

Draft Council Plan 2022/23 – Part 1

Priority Name	Poverty
Description/ Well-being Objective	Protecting people from poverty by supporting them to meet their basic needs
<p>Income Poverty</p> <p>Definition: People on low income who are unable to meet day to day living costs</p>	<ul style="list-style-type: none"> • Families are supported to be financially resilient by: <ul style="list-style-type: none"> a) Maximising the number of people signposted for support to facilitate longer term change - by March 2023 b) Ensuring that take-up to benefit entitlement is maximised in a timely way by processing claims efficiently - by March 2023 c) Maximising take-up of the Discretionary Housing Payments scheme and other financial support - by March 2023 d) Continuing to offer our community hub (Contact Centres) approach giving access to a range of programmes, services and agencies together in one place - by March 2023
<p>Child Poverty</p> <p>Definition: Children who do not have access to adequate food, clothing, shelter and education to lead a healthy and active life</p>	<ul style="list-style-type: none"> • The cost of sending children to school is reduced by: <ul style="list-style-type: none"> a) Making the processes for claiming free school meals as simple and straightforward as possible to increase the percentage of take-up against entitlement - by March 2023 b) Encouraging take-up of free school breakfast for year seven pupils eligible for free school meals - by March 2023 c) Maximising take-up of the school uniform grant – by March 2023 d) Developing a network of school uniform exchanges across the county supported by enhanced web and social media promotion – by March 2023 • Free access to books, ICT networks, devices and library services are maintained by: <ul style="list-style-type: none"> a) Maintaining the network of seven libraries in partnership with Aura - by March 2023 b) Increasing usage of online resources for children and young people - by March 2023 • Children have access to play opportunities by: <ul style="list-style-type: none"> a) Ensuring children have access to staffed open-access playwork projects in local communities - by March 2023 b) Ensuring children have access to well-maintained outdoor play areas which offer a varied and rich play environment - by March 2023 • Working with partners to ensure children in areas of social deprivation have access to food, exercise and enrichment schemes during school holidays – by March 2023 • Ensuring children have the opportunity to access meaningful community sports programmes (which impact on a range of issues including anti-social behaviour, child sexual exploitation, drug and alcohol prevention and County Lines) – by March 2023 • Providing children with access to well-maintained outdoor play areas which offer a varied and rich play environment – by March 2023

	<ul style="list-style-type: none"> Maintaining access to Free Swimming to help tackle health inequalities – by March 2023
Food Poverty Definition: People who are not able to access food that meets their daily nutritional needs and requirements	<ul style="list-style-type: none"> Everyone in Flintshire has access to affordable, good fresh food by: <ul style="list-style-type: none"> a) Developing a “Well Fed at Home service” - by December 2022 b) Continuing to develop delivery of a “Hospital to Home” meals service - by March 2023 c) Introducing a transported and delivered food service “Mobile Meals” to those who are vulnerable - by March 2023
Fuel Poverty Definition: Households that have higher than average fuel costs and meeting those costs will cause them to experience poverty Affordable and accessible housing Personal and Community Well-being	<ul style="list-style-type: none"> Reducing the risk of fuel poverty for residents by increasing the energy efficiency of homes - by March 2023 Linked to Affordable and accessible housing Engaging, supporting and referring vulnerable households to reduce fuel poverty and improve health and wellbeing - by March 2023 Linked to Personal and Community Well-being
Digital Poverty Definition: Inability to interact fully in a digital world when, where and how an individual needs to.	<ul style="list-style-type: none"> Support people to use digital technology through promotion of suitable training to develop digital skills and confidence in the communities we serve – by March 2023 Provide free of charge public access to the internet and devices where necessary at Flintshire Connects Centres, Aura library services and the four leisure centres – by March 2023 Increasing loans of devices through the Aura Digital Access Scheme - by March 2023 Increasing take-up of digital learning opportunities supported by Aura - by March 2023
Priority Name	Affordable and Accessible Housing
Description/ Well-being Objective	Housing in Flintshire meeting the needs of our residents and supporting safer communities
Housing support and homeless prevention Definition: Offering support to people to retain their housing and live well and avoiding homelessness	<ul style="list-style-type: none"> Commissioning a wide range of housing related support that meets the needs of the people of Flintshire - by March 2023 Promoting housing support and homeless prevention services with our residents and partners - by March 2023 Ensuring a multi-agency partnership approach to homeless prevention and develop a culture where homelessness is “everyone’s business” - by March 2023 Ensuring when homelessness does occur it is rare, brief and non-recurring - by March 2023

	<ul style="list-style-type: none"> • Developing and extending our Housing First and Rapid Rehousing approaches for those who do experience homelessness - by March 2023 • Remodelling the “emergency beds” Homeless Hub accommodation offer and service delivery - by March 2023 • Exploring opportunities to develop a young person’s homeless hub offering accommodation and support services - by March 2023
<p>Housing Needs and Housing Options</p> <p>Definition: Helping people to explore their housing options so they can access the right homes to meet their needs</p> <p>Poverty</p>	<ul style="list-style-type: none"> • Promoting the Single Access Route to Housing (SARTH), Common Housing Register, Affordable Housing Register and Housing Support Gateway within the community and with professionals - by March 2023 • Developing self-service approaches that enable people to identify their own housing options through online support - by March 2023 • Piloting a risk assessment process to identify pre tenancy support needs to reduce risk of tenancy failure - by March 2023 Linked to Poverty • Reviewing our sheltered housing stock to ensure that it continues to meet the needs and aspirations of current and prospective tenants - by March 2023
<p>Social Housing</p> <p>Definition: Working with housing partners to develop and invest in affordable housing - with modern methods of construction, and a commitment towards carbon neutral</p> <p>Poverty</p> <p>Green and Environment</p>	<ul style="list-style-type: none"> • Working with housing association partners to build new social housing properties and additional affordable properties - by March 2023 • Increasing the Council’s housing portfolio by building social housing properties and affordable properties for North East Wales (NEW) Homes - by March 2023 • Ensuring that the Council’s housing stock meets the Welsh Housing Quality Standard and achieves a minimum SAP energy efficiency rating of 65 - by December 2022 Linked to Green and Environment • Developing plans for the de-carbonisation of Council homes in line with Welsh Government guidance to ensure their thermal efficiency is optimised and the cost of heating homes are minimised - by March 2023 Linked to Green and Environment, Linked to Poverty • Working with residents to ensure our communities are well managed, safe, and sustainable places to live - by March 2023 Linked to Green and Environment • Supporting our tenants to access technology and create sustainable digital communities - by March 2023 Linked to Poverty • Listening to our tenants and working with them to improve our services, homes and communities - by March 2023
<p>Private Rented Sector</p> <p>Definition: Supporting the private sector to raise standards in the management and condition of housing and promote tenancy sustainment in our communities</p>	<ul style="list-style-type: none"> • Engaging with private sector tenants, giving them a voice and responding to their needs - by March 2023 • Working in partnership with landlords and private sector agents to better understand their needs - by March 2023 • Developing a “landlord offer” that encourages landlords to work with the Council to raise standards of property management and condition of homes where needed - by March 2023 • Improving access to private sector properties for those who are homeless, at risk of homeless and in housing need - by March 2023

	<ul style="list-style-type: none"> Mapping Houses of Multiple Occupation (HMO's) across Flintshire to ensure legal minimum housing standards are met and to improve residents' quality of life - by March 2023
<p>Empty Properties</p> <p>Definition: Bringing empty homes back into use to enhance the local housing market and improve our local communities</p> <p>Economy</p>	<ul style="list-style-type: none"> Bringing empty homes back into use through the Empty Homes Loan - by March 2023 Exploring opportunities to develop a project management service for non-commercial landlords to encourage take up of the Empty Home Loan Scheme - by March 2023 Targeting 'problem' empty homes in our communities and using enforcement powers where appropriate to improve our communities and increase housing supply - by March 2023 Exploring opportunities to maximise housing and revitalise our towns through the redevelopment of the High Street - by March 2023 Linked to Economy
Priority Name	Green Society and Environment
Description/ Well-being Objective	Limiting the impact of the Council's services on the natural environment and supporting the wider communities of Flintshire to reduce their own carbon footprint.
<p>Carbon Neutrality</p> <p>Definition: A net carbon zero Council by 2030 and supporting wider decarbonisation actions across the County, making this central to Covid-19 recovery</p>	<ul style="list-style-type: none"> Gathering information on annual Council greenhouse gas emissions to submit to Welsh Government and the Carbon Programme Board - by September 2022 Reviewing the procurement policy to reduce greenhouse gas emissions from suppliers - by March 2023 Developing plans towards net zero carbon for our assets in line with Welsh government guidance' – by March 2023 Working with Flintshire's leisure and culture trust partners to reduce carbon emissions – by March 2023
<p>Climate Change Adaptation</p> <p>Definition: Be more resilient to the changes that have happened due to climate change and prepare for predicted future change</p>	<ul style="list-style-type: none"> Reviewing the Council's Flood Risk Management Strategy – March 2023 Reviewing the Council's Strategic Flood Consequences Assessment – November 2022 Carrying out flood investigations and alleviation works where appropriate – March 2023 Assessing the feasibility of schemes within land assets for resisting flood and drought while enhancing biodiversity and increasing carbon storage – March 2023
<p>Fleet Strategy</p> <p>Definition: Reducing the environmental impact of our fleet</p>	<ul style="list-style-type: none"> Converting the authority's fleet to electric and alternative fuels (hydrogen etc) - by March 2023
<p>Green Environment</p> <p>Definition:</p>	<ul style="list-style-type: none"> Delivering an increase in canopy cover as part of the Urban Tree and Woodland Plan - by March 2023

<p>Enhance and increase biodiversity and trees to deliver multiple benefits for people, wildlife and the environment.</p>	<ul style="list-style-type: none"> • Enhancing the natural environment through the delivery of the Section 6 Environment Act Wales biodiversity duty - by March 2023 • Delivery of green infrastructure projects under the Local Places for Nature grant funding stream – March 2023
<p>Green Access</p> <p>Definition: The promotion, good management and protection of our green spaces to deliver multiple benefits to the environment and our residents and visitors</p>	<ul style="list-style-type: none"> • Exploring opportunities to develop the Flintshire Coast Park through the production of a scoping study – by March 2023 • Delivering the Rights of Way Improvement Plan with a focus to ensure improved access for all and the promotions of Walking for Health – by March 2023
<p>Renewable Energy</p> <p>Definition: The promotion and support of renewable energy opportunities across the Council Estate and wider communities.</p> <p>Economy</p>	<ul style="list-style-type: none"> • Assessing the feasibility of renewable energy and land assets and link to wider carbon ambitions - by September 2022 • Agreeing appropriate investment strategy for future renewable energy developments - by September 2022 Linked to Economy
<p>Active and Sustainable Travel Options</p> <p>Definition: Provide opportunities for increasing levels of walking and cycling (active travel) and enable access to other alternative and sustainable methods of travel</p> <p>Economy</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Promoting the use of public transport through the further development of the Council's core bus network - by March 2023 Linked to Economy • Promoting multi modal transport journeys and the development of strategic transport hubs - by March 2023 Linked to Economy • Developing the County's electric car charging network - by March 2023 • Promoting active travel and further developing the County's walking and cycling network - by March 2023 Linked to Personal and Community Well-being
<p>Circular Economy</p> <p>Definition: Support and promote the Welsh Government's strategy to create a</p>	<ul style="list-style-type: none"> • Achieving Welsh Government recycling targets - by March 2023 • Developing and extending the Standard Yard Waste & Recycling Transfer Station - by March 2023 • Support and promote Re-Use and Repair initiatives in partnership with Refurbs Flintshire - by March 2023 Linked to Poverty, Linked to

<p>sustainable, circular economy in Flintshire</p> <p>Poverty</p> <p>Personal and Community Well-being</p> <p>Education and Skills</p> <p>Economy</p>	<p>Personal and Community Well-being, Linked to Education and Skills</p> <ul style="list-style-type: none"> Promoting the option to reuse and repair unwanted items at Household Recycling Centres by partnering with local Charities or social enterprises- by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Working in partnership, actively support and engage with community led groups by developing environmental and recycling initiatives - by March 2023 Linked to Poverty, Linked to Personal and Community Well-being, Linked to Education and Skills Support local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Economy
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Priority Name	Economy
Description/ Well-being Objective	Enabling a sustainable economic recovery and growth
<p>Town Centre Regeneration</p> <p>Definition: Regenerate and re-invent our town centres</p> <p>Personal and Community Well-being</p> <p>Affordable and accessible housing</p>	<ul style="list-style-type: none"> Monitoring the health and vitality of town centres to support effective management and business investment decisions - by March 2023 Encouraging and supporting investment in town centre properties to facilitate more sustainable uses - by March 2023 Linked to Affordable and accessible housing Improving the environment in town centres - by March 2023 Supporting the growth of community enterprises in town centre locations - by March 2023
<p>Business</p> <p>Definition: Enable business continuity and encourage appropriate investment</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Engaging town centre small businesses and improve support packages available to them - by March 2023 Supporting small and/or local businesses to engage with public sector procurement opportunities - by March 2023 Engaging small businesses and improve support packages available to them - by March 2023 Supporting recovery of the County's street and indoor markets - by March 2023 Supporting growth of the local and regional food and drink business sector through marketing and collaborative projects - by March 2023 Supporting recovery of the tourism and hospitality sectors and rebuild confidence in the industry - by March 2023 Increasing the scale and impact of the social business sector - by March 2023 Supporting local businesses in their efforts to reduce their carbon footprint and become more resource efficient - by March 2023 Linked to Green Society and Environment

<p>Transport Connectivity</p> <p>Definition: Develop and promote effective transport connectivity while supporting recovery and economic growth</p> <p>Poverty</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> Developing and delivering transport infrastructure improvements as part of North Wales Metro programme and the Council's Integrated Transport Strategy - by March 2023 Linked to Green Society and Environment Ensuring Flintshire strategic transport priorities are well-represented in the Regional Transport Plan from the forthcoming Corporate Joint Committee development - by March 2023 Linked to Green Society and Environment
<p>Digital Infrastructure</p> <p>Definition: Ensure the digital networks facilitate and support recovery and growth</p>	<ul style="list-style-type: none"> Starting delivery of the local plans within North Wales Growth Deal for digital infrastructure – by March 2023 Connecting further rural communities to improved digital infrastructure - by March 2023
<p>Local Development Plan (LDP) Targets</p> <p>Definition: Achieve LDP policy objectives for growth, protection and enhancement</p>	<ul style="list-style-type: none"> Ensuring timely adoption of the LDP once Inspector's Report received - by December 2022 Monitoring overall Plan performance via the Annual Monitoring Report (AMR) and submit to Welsh Government - by March 2023 Maintaining and updating the LDP housing trajectory in line with planning decisions made - by March 2023 Making decisions at Planning Committee in line with the adopted LDP - by March 2023 Referencing the LDP growth strategy in early work on a North Wales Strategic Development Plan (SDP) - by March 2023
<p>Spending money for the benefit of Flintshire</p> <p>Definition: Grow our local economic vitality through social value commitments and procurement strategy</p>	<ul style="list-style-type: none"> Continuing to generate social value outcomes through the Council's procurement activities – By March 2023 Supporting supply chain partners to convert their social value offerings through procurement commitments, into real and tangible benefits – By March 2023 Reviewing the Social Value Strategy to ensure broader social value commitments can be achieved – By March 2023 Generating local spend to support economic growth through the inclusion of social value measures in procurement activity – By March 2023
<p>Reducing worklessness</p> <p>Definition: Work with our partners to support individuals to gain employment</p> <p>Poverty</p>	<ul style="list-style-type: none"> Co-ordinating a multi-agency approach to support businesses to recruit people from disadvantaged groups - by March 2023 Linked to Poverty Delivering mentoring and wider support programmes to assist disadvantaged people to re-engage with the labour market - by March 2023 Linked to Poverty

Priority Name	Personal and Community Well-being
Description/ Well-being Objective	Supporting people in need to live as well as they can
<p>Independent Living</p> <p>Definition: People will be supported to live as independently as possible through the right type of support, when they need it.</p>	<ul style="list-style-type: none"> • Developing a plan to provide additional placements for step down care within our in house provision – by March 2023 • Continuing to grow the Microcare market, utilising one Development Officer post – by March 2023 • Developing an Early Years Strategy to ensure that all our children ages 0-7 have the best possible start in life and are able to reach their full potential –by March 2023 • Plan for the relocation of Tri Ffordd supported employment project to a central site in Mold by March 2023 • Supporting people to achieve their mental well-being outcomes by promoting personal and community well-being through open access courses delivered by the Learning Partnership by March 2023 • Working in partnership with the Community Mental Health Team and Social Services Mental Health Support Service to develop clear pathways for individuals needing access to Mental Health services: Clear pathways established - by 31 March 2023
<p>Safeguarding</p> <p>Definition: Implement and promote the new safeguarding procedures so our employees understand how they can help safeguard people in the community</p>	<ul style="list-style-type: none"> • Continuing to promote the corporate e-learning package – by March 2023 • Preparing for the implantation of the new Liberty Protect Safeguard procedures – by March 2023
<p>Direct Provision to support people closer to home</p> <p>Definition: The services we provide so people can access the support they need in their local community</p>	<ul style="list-style-type: none"> • Setting up a registered Children’s Home to help avoid the need for residential placements outside Flintshire - by March 2023 • Continuing to growing our in-house homecare service to support more people to live at home - by March 2023 • Continuing to growing our in-house fostering service to support more looked after children - by March 2023 • Developing an action plan for the progression of the advocacy priority – by March 2023
<p>Local Dementia Strategy</p> <p>Definition: Continuing to improve the lives of people living with dementia in Flintshire</p>	<ul style="list-style-type: none"> • Establishing a Dementia Strategy Implementation Group, to include representation from people with lived experience – by March 2023
<p>A well-connected, safe and clean local environment.</p>	<ul style="list-style-type: none"> • Protecting residents and our environment from pollution and other public health and safety hazards by achieving the Streetscene Standard - by March 2023

<p>Definition: Resilient communities where people feel connected and safe</p> <p>Green Society and Environment</p>	<ul style="list-style-type: none"> • Working in partnership, actively support and engage with community led groups by developing Local Environmental Quality initiatives - by March 2023 Linked to Green Society and Environment • Working with two local communities to inform a long term vision and delivery plan for using the Flexible Funding Grant programme to achieve positive outcomes for people – by March 2023 • Contributing to Public Health Wales' priorities through partnership working with Aura by: <ul style="list-style-type: none"> ○ Improving mental well-being and resilience – by March 2023 ○ Promoting healthy behaviours – by March 2023 ○ Securing a healthy future for the next generation – by March 2023
<p>Priority Name</p>	<p>Education and Skills</p>
<p>Description/ Well-being Objective</p>	<p>Enabling and Supporting Learning Communities</p>
<p>Educational Engagement and Achievement</p> <p>Definition: Providing diverse learning opportunities to support educational achievement in schools and communities</p>	<ul style="list-style-type: none"> • Maintaining support for settings and schools with rollout of the revised curriculum for pupils from 3-16 which better prepares them for their future lives and employment – by March 2023 • School employees continuing to access the GwE professional learning offer and engage in cluster working – by March 2023 • Embedding the revised processes and procedures in relation to attendance and exclusion, using data to better inform and target interventions at both a pupil and school level – by March 2023 • Working with schools to support development and implementation of flexible and bespoke educational packages to improve attendance and engagement – by March 2023
<p>Digital Learning Opportunities</p> <p>Definition: Supporting education engagement and achievement through proactive use of accessible digital media</p> <p>Poverty</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Supporting schools and wider education services to increase their digital offer for children and young people - by March 2023 • Upskilling employees within the Education & Youth Portfolio through access to the GwE professional learning offer and other appropriate training opportunities – by March 2023 • Embedding the delivery plan for Integrated Youth Services by maintaining focus on increased digital engagement- by March 2023 • Continuing to increase the range of digital material hosted on the North East Wales Archive website and other digital services to encourage greater participation - by March 2023 • Continuing to monitor schools' provision for learners who are 'digitally disadvantaged' – by March 2023 • Supporting schools to maximise their available hardware via the national Hwb programme and to ensure sustainable funding plans in place – by March 2023 • Increasing take-up of digital learning opportunities supported by Aura - by March 2023 Linked to Poverty • Providing community training for online learning platforms in a partnership with Aura and Adult Community Learning - by March 2023

<p>Learning Environments</p> <p>Definition: Creating aspirational and flexible learning environments</p>	<ul style="list-style-type: none"> • Starting construction of the proposed 3-16 campus at Mynydd Isa - by March 2023 • Consult on increasing capacity of Drury CP and Penyffordd CP schools through the School Organisation Code – by March 2023 • Commissioning a contractor and start design and development process for Drury CP and Penyffordd CP – by March 2023 • Seeking Council approval to progress Band B Wales Government 21st Century Schools Investment Programme - by March 2023 • Progressing the development of a new premises plan for the North East Wales Archive – by March 2023
<p>Learning Community Networks</p> <p>Definition: Supporting our learning communities to engage and achieve through extensive partnership working unpinned by common safeguarding practices</p> <p>Personal and Community Well-being</p>	<ul style="list-style-type: none"> • Continuing to consolidate the joint working between Flintshire County Council and Denbighshire County Council through the North East Wales Archive to provide a sustainable and resilient service – by March 2023 • Developing the Delivery Plan for Adult Community Learning to increase engagement and improve skills within local communities – by March 2023 • Developing a Supporting Learners strategy to increase levels of engagement and provide appropriate progression routes to further engagement, study or employment – by March 2023 • Expanding the adult learning offer to reflect national, regional and local priorities in order to provide the skills required through partnership planning – by March 2023 • Working with Adult Community Learning and Flintshire Learning Recovery & Wellbeing Network Partners to share best practice and maximise opportunities for learning within the community with opportunities to be available in all Aura libraries - by March 2023 • Working in partnership with Open University Wales to support and signpost library users to Open Learn courses and subsequent learning pathways with Open Learn Champions in each library - by March 2023 • Working in partnership with Aura to provide Alternative Provision to young people excluded from school to help gain meaningful qualifications – by March 2023
<p>Specialist Educational Provision</p> <p>Definition: Extending local capacity to support learners with additional learning needs (ALN)</p>	<ul style="list-style-type: none"> • Implementing Year two of the Transformation plan for children and young people with additional learning needs, in line with Welsh Government legislation and associated guidance – by March 2023 • Further defining and embedding the menu of outreach support and training to be offered to schools via Plas Derwen Pupil Referral Unit – by March 2023 • Developing a strategic proposal for the next phase of the Additional Learning Needs provision which increases the level of in-house provision and seeks to reduce the reliance on out of county provision – by March 2023
<p>Welsh Education Strategic Plan (WESP)</p> <p>Definition:</p>	<ul style="list-style-type: none"> • Continuing to increase capacity and take up of Welsh medium education to achieve Welsh Government targets – by March 2023 • Continuing to improve Welsh language skills of employees in schools to more effectively support learners and the delivery of the curriculum – by March 2023

<p>Working with schools and partners to support the Welsh Government's strategy to enable one million Welsh speakers by 2050</p>	<ul style="list-style-type: none"> • Providing targeted support and intervention to schools to raise standards and promote bilingualism – by March 2023 • Extending the range of youth services delivered bilingually to encourage young people to retain and use their Welsh language skills into early adulthood – by March 2023 • Embedding the role of the Integrated Youth Provision Welsh language coordinator – by March 2023 <ul style="list-style-type: none"> ○ Ensuring all digital and face to face youth and play provision has an increasing bilingual offer which supports the expansion of the Council's Welsh Language immersion programme – by March 2023
<p>Well-Being</p> <p>Definition: Working with schools and partners to provide opportunities for children, young people and the education workforce to engage in activities which support their emotional health and well-being</p>	<ul style="list-style-type: none"> • Rolling out the National Framework for Embedding a Whole School Approach to Emotional Health and Wellbeing in all Flintshire schools – by March 2023 • Supporting all secondary schools to complete the School Health Research Network survey in 2022 <ul style="list-style-type: none"> ○ Developing action plans based on the findings, particularly in relation to Emotional Health and Wellbeing – by March 2023 • Meeting the requirements under Wellbeing Whole School Approach Development Fund for employee training and pupil engagement – by March 2023 • Consolidating the Inspire Youth Work Hospital Project which provides support to young people at risk of self-harming behaviour – by March 2023 • Improving awareness of trauma informed practice with schools and Education and Youth employees – by March 2023