



Key Staff 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. We would like this questionnaire to be completed by at least three key staff within your Sure Start Children's Centre.

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 about 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.

Please tick only one answer for each statement throughout

Vision and purpose within the Sure Start Children's Centre

1	To what extent do you agree or disagree with each of the following statements in relation to 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)	The centre manager regularly discusses 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)	The centre manager gives 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)	The centre manager makes 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)	The centre manager regularly involves staff and families 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	To what extent do you agree or disagree with each statement in relation to standards and expectations 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)	The centre manager has 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)	The centre manager sets 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



		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
c)	The centre manager has 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
d)	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
e)	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
f)	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
g)	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

Leadership of the Sure Start Children's Centre

3	<i>To what extent do you agree or disagree with each of the statements in relation to the leadership <u>practices</u> of the centre manager...</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	The centre manager is good at communicating with staff about centre matters	<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)	The centre manager gives clear leadership in 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
c)	The centre manager provides too little information to staff about the services offered to 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
d)	The centre manager makes sure staff are clear about the reasons behind planned improvements 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)	The centre manager gives too little support in solving the day-to-day problems that arise 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
f)	The centre manager manages change in our centre effectively	<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 centre manager remains calm in the face of urgent problems and crises	<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)	The centre manager provides goals for collective problem solving	<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)	The centre manager sets a good example to staff by providing 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

4	<i>To what extent do you agree or disagree with each of the statements in relation to the leadership practices of <u>staff (other than the centre manager)</u> within your Sure Start Children's Centre...</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
	<i>Other staff in our centre...</i>						
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



		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

Monitoring of services within the Sure Start Children's Centre

5	To what extent does the centre manager carry out the following activities to improve your 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	7. Don't Know
<i>The centre manager...</i>								
a)	Observes 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	<input type="checkbox"/> 7
b)	Observes 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	<input type="checkbox"/> 7
c)	After observing activities, works 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	<input type="checkbox"/> 7
d)	Ensures '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	<input type="checkbox"/> 7
e)	Uses 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	<input type="checkbox"/> 7
f)	Monitors the effectiveness of services in terms of 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	<input type="checkbox"/> 7
g)	Uses 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	<input type="checkbox"/> 7
h)	Encourages and supports 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	<input type="checkbox"/> 7
i)	Encourages and supports 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	<input type="checkbox"/> 7
j)	Compares 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	<input type="checkbox"/> 7
k)	Screens 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	<input type="checkbox"/> 7
l)	Uses 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	<input type="checkbox"/> 7

6	To what extent do you agree or disagree with each of the following statements in relation to the way the centre manager <u>evaluates the performance of your centre</u>...	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree	7. Don't Know
a)	The centre manager monitors the general performance 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	<input type="checkbox"/> 7
b)	The centre manager identifies strengths and weaknesses in local provision and plans services to compliment local 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	<input type="checkbox"/> 7
c)	A measure of progress is provided to help in achieving 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	<input type="checkbox"/> 7



		1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree	7. Don't know
d)	There is use of robust evidence to help evaluate the needs of local communities	<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

7	To what extent do centre staff <u>use data</u> to...	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 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 your 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 staff

8	Thinking about staff working at your Sure Start Children's Centre, to what extent do you agree or disagree with the following statements ...	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	There is an atmosphere of openness and trust 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
b)	Staff are encouraged 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
c)	There is little encouragement of collaborative work 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
d)	There is 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
e)	Staff are encouraged 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
f)	The centre manager is good at motivating 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
g)	The centre manager trusts 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
h)	The centre manager identifies staff strengths and weaknesses	<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)	Staff views and expertise play little part in the evaluation and review processes 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
j)	The centre manager cares about the personal welfare of 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



9	To what extent do you agree or disagree with each of the statements in relation to your experiences of <u>continual professional development (CPD)</u> 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
		<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)	I am given too little individual support to help improve my 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 have limited opportunities for Continuing Professional Development (CPD)	<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)	CPD is aligned with our centre improvement strategies	<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 clear pathway of job progression provided for 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
e)	My performance is rarely appraised by the centre manager to identify 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 have access to a good range of <i>educational resources</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
g)	I have access to a good range of <i>professional resources</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
h)	The centre manager encourages 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
i)	The centre manager promotes 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
j)	The centre manager encourages 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	To what extent do you agree or disagree with each of the statements about your <u>relationship</u> with the centre manager...	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	I do not feel able to discuss my feelings, worries and frustrations with the 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
b)	The centre manager helps me sustain my motivation in my 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
c)	The centre manager helps me sustain my job satisfaction	<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	Please indicate the extent to which <u>centre leadership is provided</u> by the following <u>people or groups</u> ...	1. Not at all	2. Very little	3. A Little	4. A moderate amount	5. A lot	6. A great deal
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
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
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
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
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
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
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



12	<i>Thinking about the way leadership responsibilities are <u>distributed or shared</u>, to what extent do you agree or disagree with the following statements...</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	Leadership tasks are delegated by the centre manager or 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)	We collectively plan which individual or group(s) will carry out which leadership tasks (e.g. the centre teacher leads the 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 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

13	<i>To what extent does the centre leadership team support staff to work collaboratively with...</i>	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)	Other 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

14	<i>To what extent do you agree or disagree with the following concerning <u>your work with other people</u> within your Sure Start Children's Centre to provide better services</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a)	The centre manager's leadership 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)	The centre manager successfully manages 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)	The centre manager encourages 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)	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)	Feedback is included from all stakeholders within our centre's 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)	Staff are encouraged 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



15 <i>Indicate the extent to which you agree or disagree with the following statements about <u>work with partner agencies</u> (particularly when working with the neediest families)...</i>	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) The centre manager finds 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) Within our centre there are difficulties in sharing information between service 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) 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 or 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) The centre manager is 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
16. <i>To what extent do you agree or disagree with the following statements about <u>parent and community involvement</u>...</i>	1. Strongly Disagree	2. Moderately Disagree	3. Slightly Disagree	4. Slightly Agree	5. Moderately Agree	6. Strongly Agree
a) Parents/carers have limited 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 <i>service needs and ideas</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
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's 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) Our centre has 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

17. Please add any other comments you wish to make about leadership practice at your centre:

Background information about you

18. Are you? Female 1 Male 2

19. 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

20. 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 (inc. PGCE) *or equivalent* (e.g. EYPS; GTP; QTS – except Masters level PGCE)
- 7 Masters Degree *or equivalent* (e.g. NPQICL; Masters level PGCE; BTEC Advanced Professional)
- 8 Doctorate Degree *or equivalent*
- 9 Other/Details (please specify)

21. Are you a member of the Centre's Senior Management Team (SMT)/Senior Leadership Team (SLT)?

Yes 1 No 2

Sammons, Smees, Good, Sylva and Hall (2012)
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(For researcher use only):
Researcher:

22. What is your role in your centre?

Head of parenting services 1 Head of family support 2 Head of childcare 3 Head of education 4

Head of playwork 5 Head of health 6 Other (please specify) 7

23. What leadership training have you undertaken?

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

Other (please specify) 5

24. What sector was your previous post in?

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

Other (please specify) 5

25. How long have you worked in 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

26. Is your contract? Permanent 1 Temporary 2

*All information in the survey is treated as strictly 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.*