



## Centre Manager Questionnaire

Thank you for helping us with the 'Evaluation of Children's Centres in England' project (ECCE). This research has been funded by the Department for Education (DfE) and is being carried out by a team from the University of Oxford, in conjunction with the National Centre for Social Research (NatCen) and Frontier Economics. This questionnaire focuses on the key characteristics of Sure Start Children's Centre leadership and management, and its impacts.

**Your answers will be treated in the strictest confidence and all findings will be anonymised so that responses cannot be traced back to individual people or centres. It should take between 30 -40 minutes to complete the questionnaire and it is split into sections to allow you to complete this at times convenient to you. Please answer the questionnaire on your own and for each answer, please tick the level which you feel most closely applies. Please work through the questionnaire fairly quickly, ensuring that you tick your first answer. If you are unable to choose a response, please leave that statement blank. If you have any queries about this questionnaire, please contact your ECCE regional research officer, or the ECCE team directly, at [ecce.oxford@gmail.com](mailto:ecce.oxford@gmail.com).**

**Please tick only one answer for each statement throughout**

### Vision and purpose within the Sure Start Children's Centre

1.	<b>To what extent do you agree or disagree with each of the following statements in relation to your Sure Start Children's Centre ...</b>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I regularly discuss the vision for our centre with staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I place a strong emphasis on giving staff a sense of overall purpose	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	There is a strong focus on children's learning and development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	There is a strong focus on promoting parents' /carers' learning and development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	As yet we do not place a strong enough focus on the Early Years Foundation Stage (EYFS)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	We have in place clear priorities that are closely linked to integrated cross service collaboration	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	The multi-agency focus and partnership-working within our centre needs further development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	Children and parents/carers feel safe in our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	I make sure all children and families linked with our centre are treated equally and fairly	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	Staff and families are regularly involved in developing the vision of our centre and the centre provides services to match this vision	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

2.	<b>To what extent do you agree or disagree with each statement in relation to <u>standards and expectations</u> in your Sure Start Children's Centre ...</b>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I have a clear understanding of the challenges facing the neediest families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I set and demonstrate high standards for achieving high quality learning and development outcomes for all children	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	The national standards for centre managers are followed closely (e.g. DfE Standards for Leaders of Sure Start Children's Centres)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



(For researcher use only):

Researcher:

		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
d)	I have high expectations for the work staff carry out with children and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	Staff here are well trained to implement safeguarding/child protection procedures	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Safeguarding/child protection policies that ensure the welfare of children are in place and up to date	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Staff need more training to improve the support given to 'at-risk' children and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	It is difficult to improve outcomes for the neediest children and families in the community served by our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

**Leading the Sure Start Children's Centre**

3.	<i>To what extent do you agree or disagree with each of the statements in relation to <u>your own practice</u> as a manager...</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I keep up to date with developments in early education, care, and integrated services in relation to Sure Start Children's Centres	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I make sure that staff are clear about the reasons for planned improvements	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	I make sure that staff are actively involved in plans for improvement	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I find it difficult to balance my administration duties with my leadership of the development and delivery of services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I regularly review my own practice and take part in Continuing Professional Development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I find it difficult to manage the finances of my centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I am knowledgeable about opportunities to generate income and funding for our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I actively pursue opportunities to generate income and funding for our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	An important part of our centre's development plan is provision for managing change	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	I keep staff up to date with changes in relevant policy and advice, including at Government and Local Authority level	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	I take into account the needs of the local community when planning services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	I find it difficult to manage the challenges I face in my role as centre manager	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



(For researcher use only):

Researcher:

4. Please indicate the extent to which you agree or disagree with the following statements about your <u>leadership style</u> ...		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	My leadership style is adaptive	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I demonstrate good practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	I regularly ask staff for feedback	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I am ready to learn from (and alongside) others	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I place high value on building trust-based relationships with staff and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I am consistent in my high expectations for service delivery	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I am innovative, entrepreneurial and reflective	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I am generally optimistic about my work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	I am open-minded in my approach to leadership	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	I feel confident in my ability to foster centre improvement	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	I find it hard to make difficult or unpopular decisions about the centre's work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	I am able to successfully manage conflict when it arises	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
m)	I find it difficult to motivate some of my staff in their work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

#### Monitoring of services within the Sure Start Children's Centre

5. To what extent do you carry out the following <u>activities</u> to improve Sure Start Children's Centre practice?		1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal
a)	I observe interactions between <i>children and adults</i> during centre activities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I observe interactions between <i>staff and parents/carers</i> during centre activities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	After observing activities, I work with staff to improve their practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I ensure 'value for money' in everyday work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I use research evidence to inform practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I monitor the effectiveness of services in terms of cost and value for money impact	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I use coaching/mentoring to improve the quality of staff service delivery	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I encourage and support staff to reflect on their own practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	I encourage and support staff to use data effectively in planning for individual child or family needs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	I compare the work of our centre with that of other similar centres	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	I screen to identify children and families 'at-risk' (e.g. Common Assessment Framework; CAF)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	I use a children's centre Development Plan and/or self evaluation results as key management tools in order to monitor and evaluate current practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



(For researcher use only):

Researcher:

6. <b>To what extent do you use data to...</b>		1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal
a)	Monitor progress in, act on, and set priorities for achieving the highest quality learning and development outcomes for all children	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Act on weaknesses in achieving the highest quality learning and development outcomes for all children	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	Monitor progress of the neediest families e.g. improving parenting skills, returning to work, drug use etc	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Ensure efficient and effective deployment of resources to improve outcomes for children and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	Enable the sharing of information between agencies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Evaluate your centre's programme and its improvement	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Examine value for money in service planning and implementation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	Measure progress in centre targets for staff, families, and children	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	Identify the unmet needs of the local community	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

**Working with other members of staff and stakeholders**

7. <b>Thinking about working with staff and stakeholders, to what extent do you believe your actions...</b>		1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal
a)	Encourage staff to develop and share new ideas for their work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Demonstrate a high level of professional practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	Develop and share an atmosphere of openness and trust in your centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Encourage staff to think of broad outcomes for children and families (e.g. physical, educational, emotional and behavioural)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	Ensure wide staff participation in decisions about the improvement of services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Overcome professional boundaries between staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

8. <b>Please indicate the extent to which you agree or disagree with the following statements about your working with staff in your Sure Start Children's Centre.</b>		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
<b>Other staff in our centre...</b>							
a)	Share common values, beliefs and attitudes related to the goals of our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Participate in ongoing, collaborative work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	Have a limited role in decision-making	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Are regularly consulted in the development of policies on service provision	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



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Researcher:

		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
e)	Have little active involvement in this centre's self evaluation and review process	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Play an important part in working with parents	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Have a positive impact on standards of service delivery	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	Have a positive impact on improving outcomes for children and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	Have a limited role and voice in shaping budget decisions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	Work closely with the leadership team	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	Pose little challenge to the running of the centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	Understand issues of accountability and procedures to be followed	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

9. ***To what extent do you agree or disagree with each of the statements in relation to continual professional development (CPD) and staff development in your Sure Start Children's Centre***

...

		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I find it difficult to give staff individual support to help them improve their work practices	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I promote (and support) a range of CPD experiences among all staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	I ensure that CPD is aligned with our centre improvement policies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I ensure there is a clear pathway of job progression and CPD for all individuals and teams	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I rarely appraise staff performance to identify staff training areas including goals and targets	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I provide <i>educational resources</i> to encourage professional development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I provide <i>professional resources</i> to encourage professional development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I find it difficult to make sure staff understand relevant legal and policy frameworks	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	I find it difficult to make sure staff understand how legal and policy frameworks affect multi-agency and integrated services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	I encourage staff to reflect upon their work and be critical of their practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	I promote leadership aspiration and development among staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	I encourage staff to share best practice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

10 ***Please indicate the extent to which you agree or disagree with the following statements about your relationship with staff....***

		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I trust most of the staff in our centre to do their jobs well	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Staff are able to discuss their feelings, worries and frustrations with me	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



(For researcher use only):

Researcher:

		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
c)	I find it difficult to discuss my feelings, worries and frustrations about service delivery with my staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I receive strong support from centre staff in my leadership role	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I think staff contributions, views, and expertise are an important part of our centre's self evaluation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I provide regular feedback on the ideas provided by staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I regularly implement the ideas provided by staff	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I encourage staff to develop new ideas to improve services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	I find working closely with other stakeholders problematic	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

11	<b><u>Please indicate the extent to which centre leadership is provided by the following people or groups ...</u></b>	1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal	7. Not Applicable
a)	Service Managers/ Senior Leadership Team (SLT)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
b)	Other staff, acting together or individually	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
c)	Governors/Advisory board/ centre improvement partners	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
d)	Local Authority (LA)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
e)	Parents/carers/families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
f)	Community groups/ voluntary organisations	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
g)	Other (please give details below):	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

12.	<b><u>Thinking about your relationship with your Sure Start Children's Centre <u>Advisory Board</u>, to what extent do you agree or disagree with the following...</u></b>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	Other staff play an important part in working with the Advisory Board	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I find it difficult to discuss my concerns with the Advisory Board	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	I feel supported by the Advisory Board in my position as manager of this centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I feel satisfied with how the current governance arrangements work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



13. <b><i>Thinking about the way leadership responsibilities are distributed or shared, to what extent do you agree or disagree with the following statements...</i></b>		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	Leadership tasks are delegated by me or my Senior Management Team (SMT)/Senior Leadership Team (SLT)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	There are clear arrangements in place as to who should take responsibility when the centre manager is away/unavailable	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	The full team collectively plan which individual or group(s) will carry out which leadership tasks (e.g. centre teacher leading education element)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Most leadership tasks in our centre are carried out by the centre manager and <i>SMT/SLT</i>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	Other than <i>senior staff</i> , very few <i>non-senior</i> centre staff take on leadership tasks, roles, or responsibilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

Collaboration of staff and integration of services							
14.	<b><i>To what extent do you believe your leadership practice <u>facilitates</u> working collaboratively with...</i></b>	1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal
a)	Managers of health care services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Managers of social care services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	Managers of Job Centre Plus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Staff within our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	Other Sure Start Children's Centres	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Local primary schools	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Voluntary or other organisations	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	Other local nurseries/ pre-schools	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	Other local childminders	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

15.	<b><i>To what extent do you agree or disagree with the following concerning your work with other people within your Sure Start Children's Centre to provide better services</i></b>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	My leadership style has a positive impact on outcomes for children and families	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I successfully manage within a design featuring integrated services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	I encourage staff to work together across services and boundaries	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	I make sure that job descriptions for staff at our centre reflect the need to work with a number of other multi-agency partners	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	I include feedback from all stakeholders within our centre's self evaluation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	I find it difficult to use research information on <i>best practice</i> when it comes to integrated and multi-agency working	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	I encourage my staff to attend training to improve multiagency working	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6



<b>16. Indicate the extent to which you agree or disagree with the following statements about your work with partner agencies (particularly when working with the neediest families)...</b>		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
a)	There is a shared vision for our centre across the senior managers of partner agencies and centre management	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	I find it difficult to bring together partner agencies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	There is poor communication between the different agencies working at our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	It is difficult to share information between service partners within the centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	There is an effective system for sharing information across agencies within our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	There are regular meetings between different service providers to discuss individual child and family cases (e.g. Team Around the Child)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Our centre contributes to and learns from local forums/ formal/informal learning networks	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	I feel that I am effective in influencing those who are employed by partner agencies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
<b>17. To what extent do you agree or disagree with the following statements about parent and community involvement...</b>		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
		<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
a)	Parents/carers have too little involvement in the day to day provision of services within our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
b)	Parents/carers are regularly consulted about their service needs and ideas	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
c)	Parents/carers are actively engaged with service design	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
d)	Parents/carers have their own committee, group, or channel through which their views can be represented	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
e)	There are weak links between local community or voluntary groups and our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
f)	Parents/carers have access to courses/sessions to develop their skills	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
g)	Parents/carers are given too little guidance on how to support their children's development within the home environment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
h)	Parents/carers have too few clear opportunities to take on paid jobs at our centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
i)	Few parents/carers support our centre activities as volunteers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
j)	Our centre takes into account the cultural and child-rearing views of families using the services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
k)	I ensure effective outreach into the community so that the most disadvantaged families can access services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
l)	Activities and opportunities within our centre are well publicised	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6
m)	Activities within our centre are well attended	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6

18. Please add any other comments you wish to make about your leadership practice:

### **Background information about you**

**20. What is your age group?** 30 or under  1 31-35  2 36-40  3 41-45  4 46-50  5  
51-55  6 56-60  7 61-65  8 Over 65  9

21. What are your educational qualifications? (Please tick all that apply)

- 1 National Vocational Qualifications (NVQ) Level 1 or equivalent (e.g. 5 GCSEs/O-levels grade D to E; Equivalent Scottish Standards/O-Grades; Foundation GNVQ; NQF/CACHE/NCFE/BTEC Level 1)
- 2 NVQ Level 2 or equivalent (e.g. 5 GCSEs/O-Levels grade A to C; Equivalent Scottish Standards/O-Grades; Intermediate GNVQ; NQF/CACHE/City and Guilds/NCFE/BTEC Level 2)
- 3 NVQ Level 3 or equivalent (e.g. A Levels; Equivalent Scottish Highers; Advanced GNVQ; NQF/CACHE/City and Guilds/NCFE/BTEC Level 3; NNEB; CPD; Montessori Level 3)
- 4 NVQ Level 4 or equivalent (e.g. HND/HNC [non-BTEC]; NQF/CACHE Level 4; BTEC Professional; ACDE; Montessori Level 4)
- 5 NVQ Level 5 or equivalent (e.g. Foundation Degree; HND/HNC [BTEC]; )
- 6 Honours/Bachelors Degree or equivalent (e.g. EYPS; GTP; QTS – except Masters level PGCE)
- 7 Masters Degree or equivalent (e.g. BTEC Advanced Professional)
- 8 Doctorate Degree or equivalent
- 9 Other/Details (please specify)

## 22. What leadership training have you undertaken?

None  1 In-house/LA  2 Diploma course in management studies  3 NPQICL  4 NPQH  5

Other (please specify)  6

(For researcher use only):

Researcher:



Evaluation of  
Children's Centres in England

**23. What sector was your previous post in?**

Social work  1 Education (including nursery)  2 Health  3 Voluntary sector  4

Other (please specify)  5

**24. How long have you been leading this Sure Start Children's Centre?**

Less than 6 months  1 6 months – 1 year  2 1-2 years  3 2-3 years  4 3-4 years  5

4-5 years  6 5-6 years  7 6 years or more  8

**25. How many managers has this Sure Start Children's Centre had since opening?**

**26. Is your contract?** Permanent  1 Temporary  2

**Background information about your Sure Start Children's Centre**

**27. How many Sure Start Children's Centres do you lead?** 1  1 2  2 3  3 4  4 5+  5

**28. Is your Sure Start Children's Centre in a cluster?** No  1 Yes  2

**29. What would you say is the main emphasis of your Sure Start Children's Centre? PLEASE TICK ONE BOX**

Education/daycare  1 Social care  2 Health  3 Parents/carers and Parenting Services  4

**30. Please rank the order in which each of the above aspects feature most prominently (from most to least):**

1<sup>st</sup>:

2<sup>nd</sup>:

3<sup>rd</sup>:

4<sup>th</sup>:

**31. What year did your Sure Start Children's Centre open?**

**32. What year did your Sure Start Children's Centre have fully operational services?**

**33. Do you operate a specific model of leadership?**

No  1 Yes (please specify)  2

34. <b>What services are provided at your Sure Start Children's Centre? (Please tick all that apply)</b>	Access for anyone who wants it	Some provision for special groups (e.g. neediest only)	Little or no provision
a) Childcare and early years education	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b) Before/after school care for older children	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c) Opportunities for parents/carers and children to play and take part in activities together	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d) Childminder development and support	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e) Health related services including specialist child development services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f) Employment and benefits services or advice	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
g) Other advice and information services (e.g. tax credits, housing and debt advice)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
h) Adult education for parents/carers (formal or informal)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
i) Family and parenting support (e.g. parenting programmes)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
j) Outreach or home-based services	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
k) Other (e.g. Job Centre Plus)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

#### Background information about other staff in your Sure Start Children's Centre

##### 35. Which of the following management posts do you have at your Sure Start Children's Centre?

Deputy  1      Service manager  2      Nursery manager/head/leader  3

Other (please specify)  4

##### 36. Do any of your management staff have leadership training? (e.g. NPQICL)

Yes  1      No  2      If so, what?

##### 37. Which of the following Early years/childcare staff do you have at your Sure Start Children's Centre?

Qualified childcare assistant  1      Full time qualified teacher (QTS)  2      Part time qualified teacher (QTS)  3

Qualified nursery nurse  4      Holder of Early Years Professional Status (EYPS)  5

##### 38. How would you describe staff turnover at your Sure Start Children's Centre over the last 12 months?

High  1      Average  2      Low  3

##### 39. How would you describe staff absence at your Sure Start Children's Centre over the last 12 months?

High  1      Average  2      Low  3

*All results from this survey will be treated as confidential  
and will only be used for the purposes of this research*

**Thank you for helping us with this important research project by taking the time to complete this questionnaire. Please hand your completed questionnaire to the ECCE regional research officer when they visit your children's centre.**

*(For researcher use only):*  
Researcher: