

Appendix A

Lancashire Combined Fire Authority

**Internal Audit Service monitoring report: period ended
28 November 2025**

1 Purpose of this report

- 1.1 The Internal Audit Plan for 2025/26 was approved by the Audit Committee in March 2025. This report details the progress to date in undertaking the agreed coverage.

2 Internal audit work undertaken

- 2.1 To date, 32 days have been spent this financial year on completion of the 2025/26 plan which equates to 46%. The table in section 3 below provides a summary of the assignments that comprise the 2025/26 audit plan.

Use of this report

- 2.2 This report has been prepared solely for the use of Lancashire Combined Fire Authority, and it would therefore not be appropriate for it or extracts from it to be made available to third parties other than the external auditors. We accept no responsibility to any third party who may receive this report, in whole or in part, for any reliance that they may place on it and, in particular, we expect the external auditors to determine for themselves the extent to which they choose to utilise our work.

3 Progress

Audit review	Audit days			Status	Assurance Opinion
	Planned	Actual	Variation		
Governance and business effectiveness					
Overall governance, risk management and control arrangements	3	0	3	Not started	
Service delivery and support					
Risk Management	12	14	(2)	Final Report	● Reasonable October 2025
Business Continuity	10	12	(2)	Final Report	● Substantial November 2025
Business processes					
VAT	8	1	7	Planning	N/A
Treasury Management	10	0	10	Not started	N/A

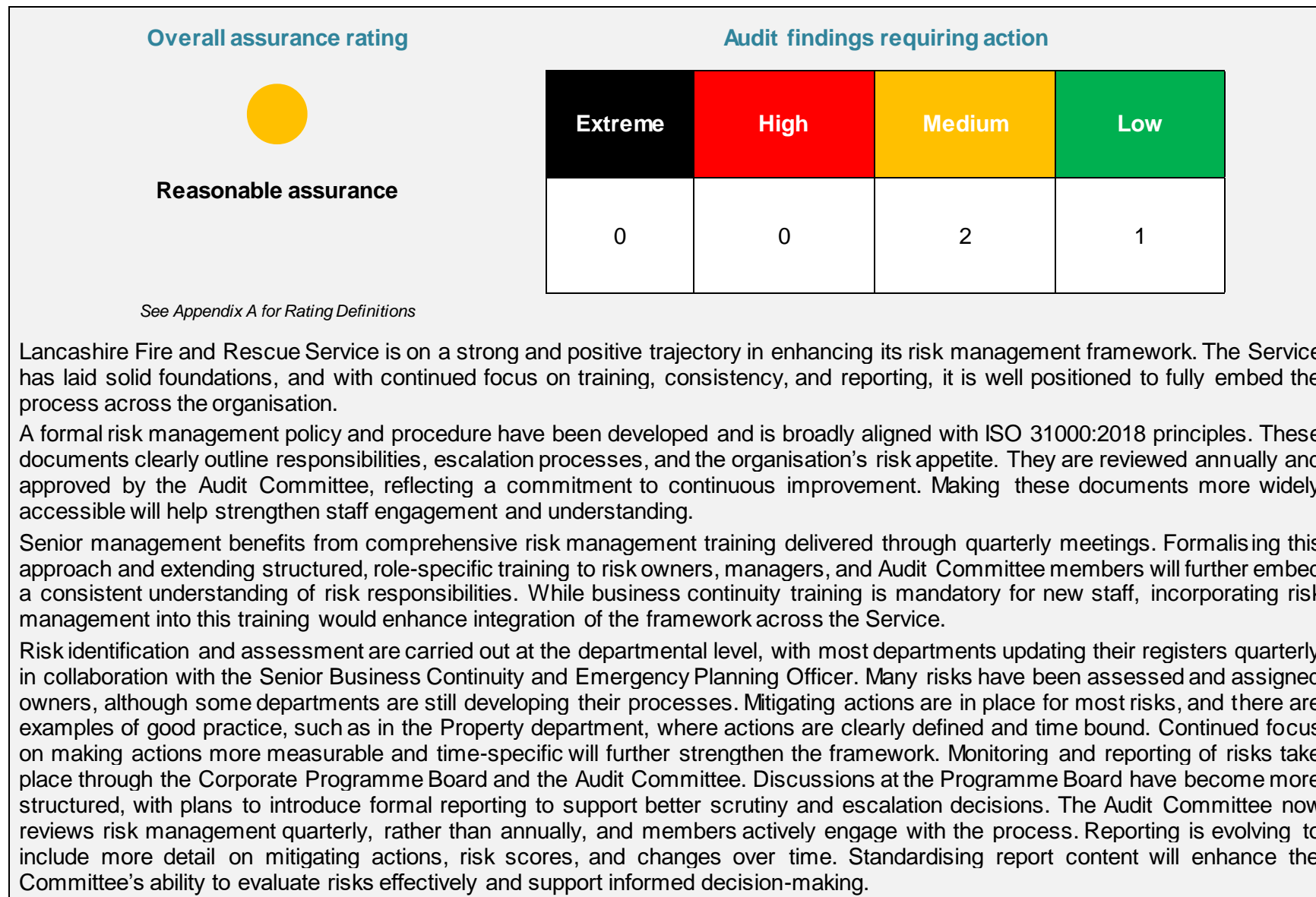
Procurement	12	1	11	Planning	N/A
<i>Follow up audit activity</i>					
Cyber Security-Governance	2	0	2	Not started	N/A
Learning from National Incidents	2	0	2	Not started	N/A
<i>Other components of the audit plan</i>					
Management activity	10	4	6	Ongoing	
National Fraud Initiative	1	0	1		
Total	70	32	38		

4 Extracts from Audit Reports

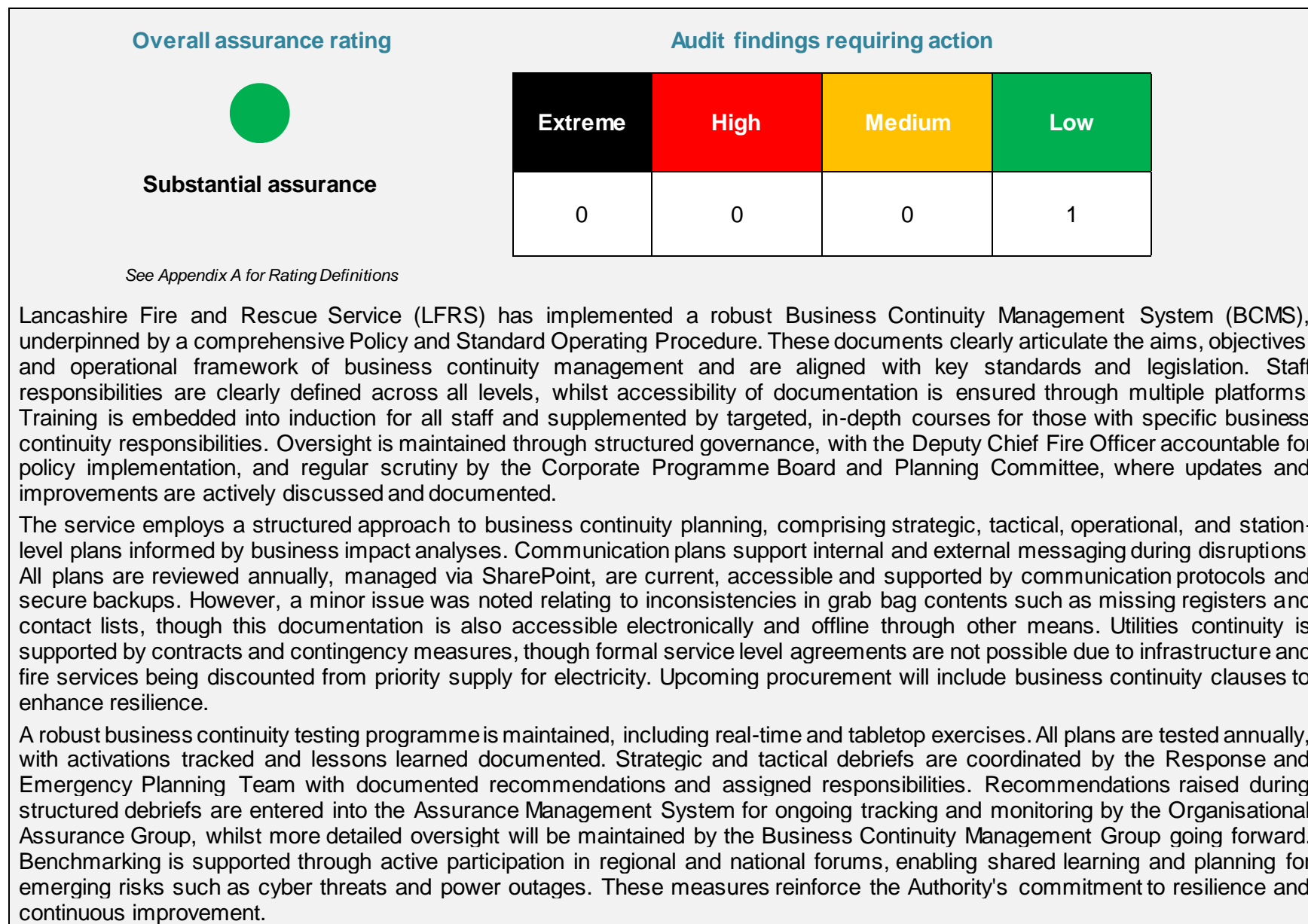
4.1 Extracts of assurance summaries are on the page below for:

- Risk Management
- Business Continuity

Risk Management – final report issued 22 November 2025



Business Continuity – final report issued 25 November 2025



Audit assurance levels and residual risks

Appendix 1

Note that our assurance may address the adequacy of the control framework's design, the effectiveness of the controls in operation, or both. The wording below addresses all of these options, and we will refer in our reports to the assurance applicable to the scope of the work we have undertaken.

- **Substantial assurance:** the framework of control is adequately designed and/ or effectively operated overall.
- **Reasonable assurance:** the framework of control is adequately designed and/ or effectively operated overall, but some action is required to enhance aspects of it and/ or ensure that it is effectively operated throughout.
- **Limited assurance:** there are some significant weaknesses in the design and/ or operation of the framework of control that put the achievement of its objectives at risk.
- **No assurance:** there are some fundamental weaknesses in the design and/ or operation of the framework of control that could result in failure to achieve its objectives.

Classification of residual risks requiring management action

All actions agreed with management are stated in terms of the residual risk they are designed to mitigate.

- **Extreme residual risk:** critical and urgent in that failure to address the risk could lead to one or more of the following: catastrophic loss of the LRFS services, loss of life, significant environmental damage or significant financial loss, with related national press coverage and substantial damage to the LRFS reputation. *Remedial action must be taken immediately.*
- **High residual risk:** critical in that failure to address the issue or progress the work would lead to one or more of the following: failure to achieve organisational objectives, significant disruption to the LRFS business or to users of its services, significant financial loss, inefficient use of resources, failure to comply with law or regulations, or damage to the LRFS reputation. *Remedial action must be taken urgently.*
- **Medium residual risk:** failure to address the issue or progress the work could impact on operational objectives and should be of concern to senior management. *Prompt specific action should be taken.*
- **Low residual risk:** matters that individually have no major impact on achieving the service's objectives, but when combined with others could give cause for concern. *Specific remedial action is desirable.*