**Oxford City Council**

**INTERNAL AUDIT REPORT**

**Audit 4. ICT Service Desk**

**August 2016**

<table>
<thead>
<tr>
<th>ICT SERVICE DESK MATURITY ASSESSMENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Assessment</td>
<td>BDO Assessment</td>
</tr>
<tr>
<td>Level 2</td>
<td>Level 1</td>
</tr>
</tbody>
</table>

Final
Restrictions of use

The matters raised in this report are only those which came to our attention during the course of our audit and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. The report has been prepared solely for the management of the organisation and should not be quoted in whole or in part without our prior written consent. BDO LLP neither owes nor accepts any duty to any third party whether in contract or in tort and shall not be liable, in respect of any loss, damage or expense which is caused by their reliance on this report.
EXECUTIVE SUMMARY

CLIENT STRATEGIC OBJECTIVE

Efficient, Effective Council

LEVEL OF MATURITY (SEE APPENDIX II FOR DEFINITIONS)

<table>
<thead>
<tr>
<th>Council Assessment</th>
<th>2</th>
<th>Repeatable - Basic processes and activities are established and there is a level of discipline and adherence</th>
</tr>
</thead>
<tbody>
<tr>
<td>BDO Assessment</td>
<td>1</td>
<td>Ad-hoc - Processes and activities are ad-hoc or undefined</td>
</tr>
</tbody>
</table>

Total number of recommendations: 7

OVERVIEW

Background

The purpose of this review is to assess the current maturity of Oxford City Council’s (the Council) ICT Service Desk based on the ITIL standard and to identify the actions required for the Council to achieve its desired state. The service elected to bring forward this audit so that recommendations could be combined with the ICT Improvement Plan and the independent SOCITM report. The management response to the recommendations cross reference to the ICT Improvement Plan.

The Improvement Plan is categorised into workstreams with a manager responsible for the delivery of each. The Plan is rigorously monitored for progress at a weekly governance meeting attended by the Director and Head of Service.

The capacity of the team has been temporarily increased to deliver the Improvement Plan.

In April 2016, the Council brought the provision and management of the ICT Service Desk in-house having previously been managed by Oxfordshire County Council. The maturity of the ICT Service in general and the ICT Service Desk in particular will directly affect the level of service provided to the Council and the experiences of the end-user.

From our assessment we identified the following areas of good practice:

• The Council has mapped its services to the IT applications and infrastructure that is required to support their delivery
• The Council has deployed and configured appropriate IT service management tools to support the ICT Service Desk.

However, we noted the following areas for improvement:

• The purpose, objectives and scope of the ICT Service Desk have not been defined
• The ICT Service Desk processes and their relationships with the wider ICT

Note: Scoring is based on the findings outlined in the Detailed Recommendations and the information that was provided in August 2016.
## DETAILED RECOMMENDATIONS

### Area: Service Management as Practice

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
</tr>
</thead>
</table>
| 1    | **Objective:** The objectives of the Service Desk in particular and the ICT Service in general have been defined, communicated and are subject to routine review.  

**Council Assessment:** 2 - Repeatable  
**BDO Assessment:** 1 - Ad-hoc  
**Expected Level:** 3 - Defined  

It was observed during our assessment that the expectations, objectives and scope of the Service Desk have not been defined and communicated to all key stakeholders.  

The services provided by the Service Desk have not been defined, nor are there documented processes in place for the following activities:  

- Event Management  
- Incident Management  
- Request Management  
- Problem Management  

The responsibilities and relationship between the Service Desk and the Application Development functions have not been defined.  

Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area. | Med | In order to achieve the expected maturity level, Management should:  
- Define the expectations, objectives and scope of the Service Desk in line with the requirements of the Council.  
- Define the services provided by the Service Desk to the Council and document the processes associated with the delivery of these services  
- Define the relationship between the Service Desk and the operational areas of the Council’s ICT Service.  
- Define the responsibilities and the relationship between the Council’s Service Desk and Application Development functions.  

Management should consider the implementation of a defined service level agreement (SLA) between ICT and the Council. |

### MANAGEMENT RESPONSE

Following the establishment of the internal Service Desk, the Council has produced an ICT Improvement Plan (Appendix A) that will support the improvement of its maturity. The Processes workstream (WS4) includes definition of a Service Catalogue, mapping and documenting all associated processes, stakeholder engagement and development of SLAs with clear target dates for completion and responsible officers.  

**Responsible Officer:** Paul Collins - ICT Operations Manager  
**Implementation Date:** Processes Workstream to be completed by 28/10/16
## DETAILED RECOMMENDATIONS

**Area: Service Operation Principles**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td><strong>Objective:</strong> The design and management of the Service Desk is aligned to the needs of the Council and key performance indicators are defined, monitored and reported on.</td>
<td>Med</td>
<td>In order to achieve the expected maturity level, Management should:</td>
</tr>
</tbody>
</table>
|      | **Council Assessment:** 1 - Ad-hoc  
BDO Assessment: 1 - Ad-hoc  
**Expected Level:** 3 - Defined | | • Establish and agree with the Council a set of defined metrics and key performance indicators in order to monitor and assess the performance of the Service Desk  
• Define the operational requirements for achieving the defined metrics and implement a procedure to monitor and report on performance issues as they are encountered |
|      | It was observed during our assessment that the metrics to be used to monitor and assess the performance of the Service Desk have not been agreed with the Council. Furthermore, there is not a defined procedure in place to review the performance of the Service Desk.  
The operational requirements for providing the levels of service expected of the Service Desk by the Council have not defined, nor are there procedures in place to monitor and report on performance issues.  
Whilst we observed that department and team meetings are being held, there is not a defined requirement or procedure in place to communicate the expectations of the Council and the performance of the Service Desk to members of staff.  
Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area. | | Furthermore, Management should establish a defined communications strategy, which includes but is not limited to: |
|      | | | • The requirement for department and team meetings  
• The frequency with which these meetings are held  
• The requirement for meetings to be held with key stakeholders from across the Council |

### MANAGEMENT RESPONSE

### RESPONSIBILITY AND IMPLEMENTATION DATE
DETAILED RECOMMENDATIONS

The SLA (Appendix A: ICT Improvement Plan WS4 Processes) will define metrics and KPI’s that will be monitored on a regular basis and published on the intranet. The Resources workstream (Appendix A: WS2) includes an action to establish a performance framework for individuals within the team including clear objective/target setting and performance reviews for individuals. The Comms workstream (WS6) sets out a schedule for regular team meetings and updates to key stakeholders.

Responsible Officer: Paul Collins ICT Operations Manager
Implementation Date: SLA’s to be in place by 28/10/16
## DETAILED RECOMMENDATIONS

### Area: Service Operation Processes

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
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<tbody>
<tr>
<td>3</td>
<td>Objective: There are defined procedures in place for the services that are provided by the Service Desk, which includes: events, incidents, requests, problems and access requests.</td>
<td>Med</td>
<td>In order to achieve the expected maturity level, Management should define the services that are provided by the Service Desk. This should include, but not be limited to:</td>
</tr>
</tbody>
</table>
|      | Council Assessment: 1 - Ad-hoc  
BDO Assessment: 1 - Ad-hoc  
Expected Level: 3 - Defined | | • The purpose and objective of the service  
• The processes and sub-processes necessary to effectively deliver the service  
• The procedure for monitoring and reviewing the services that are provided to the Council or the efficacy of the processes that support it. |
|      | The Council has not defined the services that are to be provided by Service Desk, nor is there a record of: | | Furthermore, Management should review and, where necessary, change the access management process so that: |
|      | • The purpose and objective of the services that are provided by the Service Desk  
• The processes and sub-processes that are necessary to effectively deliver the services  
• The procedure for monitoring and reviewing the services that are provided to the Council or the efficacy of the processes that support it. | | • Requests for access are approved by the user’s line manager and that a record of this approval is maintained  
• Access rights are determined and allocated according to the user’s job role  
• User access is reviewed on a routine basis. |
|      | The Service Desk are not required to confirm that a request for access has been approved by the user’s line manager. Furthermore, a user’s access rights are determined by copying those of a nominated existing account rather than by selecting an appropriate job role. | | |
|      | There is not a procedure in place to review user access rights on a routine basis. | | |
|      | Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area. | | |

### MANAGEMENT RESPONSE

The Processes workstream within the ICT Improvement Plan (Appendix A: WS4) includes activities to establish the Target Operating Model, the Service Catalogue and the ITIL processes that will form the basis of the service and will be documented. ITIL processes include access management.

### RESPONSIBILITY AND IMPLEMENTATION DATE

**Responsible Officer:** Paul Collins ICT Operations Manager  
**Implementation Date:** Processes workstream to be complete by 16th Dec 2016.
## Area: Common Service Operation Activity

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
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</thead>
</table>
| 4    | **Objective:** The IT infrastructure, hardware and software that is used to support the Service Desk is appropriate and is subject to routine monitoring.  
Council Assessment: 1 - Ad-hoc  
BDO Assessment: 1 - Ad-hoc  
Expected Level: 3 - Defined  

The availability requirements for the IT infrastructure that supports the Council’s services have not been defined, nor has normal operational activity been baselined in order to identify abnormal levels or types of activity when it occurs.  

There is not a defined process to monitor and report on the status of the IT infrastructure that is in use.  

The Council does not have a defined procedure to perform operational audits of the design and performance of its IT infrastructure and associated IT processes.  

Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area. | Med | **In order to achieve the expected maturity level, Management should define the availability requirements of the IT infrastructure that is used to support the provision of IT services to the Council.**  
**In order to achieve the expected maturity level, Management should:**  
• Define the availability requirements of the IT infrastructure that is used to deliver IT services to the Council  
• Establish baselines for normal operational activities and a procedure to identify and report abnormal levels or types of activity as it occurs  
• Conduct routine operational audits of the design and performance of the IT infrastructure in use and the associated IT processes. |

### MANAGEMENT RESPONSE

The Tools Workstream within the ICT Improvement Plan (Appendix A: WS3) sets out the software adopted to support the service desk function and the tasks required to maximize its use. We are currently assessing the options for software that monitors the performance of the network.

### RESPONSIBILITY AND IMPLEMENTATION DATE

**Responsible Officer:** Simon Park ICT Applications Manager  
**Implementation Date:** Workstream to be completed by 16\textsuperscript{th} Dec 2016
## DETAILED RECOMMENDATIONS

### Area: Organising Service Operations

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Objective: The structure of the Service Desk is commensurate to the requirements of the Council.</td>
<td>Med</td>
<td>In order to achieve the expected maturity level, Management should, for each IT operational area, define:</td>
</tr>
</tbody>
</table>
|      | Council Assessment: 1 - Ad-hoc  
BDO Assessment: 1 - Ad-hoc  
Expected Level: 3 - Defined |      |   - The responsibility, scope and objective for the area  
   - The relationship and interaction between each area  
   - The procedure for monitoring the performance of each area and the ICT service as a whole. |
|      | The Council has organised its ICT Service into four operational areas: Service Desk; Application Development; Contract and Change Management; and Information Governance. It was observed during our assessment that the Council has not defined:  
   - The responsibilities, scope and objectives of each area  
   - The relationships and interactions between each area  
   - The procedures for monitoring the performance of each area and the ICT service as a whole.  
Furthermore, the roles and responsibilities of the members of staff that work on the Service Desk have not been reviewed and, where necessary, revised following the decision to bring it in-house.  
Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area. |      |     |

### MANAGEMENT RESPONSE

The Resources workstream in the ICT Improvement Plan sets out an action to clearly articulate the roles, responsibilities and scope of each team within ICT. Performance monitoring is according to the performance framework and will be managed through the corporate performance management policy.

### RESPONSIBILITY AND IMPLEMENTATION DATE

**Responsible Officer:** Paul Collins ICT Operations Manager  
**Implementation Date:** Workstream to be completed by end Sept 2016
## DETAILED RECOMMENDATIONS

### Area: Service Operation Technology Considerations

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
</tr>
</thead>
</table>
| 6    | **Objective:** The technology used to manage the Service Desk is fit for purpose.  

**Council Assessment:** 2 - Repeatable  
**BDO Assessment:** 2 - Repeatable  
**Expected Level:** 4 - Managed  

The Council has deployed the vFire IT Service Management application to support the operation of the Service Desk. It was observed during our assessment that the vFire application has not been configured in line with Council’s expectations. An update is currently being tested, but has not been deployed.

Whilst a known error database was found to be in place, there is not a defined procedure to routinely review and update its content.

There is not a procedure to monitor and review the use and performance of the support tools that are used by the Service Desk in order to identify improvement opportunities.

Based on our audit we have assessed the Council to be at maturity level two, Repeatable, for this area. | Med | In order to achieve the expected maturity level, Management should:

- Configure the vFire application so that it supports the delivery of the services provided by the Service Desk
- Establish a procedure to maintain, review and update the known error database that is held within the vFire application.

Furthermore, Management should routinely review the use and performance of the support tools that are used by the Service Desk and, where necessary, take action to implement opportunities for improvement. |

### MANAGEMENT RESPONSE

The Tools workstream in the ICT Improvement Plan includes specific action to enhance and improve the configuration of vFire - the service desk call management software. All processes and procedures are currently being developed and documented. We are currently assessing the options for software that monitors the performance of the network.

### RESPONSIBILITY AND IMPLEMENTATION DATE

*Responsible Officer:* Simon Park ICT Applications Manager  
*Implementation Date:* Workstream to be completed by 16th Dec 2016
## DETAILED RECOMMENDATIONS

<table>
<thead>
<tr>
<th>Area: Service Operation Technology Considerations</th>
<th>Ref.</th>
<th>Finding</th>
<th>Sig.</th>
<th>Recommendation</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>7</td>
<td>Objective: Continual improvement has been incorporated into the operation of the Service Desk.</td>
<td>Med</td>
<td>In order to achieve the expected maturity level, Management should establish a defined procedure to review and report on the performance and efficacy of the processes that support operation of the Service Desk. Furthermore, Management should implement a defined procedure for managing changes to the operational processes of the Service Desk, which includes but is not limited to:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Council Assessment: 1 - Ad-hoc</td>
<td></td>
<td>• The assessment and management of potential risks to the operation of the Service Desk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>BDO Assessment: 1 - Ad-hoc</td>
<td></td>
<td>• The assessment of the potential impact on the IT Service as a whole and on the Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Expected Level: 3 - Defined</td>
<td></td>
<td>• Appropriate planning is performed before implementation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Changes are scheduled so as to minimise disruption to the Service Desk, the IT Service and the Council.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>It was observed during our assessment that there is not a procedure in place to review and report on the performance and efficacy of the processes that support the operation of the Service Desk.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Changes to an operational process are made on an ad-hoc basis and do not follow a defined procedure in order to identify potential disruptions to the overall service.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Based on our audit we have assessed the Council to be at maturity level one, Ad-hoc, for this area.</td>
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</tr>
</tbody>
</table>

### MANAGEMENT RESPONSE

ITIL processes are being adopted and documented in order to ensure best practice across the ICT service including change management (WS4 Row 125). A Change Advisory Board has been established and meets weekly to review all ICT change requests. The Handover workstream in the Improvement Plan sets a completion date for the Business Continuity Plan (WS5 Row 156) that will identify risks to ICT service and response. The ICT Improvement Plan is monitored on a weekly basis by the management team.

### RESPONSIBILITY AND IMPLEMENTATION DATE

*Responsible Officer:* Jan Heath Business Development & Support Manager  

*Implementation Date:* Change Management Process by end Sept 2016, Handover Workstream by end October 2016
BDO LLP appreciates the time provided by all the individuals involved in this review and would like to thank them for their assistance and cooperation.

<table>
<thead>
<tr>
<th>NAME</th>
<th>JOB TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Fleming</td>
<td>Chief Technology Manager</td>
</tr>
<tr>
<td>Paul Collins</td>
<td>IT Operations Manager</td>
</tr>
<tr>
<td>Simon Parks</td>
<td>Applications Development Manager</td>
</tr>
<tr>
<td>Michael Ngero</td>
<td>Information Governance Manager</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NAME</th>
<th>JOB TITLE</th>
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</thead>
<tbody>
<tr>
<td>Joe Unia</td>
<td>Commercial Contracts Manager</td>
</tr>
<tr>
<td>Paolo Corachi</td>
<td>Senior Analyst</td>
</tr>
<tr>
<td>Robert Carpenter</td>
<td>Application Development Specialist</td>
</tr>
</tbody>
</table>
# APPENDIX II - DEFINITIONS

<table>
<thead>
<tr>
<th>Maturity Level</th>
<th>Title</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No Process</td>
<td>No process or activities exist for this area.</td>
</tr>
<tr>
<td>1</td>
<td>Ad-hoc</td>
<td>Processes and activities are ad-hoc, chaotic or undefined</td>
</tr>
<tr>
<td>2</td>
<td>Repeatable</td>
<td>Basic processes and activities are established and there is a level of discipline and adherence</td>
</tr>
<tr>
<td>3</td>
<td>Defined</td>
<td>All processes and activities are defined, documented, standardised and integrated</td>
</tr>
<tr>
<td>4</td>
<td>Managed</td>
<td>Processes are measured by collecting detailed data on the processes, their quality and are appropriately improved</td>
</tr>
<tr>
<td>5</td>
<td>Optimised</td>
<td>Continuous improvement is adopted, processes and activities are mature.</td>
</tr>
</tbody>
</table>

## Recommendation Significance

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>A weakness where there is substantial risk of loss, fraud, impropriety, poor value for money, or failure to achieve organisational objectives. Such risk could lead to an adverse impact on the business. Remedial action must be taken urgently.</td>
</tr>
<tr>
<td>Medium</td>
<td>A weakness in control which, although not fundamental, relates to shortcomings which expose individual business systems to a less immediate level of threatening risk or poor value for money. Such a risk could impact on operational objectives and should be of concern to senior management and requires prompt specific action.</td>
</tr>
<tr>
<td>Low</td>
<td>Areas that individually have no significant impact, but where management would benefit from improved controls and/or have the opportunity to achieve greater effectiveness and/or efficiency.</td>
</tr>
</tbody>
</table>
APPENDIX III - TERMS OF REFERENCE

BACKGROUND

As of the 1 April, the Council has brought its ICT Service desk functionality in-house, having previously been managed by Oxfordshire County Council. To support the effective operation of the ICT Service Desk, the Council are utilising V-fire software. Given the ever increasing importance of ICT to the Council’s operations, the transition to an in-house ICT Service Desk is of strategic importance to the Council. The Council have engaged with Socitm to undertake a review of the structure and capability of the ICT Service Desk at the same time as this audit. The scope of this audit has been prepared so as to avoid duplicating the work provided.

PURPOSE OF REVIEW

The purpose of this review is to assess the current maturity of the Council’s IT Service Desk based on the ITIL standard and to identify the actions required to progress the Council to its desired future state.

SCOPE OF REVIEW

The overall objective in undertaking this audit is to ensure, through a process of systems evaluation and compliance testing, that the maturity of the Council’s ICT Service Desk is aligned to the expectations of management. The audit will address the following areas:

- Service Management as Practice
- Service Operation Principles
- Service Operation Processes
- Common Service Operation Activities
- Organising Service Operation
- Service Operation Technology Considerations
- Implementing Service Operation.

The audit will address the maturity of the Council’s IT Service Desk according to the following definitions:

- Level 0: No process - No processes or activities exist
- Level 1: Initial - Processes and activities are ad-hoc, chaotic or undefined
- Level 2: Repeatable - Basic processes and activities are established and there is a level of discipline and adherence
- Level 3: Defined - All processes and activities are defined, documented, standardised and integrated
- Level 4: Management - Processes are measured by collecting detailed data on the processes, their quality and are appropriately improved
- Level 5: Optimised - Continuous improvement is adopted, processes and activities are mature.

EXCLUSIONS

Our work will be restricted to the areas of consideration within our scope of the review and all testing will be on a sample basis only.

APPROACH

We will provide the Council with a self assessment form, which is used to assess the current and desired states for the IT Service Desk. Our audit will review the evidence available to support the Council’s assessment of its current arrangements. We will not review controls that have been assessed at Level 1 or below. Additionally, we will assess as to whether the Council has sufficient resources and arrangements in place to achieve the desired state for the IT Service Desk.
APPENDIX III - TERMS OF REFERENCE

KEY RISKS

Based upon the risk assessment undertaken during the development of the internal audit operational plan, through discussions with management, and our collective audit knowledge and understanding the key risks associated with the area under review are:

- The ICT Service Desk is not mature enough to support the Council’s operations
- Adequate resources have not been made available to support the development and improvement of the ICT Service Desk

DOCUMENTATION REQUEST

Please could appropriate members of staff complete the self-assessment form provided and return it to us ahead of the scheduled start date of the audit.

Any documents provided will assist the timely completion of our fieldwork, however we may need to request further documentation and evidence as we progress through the review process.
## APPENDIX III - TERMS OF REFERENCE

### TIMETABLE

<table>
<thead>
<tr>
<th>Audit Stage</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commence fieldwork</td>
<td>25 July 2016</td>
</tr>
<tr>
<td>Number of audit days planned</td>
<td>13</td>
</tr>
<tr>
<td>Planned date for closing meeting</td>
<td>5 August 2016</td>
</tr>
<tr>
<td>Planned date for issue of the draft report</td>
<td>5 August 2016</td>
</tr>
<tr>
<td>Planned date for receipt of management responses</td>
<td>12 August 2016</td>
</tr>
<tr>
<td>Planned date for issue of proposed final report</td>
<td>19 August 2016</td>
</tr>
<tr>
<td>Planned Audit Committee date for presentation of report</td>
<td>September 2016</td>
</tr>
</tbody>
</table>

### KEY CONTACTS

**BDO LLP**

- **Greg Rubins**  
  Role: Head of Internal Audit  
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  Role: Internal Audit Assistant Manager  
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- **Paul Fleming**  
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- **Jackie Yates**  
  Role: Executive Director for Organisational Development and Communication  
  Telephone and/or email: jyates@bdo.co.uk

### SIGN OFF

**On behalf of BDO LLP:**

- Signature: 
- Title: HEAD OF INTERNAL AUDIT  
- Date: 30 June 2016

**On behalf of Oxford City Council:**

- Signature: Jackie Yates  
- Title: EXECUTIVE DIRECTOR FOR ORGANISATIONAL DEVELOPMENT AND COMMUNICATION  
- Date: 25 July 2016