

3SC Justice Services Stakeholder Survey Results

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1. Introduction

1.1 Summary

In November 2019, 3SC launched the fourth Justice Delivery Organisation Stakeholder Survey. The survey was sent to a total of 80 contacts in delivery organisations that 3SC currently contract manage across the five Purple Futures Community Rehabilitation Companies (CRCs). The survey was formed of six areas of questions covering:

- Information about the respondent completing the survey.
- Working with 3SC.
- 3SC's approach to due diligence.
- 3SC's approach to contract management.
- Communication with 3SC.
- The 3SC website, social media and membership offer.

The aim of the survey was to get feedback on how well 3SC are contract managing and supporting the delivery organisations and also to ask for comments and/or suggestions about our service that will help us to continually improve and enhance our existing and future ways of working with delivery organisations in our supply chains.

1.2 The Survey

The survey was sent to contacts within the delivery organisations who currently have a contract/s with any of the five CRCs to deliver services that are being contract managed by 3SC. The survey consisted of six areas of questions, four of which provided a number of statements that asked delivery organisations to provide a response from Strongly Agree to Strongly Disagree.

Where statements required a response of Strongly Agree, Agree, Neither Agree or Disagree (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 delivery organisations 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.

1.3 Responses

Of the 80 delivery organisation contacts currently delivering justice service contracts within the five CRCs who were sent the survey, 53 responded. However, one respondent only provided the name of

the organisation and answered none of the other questions in the survey so this response has been discounted from the final response rate and the analysis of the responses. This results in a response rate of 65%. This is an increase of 18% on the 2018 survey response rate.

2. Survey Results

2.1 Summary Results

Overall the responses to how well 3SC is working with delivery organisations were very positive. Within the survey, delivery organisations 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. Results included:

- 90% of responses about communication with 3SC were positive. 53% of delivery organisations Strongly Agree and 37% Agree with the statements. Just over 9% of responses were neutral. Less than 1% of responses were negative with a response of Disagree. No responses of Strongly Disagree were given.
- 91% of responses about 3SCs' approach to contract management were positive. 36% of responses Agree and 54% Strongly Agree with the statements.
- 90% of responses about working with 3SC were positive. 48% Strongly Agree and 42% Agree with the statements.
- 54% of delivery organisations who responded to the survey are on the 3SC mailing list. 25% of those who responded have taken up the 3SC membership offer.

2.2 Results in Detail

2.2.1 Questions 1 - 3

Questions 1 to 3 asked delivery organisation contacts for details of who was responding to the survey and the CRC area(s) in which they are delivering services.

The three questions were:

- What is the name of your delivery organisation?
- What is your role in the delivery organisation?
- In which CRC area(s) do you deliver your services?

Table 1 below shows the names of the delivery organisations who responded and the CRC area(s) in which they are delivering services. For the purpose of confidentiality, the role of the contact who has responded to the survey is not included in the table below. Where more than one contact responded to the survey the number of contacts who responded is also included.

Table 1: Details of Contacts Who Responded to the Survey

Delivery Organisation Name	CRC Delivery Area(s)
Petrus	CGM
Relate Cheshire & Merseyside	CGM
Salford foundation	CGM
Shelter	CGM
Stockport Women's Centre	CGM
The Care Leavers Association	CGM
Urban Outreach	CGM
Women for Well Women	CGM
Women of Worth	CGM
Riverside x 2	CGM
P3	CGM, HIOW, HLNy, Merseyside, WY
Shelter	CGM/Merseyside
Hampshire Cultural Trust	HIOW
Tower House Horses CIO	HIOW
User Voice	HIOW
Catch 22	HIOW
Healthy4Life	HIOW
PACT x 2	HIOW
S J Teal Consultancy Ltd Autism Services x 2	HIOW
Trinity Winchester x 2	HIOW
Lincolnshire Action Trust	HLNY
P3	HLNY
Shelter	HLNY

User Voice	HLNY
Together Women x 2	HLNY
Together Women	HLNY/WY
Humankind	HNLN
Offploy	HNLN
Adelaide House	Merseyside
PSS UK	Merseyside
Riverside MARS	Merseyside
Rotunda	Merseyside
Tomorrow's Women Wirral	Merseyside
User Voice	Merseyside
Intuitive Thinking Skills x 2	Merseyside
St Giles Trust	Not Provided
Envisage Arts CIC	WY
Offploy	WY
P3	WY
Together Women	WY
Catch 22	WY
PACT x 2	WY
St Giles Trust x 2	WY
Touchstone x 2	WY

2.2.2 Question 4

Question 4 asked delivery organisations to respond to five statements about working with 3SC. Responses ranged from Strongly Agree to Strongly Disagree including:

- 90% of responses to the statements were positive responses of Strongly Agree or Agree. Less than 2% of the responses Disagreed or Strongly Disagreed with the statements.
- 93% of respondents Agree or Strongly Agree that 3SC have created a culture where they can be open and honest.

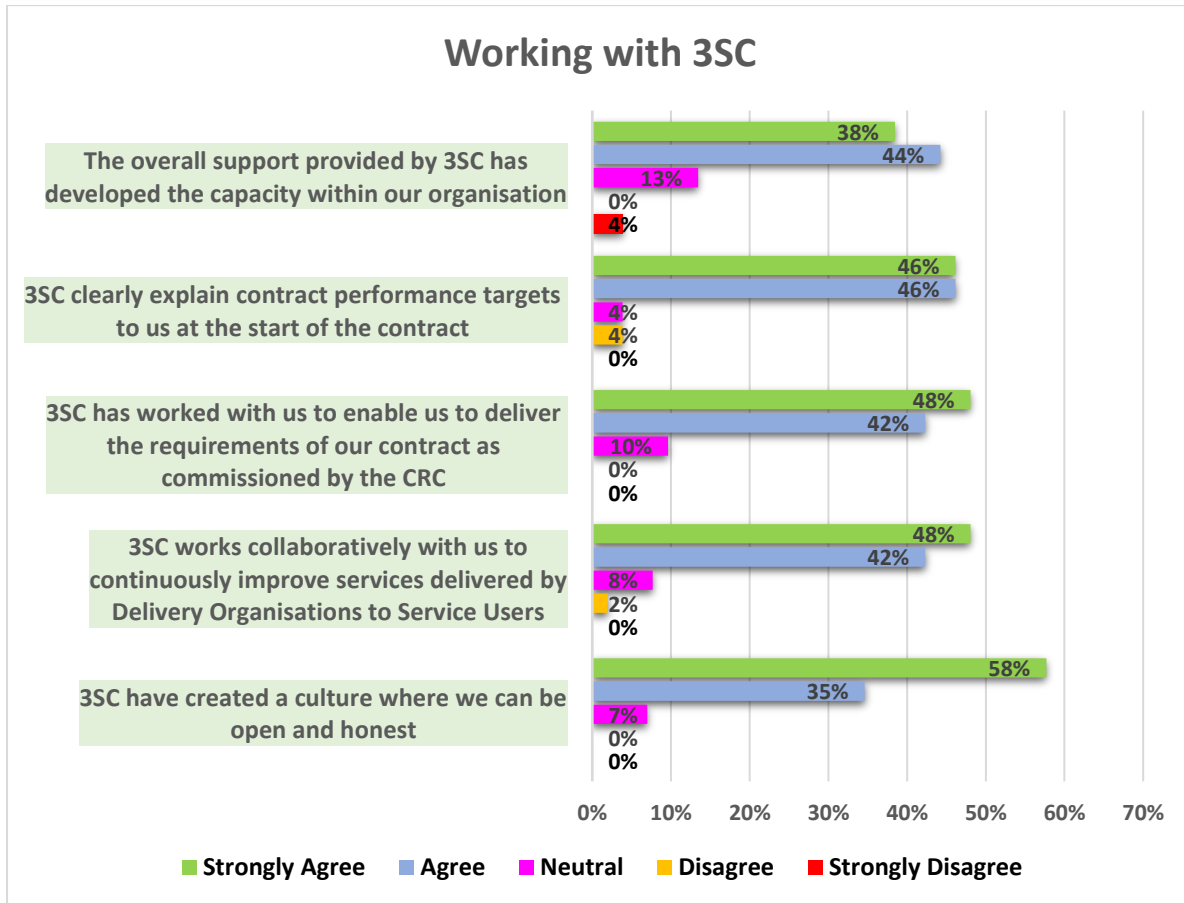
- 92% of respondents Agree or Strongly Agree that 3SC clearly explain contract performance targets to them at the start of the contract.

Table 2 and Chart 1 below show the details of the responses.

Table 2: Responses to Statements About Working with 3SC

Working with 3SC	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
3SC have created a culture where we can be open and honest	58%	35%	7%	0%	0%
3SC works collaboratively with us to continuously improve services delivered by Delivery Organisations to Service Users	48%	42%	8%	2%	0%
3SC has worked with us to enable us to deliver the requirements of our contract as commissioned by the CRC	48%	42%	10%	0%	0%
3SC clearly explain contract performance targets to us at the start of the contract	46%	46%	4%	4%	0%
The overall support provided by 3SC has developed the capacity within our organisation	38%	44%	13%	0%	4%

Chart 1: Responses to Statements About Working with 3SC



Respondents were asked to provide a comment to explain their response to the statements especially if they provided a response of Disagree or Strongly Disagree. Four comments were received as follows:

- Our 3SC Contract Performance Manager has been excellent in her ability to support our contract delivery.
- There has been significant challenge in the agreement around what achieving a KPI looks like and how and in what format mitigation should be presented. I feel that much of the confusion has been caused by the structure of the CPA template and the number of cases that we are reporting on- it doesn't allow for much qualitative reporting and as a result we have had to design our own spreadsheets to complement the CPA template to show the work that we are doing. I can't agree that the support that 3SC has shown us has allowed us to develop capacity in our organisation. Since we rolled out our CRC contract to the NPS in January 2017 we have never been a contract for the work that has been completed and no assurance around funding so we have not been able to recruit staff to the team to fulfil those roles- we have had to use agency staff which is more expensive to us as an organisation and doesn't allow us to build potential within the team as those staff are on day-to-day contracts. Furthermore, there has

been so much uncertainty around the future of the contract since December 2018 that we have started to lose some of our most experienced staff as a result of morale and job security. The issue isn't with 3SC specifically – our 3SC Contract Performance Manager and 3SC Senior Contract Performance Manager have been supportive, but the management of the contract has been challenging due to the issues surrounding it.

- Unfortunately, Purple Futures have been unclear about what they want regarding targets from both the contract in 2016 and a lesser extent in 2019, which has made it difficult for both 3SC and my organisation. I think this is even more telling when you look at the NPS element. 3SC have been very supportive in the aftermath of this, in trying to sort out what was required.
- There have been no issues that have meant 3SC have had to intervene. Any low referrals have been dealt with in house by our delivery organisation. 3SC have not provided any support for this nor have there been any suggestions to improve our service.

2.2.3 Question 5

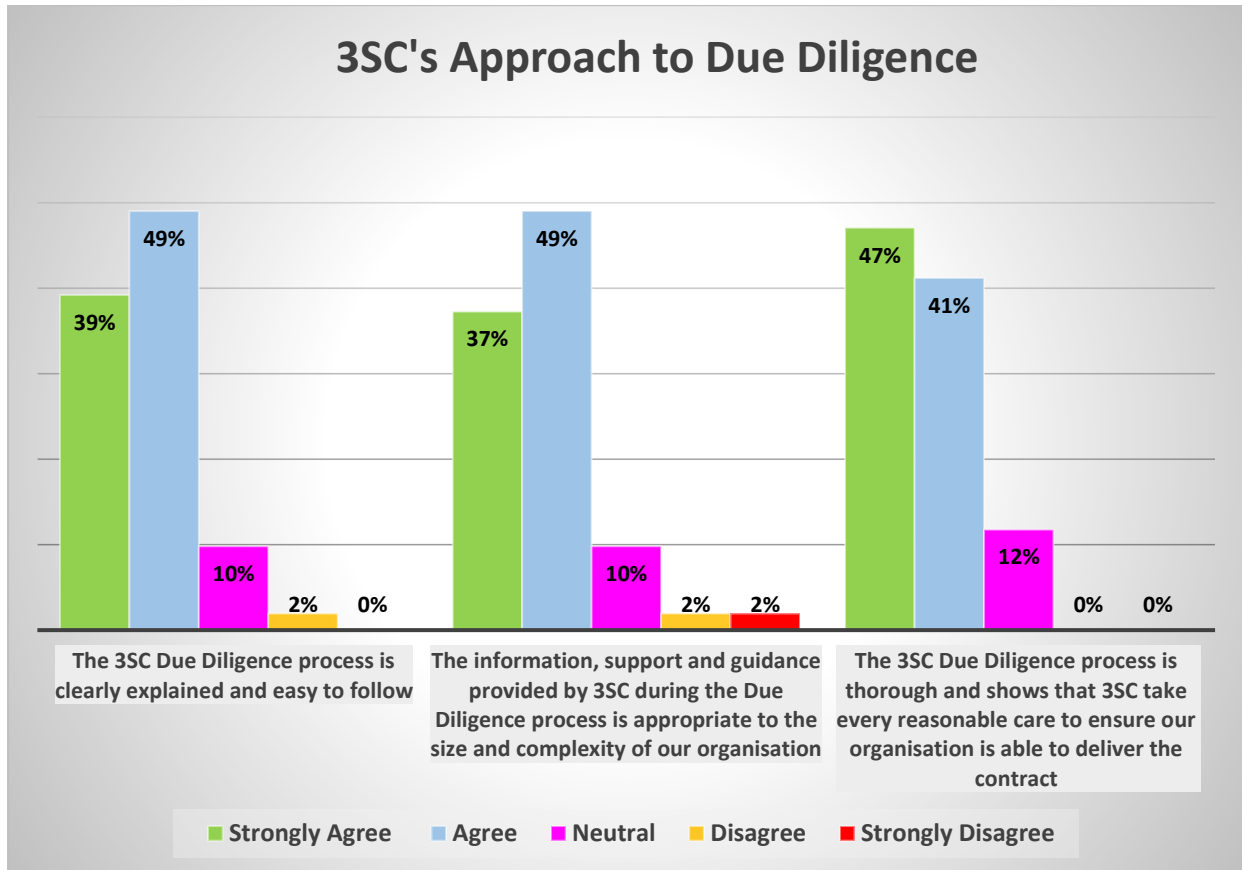
Questions 5 asked about 3SC's approach to due diligence. 51 of the 52 respondents provided a response to the statements.

Delivery organisations were given three statements about the due diligence process with responses of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Respondents were asked to provide a comment to explain their response to the statements especially if they provided a response of Disagree or Strongly Disagree. Results included:

- 88% of respondents Agree or Strongly Agree that the 3SC due diligence process is thorough and shows that 3SC take every reasonable care to ensure their organisation is able to deliver the contract.
- 88% of respondents Agree or Strongly Agree that the 3SC due diligence process is clearly explained and easy to follow.

Chart 2 below shows the details of the responses.

Chart 2: Responses to Statements About 3SC’s Approach to Due Diligence



Four comments were made as follows:

- I am not involved in the due diligence process.
- The due diligence process has been clear - it may be helpful to give more notice when documents are due for renewal.
- We have a very small contract with the CRC but the policies that we have had to develop and the due diligence are more in line with a big company. However, SH has done his utmost to support us throughout.
- Struggle to understand the purpose and depth of audits. Too much focus on areas that are not needed. It is a tasking and long process that has delivered no purpose or found any issues/areas for improvement. Unsure of where findings are published and what is done with the information.

2.2.4 Question 6

Question 6 asked delivery organisations to respond to 11 statements about 3SC’s approach to contract management. Results included:

- Overall, 91% of responses Agree or Strongly Agree with the statements and just under 9% of responses were Neutral. There were two responses of Disagree and two responses of Strongly Disagree to the statements, which in total represents under 1% of the responses received.
- 93% of respondents Agree or Strongly Agree that the level of ongoing support provided by their 3SC Contract Performance Manager is appropriate to the provision they deliver.
- 90% of respondents Agree or Strongly Agree that there is a clear process to raise any matters of concern.
- 96% of respondents Agree or Strongly Agree their 3SC Contract Performance Manager responds to enquiries in a timely manner.

Charts 3, 4 and 5 below show the responses in detail.

Chart 3: Responses to Statements About 3SC’s Approach to Contract Management

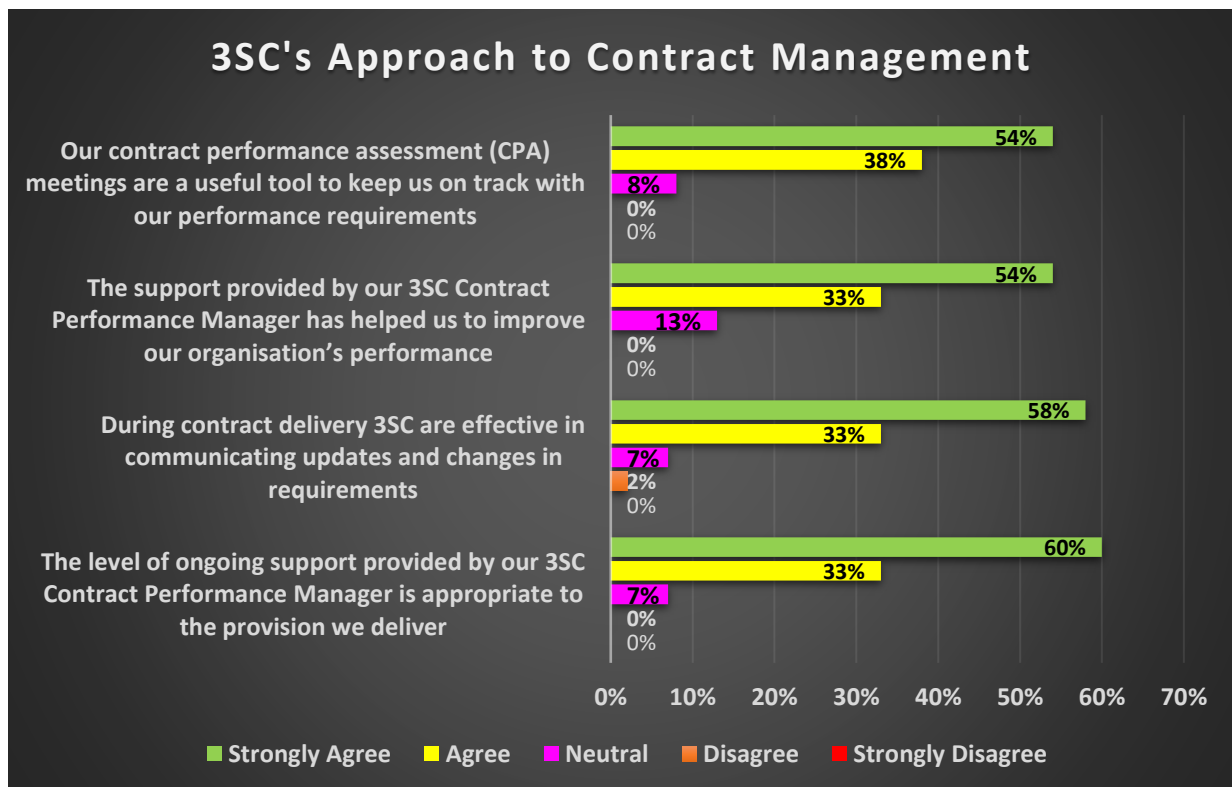


Chart 4: Responses to 3SC’s Approach to Contract Management

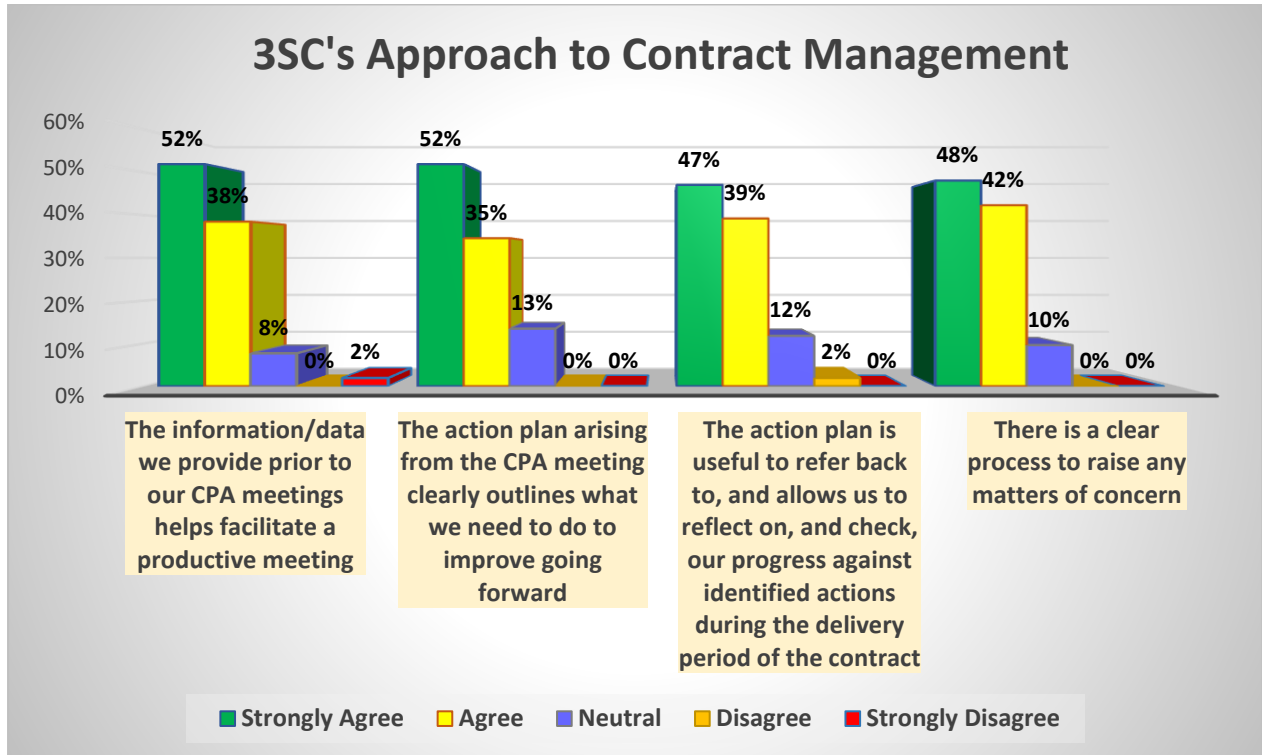
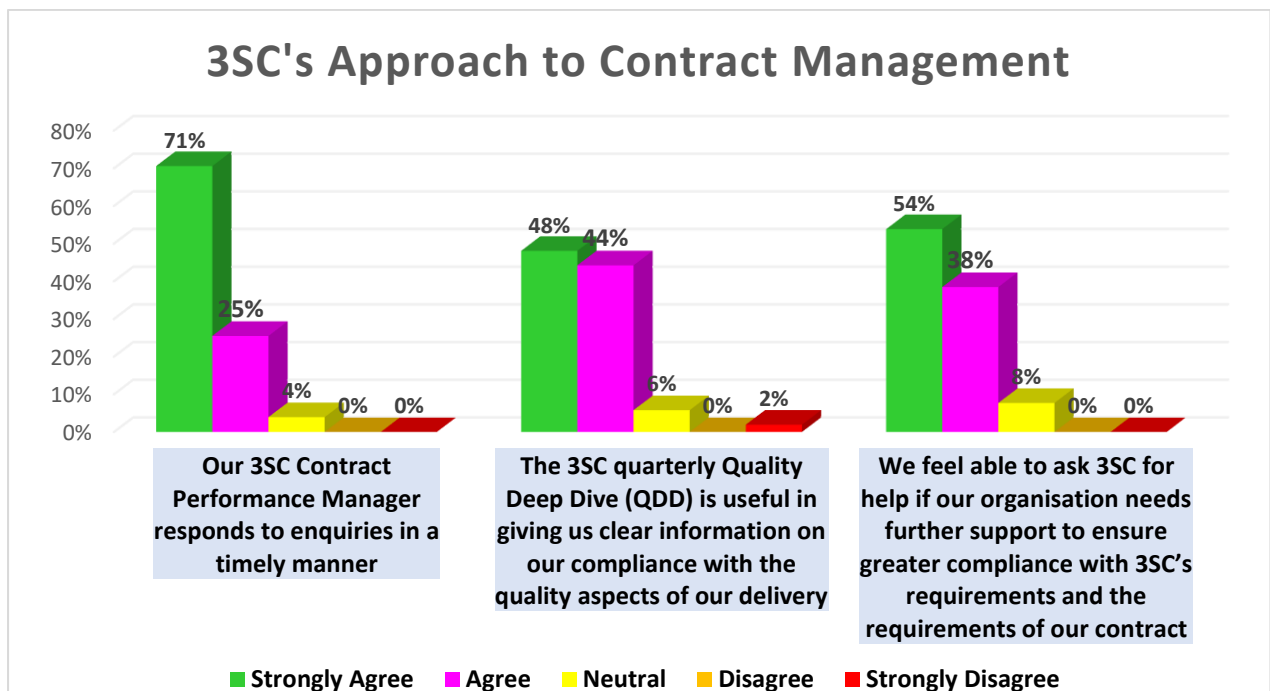


Chart 5: Responses to 3SC’s Approach to Contract Management



Respondents were asked to provide a comment to explain their response to the statements especially if they provided a response of Disagree or Strongly Disagree. We received one comment as follows:

- Once again unsure of why so much detailed information has to be provided (other than KPIs) and what this information is used for. I have no issues at all with our Contract Performance Manager, she is a fantastic person that makes the process as easy as it can be given the amount of information needed and high number of audits that have to be completed.

2.2.5 Question 7

Question 7 asked delivery organisations six questions about their communication with 3SC. Results included:

- 100% of respondents Agree or Strongly Agree that they know who to contact at 3SC if they have an urgent issue.
- 93% of respondents Agree or Strongly Agree that when they have a query or question, they are given the information they need from 3SC.
- 81% of respondents Agree or Strongly Agree that the 3SC regional network meetings provide a useful forum for sharing good practice and ideas with other delivery organisations.

Chart 6 below shows the responses to the first four statements about communication and Chart 7 shows the responses to the two statements that were specifically about the Network Meetings.

Chart 6: responses to Statements About Communication With 3SC

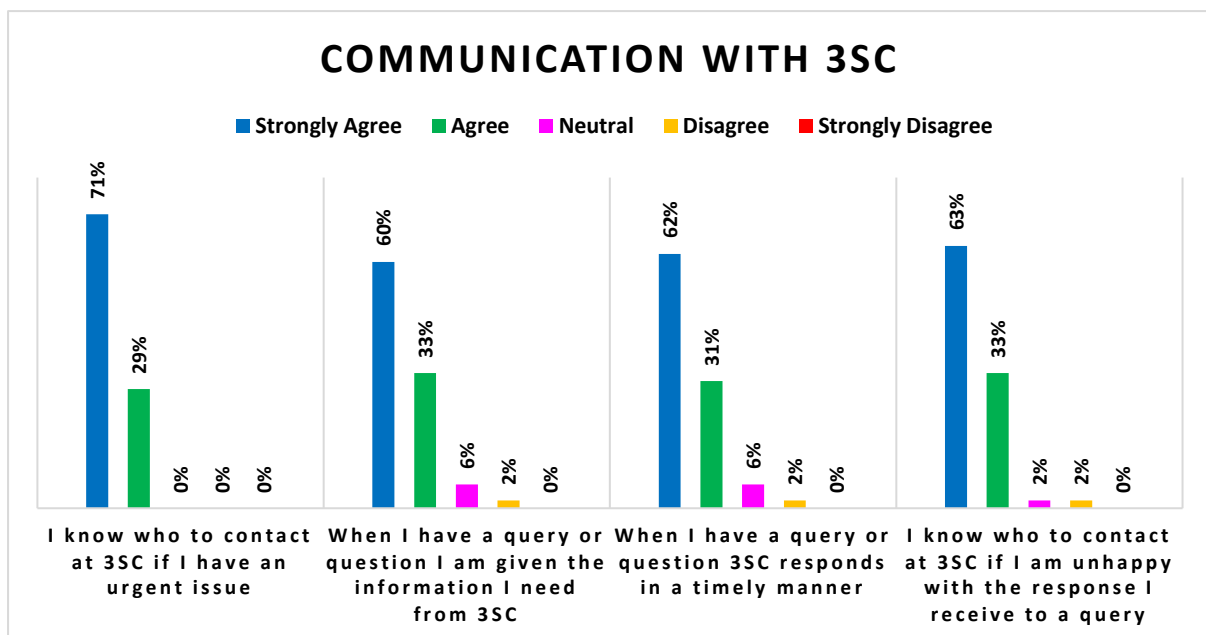
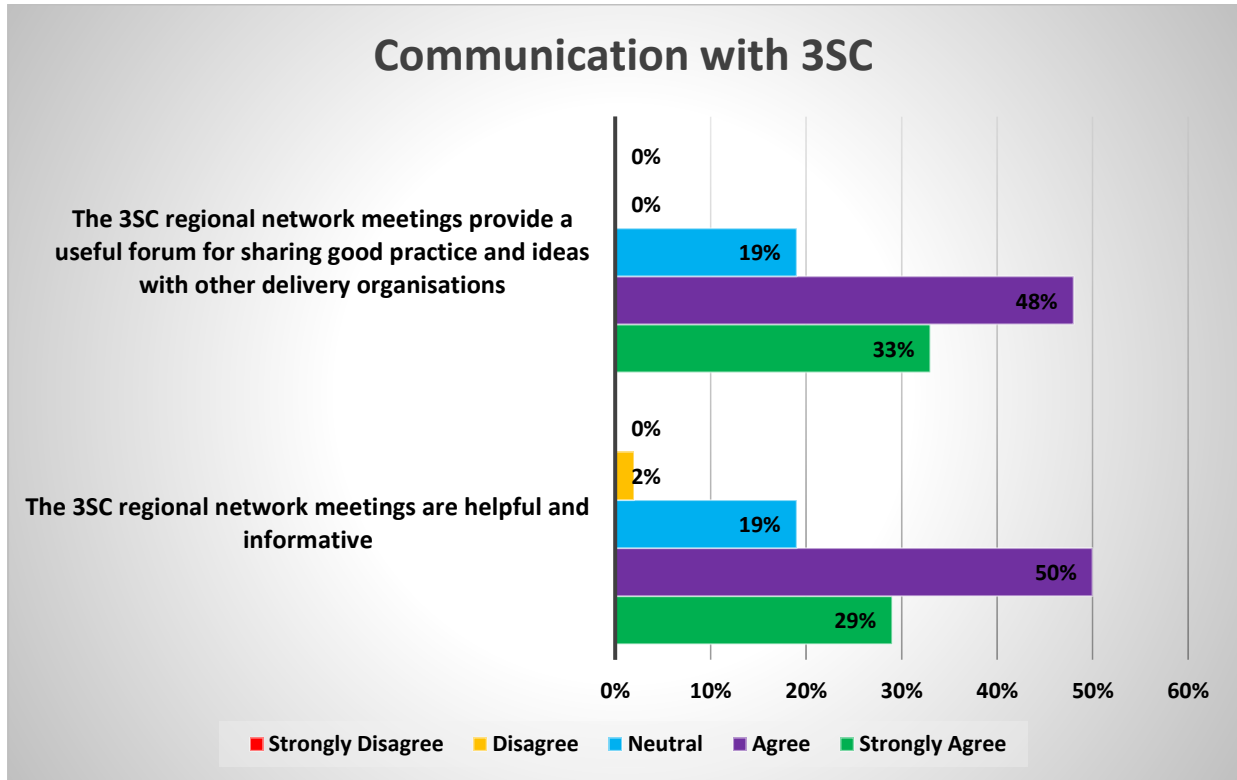


Chart 7: Responses to Statements About Regional Networking Meetings



Respondents were asked to provide a comment to explain their response to the statements especially if they provided a response of Disagree or Strongly Disagree. We received six comments, however one of these just stated N/A. The other five comments were:

- There have been occasions whereby we have needed clarity on situations regarding our work with the NPS and this has often taken a while to get an answer.
- I would like to know a bit more about the purpose of the regional meetings as sometimes it feels that the meetings aren't relevant to my organisation.
- As per above comment- this is not directly a fault of 3SC, however, for the last 3 years we have repeatedly been chasing confirmation and clarification of our NPS contract, the numbers, expectations and values and this has been very difficult. If there have been things that our 3SC Senior/Contract Performance Managers can answer they will do so - communication with them is good. Most of my contact is with our 3SC Contract Performance Manager at the moment and he is usually very quick to respond to calls and is always pleasant and helpful, however, because 3SC manage the contract on behalf of the CRC & the NPS they are often not in a position to share information with us,
- Not attended a regional meeting so cannot comment.

- I am unable to comment on the meetings - regional network ones as I don't attend.

2.2.6 Question 8

Questions 8 asked delivery organisations to let us know how we can improve our communication with them. We received 25 responses to the question, three of which stated N/A and two that there were no issues with communication. The remaining, mainly positive, 20 comments were:

- Communication is good.
- There is already good communication in place.
- Communication is good.
- Our 3SC Contract Performance Manager and 3SC Senior Contract Performance Manager are both helpful and supportive whenever we deal with them. The issue around communication is due to the fact that everything has to be dealt with by multiple reps in 3SC, the CRC and the NPS and as a result even simple things can be slow to resolve or remain unresolved. Both of our service managers have always commented on how supportive our 3SC Contract Performance Manager is and how nice she is to work with.
- Communication has always been good and in a timely manner. We feel supported and that our concerns are listened to.
- Not sure how you could improve.
- I am happy with the communication and I find our 3SC Contract Performance Manager helpful and responsive.
- Nothing, we have really good support from our 3SC Contract Performance Manager. He has been so supportive towards the service and customers.
- The communication has always been clear and confidential.
- Only use encryption when absolutely necessary!
- No improvement needed.
- Nothing – our 3SC Contract Performance Manager is extremely helpful and goes above and beyond in assisting us.
- As contract manager I am happy with the communication.

- Communication with our 3SC Contract Performance Manager is very prompt and clear. No improvement required.
- I am happy with current systems and people. I think there is a good team at 3SC.
- As contract management, no issues.
- Better involvement in regional meetings, in terms of benefits and training.
- To continue an effective level of communication at all stages.
- Overall communication from 3SC is excellent.
- Communication is excellent.

2.2.7 Questions 9 - 13

Questions 9 - 12 asked delivery organisation contacts a range of questions about their use of, and interaction with, the 3SC website, social media and membership as follows:

- **Question 9:** Have you visited the 3SC website at www.3SC.org?
- **Question 10:** Have you joined the 3SC Mailing List at <http://www.3sc.org/3sc-mailing-list/> ?
- **Question 11:** Have you taken up the 3SC Membership offer at https://www.3sc.org/3sc_membership_info/ ?
- **Question 12:** Are you aware of 3SCs social media feeds on Linked-In and Twitter?

Responses to questions 9 - 12 are shown in *Charts 8 to 11*.

Chart 8: Response to Question on 3SC Website

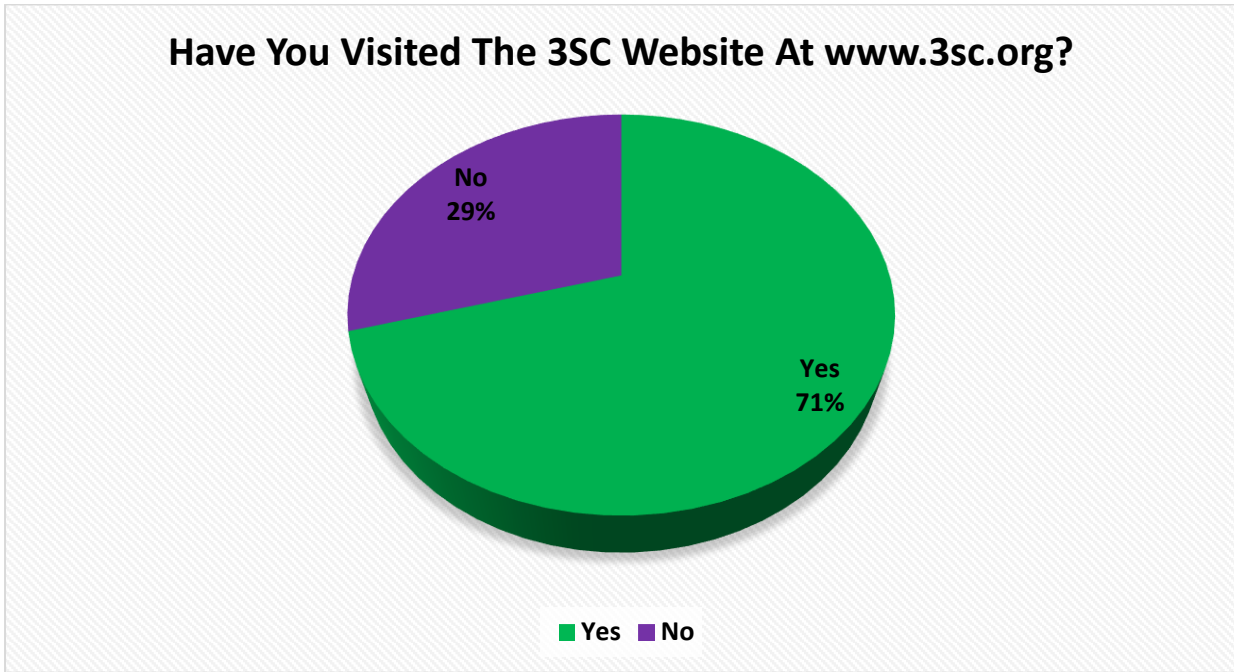
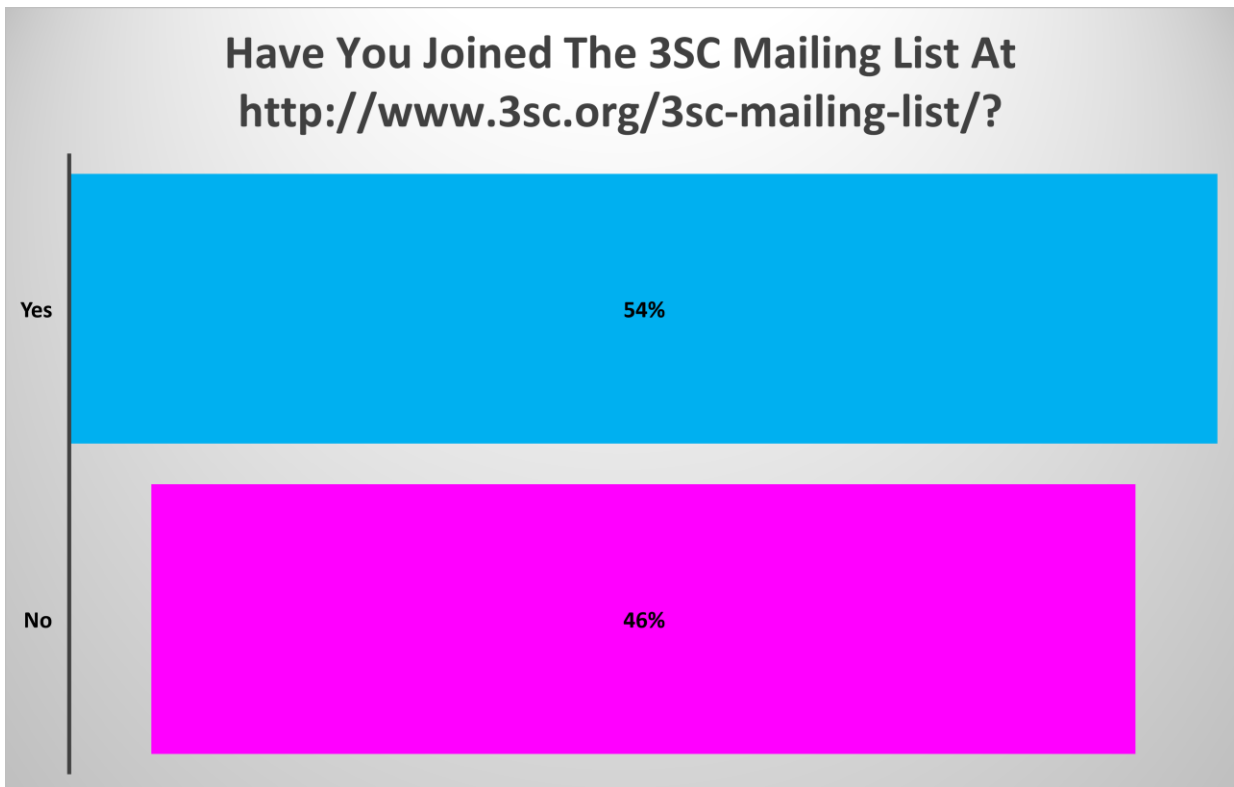


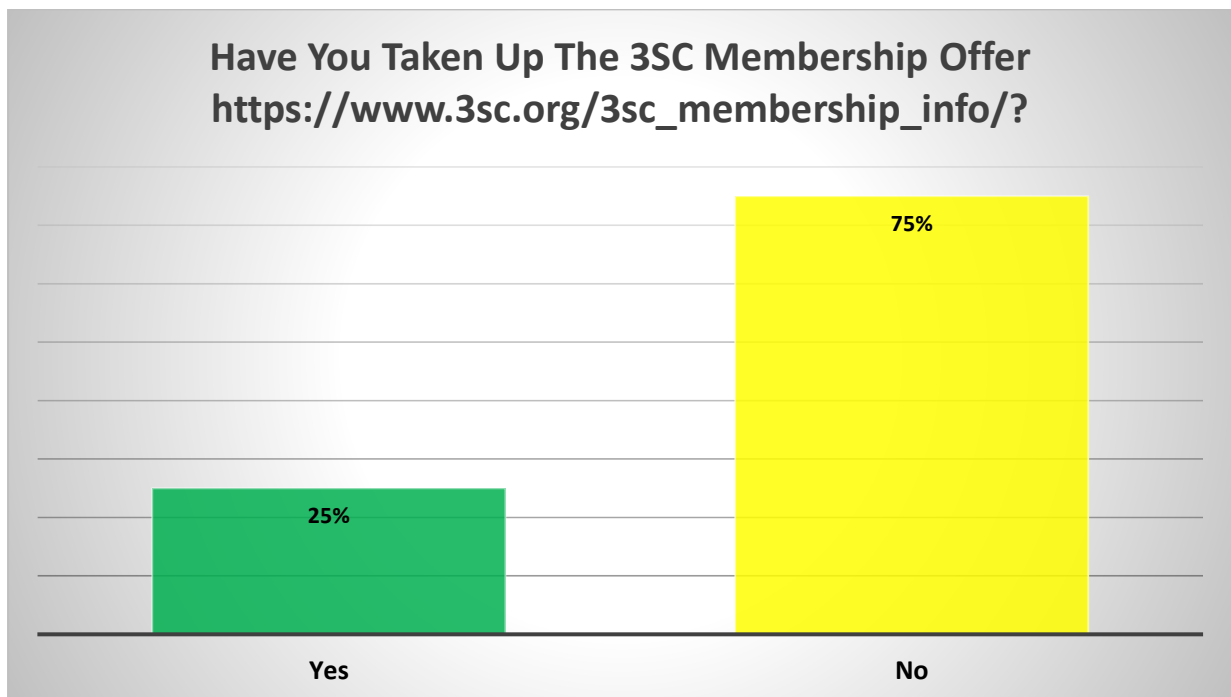
Chart 9: Response to Question on 3SC mailing List



Delivery organisations were also asked for comments on their experience of using the 3SC website and any of their other interactions with 3SC. 14 comments were received about the 3SC Mailing List as follows:

- Five contacts stated they were not aware of the Mailing List and one responded with N/A.
- This hasn't been pushed towards myself and I haven't been informed of what benefits I would get by joining the mailing list.
- Not sure.
- Will send request.
- Simply due to capacity, I have just not re-visited this to sign up.
- Not felt the need to.
- I don't feel I need it.
- Company decision not to join at present.
- Don't know what it is and why I would need to be on the mailing list.

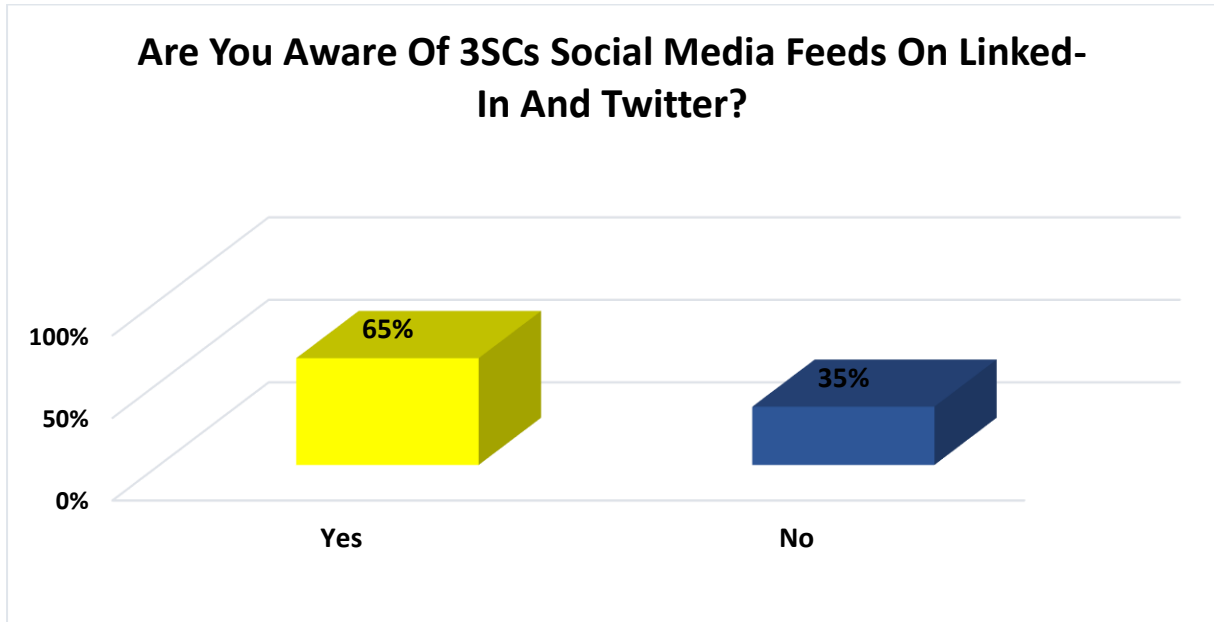
Chart 10: Responses to Take UP of 3SC membership Offer



The 3SC membership scheme provides advice and support to help improve social businesses and their success in winning and delivering public sector contracts either as an individual organisation or as part of a 3SC supply chain. Delivery organisations were also asked for comments on the 3SC Membership Offer and 26 comments were received as follows:

- Seven contacts stated they were not aware of the Membership Offer or do not know what it is, and one stated N/A.
- Not yet discussed this with senior management.
- For same reasons as above - this hasn't been pushed towards myself and I haven't been informed of what benefits I would get by joining the mailing list.
- Our London office I would have thought would take up membership for us all.
- Not my role to take up membership.
- Don't know.
- This delivery is only a small part of our overall work.
- Again, not sure.
- Would be an organisational decision.
- Will look into it in the future.
- I have highlighted this with my organisation.
- Cost - but still under consideration.
- The membership does not benefit us as a larger organisation.
- I don't know what the benefit would be.
- Have thought about it.
- The organisation has internal expertise in this field.
- I raised this with the CEO and left it to her.
- We have a small contract.
- Not sure how long my contract will be renewed for yet.

Chart 11: Responses to Awareness of 3SC’s Social Media Feeds



2.2.8 Question 13

Question 13 asked delivery organisation contacts if they would like to join the 3SC Mailing List by entering their email address as consent for us to sign them up. Organisations who join our mailing list will receive notification of new contracts and business prospects as well as opportunities to join our supply chain. We also keep contacts up to date with 3SC news, updates from the sector and best practice information.

Delivery organisation contacts can withdraw their consent at any time. 17 delivery organisation contacts provided their email address to enable us to add them to the mailing list.

2.2.9 Question 14

Question 14 asked delivery organisations to provide any additional comments or suggestions to support us to continually improve our service.

29 comments were received of which nine were No/None/NA. The remaining 20 comments are given below, and a number of delivery organisation contacts took the opportunity to comment on the positive relationship they have with and support received from their specific Contract Performance Manager:

- I enjoy working with our 3SC Contract Performance Manager on a personal level and feel she understands the complexity of our monthly CPA.

- Our 3SC Contract Performance Manager has always been excellent at communication between us and 3SC.
- We have a good working relationship with our 3SC Contract Performance Manager.
- Just wanted to say how our 3SC Contract Performance Manager has helped with managing our data, she has been brilliant, easy to work with and always a phone call away if we need any support.
- The added support with the contract management side of the service has been very well received and a useful resource to have. 3SC are very good at negotiating on behalf of the provider and almost act as a 'middle-man'.
- My 3SC Contract Performance Manager has been amazing. She is supportive and extremely professional. However, the CRC Contract Lead can often be rude and asks for repetitive information that could easily be gained from CPA meetings
- I have always found 3SC to be helpful, approachable and willing to go to some lengths to help me in all my dealings with them.
- No - I am happy with the service delivery. Our communication is good.
- Our 3SC Contract Performance Manager has been thorough and supportive at all times and always takes time out to go that extra mile.
- Working with 3SC and our 3SC Contract Performance Manager in particular (my main point of contact), has been a real pleasure. I have found our 3SC Contract Performance Manager to be consistent in her approach and has supported the work we do alongside managing myself and the work I deliver to a high standard.
- Would like to find out more about potential contract opportunities beyond criminal justice.
- Our 3SC Contract Performance Manager is very professional and supportive and has assisted us to make improvements in our service.
- Our 3SC Contract Performance Manager is a fantastic member of the team and extremely knowledgeable in her role.
- Our 3SC Contract Performance Manager has been a great support with the new contract. She has chased unanswered and outstanding questions, which has help us to mobilize effectively.
- No, good support offered.

- Our 3SC Contract Performance Manager is an excellent source of advice and guidance and has been fundamental in our being recommissioned for the 3rd time. Many thanks.
- Our 3SC Contract Performance Manager is very supportive and has guided us through what has sometimes been a complex contract. Including new policies.
- To have a strong review on what information is actually needed and why. There is too much focus on gathering information that I believe is not linked to service delivery.
- Over the years we've built up a very strong working relationship with our 3SC Contract Performance Manager who has provided my organisation with nothing but guidance and structure for working alongside the CRC in Merseyside. I have to say without her advice and guidance early on in the contract we would have found embedding our service with the CRC difficult ad problematic. Our 3SC Contract Performance Manager offered solutions based on our strengths and held us to account to ensure we followed through on our action plans. 10/10 for professionalism and customer service.
- I have no idea who the other Contract Managers are but if they are anything like our 3SC Contract Performance Manager, 3SC have got it right. Building on a great relationship with our 3SC Senior Contract Performance Manager who is fast becoming invaluable in supporting TWW Bid Writer. Thank you for all support.

3. Opportunities for Improvement

3.1 Opportunities

The feedback received from the survey of delivery organisations working with 3SC on our justice programmes was extremely positive and all staff in the 3SC Justice Programmes Team received a positive comment. Where concerns were raised in comments these were often related to actions outside of 3SC's control although some areas have been highlighted for improvement.

Smaller delivery organisations do not always fully understand the purpose of the due diligence process and would value greater support to ensure they have up to date documentation required for their due diligence annual refresh. 3SC will develop a short guide for delivery organisations to help improve their understanding of the purpose of due diligence and why the information is required. 3SC Contract Performance Managers will ensure delivery organisations know when their annual refresh is due and provide any support needed to ensure delivery organisations have their updated documentation to enable them to meet the annual refresh due diligence requirements.

Some delivery organisations have had difficulty understanding and/or agreeing their contract performance targets. Whilst these are set by the CRC it is 3SC who work with delivery organisations to ensure they are clear about expectations of their performance. 3SC will continue to work closely with the CRCs to ensure contract performance targets are written so that they are clear and support delivery organisations to understand what is expected and agree them.

Some delivery organisations find the structure of the Contract Performance Assessment meeting does not allow them to show the quality of the work they are doing, and they do not understand why some of the detailed information is needed and how the information gathered relates to service delivery. Also, some delivery organisations do not find the action plan arising from Contract Performance Assessment meeting useful to refer back to so that they can check their progress against identified actions. 3SC's Contract Performance Managers will ensure that at their next Contract Performance Assessment meetings, their delivery organisations know what the information from their Contract Performance Assessments and Quality Deep Dives is being used for, to help them to understand why we ask for so much information and the purpose of getting it. The Justice Team will also look at the action plan to see why some delivery organisations are not finding it useful and take action accordingly.

Only 54% of the delivery organisations who responded to the survey have signed up to the Mailing List and 25% have taken up the 3SC Membership Offer. Several respondents mentioned that they were not aware of the Mailing List or the Membership Offer. 3SC's Contract Performance Managers will ensure that each of their delivery organisations know about both and their benefits in their next Contract Performance Assessment meetings.

3.2 Response Rate

The response rate of 65% for the 2019 survey is an increase of 18% on the 2018 survey.

The survey was only available on-line and 3SC were reliant on delivery organisations responding to requests from their Contract Performance Manager to complete the survey. Careful consideration should be given to alternative means of collecting delivery organisation feedback in future to give them a number of options so that they can choose an option to suit them. For example, providing paper versions of the survey that delivery organisations can complete and return by email. We should also look at the possibility of asking delivery organisations to complete the survey during a Contract Performance Assessment meeting.

4. Overall Summary

4.1 Summary

The response rate of 65% of delivery organisation contacts shows an increase of 18% on the response rate for the 2018 survey, however, there is still plenty of scope to increase participation levels further.

Where delivery organisations were asked to provide a response of Strongly Agree to Strongly Disagree, 90% of responses provided were Agree or Strongly Agree, with only 1% of responses being Disagree or Strongly Disagree and 9% of responses being Neutral.

90% of responses about working with 3SC were positive responses of Agree or Strongly Agree. Responses about communication with 3SC were positive with 90% of responses showing delivery organisations Agreed or Strongly Agreed with the statements. Only 1% of responses about communication Disagreed with the statements with no responses of Strongly Disagree.

Overall 91% of responses Agree or Strongly Agree with the statements about contract management and just under 9% of responses were Neutral. There were two responses of Disagree and two responses Strongly Disagree to the statements, which in total represents under 1% of the responses received.

The majority of comments provided acknowledged the excellent support and guidance provided by 3SC's Contract Performance Managers. Every member of the Justice Team had a positive comment written about them within the survey. Where concerns were raised in comments these were often related to actions outside of 3SC's control.

71% of respondents have visited the 3SC website but this has not translated into an equal number of respondents joining the Mailing List and/or taking up the Membership Offer. However, 17 respondents requested to be added to the Mailing List taking this from 54% to 87% of respondents being on the 3SC Mailing List.

4.2 Key Messages

- In a time of major change and disruption within the justice sector, delivery organisations are building and maintaining good relationships with 3SC's Contract Performance Managers.
- Overall, the majority of delivery organisations are happy with the service and support received from 3SC to ensure they are able to meet their contract requirements.
- 3SC needs to ensure all delivery organisations know the benefits of the 3SC Membership Offer and improve the uptake of delivery organisations on the Mailing List.

- 3SC will act on the comments provided by a few delivery organisations to improve our approach to due diligence, contract management and communication.