. This is published on the website and a further Equal Pay Audit will be carried out in 2026.

An annual [Statement of Assurance](#) is produced to formally confirm to Government, stakeholders and the communities we serve, the adequacy of arrangements for the effective management of financial, governance and operational matters in RBFRS. The Statement confirms the extent to which the requirement of the Fire and Rescue National Framework for England have been met.

The Audit and Governance Committee undertakes the scrutiny function within the Authority and provides a robust challenge to the Authority. The Committee reviews performance and risk within the Authority, initiating reviews where it considers performance could be improved.

The Authority's Internal Audit Service is carried out by external contractors appointed under contract. The appointed Internal Auditor (RSM) is required to provide an annual independent and objective opinion to the Authority on risk management, governance and the control environment. Actions arising from audits are tracked in our Strategic Performance Board. The annual Audit Plan



is agreed by the Audit and Governance Committee and for 2025/26 RSM has to date reported on the following audits:

<b>Audit</b>	<b>Assurance Level</b>
Payroll provider – Dataplan	Reasonable assurance
Firefighter Pension administration (West Yorkshire Pension Fund)	Partial assurance
Risk Management and Governance of Service Plans	Reasonable / Partial assurance
Health and Safety Contaminants	Reasonable assurance
Equality Impact Assessments	Reasonable assurance
Key Financial Controls	Substantial assurance

## Review of Effectiveness

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control. The review of effectiveness is informed by the work of the senior managers within the Authority who have responsibility for the development and maintenance of the governance environment, the Internal Auditors' (RSM) annual report, and by the findings and reports issued by the external auditors and other review agencies and inspectorates.

The Authority has an Audit and Governance Committee with responsibility for monitoring and reviewing the risk, control and governance processes and associated assurance processes to ensure internal control systems are effective and that policies and practices are in compliance with statutory and other regulations and guidance.



# Significant Governance Issues addressed in 2025/26

The following provides a progress report against the significant governance issues identified in the last Annual Governance Statement

Governance matter identified	Action taken in 2025/26	Lead Officer	Target Date
<p><b><u>Cyber security threat</u></b></p> <p>There is an increasing use of and movement to digital and cloud-based IT services. With the increased circumstances of remote working and use of digital services there is a growing additional pressure on those service areas. The rate of cyber-attacks, incidences and threats of ransomware attacks has been growing continually and therefore the associated risk of cyber-attacks is set to increase.</p>	<p>This is an on-going and growing challenge which needs vigilance. We will continue to focus our resources in this area and continue to work with our external partners to commission audits of our systems to test for vulnerabilities.</p> <p>We will continue to review and adjust our IT Disaster Recovery plans in response to changing cyber threat patterns and operational needs.</p> <p>We will continue to educate and train our staff to recognise and appropriately handle cyber security risks.</p> <p>An ongoing action plan is being continually developed.</p>	<p>Lukasz Wrona</p>	<p>March 2025</p>
<p><b><u>Legislation and legal changes – Employment Law</u></b></p>	<p>Emerging and ongoing legislation will be monitored for impacts and how we will respond to them.</p>	<p>Becci Jefferies</p>	<p>March 2025</p>



## Final RBFA Annual Governance Statement

<p>There are several bills proposing changes to employment law. The Service will need to consider the impact of any emerging legislation on ways of working and the workforce and how we need to respond to it.</p>			
<p><b><u>Data Protection Act Compliance</u></b></p> <p>The GDPR/Data Protection Audit outlined several areas where the Service needed to make improvements to ensure its policies and processes were up to date with the guidance shared by the Information Commissioner. IT made several recommendations which range from adjusting documentation to introducing additional governance and oversight of the Data Protection position of the Service.</p>	<p>New governance arrangements will be introduced to provide the service with an opportunity to scrutinise Data Protection related matters at a board level.</p> <p>Documentation, processes and policies will be updated in line with the latest recommendations from the ICO and the Audit Findings.</p>	<p>Lukasz Wrona</p>	<p>March 2025</p>



# Significant Governance Issues to be addressed in 2026/27

The following provides a progress report against the significant governance issues identified in the last Annual Governance Statement

Governance matter identified	Action to be taken in 2026/27	Lead Officer	Target Date
<p><b><u>Cyber security threat</u></b></p> <p>There is an increasing use of and movement to digital and cloud-based IT services. With the increased circumstances of remote working and use of digital services there is a growing additional pressure on those service areas. The rate of cyber-attacks, incidences and threats of ransomware attacks has been growing continually and therefore the associated risk of cyber-attacks is set to increase.</p>	<p>This is an on-going and growing challenge which needs vigilance. We will continue to focus our resources in this area and continue to work with our external partners to commission audits of our systems to test for vulnerabilities.</p> <p>We will continue to review and adjust our IT Disaster Recovery plans in response to changing cyber threat patterns and operational needs.</p> <p>We will continue to educate and train our staff to recognise and appropriately handle cyber security risks. During 26/27 a cyber security capability review will be undertaken and an audit will be commissioned to review existing processes.</p> <p>An ongoing action plan is being continually reviewed and developed.</p>	<p>Lukasz Wrona</p>	<p>December 2026</p>
<p><b><u>Legislation and legal changes – Employment Law</u></b></p>			



## Final RBFA Annual Governance Statement

<p>There are a number of bills proposing changes to employment law. The Service will need to consider the impact of any emerging legislation on ways of working and the workforce and how we need to respond to it.</p>	<p>Emerging and ongoing legislation will be monitored for impacts and how we will respond to them.</p>	<p>Becci Jefferies</p>	<p>December 2026</p>
<p><b><u>Data Protection Act Compliance</u></b></p> <p>The GDPR/Data Protection Audit outlined several areas where the Service needed to make improvements to ensure its policies and processes were up to date with the guidance shared by the Information Commissioner. IT made several recommendations which range from adjusting documentation to introducing additional governance and oversight of the Data Protection position of the Service.</p>	<p>During 2026, we will develop and publish a new Digital, Data and Technology Strategy and work to deliver the plan in line with the objectives.</p> <p>Governance arrangements consistent to provide the service with an opportunity to scrutinise Data Protection related matters at a board level.</p> <p>An audit by RSM of the processes and controls in place for information governance, to allow the service to take assurance that information and data retention requirements are clearly defined, effectively implemented and consistently applied to ensure that organisational practices align with statutory and internal standards.</p> <p>Documentation, processes and policies will be updated in line with the latest recommendations from the ICO and the Audit Findings.</p>	<p>Lukasz Wrona</p>	<p>December 2026</p>



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