

Children and young
people's workforce

cwfdc
Children's Workforce
Development Council



Together towards integration

Children's Trusts self assessment of integrated working 2009
Appendix

Appendix – question by question results

Format of the appendix

This appendix contains results of all the questions in the integrated working drill down. For each question, there are three separate presentations.

The first presentation is a table showing the distribution of average scores across all responding Children's Trusts. In total, 150 Children's Trusts responded to the self assessment. However, two Children's Trusts did not supply any leaders and managers to respond. For this reason, there are two missing responses in those questions, at the beginning and end of each practice, that were to be answered by leaders and managers only.

The table shows how many Children's Trusts (both numbers and percentages) had an average score in each of six groups. It also shows how many Children's Trusts had an average above the midpoint of 3.

The second presentation shows the average score of all respondents broken down by sector and, where relevant, audience type. For the first and last questions in each practice, only the figures for leaders and managers are shown.

The third table shows the overall number of responses to each question broken down by score; including "don't know" and "not applicable" responses and the average mean score for that question. Scores for frontline staff are always shown, for completeness, though it should be noted how low these numbers are for the first and last questions in each practice.

Multi-agency working

In this first section, most Children's Trusts averaged above the midpoint for most questions. For Question 1 (*Have you defined how multi agency working can enhance services for children and young people in your local area?*) only nine Children's Trusts averaged a score of less than 3, and for Question 9 (*Is there a shared vision for integrated working in your setting that places the child at the centre?*) only four Children's Trusts did.

For Question 3 (*Are those children and young people who are at risk of not meeting the ECM objectives, fully involved in shaping their own services and support packages?*) and Question 5 (*Does your infrastructure (for example, ICT and offices/buildings) allow people from across the children's workforce to work together easily?*), over three quarters of Children's Trusts scored below the midpoint.

There was only one question, Question 2 (*Do you feel you have had the opportunity to influence the approach to multi agency working?*) where the average score was higher among leaders and managers than among front line staff. In all other questions, the average for front line staff was as high if not higher. Question 3 had the lowest number of valid responses with almost 15 per cent of respondents saying they 'didn't know' the answer.

Across the eight sectors, early years, justice and crime prevention and social, family and community support scored either at the midpoint or above for most of the questions. Though health and sports and culture were amongst the lowest scoring sectors, they showed some variability from question to question. On question 2 sports and culture scored very low, whereas it was one of the highest scoring sectors for question 5. Health scored considerably less points on question 5 and 6.

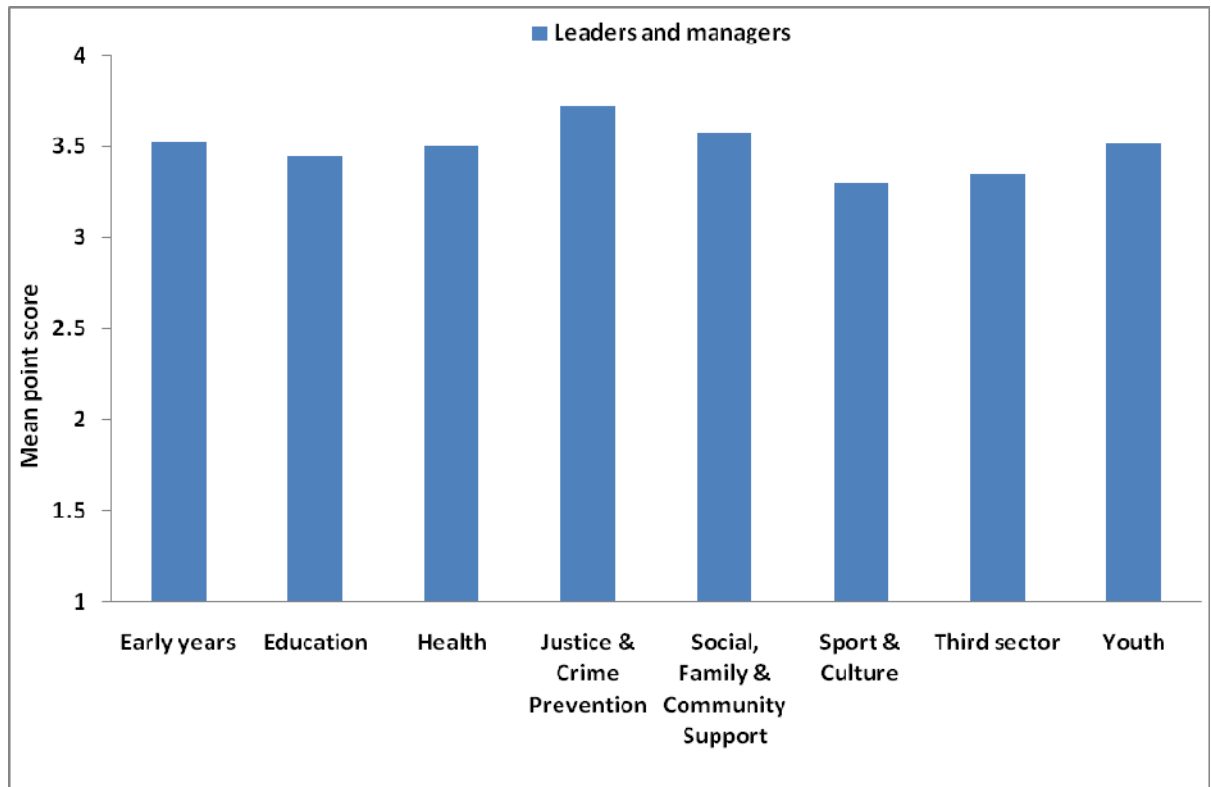
1. Have you defined how multi agency working can enhance services for children and young people in your local area?

Point score	Descriptor
Fragmented (1)	Multi agency working has developed in an ad hoc and reactive way
Midpoint (3)	We have worked out how multi agency working can have an impact in our local area and this forms the basis of the strategy that is starting to drive our activity
Integrated & high quality (5)	It is clearly and widely understood across the children's trust and all partners how our approach to multi agency working enhances services for children and young people. This is the basis for our strategy and this is driving our activity. We use evidence of the impact of our multi agency working to revise and improve our strategy and approach

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
0 (0%)	4 (3%)	5 (3%)	21 (14%)	34 (23%)	84 (57%)	139 (94%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	91	1	92	3%
2	344	13	357	10%
3 - midpoint	1,220	25	1,245	36%
4	1,068	24	1,092	32%
5 - integrated and high quality	532	11	543	16%
Not applicable	26	0	26	1%
Don't know	62	1	63	2%
Average point score	3.49	3.42	3.49	

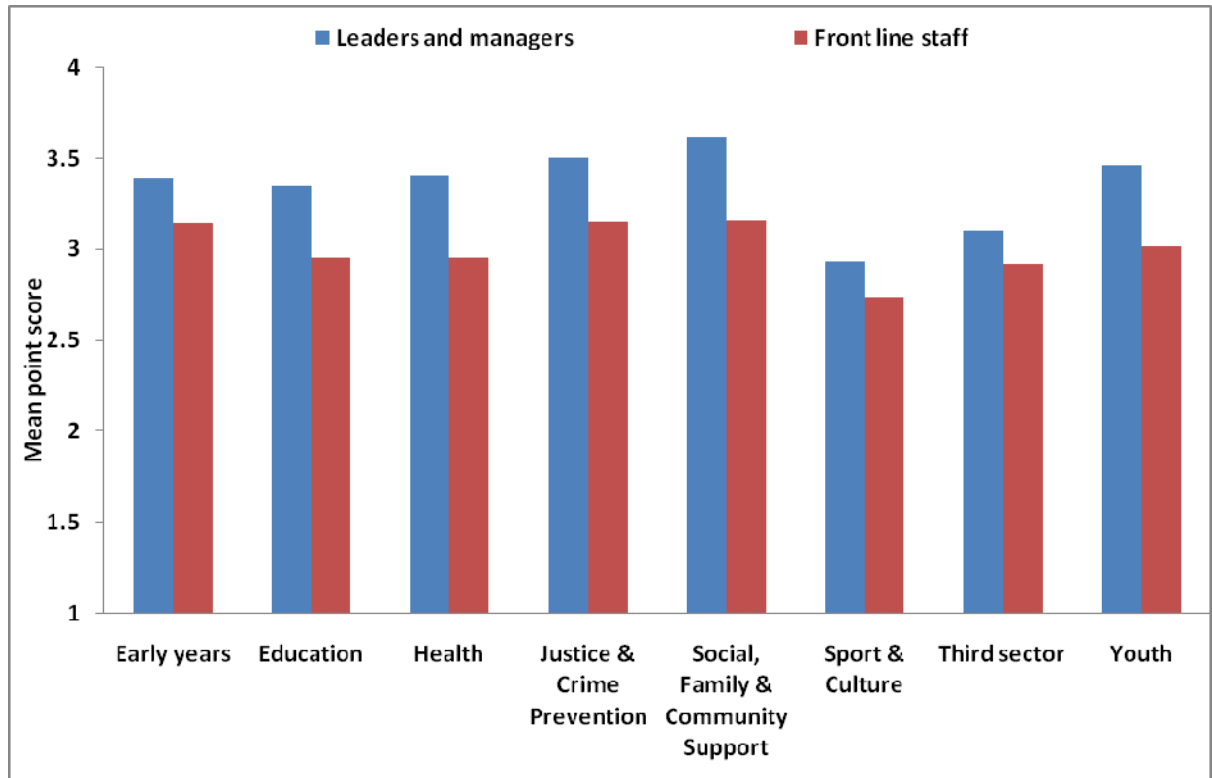
2. Do you feel you have had the opportunity to influence the approach to multi agency working?

Point score	Descriptor
Fragmented (1)	I am not asked to contribute my views, feedback or thinking - or I have had just had “token” involvement
Midpoint (3)	I am asked for feedback about our arrangements for multi agency working and am asked to contribute my views on changes and developments.
Integrated & high quality (5)	I am involved and consulted early and systematically on our approach and arrangements for multi agency working. I feel empowered by this - and that we have developed the approach together

Distribution of average scores across Children’s Trusts

Number of Children’s Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
2 (1%)	9 (6%)	23 (15%)	49 (33%)	51 (34%)	16 (11%)	116 (77%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	168	491	659	8%
2	472	904	1,376	16%
3 - midpoint	1,175	1,745	2,920	35%
4	841	961	1,802	22%
5 - integrated and high quality	586	510	1,096	13%
Not applicable	61	199	260	3%
Don't know	51	191	242	3%
Average point score	3.37	3.02	3.17	

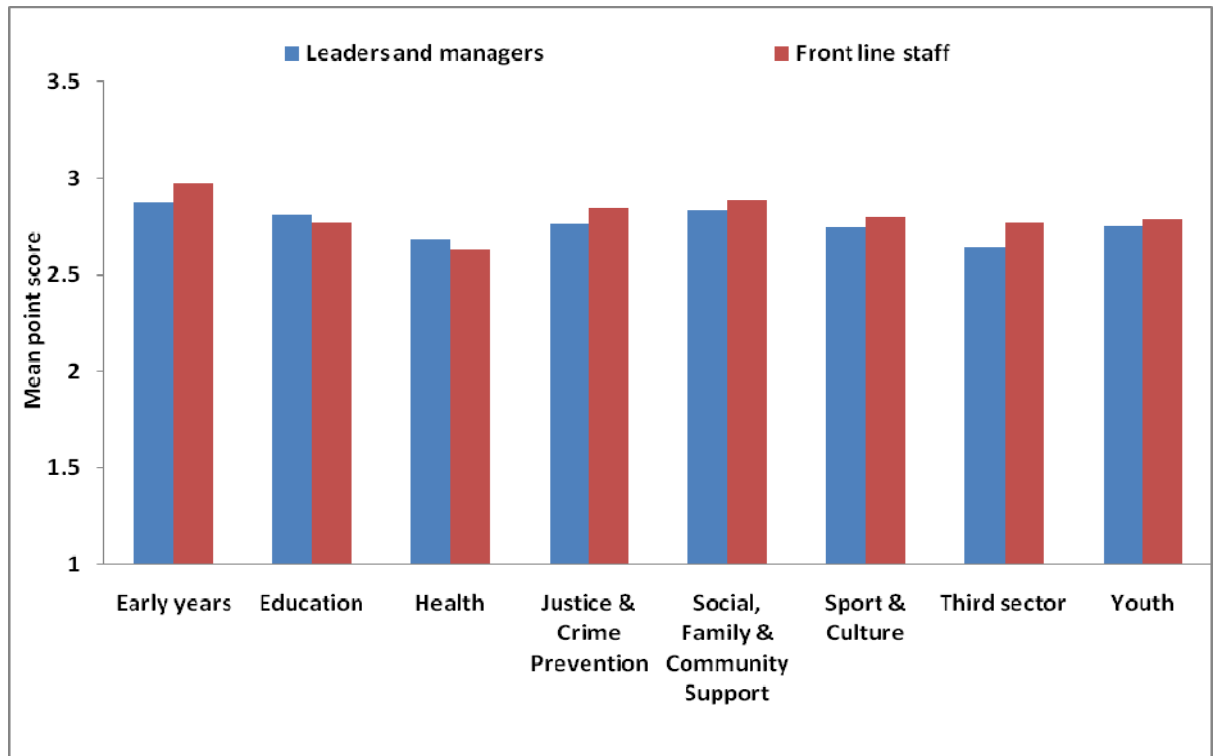
3. Are those children and young people who are at risk of not meeting the ECM objectives, fully involved in shaping their own services and support packages?

Point score	Descriptor
Fragmented (1)	Agencies don't seek the input of vulnerable children, young people and their families or make ad hoc and often unsuccessful attempts to provide a useful response.
Midpoint (3)	There are mechanisms to regularly refresh the input of children, young people and their families in the planning process. Children and young people provide early feedback on any proposed changes to services. The vision and strategy contain significant amounts of feedback and information provided by children, young people and families. Children and young people feel empowered to make suggestions and can see how their input links to final proposals. The children's trust (or the part of the trust I know about) has taken action to engage hard to reach groups.
Integrated & high quality (5)	Children, young people and their families play a full part in decision making, planning and delivery of the services they need. They are effectively engaged early in the consideration of changes to services. The children's trust (or the part of the trust I know about) has mechanisms to ensure children, young people and their families always have regular input in both universal and targeted settings on their experience of services. They are routinely included in steering groups or committees planning strategy or service changes and recruitment. Engagement mechanisms are regularly reviewed to ensure they are reaching hard to reach and underrepresented groups

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
17 (11%)	60 (40%)	38 (25%)	23 (15%)	10 (7%)	2 (1%)	35 (23%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 – fragmented	164	311	475	6%
2	948	1,238	2,186	26%
3 – midpoint	1,219	1,501	2,720	33%
4	409	570	979	12%
5 - integrated and high quality	107	274	381	5%
Not applicable	75	240	315	4%
Don't know	435	857	1,292	15%
Average point score	2.77	2.81	2.79	

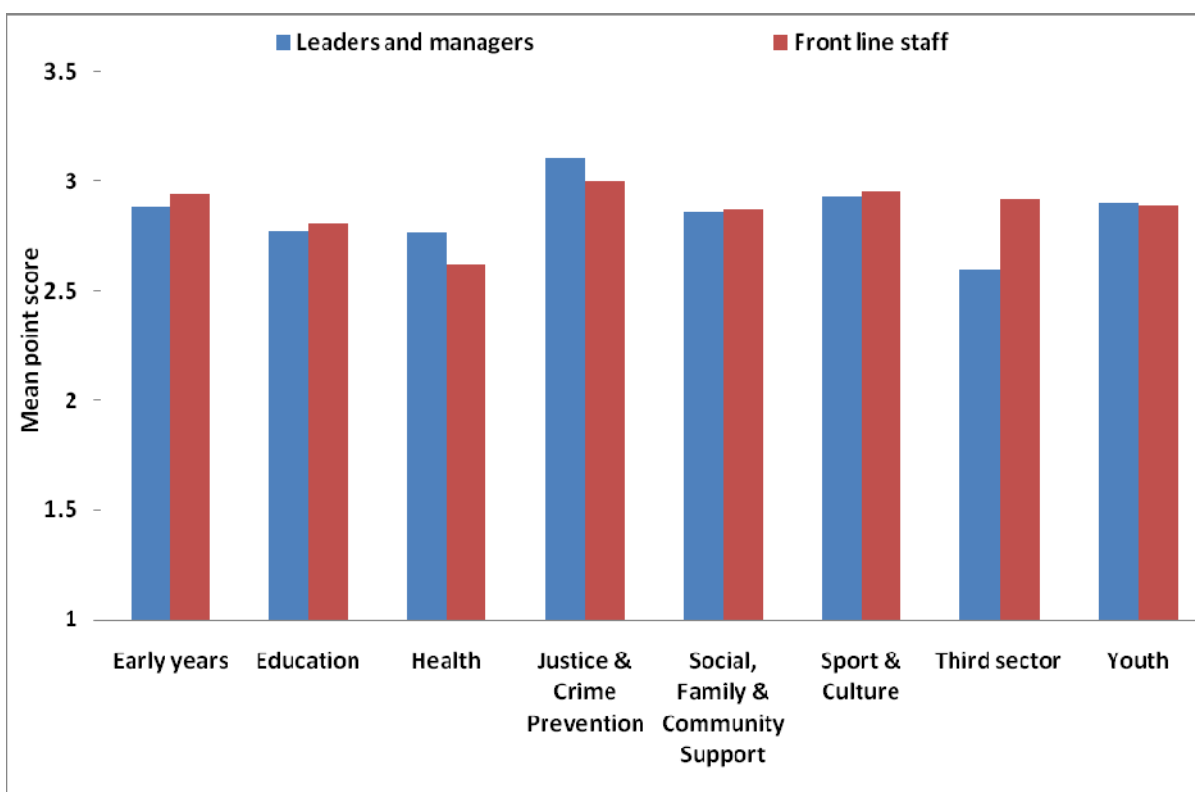
4. Have you removed barriers to allow practitioners and managers and leaders to work together in an integrated way across organisations, for example, separate commissioning, budgets, performance management frameworks?

Point score	Descriptor
Fragmented (1)	There are significant barriers to agencies working together in an integrated way. An effective strategy to address barriers has yet to be agreed across partners
Midpoint (3)	We are removing significant barriers to agencies working together in an integrated way – including developing joint commissioning, pooling budgets and developing common performance management frameworks
Integrated & high quality (5)	We have removed barriers to agencies working together in an integrated way. We jointly commission services using pooled budgets and this is managed within a common performance management framework. We continuously scan the environment for potential barriers and take action to remove these

Distribution of average scores across Children’s Trusts

Number of Children’s Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
6 (4%)	59 (39%)	40 (27%)	31 (21%)	13 (9%)	1 (1%)	45 (30%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	244	413	657	8%
2	797	793	1,590	19%
3 - midpoint	1,282	1,427	2,709	33%
4	520	592	1,112	13%
5 - integrated and high quality	147	276	423	5%
Not applicable	138	663	801	10%
Don't know	210	752	962	12%
Average point score	2.84	2.86	2.85	

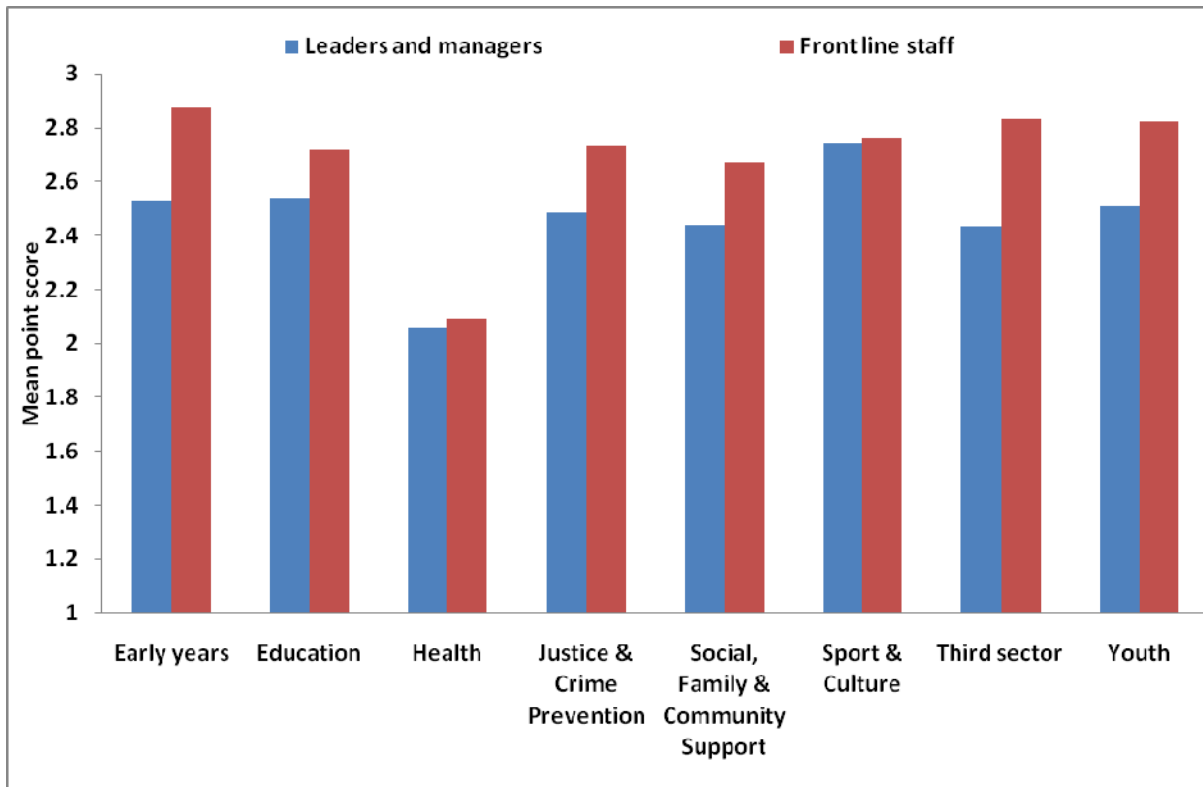
5. Does your infrastructure (for example, ICT and offices/buildings) allow people from across the children’s workforce to work together easily?

Point score	Descriptor
Fragmented (1)	Our infrastructure plans have yet to remove barriers to t multi agency working needs, for example, we have separate ICT systems and buildings and these are not reviewed on a cross agency basis
Midpoint (3)	We have identified the infrastructure barriers to integrated working, and have worked out what is required to remove these. We are implementing plans to overcome these barriers. We review our ICT and buildings across agencies
Integrated & high quality (5)	We’ve removed most of the barriers and the need for infrastructure that supports integrated working is a critical component of our infrastructure development plan. Our ICT and buildings are used in a way that enhances multi agency working

Distribution of average scores across Children’s Trusts

Number of Children’s Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
58 (39%)	59 (39%)	22 (15%)	7 (5%)	3 (2%)	1 (1%)	11 (7%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	698	980	1678	20%
2	1,031	1,114	2,145	26%
3 - midpoint	842	1,086	1,928	23%
4	372	649	1,021	12%
5 - integrated and high quality	181	513	694	8%
Not applicable	81	215	296	4%
Don't know	128	366	494	6%
Average point score	2.46	2.68	2.59	

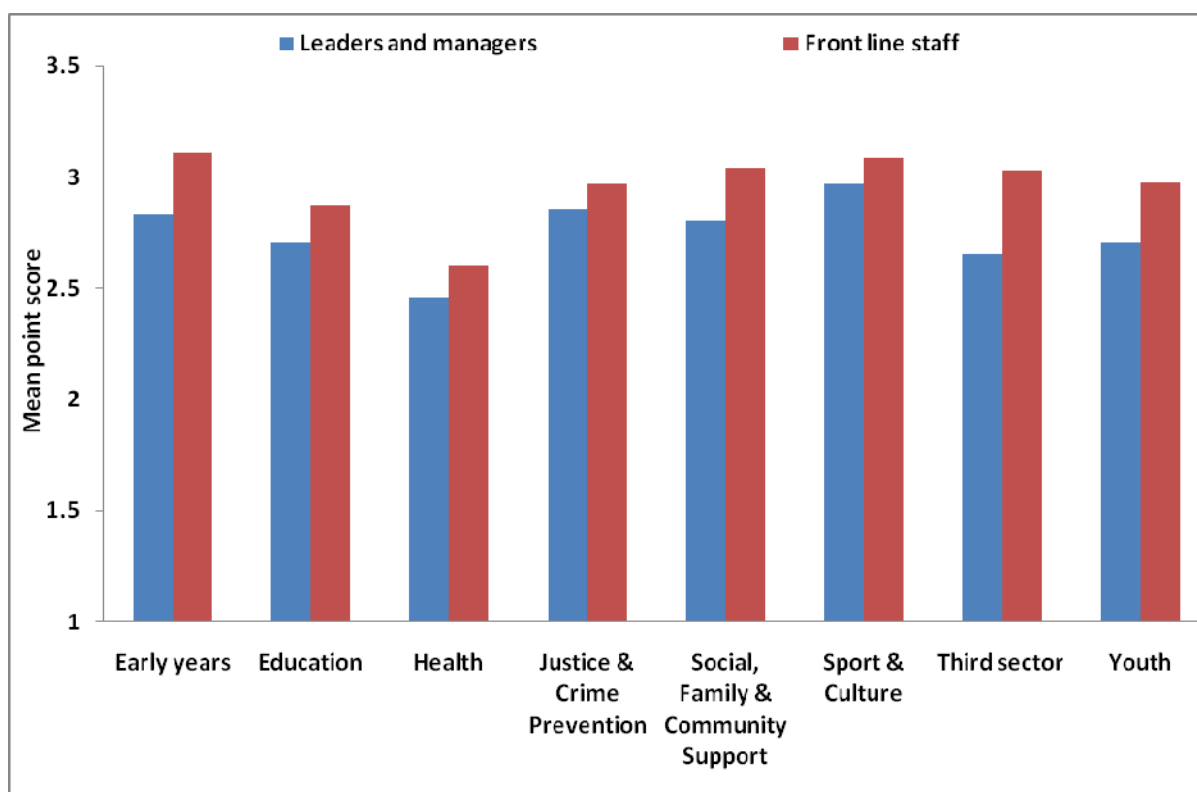
6. Are there common service standards across the children's workforce?

Point score	Descriptor
Fragmented (1)	There are different service standards, for example, thresholds for access and expected response times for services, across much of the children's workforce. These differences are not planned or justified. This means the experiences of children and young people and their families vary significantly
Midpoint (3)	There are common service standards across most of the children's workforce including thresholds for access and expected response times, and we are working to ensure consistency where it's appropriate. Service standards are regularly reviewed
Integrated & high quality (5)	There are common service standards across the children's workforce and where there are differences there are sound reasons for this. This provides consistent services. Service standards are regularly reviewed and adjusted as necessary, and problems are rectified

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
18 (12%)	44 (29%)	43 (29%)	27 (18%)	14 (9%)	4 (3%)	45 (30%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	365	534	899	11%
2	880	836	1,716	21%
3 - midpoint	1,067	1,505	2,572	31%
4	435	708	1,143	14%
5 - integrated and high quality	196	502	698	8%
Not applicable	40	118	158	2%
Don't know	346	702	1,048	13%
Average point score	2.73	2.95	2.86	

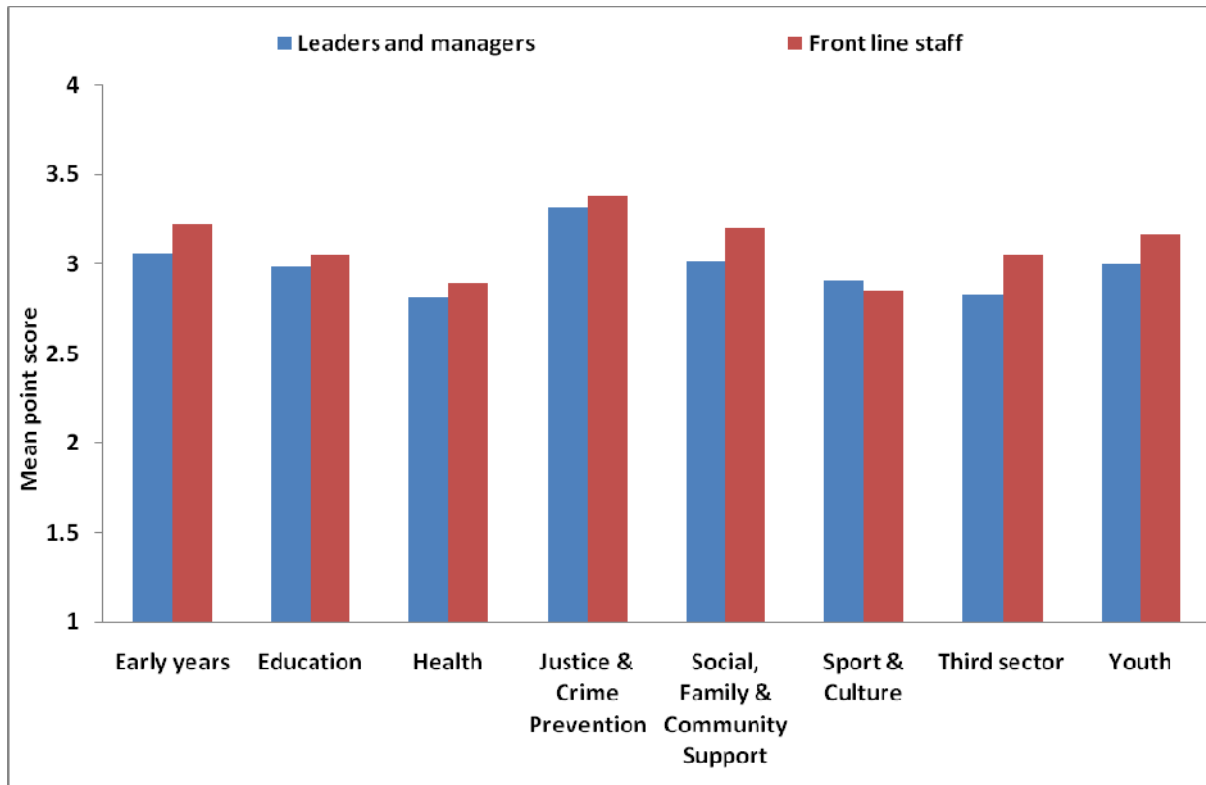
7. How far advanced are you with developing multi agency working models and approaches to support integrated teams and services?

Point score	Descriptor
Fragmented (1)	Our multi agency models and approaches are not yet well developed. They currently exclude many localities and services
Midpoint (3)	Multi agency models and approaches are established across the trust (or the part of the trust I know about). Agencies work together effectively to support integrated working
Integrated & high quality (5)	Multi agency models and approaches are embedded across the trust (or the part of the trust I know about). We have reviewed and revised our approach and we know we are maximising the impact we can have

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
4 (3%)	22 (15%)	34 (23%)	47 (31%)	33 (22%)	10 (7%)	90 (60%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	185	288	473	6%
2	719	783	1,502	18%
3 - midpoint	1,360	1,756	3,116	38%
4	603	869	1,472	18%
5 - integrated and high quality	225	488	713	9%
Not applicable	68	216	284	3%
Don't know	139	460	599	7%
Average point score	2.99	3.12	3.06	

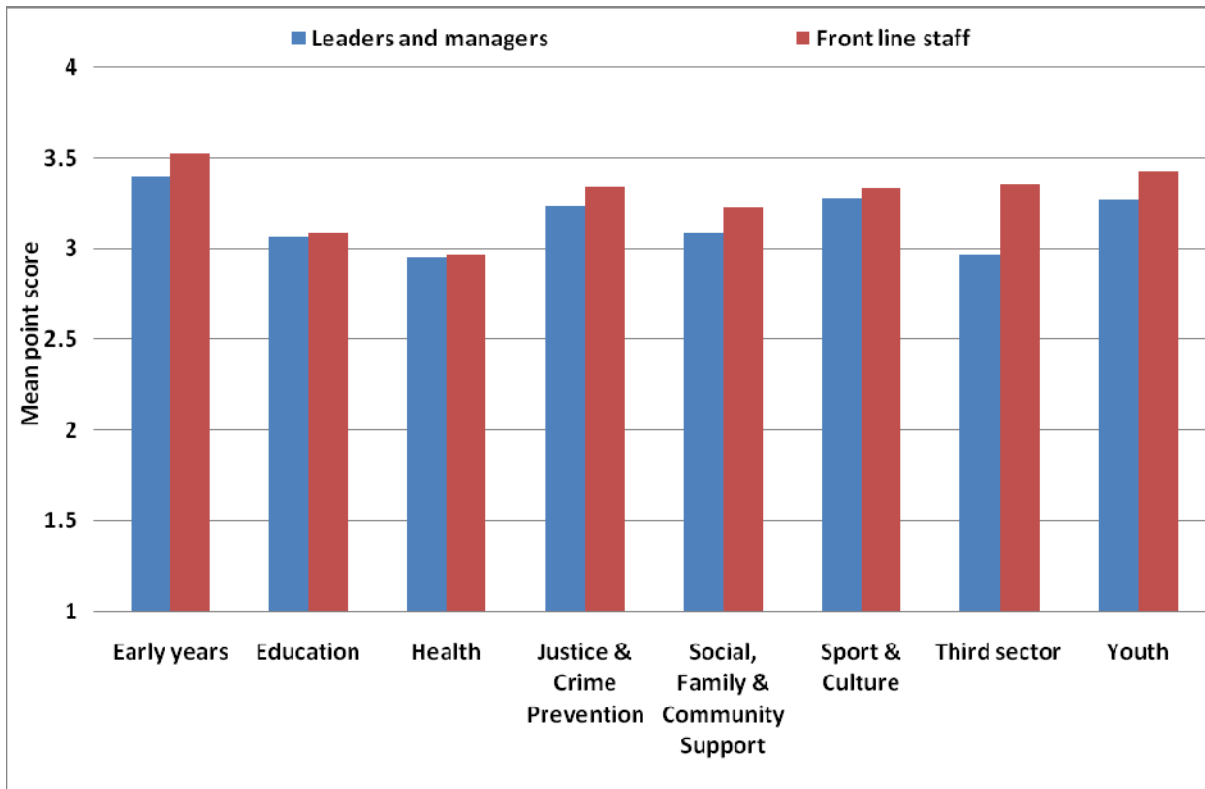
8. Does your multi agency working include outreach work to allow hard to reach groups access to integrated services?

Point score	Descriptor
Fragmented (1)	There are large parts of the trust where hard to reach groups find it difficult to access appropriate services
Midpoint (3)	We have developed our outreach work. We know there are some gaps and have plans in place to develop services in these areas
Integrated & high quality (5)	We maintain a robust picture of where particular groups are finding it harder to access integrated services. We work with these groups to develop and deliver outreach services that meet their needs

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
2 (1%)	11 (7%)	22 (15%)	31 (21%)	60 (40%)	24 (16%)	115 (77%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	188	316	504	6%
2	520	641	1,161	14%
3 - midpoint	1,252	1,554	2,806	34%
4	641	850	1,491	18%
5 - integrated and high quality	342	775	1,117	14%
Not applicable	118	281	399	5%
Don't know	261	466	727	9%
Average point score	3.15	3.27	3.22	

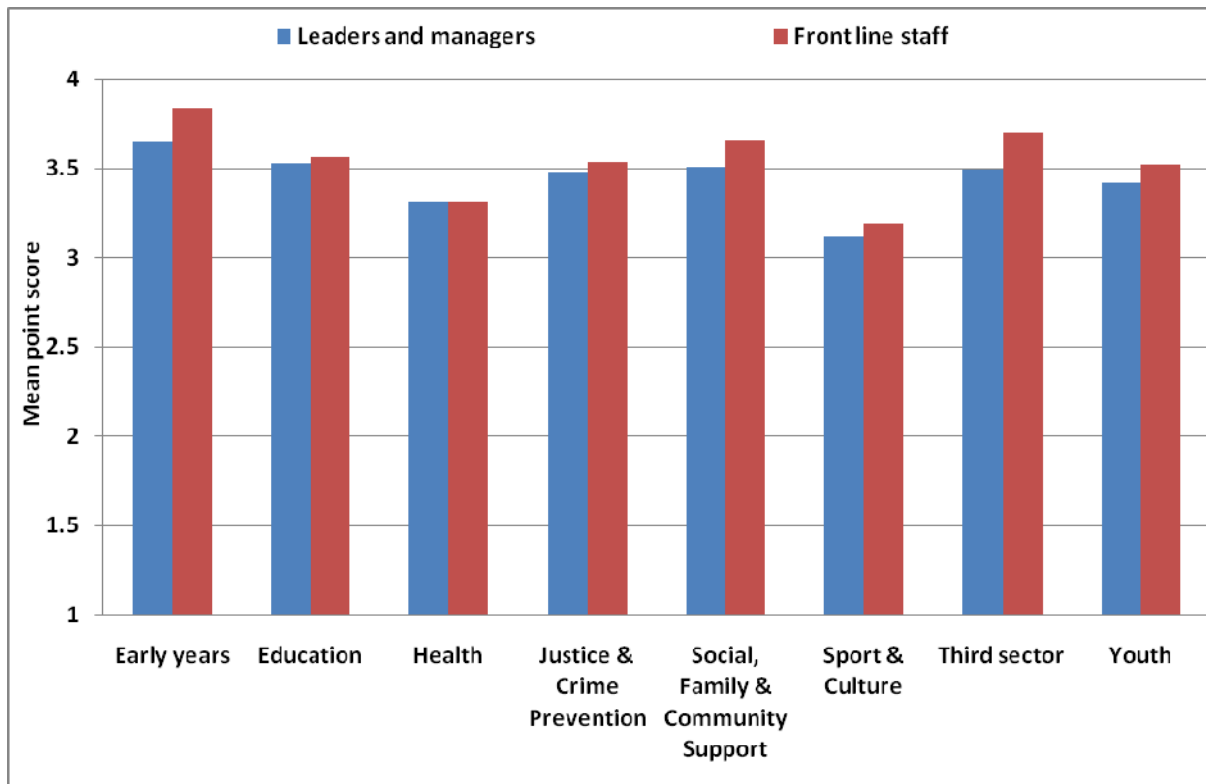
9. Is there a shared vision for integrated working in your setting that places the child at the centre?

Point score	Descriptor
Fragmented (1)	I am not aware of a vision for integrated working in my setting
Midpoint (3)	There is a shared vision that everyone is signed up to
Integrated & high quality (5)	There is an ambitious and inspiring shared vision in our setting that all staff have signed up to. It focuses on improved outcomes for children and young people and drives our activity and behaviours

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
0 (0%)	2 (1%)	2 (1%)	12 (8%)	59 (39%)	75 (50%)	146 (97%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	80	185	265	3%
2	515	568	1,083	13%
3 - midpoint	1,111	1,508	2,619	32%
4	754	1,077	1,831	23%
5 - integrated and high quality	674	1,198	1,872	23%
Not applicable	63	92	155	2%
Don't know	87	208	295	4%
Average point score	3.46	3.56	3.52	

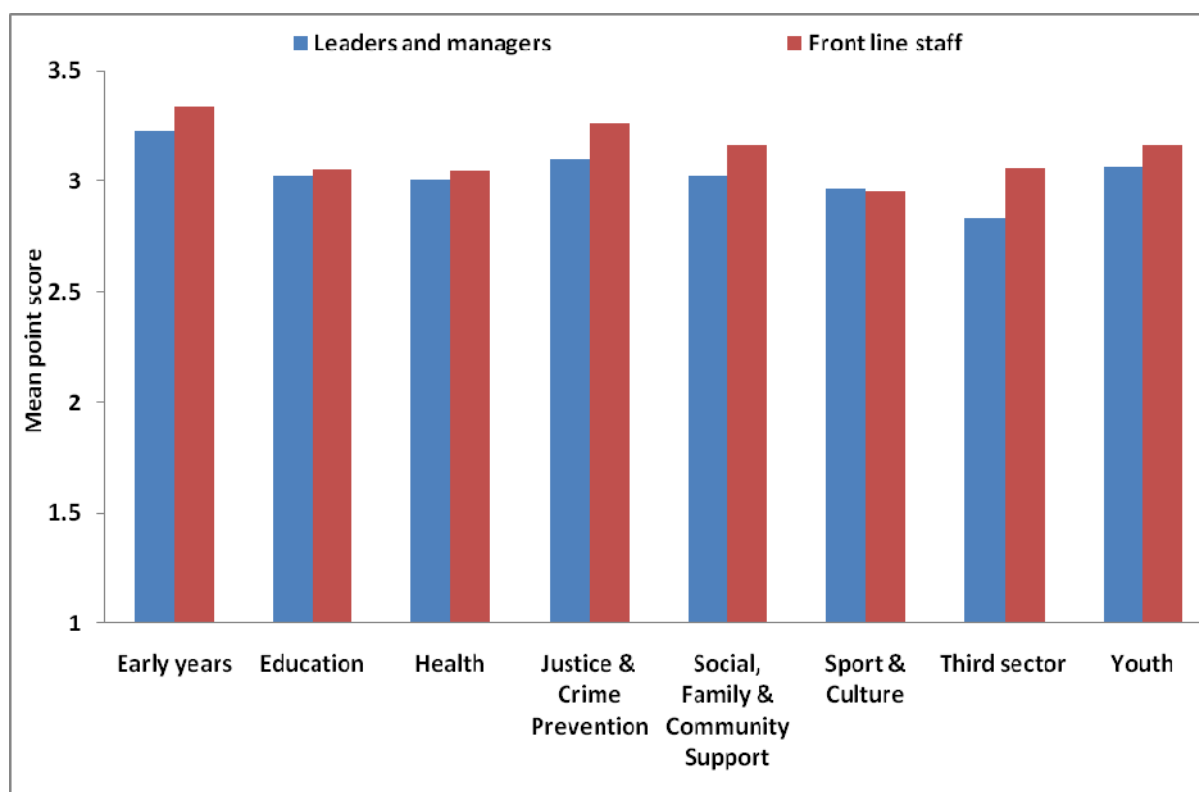
10. Are children and young people able to access earlier and more flexible, coordinated, responsive and effective support through agencies joining forces to support them?

Point score	Descriptor
Fragmented (1)	There is not yet any evidence that children and young people are able to access earlier and more flexible, coordinated, responsive and effective support. Practitioners in universal settings currently have little documentation to identify available support and have low awareness of the process for referrals and access. Targeted services are rarely available in universal settings. Processes for self referral are not yet developed and we don't yet have agreed quality standards
Midpoint (3)	There is evidence that children and young people are able to access earlier and more flexible, coordinated, responsive and effective support through integrated working. Practitioners in universal settings have access to information about multiple services and an understanding of the referral and access processes. There is a growing range of targeted services available in universal settings. Processes for self referral are developing. Quality standards have been agreed and monitoring arrangements are being established
Integrated & high quality (5)	There is clear evidence that children and young people are always able to access earlier and more flexible, coordinated, responsive and effective support through integrated working. This is enabled by effective communication and high awareness of available support and referral and access processes on the part of practitioners in universal settings. Wherever possible targeted services are delivered in universal settings. Self referral processes are well developed. Quality standards are promoted and individual agencies are held to account

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
3 (2%)	18 (12%)	33 (22%)	44 (29%)	43 (29%)	9 (6%)	96 (64%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	106	229	335	4%
2	621	707	1,328	16%
3 - midpoint	1,442	1,888	3,330	41%
4	584	880	1,464	18%
5 - integrated and high quality	178	435	613	8%
Not applicable	65	120	185	2%
Don't know	292	570	862	11%
Average point score	3.04	3.14	3.10	

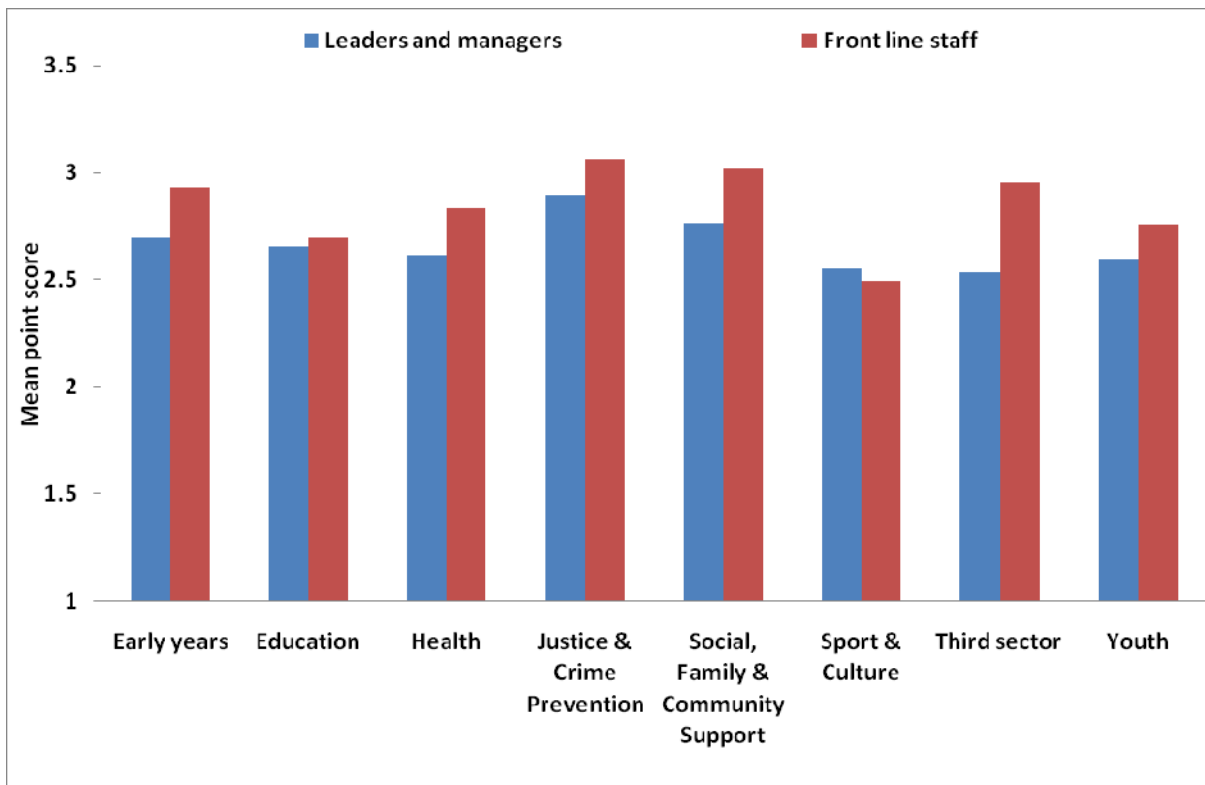
11. Are guidance, policies and procedures on multi agency working easy for all staff to get hold of?

Point score	Descriptor
Fragmented (1)	There are many people across the children's workforce who wouldn't know where to look or would find it difficult to find guidance, policies and procedures about multi agency working
Midpoint (3)	Our guidance and policies to support multi agency working are easily accessible to practitioners from the majority of services, and have been designed to be available in a range of formats and media
Integrated & high quality (5)	Our guidance and policies to support multi agency working are easily accessible to practitioners from the majority of services, and have been designed to be available in wide range of formats and media. They are communicated effectively as part of staff induction, training, briefings, information packs, articles in newsletters and discussions in team meetings

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
35 (23%)	53 (35%)	23 (15%)	25 (17%)	13 (9%)	1 (1%)	39 (26%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	445	656	1,101	14%
2	984	1,064	2,048	25%
3 - midpoint	926	1,329	2,255	28%
4	420	687	1,107	14%
5 - integrated and high quality	230	542	772	10%
Not applicable	38	79	117	1%
Don't know	246	474	720	9%
Average point score	2.67	2.86	2.78	

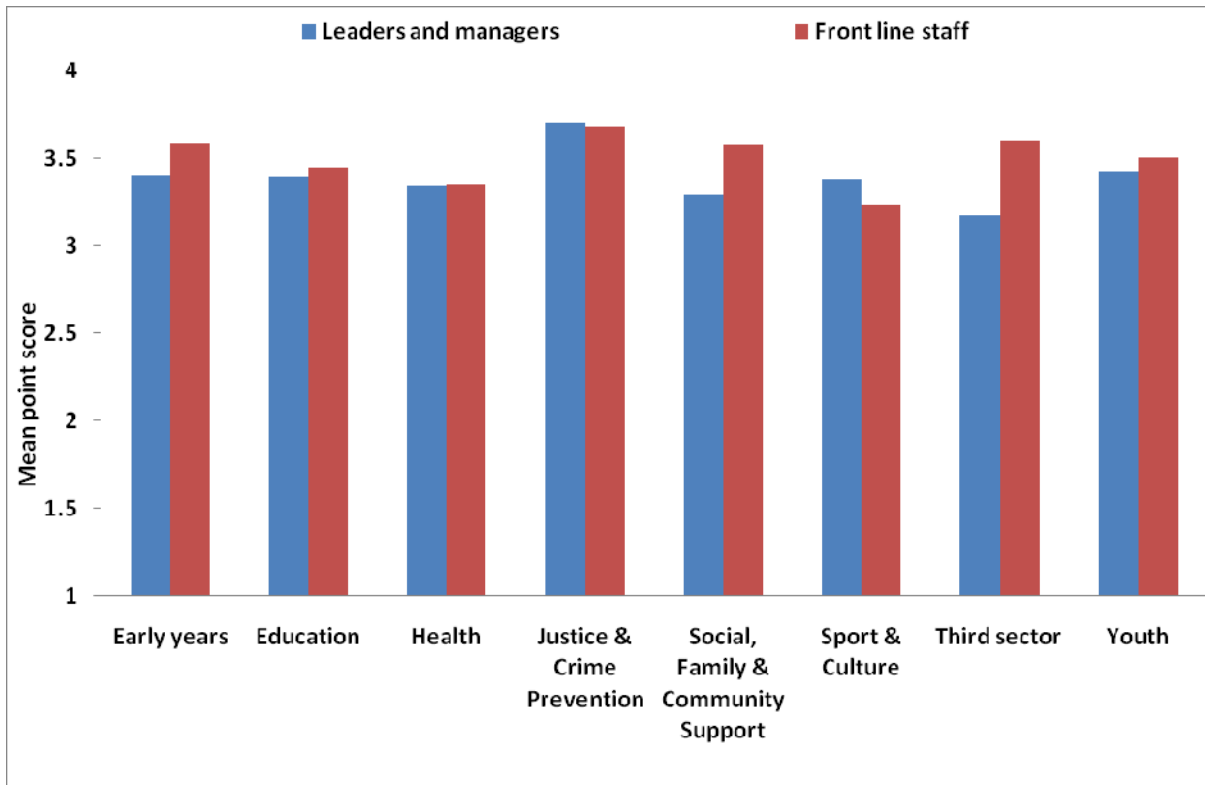
12. Do leaders and managers support and promote multi agency working?

Point score	Descriptor
Fragmented (1)	Leaders focus primarily on the workings of their own agency
Midpoint (3)	Leaders support multi agency working and set a good example. They work across agencies to a shared vision. They lead and encourage participation in teams and networks to support multi agency working. We are developing a leadership and management strategy to underpin this
Integrated & high quality (5)	There is a strategy in place to promote leadership and management in multi agency working and in integrated working. This draws on the championing children framework and/or the national development framework. Our leaders take every opportunity to support and promote integrated working through their communications, strategy development and networking. They encourage a culture of mutual respect, trust and a learning environment where people feel safe to work together

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
0 (0%)	2 (1%)	5 (3%)	18 (12%)	67 (45%)	58 (39%)	143 (95%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	129	257	386	5%
2	461	533	994	12%
3 - midpoint	1,253	1,588	2,841	35%
4	818	1,133	1,951	24%
5 - integrated and high quality	559	1,124	1,683	21%
Not applicable	16	47	63	1%
Don't know	59	160	219	3%
Average point score	3.38	3.50	3.45	

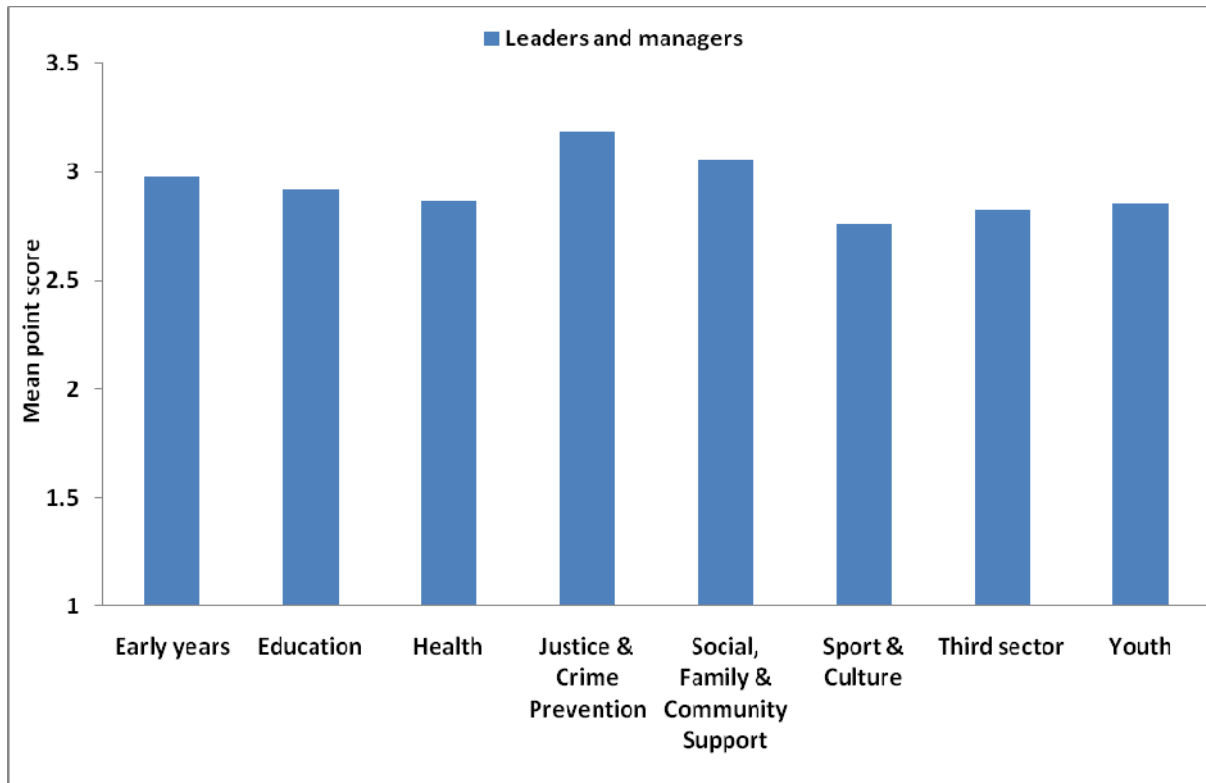
13. Do you regularly review and improve your approach to multi agency working?

Point score	Descriptor
Fragmented (1)	We don't yet regularly review and evaluate our approach to multi agency working. This tends to happen on an ad hoc basis
Midpoint (3)	We regularly review our approach to multi agency working and have built this into our performance management systems. We have made improvements to our approach following review, and plan for continuous improvement
Integrated & high quality (5)	We systematically review and evaluate our approach to multi agency working across the children's trust (or the part of the trust I know about). This is embedded in our performance management arrangements. We have made significant improvements following evaluation

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
16 (11%)	35 (24%)	29 (20%)	41 (28%)	19 (13%)	8 (5%)	68 (46%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	309	10	319	10%
2	709	15	724	22%
3 - midpoint	1,169	21	1,190	36%
4	560	15	575	17%
5 - integrated and high quality	289	5	294	9%
Not applicable	60	2	62	2%
Don't know	174	4	178	5%
Average point score	2.94	2.85	2.94	

Information sharing

The majority of Children's Trusts scored an average of 3 points or more across questions 14 to 24, with all of them scoring an average greater than 3 for question 18. However, the average scores were markedly lower for a few questions. Almost three quarters of the Children's Trusts were below the midpoint on questions 15 and 24, with only 1-2% scoring an average of more than 3.5, and around half of the Children's Trusts averaged below the midpoint on questions 22 and 23.

As compared to leaders and managers, front line staff scored higher or at least comparable mean points across all questions except on question 15, though the difference in the average scores between leaders and managers and front line staff was almost negligible. Almost 15% of total respondents to question 22 and 23 believed that they 'didn't know' the right answer.

Once again, early years, justice and crime prevention and social, family and community support were sectors with averages almost always above or close to 3, with particularly high averages on question 18. On the other hand sports and culture was the lowest scoring sector consistently across questions. On question 16, it was the only sector to have an average of below 3. It is also worth noting that education scored quite low on questions 21 and 23 with averages under 3, but still higher than sports and culture. All sectors scored an average of less than 3 for question 24.

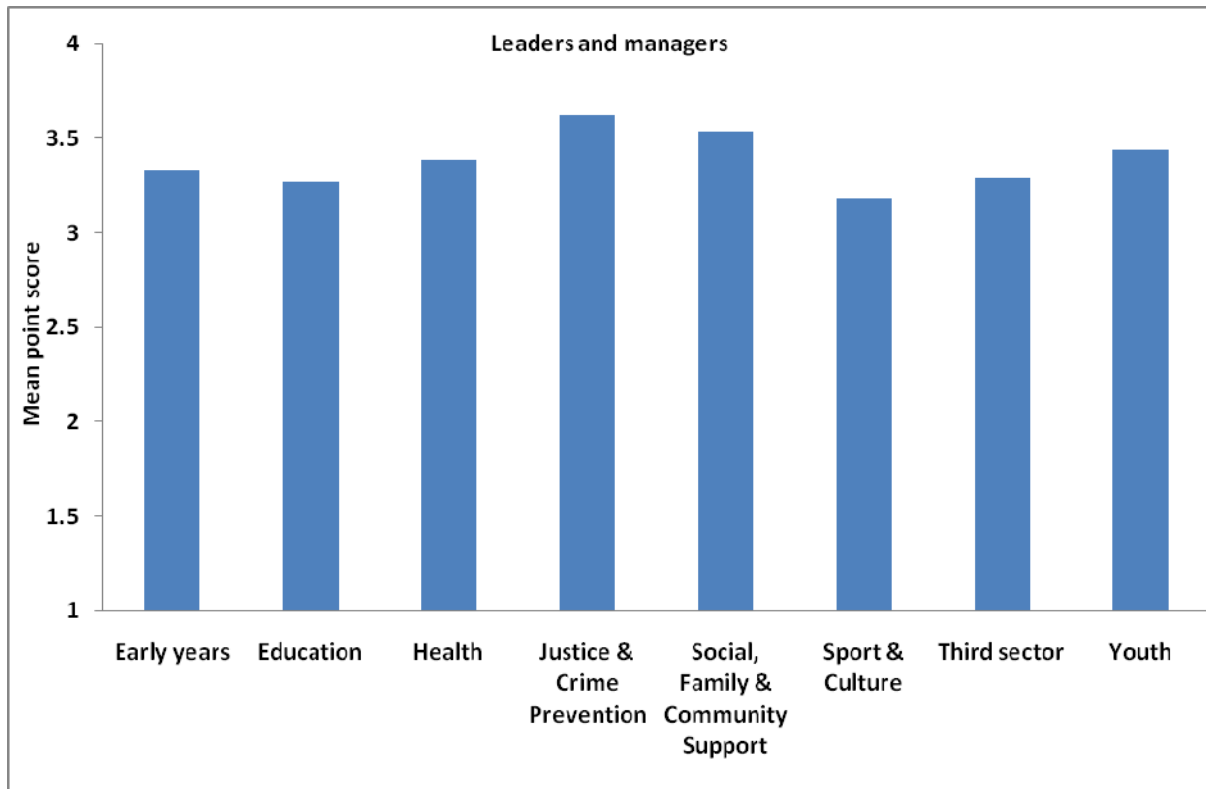
14. Have you defined how information sharing can enhance services for children and young people in your local area?

Point score	Descriptor
Fragmented (1)	Our arrangements have developed over time on an ad hoc basis. Different organisations across the trust tend to have different policies and standards
Midpoint (3)	The importance of effective information sharing has been recognised and this is incorporated in our plans and is starting to drive what we do. We are developing an information sharing governance framework to establish common policies and standards across the trust
Integrated & high quality (5)	The crucial importance of effective information sharing is clearly and widely understood across the children's trust and all partners. We have an information sharing governance framework that establishes common policies and standards across all trust organisations and other partners, and this is aligned to national guidance

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
2 (1%)	6 (4%)	9 (6%)	24 (16%)	45 (30%)	62 (42%)	131 (89%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 – fragmented	146	5	151	5%
2	350	9	359	11%
3 – midpoint	1,267	19	1,286	39%
4	794	26	820	25%
5 - integrated and high quality	521	9	530	16%
Not applicable	36	1	37	1%
Don't know	111	3	114	3%
Average point score	3.39	3.37	3.39	

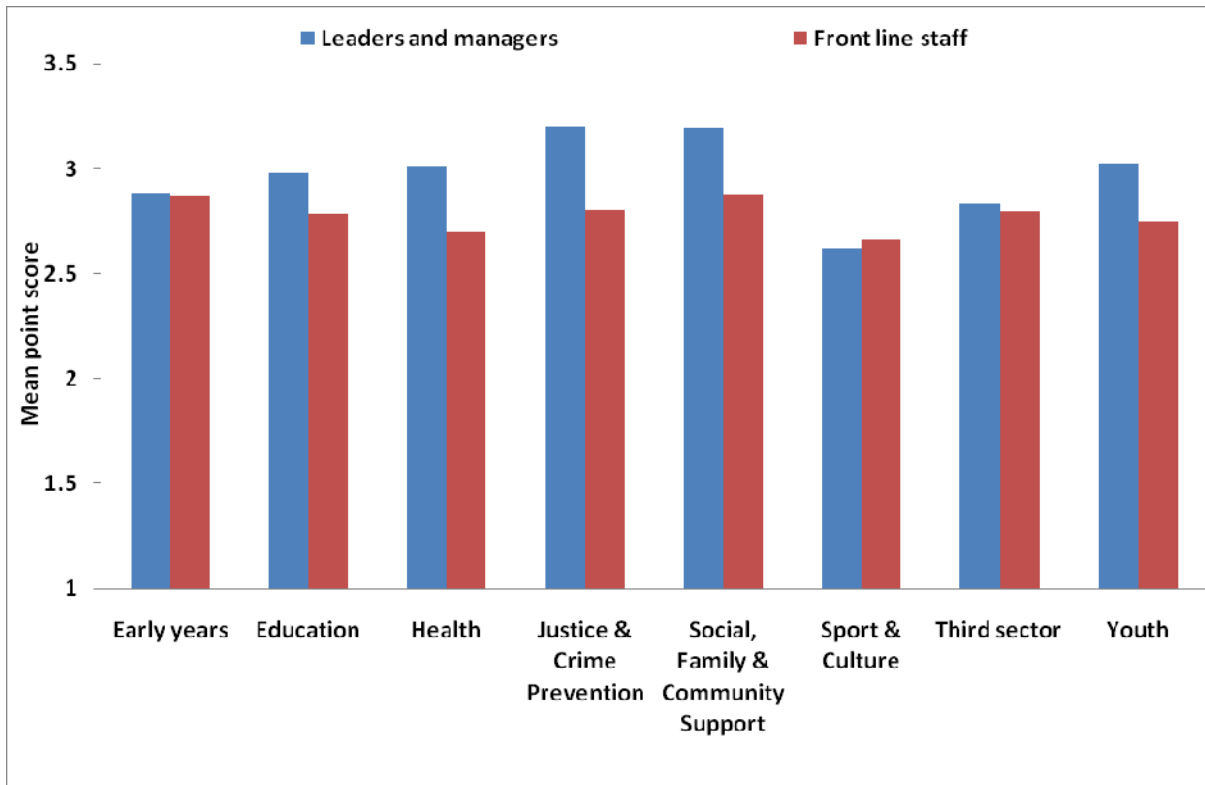
15. Do you feel you have had the opportunity to influence the approach to information sharing and to feedback on how this is working?

Point score	Descriptor
Fragmmented (1)	I am not asked to contribute my views, feedback or thinking to the way we share information -or I have had just had “token” involvement
Midpoint (3)	I am asked for feedback about our approach to information sharing and am invited to contribute my views on changes and developments
Integrated & high quality (5)	I am involved and consulted early and systematically on our approach to information sharing. I feel empowered by this - and that we have developed the approach together

Distribution of average scores across Children’s Trusts

Number of Children’s Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
12 (8%)	46 (31%)	53 (35%)	23 (15%)	15 (10%)	1 (1%)	39 (26%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	280	624	904	11%
2	655	1,007	1,662	21%
3 - midpoint	1,237	1,735	2,972	37%
4	605	651	1,256	16%
5 - integrated and high quality	290	342	632	8%
Not applicable	115	227	342	4%
Don't know	73	192	265	3%
Average point score	2.99	2.79	2.87	

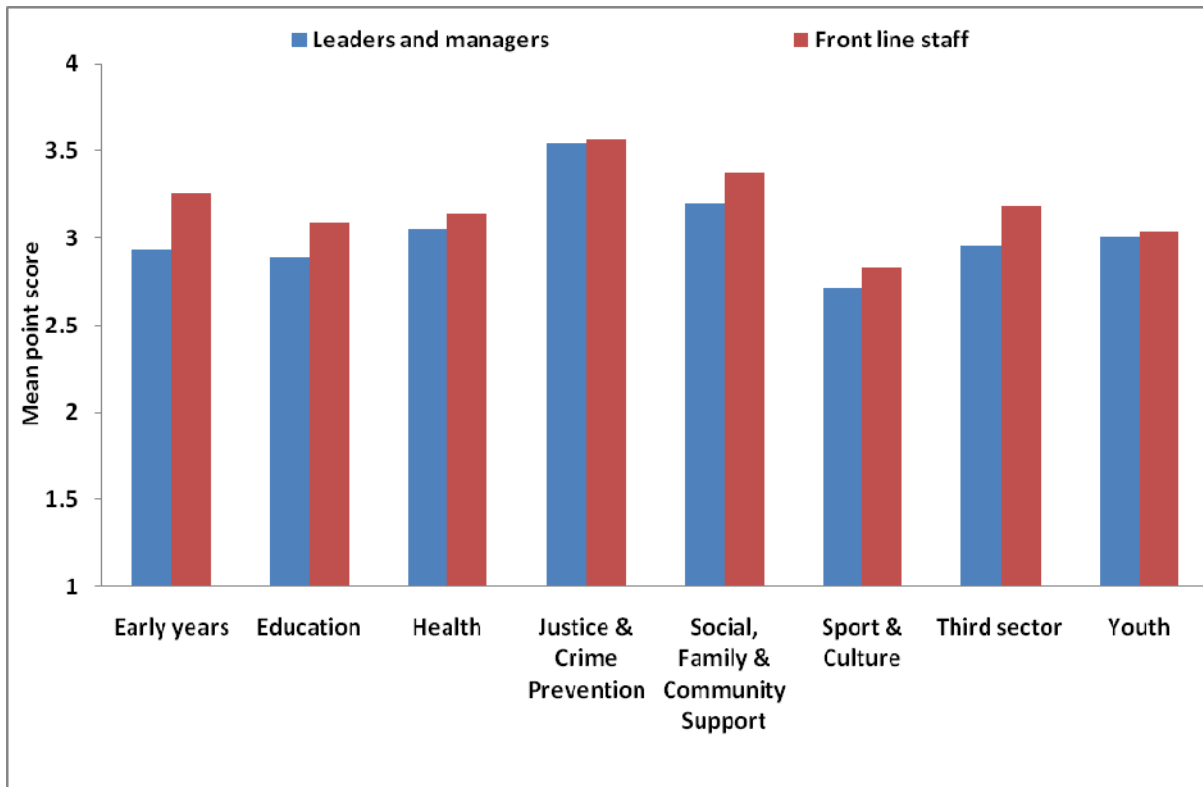
16. Do you have robust arrangements for sharing information?

Point score	Descriptor
Fragmented (1)	Our policies and processes for sharing information are not yet integrated. Failure to share information has been demonstrated to be a significant factor in cases of failure to promote the wellbeing of children and young people
Midpoint (3)	Our arrangements for information sharing have been agreed by the children's trust and partners. We have agreed policies, processes and guidelines and are developing a supportive environment for information sharing
Integrated & high quality (5)	Our arrangements for information sharing are aligned with national guidance, agreed by the children's trust and local safeguarding board and are well established. We have common policies and guidelines on information sharing and standard processes, for example, processes for obtaining consent, sharing information securely and for recording information sharing decisions – and these are routinely followed. There are well signposted sources of advice for making information sharing decisions and these are used when required.

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
3 (2%)	19 (13%)	25 (17%)	43 (29%)	46 (31%)	14 (9%)	103 (69%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	192	302	494	6%
2	762	861	1,623	20%
3 - midpoint	1,170	1,578	2,748	34%
4	565	798	1,363	17%
5 - integrated and high quality	351	771	1,122	14%
Not applicable	52	96	148	2%
Don't know	166	372	538	7%
Average point score	3.04	3.20	3.14	

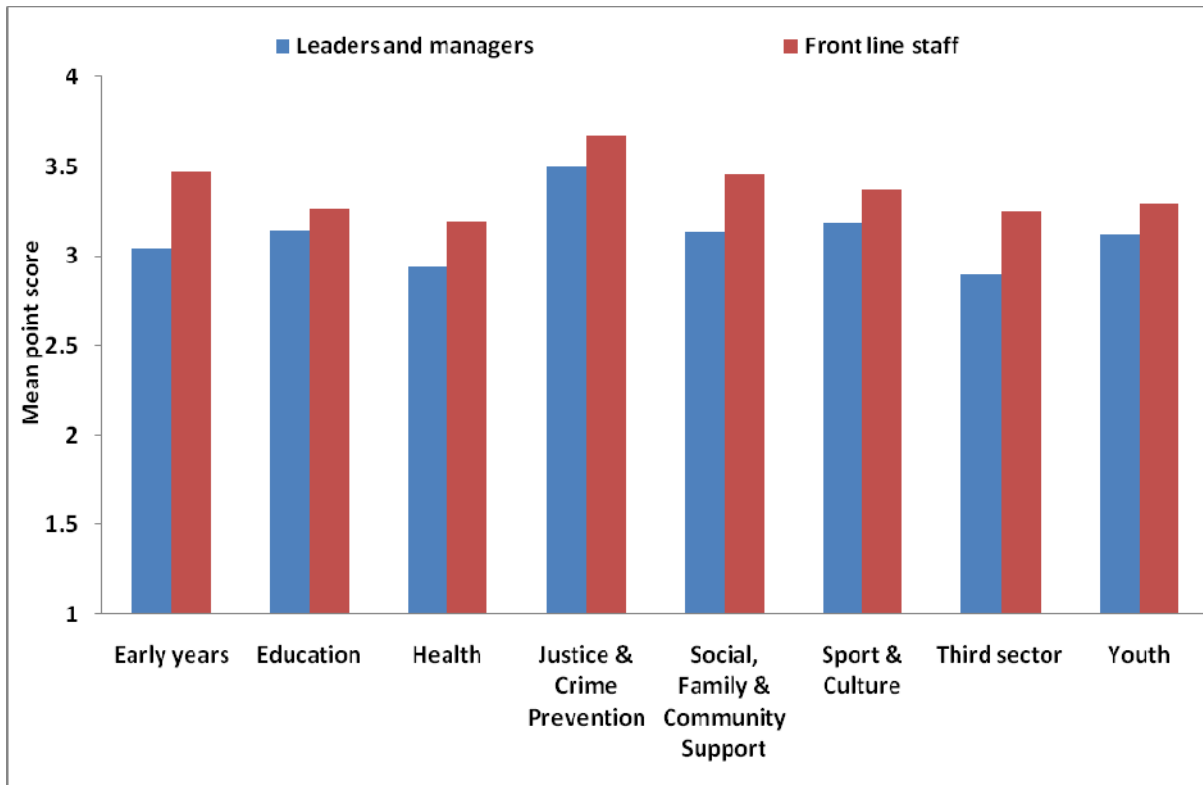
17. Is the importance of information security recognised and are there processes and systems in place to support it?

Point score	Descriptor
Fragmented (1)	We don't yet have common information security policies across the trust. We generally do not have access to shared ICT systems or secure mechanisms for sharing information such as secure email within the trust and partners
Midpoint (3)	We have common information security policies agreed across the trust and partners. We have access to some shared ICT systems. We have access to secure mechanisms for information sharing with most of our partners and have clearly defined processes for ensuring that information is stored and shared securely in all instances
Integrated & high quality (5)	Common policies and processes for information security are well established across the trust and partners. Staff understand the importance of information security and this is reinforced through training and supervision. We have access to secure shared ICT systems where appropriate. We have secure mechanisms for sharing information with almost all of our partners. We have clear processes for storing and sharing information securely and these are adhered to by all staff

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
3 (2%)	6 (4%)	27 (18%)	33 (22%)	51 (34%)	30 (20%)	114 (76%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	315	427	742	9%
2	618	628	1,246	16%
3 - midpoint	942	1,235	2,177	27%
4	639	886	1,525	19%
5 - integrated and high quality	473	1,089	1,562	20%
Not applicable	53	92	145	2%
Don't know	212	393	605	8%
Average point score	3.11	3.37	3.26	

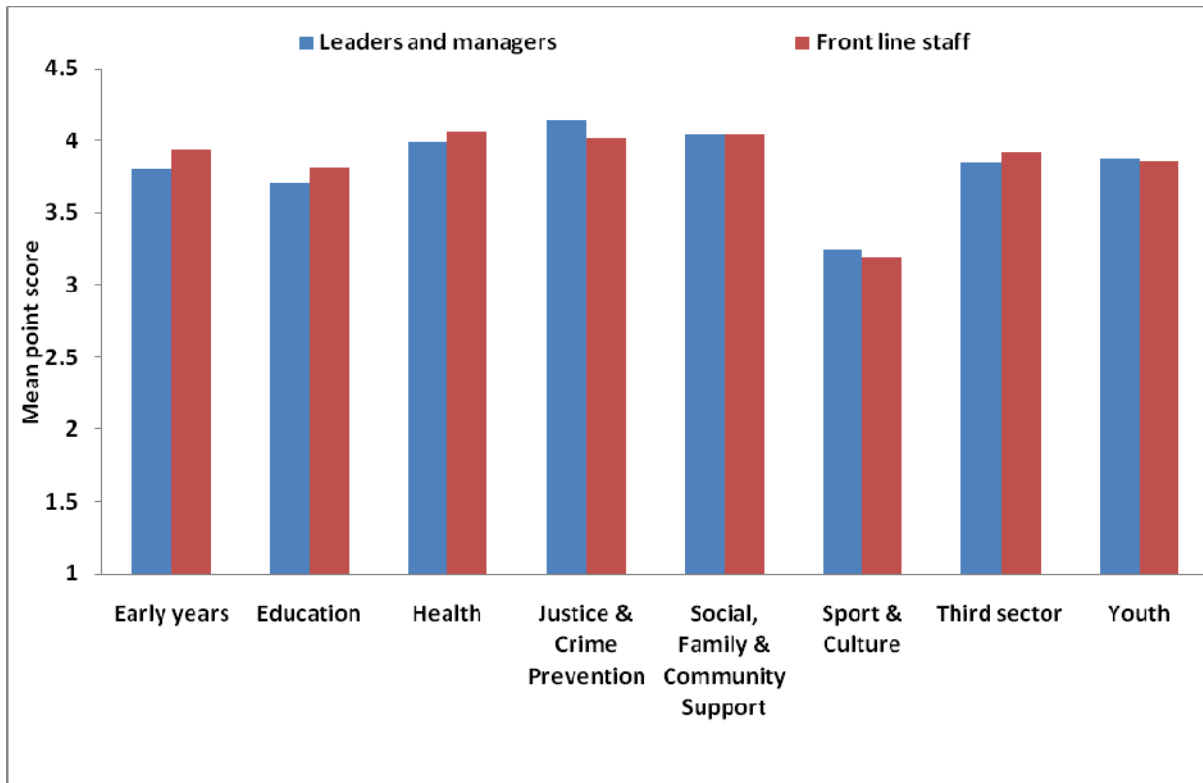
18. Do you understand when and how to share information about a child or young person within your own organisation and with other agencies?

Point score	Descriptor
Fragmented (1)	I tend to be unsure of when I should share information and with whom outside of my own agency. I'm not sure of when and how to ask for consent to do this
Midpoint (3)	I understand when and how to share information legally and professionally within and across agencies and am generally able to make information sharing decisions. I understand circumstances where I need consent and those where this is not required. I am aware of how to explain information sharing to a child, young person and family and seek their informed consent where appropriate
Integrated & high quality (5)	I have a thorough understanding of our organisation's position and commitment to information sharing and have confidence in continued support of my organisation. I understand how to explain information sharing and obtain consent and I understand the circumstances where consent need not or should not be sought. I am confident that I understand when and how to share information in all circumstances and in using my professional judgment to make information sharing decisions.

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
0 (0%)	0 (0%)	0 (0%)	0 (0%)	10 (7%)	140 (93%)	150 (100%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	48	128	176	2%
2	211	246	457	6%
3 - midpoint	987	1,374	2,361	29%
4	767	1,121	1,888	23%
5 - integrated and high quality	1,088	1,730	2,818	35%
Not applicable	107	110	217	3%
Don't know	53	76	129	2%
Average point score	3.85	3.89	3.87	

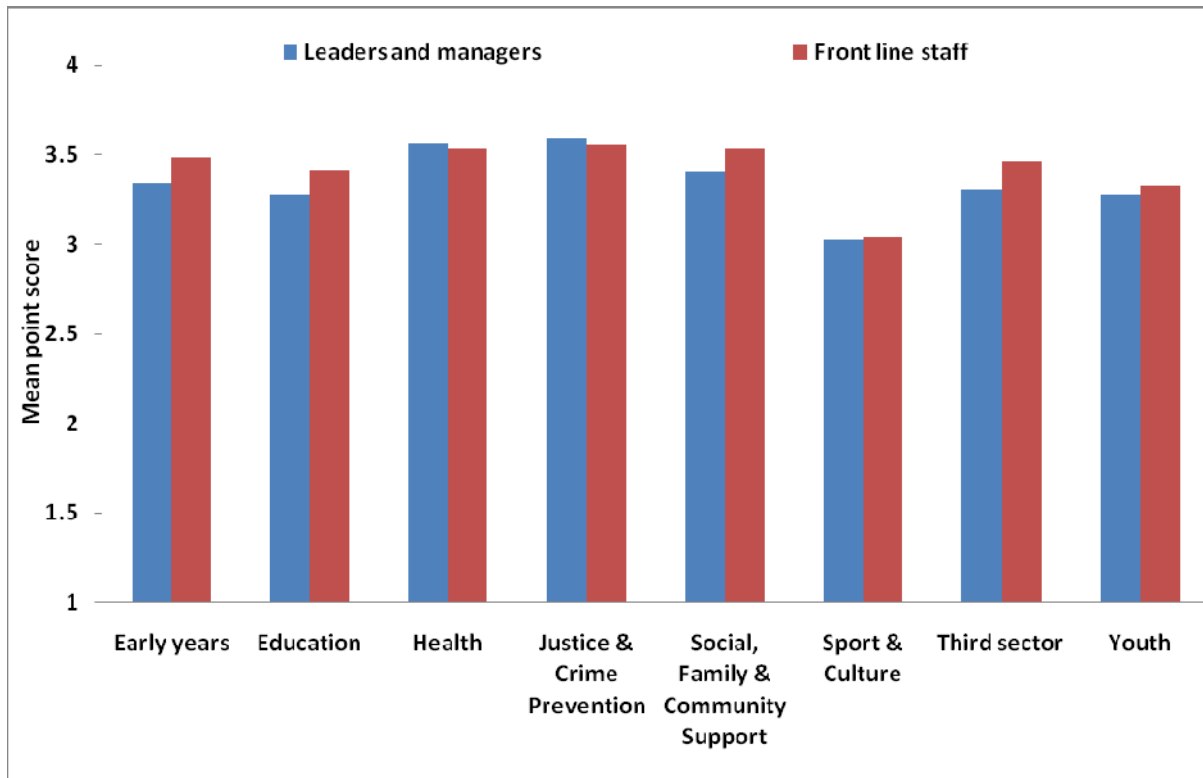
19. Is individual expertise valued and utilised appropriately in regards to information sharing practice?

Point score	Descriptor
Fragmented (1)	We don't have clearly identified individuals with the expertise to provide support to others on making information sharing decisions
Midpoint (3)	Within my setting, there is expertise on information sharing available and this is valued and utilised effectively
Integrated & high quality (5)	There is a clearly identified expert (and expertise) on information sharing. Expertise is utilised appropriately to support robust information sharing decisions.

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
0 (0%)	3 (2%)	4 (3%)	24 (16%)	59 (39%)	60 (40%)	143 (95%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	116	187	303	4%
2	388	492	880	11%
3 - midpoint	1,313	1,783	3,096	39%
4	724	1,068	1,792	22%
5 - integrated and high quality	487	858	1,345	17%
Not applicable	71	85	156	2%
Don't know	137	270	407	5%
Average point score	3.36	3.44	3.40	

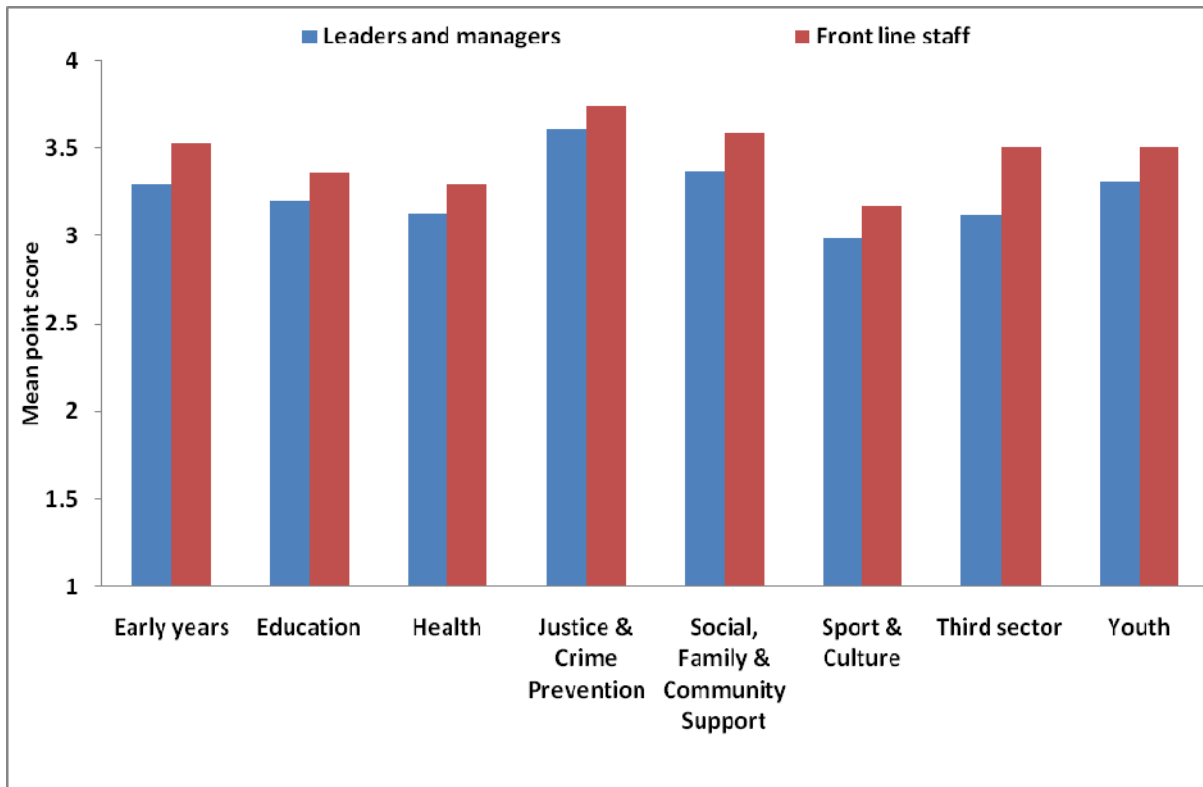
20. Is information sharing helping to deliver better outcomes for children and young people?

Point score	Descriptor
Fragmented (1)	We don't yet have evidence that information sharing is having a positive impact on outcomes for children and young people and their families. Our weaknesses around information sharing can have a negative impact
Midpoint (3)	We can evidence that our information sharing is having a positive impact on outcomes for children and young people
Integrated & high quality (5)	We have strong evidence that our information sharing is having a positive impact on outcomes for children and young people

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
1 (1%)	5 (3%)	11 (7%)	16 (11%)	72 (48%)	45 (30%)	133 (89%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	129	196	325	4%
2	470	504	974	12%
3 - midpoint	1,193	1,453	2,646	33%
4	666	1,021	1,687	21%
5 - integrated and high quality	402	908	1,310	16%
Not applicable	35	55	90	1%
Don't know	323	589	912	11%
Average point score	3.26	3.48	3.39	

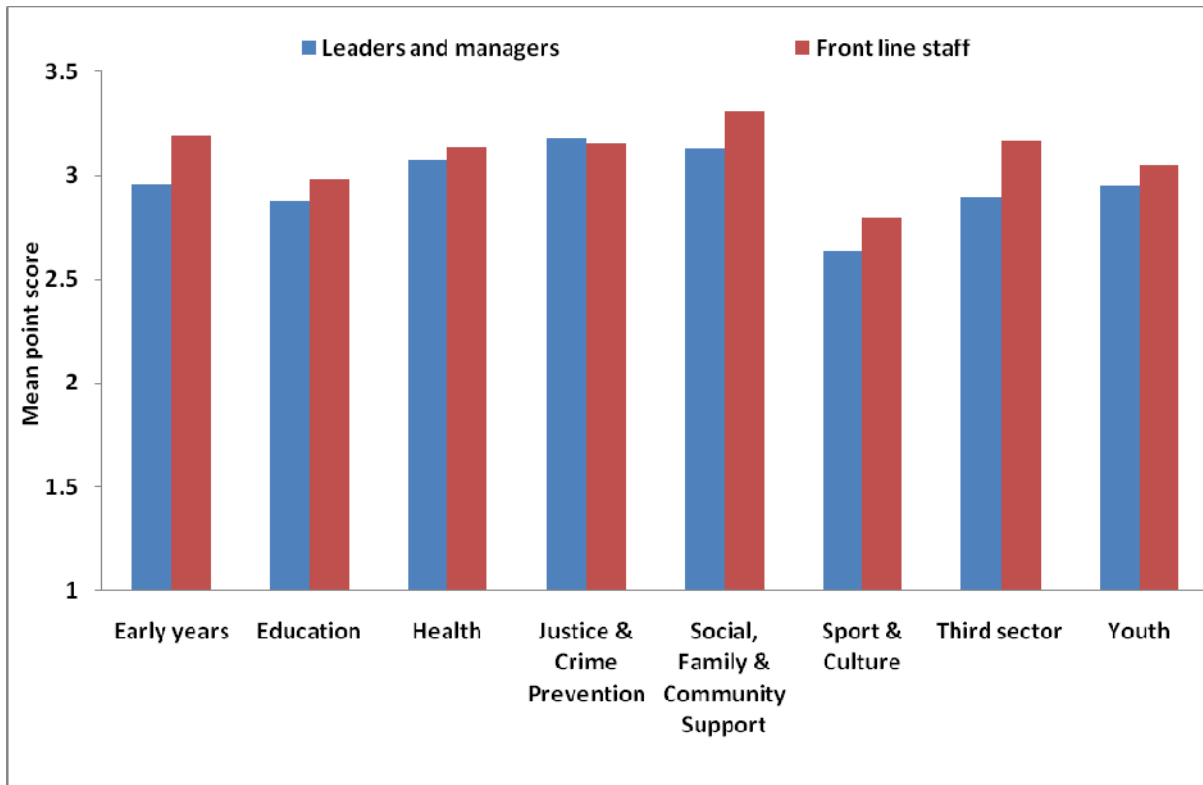
21. Is there easily accessible guidance, sources of advice and support for information sharing?

Point score	Descriptor
Fragmented (1)	There are many people across the children's workforce who would currently find it difficult to find guidance, policies and advice about information sharing
Midpoint (3)	Our guidance and policies to support information sharing are consistent across the children's trust and partners, are widely available and have been designed to be available in a range of formats and media. There are designated contacts as sources of support that provide advice across agencies
Integrated & high quality (5)	Common guidance and policies to support information sharing are widely available and have been designed to be available in wide range of formats and media. They are communicated effectively as part of staff induction, briefings, information packs, articles in newsletters and discussions in team meetings. All staff know how to obtain advice and support in making information sharing decisions when required

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
7 (5%)	27 (18%)	31 (21%)	40 (27%)	30 (20%)	15 (10%)	85 (57%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	239	376	615	8%
2	804	880	1,684	21%
3 - midpoint	1,023	1,472	2,495	31%
4	537	851	1,388	17%
5 - integrated and high quality	342	643	985	12%
Not applicable	29	61	90	1%
Don't know	249	442	691	9%
Average point score	2.98	3.12	3.06	

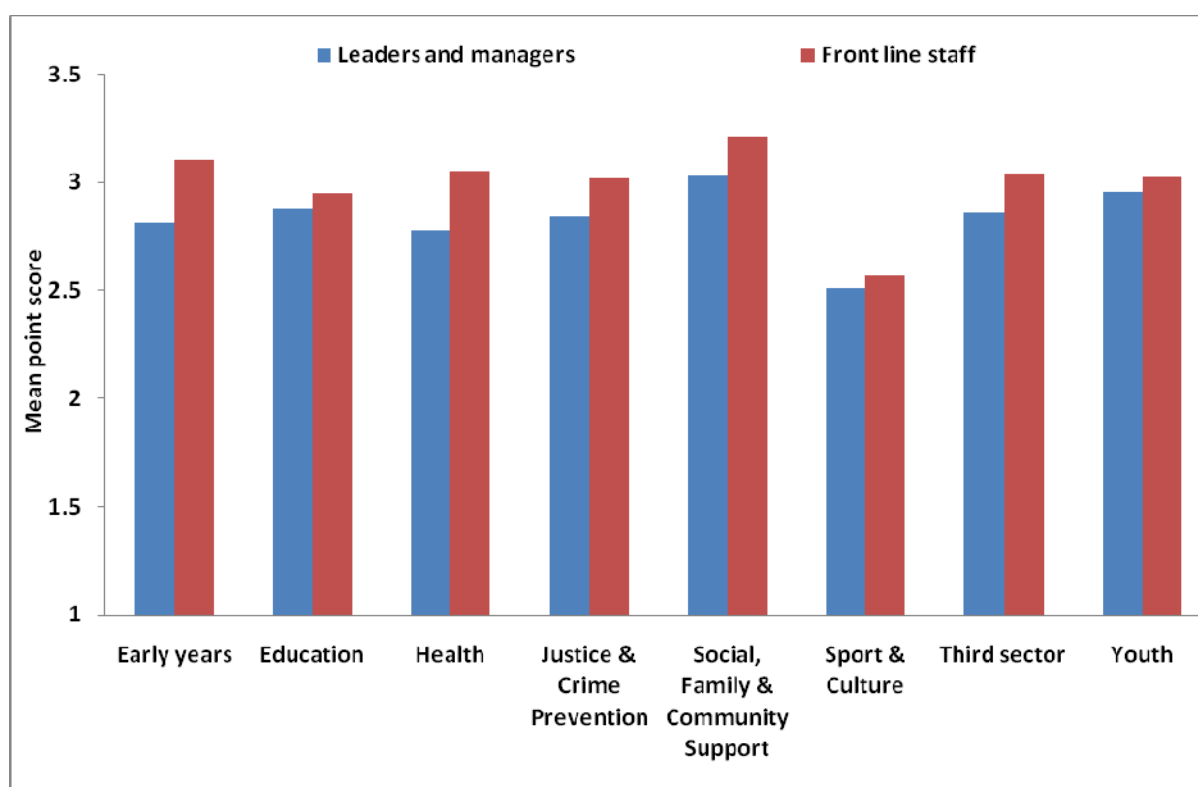
22. Is multi agency training on information sharing available to all relevant staff?

Point score	Descriptor
Fragmented (1)	Training on information sharing is available periodically but not generally on a multi agency basis
Midpoint (3)	We have developed multi agency training on information sharing. The majority of relevant practitioners, managers and advisers have been trained in information sharing and consent and are confident in their ability to put the training into practice. This is refreshed through continual professional development and supervision
Integrated & high quality (5)	All relevant staff (practitioners, managers and advisers) have had multi agency training on all aspects of information sharing and this is regularly refreshed through on-going continual professional development and supervision. Front line staff report they feel highly confident about sharing information across services and agencies and are clear about where to get help and support if they need it

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
19 (13%)	43 (29%)	20 (13%)	29 (19%)	24 (16%)	15 (10%)	68 (45%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	392	571	963	12%
2	707	773	1,480	19%
3 - midpoint	904	1,129	2,033	26%
4	467	711	1,178	15%
5 - integrated and high quality	319	658	977	12%
Not applicable	41	76	117	1%
Don't know	397	822	1,219	15%
Average point score	2.86	3.03	2.96	

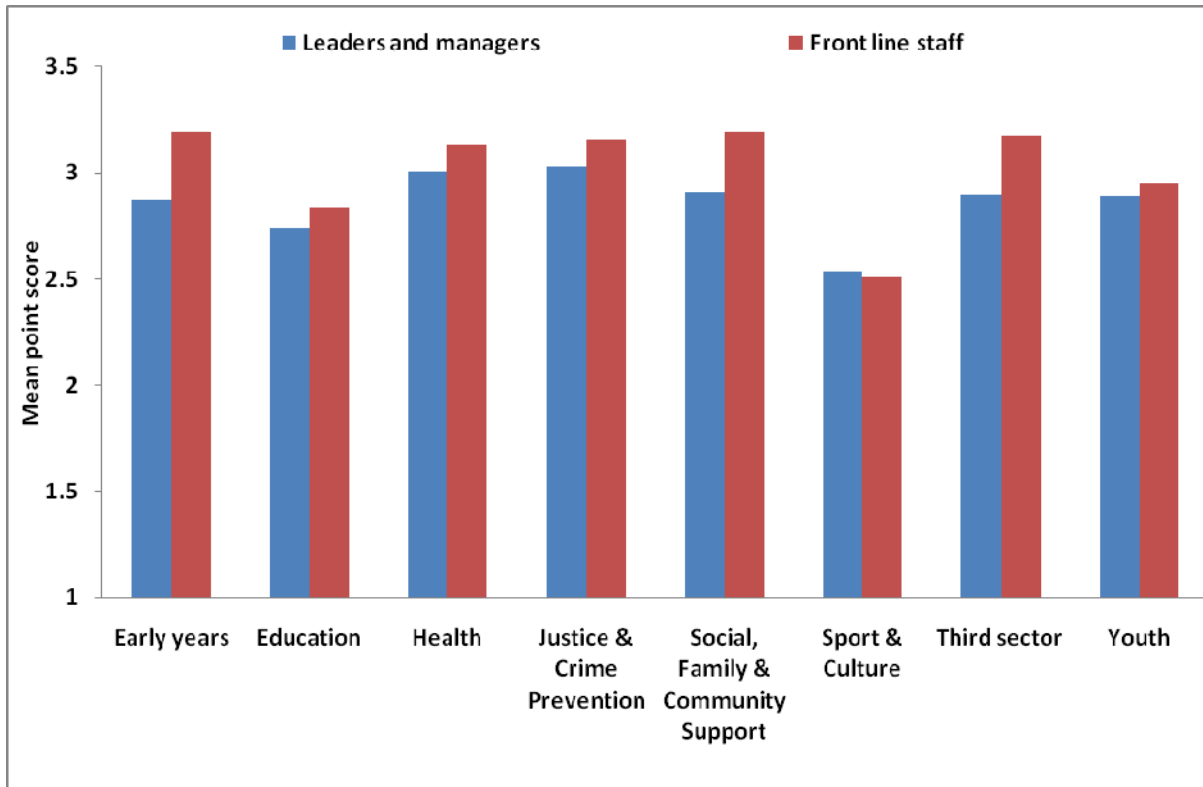
23. Is information sharing promoted through processes such as induction, job descriptions and performance management?

Point score	Descriptor
Fragmented (1)	Information sharing is rarely promoted through these processes
Midpoint (3)	We regularly promote information sharing through these processes
Integrated & high quality (5)	We systematically and explicitly promote the importance of information sharing through all of these processes. This includes references in performance management processes and proactively monitoring performance on information sharing

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
10 (7%)	40 (27%)	29 (19%)	39 (26%)	24 (16%)	8 (5%)	71 (47%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	331	470	801	10%
2	748	766	1,514	19%
3 - midpoint	1,037	1,415	2,452	31%
4	477	757	1,234	15%
5 - integrated and high quality	276	560	836	10%
Not applicable	46	93	139	2%
Don't know	311	675	986	12%
Average point score	2.87	3.04	2.97	

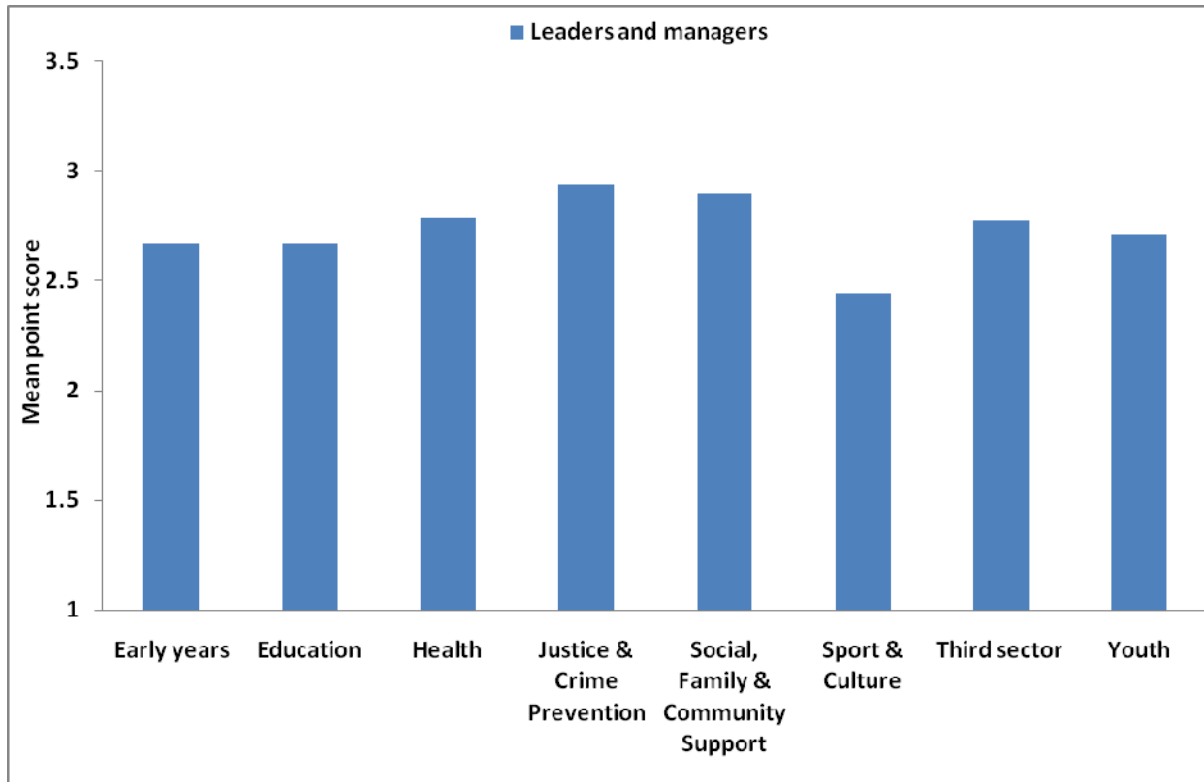
24. Do you regularly review and improve your approach to information sharing?

Point score	Descriptor
Fragmented (1)	We don't regularly review and evaluate our information sharing arrangements
Midpoint (3)	We regularly review our information sharing arrangements and have built this into our performance management approach
Integrated & high quality (5)	We systematically review and evaluate our approach to information sharing across the trust (or the part of the trust I know about). This is embedded in our performance management arrangements. We have made significant improvements following review

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
34 (23%)	46 (31%)	27 (18%)	30 (20%)	8 (5%)	3 (2%)	41 (28%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	330	9	339	10%
2	848	20	868	26%
3 - midpoint	1,075	20	1,095	33%
4	419	8	427	13%
5 - integrated and high quality	185	4	189	6%
Not applicable	70	4	74	2%
Don't know	281	7	288	9%
Average point score	2.75	2.64	2.75	

Common assessment framework (CAF)

Out of 14 questions in this section, more than half of the Children's Trusts scored an average higher than 3 points on eight questions and a lower than 3 average on remaining six questions in this section. On question 26 three quarters of the Children's Trusts had an average of less than 3, and on question 28, two thirds were below the midpoint. Questions 27, 33, 37 and 38 saw around half of the Children's Trusts below the 3 point mark.

As observed in other sections, the average scores for leaders and managers were higher than those of front line staff on the question regarding ownership, in this case question 26; and the difference was highest amongst all five integrated practices. However, unlike other sections, this section saw a slightly higher average score for leaders and managers across most of the questions. The questions in this section also saw some very high proportion of respondent opting for the "don't know" answer. Questions 33, 34 and 37 had almost a quarter of respondents saying "don't know" whereas 15 per cent respondents to questions 27, 28 and 32 answered "don't know".

Sector wise analysis showed that social, family and community support again scored the highest average amongst other sectors across the 14 questions. One of the lowest scoring sectors was sport and culture. Justice and crime prevention, which was a high scoring sector in other practices, had a lower mean score in this practice. It scored an average of less than 3 points on six questions and was generally at the lower end of the scale as compared to other sectors.

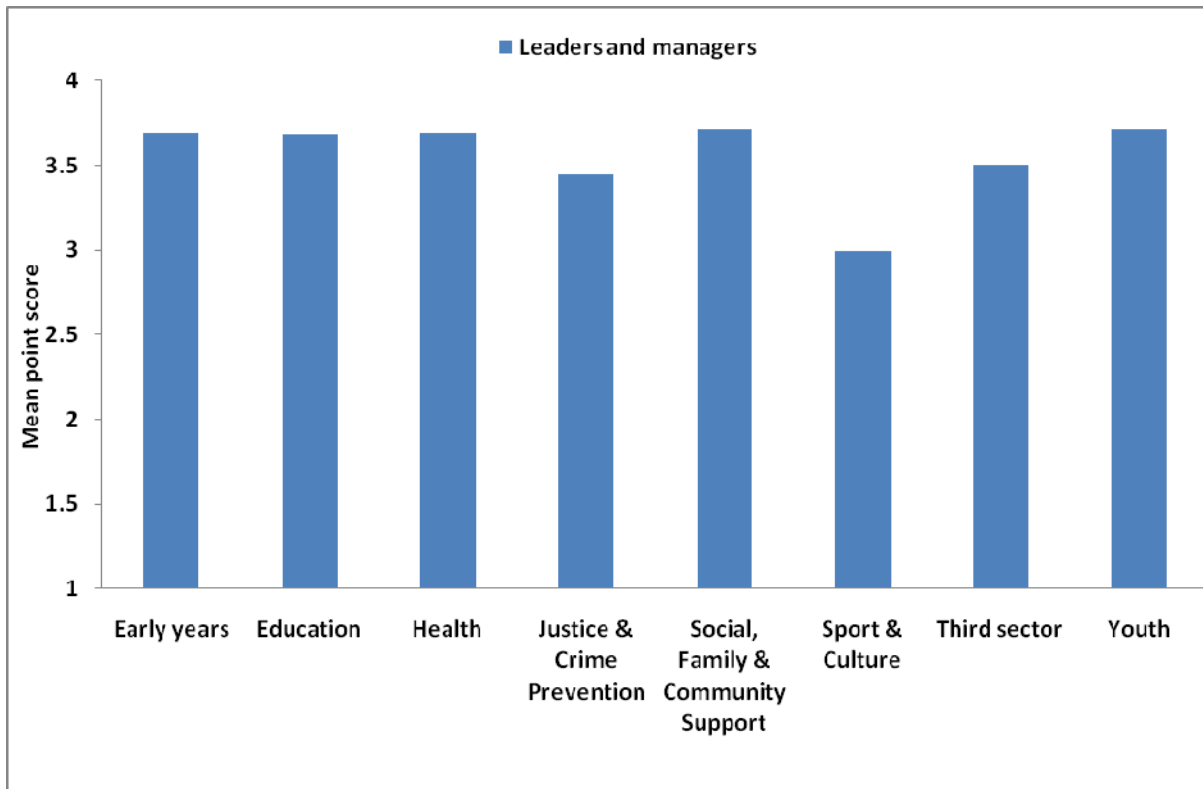
25. Have you defined how the CAF process can enhance services for children, young people and families in your local area?

Point score	Descriptor
Fragmented (1)	We haven't yet thought through how CAF can enhance services and children and young people can be repeatedly asked for the same information by different services
Midpoint (3)	The importance of the CAF process has been recognised in the majority of services and is incorporated in our plans and is beginning to drive what we do
Integrated & high quality (5)	It is clearly and widely understood across all trust organisations and other partners how the CAF process is central to enhancing services for children and young people and to early identification and prevention. This underpins the plans that are driving our services

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
1 (1%)	2 (1%)	5 (3%)	9 (6%)	39 (26%)	92 (62%)	140 (95%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	88	2	90	3%
2	293	7	300	9%
3 - midpoint	1,058	30	1,088	33%
4	758	12	770	23%
5 - integrated and high quality	752	16	768	23%
Not applicable	81	2	83	3%
Don't know	178	3	181	6%
Average point score	3.61	3.49	3.61	

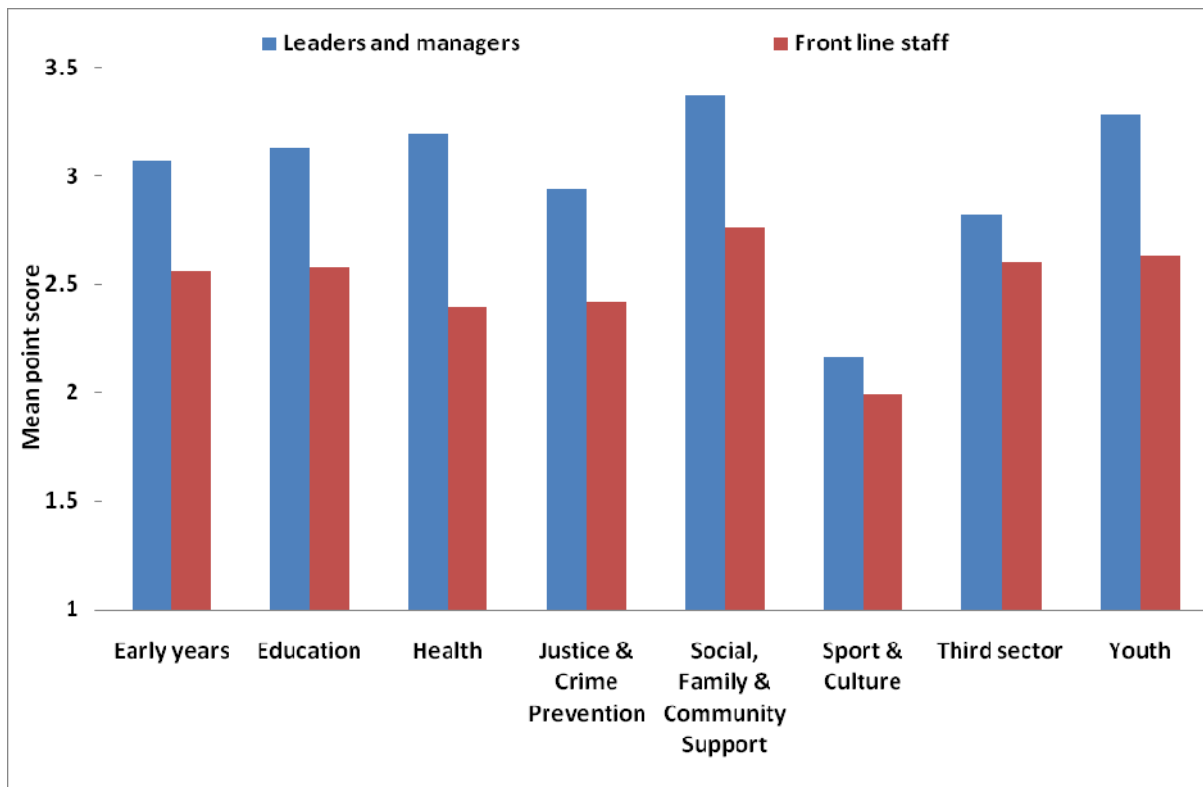
26. Do you feel you have had the opportunity to influence the approach to the CAF process and to feedback on how this is working?

Point score	Descriptor
Fragmented (1)	I haven't been asked to contribute my views or thinking to the development of our approach to the CAF process or I have just had "token" involvement
Midpoint (3)	I am asked to contribute my views about the CAF process and am consulted about changes and developments in local procedures
Integrated & high quality (5)	I am involved early and systematically in our approach and as part of developments to the CAF. We have developed our CAF approach together

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
38 (25%)	43 (29%)	27 (18%)	23 (15%)	12 (8%)	7 (5%)	42 (28%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	453	1,140	1,593	20%
2	526	906	1,432	18%
3 - midpoint	833	974	1,807	23%
4	541	475	1,016	13%
5 - integrated and high quality	548	445	993	12%
Not applicable	221	572	793	10%
Don't know	114	230	344	4%
Average point score	3.07	2.54	2.76	

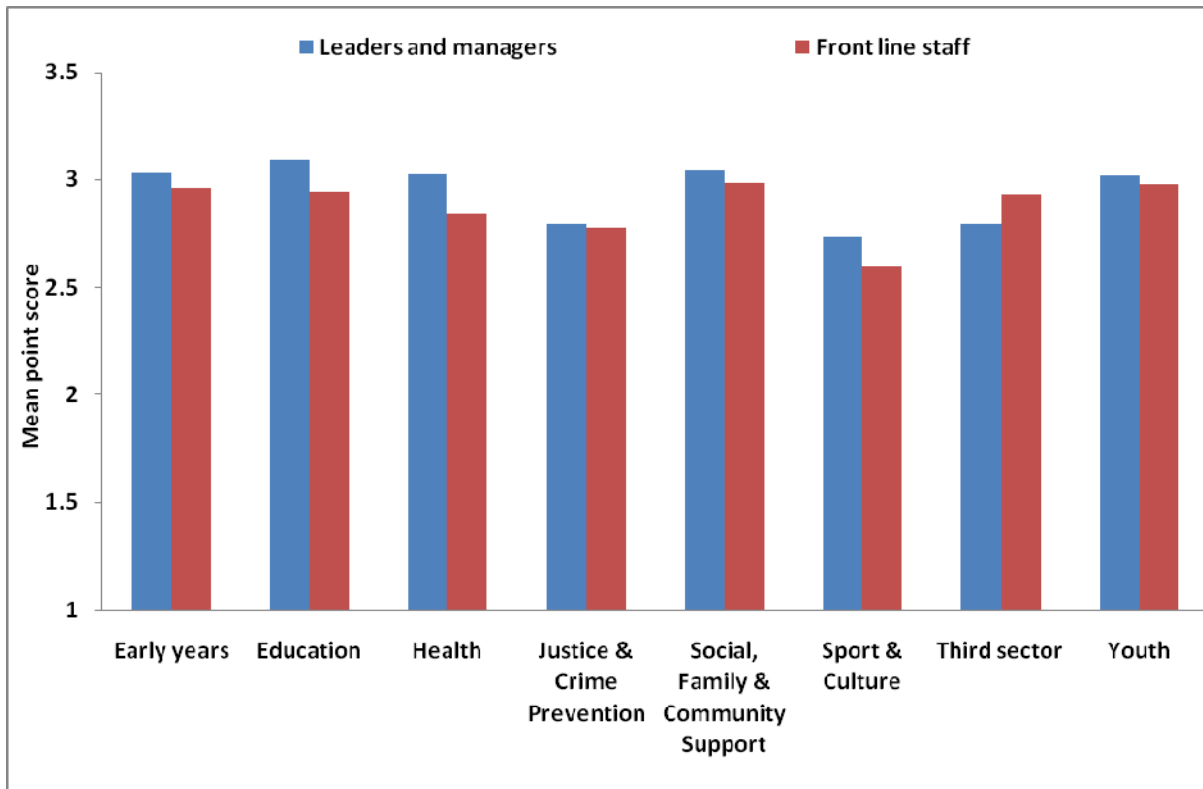
27. Is the CAF providing a robust process for assessing the needs of children & young people?

Point score	Descriptor
Fragmented (1)	Awareness of the CAF procedures is low among practitioners in different settings. There is currently limited understanding among practitioners of using the CAF process or on thresholds for support and intervention. The approach to the use of the CAF has not yet been agreed across the children's trust
Midpoint (3)	There is a good awareness of the CAF among practitioners in different settings, and a common understanding among practitioners using the CAF on thresholds for support and intervention. Our children's trust partners are working closely with the LSCB to agree the CAF approach. The CAF is frequently being used by key agencies and some non children's trust partners. The trust is exploring barriers to full take up
Integrated & high quality (5)	There is a common understanding among practitioners about the appropriate use and timing of the CAF. The CAF is consistently used by all key agencies and non-children's trust partners are signing up to a common assessment in the area

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
21 (14%)	28 (19%)	32 (21%)	35 (23%)	29 (19%)	5 (3%)	69 (46%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	191	436	627	8%
2	607	829	1,436	18%
3 - midpoint	1,242	1,448	2,690	34%
4	487	604	1,091	14%
5 - integrated and high quality	220	380	600	8%
Not applicable	102	296	398	5%
Don't know	392	753	1,145	14%
Average point score	2.98	2.91	2.94	

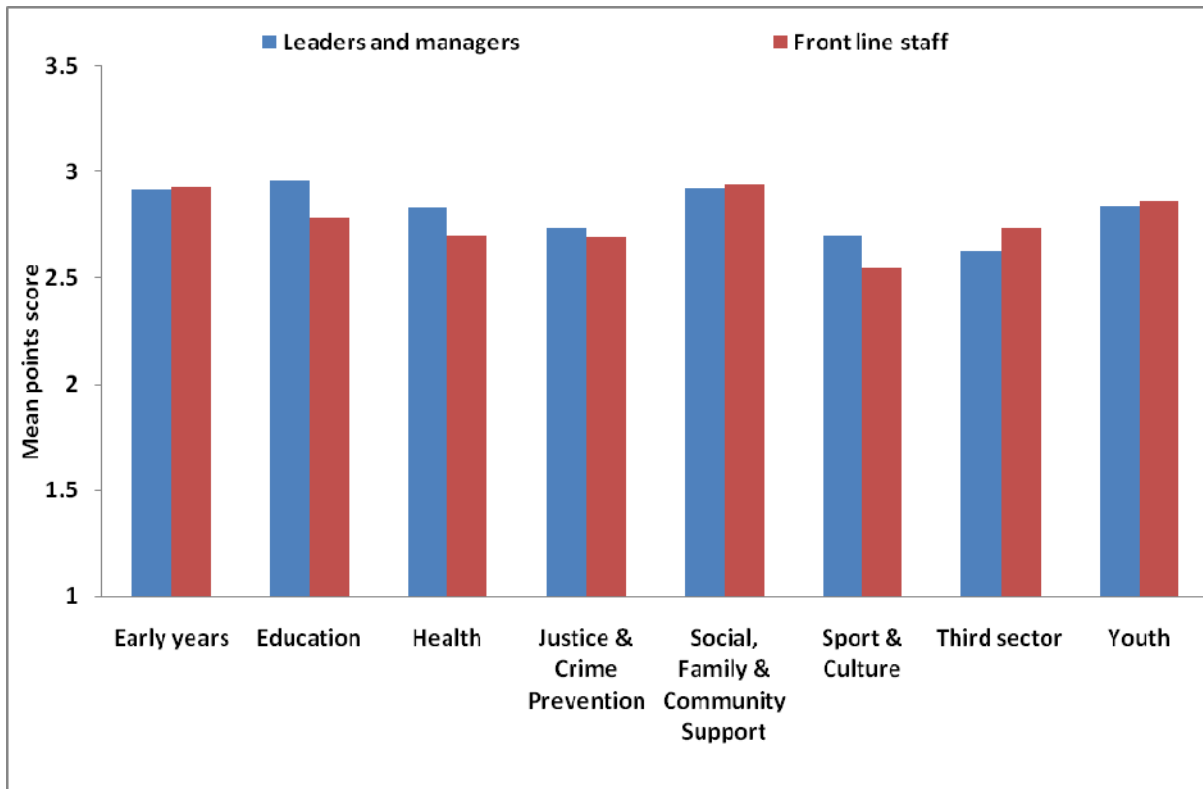
28. Is there clarity about the continuum of assessment at different levels from universal to specialist?

Point score	Descriptor
Fragmented (1)	We use a range of assessments but we are not yet clear about how these are linked
Midpoint (3)	We have developed a clear understanding of how CAF interacts with most major assessment processes in key agencies. Partners are ensuring that the key practitioners within their settings know how to use a CAF and what the thresholds are between different assessments
Integrated & high quality (5)	We have developed a clear continuum of assessments in the area and information from early assessment processes is fed into the CAF and specialist assessments. Practitioners across the trust know how to use a CAF and understand the thresholds for assessment

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
24 (16%)	50 (33%)	31 (21%)	29 (19%)	15 (10%)	1 (1%)	45 (30%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	227	434	661	8%
2	722	932	1,654	21%
3 - midpoint	1,133	1,295	2,428	30%
4	423	552	975	12%
5 - integrated and high quality	169	282	451	6%
Not applicable	112	310	422	5%
Don't know	455	936	1,391	17%
Average point score	2.84	2.80	2.82	

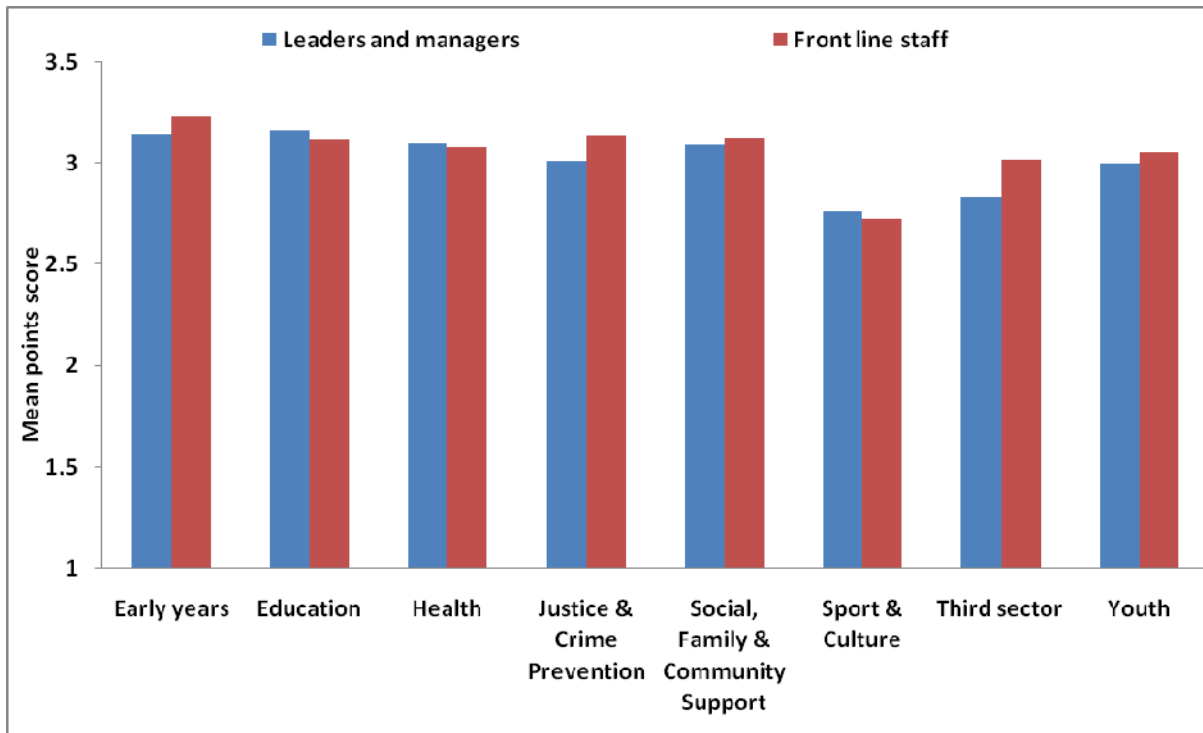
29. Are there effective processes in place for early identification of children and young people's needs?

Point score	Descriptor
Fragmented (1)	There is not yet a shared understanding of the early indicators of need – or how to assess or record these. Different organisations tend to have their own approaches
Midpoint (3)	The children's trust has developed guidance for practitioners on the best early indicators of need and there is a commitment to communicating these. Practitioners within some settings are beginning to use these indicators to raise issues early
Integrated & high quality (5)	There is an explicit and agreed understanding of the best early indicators of potential problems. Guidance on these has been widely distributed and is proactively used by practitioners across the trust

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
10 (7%)	25 (17%)	22 (15%)	42 (28%)	37 (25%)	14 (9%)	93 (62%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	206	389	595	7%
2	585	659	1,244	16%
3 - midpoint	1,200	1,590	2,790	35%
4	540	771	1,311	16%
5 - integrated and high quality	286	502	788	10%
Not applicable	88	249	337	4%
Don't know	335	574	909	11%
Average point score	3.04	3.09	3.07	

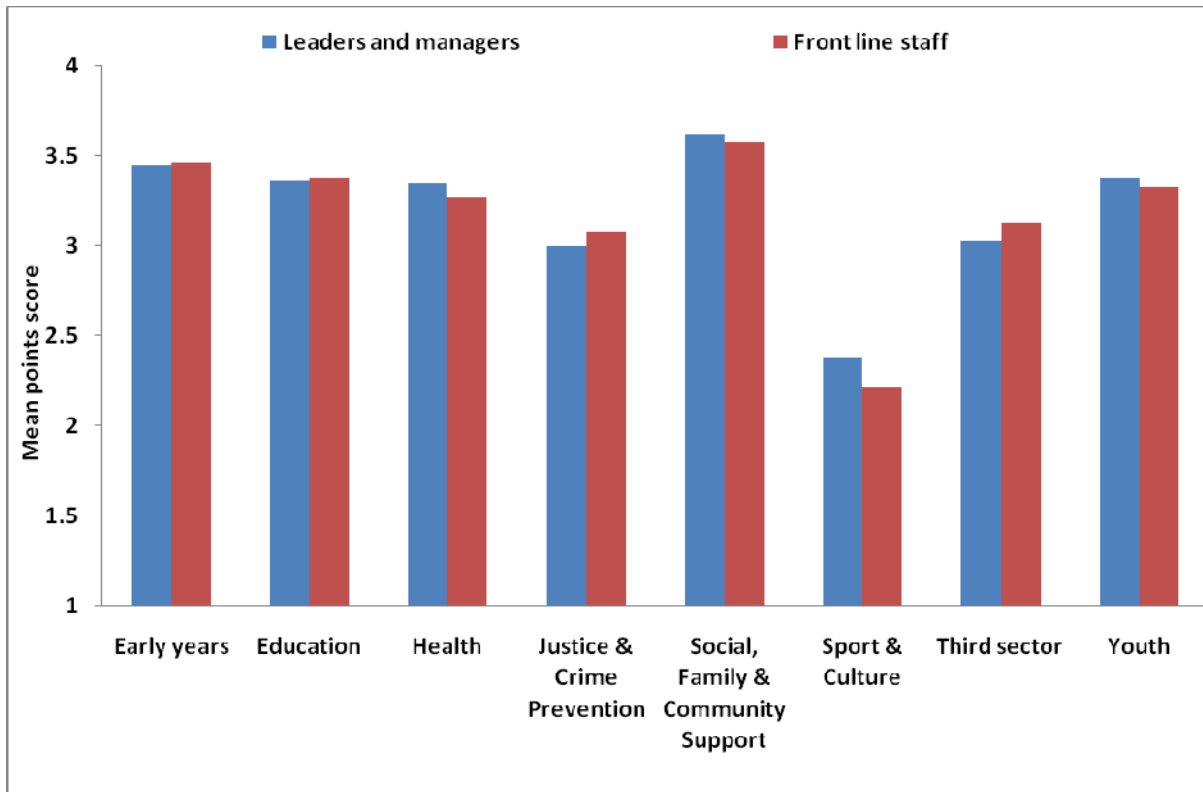
30. Do you understand and use the CAF to identify the best support packages for children and young people?

Point score	Descriptor
Fragmented (1)	I have a limited understanding of the CAF and how it can be used to support children and young people. I don't fully understand its relevance to my role
Midpoint (3)	The role and processes of the CAF are clearly defined. Practitioners in my setting use it
Integrated & high quality (5)	I understand and use the CAF as part of my daily job. I know how it works, how it fits with other activities and what my role within it is

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
3 (2%)	15 (10%)	18 (12%)	22 (15%)	52 (35%)	40 (27%)	114 (76%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	150	361	511	6%
2	458	638	1,096	14%
3 - midpoint	995	1,314	2,309	29%
4	449	642	1,091	14%
5 - integrated and high quality	506	859	1,365	17%
Not applicable	525	672	1,197	15%
Don't know	123	216	339	4%
Average point score	3.27	3.26	3.27	

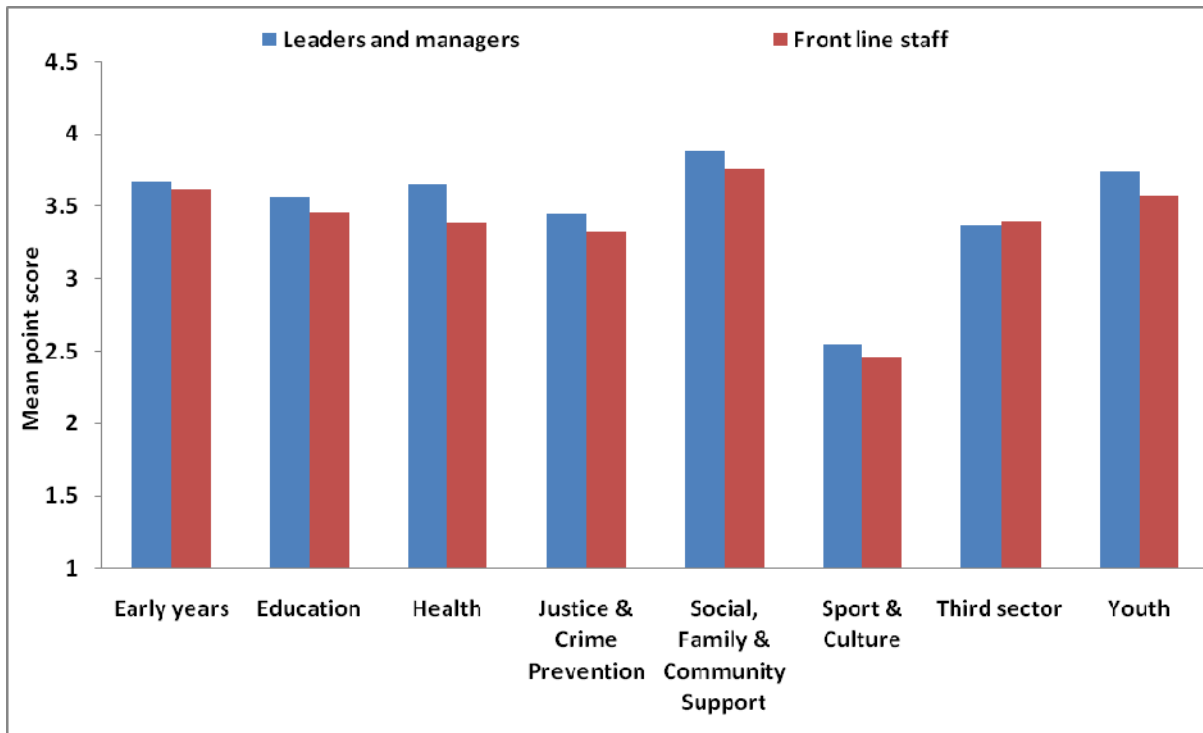
31. Do you understand where the CAF sits within your local arrangements for supporting children and young people?

Point score	Descriptor
Fragmented (1)	I am unsure of the CAF and am not sure how it fits with our local arrangements
Midpoint (3)	I know about the CAF process and how it fits with our local systems and arrangements
Integrated & high quality (5)	I have a thorough understanding of thresholds, how the CAF fits within our local systems and arrangements, and how it fits with other forms of assessment and coordinated service delivery

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
1 (1%)	6 (4%)	4 (3%)	21 (14%)	36 (24%)	82 (55%)	139 (93%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	113	293	406	5%
2	294	430	724	9%
3 - midpoint	1,114	1,603	2,717	34%
4	646	844	1,490	19%
5 - integrated and high quality	764	1,029	1,793	23%
Not applicable	140	251	391	5%
Don't know	138	257	395	5%
Average point score	3.56	3.45	3.50	

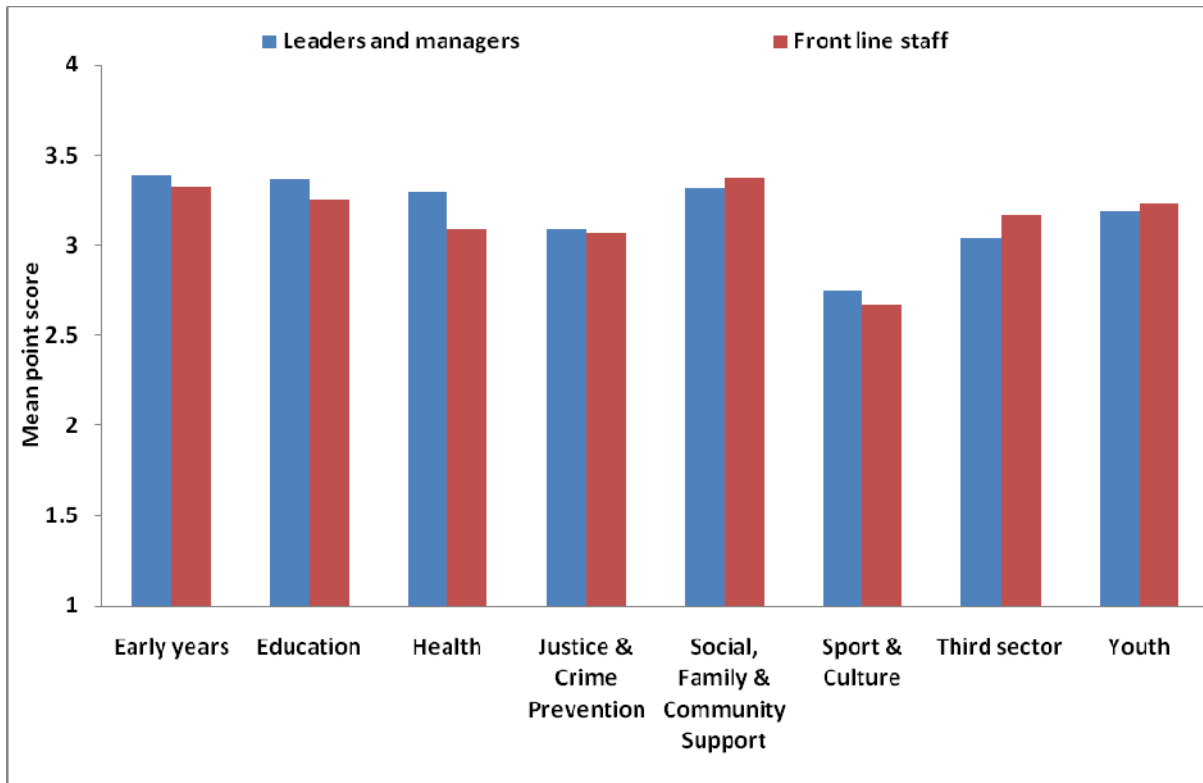
32. Is individual expertise valued and drawn in appropriately in regards to the CAF?

Point score	Descriptor
Fragmented (1)	I don't feel individual expertise is particularly valued or used appropriately. When a CAF is carried out, the right people aren't always involved
Midpoint (3)	Within my setting individual expertise is valued and drawn in appropriately when a CAF is carried out
Integrated & high quality (5)	Individual expertise is highly valued and always drawn in appropriately when a CAF is carried out

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
8 (5%)	14 (9%)	15 (10%)	31 (21%)	55 (37%)	27 (18%)	113 (75%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	155	341	496	6%
2	399	531	930	12%
3 - midpoint	1,064	1,341	2,405	30%
4	548	698	1,246	16%
5 - integrated and high quality	376	604	980	12%
Not applicable	269	434	703	9%
Don't know	401	764	1,165	15%
Average point score	3.23	3.20	3.21	

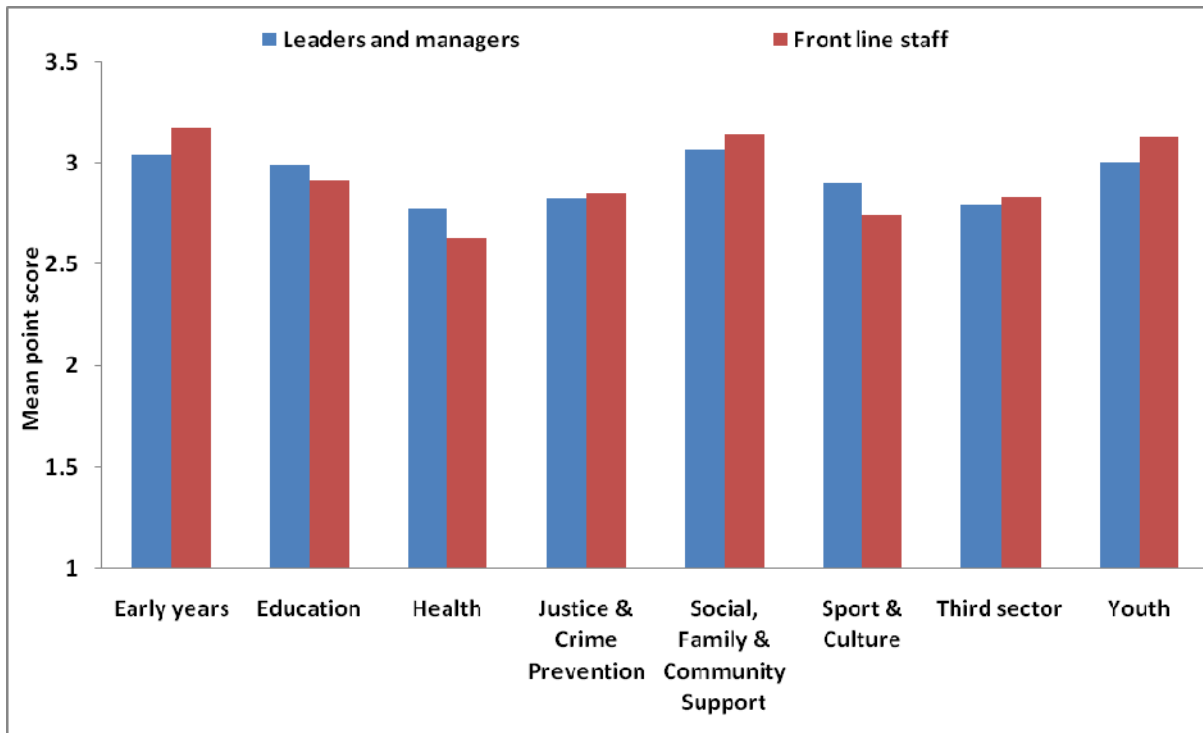
33. Is the CAF helping to deliver better outcomes for children and young people?

Point score	Descriptor
Fragmented (1)	We do not yet have evidence that the CAF is having an impact on outcomes for children and young people and their families. We don't collect this information.
Midpoint (3)	We have evidence that the CAF is having a positive impact on outcomes for children and young people. We have set up systems to capture information and monitor the CAF process and its outcomes
Integrated & high quality (5)	We can clearly evidence that the CAF is having a positive impact on outcomes for children and young people. There are quality assurance processes to test adherence to thresholds, quality of completion and decision making, and resulting provision – and we have systems to capture and audit this information

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
26 (17%)	31 (21%)	21 (14%)	33 (22%)	27 (18%)	12 (8%)	72 (48%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	238	441	679	9%
2	548	644	1,192	15%
3 - midpoint	973	1,112	2,085	26%
4	430	586	1,016	13%
5 - integrated and high quality	230	407	637	8%
Not applicable	105	261	366	5%
Don't know	696	1,254	1,950	25%
Average point score	2.94	2.96	2.95	

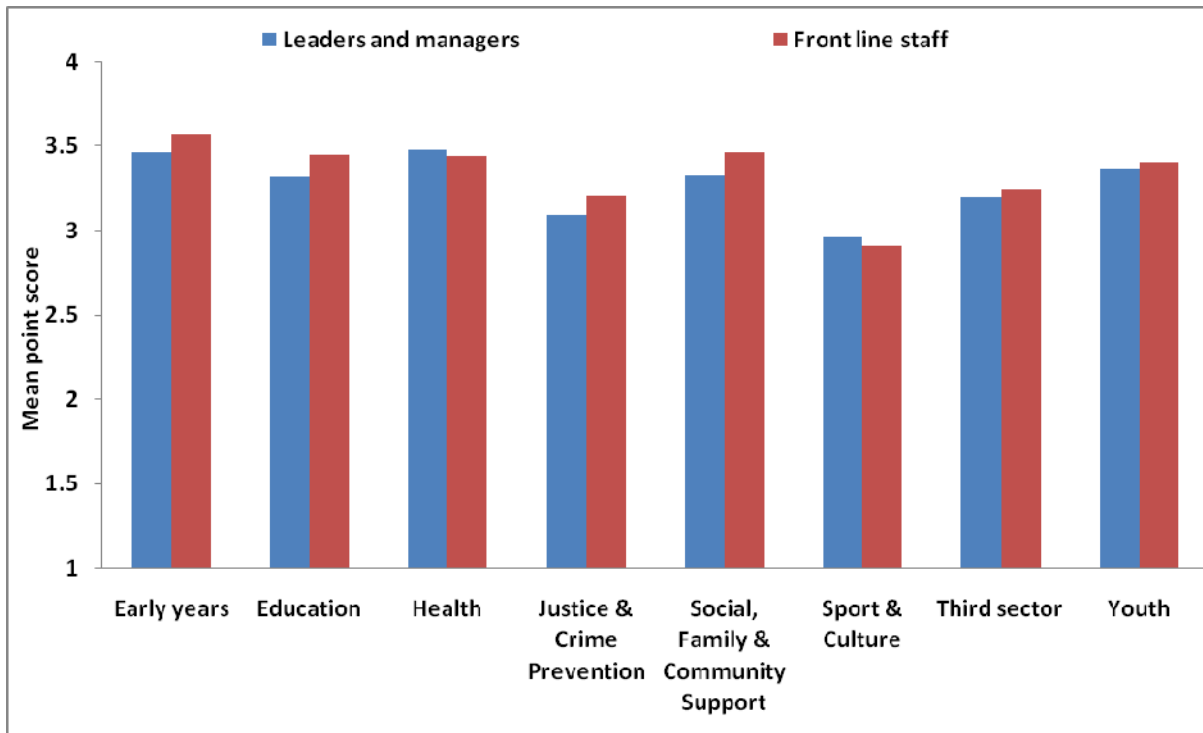
34. Are children, young people and their families central to decision making about how their needs can be met through the use of the CAF process?

Point score	Descriptor
Fragmented (1)	The involvement of children and young people cannot be assured. It happens on an ad hoc basis
Midpoint (3)	Most practitioners secure consent of a child or young person and/or their parents/carers to conduct a CAF, agree their needs and actions and to share information with agreed services.
Integrated & high quality (5)	All practitioners expect to involve children, young people and families wherever possible in the CAF process. The children's trust (or the part of the trust I know about) holds practitioners accountable for involving them

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
3 (2%)	6 (4%)	16 (11%)	23 (15%)	53 (35%)	49 (33%)	125 (83%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	138	252	390	5%
2	351	407	758	10%
3 - midpoint	1,032	1,263	2,295	29%
4	517	692	1,209	15%
5 - integrated and high quality	448	767	1,215	15%
Not applicable	124	275	399	5%
Don't know	612	1,045	1,657	21%
Average point score	3.32	3.39	3.36	

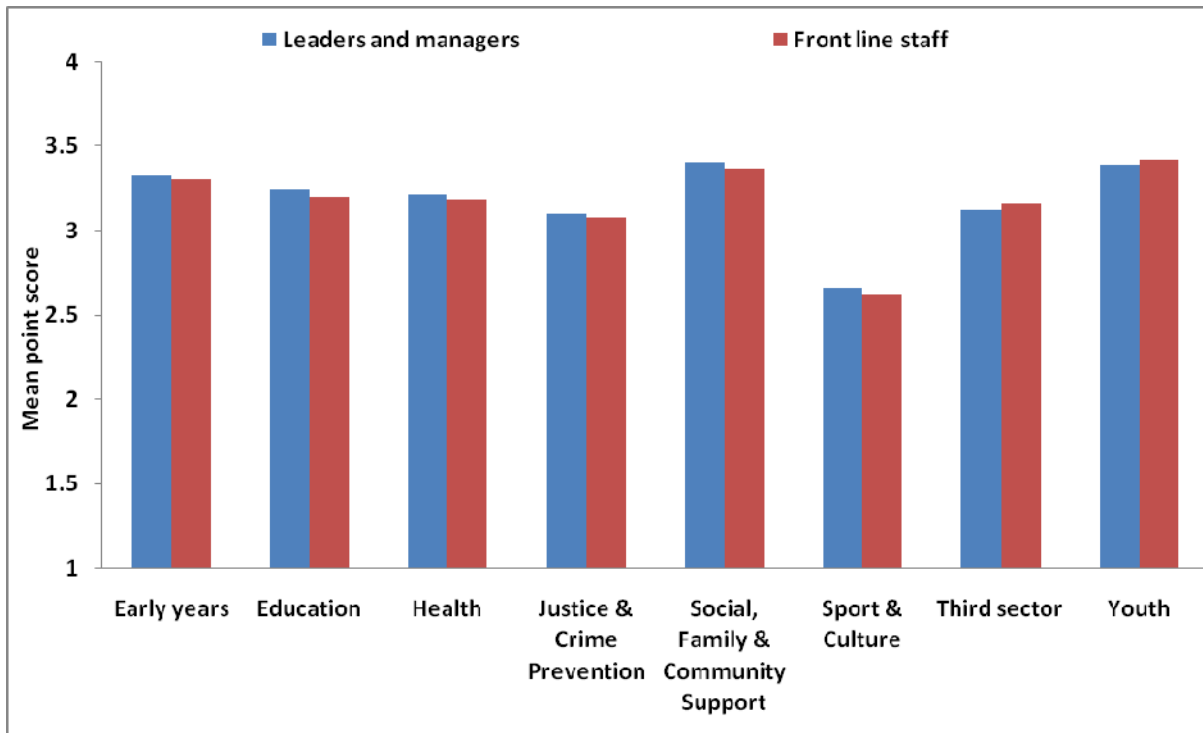
35. Are guidance, procedures and policies for the CAF easy for all staff to get hold of?

Point score	Descriptor
Fragmented (1)	There are many people across the children's workforce who would find it difficult to find information about the CAF
Midpoint (3)	Our guidance, policies and procedures are accessible to practitioners from the majority of services, and are available in a range of formats and media.
Integrated & high quality (5)	All of our guidance, policies and procedures to support the CAF have been widely and effectively communicated and are available in a wide range of formats and media

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
8 (5%)	13 (9%)	22 (15%)	26 (17%)	51 (34%)	30 (20%)	107 (71%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	193	384	577	7%
2	483	581	1,064	13%
3 - midpoint	1,056	1,403	2,459	31%
4	572	742	1,314	17%
5 - integrated and high quality	479	730	1,209	15%
Not applicable	85	220	305	4%
Don't know	354	643	997	13%
Average point score	3.24	3.22	3.23	

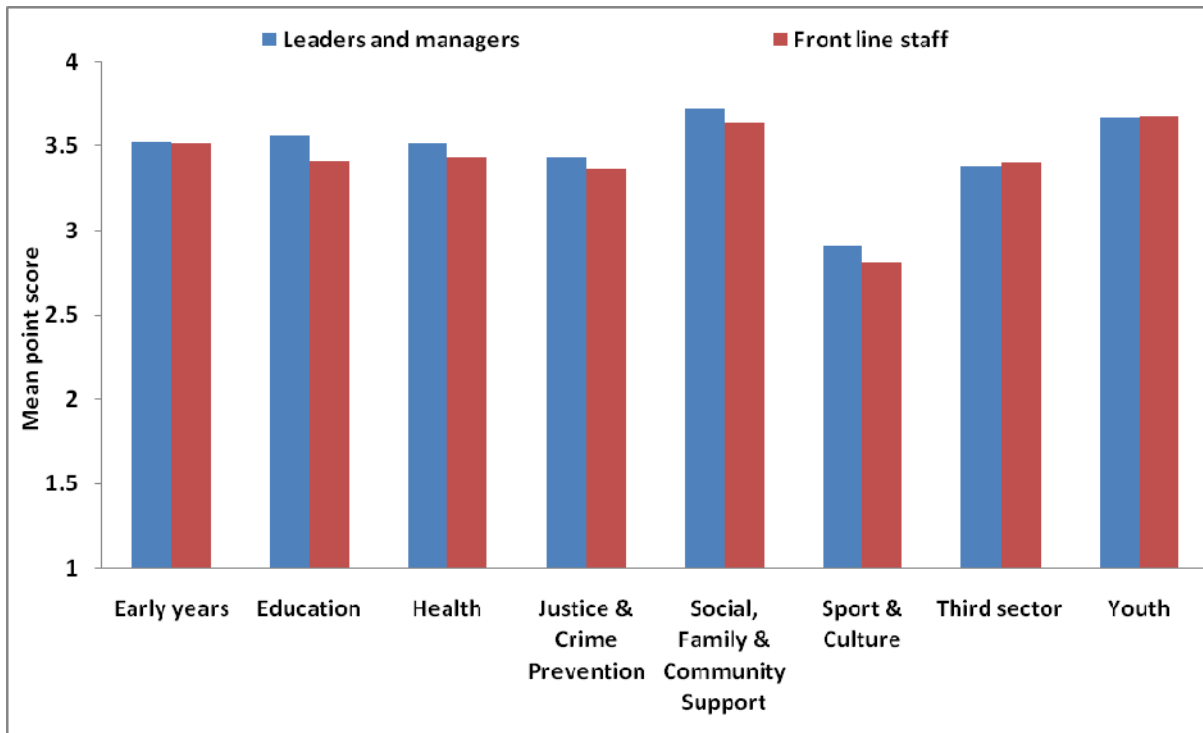
36. Is multi agency training on the CAF available to all relevant staff?

Point score	Descriptor
Fragmented (1)	Training on the CAF is available periodically but not generally on a multi agency basis.
Midpoint (3)	We have developed multi agency training on the CAF and this is being implemented. CAF training has covered most relevant staff/agencies/sectors at least once and an ongoing programme of training has been planned for new members of staff. CAF training is now being refined based on feedback of early participants. Plans are in place to increase the uptake by the voluntary sector and agencies outside the children's trust
Integrated & high quality (5)	The vast majority of relevant staff across all agencies and sectors have been trained and are confident about using the CAF. CAF is seen as core practice and practitioners are well supported and accountable for using it. CAF training is continuously developed in response to feedback from users and national policy developments

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
4 (3%)	6 (4%)	11 (7%)	18 (12%)	35 (23%)	76 (51%)	129 (86%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	163	344	507	6%
2	303	414	717	9%
3 - midpoint	971	1,241	2,212	28%
4	671	799	1,470	18%
5 - integrated and high quality	722	1,055	1,777	22%
Not applicable	74	172	246	3%
Don't know	324	696	1,020	13%
Average point score	3.53	3.47	3.49	

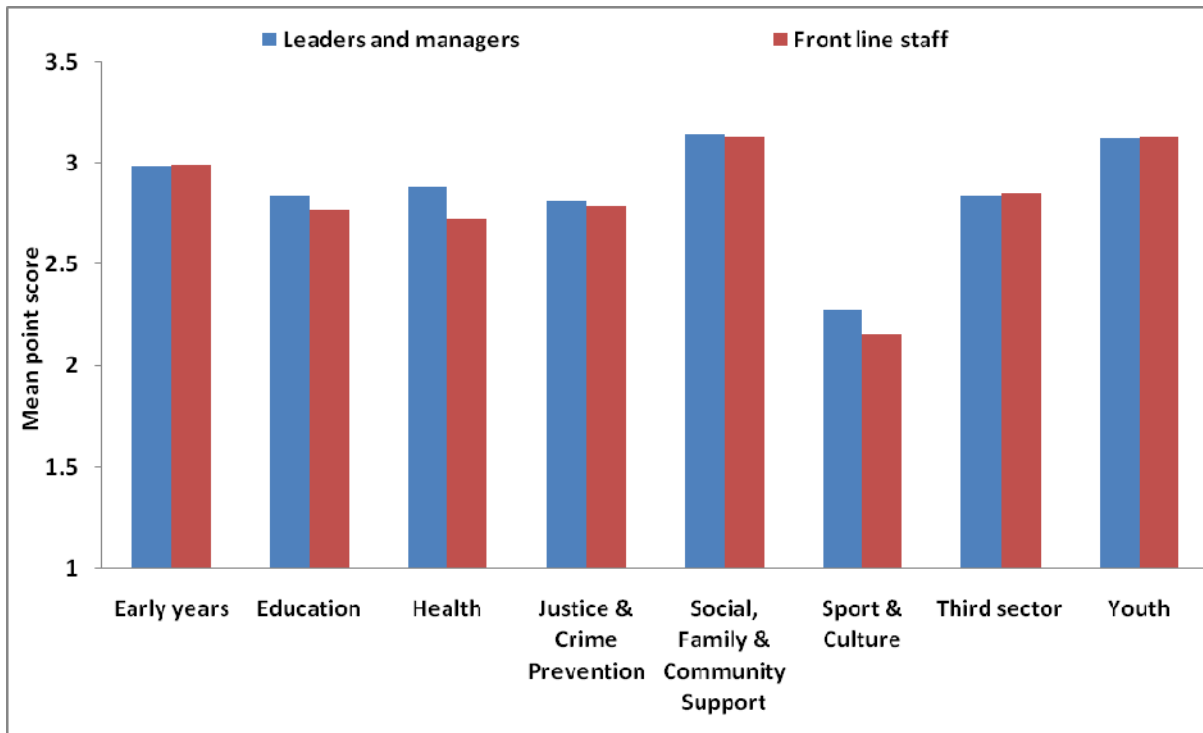
37. Is the CAF promoted through processes such as induction, job descriptions and performance management?

Point score	Descriptor
Fragmented (1)	The CAF is rarely promoted through these processes
Midpoint (3)	We regularly promote the CAF through these processes
Integrated & high quality (5)	We systematically and explicitly promote the CAF within these processes

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
31 (21%)	25 (17%)	34 (23%)	30 (20%)	21 (14%)	9 (6%)	60 (40%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	359	580	939	12%
2	586	713	1,299	16%
3 - midpoint	855	1,028	1,883	24%
4	451	519	970	12%
5 - integrated and high quality	323	480	803	10%
Not applicable	130	253	383	5%
Don't know	525	1,137	1,662	21%
Average point score	2.92	2.88	2.90	

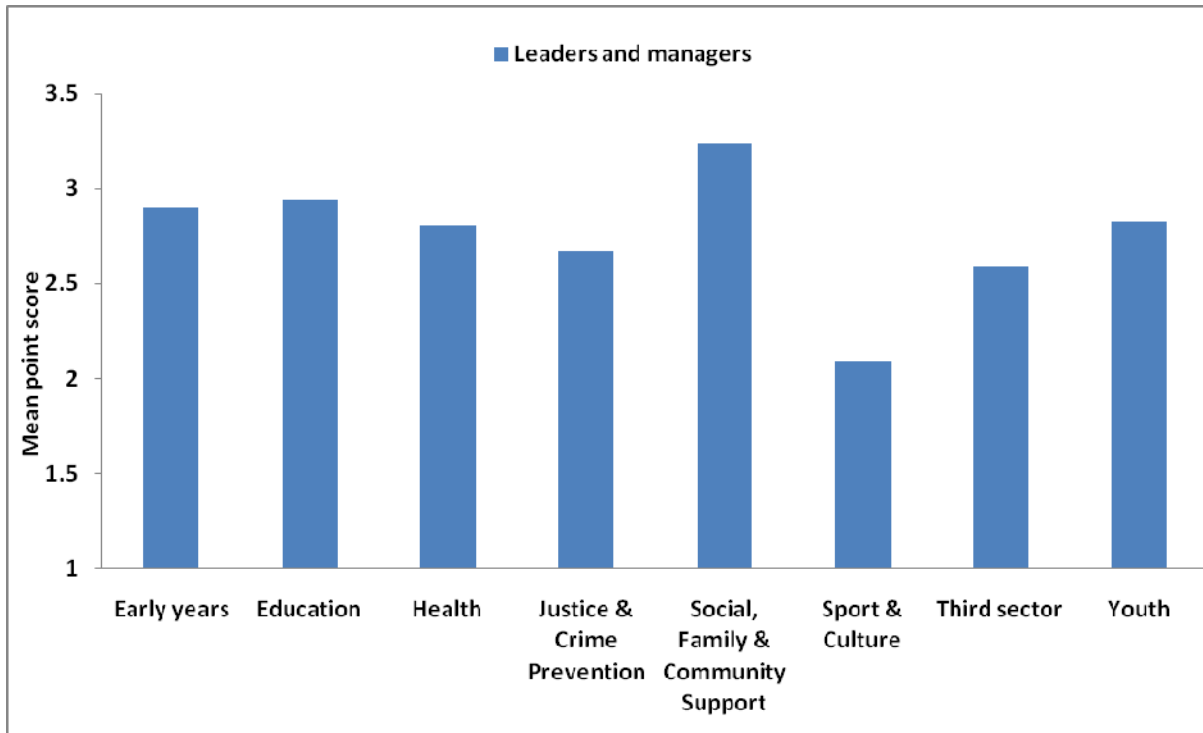
38. Do you regularly review and improve your approach to the CAF process?

Point score	Descriptor
Fragmented (1)	We don't regularly review and evaluate this
Midpoint (3)	We have carried out reviews and have built review into our performance management processes. This has resulted in improvements
Integrated & high quality (5)	We systematically and explicitly review and evaluate our approach to the CAF across the children's trust (or the part of it I know about) as part of our performance management arrangements. We have made significant improvements to our approach following evaluation

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
36 (24%)	27 (18%)	25 (17%)	29 (20%)	20 (14%)	11 (7%)	60 (41%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	379	8	387	12%
2	608	16	624	19%
3 - midpoint	854	13	867	26%
4	444	13	457	14%
5 - integrated and high quality	261	3	264	8%
Not applicable	284	11	295	9%
Don't know	376	8	384	12%
Average point score	2.84	2.75	2.84	

Team around the child (TAC)

More than half of the Children's Trusts did not score an average of 3 points on 6 out of 10 questions. Mean scores were lowest for questions 40, 47 and 48 where four fifths of the Children's Trusts scored less than 3 with half scoring less than 2.7 on the latter two. For questions 45 and 46 around two thirds averaged at less than the midpoint.

The average scores for front line staff are mostly higher than those of leaders and managers with the exception of question 40.

Almost a quarter of the respondent to questions 44 to 47 answered "don't know".

The sector wise trend was similar to other sections, with social, family and community support having the highest average score and sport and culture having the lowest. Almost all sectors had a less than 3 points average on all questions from 45 to 48.

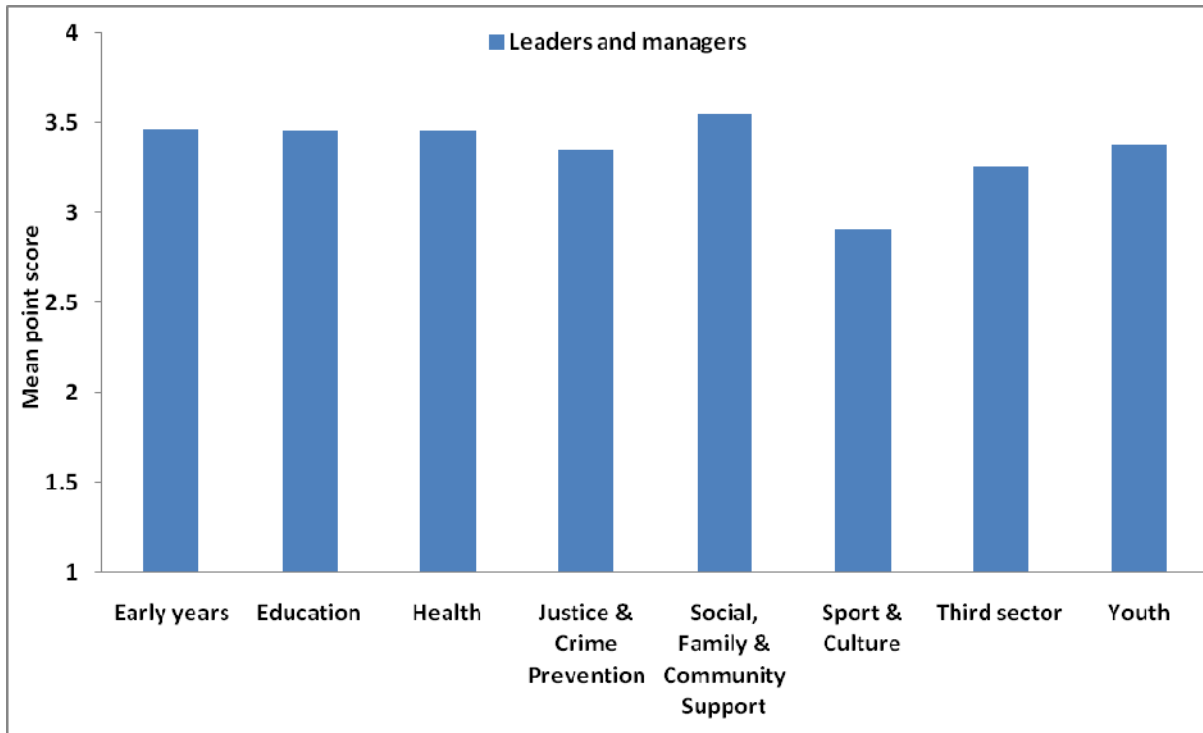
39. Have you defined how the team around the child approach to multi agency service provision can enhance services for children and young people in your local area?

Point score	Descriptor
Fragmented (1)	We haven't yet thought through how the team around the child approach can enhance services for children and young people.
Midpoint (3)	The importance of the team around the child approach has been recognised across the trust and we are using this model of working
Integrated & high quality (5)	It is clearly and widely understood across the trust and all partners how the team around the child approach to multi agency service provision can enhance services for children and young people. This is a central element of plans that are driving our approach

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
1 (1%)	7 (5%)	12 (8%)	23 (16%)	50 (34%)	55 (37%)	128 (86%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	108	5	113	3%
2	404	6	410	13%
3 - midpoint	1,088	27	1,115	34%
4	689	16	705	22%
5 - integrated and high quality	519	12	531	16%
Not applicable	110	2	112	3%
Don't know	271	4	275	8%
Average point score	3.39	3.36	3.39	

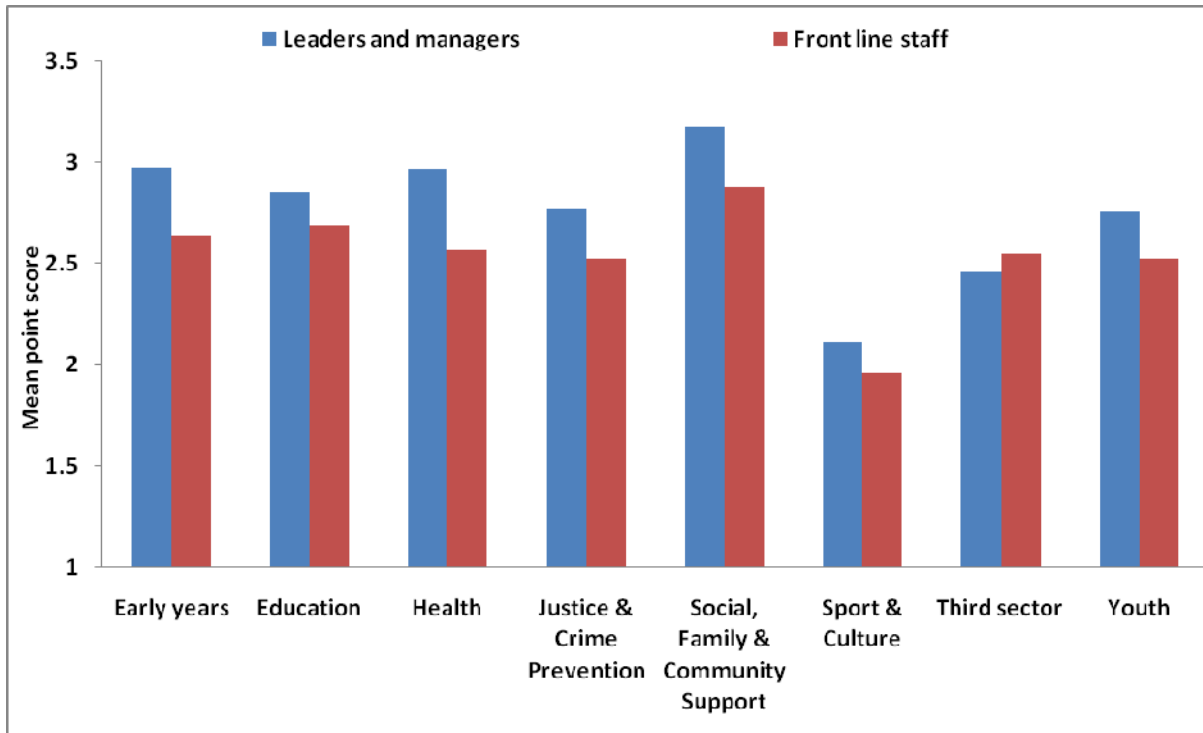
40. Do you feel you have had the opportunity to influence the approach to multi agency service provision using the team around the child approach and to feedback on how it is working?

Point score	Descriptor
Fragmented (1)	I haven't been asked for my views or thinking about how we might develop the team around the child approach – or I have had just had “token” involvement
Midpoint (3)	I am asked to contribute my views about the team around the child approach and am consulted on changes and developments
Integrated & high quality (5)	I am involved early and systematically in our approach and as part of changes and developments. We have developed the team around the child approach together

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
43 (29%)	52 (35%)	24 (16%)	22 (15%)	7 (5%)	2 (1%)	31 (21%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	501	980	1,481	19%
2	613	791	1,404	18%
3 - midpoint	856	1,124	1,980	25%
4	451	495	946	12%
5 - integrated and high quality	332	362	694	9%
Not applicable	303	549	852	11%
Don't know	162	404	566	7%
Average point score	2.82	2.59	2.69	

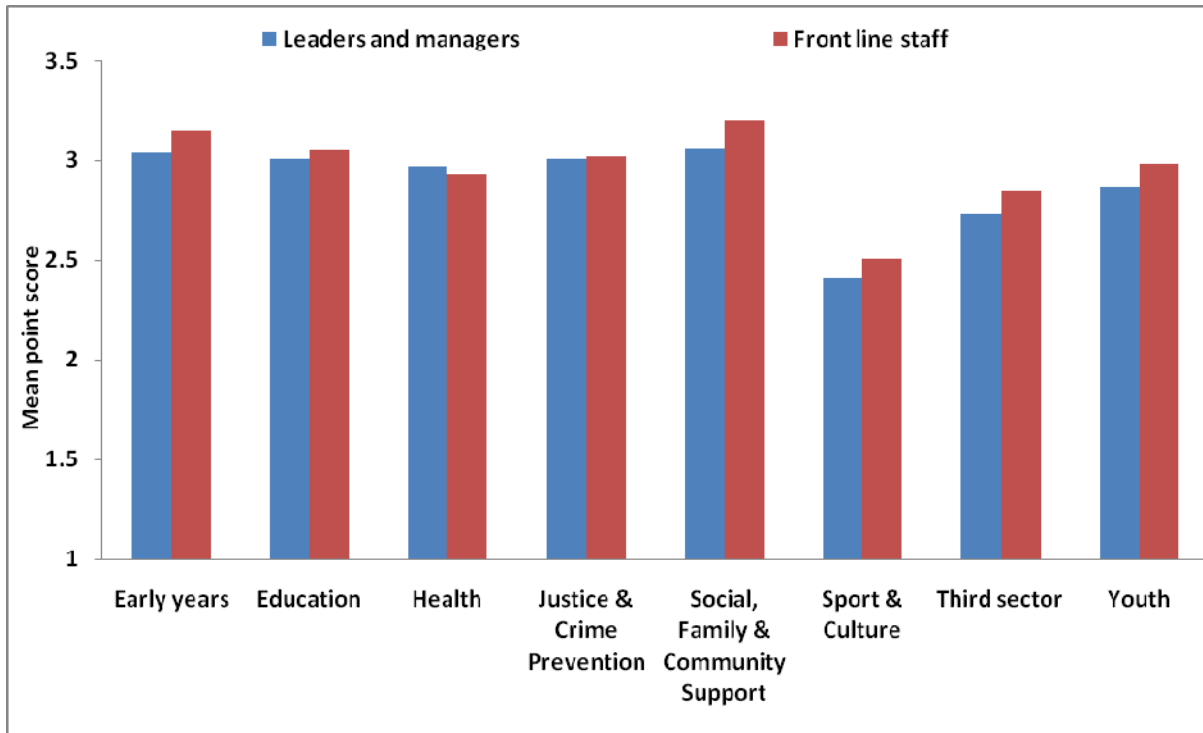
41. Is the team around the child approach to multi agency service provision developed?

Point score	Descriptor
Fragmented (1)	We have not yet developed a team around the child approach and children as part of our multi agency working - and children and young people can receive isolated support from several different agencies
Midpoint (3)	We have developed our team around the child approach and this is being used to deliver tailored multi agency support packages
Integrated & high quality (5)	We have a well established team around the child approach across the trust that in each case draws in all relevant practitioners to meet a child's needs by working together effectively . Our children and young people are at the centre of developing their multi agency support package that is regularly monitored and reviewed with their involvement

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
15 (10%)	35 (23%)	26 (17%)	32 (21%)	33 (22%)	9 (6%)	74 (49%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	218	349	567	7%
2	608	706	1,314	17%
3 - midpoint	1,131	1,385	2,516	32%
4	449	623	1,072	14%
5 - integrated and high quality	208	413	621	8%
Not applicable	140	305	445	6%
Don't know	425	889	1,314	17%
Average point score	2.93	3.01	2.98	

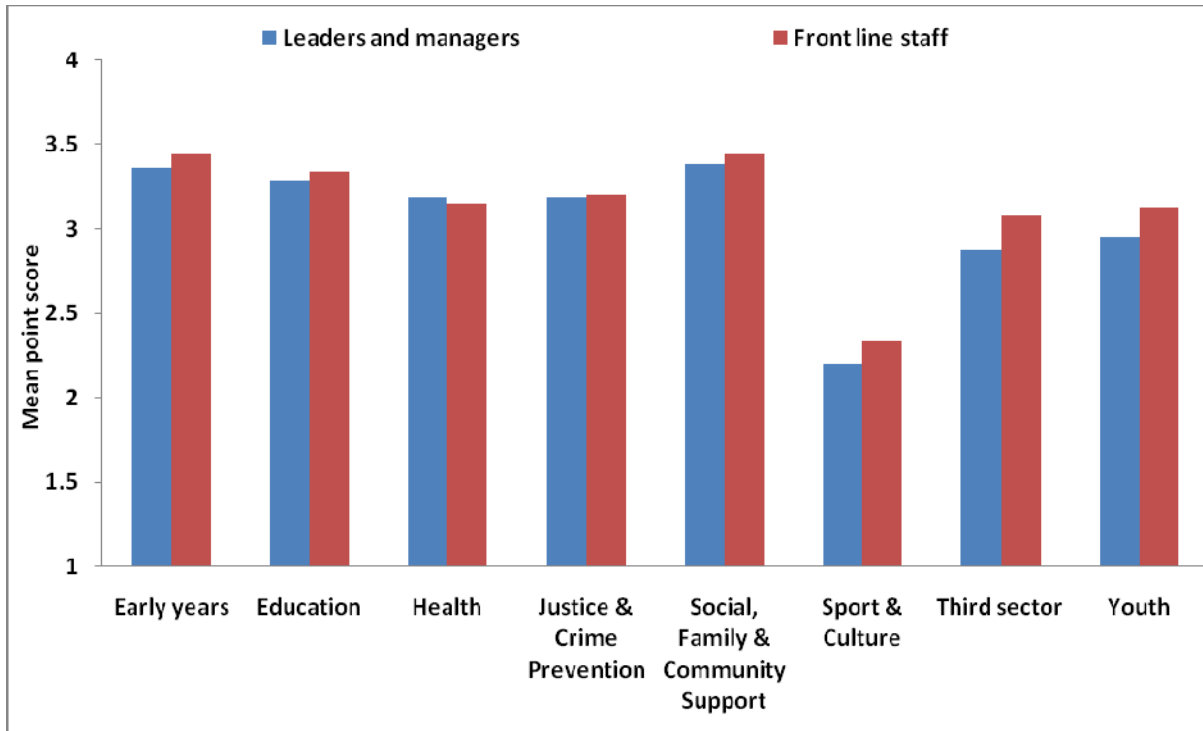
42. Is a team around the child approach being used in your setting?

Point score	Descriptor
Fragmented (1)	We don't currently use the team around the child approach
Midpoint (3)	The team around the child approach is developed and is used in our setting to deliver tailored multi agency support packages
Integrated & high quality (5)	The team around the child approach is fully implemented in our setting and used as standard when appropriate

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
7 (5%)	25 (17%)	21 (14%)	29 (19%)	39 (26%)	29 (19%)	97 (65%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	253	400	653	8%
2	478	564	1,042	13%
3 - midpoint	932	1,282	2,214	28%
4	410	619	1,029	13%
5 - integrated and high quality	438	751	1,189	15%
Not applicable	432	474	906	12%
Don't know	240	583	823	10%
Average point score	3.12	3.21	3.17	

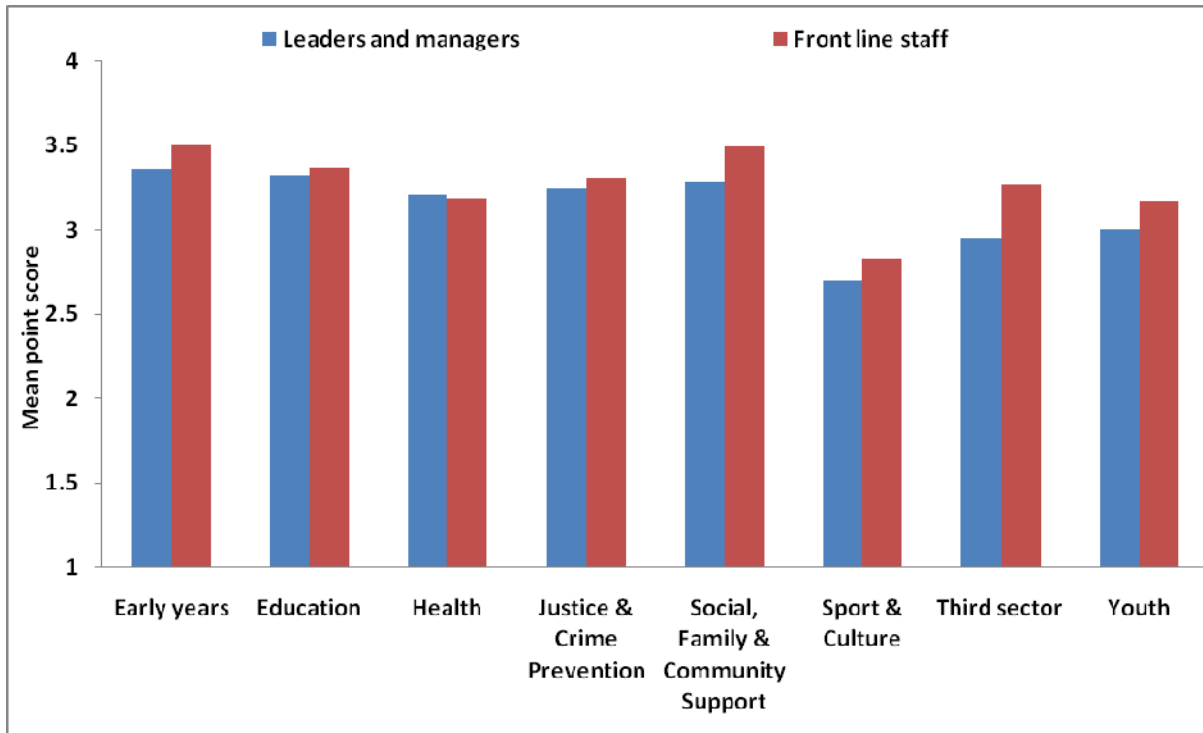
43. Is individual expertise valued and drawn in appropriately for the team around the child approach?

Point score	Descriptor
Fragmented (1)	I don't feel individual expertise is particularly valued or used appropriately
Midpoint (3)	Individual expertise is valued and drawn in appropriately when a team around a child is established
Integrated & high quality (5)	Individual expertise is highly valued and always drawn in appropriately to a team around the child

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
2 (1%)	15 (10%)	14 (9%)	37 (25%)	52 (35%)	30 (20%)	119 (79%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	148	241	389	5%
2	434	496	930	12%
3 - midpoint	1,104	1,345	2,449	31%
4	475	697	1,172	15%
5 - integrated and high quality	350	672	1,022	13%
Not applicable	263	416	679	9%
Don't know	407	801	1,208	15%
Average point score	3.18	3.31	3.25	

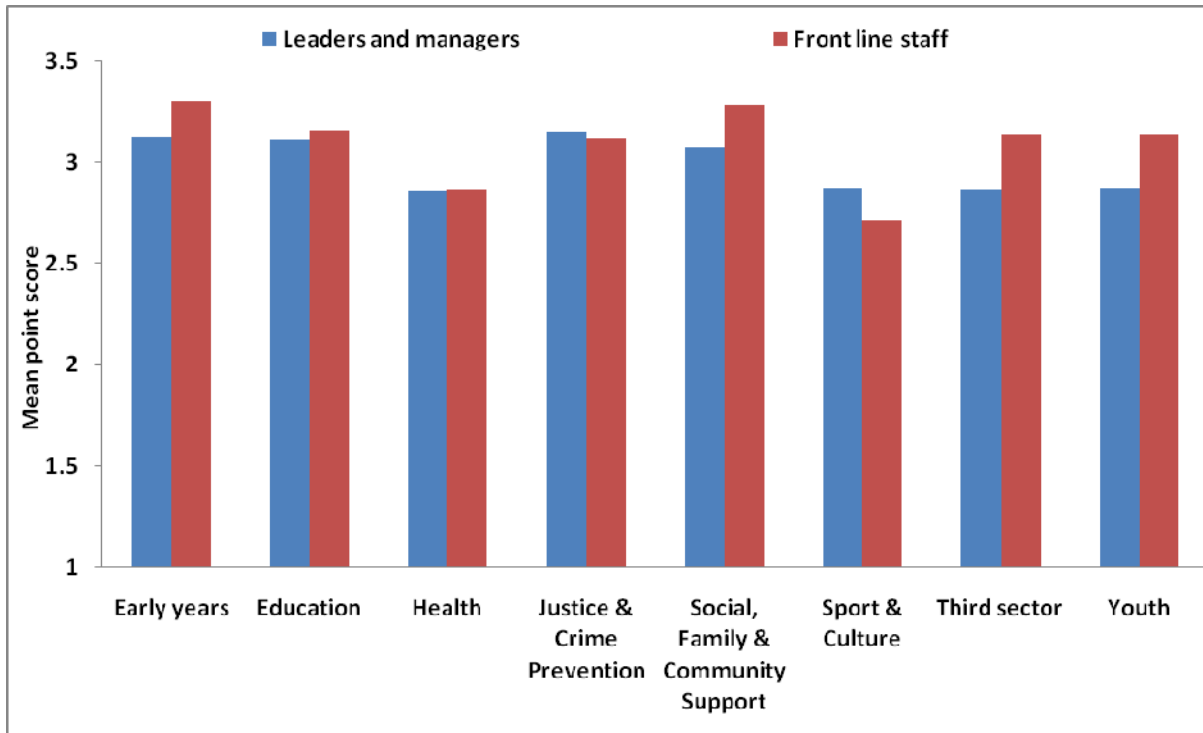
44. Is the team around the child approach helping to deliver better outcomes for children and young people?

Point score	Descriptor
Fragmented (1)	We do not yet have evidence that the team around the child approach is having an impact on outcomes for children and young people and their families. This is not something we monitor
Midpoint (3)	We have evidence that the team around the child is having a positive impact on outcomes for children and young people. We have set up systems to capture and monitor this information
Integrated & high quality (5)	We can clearly evidence that the team around the child is having a highly positive impact on outcomes for children and young people. We systematically monitor and evaluate the benefits

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
10 (7%)	32 (21%)	21 (14%)	30 (20%)	42 (28%)	15 (10%)	87 (58%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	210	316	526	7%
2	545	586	1,131	14%
3 - midpoint	896	1,068	1,964	25%
4	428	656	1,084	14%
5 - integrated and high quality	275	479	754	10%
Not applicable	134	285	419	5%
Don't know	701	1,282	1,983	25%
Average point score	3.01	3.13	3.07	

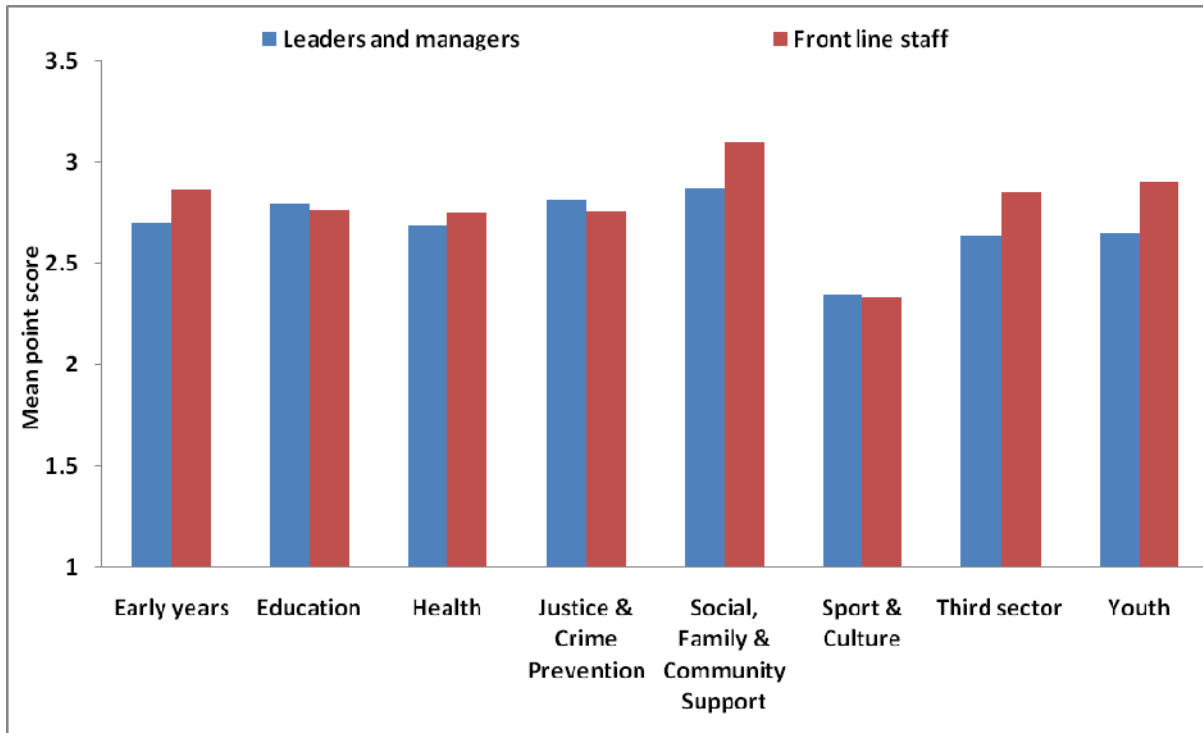
45. Are guidance, procedures and policies for the team around the child approach easy for all staff to get hold of?

Point score	Descriptor
Fragmented (1)	There are many people across the children's workforce who would find it difficult to find information about the team around the child approach
Midpoint (3)	Our guidance, policies and procedures have been widely communicated, and are available in a range of formats and media
Integrated & high quality (5)	All of our guidance, policies and procedures to support the team around the child have been widely and effectively communicated and are available in an extensive range of formats and media.

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
49 (33%)	28 (19%)	25 (17%)	28 (19%)	14 (9%)	6 (4%)	48 (32%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	366	551	917	12%
2	722	773	1,495	19%
3 - midpoint	846	1,075	1,921	24%
4	339	516	855	11%
5 - integrated and high quality	210	403	613	8%
Not applicable	122	273	395	5%
Don't know	586	1,087	1,673	21%
Average point score	2.72	2.83	2.78	

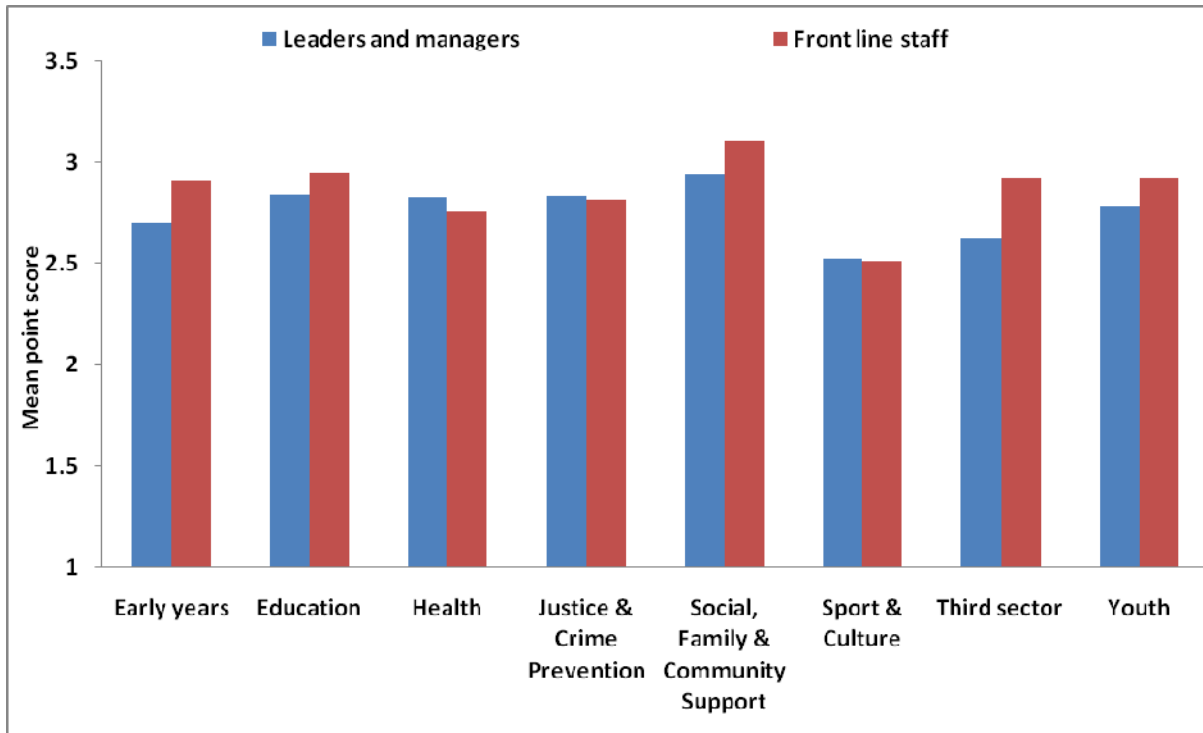
46. Is multi-agency training on the team around the child approach available to all relevant staff?

Point score	Descriptor
Fragmented (1)	Training on the team around the child approach is available periodically but not generally on a multi agency basis
Midpoint (3)	We have developed multi agency training on the team around the child approach and this is being implemented. This training has covered most relevant staff/agencies. Training is now being refined based on feedback of early participants
Integrated & high quality (5)	The vast majority of relevant staff across all agencies have been trained and is confident about using the team around the child approach. Training is continuously developed in response to feedback from users

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
38 (25%)	35 (23%)	21 (14%)	20 (13%)	25 (17%)	11 (7%)	56 (37%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	374	558	932	12%
2	645	635	1,280	16%
3 - midpoint	747	918	1,665	21%
4	388	523	911	12%
5 - integrated and high quality	252	458	710	9%
Not applicable	124	247	371	5%
Don't know	671	1,343	2,014	26%
Average point score	2.79	2.90	2.85	

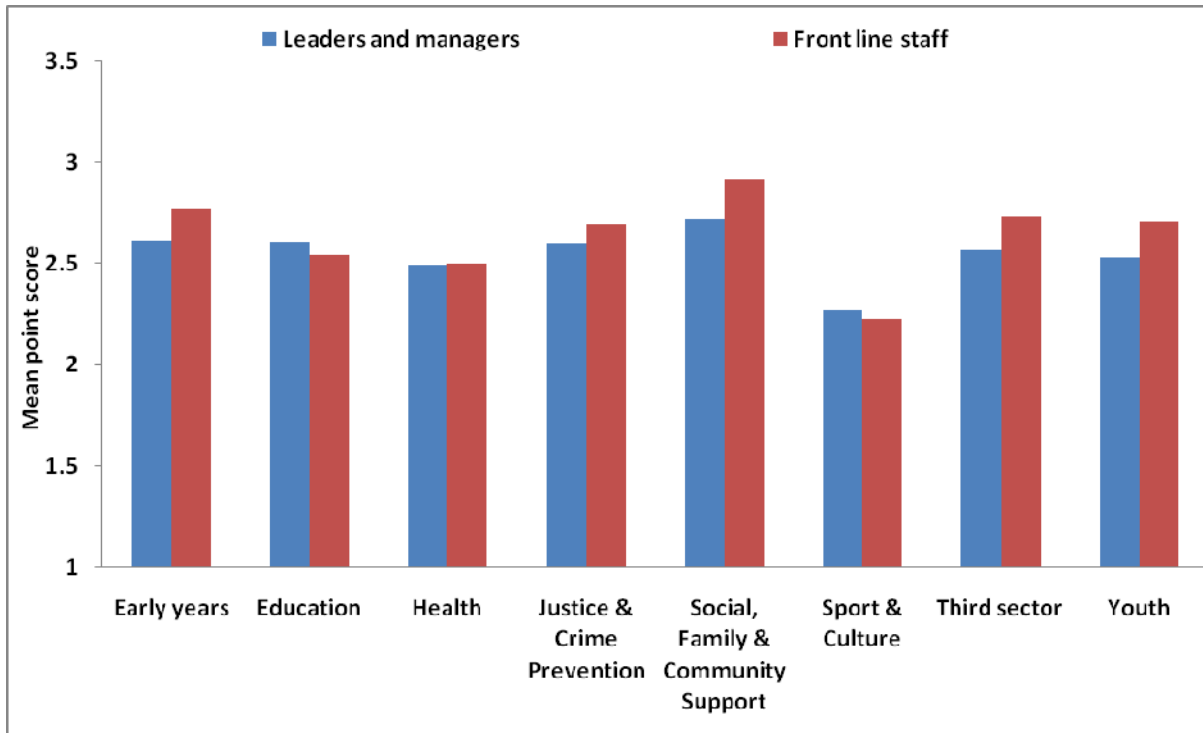
47. Is the team around the child approach promoted through processes such as induction, job descriptions and performance management?

Point score	Descriptor
Fragmented (1)	The team around the child approach is rarely promoted through these processes
Midpoint (3)	We are promoting the team around the child approach through these processes
Integrated & high quality (5)	All of these processes explicitly and systematically promote the team around the child

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
68 (45%)	31 (21%)	27 (18%)	14 (9%)	10 (7%)	0 (0%)	24 (16%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	437	646	1,083	14%
2	720	689	1,409	18%
3 - midpoint	783	952	1,735	22%
4	263	444	707	9%
5 - integrated and high quality	164	274	438	6%
Not applicable	158	297	455	6%
Don't know	675	1,378	2,053	26%
Average point score	2.58	2.67	2.63	

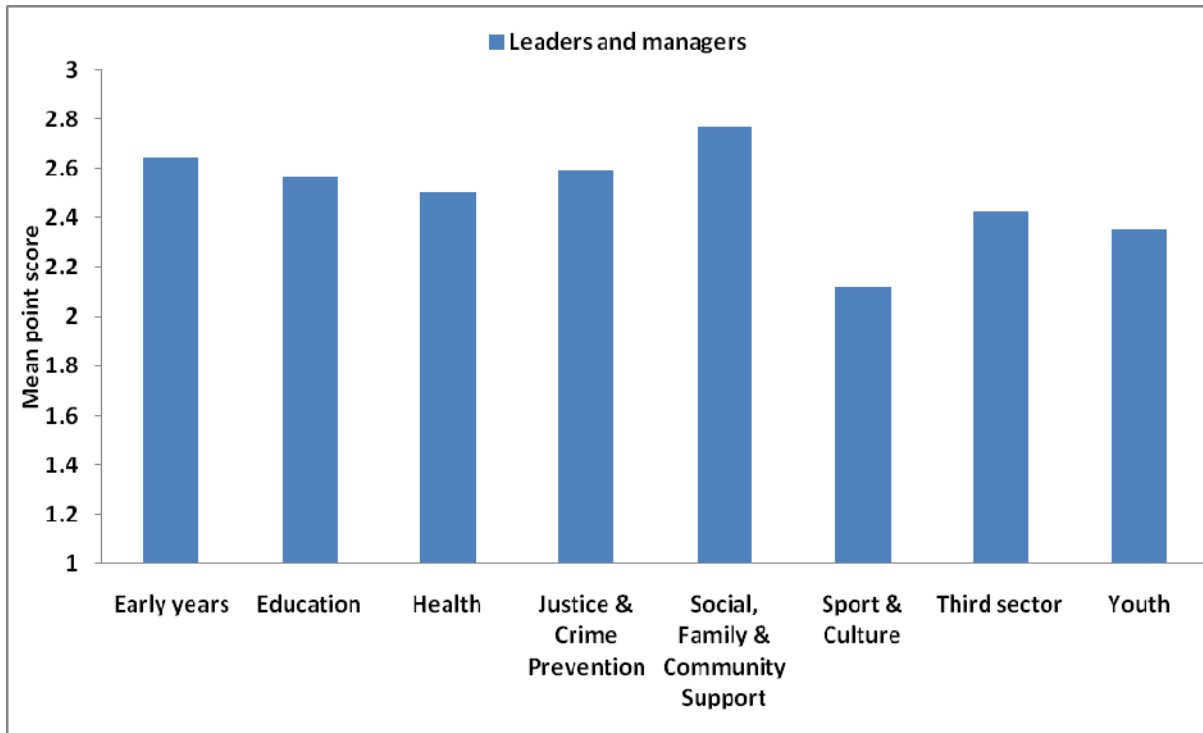
48. Do you regularly review and improve your approach to the team around the child?

Point score	Descriptor
Fragmented (1)	We don't regularly review and evaluate this
Midpoint (3)	We have carried out reviews and have built review into our performance management processes. This has resulted in improvements
Integrated & high quality (5)	We systematically and explicitly review and evaluate our approach to the team around the child across the children's trust (or the part of it I know about) as part of our performance management arrangements. We have made significant improvements to our approach following evaluation

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
70 (47%)	39 (26%)	14 (9%)	14 (9%)	9 (6%)	2 (1%)	25 (17%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	469	10	479	15%
2	729	16	745	23%
3 - midpoint	746	12	758	23%
4	264	6	270	8%
5 - integrated and high quality	152	3	155	5%
Not applicable	323	6	329	10%
Don't know	493	18	511	16%
Average point score	2.53	2.49	2.53	

Lead professional

As compared to all other sections, this section had the lowest proportions of Children's Trusts scoring 3 point average or more. Except for question 49, all other questions saw a majority of the Children's Trusts have an average of less than 3. In fact on questions 50, 51 and 58, 59 less than a tenth of the Children's Trusts had an average score of 3 or more, more than half averaged at under 2.5.

Except the ownership question (50), where the leaders scored a higher average than the frontline staff, there was hardly much difference between their average scores. For questions 54 to 57, the proportion of respondents answering "don't know" was as high as 30 per cent.

Sector wise analysis showed that the range of average scores for all sectors was almost always less than 3 and hovered around 2.5. Social, family and community support still scored the highest averages consistently across the questions and sports and culture scored the lowest, with a low of 1.8 for question 50.

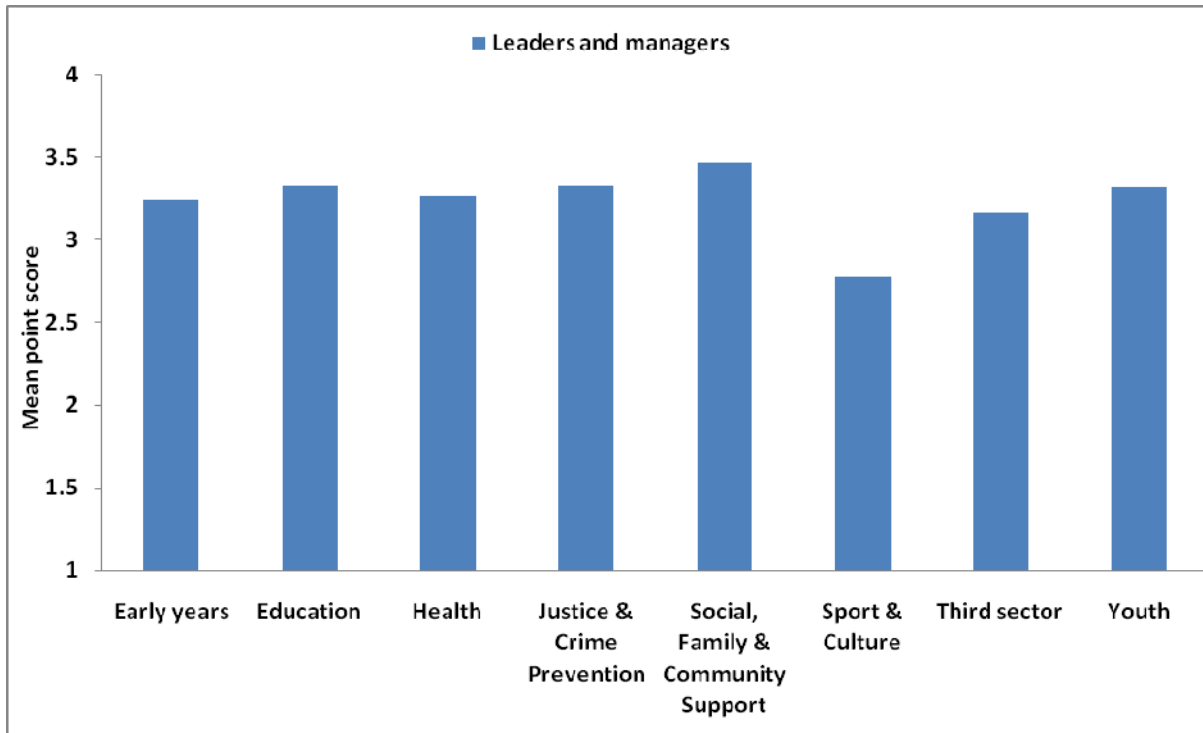
49. Have you defined how the lead professional model of working can enhance services for children and young people in your local area?

Point score	Descriptor
Fragmented (1)	We haven't yet thought through how the lead professional model of working can enhance services for children and young people and the services they access can be uncoordinated across agencies resulting in multiple assessments and duplicate interventions
Midpoint (3)	The importance of the lead professional model of working has been recognised and this is incorporated in our plans and is starting to drive what we do
Integrated & high quality (5)	It is clearly and widely understood across the trust and all partners how the lead professional model of working is central to enhancing services for children and young people and this forms the basis of the plans that are driving what we do

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
7 (5%)	12 (8%)	13 (9%)	23 (16%)	47 (32%)	46 (31%)	116 (78%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	149	3	152	5%
2	405	10	415	13%
3 - midpoint	1,152	28	1,180	36%
4	584	15	599	18%
5 - integrated and high quality	444	8	452	14%
Not applicable	130	4	134	4%
Don't know	321	4	325	10%
Average point score	3.28	3.23	3.28	

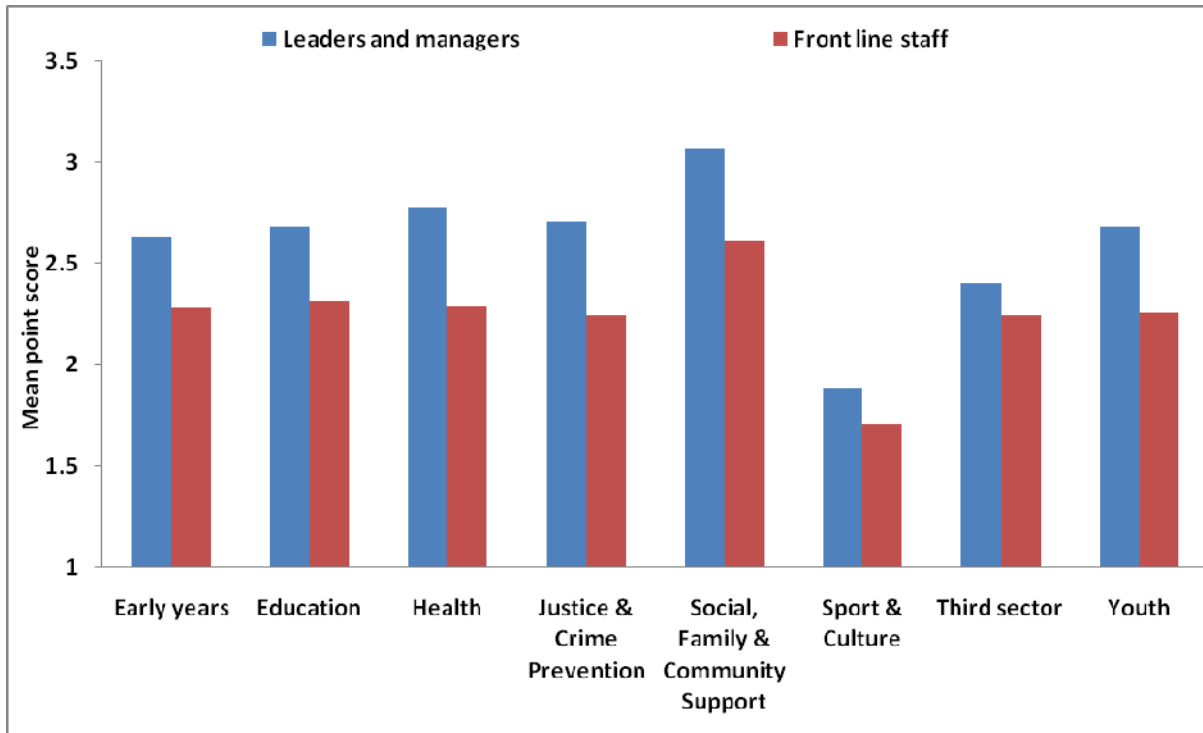
50. Do you feel you have had the opportunity to influence the development of the lead professional model of working, and to feedback on how it is working?

Point score	Descriptor
Fragmented (1)	I haven't been asked for my views or thinking about how we might develop the lead professional model of working – or I have had just had “token” involvement
Midpoint (3)	I am asked to contribute my views about the lead professional model of working and am consulted on changes and developments
Integrated & high quality (5)	I am involved early and systematically in our approach and as part of changes and developments. We have developed the lead professional model of working together

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
85 (57%)	40 (27%)	13 (9%)	8 (5%)	4 (3%)	0 (0%)	12 (8%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	591	1,274	1,865	24%
2	628	856	1,484	19%
3 - midpoint	846	897	1,743	22%
4	369	363	732	9%
5 - integrated and high quality	274	235	509	6%
Not applicable	324	665	989	13%
Don't know	176	386	562	7%
Average point score	2.67	2.29	2.45	

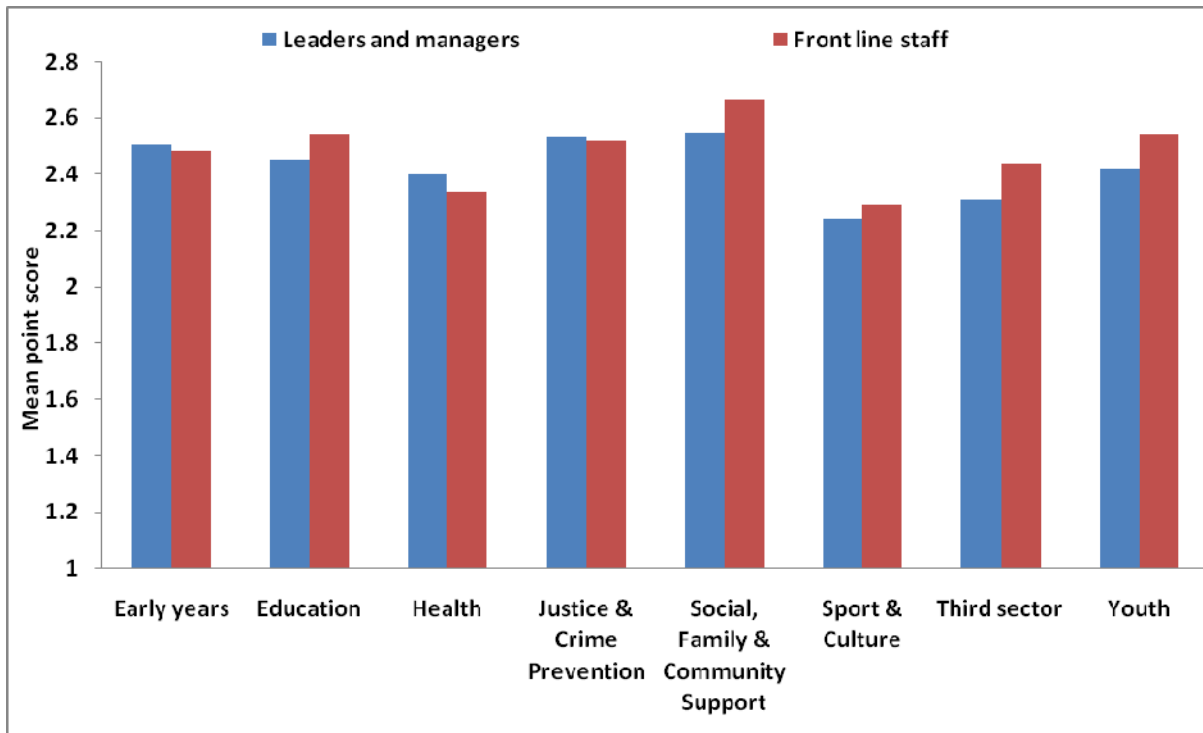
51. Is the lead professional model of working fully developed?

Point score	Descriptor
Fragmented (1)	The lead professional model of working is not yet widely understood and there is some reluctance from practitioners to taking on the functions
Midpoint (3)	Key children's trust partners have signed up to a common definition of the lead professional functions and are submitting a diverse range of practitioners including from the voluntary sector for training. There is a sufficient number of suitably skilled practitioners to meet need and we are working through barriers and objections of some practitioners. Most practitioners are keen to take on the role. There are clear systems and procedures for lead professionals to use if services are not meeting their agreed actions
Integrated & high quality (5)	There is a common understanding of the lead professional functions and children's trusts partners are actively promoting lead professional working to wider agencies. There are large numbers of practitioners across a diverse range of agencies with the right skills to act as lead professionals. Objections and barriers have been overcome. There are clear lines of accountability for lead professionals and they make effective use of systems and procedures where services are not meeting agreed actions

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
83 (55%)	45 (30%)	8 (5%)	12 (8%)	2 (1%)	0 (0%)	14 (9%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	453	721	1,174	15%
2	892	936	1,828	23%
3 - midpoint	852	941	1,793	23%
4	225	369	594	8%
5 - integrated and high quality	91	214	305	4%
Not applicable	131	322	453	6%
Don't know	564	1,183	1,747	22%
Average point score	2.45	2.50	2.48	

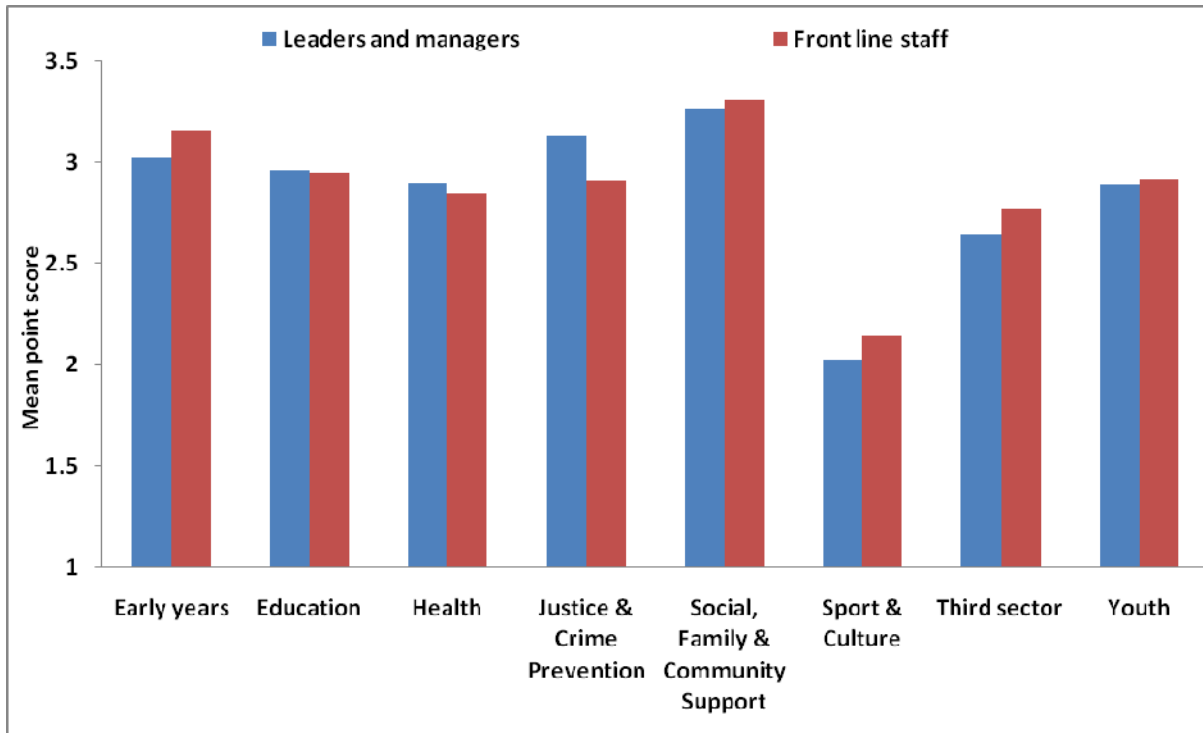
52. Do you use the lead professional model of working in your setting to provide coordinated support packages for children and young people?

Point score	Descriptor
Fragmented (1)	We have not yet started using the lead professional model of working in my setting
Midpoint (3)	Lead professionals in our setting provide coordination of the packages of support for children and young people
Integrated & high quality (5)	Appointment of a lead professional for a child or young person requiring coordinated services across agencies is standard practice across my setting.

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
17 (11%)	40 (27%)	33 (22%)	30 (20%)	23 (15%)	7 (5%)	60 (40%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	292	511	803	10%
2	507	644	1,151	15%
3 - midpoint	957	1,243	2,200	28%
4	325	463	788	10%
5 - integrated and high quality	289	505	794	10%
Not applicable	529	626	1,155	15%
Don't know	279	655	934	12%
Average point score	2.92	2.94	2.93	

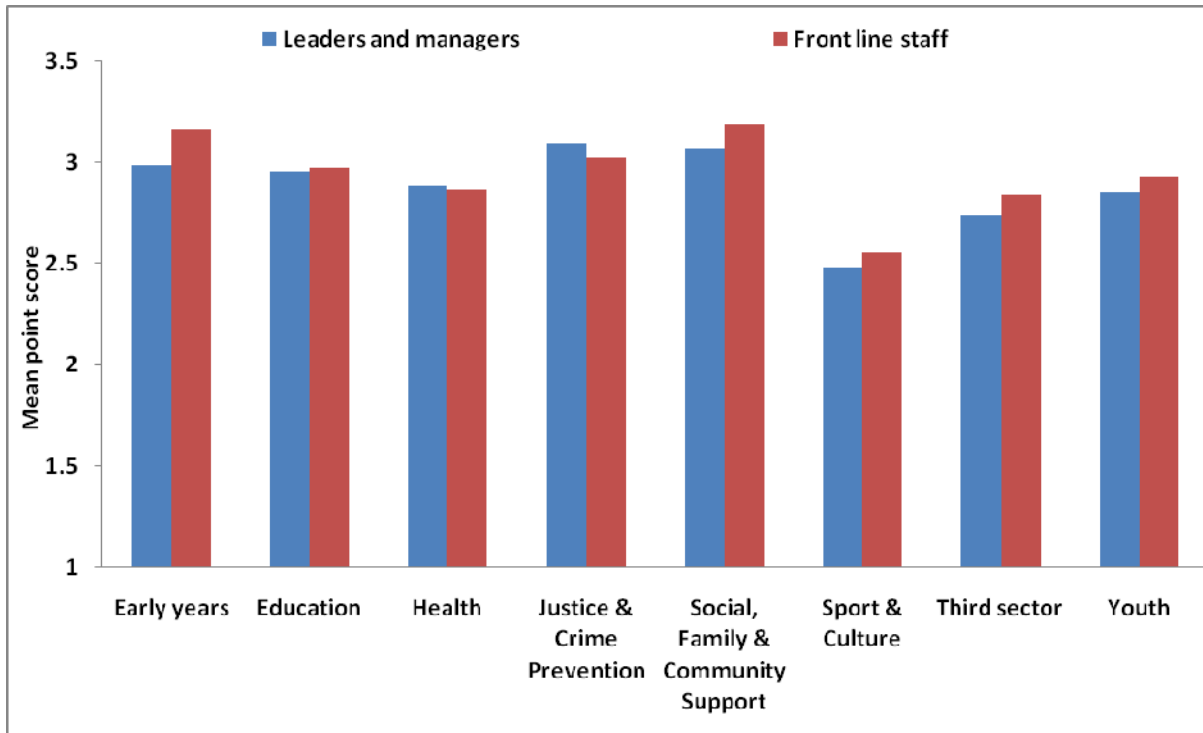
53. Is individual expertise drawn in appropriately for the lead professional model of working?

Point score	Descriptor
Fragmented (1)	I don't feel individual expertise is particularly valued or used appropriately
Midpoint (3)	Individual expertise on the lead professional model of working is valued. In most cases, the most appropriate practitioners are selected to carry out lead professional functions
Integrated & high quality (5)	Individual expertise on the lead professional model of working is highly valued and always drawn in appropriately. The best practitioners for lead professional functions are always appointed

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
12 (8%)	37 (25%)	39 (26%)	34 (23%)	24 (16%)	4 (3%)	62 (41%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	201	333	534	7%
2	537	653	1,190	15%
3 - midpoint	1,064	1,351	2,415	31%
4	351	511	862	11%
5 - integrated and high quality	199	375	574	7%
Not applicable	312	465	777	10%
Don't know	532	966	1,498	19%
Average point score	2.92	2.98	2.96	

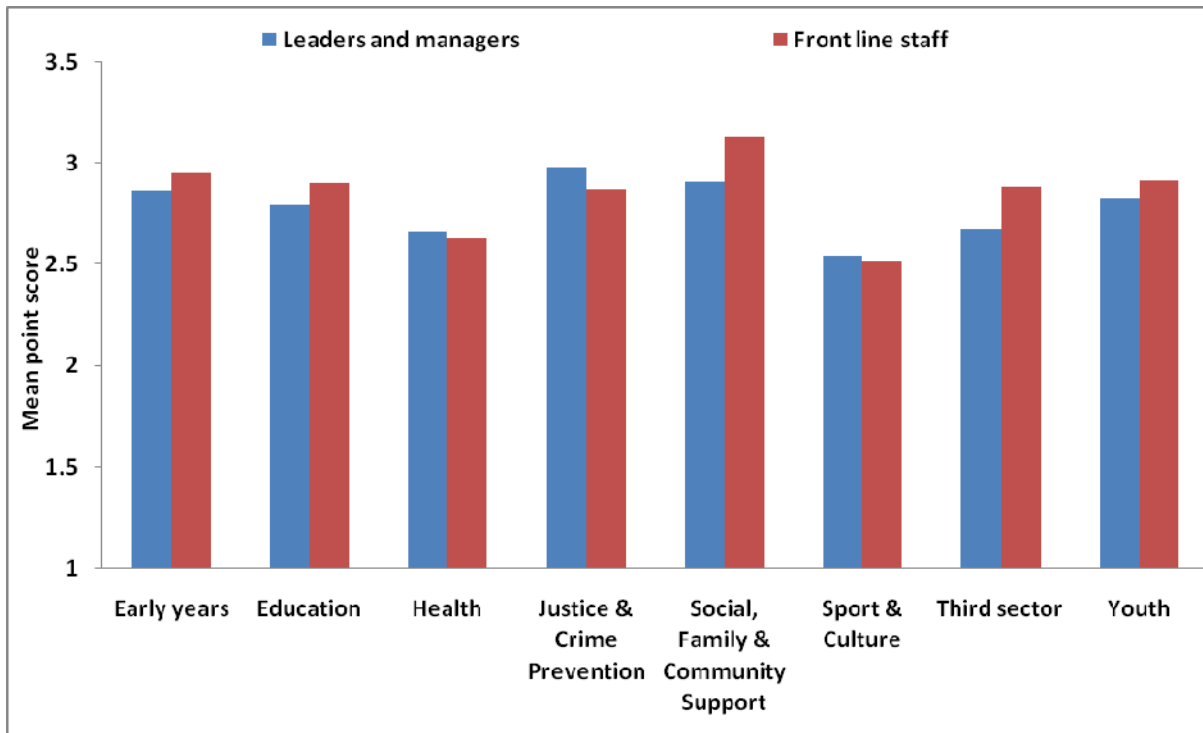
54. Is the lead professional model of working helping to deliver better outcomes for children and young people?

Point score	Descriptor
Fragmented (1)	We do not yet have evidence that the lead professional model of working is having an impact on outcomes for children and young people and their families
Midpoint (3)	We have evidence that the lead professional model of working is having a positive impact on outcomes for children and young people.
Integrated & high quality (5)	We can clearly evidence that the lead professional model of working is having a highly positive impact on outcomes for children and young people. Lead professionals ensure that all interventions have a clear goal and are monitored to ensure they meet these goals

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
32 (21%)	39 (26%)	27 (18%)	27 (18%)	20 (13%)	5 (3%)	52 (35%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	288	443	731	9%
2	542	604	1,146	15%
3 - midpoint	881	974	1,855	24%
4	350	541	891	11%
5 - integrated and high quality	166	313	479	6%
Not applicable	143	322	465	6%
Don't know	811	1,456	2,267	29%
Average point score	2.80	2.89	2.85	

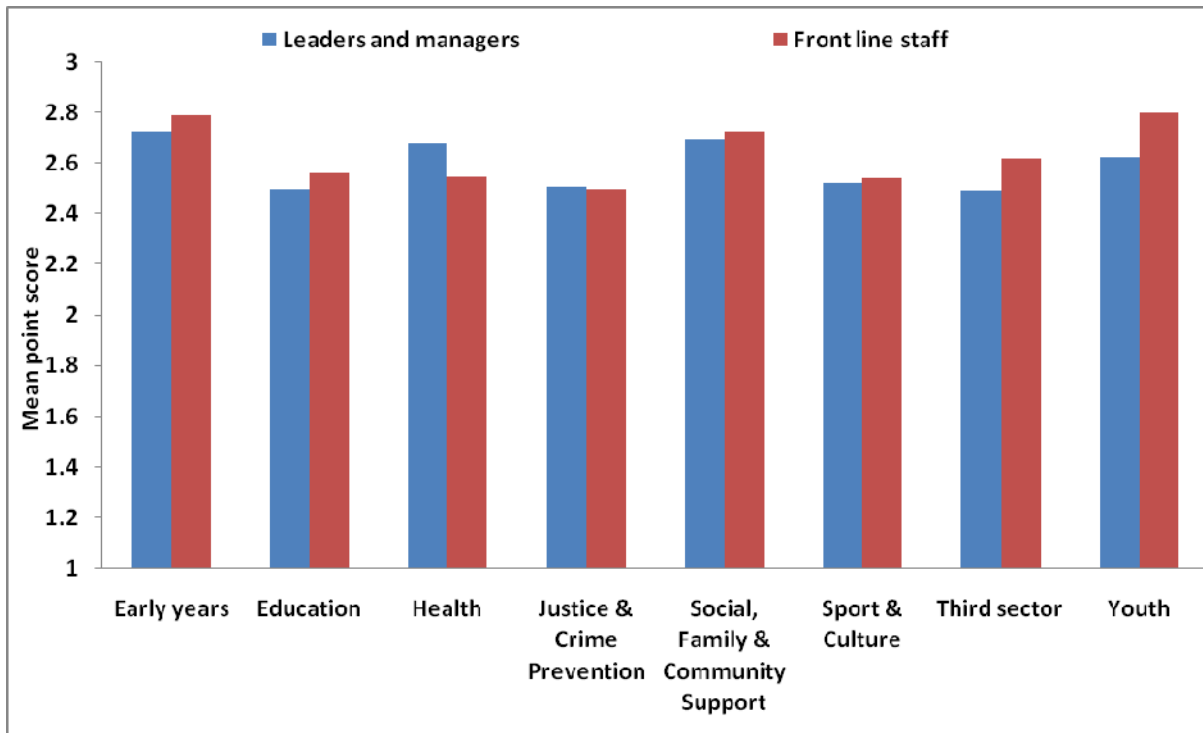
55. Do children, young people and families have a say in choosing their lead professional?

Point score	Descriptor
Fragmented (1)	Currently, children, young people and families rarely have a say in choosing their lead professional or in shaping their support package
Midpoint (3)	Children and young people usually have a say in choosing their lead professional although availability can limit their options. They have a clear say in shaping their support package and they feel empowered by this. Lead professionals are starting to draw the wider family into the support package
Integrated & high quality (5)	The child or young person always knows their lead professional and has a say in their appointment. Where appropriate to age, children and young people agree goals with the lead professional for intervention and where appropriate families are also actively involved in shaping these goals. Lead professionals also help the family access a broad range of services

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
60 (40%)	45 (30%)	20 (13%)	14 (9%)	8 (5%)	3 (2%)	25 (17%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	322	564	886	11%
2	617	693	1,310	17%
3 - midpoint	702	893	1,595	20%
4	209	341	550	7%
5 - integrated and high quality	137	259	396	5%
Not applicable	166	356	522	7%
Don't know	1,026	1,540	2,566	33%
Average point score	2.61	2.65	2.63	

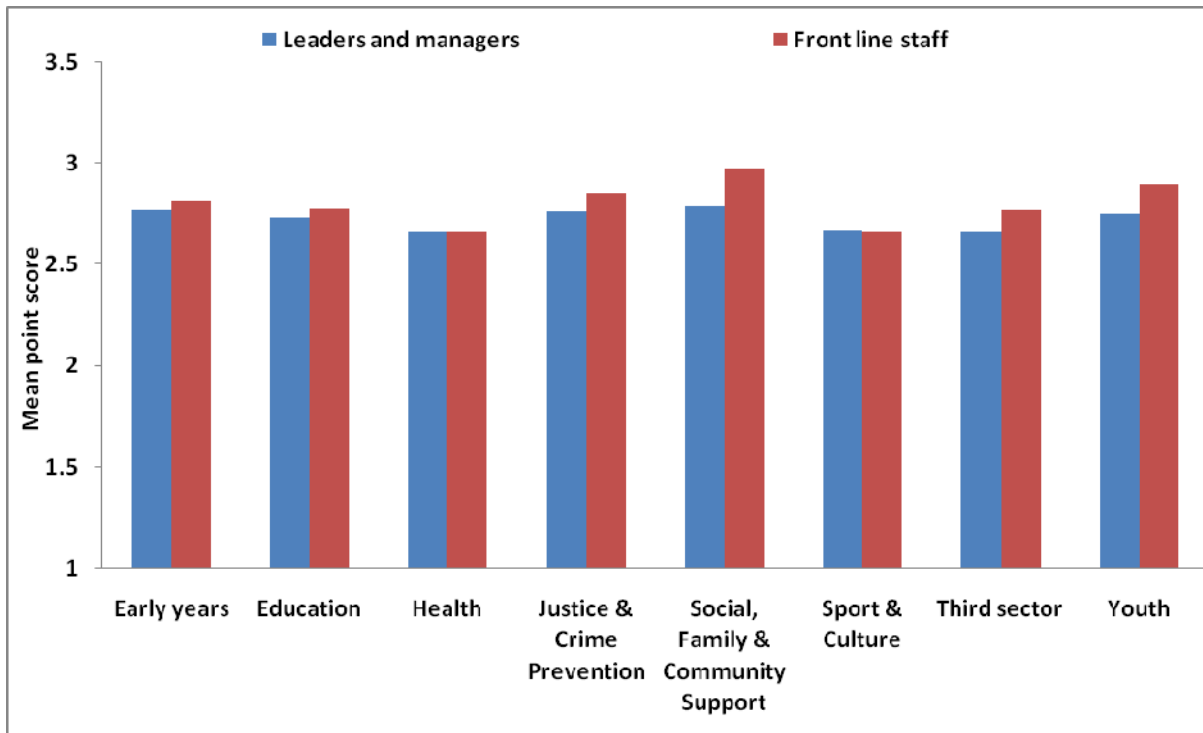
56. Is there good support and supervision for lead professionals including easy access to guidance, policies and procedures?

Point score	Descriptor
Fragmented (1)	There is currently little support, supervision or guidance available
Midpoint (3)	Our guidance, policies and procedures have been widely communicated, and are available in a range of formats and media. There are also a number of clear avenues of support available for practitioners taking on lead professional functions
Integrated & high quality (5)	Our information to support the lead professional role has been designed to be available in an extensive range of formats and media so it is available to everyone. It is well communicated and understood. Support is available in a number of ways, for example, supervision and peer support groups, and this has been refined to ensure all practitioners feel fully supported to be lead professionals

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
33 (22%)	50 (33%)	39 (26%)	17 (11%)	8 (5%)	3 (2%)	28 (19%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	233	371	604	8%
2	683	754	1,437	18%
3 - midpoint	833	1,015	1,848	24%
4	297	434	731	9%
5 - integrated and high quality	134	270	404	5%
Not applicable	143	302	445	6%
Don't know	863	1,506	2,369	30%
Average point score	2.73	2.82	2.78	

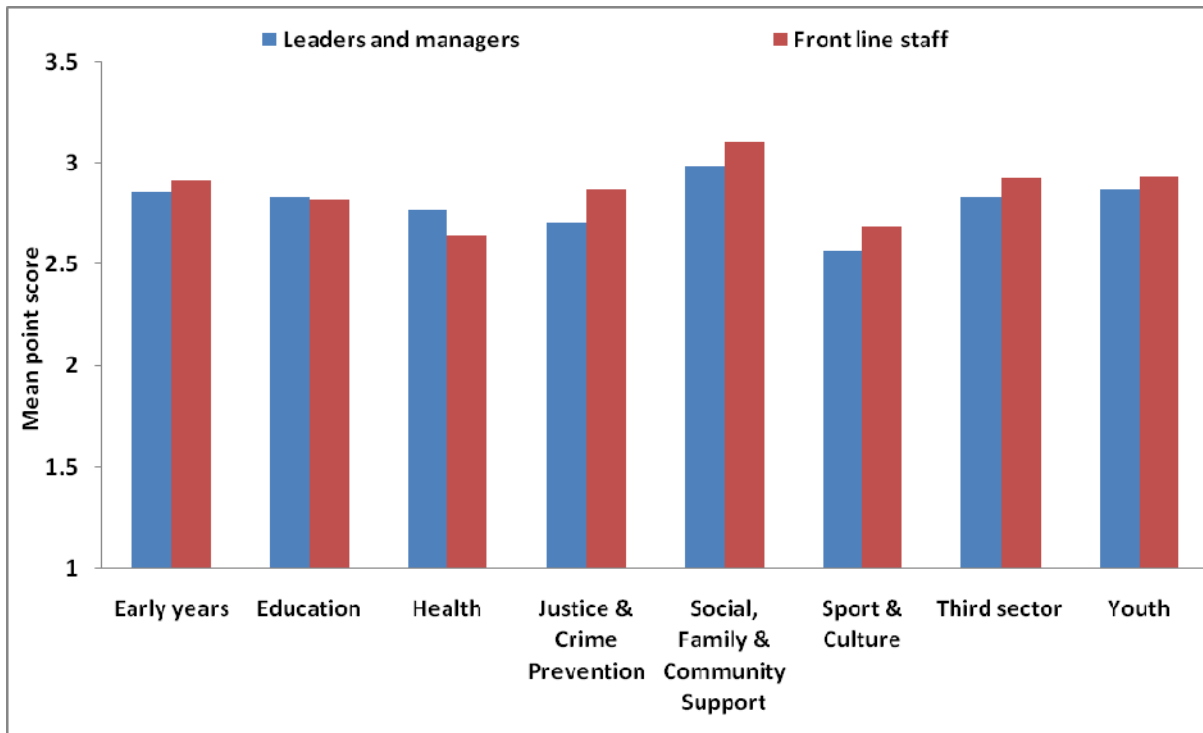
57. Is multi agency training on the lead professional model of working available to all relevant staff?

Point score	Descriptor
Fragmented (1)	So far there have only been a few rounds of training for practitioners in lead professional practices. There are only a few practitioners to work with children and young people using the lead professional model of working
Midpoint (3)	Practitioners and managers in the key agencies have been trained on the lead professional model of working and there is a sufficient number of lead professionals to meet needs
Integrated & high quality (5)	There are large numbers of practitioners trained to act as lead professionals across a diverse range of agencies and organisations. Children's trust partners are refining training and support to ensure all practitioners feel fully supported to be lead professionals

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
29 (19%)	44 (29%)	28 (19%)	20 (13%)	20 (13%)	9 (6%)	49 (33%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	324	501	825	11%
2	610	627	1,237	16%
3 - midpoint	769	914	1,683	21%
4	333	449	782	10%
5 - integrated and high quality	276	420	696	9%
Not applicable	125	278	403	5%
Don't know	754	1,473	2,227	28%
Average point score	2.84	2.88	2.86	

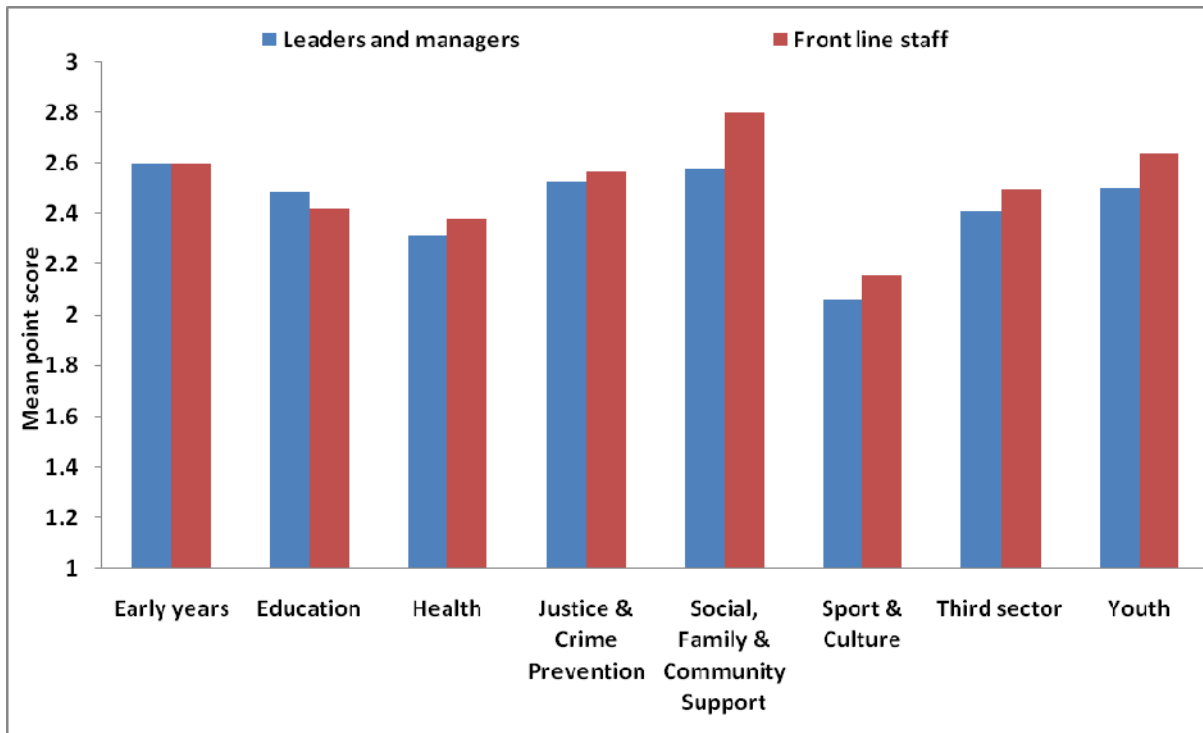
58. Is the lead professional model of working promoted through processes such as induction, job descriptions and performance management?

Point score	Descriptor
Fragmented (1)	The lead professional model of working is rarely promoted through these processes
Midpoint (3)	We are promoting the lead professional model of working through all of these processes. Children's trust partners monitor which practitioners are serving as lead professionals
Integrated & high quality (5)	All of these processes explicitly and systematically promote the lead professional model of working. Children's trust partners monitor the progress and number of lead professional being used

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
77 (51%)	44 (29%)	18 (12%)	6 (4%)	5 (3%)	0 (0%)	11 (7%)	0 (0%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	457	629	1,086	14%
2	711	689	1,400	18%
3 - midpoint	701	865	1,566	20%
4	211	302	513	7%
5 - integrated and high quality	120	210	330	4%
Not applicable	160	314	474	6%
Don't know	828	1,647	2,475	32%
Average point score	2.47	2.55	2.51	

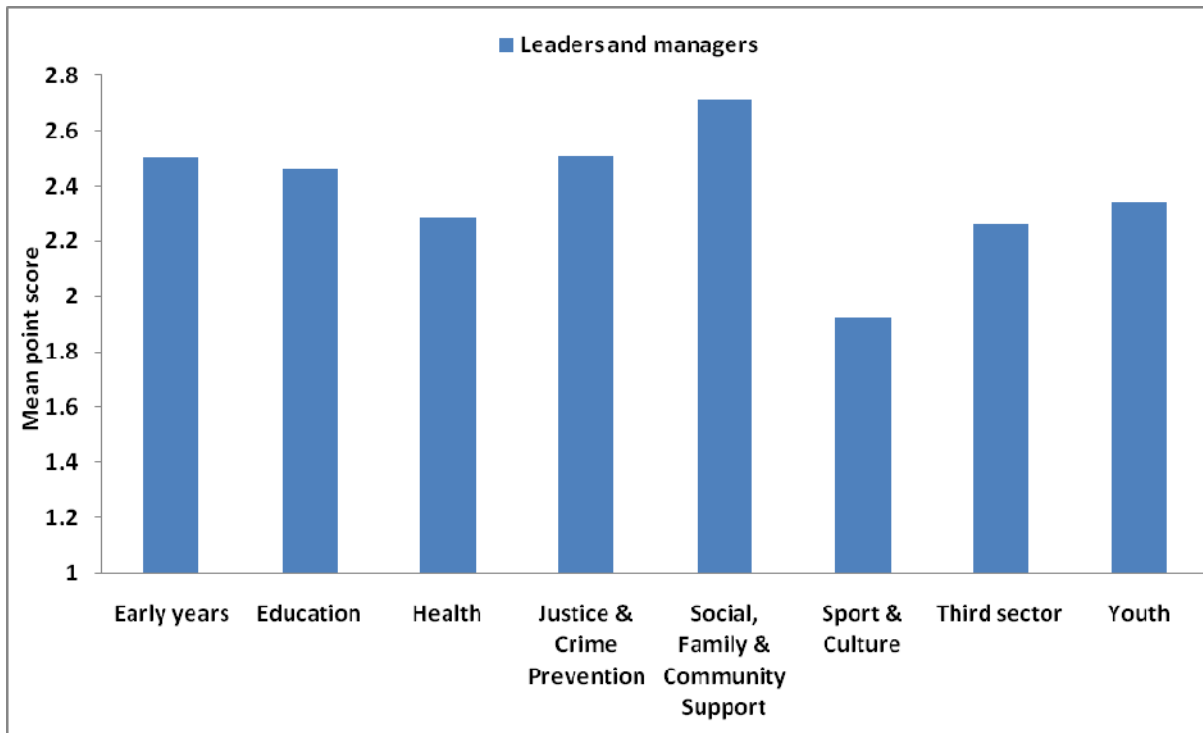
59. Do you regularly review and improve your approach to the lead professional model of working?

Point score	Descriptor
Fragmented (1)	We don't regularly review and evaluate this
Midpoint (3)	We have carried out reviews and have built review into our performance management processes. This has resulted in improvements to support packages
Integrated & high quality (5)	We systematically and explicitly review and evaluate our approach to the lead professional model of working across the children's trust (or the part of it I know about) as part of our performance management arrangements. We have made significant improvements where support is not well coordinated or sufficient

Distribution of average scores across Children's Trusts

Number of Children's Trusts (percentage in brackets) with mean scores							
Below 2.5	2.5 and up to 2.8	2.8 and up to 3.0	3.0 and up to 3.2	3.2 and up to 3.5	3.5 and above	Total above midpoint	Missing responses
85 (57%)	36 (24%)	16 (11%)	6 (4%)	4 (3%)	1 (1%)	11 (7%)	2 (1%)

Mean point score by sector



Overall distribution of responses

	Leaders and managers	Front line staff	Total	Results as proportion of total
1 - fragmented	490	10	500	15%
2	754	15	769	24%
3 - midpoint	659	14	673	21%
4	227	3	230	7%
5 - integrated and high quality	109	3	112	3%
Not applicable	330	8	338	10%
Don't know	602	17	619	19%
Average point score	2.42	2.42	2.42	

The Children's Workforce Development Council leads change so that the thousands of people working with children and young people across England are able to do the best job they possibly can.

We want England's children and young people's workforce to be respected by peers and valued for the positive difference it makes to children, young people and their families.

We advise and work in partnership with lots of different organisations and people who all want the lives of all children and young people to be healthy, happy and fulfilling.

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