

Child Friendly Torbay

Action Plan

The Child Friendly Torbay sustainability plan aims to ensure Torbay is a place where the rights, voices, and experiences of children are at the heart of its policies and practices. It provides the opportunity to ensure we act on the voices of our children and families, provides a monitoring framework to drive these improvements, and builds on progress. Our vision is to create a sustainable area that respects and upholds the rights of all children, ensuring they have access to the resources they need to thrive, and opportunities to actively participate in shaping Torbay. This child rights approach (CRA) will guide our efforts in making Torbay a safe, inclusive, and nurturing environment where every child can flourish with children and young people as key partners in shaping priorities and solutions.

Priority Areas

- Safe and Secure – Safer Streets, Urban Place Planning
- Healthy – Mental Health support, education to stay healthy
- Communication, Culture and Leadership – Child Rights Education and Training, Participation and engagement in decision-making and Leadership.

Outcomes

1. All children and young people (CYP) feel safe and secure in public and private spaces, and spaces are designed to support and protect them.
2. All children and young people are supported to live healthy lives.
3. Develop more child friendly culture, communication and leadership, ensuring staff and partners are trained in, and value the importance of, children's rights
4. Children and young people are involved in decision-making and coproducing strategies, policies and decisions.

Plan Lead(s):

The Programme Sponsor for Torbay Council is Anne-Marie Bond, Chief Executive. The programme champions are Anne-Marie Bond, Cllr David Thomas (Leader of the Council), Cllr Nick Bye (Lead Cabinet Member Children's Services), Nancy Meehan (Director, Children's Services), and Cllr Cordelia Law (Chair of Children's Overview and Scrutiny)

Plan Leads will be identified for each priority area and will develop teams to monitor their priority areas, made up of relevant professionals and partner agencies who are able to drive performance against the priorities identified. The Child Friendly Project Lead will support the Plan Leads and provide feedback from other boards in relation to progress against priority areas.

Governance and scrutiny:

The Child Friendly Project Board will oversee this Action Plan. The Project Lead will attend relevant Partnership Boards (e.g. SEND Local Area Improvement Partnership Board and Play Improvement Strategy) to 'check and

challenge' progress against relevant indicators. Regular updates will be provided to the Councils Directors Overview Meeting, Childrens Improvement Board, Childrens Overview and Scrutiny Board and Cabinet if/when required. Governance will be informed by feedback from children and young people through established engagement and reporting mechanisms.

Partners:

Children and young people are a key stakeholder and partner in delivery. We will use meaningful engagement and co-production to shape priorities, test and refine proposals, and help evaluate what is making a difference. This will include ensuring participation is accessible and inclusive, and providing clear feedback to children and young people on how their views have influenced decisions

External partners include Integrated Care Board, Police, Youth Justice Board, voluntary and community sector partners. Internal partners include Children's Services, Corporate Services, Pride in Place, Public Health, Communication Team, Highways and Planning, and the wider Council.

Partners have been involved in the development of the needs assessment to identify our priority areas and took part in our Discover Day. Partners have been involved in the Project Board and Project Team to define the priorities and will be responsible for supporting the development of the detailed plans against each priority area. Training in child rights has been offered/provided and further training in CRIAs and CRBAs will be provided if required.

Priority Area 1: Safe and Secure – Safer Streets and Urban Place Planning

Outcome: Children and young people feel safe and protected in public and private spaces across Torbay. Urban planning, parks, and play areas are designed and improved with direct input from children and young people, ensuring their needs and safety are prioritised.

Key strategies: Consult regularly with children and young people to inform needs assessments and planning. Design and improve public spaces with direct input from CYP. Track progress using a Safe & Secure dashboard and annual survey. Collaborate with partners to drive improvements in safety and urban development.

Descriptive Milestones	Year 0 - Baseline	Year 1	Year 2	Year 3
	<p>An evidence base was developed from extensive consultation with children and young people (1,860 voices captured). This informed our needs assessment, which shows:</p> <ul style="list-style-type: none"> Children and young people do not feel safe in the streets of Torbay, particularly in Town Centres. Children and young people do not feel safe in parks and feel some have been neglected. They want more spaces to play. 	<p>Milestone 1: Safe & Secure action plan/dashboard is operational, tracking outcomes and indicators. CYP and families' views are integrated into the dashboard, and actions are identified with the Community Safety Partnership and Play Improvement Strategy.</p> <p>Milestone 2: Staff receive training in child rights-based approaches to safeguarding. CYP are involved in consultations about safety in streets, parks, and play spaces, with their feedback informing policy and design decisions.</p>	<p>Milestone 1: Consultation on safety continues, with CYP actively participating in decisions about town centre safety and park/play space design. The Safe and Secure action plan is updated to address identified gaps.</p> <p>Milestone 2: Systematic engagement processes are established, ensuring CYP understand how their views have influenced urban planning and service delivery. Staff confidence in applying child rights-based approaches is measured and reported.</p>	<p>Milestone 1: Safe and Secure Strategy and Play Improvement Strategy are fully implemented, routinely involving CYP in decision-making. Child-friendly feedback mechanisms are in place for ongoing participation.</p> <p>Milestone 2: Annual perception surveys show increased % of CYP feeling safe in Torbay and satisfaction with play spaces. Audit of strategies and policies demonstrates explicit use of child rights-based approaches.</p>
<p>Child Rights-Based Approach</p>	<p>Evidence base and needs assessment has been developed from views of CYP. Training has been provided including principles of CRBA and CRIA.</p>	<p>Embedding:</p> <ul style="list-style-type: none"> Develop action plan to ensure principles of children's rights are embedded. Mechanisms are in development to ensure CYP are involved in review of policies, strategies and service design. 	<p>Embedding:</p> <ul style="list-style-type: none"> Develop comprehensive action plan to entrench principles of children's rights. Consultation & engagement processes with CYP have become systematic. Mechanisms in place ensure CYP are informed how views 	<p>Embedding:</p> <ul style="list-style-type: none"> Comprehensive action plan entrenches principles of children's rights in plans & policies. Consultation and engagement processes with CYP are systematic.

		<ul style="list-style-type: none"> • CYP are informed about how their views have influenced decision-making & how to be involved. • Ongoing consultation process ensures diverse experiences of all CYP are considered. • Integrating the views and experiences of C&YP directly into the planning process, urban design inherently serves the best interests of the child. 	<p>have influenced decision-making & how to be involved.</p> <ul style="list-style-type: none"> • Commitment to gather and act on data ensures interventions are effectively aligned with best interests of CYP. • Ongoing consultation ensures diverse experiences of all CYP groups are considered. • By integrating the views and experiences of C&YP directly into the planning process, urban design inherently serves the best interests of the child. 	<ul style="list-style-type: none"> • Mechanisms in place ensure CYP are informed how views have influenced decision-making & how to be involved. • Integrating views of CYP into planning serves best interests of the child. • Continual consultation with community and partners for ongoing participation in strategy's development.
Impact	Evidence base and needs assessment produced.	<p>% (increase) staff with increased confidence in applying a child-rights based approach to safeguarding.</p> <p>% CYP who feel safe and supported by key professionals.</p> <p>% CYP who feel safe in Torbay.</p> <p>% CYP who feel there are clean, safe places to play and hang out (like parks, playgrounds, basketball courts and skate parks).</p>	<p>% (increase) staff with increased confidence in applying child-rights based approach to safeguarding.</p> <p>% CYP who feel safe and supported by key professionals.</p> <p>% CYP who feel safe in Torbay.</p> <p>% CYP you feel there are clean, safe places to play and hang out (like parks, playgrounds, basketball courts and skate parks).</p>	<p>% (increase) staff with increased confidence in applying child-rights based approach to safeguarding.</p> <p>% CYP who feel safe and supported by key professionals.</p> <p>% CYP who feel safe in Torbay.</p> <p>% CYP you feel there are clean, safe places to play and hang out (like parks, playgrounds, basketball courts and skate parks).</p>
Evidence	Evidence base, needs assessment.	Training records/audit/ evaluation.	<p>No. of CYP engaged in community consultation.</p> <p>6-month post-training evaluation.</p> <p>Community engagement register</p>	<p>No. of plans and decisions explicitly using CRBA.</p> <p>Audit of strategies, policies and decisions.</p>

Priority Area 2: Healthy

Outcome: Children and young people are supported to live healthier lives, with improved access to mental health support, healthcare, and healthy lifestyle information.

Key strategies: Work collaboratively with relevant partners to identify and address barriers to mental health and healthcare access for children and young people. Develop targeted actions supporting physical and mental health, tracked through a dedicated dashboard for council-led services. Partner with schools and community organisations to improve education and support around healthy lifestyles, including healthy eating and physical activity, and regularly review school meals with input from children and young people. Embed child rights impact assessments (CRIA) in health-related policies, strategies, and service designs to ensure children’s rights are considered in every decision. Conduct annual consultations with children and young people to gather their views on health services and use this feedback to inform ongoing improvements

Descriptive	Year 0 – Baseline	Year 1	Year 2	Year 3
Milestones	<p>An evidence base was developed from extensive consultation with children and young people (1,860 voices captured). This informed our needs assessment, which shows:</p> <ul style="list-style-type: none"> • More support is needed for children and young people with mental health needs. • Children and young people need better access to healthcare, shorter waiting lists and access to clean water, food and clothes and a clean environment. • Children and young people want more information about staying healthy at school. 	<p>Milestone 1: Launch a Healthy action plan/dashboard for council-led services, tracking outcomes and indicators relevant to CYP health and wellbeing. Integrate CYP and families’ views into the dashboard and use findings to inform council policy, commissioning, and partnership priorities.</p> <p>Milestone 2: Provide ongoing training for council staff in child rights-based approaches. Facilitate regular forums for CYP to share their experiences and barriers to accessing health and wellbeing support, and use this feedback to advocate for improvements with health partners.</p>	<p>Milestone 1: Refresh consultation with CYP on health and wellbeing, focusing on council-led services (e.g., leisure, youth, school-based support). Report improvements and gaps to health partners and in council planning.</p> <p>Milestone 2: Establish mechanisms for CYP to be involved in reviewing council health-related policies and service design. Where possible, coordinate with schools and community partners to audit healthy food and wellbeing initiatives, incorporating CYP feedback.</p>	<p>Milestone 1: Embed routine assessment and removal of barriers to council-led health and wellbeing services. Ensure policies and guidance provide accessible information for CYP, parents/carers, and staff.</p> <p>Milestone 2: Use annual surveys and audits to demonstrate increased CYP satisfaction with council-influenced health services and environments. Share findings and advocate for further improvements with health partners, highlighting where CYP feedback has shaped local authority action.</p>

Child Rights-Based Approach	<p>Evidence base and needs assessment has been developed from views of CYP. Training has been provided by UUK which included principles of CRBA and CRIA.</p>	<p>Embedding:</p> <ul style="list-style-type: none"> • Develop action plan using CRBA to ensure principles of children's rights are embedded. • Mechanisms are in development to ensure CYP are involved in review of policies, strategies and service design for health. • CYP are informed about how their views have influenced decision-making & how to be involved. • Ongoing consultation process ensures diverse experiences of all CYP are considered. 	<p>Embedding:</p> <ul style="list-style-type: none"> • Develop comprehensive action plan using CRBA to entrench principles of children's rights. • Consultation & engagement processes with CYP have become systematic. • Mechanisms in place ensure CYP are informed how views have influenced decision-making & how to be involved. • Commitment to gather and act on data ensures interventions are effectively aligned with best interests of CYP. • Ongoing consultation ensures diverse experiences of all CYP groups are considered. 	<p>Embedding:</p> <ul style="list-style-type: none"> • Comprehensive action plan entrenches principles of children's rights in plans and policies, using CRBA. • Regular CRIAs act as a structured mechanism for ongoing accountability. • Consultation and engagement processes with CYP are systematic. • Mechanisms in place ensure CYP are informed how views have influenced decision-making and how to be involved. • Integrating views of CYP into planning serves best interests of the child. • Continual consultation with community & partners for ongoing participation in strategy's development.
Impact	<p>Surveys disseminated to children and young people.</p>	<p>No. of young people feeding back about health care. No. of CYP who feel supported by trusted adults like doctors. No. of health policies/services which directly incorporate CYP views.</p>	<p>No. of young people feeding back about health care. No. of CYP who feel supported by trusted adults like doctors. No. of health policies/services which directly incorporate CYP views. Review of healthy food in schools involving CYP.</p>	<p>More CYP are able to influence health policy & services More health policies/services directly incorporate CYP views. More CYP satisfied with health services. Decrease in no. of unhealthy food options available in schools.</p>

Evidence	Surveys, evidence base and needs assessment. Report of findings.	Audit / case study. Survey results.	Action Plan Survey results Audit of decisions Audit of school meals	Action Plan Survey results Audit of decisions Audit of school meals
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Priority Area 3: Culture and Leadership – Child Rights Education and Training, Participation

Outcome: Children and young people feel listened to, included in decisions, and supported by staff, partners and leaders who are trained in, and actively uphold, children's rights.

Key Strategies: Roll out basic child rights learning to council and partner staff; extend applied child rights training to police and voluntary sector; make training mandatory for leaders and identify and up-skill child rights trainers. Develop youth governance framework and enable C&YP to be involved in decision-making where possible.

Milestones	Year 0 - Baseline	Year 1	Year 2	Year 3
<i>Culture and Workforce Development</i>	<ul style="list-style-type: none"> There is good knowledge and awareness of child rights across Torbay. 35 staff members, elected members and partner colleagues have received child rights training including an introduction to CRIA and CRBA. There is good understanding of child rights in practice among colleagues who have begun to apply the approach through service planning and delivery. Some teams are yet to engage with child rights training in significant numbers. 	<p>Milestone 1: Roll out child rights training and make this available to all council staff, elected members, and wider partners. Identify and train child rights champions / trainers. Produce a workforce development plan that includes a program of child rights training.</p> <p>Milestone 2: Develop and publicise a youth governance framework and website for CYP to share views on council policies and plans. Begin coproducing key policy documents with CYP</p>	<p>Milestone 1: Conduct follow-up assessments to evaluate the impact of child rights training and identify gaps. Ongoing training is delivered, and extended to key partners including policing and voluntary sector</p> <p>Milestone 2: Embed CRIA completion as a standard step in policy and strategy development workflows. Conduct regular audits of CRIA use and quality, with feedback provided to teams. CYP are systematically involved in</p>	<p>Milestone 1: Maintain and build on child rights knowledge and awareness across council and partners. Ensure child rights trainer capacity for ongoing training. Annual review and update of induction and training materials.</p> <p>Milestone 2: Celebrate and share best practice in youth governance and child-friendly leadership</p>

	<ul style="list-style-type: none"> Elected Members and Leaders have been involved in child friendly workshops, surveys and training. An introductory session on child friendly practices and children's rights is included in the induction programme for all new staff. 		decision-making and service design.	
<i>Co-operation and Leadership - Youth Governance</i>	CYP have been involved in consultations and workshops to find out their priorities and what needs to improve in Torbay.	<ul style="list-style-type: none"> Youth Governance website developed to share information & gather views on Council policies and Plans. Partners will be involved in developing the website and links to partner websites. 	<ul style="list-style-type: none"> Youth Governance framework defined & publicised. Partner agencies have defined links from their websites to central youth governance framework for CYP to be involved in decision-making. 	<ul style="list-style-type: none"> Youth Governance framework embedded & widely publicised, which includes staff, Elected members and partner agencies.
<i>Childs Rights Impact Assessments</i>	<ul style="list-style-type: none"> Good knowledge and awareness of child rights; introductory CRIA/CRBA training delivered Require completion of a basic CRIA exercise (possibly as part of existing EIA) for new policies or service changes Establish a central repository for completed CRIAs to support learning and transparency (Via equality and inclusion team?) 	<ul style="list-style-type: none"> CRIA Training delivered to staff/partners; workforce development plan produced Update workforce development plans to include annual CRIA refresher sessions. Require all new or revised policies to include a completed CRIA, reviewed by a designated child rights champion 	<ul style="list-style-type: none"> Training follow-up assessment; child rights trainers deliver ongoing CR training Embed CRIA completion as a standard step in policy and strategy development workflows. Conduct regular audits of CRIA use and quality, with feedback provided to teams. 	<ul style="list-style-type: none"> Good knowledge and awareness maintained via ongoing training Annual review and update of CRIA processes, ensuring alignment with best practice and feedback from children and young people. Share best practice examples of CRIA application across the partnership, celebrating success and learning

Child Rights-Based Approach	<p>7 principles of a CRBA are embedded in training provided by UUK.</p>	<ul style="list-style-type: none"> • Training in child-rights to ensure CYP views considered. • 7 principles of CRBA explicitly embedded in training. • Evaluation & feedback ensures child voice is included in decision-making. • Ongoing consultation process ensures diverse experiences of all CYP are considered. 	<ul style="list-style-type: none"> • CRBA Training is rolled out wider to partners to ensure child-rights perspective is used in planning and policies. • Ongoing evaluation & feedback ensures child voice is included in decision-making. • Ongoing consultation process ensures diverse experiences of all CYP are considered. 	<ul style="list-style-type: none"> • CRBA Training is monitored and embedded to ensure a child-rights perspective. • 7 principles are being used to frame decision-making, interactions, service delivery etc. • Ongoing consultation process ensures diverse experiences of all CYP are considered.
Impact	<p>Children and families' views have been sought and the resulting needs assessment used to define the priorities for CYP.</p>	<p>% staff have attended CRIA and CRBA training. Children & families' experiences of accessing information are analysed & understood. % trained on how to engage C&YP in community consultation. % CYP who feel listened to and involved in decision-making.</p>	<p>% staff applying CR in practice. More communications are produced in a child-friendly way. C&YP feel it is becoming easier to access vital service information. % trained on how to engage C&YP in community consultation. % CYP who feel listened to and involved in decision-making.</p>	<p># strategies, initiatives, services & decisions explicitly using CRBA. % CYP who know & understand how to access information about services & support. % trained on how to engage C&YP in community consultation. % CYP who feel listened to and involved in decision-making.</p>
Evidence	<p>Baseline report / presentation. Perception survey. Needs assessment</p>	<p>Workforce development strategy. Training records/audit/evaluation Analysis report. Case study of C&YP coproducing analysis.</p>	<p>6 month post-training evaluation. Focus group data. Perception survey.</p>	<p>Audit of strategies, initiatives, services & decisions. Training evaluation report. Focus group data. Perception survey.</p>

Priority Area 4: Communication

Outcome: Children and young people receive clear, accessible information and have meaningful opportunities to shape and respond to communications about services and support

Key Strategies: Regularly consult with children and young people (CYP) on communications, Coproduce and share child-friendly versions of key documents, Use accessible formats (infographics, videos, easy-read guides), Provide feedback channels for CYP to influence communications

Milestones	Year 0 - Baseline	Year 1	Year 2	Year 3
<i>Communication</i>	<ul style="list-style-type: none"> • CYP have been involved in consultations about services and support in Torbay. • Some policies have been reviewed and coproduced with CYP. • Develop a child-friendly summary of existing policies (including this action plan) and start to share with CYP for review and comment via participation team. 	<ul style="list-style-type: none"> • Establish regular consultation forums with children and young people (CYP) to gather feedback on existing services and support via existing participation team • Begin coproducing key policy documents with CYP, ensuring their voices are reflected in service design. • Launch a working group with CYP to coproduce child-friendly versions of major service / support documents. • Pilot child-friendly communication formats (e.g., infographics, videos, easy-read guides) and gather feedback from CYP. 	<ul style="list-style-type: none"> • C&YP friendly updates. messaging widely available. • Roll out regular child-friendly updates on council activities, policies, and services via multiple channels (website, social media, schools). • Establish a feedback mechanism for CYP to comment on communications and suggest improvements. 	<ul style="list-style-type: none"> • Staff, partners and local community have better understanding of children's rights. • Celebrate and share best practice examples of child-friendly communication across the partnership and community.
Evidence	<ul style="list-style-type: none"> • Initial perception survey results • CYP consultation records 	<ul style="list-style-type: none"> • Audit of child-friendly documents • Staff training logs 	<ul style="list-style-type: none"> • Analytics on communication reach • CYP feedback forms 	<ul style="list-style-type: none"> • Annual survey data • Case studies of improved service access

Impact	<ul style="list-style-type: none"> • % of CYP who understand how to access information about services/support • Baseline survey results on clarity and accessibility of communications 	<ul style="list-style-type: none"> • Increase in child-friendly documents produced with CYP input • % of staff trained in child-friendly communication • 	<ul style="list-style-type: none"> • % of CYP reporting communications are accessible and feedback is acted on • Number of improvements made based on CYP suggestions 	<ul style="list-style-type: none"> • Significant increase in CYP reporting information is clear and relevant • Demonstrable improvement in CYP engagement with services linked to better communication
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Summary Table: Milestones, Indicators, and Child Rights

Please Note:

- *Indicators are drawn from the plan's impact and evidence sections*
- *Child rights references are mapped to the most relevant UNCRC articles and CRBA principles based on the plan's stated aims and activities.*
- *For each milestone, only the most relevant indicators and rights are shown for clarity.*

Priority Area	Milestone	Indicator	Relevant Child Rights (UNCRC/CRBA)	Means of Verification
Safe and Secure	Evidence base developed from CYP consultation	Number of CYP voices captured; Needs assessment completed	Article 12 (Right to be heard), Principle: Participation	Consultation records, survey results, needs assessment reports, meeting minutes
Safe and Secure	Safe & Secure action plan/dashboard in place	Dashboard operational; Outcomes & indicators tracked	Article 3 (Best interests of the child), Principle: Accountability	Monitoring dashboards, performance reports, system logs
Safe and Secure	CYP involved in urban planning and place design	Number of CYP involved in consultations; CYP feedback on influence	Article 12, Principle: Participation & Transparency	Participation registers, feedback forms, consultation summaries
Safe and Secure	Play Improvement Strategy routinely involves CYP	Number of CYP engaged; CYP satisfaction with play spaces	Article 31 (Right to play), Principle: Non-discrimination	Attendance lists, satisfaction surveys, focus group reports

Safe and Secure	Staff trained in child rights approach	% staff with increased confidence in safeguarding; Training records	Article 19 (Protection from harm), Principle: Capacity building	Training attendance logs, post-training evaluation surveys, audit reports
Safe and Secure	CYP feel safe in Torbay	% CYP reporting feeling safe; % CYP supported by professionals	Article 19, Principle: Effectiveness	Annual perception surveys, case records, safeguarding audits
Safe and Secure	CYP and family views are integrated into the dashboard	CYP voices captured; views tracked; CYP feedback on influence	Article 13 (Right to express opinion), Principle: Participation	Policy documents (Community Safety/ Play Improvement); service audits, satisfaction surveys
Safe and secure	CYP are involved in consultations about safety on the streets, parks, play spaces	% CYP, reporting they feel safe; able to meet friends, attend activities	Article 15 (right to meet) Principle: Participation	Satisfaction surveys, consultation records
Healthy	Evidence base developed from CYP consultation	Number of CYP voices captured; Needs assessment completed	Article 24 (Right to health), Principle: Participation	Survey results, needs assessment documentation, consultation reports
Healthy	Healthy action plan/dashboard in place	Dashboard operational; Outcomes & indicators tracked	Article 24, Principle: Accountability	Health service dashboards, monitoring reports
Healthy	CYP involved in health policy/service design	Number of CYP involved; CYP feedback on influence	Article 12, Principle: Participation	Participation records, feedback forms, policy consultation reports
Healthy	Staff trained in child rights approach for health	% staff trained; Training evaluation	Article 24, Principle: Capacity building	Training logs, evaluation forms, audit reports
Healthy	CYP supported to live healthy lives	% CYP reporting access to health services; % CYP supported by trusted adults	Article 24, Principle: Effectiveness	Service usage data, perception surveys, case management records
Healthy	CYP influence health policy/services	Number of policies/services incorporating CYP views; CYP satisfaction	Article 12, Principle: Accountability	Policy documents, service audits, satisfaction surveys

Communication, Culture & Leadership	Child rights training delivered to staff/partners	% staff trained; Training records/audit	Article 42 (Knowledge of rights), Principle: Capacity building	Training logs, audit reports, evaluation surveys
Communication, Culture & Leadership	Youth governance framework defined & publicised	Framework published; Number of CYP involved	Article 12, Principle: Participation	Published framework documents, participation registers
Communication, Culture & Leadership	CYP involved in decision-making	% CYP reporting involvement; Number of CYP consulted	Article 12, Principle: Participation & Transparency	Consultation records, perception surveys, meeting minutes
Communication, Culture & Leadership	Child-friendly communications produced	Number of child-friendly documents; CYP feedback	Article 17 (Access to information), Principle: Non-discrimination	Document repository, feedback forms, audit of communications
Communication, Culture & Leadership	Equality impact assessments include CRIA	Number of policies assessed; Evidence of CYP views considered	Article 3, Principle: Accountability	Policy review logs, equality impact assessments, consultation summaries
Communication, Culture & Leadership	Staff apply child rights in practice	% staff applying CRBA; Audit of strategies/policies	Article 3, Principle: Effectiveness	Audit reports, case studies, staff surveys