

IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS  
Completed Actions

| Audit Ref No                                      | Recommendation   | Priority | Post responsible                  | SMT                                      | Response  | Action Date | Follow up Memo(s) | Date Closed |
|---|--|----------|-----------------------------------|--|---|-------------|-------------------|-------------|
| <b>ASSET MANAGEMENT &amp; INVENTORIES 2009/10</b> |  |          |                                   |  |   |             |                   |             |
| 3.14  | Annual checks should be evidenced, and the person creating the inventory should not be the person checking the inventory. The check of the inventory should be carried out by an independent person. | Medium   | Fleet Maintenance Centre Manager  | Assistant Chief Officer Community Safety | Agreed  | 31/03/2011  | 16/02/2011        | 02/03/2011  |
| <b>TRAINING CENTRE 2009/10</b>                    |  |          |                                   |  |   |             |                   |             |
| 3.8   | The Training Needs Assessment should be updated to be sufficiently comprehensive, and reviewed annually to ensure it remains an effective planning tool.   | Medium   | Programming and Resources Manager | Area Manager Training and Development    | Agreed: At present this information is held in SAP, we are considering reviewing the annual Training Needs Analysis process with a 3 or 6 monthly refresh. This would mean that as a Department we have a greater response to the business needs. | 30/12/2010  | N/A               | 03/12/2010  |

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| 3.11         | Consideration should be given to bringing both the planning and delivery cycle forward to reduce the potential delay between the identification of need and specific course provision. Alternatively increased dynamism with planning, scheduling and delivery of courses could help the training function be more responsive to needs. | Medium   | Programming and Resources Manager | Area Manager Training and Development | Agreed: This has now been superseded by the move of the grey book leave year, so the Training Needs Analysis (TNA) will be affected and planning brought further forward. As mentioned in the response to 3.8 above, we are considering the benefits of carrying out reviews and refresh during the annual Training Needs Analysis. | December 2010 | N/A               | 03/12/2010  |
| 3.10         | Consideration should be given to planning and allocating resources as a whole rather than splitting effort across the training functions. A review should be undertaken to assess   | Medium   | Programming and Resources Manager | Area Manager Training and Development | Agreed: a team re-structure is underway and an interim solution of allocating a Programming and Resource manager  | December 2011 | 16/12/2010        | April 2010  |

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|              | whether joining the functions would achieve efficiency savings by eliminating duplicated effort and surplus resources.  |          |                                   |                                       | role has already started which has led towards an integrated programme. As this is still in its infancy, fine tuning and review of the role process will be carried out. |               |                          |             |
| 3.12         | Consideration should be given to using a simplified model for forward planning with the detailed model retained for individual course planning incorporating all elements and costs for each of the specific courses. | Medium   | Programming and Resources Manager | Area Manager Training and Development | Agreed: This has now been completed, but will be reviewed to ensure that it is fit for purpose.  | December 2010 | 16/12/2010<br>07/01/2011 | 07/01/2011  |
| 3.14         | The course planning process should be reviewed, approved and formalised to ensure that sufficient feedback is obtained from the appropriate management level.   | Low      | Programming and Resources Manager | Area Manager Training and Development | Agreed   | December 2010 | 16/12/2010<br>07/01/2011 | 07/01/2011  |

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| 3.16         | Steps should be taken to improve management information on the reasons for cancellations and non-attendance with the potential causes investigated in order to reduce the number of cancellations and non-attendances. We acknowledge and support that this is already underway.   | Medium   | Quality Review Manager | Area Manager Training and Development | Agreed: A three monthly report is completed by the Quality Review Manager, however the extraction, recording and analysis need more refinements to capture more meaningful data and this is very much work in progress. | December 2010 | 16/12/2010<br>07/01/2011 | 07/01/2011  |
| 3.17         | Consideration should be given to replacing the annually published course brochure with a web based version on the intranet so that potential delegates are more aware of the current course offerings and availability. Publication of last minute availability on the intranet and reference to a reserve list of potential | Medium   | Quality Review Manager | Area Manager Training and Development | Agreed in part: Most courses already have a reserve list and we endeavour to backfill any cancellations from this list as soon as they are aware of spare places.<br><br>We are improving analysis of course            | December 2010 | 16/12/2010<br>07/01/2011 | 07/01/2011  |

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|              | delegates from the training database may also help to fill vacancies due to cancellations etc.   |          |                                   |                                       | data which will mean we can identify and improve the allocation of students to courses. The course programme will be made available for training and development opportunities to be visible so that individuals can seek to access opportunities pro-actively. |               |                          |             |
| 3.22         | All arrangements regarding the offering out and purchase of courses and facilities with external partners should be formally recorded in an appropriate Service Level Agreement or equivalent. (SLA) | Low      | Programming and Resources Manager | Area Manager Training and Development | Agreed in part: This is not realistic for all, some are a simple customer / provider issue and as long as legitimate invoices are raised this is  | December 2010 | 16/12/2010<br>07/01/2011 | 07/01/2011  |

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|              |   |          |                                   |                                       | not an issue.<br>SLA's are required for long term partnership arrangements such as purchase and joint use of new firehouse, examples such as these will be confirmed or established. |               |  |             |
| 3.13         | Options should be investigated into developing or obtaining an integrated planning tool. This could range from developing a simple in-house spreadsheet solution to the procurement of a specialist computer package. | Medium   | Programming and Resources Manager | Area Manager Training and Development | Agreed   | December 2010 | 16/12/2010<br>07/01/2011<br>25/01/2011 | 04/02/2011  |

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| 3.19         | All training should be arranged via the Training Department to help ensure quality standards are maintained. All training costs should be via the Training Department to ensure all relevant expenditure is identified. A single central system should be used to support the selection of external providers, ensure the training database remains up to date and learning outcomes are monitored. | Medium   | Training Manager | Area Manager Training and Development | <p>Agreed: This work will require significant understanding of the training needs and current delivery across Service Departments.</p> <p>Clear communications to the service will be required at senior level to understand the training needs and how that can be captured and managed through one department.</p> | December 2011 | 25/01/2011        | 19/05/2011  |

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| <b>ANIMAL RESCUE 2010/11</b> |   |          |  |                               |   |             |  |             |
| 3.5                          | All job descriptions and role profiles of Animal Rescue personnel should be reviewed and formalised, to ensure staff are aware of all areas of responsibility.                          | Medium   | Group Manager, Command Strategy and Specialist Response. | Area Manager Response Support | Job descriptions will be formalised, approved by the line manager and forwarded to HR for retention.  | 30/11/2010  |  | 09/11/2010  |
| 3.6                          | Summary office processes and procedures should be formalised at the earliest opportunity in conjunction with Service Delivery management, ensuring they are consistent with procedures. | Medium   | Animal Rescue Specialist                                 | Area Manager Response Support | Agreed  | 30/11/2010  | 12/11/2010<br>16/12/2010               | 24/12/2010  |
| 3.29                         | Exception records should be maintained with exceptional levels being reported.  | Medium   | Station Manager, Civil Resilience.                       | Area Manager Response Support | Exception records will be maintained with the introduction of a procedure where any exceptional claims are authorised by the next line manager. | 31/10/2010  | 14/10/2010<br>08/11/2010<br>16/12/2010 | 07/01/2011  |

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|---------------------|--|-----------------|---|--------------------------------------|--|--------------------|--|--------------------|
| 3.37                | The inventory should be updated and should comply with Service Order /2/4 (inventories).   | Medium          | Group Manager, Command Strategy and Specialist Response | Area Manager Response Support        | Agreed   | October 2010       | N/A  | 03/11/2010         |
| 3.40                | When new purchases are made these items should be immediately listed on an inventory   | Medium          |   | Area Manager Response Support        | Agreed   | October 2010       | N/A  | 03/11/2010         |
| 3.13                | A summary of all sponsorship deals with Animal Rescue should be developed and held on the file containing supporting documentation for all sponsors, in order to clarify financial and operational details of the deals and also to provide an adequate audit information trail. In addition, all sponsorship deals should be independently authorised in order to protect the role of the Service and the Animal Rescue Specialist. | Medium          | Marketing and Communications Department                 | Head of Marketing and Communications | A robust sponsorship policy is being developed to format HFRS policy and to create an audit trail for all existing and future sponsorship opportunities. | 30/11/2010         | 12/11/2010<br>16/12/2010<br>07/01/2011<br>26/01/2011<br>07/01/2011 | 07/03/2011         |

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| <b>URBAN SEARCH AND RESCUE 2010/11</b> |   |          |                                 |                                 |                                   |             |                   |             |
| 3.15                                   | A log should be produced for each calendar month or the log should be ruled off, showing the total for the month, with the title of the log explaining what it relates to.  | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed<br>Process to be amended.  | 31/10/2010  | 08/11/2010        | 09/11/2010  |
| 3.17                                   | Either three quotations should be sought for purchases valued between £5,000 and £25,000 in compliance with HFRS procurement procedures, or written documentation is held to explain and evidence the occasions where procurement procedures could not be adhered to. | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed                            | 31/12/2010  | 07/01/2011        | 10/01/2011  |
| 3.23                                   | As an interim measure prior to the introduction of the availability system, a basic chart should be produced to facilitate checks on staff availability within an appropriate time scale and to   | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed.<br>Process to be amended. | 31/12/2010  | 07/01/2011        | 10/01/2011  |

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|              | ensure that staff are not scheduled as unavailable yet are shown on retained claim forms as attending.  |          |                                 |                                 |  |             |                         |             |
| 3.24         | Service Order SO/1/15 should be adhered to for all overtime/TOIL payments. In addition, there is a need to ensure all individual line entries on overtime/TOIL claim forms are initialled in confirmation of payment authorisation. | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed.<br>Process to be amended and TOIL to be monitored. | 31/10/2010  | 1/11/2010<br>07/01/2011 | 10/01/2011  |
| 3.32         | Portable and attractive items which are stored and coded to the department should appear on their inventory. Alternatively, the expenditure should be moved to the correct area if it does not relate to USAR.                      | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed   | 31/12/2010  | 07/01/2011              | 10/01/2011  |

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| 3.10         | <p>We recommend that:</p> <ul style="list-style-type: none"> <li>-full cost identification should be sought with all USAR costs being apportioned and coded appropriately in order to match costs against available grant funding. In particular, that time recording supports an accurate cost apportionment of HFRA staff's time to USAR</li> <li>-the potential personal use of Fire vehicles by USAR staff should be resolved</li> <li>-processes are documented to account for and recover any potentially significant deficits from other organisations and these should be included in the procedures manual referenced in paragraph 3.5 of this report.</li> </ul> | High     | Group Manager, Civil Protection | Area Manager, Response Delivery. | Agreed   | 31/03/2011  | 07/01/2011        | 21/01/2011  |

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| 3.29                | Each item should appear on the inventory as a singular item and not be combined with another item. To help identify an item each piece of equipment should be listed with its date of purchase and serial/asset number. | Medium          | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed          | 31/01/2011         | N/A                      | 21/01/2011         |
| 3.30                | Track changes should be used or a hard copy of the inventory printed from the system. This would help to prevent deletions and changes occurring without the responsible person for the inventory noticing.             | Medium          | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed          | 31/01/2011         | N/A                      | 21/01/2011         |
| 3.31                | Only items belonging to the department should be included on its inventory.   | Medium          | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed          | 31/01/2011         | N/A                      | 21/01/2011         |
| 3.33                | Annual checks of the inventory should be carried out by an independent person to the person creating and maintaining the  | Medium          | Area Manager, Response Delivery | Area Manager, Response Delivery | Agreed          | 31/03/2011         | N/A                      | 21/01/2011         |

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|   | inventory. The annual checks should be initialled on the inventory as evidence to the process.   |          |                                 |                                  |  |             |                   |             |
| 3.5   | We recommend that continued efforts should be made to produce an overarching operational procedures document, co-ordinating all appropriate existing procedures.       | Medium   | Area Manager, Response Delivery | Area Manager, Response Delivery. | Agreed   | 31/03/2011  | N/A               | 01/04/2011  |
| <b>DATABASES 2009/10</b>  |  |          |                                 |                                  |  |             |                   |             |
| 3.2   | The larger and strategic databases, such as CFRMIS, should be monitored for availability and response and reviewed by the application owners and Information Services. | Low      | ICT manager                     | Director of Corporate Services   | Agreed. This will be raised with application owners. | 31/12/2010  | 16/12/2010        | 17/12/2011  |
| Performance Review Team comment: The CFRMIS Help desk and monitor the availability and performance of CFRMIS. They are anticipating moving to CFRMIS 5 in April 2011. This will provide further monitoring tools. |  |          |                                 |                                  |  |             |                   |             |

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| 3.3                 | The ownership and responsibilities for the Service Owner of 'Hydra' should be documented in the Production Authorisation document.   | Low             | Information Service Manager | Director of Corporate Services | Agreed. Completed following the audit interview. | Immediate          | N/A                      | 31/08/2010         |
| 3.6                 | The procedures for adding, deleting and amending users for access to information systems and management are documented.  | Low             | IT Service Desk Manager     | Director of Corporate Services | Agreed   | 31/12/2010         | 16/12/2010               | 17/12/2010         |
| 3.7                 | The HFRS Information Services Help Desk should notify the CFRMIS Database Administrator when requests for the deletion of users are sent to the HCC IT Security Team to enable any access to CFRMIS to be removed. | Low             | IT Service Desk Manager     | Director of Corporate Services | Agreed   | 31/12/2010         | 16/12/2010               | 17/12/2010         |

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| <b>SERVICE DELIVERY AUDIT PROCESS 2009/10</b> |  |          |  |                                |  |             |                   |             |
| 3.8   | We recommend that more attention should be paid by performance management auditors to the full completion of Station Workplace Managers Feedback Forms and Action Plans. In particular, in ensuring that reporting time scales are prompt, Station/Workplace Manager's Action Plans are complete and risk priorities are completed against all controls. | Medium   | Area Manager, Response Support<br><br>Audit Team | Area Manager, Response Support | Review purpose of audits and prepare terms of reference for the audit team based on the role map.<br><br>Also action set out in 3.2 re standardisation meetings. | 30/11/2010  | 12/11/2010        | 03/12/2010  |
| 3.11  | All recommendations for action arising from the performance management audits should be followed-up to ensure that they are carried out and within the agreed timescales.  | Medium   | Performance Review Manager                       | Director of Corporate Services | Performance Review Team to follow up completed audits to ensure actions are discharged in a timely way.  | 31/12/2010  | 03/12/2010        | 03/12/2010  |

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| 3.14         | Consideration should be given to the initiation of local performance indicators in order to formalise the assessment of performance in the management of both performance management and operational incident style audits. These should be regularly monitored and reported. | Low      | Group Manager, Response Support /<br>Area Manager, Response Support | Area Manager, Response Support | We feel a performance indicator would be over complicated and add little value here – we will produce a regular highlight report and include stats of progress being made for reporting to the Response Policy Group and the Performance Management Groups. | 31/12/2010  | 14/01/2011        | 14/01/2011  |
| 3.16         | Early response timescales should be initiated for local managers to respond to performance management audits, to ensure actions are addressed promptly.   | Medium   | Area Manager, Response Support / Audit team                         | Area Manager, Response Support | As part of the review set out in 3.7 we will ensure timescales reflect risk and the need to promptly address actions when appropriate.  | 30/11/2010  | 12/11/2010        | 03/12/2010  |

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| 3.2  | Service Delivery management should periodically review the quality of work produced by the team auditors, to ensure that all control and specific issues are being identified and addressed in compliance with procedures | Medium   | Group Manager, Response Support | Area Manager, Response Support | For incident audits, the Group Manager Response Support will take on a quality sampling role and initiate a review of incident audit including size of team and process documentation etc. | February 2011 | 07/02/2011        | 09/02/2011  |
| 3.9  | In the case of operational incident audits, a more uniform approach across the county should be sought, to ensure that the experience of auditors in the south does not subsequently suffer.                              | Low      | Group Manager, Response Support | Area Manager, Response Support | The issues identified here will be picked up during the review of the audit process which will take account of the size of the team and mobilising protocols                               | February 2011 | 07/02/2011        | 09/02/2011  |
| <p>3.9: The incident audit process has been 're-engineered' and will now be headed 'operational assurance'. This work is using the Business Intelligence tool to capture more objective data and importantly in relation to this action point the assurance role will be broadened which will address the skew between north and south contained within the recommendation</p> |   |          |                                 |                                |  |               |                   |             |

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| 3.3          | As an aspect of the Personal Development Review process, specific reference should be made to the roles and responsibilities of Service Delivery auditors, as an attached appendix in their role profiles and job descriptions, to ensure clarity in expected responsibilities. | Medium   | Area Manager, Response Support<br><br>Group Manager, Response Support<br><br>Training Dept | Area Manager, Response Support | Fire & Rescue Role Maps contain a unit relating to audit – EFSM 19 – Monitor compliance with quality systems. – Report on compliance with quality systems – this national standard will be used in future and training will be structured around this element. | November 2010 – ongoing<br><br>February 2011<br><br>2011/12 training programme | 18/02/2011        | 01/03/2011  |
| 3.7          | Performance Management Audits should be allocated over a rolling three year financial year cycle, to ensure that risk assessment ratings are appropriate and audit work is more strategically allocated and meaningful.   | Medium   | PM Audit Team / Area Manager, Response Support   | Area Manager, Response Support | Audit team to review audit universe and ensure that topics included for audit are relevant and robustly risk assessed and prioritised.   | February 2011  | 18/02/2011        | 01/03/2011  |

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| 3.15         | We suggest that Hampshire County Council Internal Audit should be notified where more significant findings resulting from Performance Management audits are identified that may warrant an independent follow-up review. | Medium   | Area Manager, Response Support | Area Manager, Response Support | Agreed  | 31/12/2010    | 04/01/2011<br><br>18/02/2011 | 01/0320/11  |
| 3.12         | An auditors' information pack should be compiled in order to assist auditors in the performance of their duties, incorporating the more important elements of Service Orders relating to their role.                     | Medium   | Area Manager, Response Support | Area Manager, Response Support | We will prepare an information pack consisting of the role map, terms of reference, service policy and procedures We will also provide a copy of the areas to be audited along with model answers | February 2011 | 07/02/2011<br><br>18/02/2011 | 27/03/2011  |

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| 3.20                                   | Initial confirmation of performance management auditors' travel should be through the Area Manager Response Support to confirm journeys undertaken, prior to authorisation by the respective line managers.              | Medium   | Area Manager, Response Support | Area Manager, Response Support      | Provide a copy of the annual audit programme to auditors line managers so that they are aware of the commitments of their staff in carrying out audits. | March 2011 and annually thereafter. | 18/02/2011        | 27/03/2011  |
| <b>DEBTORS AND CASH INCOME 2010/11</b> |  |          |                                |                                     |   |                                     |                   |             |
| 3.7                                    | Banking should be carried out on varying days and at different times of the day to reduce the risks of the employee undertaking the banking being targeted by criminals.   | Medium   | Financial Services Officer     | Head of Financial & Office Services | Agreed  | Immediate                           | 07/01/2011        | 10/01/2011  |
| 3.16                                   | Consideration should be given whether checking by HFRA is adding value or is a duplication of effort. FBL5N report should be run by either HFRA Financial Services or Hampshire County Council Treasurer's Department to | Medium   | Financial Services Supervisor  | Head of Financial & Office Services | Procedures will be amended to avoid duplication but still monitor any debts especially those over 365 days.   | 31/12/2010                          | 07/01/2011        | 10/01/2011  |

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|                                       | ensure that debt monitoring is occurring, but should not be run by both parties.  |          |                               |                                     |   |                |                   |             |
| 3.14                                  | The invoice stationery should be updated with the Girobank option being removed from the paperwork, and the preferred payment method given prominence.  | Low      | Hampshire County Council      | Head of Financial & Office Services | HCC have advised that this is being changed   | Quarter 4 2010 | N/A               | 10/03/2011  |
| 3.11                                  | Collecting, receipting and banking should either be shared between different roles, or if this isn't possible, it should be signed off by the manager in charge to avoid placing the employee in a vulnerable position. | Medium   | Financial Services Supervisor | Head of Financial & Office Services | Most income is by cheque and accompanied by supporting paperwork. All members of the Finance team receipt income. | N/A            |                   | 10/03/2011  |
| <b>EASTLEIGH FIRE STATION 2010/11</b> |   |          |                               |                                     |   |                |                   |             |
| 3.12                                  | TOIL hours should be regularly monitored and action taken to ensure they remain below the upper limit of 24 hours.  | Medium   | Station Manager               | Area Manager, Response Support      | Additional hours accrued by personnel on detachment.<br>Now reduced   | October 2010   | N/A               | 01/11/2010  |

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| 3.25                | The service indent voucher should be signed to show that the goods have been received.  | Medium          | Station Manager         | Area Manager, Response Support | Problem created by new personnel being unaware of the recording and distribution of supplies. Personnel are now aware. | October 2010       | N/A                      | 01/11/2010         |
| 3.27                | The indent number should be recorded on the indent voucher to ensure that items needing to be returned can easily be traced.                | Low             | Station Manager         | Area Manager, Response Support | See above  | October 2010       | N/A                      | 01/11/2010         |
| 3.33                | All relevant items belonging to the station should be identified and recorded on an inventory for gym equipment.                            | Medium          | Station Admin           | Area Manager, Response Support | Agreed.  | January 2011       | 26/01/2011               | 21/02/2011         |
| 3.35                | A hard copy of the inventories should be printed from the system and kept on file in case the inventories held on the I: drive are changed. | Medium          | Station Admin           | Area Manager Community Safety  | Agreed   | January 2011       | 26/01/2011               | 21/02/2011         |

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| Audit Ref No                               | Recommendation  | Priority | Post responsible               | SMT                           | Response   | Action Date  | Follow up Memo(s) | Date Closed   |
|--|---|----------|--------------------------------|-------------------------------|--|--------------|-------------------|---------------|
| 3.37                                       | Asset labels should be obtained from Support Services and each inventory item should be uniquely labelled, with the asset number being recorded on the inventories.                                   | Medium   | Station Admin                  | Area Manager Community Safety | Agreed   | January 2011 | 26/01/2011        | 21/02/2011    |
| <b>RETAINED FIREFIGHTER CLAIMS 2009/10</b> |   |          |                                |                               |  |              |                   |               |
| 3.23                                       | User passwords should not be recorded in a spreadsheet. There should be a secure process to reset user passwords when required.   | Medium   | Head of Service Delivery Admin | Area Manager Community Safety | Service Delivery Administration staff need to log on to other user accounts to provide support. The risk is accepted.  | N/A          | N/A               | 08/02/2011    |
| 3.29                                       | A process to review access rights and permissions for users regularly should be implemented. If the resource available to do this is limited then it could be focused on high privilege access roles. | Medium   | Service Delivery Team          | Area Manager Community Safety | A starter and leaver's list is received monthly from HR and the system is updated to reflect this. Any other user changes to the system are actioned by the SD | Complete     | N/A               | February 2011 |

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| Audit Ref No | Recommendation  | Priority | Post responsible               | SMT                           | Response   | Action Date   | Follow up Memo(s) | Date Closed   |
|--------------|---|----------|--------------------------------|-------------------------------|--|---|-------------------|---------------|
|              |   |          |                                |                               | Team. A headquarters staff list is reviewed regularly.   |   |                   |               |
| 3.6          | Holiday sick pay should be reviewed with the system providers to see if there is a solution within this system. The officers in charge (OIC) need to be made aware of the problem and any interrupted drill nights should be checked for staff on leave or sick so they can be removed from the second and any subsequent reports to ensure they are only paid once. This scenario should be tested if another system is implemented. | Medium   | HR Manager Workforce Support   | Director of Human Resources   | All OIC's and inputters have received training and guidance as in what to do when generating more than one activity report on a training night. This will not be pursued with the current system supplier. This scenario will be considered with Firewatch | Complete and to be considered during the implementation of Firewatch. | N/A               | February 2011 |
| 3.31         | "testuser" should be investigated to establish it is still required. If it is then the password should be changed and made known only to those who have a need to   | Low      | Head of Service Delivery Admin | Area Manager Community Safety | "testuser" has been removed.   | Complete  | N/A               | February 2011 |

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| Audit Ref No | Recommendation  | Priority | Post responsible               | SMT                           | Response  | Action Date | Follow up Memo(s) | Date Closed   |
|--------------|---|----------|--------------------------------|-------------------------------|---|-------------|-------------------|---------------|
|              | use it. A record of who knows the password is made.   |          |                                |                               |   |             |                   |               |
| 3.33         | The outstanding queries should be resolved and access adjusted as necessary. Headquarters access is reviewed regularly to ensure access reflects the users current job. | Medium   | Head of Service Delivery Admin | Area Manager Community Safety | The outstanding queries have been actioned.   | Complete    | N/A               | February 2011 |
| 3.35         | The list of user ids with administrator rights in both modules should be reviewed and reduced.  | Medium   | Head of Service Delivery Admin | Area Manager Community Safety | This has been reviewed and only the individuals who require access have access.                 | Complete    | N/A               | February 2011 |
| 3.45         | The system or a subsequent system should be configured to only allow codes valid to HFRA to be selected.  | Low      | Head of Service Delivery Admin | Area Manager Community Safety | Invalid codes have been removed. This will be considered during the implementation of Firewatch | Complete    | N/A               | February 2011 |

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| Audit Ref No | Recommendation  | Priority | Post responsible                | SMT                            | Response   | Action Date | Follow up Memo(s) | Date Closed   |
|--------------|---|----------|---------------------------------|--------------------------------|--|-------------|-------------------|---------------|
| 3.49         | The text field for "other" codes is made mandatory and a claim must include a firefighter for it to be submitted to payroll for authorisation. Assessment is made against other fields and operational requirements for implementation of other mandatory fields in the current or a subsequent system. | Low      | Head of Service Delivery Admin. | Area Manager Community Safety  | This has been actioned, and the comments box does need to be completed before the report can be saved.                       | Complete    | N/A               | February 2011 |
| 3.53         | An assessment of the amount of data input between the Saturday and the Monday backups should be made and a decision made on if the Retained Management System should be backed up on a Sunday to cover this data.   | Medium   | IS Service Delivery Manager     | Director of Corporate Services | The weekend period has been added to backup scheduler and is covered now. The data of the RMS system is backed up daily now. | Complete    | N/A               | February 2011 |
| 3.55         | Back up tapes are stored offsite from the location of the data servers.   | Medium   | Manager Information Services    | Director of Corporate Services | We are aware of this risk, and although the tapes are stored in a separate building, to                                      | Complete    | N/A               | February 2011 |

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| Audit Ref No                          | Recommendation  | Priority | Post responsible                                  | SMT   | Response  | Action Date | Follow up Memo(s) | Date Closed |
|---------------------------------------|---|----------|---|---|---|-------------|-------------------|-------------|
|                                       |   |          |   |   | where the servers are held, it is acknowledged that the location on the same site does pose a risk. The RMS system is built on old (legacy) architecture and as such cannot be virtualised. If it were able to be virtualised, we could back its data up to our another site. |             |                   |             |
| <b>PERFORMANCE MANAGEMENT 2010/11</b> |   |          |   |   |   |             |                   |             |
| 3.6                                   | Timescales should be recorded for all appropriate actions recorded by the Performance Management Group, to ensure they are being addressed and within a reasonable time period. | Low      | Area Manager Service Delivery Response (Support). | Area Manager Service Delivery Response (Support). | Agreed  | 31/03/2011  | N/A               | 15/02/2011  |

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| Audit Ref No                            | Recommendation  | Priority | Post responsible                                 | SMT  | Response  | Action Date  | Follow up Memo(s) | Date Closed |
|---|---|----------|--|--|---|--|-------------------|-------------|
| 3.7                                     | Retained personnel should be reminded of the importance of providing adequate commentaries in 'views', in order that the required reasoning behind selected performance data may be sufficiently known, where required. | Medium   | Area Manager Service Delivery Response (Support) | Area Manager Service Delivery Response (Support) | Agreed  | Immediate  | N/A               | 15/02/2011  |
| <b>DATA QUALITY 2008/09</b>             |   |          |  |  |   |  |                   |             |
| 3.12                                    | The Data Quality statement should be made available to all staff once approved and should be reviewed on an annual basis to ensure that it remains up to date and includes reference to national standards.             | High     | Head of Financial & Office Services              | Director of Corporate Services                   | The Data Quality Strategy, once approved, will be made available to staff, and reviewed on an annually basis. | 31/12/2009<br>extended to 30/09/2010<br>extended to 31/12/2010 | 28/07/2010        | 25/03/2011  |
| <b>DATA QUALITY (follow up) 2009/10</b> |   |          |  |  |   |  |                   |             |
| 3.3                                     | We recommend that the Data Management Strategy 2010 should be finalised and issued to all staff and reviewed annually as  | Medium   | Community Risk Intelligence                      | Area Manager Service Delivery                    | Agreed  | 31/05/2010<br>extended to 30/09/2010<br>extended to            | 28/07/2010        | 25/03/2011  |

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| Audit Ref No                            | Recommendation   | Priority | Post responsible      | SMT  | Response | Action Date               | Follow up Memo(s) | Date Closed |
|---|--|----------|-----------------------|--|----------|---------------------------|-------------------|-------------|
|   | intended to ensure it remains up to date and includes current national standards.  |          |                       |  |          | 31/12/2010                |                   |             |
| <b>BASINGSTOKE FIRE STATION 2010/11</b> |  |          |                       |  |          |                           |                   |             |
| 3.29                                    | To provide segregation of duties, annual checks of the inventory should be signed off by an independent person.  | Low      | Station Administrator | Area Manager<br>Community Safety           | Agreed   | April 2011 for next check | N/A               | 01/11/2010  |
| 3.11                                    | In order that evidence exists that claimants agree with the watch records, overtime and TOIL (time off in lieu), claimants and approvers should ensure that claims are signed. | Medium   | Station Manager       | Area Manager<br>Community Response Support | Agreed   | April 2011                | N/A               | 01/11/2010  |

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| Audit Ref No                       | Recommendation   | Priority | Post responsible                            | SMT                                 | Response  | Action Date | Follow up Memo(s)                                    | Date Closed |
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| <b>PROPERTY MANAGEMENT 2010/11</b> |  |          |   |                                     |   |             |  |             |
| 3.15                               | In order to improve the accounting for buildings maintenance, the first five years of the planned maintenance programme should be recorded in detail incorporating associated outline costings. The overall programme should be set for the forthcoming 10-15 years to improve effectiveness | Medium   | Property Services Manager.                  | Director of Corporate Services      | Do not agree.<br>We will prepare a 3 year plan of expenditure, subject to the unknown future levels of finance and changes in policy. | 31/03/2011  | 18/02/2011<br>03/03/2011<br>04/05/2011<br>19/05/2011 | 19/05/2011  |
| <b>SAP ACCESS 2010/11</b>          |  |          |   |                                     |   |             |  |             |
| 3.3                                | Report S_BCE_68001418 "Roles by Role Name" should be run regularly for key Human Resources roles to ensure the assignment is appropriate.  | Medium   | Human Resources Information Systems Manager | Director of Human Resources         | The recommended report will be run quarterly.   | April 2011  | 12/04/2011   | 12/04/2011  |
| 3.8                                | If the Financial Services Supervisor, or any authorised person needs to make changes to a user's access without a request form being   | Medium   | Financial Services Manager                  | Head of Financial & Office Services | Emails will be sent to line managers and users when we have to make changes to existing   | Immediate   | 12/04/2011   | 12/04/2011  |

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| Audit Ref No                         | Recommendation   | Priority | Post responsible                         | SMT                                 | Response                            | Action Date                             | Follow up Memo(s)                      | Date Closed |
|--------------------------------------|--|----------|--|-------------------------------------|-------------------------------------|---|--|-------------|
|                                      | completed by the line manager, then they should inform the line manager what has been requested, giving them the opportunity to make comment.  |          |  |                                     | users access if there is a problem. |   |  |             |
| 3.17                                 | The "Org unit user reports" procedure should be followed and carried out annually.   | Low      | Financial Services Manager               | Head of Financial & Office Services | Agreed                              | March 2011                              | 12/04/2011                             | 12/04/2011  |
| <b>INCIDENT COMMAND TEAM 2010/11</b> |  |          |  |                                     |                                     |   |  |             |
| 3.24                                 | All FJ1 retained firefighter claim forms should be used in strict numerical sequence, to avoid possible duplication of claims and to ensure a suitable audit trail is in place.          | Low      | Incident Command Unit (ICU) Team Leader. | Area Manager, Response Support      | Agreed                              | 30/11/2010<br>extended to<br>30/06/2011 | 17/02/2011<br>03/03/2011<br>12/04/2011 | 20/06/2011  |
| 3.25                                 | The signatures of claimants should always be present on FJ1 retained claim forms and names not printed, to ensure sufficient control over payments and to ensure an adequate audit trail | Medium   | ICU Team Leader                          | Area Manager, Response Support      | Agreed                              | 30/11/2010<br>extended to<br>30/06/2011 | 17/02/2011<br>03/03/2011               | 20/06/2011  |

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| Audit Ref No                                      | Recommendation   | Priority | Post responsible                 | SMT                                 | Response  | Action Date | Follow up Memo(s) | Date Closed |
|---|--|----------|----------------------------------|-------------------------------------|---|-------------|-------------------|-------------|
| <b>GOVERNMENT PROCUREMENT CARDS (GPC) 2010/11</b> |  |          |                                  |                                     |   |             |                   |             |
| 3.10  | Cardholders are reminded that contracts should be used when in place and GPC is not a way of by-passing the SAP procurement processes.   | Medium   | Financial Services Manager       | Head of Financial & Office Services | Agreed  | March 2011  | 12/04/2011        | 12/04/2011  |
| 3.11  | A clear record of changes in transaction limits should be kept with each cardholder's finance documentation, to include changes to monthly and individual transaction limits, effective dates and authorisation details, in order to provide a suitable audit information trail. | Medium   | Financial Services Administrator | Head of Financial & Office Services | Agreed  | Immediate   | 12/04/2011        | 12/04/2011  |
| 3.6   | Cardholders should be reminded of the importance of complying with HM Revenue and Customs procedures by obtaining VAT receipts, to avoid possible financial penalty or loss of potential reclaimed VAT.  | Medium   | Financial Services Manager       | Head of Financial & Office Services | A reminder will be sent on routine notice, however it is not always possible to get a VAT receipt when purchasing on-line. This is acceptable, as long as the | March 2011  | 12/04/2011        | 12/04/2011  |

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|              |  |          |                                  |                                     | budget holder has taken this into account when assessing VFM and VAT is not reclaimed. |             |                   |             |
| 3.12         | The list of cardholders should be refreshed at least quarterly, or upon an individual cardholder leaving the scheme to help ensure only appropriate people have cards and misuse does not take place | Medium   | Financial Services Administrator | Head of Financial & Office Services | Agreed   | Immediate   | 12/04/2011        | 12/04/2011  |
| 3.13         | Staff should be reminded of the importance of ensuring that PIN numbers must not be written down to avoid possible fraudulent use of cards.  | Medium   | Financial Services Manager       | Head of Financial & Office Services | Agreed   | March 2011  | 12/04/2011        | 12/04/2011  |
| 3.2          | Detailed system administrator procedures should be documented to avoid possible error and confusion on future changes of system administrators.  | Low      | Financial Services Officer       | Head of Financial & Office Services | Agreed   | 30/06/2011  |                   |             |

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| Audit Ref No | Recommendation  | Priority | Post responsible           | SMT                                 | Response | Action Date | Follow up Memo(s) | Date Closed |
|--------------|---|----------|----------------------------|-------------------------------------|----------|-------------|-------------------|-------------|
| 3.7          | <p>An analysis of the cost of accounting for VAT and individual transactions should be made in order to make a judgement on whether:</p> <p>a) VAT should be recovered regardless of the cost,</p> <p>b) a trigger amount should be set, below which it is not considered viable to account for VAT,</p> <p>c) to block transactions over £x except in certain circumstances to ensure VAT is not lost on significant purchases,</p> <p>d) a mixture of the above, and</p> <p>e) the benefit derived from listing individual transactions/ adding ledger codes exceeds the associated cost.</p> | Medium   | Financial Services Manager | Head of Financial & Office Services | Agreed   | 30/06/2011  |                   |             |

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|--|--|----------|---|---|--|--|--|-------------|
| 3.16   | An assessment should be made whether the Government Procurement Scheme is achieving the original aims and objectives and is of benefit to the Authority. | Medium   | Procurement Manager / Financial Services Manager  | Head of Financial & Office Services                                 | Agreed   | 30/06/2011   |  |             |
| <b>WORKSHOPS 2007/08 – now called Fleet Maintenance Centre (FMC)</b> |  |          |   |   |  |  |  |             |
| 3.33   | We recommend that the Fleet Management system should be substituted for a more robust and suitable system at the earliest opportunity.                   | High     | Fleet Maintenance Centre Manager – there is now a Fleet Management IT system Project Team responsible for this action | Assistant Chief Officer Community Safety/FMC IT System Project Team | New Fleet Management system currently being sourced. | Sep 2008 extended to 01/04/09 extended to Q3 2009/10 further extended to Q4 2010/11 further extended to Q1 2011/12 | 12/08/2008<br>09/02/2008<br>27/09/2009<br>Ongoing<br>Q1<br>2011/12 | 16/05/2011  |

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|---|---|----------|--|---|---|---|--|-------------|
| <b>HUMAN RESOURCES RECRUITMENT PROCEDURES 2010/11</b>                     |   |          |  |   |   |   |  |             |
| 3.6   | Evidence of qualifications should be obtained for all appropriate staff, even though supplementary tests may be held on some applicants, to ensure appointments are fully supported and to complete the audit information trail.  | Medium   | Human Resources (Workforce Planning) Manager | Director of Human Resources                                   | If specific qualifications are essential to an appointment, evidence will be obtained from other sources such as the awarding body.                                   | Immediate   | N/A  | 19/05/2011  |
| <b>COMMUNITY FIRE RISK MANAGEMENT INFORMATION SYSTEM (CFRMIS) 2007/08</b> |   |          |  |   |   |   |  |             |
| 3.2   | A decision should be made as to how important logging of accessing individual records is to the Service. If the controls are complied with then only authorised users and IT staff should have access to the data. These should only be people with a business requirement to see the data. | Medium   | CFRMIS Development Officer                   | Assistant Chief Officer – Service Delivery (Community Safety) | The software supplier is currently developing an auditable security system which will enable more effective control and monitoring of authorised/unauthorised access. | April 2009 extended to April 2010 extended to 31/03/2011 extended to Q1 2011/12 | 20/02/2009<br>28/10/2009<br>28/07/2010<br>01/02/2011<br>16/02/2011<br>19/05/2011 | 06/06/2011  |