

3SC Employment Stakeholder Survey

August 2018 Report

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1. Introduction

1.1 Summary

In the middle of June 2018, 3SC launched the second Employment Stakeholder Survey. The survey was sent to all 38 Delivery Organisations (DOs) who are currently contracted by 3SC to deliver across 9 employment programmes or are undergoing due diligence to be able to deliver one in the near future. The survey was formed of 10 questions across a range of subjects. The aim of the survey was to ascertain how well 3SC are meeting the needs of the DOs in our supply chains.

1.2 The Survey

The survey was made up of 10 questions, three of which provided a number of statements that asked DOs to provide a response from Strongly Agree to Strongly Disagree. Where statements required a response of Strongly Agree, Agree, Neutral, Disagree or Strongly Disagree they were worded so that responses of Strongly Agree/Agree were positive responses to the statements and Disagree/Strongly Disagree were negative responses to the statements.

If DOs provided a negative response of Disagree or Strongly Disagree to any of the statements they were asked to let us know why.

1.3 Responses

Of the 38 DOs currently working with 3SC, 22 DOs responded to the survey. This is a response rate of just over 59%.

Of the 22 DOs that responded to the survey, four are delivering two Employment Programmes with 3SC and one is delivering three Employment Programmes. This takes the percentage of responses for the range of programmes being delivered to just over 65%.

This is a significant improvement on the 16% return rate from the 2017 survey.

2. Survey Results

2.1 Summary Results

Overall the responses to how well 3SC is working with DOs were positive. Within the survey, DOs were given a number of statements that required a positive response of Strongly Agree/Agree, a response of Neutral, or a negative response of Disagree/Strongly Disagree.

- 98% of responses about communication with 3SC were positive. 53% of responses Strongly Agreed and 45% Agreed with the statements, with no responses Disagreeing or Strongly Disagreeing
- 90% of responses about 3SCs' approach to contract management were positive with 21% Strongly Agreeing and 69% Agreeing with the statements.
- 79% of responses about working with 3SC were positive. 60% of Delivery Organisations Agreed and 19% Strongly Agreed with the statements.
- 95% of Delivery Organisations who responded to the survey have visited the new 3SC website.

2.2 Results In Detail

Results for each question of the survey can be found below:

2.2.1 Question 1

Question 1 asked DOs to state the type(s) of provision they currently deliver.

Of the 22 DOs that responded to the survey, four are delivering two Employment Programmes and one is delivering three Employment Programmes.

Table 1 below shows the number of responses in relation to each of the programmes being delivered and the number of DOs delivering each of these programmes. The SES programme DOs provided the greatest number of responses but this programme has the highest number of DOs delivering on it so this was to be expected. A number of programmes show a 100% response rate, however, the number of DOs delivering some of the programmes is very low which can skew the percentage return rate.

Table 1: Responses by Employment Programme

Type of Provision	Responses	Number of DOs currently delivering the programme
Access to Work	3	2 (+1 undergoing DD)
Specialist Employability Support	18	25
Work Programme - West Midlands	2	3
Work Programme - Maximus	1	1
Support Programme - Digital Skills (Monmouthshire)	0	0
Support Programme - Lone Parent (Coventry)	1	1
Support Programme - Changing Horizons (Nelson)	1	1
Support Programme - 50 Plus (Newport, Pontypool, Valleys, Chepstow & Caldicott)	2	2
Support Programme - Mental Health Support (Haverfordwest, Pembroke Dock, Milford Haven)	0	2

2.2.2 Question 2

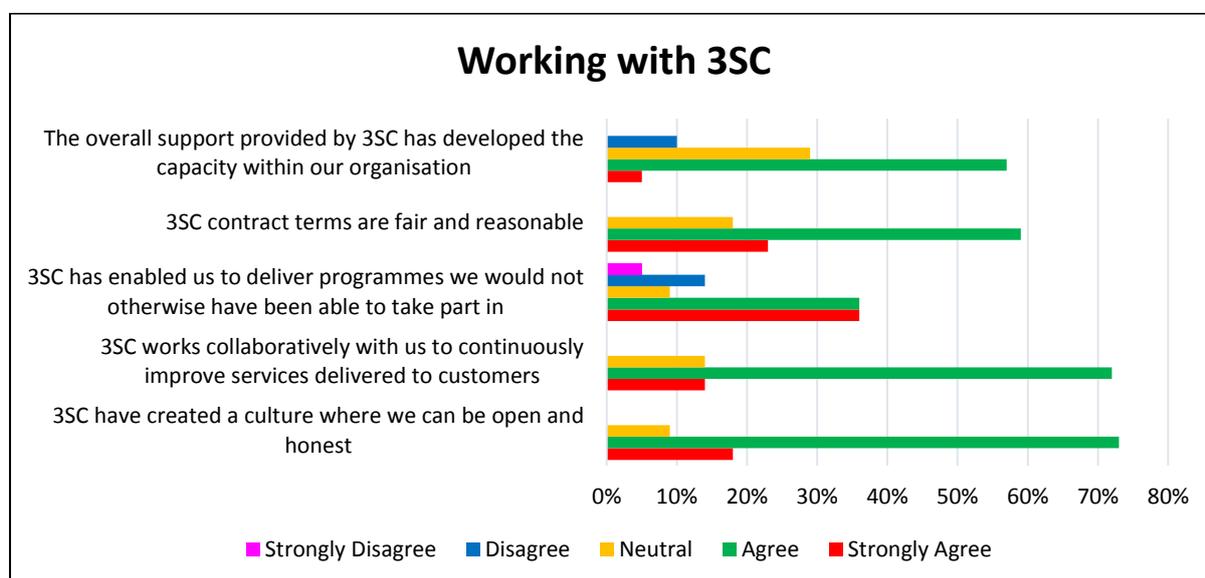
Question 2 asked DOs to respond to a number of statements about their experience of working with 3SC. Responses ranged from Strongly Agree to Strongly Disagree.

If DOs disagreed with any of the statements they were asked to tell us why. We received three comments explaining why DOs disagreed with any of the statements. Table 2 shows the responses.

Table 2: DO Responses to Working with 3SC

Working with 3SC statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3SC have created a culture where we can be open and honest	18%	73%	9%	0%	0%

3SC works collaboratively with us to continuously improve services delivered to customers	14%	72%	14%	0%	0%
3SC has enabled us to deliver programmes we would not otherwise have been able to take part in	36%	36%	9%	14%	5%
3SC contract terms are fair and reasonable	23%	59%	18%	0%	0%
The overall support provided by 3SC has developed the capacity within our organisation	5%	57%	29%	10%	0%



Comments from DOs:

- We would have been able to deliver on this programme with another provider.
- We have delivered employment programmes for those with sight loss for many years before we took an SES contract.

- We have been delivering employment support for many years and this contract has not developed our range of services, just added a contract.

2.2.3 Question 3

Question 3 asked about 3SCs approach to contract management.

DOs were given 12 statements with responses of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. If DOs disagreed with any of the statements they were asked to tell us why.

- 100% of respondents Agree or Strongly Agree that the level of support provided by their Contract Performance Manager is appropriate to the provision they deliver.
- Just under 90% of responses Agreed or Strongly Agreed with the statements.
- Just under 10% of responses were Neutral.
- Less than 1% of responses Disagreed with the statements.
- No responses Strongly Disagreed with the statements.

Table 3: DO Responses to 3SC’s Approach to Contract Management

3SC's Approach to Contract Management Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
During contract delivery 3SC are effective in communicating updates and changes in requirements	23%	68%	5%	5%	0%
The level of support provided by our Contract Performance Manager is appropriate to the provision we deliver	27%	73%	0%	0%	0%
The support provided by our Contract Performance Manager has helped improve	18%	41%	41%	0%	0%

our organisation's performance					
Our monthly/quarterly Contract Performance Assessment (CPA) meetings are a useful tool to keep us on track with our performance requirements	18%	64%	18%	0%	0%
The action plan arising from the CPA meeting clearly outlines what we need to do to improve going forward	14%	77%	9%	0%	0%
The action plan is useful to refer back to, and allows us to reflect on, and check, our progress against identified actions during the delivery period of the contract	10%	86%	5%	0%	0%
The information we are asked to prepare prior to our CPA meetings helps facilitate a productive meeting	14%	67%	19%	0%	0%
There is a clear process to raise any matters of concern	23%	73%	5%	0%	0%
Our 3SC Contract Performance Manager responds to enquiries in a timely manner	45%	55%	0%	0%	0%

3SCs Contract Management Guidance (or Operations Manual) clearly outlines the process by which our contract delivery is managed	23%	68%	5%	5%	0%
3SC's Assurance Framework (or Operations Manual) is easy to understand and clearly outlines the Quality, Compliance and Risk expectations of our contract delivery	14%	82%	5%	0%	0%
We would feel able to ask 3SC for help if our organisation needs further support to ensure greater compliance with 3SC's requirements and the requirements of our contract	18%	77%	5%	0%	0%

Comments from DOs:

- Still not received a contract update in relation to new DWP payment structure for Work Programme.
- This is more of an issue with Access to Work - there are no clear guidelines or processes for us to follow for this contract which can be obtuse sometimes.

2.2.4 Question 4

Question 4 asked about communication with 3SC.

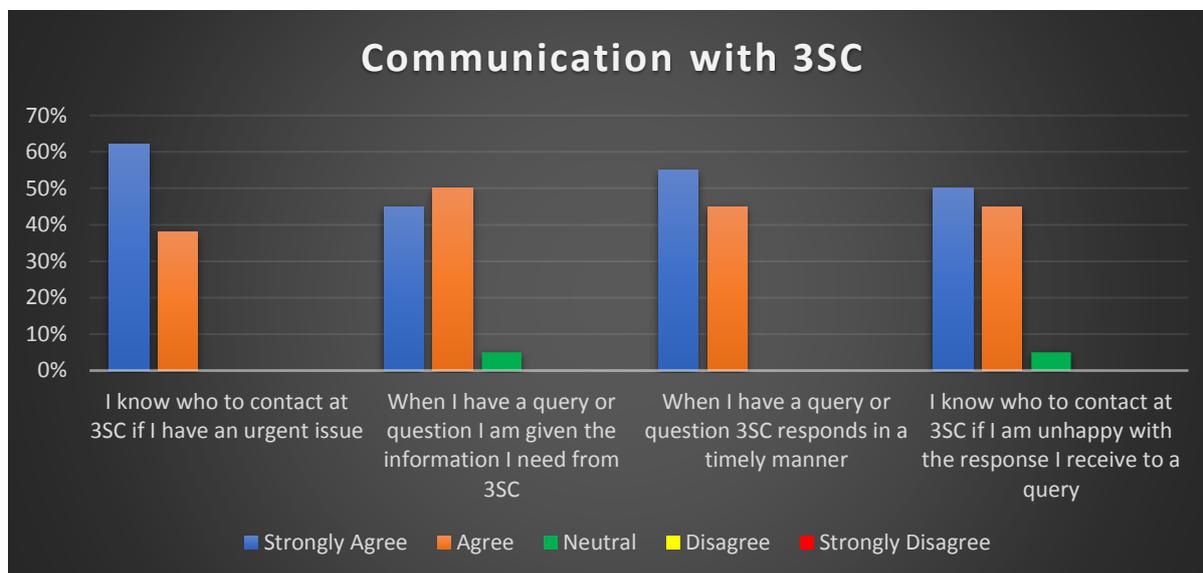
DOs were asked to respond to the four statements with Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

- 100% of respondents Agree or Strongly Agree that they know who to contact at 3SC if they have an urgent issue
- Just under 98% of responses Agreed or Strongly Agreed with the statements.
- Just over 2% of responses were Neutral.
- There were no responses of Disagree or Strongly Disagree.

If DOs Disagreed with any of the statements they were asked to tell us why. Table 4 shows the DO responses.

Table 4: DO Responses to 3SC’s Communication

Communication with 3SC statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I know who to contact at 3SC if I have an urgent issue	62%	38%	0%	0%	0%
When I have a query or question I am given the information I need from 3SC	45%	50%	5%	0%	0%
When I have a query or question 3SC responds in a timely manner	55%	45%	0%	0%	0%
I know who to contact at 3SC if I am unhappy with the response I receive to a query	50%	45%	5%	0%	0%



Although no DOs Disagreed with any of the statements, one DO provided a comment:

“Generally, queries are dealt with in a timely manner, but we are often waiting on responses from the Prime Contractor to matters that we have raised. This slows the process down and can be frustrating when we are looking for things to be resolved.”

2.2.5 Question 5

Question 5 asked DOs to comment on how we can improve our communication with them. 16 comments were received from DOs. Comments provided were:

- Communication with 3SC is brilliant. We know exactly when we will be contacted. Responses to queries are also immediate.
- National meetings with 3SC, RNC and other SES providers as these have never happened on the contract. Listening to feedback about paperwork and better audit and compliance processes, that are in line with the CMO and quality expectations of DWP.
- We have no issues with communication at all. Certainly, more than adequate for this programme.
- Perhaps consider how much extra admin is required our end. We have to duplicate our notes on the portal into an email every time something changes. This is not always practical as we have agile working styles.
- Communication is at a good level already.
- To communicate when certain team members are on leave or away for any reason and who to contact instead.

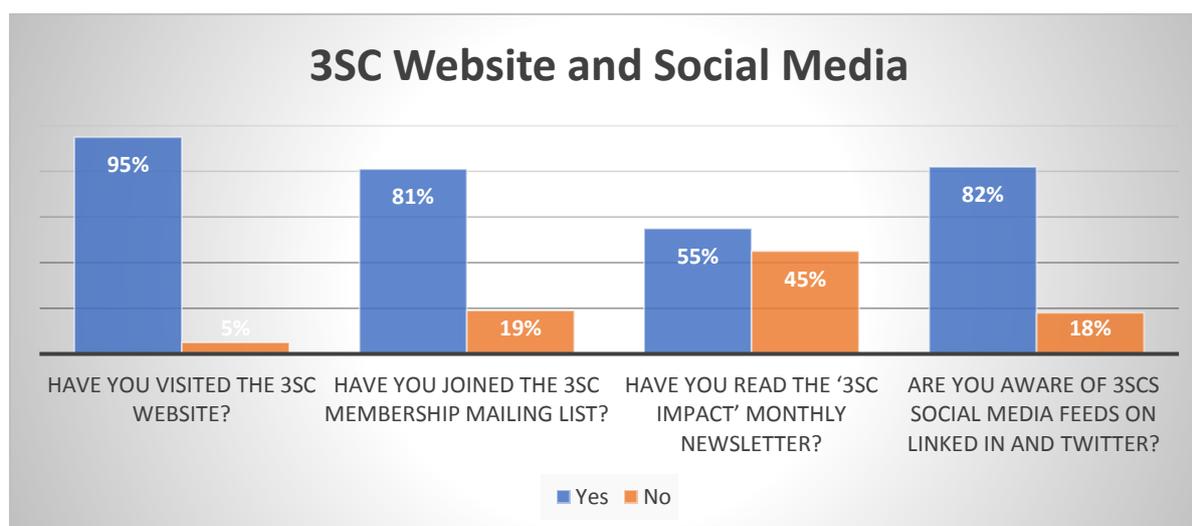
2.2.6 Question 6 to 9

Questions 6 to 9 asked DOs a range of questions about their use of, and interaction with, the 3SC website and social media as follows.

- **Question 6:** Have you visited the new 3SC website?
- **Question 7:** Have you joined the 3SC Membership mailing list?
- **Question 8:** Have you read the '3SC Impact' monthly newsletter?
- **Question 9:** Are you aware of 3SCs social media feeds on Linked in and Twitter?

If they had not visited the website, they were asked to let us know why.

If they had read the 3SC Impact monthly newsletter they were asked what they thought of it. The chart below shows the responses.



- No comments were received about the new 3SC website.
- One comment was received about the mailing list which was to inform 3SC that the DO contact was leaving the organisation.
- Five comments were received about the newsletter. One comment was to let 3SC know that the newsletter was going to an old email address. The other four comments were positive about the newsletter stating, 'Great Work' and 'Informative'.
- Two contacts responded to provide their email address to be added to the 3SC mailing list.

2.2.7 Question 10

Question 10 asked DOs to provide any additional comments or suggestions to support us to continually improve our service. 14 comments were received of which six were No/None/NA. Of the remaining eight comments, five were positive about their relationship with 3SC and their Contract Performance Manager. For example:

- We are pleased to be a part of 3SC delivery.
- With regards the SES programme, everything is going fine. Can't think of anything at present which can be improved. If it's not broken, why fix it?
- Great team, good communication, strong processes which work well.

There were three suggestions for how our service can be improved. These were:

- More face to face meetings.
- I would like to be paid for our work on a regular basis (once a month as per contract) so we can make accurate cash flow forecasts.
- Possibly some accessible training for delivery officers in the North East so that we can meet with other DOs, exchange ideas and improve our own performance on the SES programme.

3. Opportunities For Improvement

3.1 Opportunities

Overall, the feedback received from the survey about working with 3SC was overwhelmingly positive, but there were some areas identified for improvement.

DOs would value more face to face contact as well as opportunities to meet with other DOs, and the Prime Contractor, to share good practice and learn from each other.

DOs would like greater clarity on who to contact in 3SC if their Contract Performance Manager is unavailable.

DOs who read the '3SC Impact' monthly newsletter find it informative but 45% of the DOs who responded to the survey do not read the newsletter.

3.2 Response Rate

There was a response rate of 59%. Although the response rate has significantly improved from the 2017 survey, there is still some room for improvement with the overall response rate, as 41% of DOs did not provide any response.

The survey was only available on-line and 3SC were reliant on DOs responding to requests from their Contract Performance Manager to complete the survey. Careful consideration should be given to alternative means of collecting DO feedback in future, such as focus groups or as part of a Contract Performance Management meeting.

4. Overall Summary

4.1 Summary

Responses and comments about working with 3SC were overwhelmingly positive. Where DOs were asked to provide a positive response of Strongly Agree/Agree to a negative response of Strongly Disagree/Disagree, overall 88% of responses provided were a positive Agree or Strongly Agree, with only 2% of responses being Disagree or Strongly Disagree.

Responses about communication with 3SC were also overwhelmingly positive with 98% of responses showing DOs Agreed or Strongly Agreed with the statements, with no DOs Disagreeing or Strongly Disagreeing.

Although 95% of DOs who responded to the survey had visited the new 3SC website, only 55% of the DOs had read the '3SC Impact' monthly newsletter.

The response rate of 59% of DOs was an improvement on the 2017 survey but there is still plenty of scope to increase participation levels further.

4.2 Key Messages

- Overall relationships between 3SC and Employment DOs are overwhelmingly positive.
- DOs value the support they receive from their individual Contract Performance Manager.
- 3SC needs to explore ways to improve the uptake of DOs on the mailing list and receiving the '3SC Impact' monthly newsletter.
- 3SC will consider the suggestions given by DOs about what could be done to improve communication and support service improvement.