



Report of the Deputy Chief Executive

Governance and Audit Committee – 13 July 2021

Draft Governance and Audit Committee Training Programme

Purpose:	This report details the draft Governance and Audit Committee Training Programme.
Policy Framework:	None
Consultation:	Legal, Finance and Access to Services
Recommendation(s):	It is recommended that: - 1) the Committee reviews and approves the Governance and Audit Committee Training Programme.
Report Author:	Adam Hill
Finance Officer:	Debbie Smith
Legal Officer:	Ben Smith
Access to Services Officer:	Rhian Millar

1. Introduction

1.1 A draft Training Programme is included in Appendix 1.

1.2 A guidance issued by Cipfa in 2018 titled 'Practical Guidance for Local Authorities and Police' provides a Knowledge and Skills Framework for Audit Committees. The Framework recommended the following Core Areas of Knowledge for Audit Committee Members:

- Organisational knowledge
- Audit committee role and functions
- Governance
- Internal audit
- Financial Management and Accounting

- External Audit
- Risk Management
- Counter Fraud
- Values of good governance

1.3 A summary of the details of the core knowledge required and how this may be applied can be found in Appendix 1.

1.4 The dates of the training are yet to be agreed and will be programmed once the training plan is agreed.

2. Integrated Assessment Implications

2.1 The Council is subject to the Public Sector Equality Duty (Wales) and must, in the exercise of their functions, have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.
- Deliver better outcomes for those people who experience socio-economic disadvantage.

2.2 The Well-being of Future Generations (Wales) Act 2005 mandates that public bodies in Wales must carry out sustainable development. Sustainable development means the process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the 'well-being goals'.

Our Integrated Impact Assessment process ensures that we have paid due regard to the above.

2.3 There are no integrated assessment implications associated with this report.

3. Financial Implications

3.1 There are no financial implications associated with this report.

4. Legal Implications

4.1 There are no legal implications associated with this report

Background Papers: None

Appendix 1 – Governance and Audit Committee Training Programme.

GOVERNANCE AND AUDIT COMMITTEE TRAINING PROGRAMME

Date of Meeting	Knowledge Area / Frequency / Delivery Type <i>(External bodies and speakers will be invited where required by the lead officer)</i>	Details of Core Knowledge Required	How Knowledge can be Applied	Governance and Audit Committee Terms of Reference
TBC	<p>Induction</p> <p><i>Responsible Officer:</i> Head of Democratic Services</p> <p><i>Frequency:</i> Once at start of term/ individually for new members</p> <p><i>Delivery:</i> Group Session/ Individually</p>	<ul style="list-style-type: none"> • An Induction programme for new members to Governance and Audit Committee, including: • The role of the Governance and Audit Committee • Terms of reference • Key officer contact information • Expected time commitment • Overview of the authority and governance • Overview of risks • Overview of the financial position of the authority 	<ul style="list-style-type: none"> • This knowledge will be core to most activities of the Governance and Audit committee including review of the AGS, internal and external audit reports, risk registers, complaints outcome monitoring and performance reports 	n/a – General induction to Council business.
TBC	<p>Organisational knowledge</p> <p><i>Responsible Officer:</i> Head of Democratic Services</p>	<ul style="list-style-type: none"> • An overview of the governance structures of the authority and decision-making processes • Knowledge of the 	<ul style="list-style-type: none"> • This knowledge will be core to most activities of the Governance and Audit Committee including review of the AGS, internal and external audit reports, risk registers complaints outcome 	<p><u>Statement of Purpose</u></p> <ul style="list-style-type: none"> • The Governance and Audit Committee is a key component of the City and County of Swansea's corporate governance. It provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

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	<p><i>Frequency:</i> Once per term unless significant changes.</p> <p><i>Delivery:</i> Group Session</p>	<p>organisational objectives and major functions of the authority</p>	<p>monitoring and performance reports.</p>	<ul style="list-style-type: none"> The purpose of the Governance and Audit Committee is to provide independent assurance of the adequacy of the risk management framework, the internal control environment and the performance assessment of the Council. It provides an independent review of the governance, performance assessment, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place. <p><u>Membership</u></p> <ul style="list-style-type: none"> The Local Government (Wales) Measure 2011 provides that at least one member of the Committee must be a lay member. The Local Government and Elections (Wales) Act 2020: The membership and proceedings element of chapter 2 of part 6 [i.e.116-118] will come into force on 5 May 2022 and will see membership change to reflect 1/3 of the committee being lay persons.
TBC	<p>Audit committee role and functions</p> <p><i>Responsible Officer:</i> Head of Democratic Services</p> <p><i>Frequency:</i></p>	<ul style="list-style-type: none"> An understanding of the Governance and Audit Committee's role and place within the governance structures. Familiarity with the committee's terms of reference and 	<ul style="list-style-type: none"> This knowledge will enable the Governance and Audit Committee to prioritise its work in order to ensure it discharges its responsibilities under its terms of reference and to avoid overlapping the work of others 	<p><u>Accountability Arrangements</u></p> <ul style="list-style-type: none"> To report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose. To report to Council on an annual basis and to publish an annual report on the Committee's work, its performance in relation to the Terms of Reference, and its effectiveness in meeting its purpose.

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	<p>Once per term unless significant changes.</p> <p><i>Delivery:</i> Group Session</p>	<p>accountability arrangements</p> <ul style="list-style-type: none"> • Knowledge of the purpose and role of the Governance and Audit Committee 		<ul style="list-style-type: none"> • To raise the profile of probity generally within the Council and to report on matters of concern to the individual Cabinet Member, relevant Scrutiny Committee, Cabinet or to Council as necessary and appropriate. • To work in synergy with the Scrutiny Committees of the Council and liaise with other Council Committees as and when appropriate to avoid duplication in work programmes • To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions. • To publish an annual report on the work of the committee. <p><u>Training and Development</u></p> <ul style="list-style-type: none"> • To attend relevant training sessions including specialist training tailored for Members of the Governance and Audit Committee.
TBC	<p>Governance</p> <p><i>Responsible Officer:</i> Deputy Chief Executive</p> <p><i>Frequency:</i></p>	<ul style="list-style-type: none"> • Knowledge of the seven principles of the CIPFA/Solace Framework and the requirements of the AGS • Knowledge of the local code of governance 	<ul style="list-style-type: none"> • The committee will review the local code of governance and consider how governance arrangements align to the principles in the framework. • The committee will plan the assurances it is to receive in order 	<p><u>Governance</u></p> <ul style="list-style-type: none"> • To review the Council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances. • To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances.

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	<p>Twice per term</p> <p><i>Delivery:</i> Group Session</p>	<ul style="list-style-type: none"> • Knowledge of Partnership Governance 	<p>to adequately support the AGS.</p> <ul style="list-style-type: none"> • The committee will review the AGS and consider how the authority is meeting the principles of good governance 	<ul style="list-style-type: none"> • To consider the Council's arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements. • To consider the Council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council. • To review any proposals in relation to the appointment of external providers of internal audit services and to make recommendations • To review the governance and assurance arrangements for significant partnerships or collaborations.
TBC	<p>Internal audit</p> <p><i>Responsible Officer:</i> Chief Auditor</p> <p><i>Frequency:</i> Twice per term</p> <p><i>Delivery:</i> Group Session</p>	<ul style="list-style-type: none"> • An awareness of the key principles of the PSIAS and the LGAN • Knowledge of the arrangements for delivery of the internal audit service in the authority and how the role of the head of internal audit is fulfilled 	<ul style="list-style-type: none"> • The Governance and Audit Committee has oversight of the internal audit function and will monitor its adherence to professional internal audit standards. • The Governance and Audit Committee will review the assurances from internal audit work and will review the risk-based audit plan. The committee will also receive the annual report, including an opinion and information on conformance with professional standards. • In relying on the work of internal audit, the committee will need to 	<p><u>Internal Audit</u></p> <ul style="list-style-type: none"> • To approve the internal audit charter and resources. • To approve the risk-based internal audit plan, containing internal audit's resource requirements, the approach to using other sources of assurances and any work required to place reliance upon those other sources • To approve significant interim changes to the risk based internal audit plan and resource requirements • To make appropriate enquiries of both management and the Chief Internal Auditor to determine if there are any inappropriate scope or resource limitations • To consider the Chief Internal Auditor's annual report and opinion, and a summary of internal audit activity (actual and proposed) and the level of assurance it can give over the Council's corporate governance arrangements. • To consider the Chief Internal Auditor's annual report including:

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			<p>be confident that professional standards are being followed.</p> <ul style="list-style-type: none"> The Governance and Audit Committee chair is likely to be interviewed as part of the external quality assessment and the committee will receive the outcome of the assessment and action plan 	<ul style="list-style-type: none"> i) The statement of the level of conformance with the PSIAS and LGAN and the results of the QAIP that support the statement – these will indicate the reliability of the conclusions of internal audit. ii) The opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control together with a summary of the work supporting the opinion – these will assist the Committee in reviewing the Annual Governance Statement. To consider reports from the Chief Internal Auditor on Internal Audit's performance during the year including the performance of external providers of internal audit services. These will include: - <ul style="list-style-type: none"> i) Updates on the work of internal audit including key findings, issues of concern and action in hand as a result of internal audit work ii) Regular reports on the results of the Quality Assurance and Improvement Programme (QAIP) iii) Reports on instances where the internal audit function does not conform to the PSIAS and Local Government Application Note (LGAN) considering whether the non-conformance is significant enough that it must be included in the Annual Governance Statement To consider a report on the effectiveness of internal audit to support the Annual Governance Statement, where required to do so by the Accounts and Audit Regulations To consider any impairments to independence or objectivity arising from additional roles or responsibilities outside of

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				<p>internal auditing of the Chief Internal Auditor. To approve and periodically review safeguards to limit such impairments</p> <ul style="list-style-type: none"> • To consider summaries of specific internal audit reports as requested. • To receive reports outlining the action taken where the Chief Internal Auditor has concluded that management has accepted a level of risk that may be unacceptable to the authority or there are concerns about progress with the implementation of agreed actions • To consider reports dealing with the management and performance of the providers of internal audit services. • To consider a report from internal audit on agreed recommendations not implemented within a reasonable timescale. • To commission work from internal audit. • To contribute to the Quality Assurance and Improvement Programme and in particular the external quality assessment of internal audit that takes place at least once every five years • To provide free and unfettered access to the Governance and Audit Committee Chair for the Chief Internal Auditor, including the opportunity for a private meeting with the Committee
TBC	<p>Financial management and accounting</p> <p><i>Responsible Officer:</i> Chief Finance</p>	<ul style="list-style-type: none"> • Awareness of the financial statements that a local authority must produce and the principles it must follow to produce them • Understanding of good 	<ul style="list-style-type: none"> • Reviewing the financial statements prior to publication, asking questions. • Receiving the external audit report and opinion on the financial audit. • Reviewing both external and 	<p><u>Financial Reporting</u></p> <ul style="list-style-type: none"> • To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the Council.

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	<p>Officer</p> <p><i>Frequency:</i> Twice per term</p> <p><i>Delivery:</i> Group Session</p>	<p>financial management principles</p> <ul style="list-style-type: none"> • Knowledge of how the organisation meets the requirements of the role of the CFO, as required by The Role of the Chief Financial Officer in Local Government (CIPFA, 2016) and the CIPFA Statement on the Role of Chief Financial Officers in Policing (2018) 	<p>internal audit recommendations relating to financial management and controls.</p> <ul style="list-style-type: none"> • The Governance and Audit Committee should consider the role of the CFO and how this is met when reviewing the AGS. 	<ul style="list-style-type: none"> • To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.
	<p>External audit</p> <p><i>Responsible Officer:</i> Audit Wales</p> <p><i>Frequency:</i> Twice per term</p> <p><i>Delivery:</i> Group Session</p>	<ul style="list-style-type: none"> • Knowledge of the role and functions of the external auditor and who currently undertakes this role • Knowledge of the key reports and assurances that external audit will provide • Knowledge about arrangements for the appointment of auditors and quality monitoring undertaken 	<ul style="list-style-type: none"> • The Governance and Audit Committee should meet with the external auditor regularly and receive their reports and opinions. • Monitoring external audit recommendations and maximising benefit from audit process. • The committee should monitor the relationship between the external auditor and the authority and support the delivery of an effective service 	<p><u>External Audit</u></p> <ul style="list-style-type: none"> • To consider the external auditor's annual letter, relevant reports, and to those charged with governance. • To consider specific reports as agreed with the external auditors • To comment on the scope and depth of external audit work and to ensure it gives value for money • To commission work from external audit • To advise and recommend on the effectiveness of relationships between external audit and other inspector agencies or relevant bodies

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TBC	Risk management <i>Responsible Officer:</i> Strategic Delivery Unit Manager <i>Frequency:</i> Annually <i>Delivery:</i> Group Session	<ul style="list-style-type: none"> • Understanding of the principles of risk management, including linkage to good governance and decision making • Knowledge of the risk management policy and strategy of the organisation • Understanding of risk governance arrangements, including the role of members and of the Governance and Audit Committee • Understanding of key risks and controls 	<ul style="list-style-type: none"> • In reviewing the AGS, the committee will consider the robustness of the authority's risk management arrangements and should also have awareness of the major risks the authority faces. • Keeping up to date with the risk profile is necessary to support the review of a number of audit committee agenda items, including the risk-based internal audit plan, external audit plans and the explanatory foreword of the accounts. Typically, risk registers will be used to inform the committee. • The committee should also review reports and action plans to develop the application of risk management practice 	<u>Risk Management</u> <ul style="list-style-type: none"> • To monitor the effective development and operation of risk management in the Council. • To monitor progress in addressing risk related issues reported to the Committee. • To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
TBC	Counter fraud <i>Responsible Officer:</i> Corporate Fraud Function <i>Frequency:</i>	<ul style="list-style-type: none"> • An understanding of the main areas of fraud and corruption risk to which the organisation is exposed • Knowledge of the principles of good fraud 	<ul style="list-style-type: none"> • Knowledge of fraud risks and good fraud risk management practice will be helpful when the committee reviews the organisation's fraud strategy and receives reports on the effectiveness of that strategy. • An assessment of arrangements 	<u>Fraud</u> <ul style="list-style-type: none"> • To review the assessment of fraud risks and potential harm to the Council from fraud and corruption. • To monitor the counter fraud strategy, actions and resources.

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	Annually <i>Delivery:</i> Group Session	risk management practice in accordance with the Code of Practice on Managing the Risk of Fraud and Corruption (CIPFA, 2014) <ul style="list-style-type: none"> • Knowledge of the organisation's arrangements for tackling fraud 	should support the AGS and knowledge of good fraud risk management practice will support the Governance and Audit Committee member in reviewing that assessment	
TBC	Values of good governance <i>Responsible Officer:</i> Chief Legal Officer / HR Manager <i>Frequency:</i> Twice per term <i>Delivery:</i> Group Session	<ul style="list-style-type: none"> • Knowledge of the Seven Principles of Public Life • Knowledge of the authority's key arrangements to uphold ethical standards for both members and staff • Knowledge of the whistleblowing arrangements in the authority 	<ul style="list-style-type: none"> • The Governance and Audit Committee member will draw on this knowledge when reviewing governance issues and the AGS. • Oversight of the effectiveness of whistleblowing will be considered as part of the AGS. The audit committee member should know to whom concerns should be reported 	See Governance section above.
TBC	Strategic Officers of the Council <i>Responsible Officer:</i>	<ul style="list-style-type: none"> • To ensure all members of the committee are aware of the role and function of the Monitoring Officer, 	<ul style="list-style-type: none"> • The Governance and Audit Committee member will draw on this knowledge when reviewing or seeking assurance as part of their 	n/a

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	Monitoring Officer, Chief Finance Officer & Chief Auditor <i>Frequency:</i> Once per term <i>Delivery:</i> Group Session	Chief Finance Officer, Chief Auditor	function.	
TBC	Corporate complaints and the complaints handling process <i>Responsible Officer:</i> Chief Transformation Officer <i>Frequency:</i> Twice per term <i>Delivery:</i> Group Session	<ul style="list-style-type: none"> • Knowledge of the Complaints Policy and process for the authority 	<ul style="list-style-type: none"> • The Governance and Audit Committee member will draw on this knowledge when reviewing the performance in relation to complaints monitoring. • Oversight of the effectiveness of complaint reporting will be considered. • To understand the role of Scrutiny Committee with regard to complaints 	<u>Complaints</u> <ul style="list-style-type: none"> • To review and assess the authority's ability to handle complaints effectively and to make any associated reports and recommendations in relation to the authority's ability to handle complaints effectively.

Date of Meeting	Knowledge Area / Frequency / Delivery Type <i>(External bodies and speakers will be invited where required by the lead officer)</i>	Details of Core Knowledge Required	How Knowledge can be Applied	Governance and Audit Committee Terms of Reference
TBC	Performance management and performance monitoring and reporting process <i>Responsible Officer:</i> Deputy Chief Executive / Strategic Delivery Unit Manager <i>Frequency:</i> Twice per term <i>Delivery:</i> Group Session	<ul style="list-style-type: none"> • Knowledge of how the authority manages and reports on performance • Understanding of the Council Performance Management framework • Understand the role of a Performance Committee and the production of the response to the Panel Performance Assessment report 	<ul style="list-style-type: none"> • The Governance and Audit Committee member will draw on this knowledge when reviewing the performance of the authority. 	<u>Performance</u> <ul style="list-style-type: none"> • To review the Council's draft annual Self-Assessment Report, and make any appropriate recommendations for changes to the conclusions or actions the Council intends to make. • To review the Council's draft response to the Panel Performance Assessment Report, and make any appropriate recommendations for changes. • To review the Council's draft response to any Auditor General's recommendations arising from a special inspection in respect of the Council's performance requirements and to make any appropriate recommendations for changes.

Sex	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Welsh Language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Poverty/social exclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Carers (inc. young carers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Community cohesion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Marriage & civil partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact
Pregnancy and maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	No Impact

Q3 What involvement has taken place/will you undertake e.g. engagement/consultation/co-productive approaches? Please provide details below – either of your activities or your reasons for not undertaking involvement

Yes officers of the council or appropriate organisations will deliver the training to the members of the Governance and Audit committee

Q4 Have you considered the Well-being of Future Generations Act (Wales) 2015 in the development of this initiative:

- a) Overall does the initiative support our Corporate Plan’s Well-being Objectives when considered together?
 Yes No
- b) Does the initiative consider maximising contribution to each of the seven national well-being goals?
 Yes No
- c) Does the initiative apply each of the five ways of working?
 Yes No
- d) Does the initiative meet the needs of the present without compromising the ability of future generations to meet their own needs?
 Yes No

Q5 What is the potential risk of the initiative? (Consider the following impacts – equality, socio-economic, environmental, cultural, legal, financial, political, media, public perception etc...)

High risk

Medium risk

Low risk

Q6 Will this initiative have an impact (however minor) on any other Council service?

Yes No If yes, please provide details below

Council services will be required to present some aspects of the training e.g. Governance – Democratic services, Finance, fraud and treasury management.

Q7 What is the cumulative impact of this proposal on people and/or communities when considering all the impacts identified within the screening and any other key decisions affecting similar groups/ service users made by the organisation?

(You may need to discuss this with your Service Head or Cabinet Member to consider more widely if this proposal will affect certain groups/ communities more adversely because of other decisions the organisation is making. For example, financial impact/poverty, withdrawal of multiple services and whether this is disadvantaging the same groups, e.g., disabled people, older people, single parents (who are mainly women), etc.)

No Impact

Outcome of Screening

Q8 Please describe the outcome of your screening below:

- **Summary of impacts identified and mitigation needed (Q2)**
- **Summary of involvement (Q3)**
- **WFG considerations (Q4)**
- **Any risks identified (Q5)**
- **Cumulative impact (Q7)**

None

(NB: This summary paragraph should be used in the relevant section of corporate report)

Full IIA to be completed

Do not complete IIA – please ensure you have provided the relevant information above to support this outcome

NB: Please email this completed form to the Access to Services Team for agreement before obtaining approval from your Head of Service. Head of Service approval is only required via email.

Screening completed by:
Name: Adam Hill
Job title: Deputy Chief Executive
Date: 22 June 2021
Approval by Head of Service:
Name: Adam Hill
Position: Deputy Chief Executive
Date: 22 June 2021

Please return the completed form to acesstoservices@swansea.gov.uk