

3SC Prime Stakeholders Survey Results

January 2020

info@3SC.org
0330 30 30 300
www.3sc.org
3SC, 6 Hays Lane
London Bridge, SE1 2HB

Table of Contents

1. Introduction	3
1.1 Summary.....	3
1.2 The Survey.....	4
1.3 Responses.....	4
2. Survey Results	5
2.1 Summary Results.....	5
2.2 Results in Detail	5
2.2.1 Question 1.....	5
2.2.2 Questions 2 and 3.....	6
2.2.3 Question 4.....	7
2.2.4 Question 5.....	8
2.2.5 Question 6.....	9
2.2.6 Question 7.....	10
2.2.7 Question 8.....	11
2.2.8 Question 9.....	12
2.2.9 Question 10.....	12
3. Opportunities for Improvement	14
3.1 Opportunities.....	14
3.2 Response Rate.....	14
4. Overall Summary	16
4.1 Summary.....	16
4.2 Key Messages.....	16

1. Introduction

1.1 Summary

Towards the end of 2019, 3SC launched the first Prime Stakeholders Survey. Prime Stakeholders are the organisations that 3SC delivers a service for as specified in a contract between both parties. 3SC currently deliver employment and justice services for a range of Primes.

To gain as much feedback as possible, 3SC Heads of Department and Senior Contract Performance Managers sent the survey link to their main contacts within the Employment Primes, Interserve and the Community Rehabilitation Companies (CRC).

In total the survey was sent to 31 contacts made up of:

- 4 Employment Primes.
- 4 Interserve contacts.
- 4 HIOW CRC contacts.
- 8 HLNW/WY CRC contacts.
- 11 Merseyside/CGM CRC contacts.

The survey was formed of 15 questions covering:

- Working with 3SC.
- 3SC's approach to contract management.
- Communication with 3SC.

The aim of the survey was to ascertain the Prime's views on the quality of service being delivered. The views expressed in the survey will help ensure we are getting things right and that we can identify any areas where we can improve and enhance our existing and future provision.

1.2 The Survey

The survey was made up of 15 questions in the form of statements that asked Primes 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.

At the end of each section, Primes were asked to provide comments to support their response to each of the statements, especially where they provided a negative response of Disagree or Strongly Disagree to any of the statements.

Primes were also asked to provide comments on what 3SC can do to improve each of the three aspects of our partnership with them that were covered in the survey questions.

1.3 Responses

Of the 31 contacts the survey link was sent to 15 contacts responded to the survey.

This is a response rate of 50%. Justice Services are currently going through an uncertain period of great change with the new probation model framework and this may have had an impact on the lower number of responses received from the Community Rehabilitation Company regions.

2. Survey Results

2.1 Summary Results

Overall the responses to how well 3SC is working with Primes were extremely positive. Within the survey, Primes were given a number of statements that required a positive response of Strongly Agree/Agree, a response of Neither Agree or Disagree (Neutral), or a negative response of Disagree/Strongly Disagree.

- Overall just over 95% of responses to all of the statements in the survey were positive responses of Strongly Agree or Agree. Of these just over 60% of responses were Strongly Agree.
- 99% of responses about communication with 3SC were positive responses of Strongly Agree or Agree. Of these over 69% were responses of Strongly Agree.
- 96% of responses about working with 3SC were positive responses of Strongly Agree or Agree. Of these just over 55% were responses of Strongly Agree to the statements.
- 91% of responses about 3SC's approach to contract management were positive responses of Strongly Agree or Agree. Of these 56% were responses of Strongly Agree to the statements.

2.2 Results in Detail

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

2.2.1 Question 1

Question 1 asked respondents to state the name of the Prime Organisation where they worked.

Table 1 below shows the number of responses received in relation to the number of contacts within each Prime Organisation who were sent the link to the survey.

Table 1: Responses within each Prime Organisation

Name of Organisation	Number of contacts sent the link	Number of responses received	Percentage return
CGM/Merseyside CRC	11	6	55%
HLOW CRC	4	1	25%
HLNY/WY CRC	8	2	25%
Interserve	4	2	50%
Employment Primes	4	4	100%
Total	31	15	48%

2.2.2 Questions 2 and 3

Questions 2 and 3 asked respondents to provide a bit more information about where they were located and their role within the Prime Organisation.

Table 2 below shows where each of the respondents is located and their role in the organisation

Table 2: In which city/town contacts are based and their role within the organisation

Name of Organisation	City/Town in Which the Respondent Is Based	Role Within the Organisation
CGM CRC	Cheshire	Community Director
CGM CRC	Manchester	Head of Operations
CGM CRC	Manchester	Business and Project Manager
Hands Free Computing	Cuckfield West Sussex	Training Coordinator
Hands Free Computing	Haywards Heath	Training/Coaching Manager
HNLY/WY CRC	Lincoln	CEO
HLOW	Fareham	Financial Controller
Interserve	London	Legal and Commercial Director
Interserve	St Albans	Head of Compliance, Performance and Research
Merseyside CRC	Liverpool	Head of Operations
Merseyside CRC	Liverpool	Community Director
Merseyside CRC	Liverpool	Network Developer
RBLI	Aylesford	ATW Contract and Supply Chain Performance Manager
Royal National College for the Blind	Hereford	Director of Learning and Curriculum
WY CRC	Leeds	Head of Operations

2.2.3 Question 4

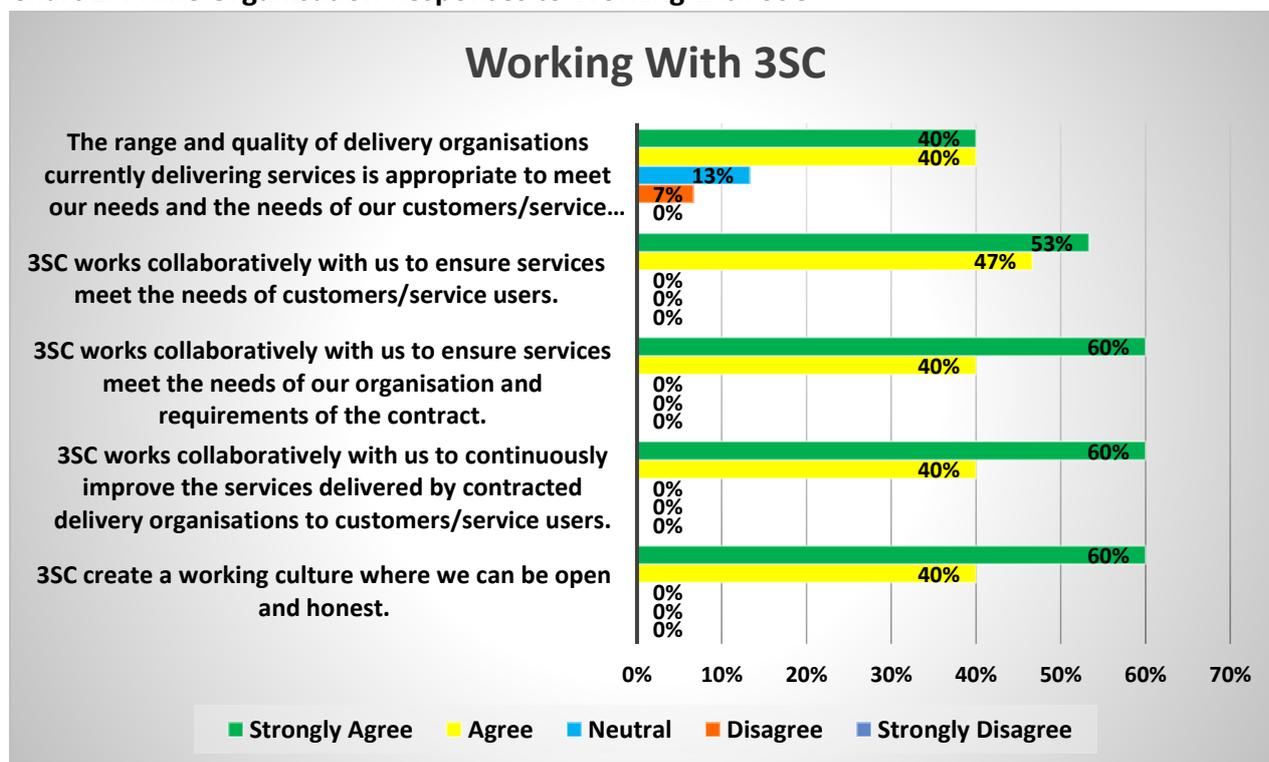
Question 4 asked respondents five questions about working with 3SC. They were asked to provide a comment to explain their response, especially where a response of Disagree or Strongly Disagree had been given.

Responses were overwhelmingly positive with over 95% of responses to the statements being Strongly Agree or Agree. There was only one response of disagree to one of the statements, however, the respondent went on to explain that the issue they mention was not within the control of 3SC.

Chart 1 below shows the responses to the statements in detail including:

- 100% of respondents Strongly Agree or Agree that 3SC works collaboratively with them to continuously improve the services delivered by contracted delivery organisations to customers/service users.
- 100% of respondents Strongly Agree or Agree that 3SC works collaboratively with them to ensure services meet the needs of their organisation and requirements of the contract.

Chart 1: Prime Organisation Responses to Working with 3SC



Comments provided were:

- There are still some gaps in service provision to meet the needs of our service users, however, this is not down to 3SC but the financial constraints of the organisation.
- We are the Prime Provider of this contract and 3SC are part of our Supply Chain so some of the above questions are not relevant.

2.2.4 Question 5

Question 5 asked respondents about how 3SC can improve how they work with them. 11 out of the 15 respondents provided a comment, all of which were positive, as follows:

- 3SC have provided an excellent service to us on the National SES DWP contract managing a national network of third sector delivery organisations to provide highly individualised employment support. Their "contract lead" is responsive and approachable and they have been flexible in their approach to delivering on a demanding contract.
- 3SC do a very good job for us.
- Very responsive so no suggested improvements.
- I am happy with how we are working together.
- Really happy with the strong collaborative relationship with 3SC.
- My personal experience of 3SC is very positive in terms of the strategic leads I manage and the support they give me. From a wider organisational perspective 3SC could improve their profile amongst the wider staff group, IMs and frontline practitioners who I think still aren't clear on the role of 3SC and the benefits they bring to quality service delivery.
- I have been more than happy with 3SC having worked with JL for the past 18 months. I was new to contract management and have found her support and expertise invaluable.
- I receive an excellent service from 3SC.
- Ensure a good linkage between QA outcomes and the views of the staff and service users in terms of how they view and 'feel' services are being delivered to meet needs.
- I believe we have a professional working relationship already.

- At this point we have got off to a great start. Communication is great and anything that needs changing has been done. Regular update meetings would be good, and these have already started.

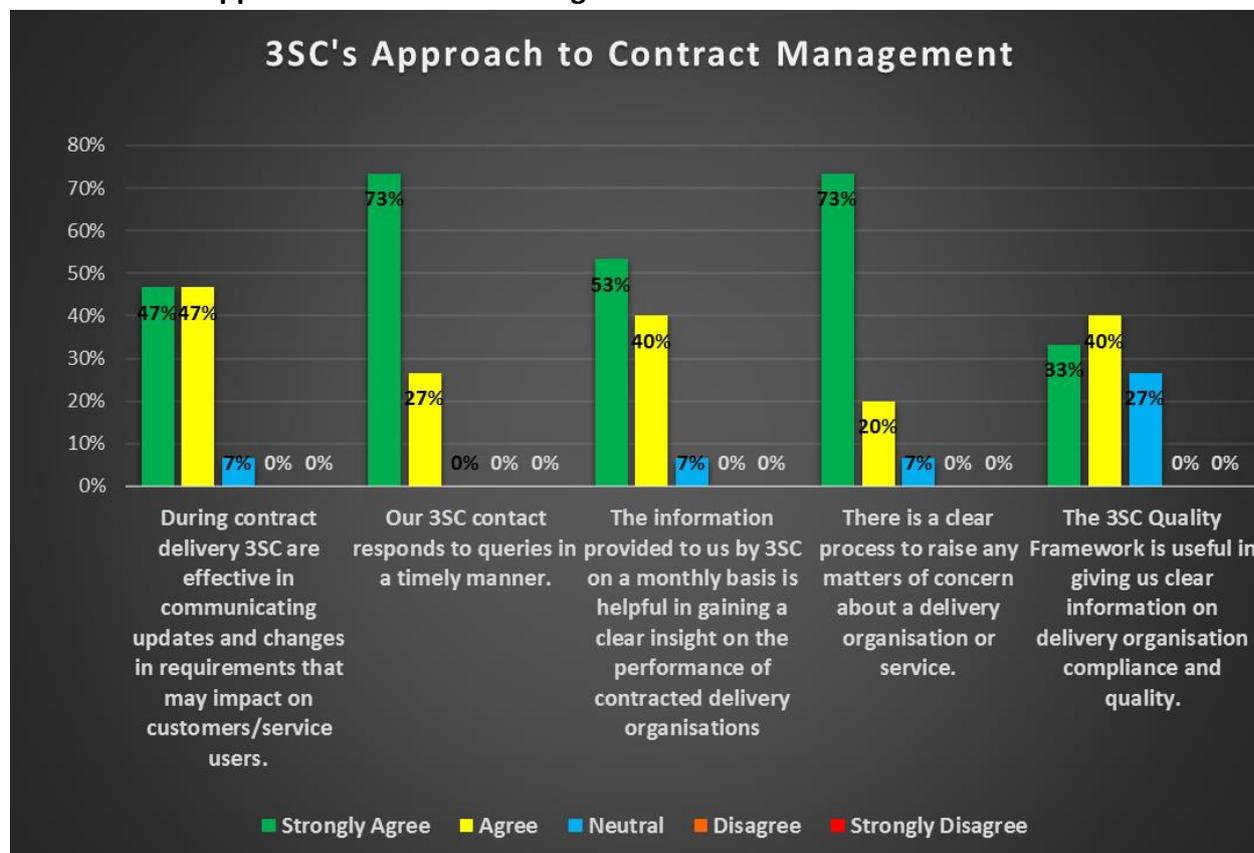
2.2.5 Question 6

Question 6 asked respondents five questions about 3SC’s approach to contract management. They were asked to provide a comment to explain their response, especially where a response of Disagree or Strongly Disagree had been given to any of the statements.

Chart 2 below shows the responses to the statements including.

- 93% of respondents Strongly Agree or Agree that the information provided by 3SC on a monthly basis is helpful in gaining a clear insight on the performance of contracted delivery organisations.
- 100% of respondents Strongly Agree or Agree that their 3SC contact responds to queries in a timely manner.

Chart 2: 3SC’s Approach to Contract Management



Two comments were received as follows:

- Not sure I am familiar with the 3SC quality framework, but this could be my fault.
- We are the Prime Provider of this contract and 3SC are part of our Supply Chain so some of the above questions are not relevant.

2.2.6 Question 7

Question 7 asked respondents about how they feel 3SC can improve their approach to contract management. 12 comments were received though three of these were 'No comment' and N/A. The other nine comments were:

- It would be more helpful if the report was prepared in a more-timely way i.e. faster after month end.
- Responsive to any requests so no improvements suggested.
- I would like a simple one page performance report to direct our attention to problematic areas.
- I don't think I've seen 3SC quality framework to be able to comment.
- The CPA paperwork is quite big and not particularly user friendly to people who aren't as familiar with it. Perhaps the introduction of a summary sheet or something a little more streamlined might be helpful to engage staff with.
- In my contact, I can't see anything that would benefit from improvement.
- Nothing to suggest by way of improvement. I have ready access to 3SC workers and am happy with their approach.
- Ensure a good linkage between QA outcomes and the views of the staff and service users in terms of how they view and 'feel' services are being delivered to meet needs.
- As stated above, we are the Prime Provider so 3SC do not manage us contractually.

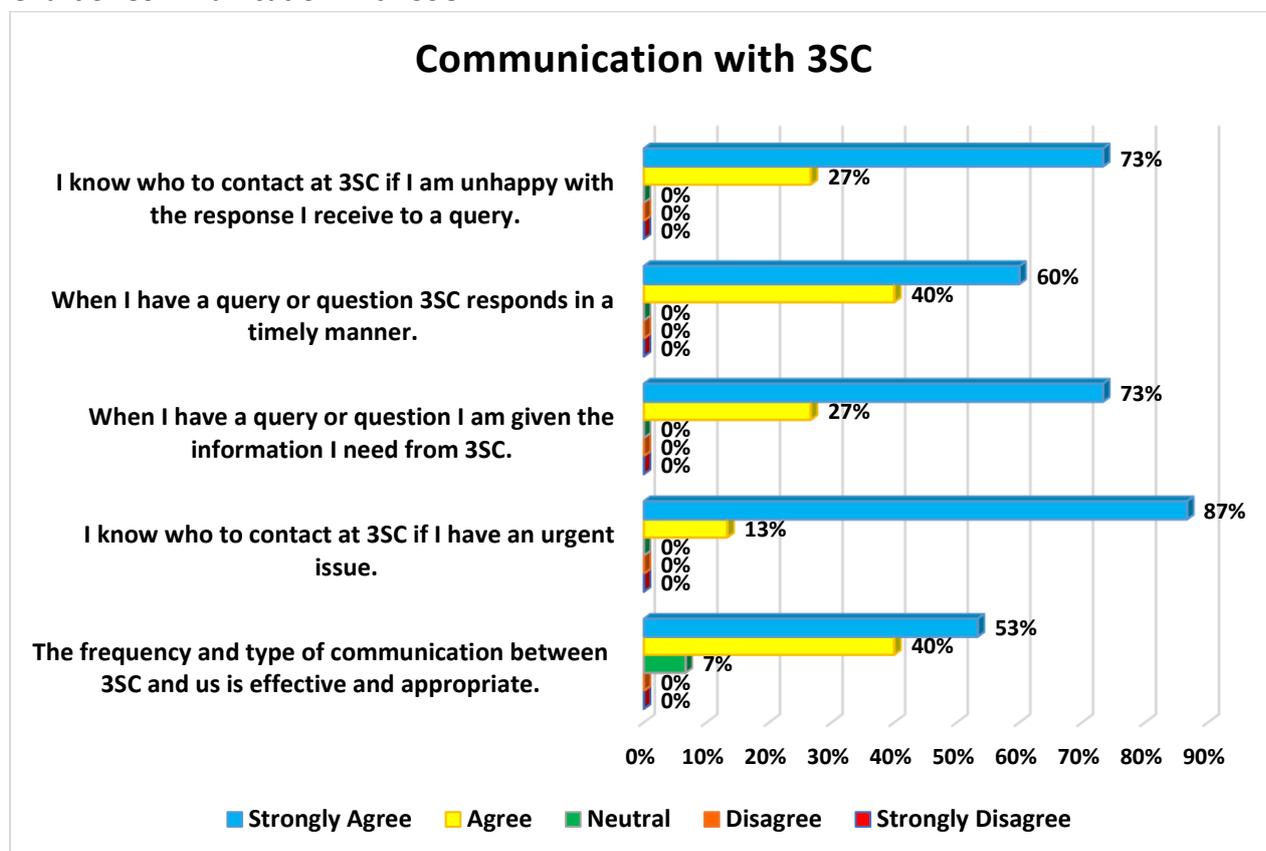
2.2.7 Question 8

Question 8 asked respondents five questions about communication with 3SC. They were asked to provide a comment to explain their response, especially where a response of Disagree or Strongly Disagree had been given to any of the statements.

Chart 3 below shows the responses to the statements including:

- 99% of respondents Strongly Agree or Agree with all five of the statements about communication with 3SC.
- 100% of respondents Strongly Agree or Agree that when they have a query or question, they are given the information they need from 3SC.
- 100% of respondents Strongly Agree or Agree that when they have a query or question 3SC responds in a timely manner.

Chart 3: Communication with 3SC



One comment was received:

- We are the Prime Provider of this contract and 3SC are part of our Supply Chain so some of the above questions are not relevant.

2.2.8 Question 9

Question 9 asked respondents how they felt 3SC could improve their communication with them. 10 comments were received as follows though two of these were N/A:

- Faster reports after month end.
- Excellent communication in place. One to one and at operations and practice meeting.
- Excellent communication, co-location works and provides for meaningful engagement.
- I have no issues personally with communication with 3SC, I have excellent communication with SH re Women Services, I probably speak to him more than I speak to my family! I also have good knowledge of other 3SC staff and who to speak to about what.
- Communication is excellent.
- Perhaps more active input at senior management meetings.
- Happy with communication.
- At this point communication has been perfect.

2.2.9 Question 10

The final question asked respondents if they had any additional comments or suggestions they would like to make to support us to continually improve our service. Six comments were received though three of these were No or N/A. The remaining comments were:

- None - very happy with the level of support.
- More of the same.

- Only to thank JL and JM for their continued support on what has been a challenging contract for us all to manage.
- Congratulations to KK and SH for an excellent service.
- Ensure a good linkage between QA outcomes and the views of the staff and service users in terms of how they view and 'feel' services are being delivered to meet needs.
- 3SC would benefit from improving its commercial management skills - there are some issues, such as the calculation of service credits and/or financial implications, which 3SC's customers would benefit from 3SC being more proactive in pushing forward to a resolution, rather than waiting for direction.

3. Opportunities for Improvement

3.1 Opportunities

Although overall, the feedback received from the survey about working with 3SC was extremely positive, there were some areas identified for improvement.

The paperwork used by Contract Performance Manager's during meetings with delivery organisations is quite detailed and one respondent commented that it was not particularly user friendly to people who aren't as familiar with it. 3SC already produce monthly reports for Primes about the performance of delivery organisations against key performance targets within their contracts. To help improve engagement of other staff within the Prime organisations 3SC will look at the possibility of developing a summary report that is more streamlined but still contains the most important aspects of performance against targets and any actions arising from poor performance. 3SC will also look at whether reports can be produced faster at month end.

3SC will look into the comment about commercial management skills to see how 3SC staff can be more proactive and gain a greater understanding of the issue raised and to identify whether additional training is needed for staff on calculating service credits and understanding financial implications.

3SC will consider the possibility of developing a short information leaflet to raise their profile amongst the wider staff group, especially within Justice Services. The information leaflet will explain the role of 3SC and the benefits they bring to quality service delivery.

3.2 Response Rate

There was a response rate of 50%. The highest response rate of 100% of contacts was from the Employment Primes.

The survey was only available on-line and 3SC were reliant on requests from Senior Contract Performance Managers and Heads of Department to their contacts within the Prime Organisations to get them to complete the survey. 3SC staff were very aware of the proposed changes to justice services with the new probation model framework which is likely to be taking up a lot of the time of senior CRC staff who are preparing for the changes and how these will be implemented.

To try and improve the response rate in future surveys, 3SC will look at the possibility of getting feedback from Primes who commission delivery services at the end of a delivery organisation contract.

4. Overall Summary

4.1 Summary

Responses and comments about working with 3SC were extremely positive. Where respondents were asked to provide a positive response of Strongly Agree/Agree to a negative response of Strongly Disagree/Disagree, overall 95% of responses provided were a positive Agree or Strongly Agree with 5% of responses of Neutral. There was only one response of Disagree and this was followed up with a comment to explain that the issue identified was outside of 3SC's control.

Responses about communication with 3SC were overwhelmingly positive with 98% of responses showing respondents Agreed or Strongly Agreed with all of the statements.

91% of responses about 3SC's approach to contract management were positive with 56% of responses of Strongly Agree and 35% of responses of Agree to the statements. 9% of responses were Neither Agree or Disagree (Neutral) with no responses of Disagree or Strongly Disagree to any of the statements.

4.2 Key Messages

- Overall the Primes are happy with the work of 3SC and have established good relationships with 3SC staff.
- Communication between the Primes and 3SC staff is exceedingly positive and contacts in the Primes receive the information they need when they need it.
- The Primes and 3SC work collaboratively to continuously improve the quality of services to customers and service users.
- The Primes value 3SC's approach to contract management that provides them with clear information about the performance of delivery organisations and enables them to raise matters of concern about service delivery.