

# **3SC Employment Services Delivery Partner Survey Results Report**

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## Table of Contents

|   |           |
|---|-----------|
| <b>1. Introduction</b> .....                  | <b>3</b>  |
| <b>1.1 Summary</b> .....                      | <b>3</b>  |
| <b>1.2 The Survey</b> .....                   | <b>3</b>  |
| <b>1.3 Responses</b> .....                    | <b>4</b>  |
| <b>2. Survey Results</b> .....                | <b>5</b>  |
| <b>2.1 Summary Results</b> .....              | <b>5</b>  |
| <b>2.2 Results in Detail</b> .....            | <b>6</b>  |
| <b>2.2.1 Questions 1 - 3</b> .....            | <b>6</b>  |
| <b>2.2.2 Question 4</b> .....                 | <b>8</b>  |
| <b>2.2.3 Question 5</b> .....                 | <b>9</b>  |
| <b>2.2.4 Question 6</b> .....                 | <b>11</b> |
| <b>2.2.5 Question 7</b> .....                 | <b>13</b> |
| <b>2.2.6 Question 8</b> .....                 | <b>16</b> |
| <b>2.2.7 Question 9</b> .....                 | <b>17</b> |
| <b>2.2.8 Questions 10 to 13</b> .....         | <b>20</b> |
| <b>2.2.9 Question 14</b> .....                | <b>23</b> |
| <b>2.2.10 Question 15</b> .....               | <b>24</b> |
| <b>3. Opportunities for Improvement</b> ..... | <b>25</b> |
| <b>3.1 Opportunities</b> .....                | <b>25</b> |

## 1. Introduction

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### 1.1 Summary

On 20 January 2022, 3SC launched our fifth Employment Delivery Partner Survey. The survey was sent to 22 contacts from 21 delivery partners who are currently contracted by 3SC or who have worked with 3SC in the last year to deliver employment programmes. The survey was formed of 36 questions covering:

- Information about the respondent completing the survey.
- Working with 3SC.
- 3SC's approach to due diligence.
- 3SC's approach to contract management.
- 3SC's Contract Performance Assessments (CPAs).
- Communication with 3SC.
- Information sharing sessions
- 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 our delivery partners. We also asked for comments and/or suggestions about our service that will help us to continually improve and enhance our existing and future ways of communicating and working with the delivery partners in our supply chains.

### 1.2 The Survey

The survey consisted of eight areas shown above. Six of these areas provided a number of statements that asked delivery partners to provide a response from Strongly Agree to Strongly Disagree or Not Applicable.

Where statements required a response of Strongly Agree, Agree, Disagree, Strongly Disagree or Not Applicable (N/A) 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 partners were asked to provide comments to support their response, especially where they provided a negative response of Disagree or Strongly Disagree to any of the statements.

One of the questions asked delivery partners to let us know how we can improve our communication with them.

The final question asked whether delivery partners had any additional comments or suggestions about our service and/or website that they would like to make to enable us to continually improve our service.

### **1.3 Responses**

The survey was sent to 22 contacts from 21 delivery partners that are currently working with 3SC to deliver employment services, or who have delivered employment services within the last year.

19 delivery partner contacts, from 19 different delivery partner organisations, provided a response to the survey.

This shows a very good response rate of just over 90% of delivery partners to who the survey was sent for completion. This is an improvement of 18% compared to the 72% response rate in the 2021 survey.

## 2. Survey Results

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### 2.1 Summary Results

Overall, the responses to how well 3SC is working with delivery partners were extremely positive. Within the survey, delivery partners were given a number of statements that required a positive response of Strongly Agree/Agree, a negative response of Disagree/Strongly Disagree, or a response of Not Applicable (N/A). Results included:

- Overall, 90% of responses to the statements in the survey were positive responses of Strongly Agree or Agree. This is drop of 6% from the 96% positive response rate in the 2021 survey. However, this is due to an increase in responses of N/A which have risen from 3% to 8%. The responses of Disagree or Strongly Disagree remain the same at 2%.
- 100% of respondents Strongly Agree or Agree that 3SC's Operations Manuals clearly outlines the process by which their contract/grant is delivered and managed.
- 100% of respondents Strongly Agree or Agree that when they have a query or question, they are given the information they need from 3SC.
- 95% of respondents Strongly Agree or Agree that 3SC has enabled them to deliver programmes they would not otherwise have been able to take part in.
- 90% of respondents Strongly Agree or Agree 3SC works collaboratively with them to continuously improve services delivered to customers. 4% responded N/A.
- 91% Strongly Agree or Agree that the support provided by their Contract Performance Manager has helped improve their organisation's performance. 5% were N/A.
- 100% of respondents Strongly Agree or Agree the information, support and guidance provided by 3SC during the due diligence process is appropriate to the size and complexity of their organisation.
- 95% of responses to the statements about 3SC's approach to contract management were positive responses of Strongly Agree and Agree. 2% were negative responses of Disagree and 3% were responses of N/A.

- 81% of respondents Strongly Agree or Agree their monthly Contract/Programme Performance Assessment (CPA/PPA) meetings are a useful way to keep them on track with their performance requirements. The remaining 19% of responses were N/A. The reason for this is that some delivery partners have only recently started working with 3SC and had not yet taken part in a CPA/PPA meeting at the time of the survey.
- Overall, 71% of responses to the statements about Information Sharing Sessions were positive responses of Strongly Agree or Agree. 5% of responses were negative responses of Disagree. The remaining 24% were responses of N/A.
- 95% of respondents who answered the question have visited the 3SC website and 86% of respondents have signed up to the 3SC mailing list.
- 80% of respondents who answered the question are aware of 3SC's social media feeds on Linked In and Twitter. This is an improvement on the 67% who said they were aware of social media feeds in the 2021 survey.

## 2.2 Results in Detail

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

### 2.2.1 Questions 1 - 3

Questions 1 to 3 asked delivery partners about:

- The name of their organisation.
- Their role within the organisation.
- The type of provision they deliver.

Table 1 below shows the names of the delivery partners who responded to the survey and Table 2 shows the number of responses by type of employment programme. For the purpose of confidentiality, the role of the contact who has responded to the survey is not included in either of the tables below. Two of the delivery partners who responded have been involved in the delivery of more than one employment programme in the last year.

**Table 1: Delivery Partners who Responded to the Survey**

| Name of Delivery Partner |
|--------------------------|
|--------------------------|

|   |
|---|
| Habit Coach                                 |
| Successful Mums Career Academy              |
| Penny Chapman Consultancy                   |
| EPIC PR                                     |
| Bawnmore Coaching & Consulting Ltd          |
| Jones and Jones Consultancy                 |
| Amber Consultancy and Training              |
| Penny Chapman Consultancy                   |
| Corinne Cariad                              |
| Jones and Jones Consultancy                 |
| Prefer not to say                           |
| Sarah Clein Consultancy and Coaching        |
| The Write Time                              |
| Mindsetmatch                                |
| MacQueen Education and Training Consultancy |
| Clarity at Work                             |
| Zems Academy                                |
| SB Training                                 |
| Belina Grow                                 |

**Table 2: Responses by Employment Programme**

| Type of Provision                  | Responses |
|------------------------------------|-----------|
| Access to Work                     | 2         |
| Neuro Diverse Strategy Coaching    | 16        |
| GLA/ESF Parental Support Programme | 3         |

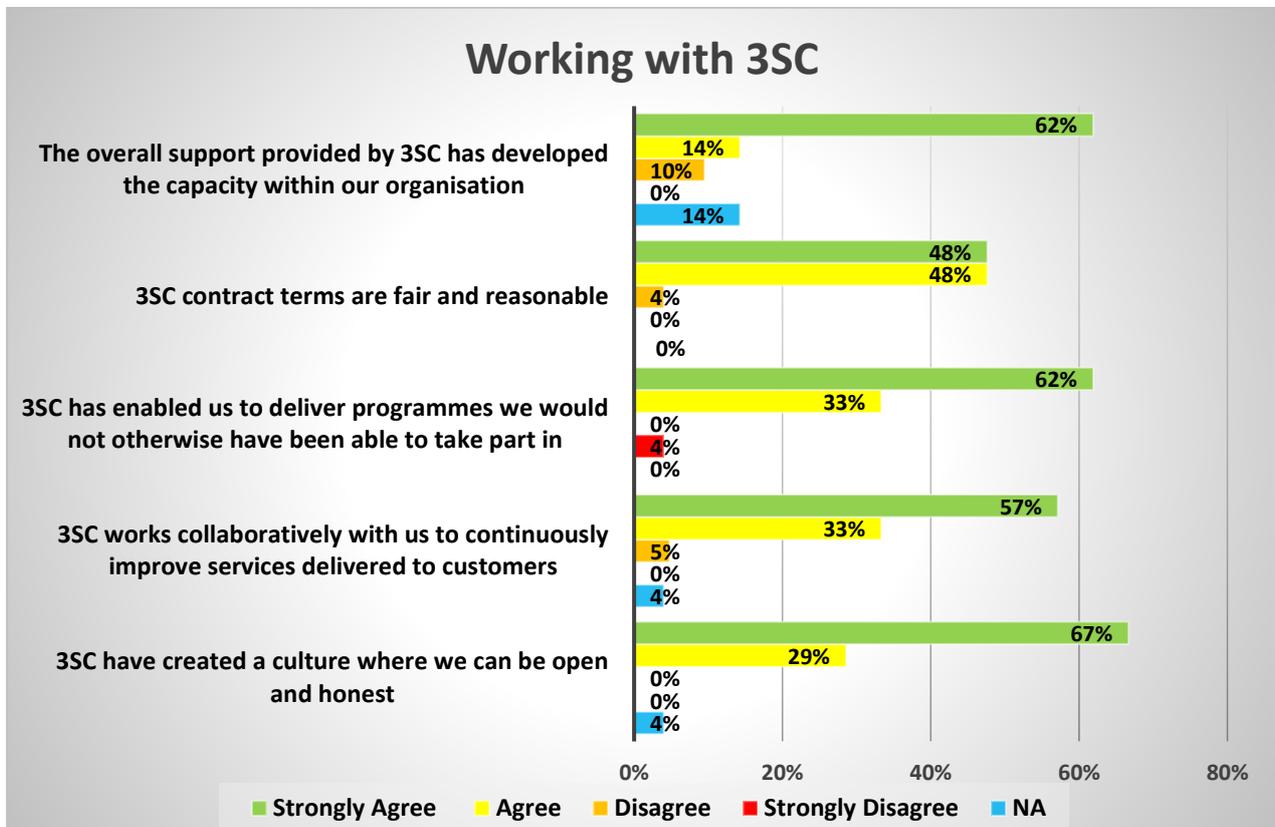
### 2.2.2 Question 4

Question 4 asked delivery partners to respond to five statements about their experience of working with 3SC. Responses ranged from Strongly Agree to Strongly Disagree. Results included:

- 96% of respondents Strongly Agree or Agree 3SC has enabled them to deliver programmes they would otherwise not been able to take part in.
- 90% of respondents Strongly Agree or Agree 3SC works collaboratively with them to continuously improve services delivered to customers. 4% responded N/A.
- 76% of respondents Strongly Agree or Agree 3SC’s support has developed the capacity in their organisation. 14% responded N/A.

Chart 1 shows the responses in detail.

**Chart 1: Delivery Partner Responses to Working with 3SC**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Eleven comments from delivery partners were received explaining their response to the statements as follows:

- Very happy with what 3SC do.
- The best practice sessions are a great way to collaborate and continuously improve the service. It's also a great way for partners to network and share best practice to improve the service to customers.
- Whilst working with 3SC has been good, I wouldn't say that it's had an impact on capacity (or capability for that matter) but this would be quite difficult as I'm a one-man band.
- 3SC offer a very good service and are always professional and supportive.
- The level of pay that is offered for the service is below the market rate for accredited, qualified coaches.
- Overall the communication with 3SC has been very good. When there were any queries, these were resolved typically within 24hrs.
- I've only been working with 3SC for a few months and haven't yet seen anything around capacity development.
- \*Referral numbers not as expected. As a result, having to source income elsewhere. Was doing neurodiversity coaching prior to joining 3SC. 3 hour sessions are too long for the client - has been stated regularly with no change. Other providers enable the coach to break the sessions up. Example of contract-centred approach rather than person-centred. (*\*Note from 3SC – all coaches are informed that referral numbers are not guaranteed and that coaches have the discretion to break up sessions*).
- I feel supported to develop my business.
- Really enjoy the work and support from 3SC. Contract Performance Manager (CPM) and Operations Co-ordinator are exceptionally helpful.
- It is an open and trusting relationship - based on strong delivery.

### 2.2.3 Question 5

Question 5 asked about 3SC's approach to due diligence.

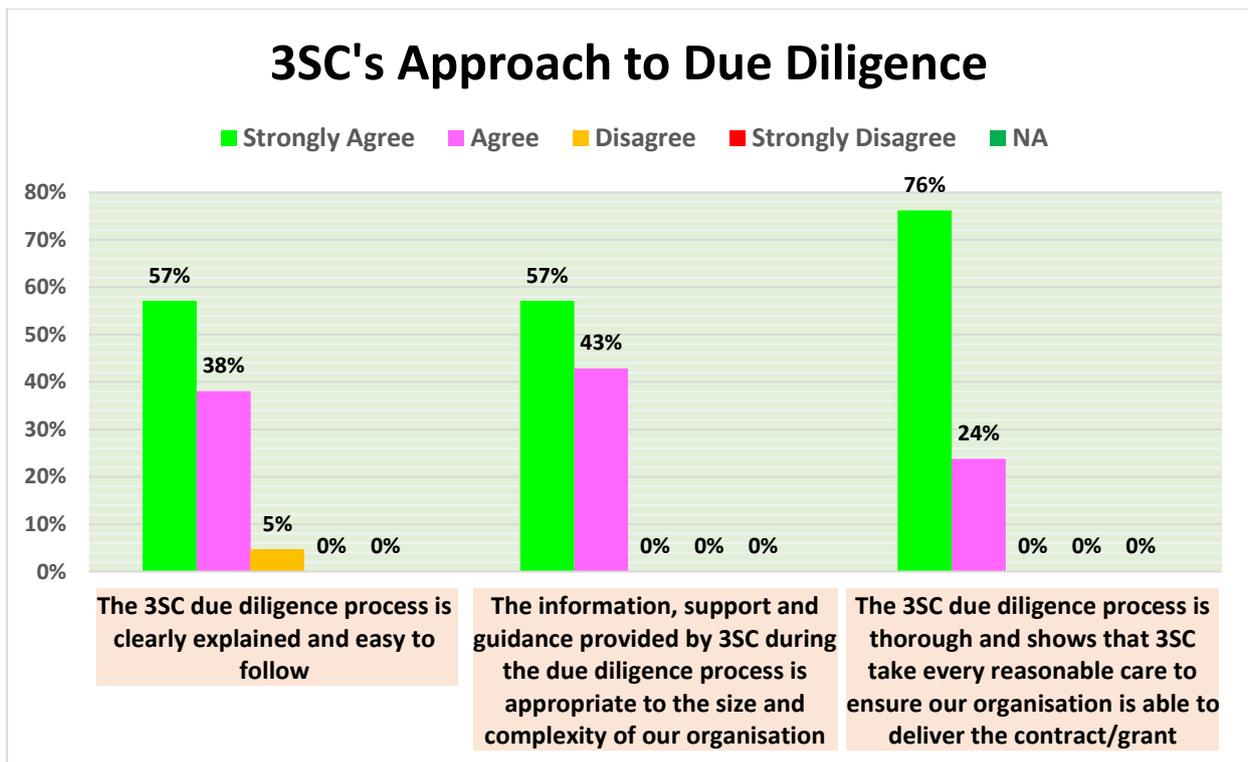
Delivery partners were given three statements about 3SC's approach to due diligence. Responses ranged from Strongly Agree to Disagree. One delivery partner skipped this section. Results included:

- 95% of respondents Strongly Agree or Agree that the due diligence process is clearly explained and easy to follow.

- 100% of respondents Strongly Agree or Agree the information, support and guidance provided by 3SC during the due diligence process is appropriate to the size and complexity of their organisation.
- 100% of respondents Strongly Agree or Agree 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/grant.

Chart 2 shows the responses in detail.

**Chart 2: Delivery Partner Responses to 3SC’s Approach to Due Diligence**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Three comments explaining their response to the statements were received as follows:

- Straightforward.

- I thought 3SC were very understanding and tailored the due diligence well for sole traders.
- Due diligence processes have developed over the years. Changes to format can result in the process being quite time consuming to complete. Some aspects could be shared (e.g. Risk Register) to reduce duplication of energies and improve consistency.

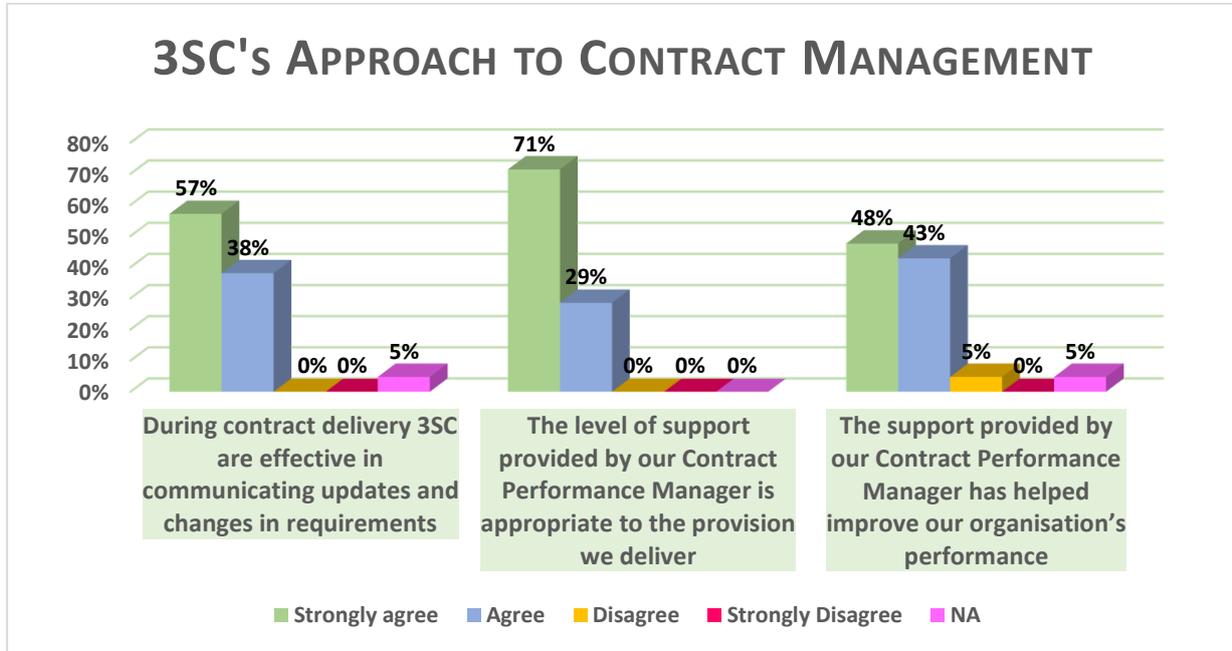
### 2.2.4 Question 6

Question 6 asked about 3SC's approach to contract management.

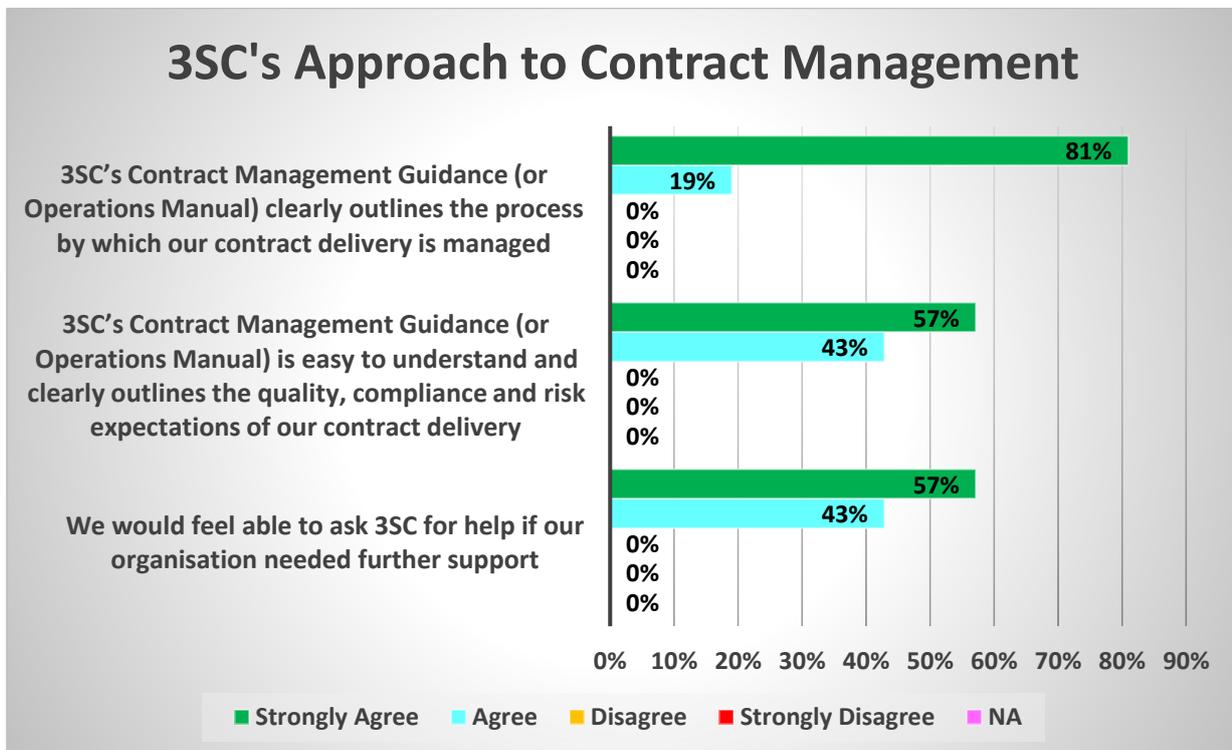
Delivery partners were asked to respond to the six statements with responses of Strongly Agree, Agree, Disagree, Strongly Disagree or N/A. Charts 3a and 3b show the responses in detail. Results included:

- Overall, 95% of responses to the statements about 3SC's approach to contract management were positive responses of Strongly Agree and Agree. 2% were negative responses of Disagree and 3% were responses of N/A.
- 100% of respondents Agree or Strongly Agree the level of support provided by their Contract Performance Manager is appropriate to the provision they deliver.
- 100% of respondents Agree or Strongly Agree that 3SC's Contract Management Guidance (or Operations Manual) is easy to understand and clearly outlines the quality, compliance and risk expectations of their contract delivery.
- 100% of respondents Agree or Strongly Agree that they would feel able to ask 3SC for help if their organisation needed further support.
- 91% of respondents Agree or Strongly Agree the support provided by the CPM has helped improve their organisation's performance. 5% were responses of N/A.

**Chart 3a: Delivery Partner Responses to 3SCs Approach to Contract Management**



**Chart 3b: Delivery Partner Responses to 3SC's Approach to Contract Management**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Four comments were received from delivery partners explaining their response to the statements as follows:

- Again, I don't think working with 3SC has helped improve my overall performance but the support by 3SC's Operations Co-ordinator has helped me navigate the contract/admin requirements so I can approach it in the most productive way.
- It would be useful to highlight the changes made in each new version of the manual rather than being asked to read the whole thing to identify them ourselves.
- Feel that the CPA process is very much tick box/compliance activity, which is absolutely fine by me.
- I think all manuals are difficult to write so not a criticism. Personal support excellent.

### **2.2.5 Question 7**

Question 7 asked delivery partners to respond to six statements about Contract/Programme Performance Assessments (CPA/PPA). Responses ranged from Strongly Agree to Disagree. Results included:

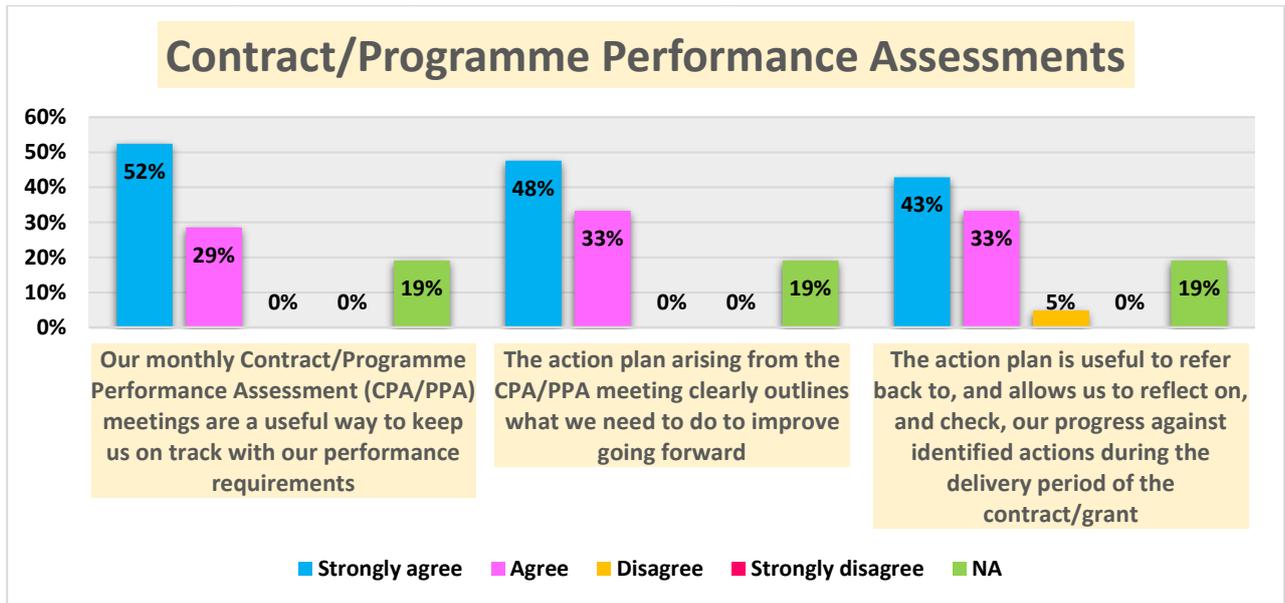
Overall, 80% were positive responses to the statements of Strongly Agree or Agree. 2% were negative responses of Disagree and the remaining 19% were responses of N/A. The reason for this is that some delivery partners have only recently started working with 3SC and had not yet taken part in a CPA/PPA meeting at the time of the survey.

- 81% of respondents Agree or Strongly Agree their monthly Contract/Programme Performance Assessment (CPA/PPA) meetings are a useful way to keep them on track with their performance requirements. The remaining 19% were responses of N/A.
- 81% of respondents Agree or Strongly Agree the action plan arising from the CPA/PPA meeting clearly outlines what they need to do to improve going forward. The remaining 19% were responses of N/A.
- 81% of respondents Agree or Strongly Agree that they are able to raise any matters of concern during their CPA meetings. The remaining 19% were responses of N/A.

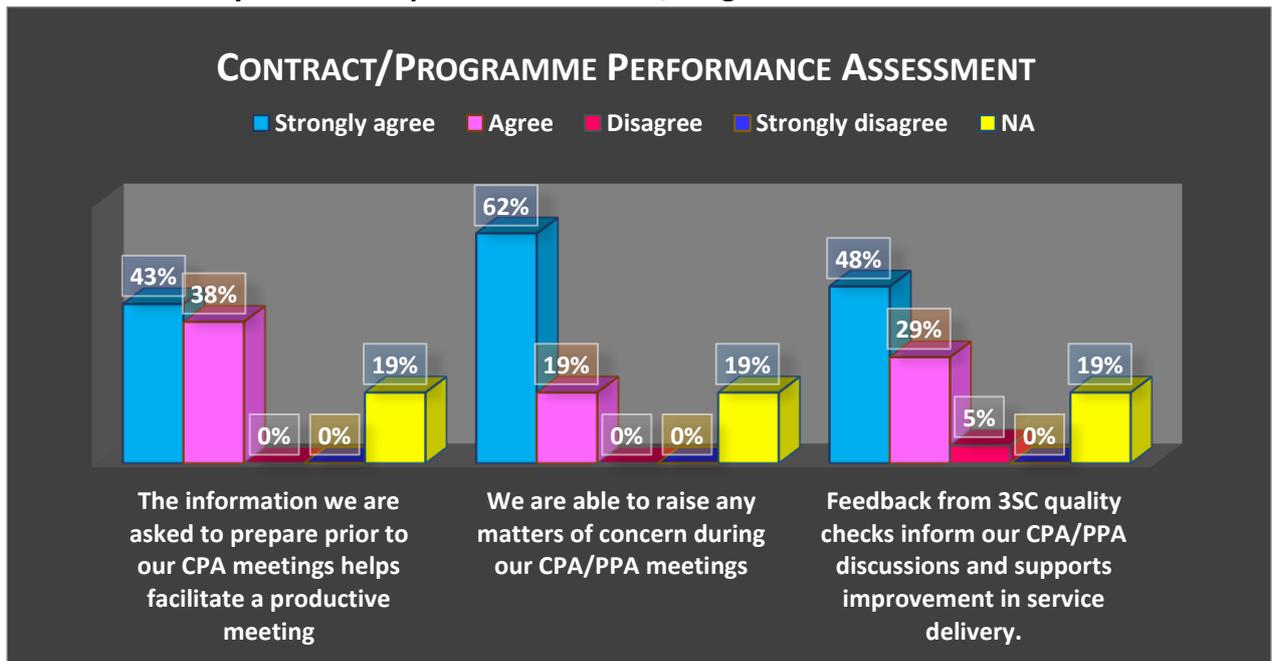
- 77% of respondents Agree or Strongly Agree that feedback from 3SC quality checks inform their CPA/PPA discussions and supports improvement in service delivery. 19% responded N/A as they had not yet had a CPA/PPA meeting at the time of the survey.

Charts 4a and 4b shows the responses in detail.

**Chart 4a: Delivery Partner Responses to Contract/Programme Performance Assessments**



**Chart 4b: Delivery Partner Responses to Contract/Programme Performance Assessments**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Six comments were received explaining their response to the statements as follows:

- I feel it is too much about looking back over a month that is over about three weeks ago and not enough about plans for moving forward.
- As a general rule the CPA review meetings are fine; managed well and run quickly and concisely. It is worth highlighting the extra work that is sometimes generated around these though. Whilst I appreciate the rationale (i.e. time saving for 3SC employees) for asking for more information from the organisation on KPI fail reasons, these have already been provided on the portal and we are not paid for the extra time it takes us to collate and provide this in an additional format. The same is true when being asked for repeat information on actions we have already completed. It's a relatively small issue so please take the feedback in the spirit it is intended which is to ensure 3SC staff are aware that these type of information/duplication requests are in effect unpaid work for self-employed coached on what is already an admin heavy programme.
- Have only just had one CPA meeting so my experience is limited, although positive so far (but haven't really had any problems to raise).
- I haven't yet had a meeting so can't comment.
- Action plan is useful as a snapshot. I use other internal measures and tools for reflection including supervision and experience logs as per my accreditation.
- No real issues here, however, I would highlight the fact that we don't get paid for the time it takes to provide additional information and that it would be good if 3SC colleagues could bear this in mind when asking for information that has already been supplied to them. For instance: we provide reasons for KPI fails by updating the portal (and in some cases also emailing 3SC if appropriate) but have also been asked to provide this manually - the reason given was that it's too time-consuming for 3SC employees to go into all the cases. Whilst I appreciate this, it effectively doubles the amount of work expected of a coach (firstly to update the system and then to pull this out and send manually).

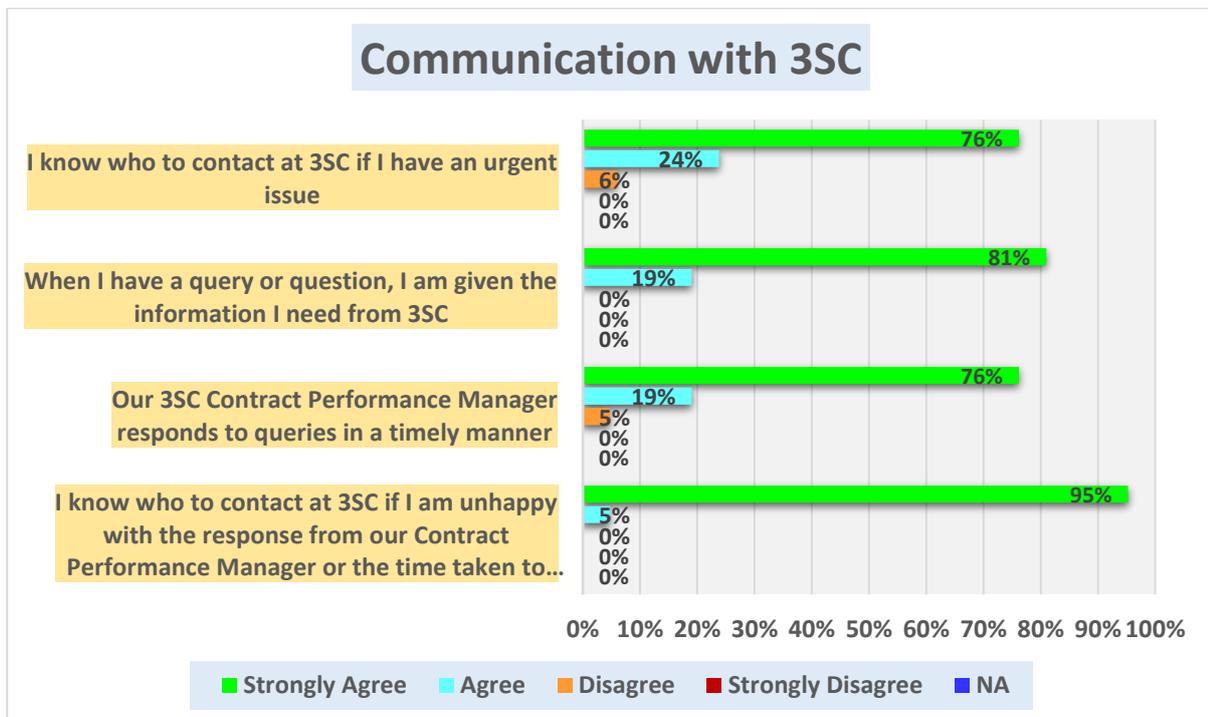
### 2.2.6 Question 8

Question 8 asked delivery partners to respond to four statements about communication with 3SC. Responses ranged from Strongly Agree to Disagree. There were no responses of Strongly Disagree.

- Overall, 99% of responses to the statements were positive responses of Strongly Agree and Agree. 1% were negative responses of Disagree.
- 100% of respondents Agree or Strongly Agree that when they have a query or question, they are given the information they need from 3SC.
- 100% of respondents Agree or Strongly Agree that they know who to contact at 3SC if they are unhappy with the response from their Contract Performance Manager or the time taken to respond to a query.

Chart 5 shows the responses in detail.

**Chart 5: Delivery Partner Responses to Communication with 3SC**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Four comments were received explaining their response to the statements as follows:

- Operations Co-ordinator is always very helpful.
- As disclosed before, communication with 3SC is very strong. Issues are typically resolved within 24-48 hours.
- Usually good and timely response but there are some things that are just ignored despite my asking a couple of times for information. For example, I still haven't seen the 3SC code of conduct, which we ask customers to agree with in the Welcome Form (yet we don't have copy to show them). Also, I recently asked for any guidance for employers around giving their staff the time to attend coaching in work hours. Increasingly I am finding customers have been told by employers they need to do the coaching in their own time. Would be good to have guidance/good practice from 3SC that we could share on this. But no response from 3SC to my enquiry. It feels that some of these trickier issues that come up aren't always addressed or supported by 3SC. The focus is always on PIs which is important but risks missing some of the nuanced feedback and opportunities to learn and develop. Another example is the discussion around doing a small research project. I was asked to develop a proposal and spent time liaising with Wolverhampton University, only to be ghosted at the end with no feedback or conclusion on the decision, which was demotivating and very frustrating.
- Excellent response from our project manager.

### **2.2.7 Question 9**

Question 9 asked delivery partners to comment on how we can improve our communication with them. Eleven comments were received of which two were N/A or No, and one of which referred to a comment for the previous question. The remaining eight comments provided were:

- Call me if something is urgent instead of emailing.
- At this present time we are very happy with what 3SC do.
- No suggestions, communication is good.

- Communication is good, no suggested improvements at this time.
- Communication has always been clear and prompt.
- Communication and support are very good.
- Comms on the whole are fine. As the contract I'm working on requires a lot of documentation, examples of completed documents would have been helpful to indicate the level of detail required.
- Access to recordings of best practice meetings so we can keep up to date when unable to attend.

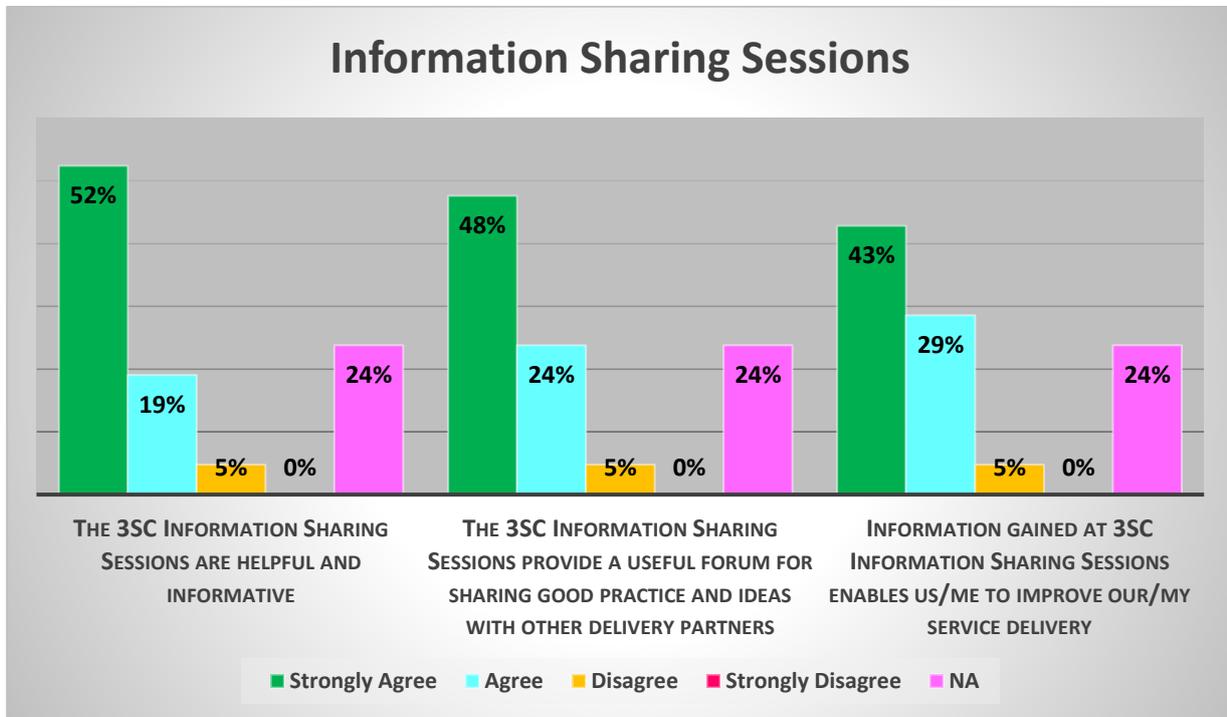
### **2.2.8 Questions 10**

Question 10 asked delivery partners to respond to three statements about 3SC's Information Sharing Sessions. Responses ranged from Strongly Agree to Disagree. There were no responses of Strongly Disagree.

- Overall, 72% of responses to the statements were positive responses of Strongly Agree and Agree. 4% were negative responses of Disagree. The remaining 24% were responses of N/A.
- Overall, 72% of responses Strongly Agree or Agree the 3SC Information Sharing Sessions provide a useful forum for sharing good practice and ideas with other delivery partners. 4% were negative responses of Disagree. The remaining 24% were responses of N/A as the delivery partner had not yet attended a meeting.

Chart 6 shows the responses in detail.

**Chart 6: 3SC Information Sharing Sessions**



Delivery partners were asked to provide a comment to explain their response especially where they disagreed with any of the statements. Four comments were received explaining their response to the statements as follows:

- I haven't been to an info sharing session yet (I've been to a membership event, but I think that's a different forum?).
- I have not been able to attend many of these so don't feel able to comment.
- I'm unable to attend the best practice sessions as they always take place on a Wednesday when I have other client commitments. Despite asking I've never received a recording that I can catch up on. It would be good if recordings could be made available and/or the sessions could be held on different days occasionally.
- I still don't think the information sessions are useful or efficient in the current format. It takes a lot of time investment to attend, and it could be just as useful to have a brief written update from Gareth with any main points. At least this way it would go to everyone and be consistent. It doesn't feel that this is the space to share best practice with colleagues either. If this was the space for practice share, it needs to be led by one

of the coaches and given more time or focused on a specific topic area. Practice share can't be covered as an agenda item on an otherwise busy schedule

### 2.2.8 Questions 11 to 14

Questions 11 to 14 asked delivery partners a range of questions about their use of, and interaction with, the 3SC website, social media and membership as follows.

- **Question 11:** Have you visited the 3SC website at [www.3sc.org](http://www.3sc.org) ?
- **Question 12:** Have you joined the 3SC Mailing List at <http://www.3sc.org/3sc-mailing-list/>?
- **Question 13:** Have you taken up the 3SC Membership offer <https://www.3sc.org/3sc-membership-info/>?
- **Question 14:** Are you aware of 3SCs social media feeds on Linked-In and Twitter?

Delivery partners were asked for comments on their experience of using the 3SC website and any of their other interactions with 3SC.

Responses to questions 11, 12, 13 and 14 are shown in Charts 7 to 10 below.

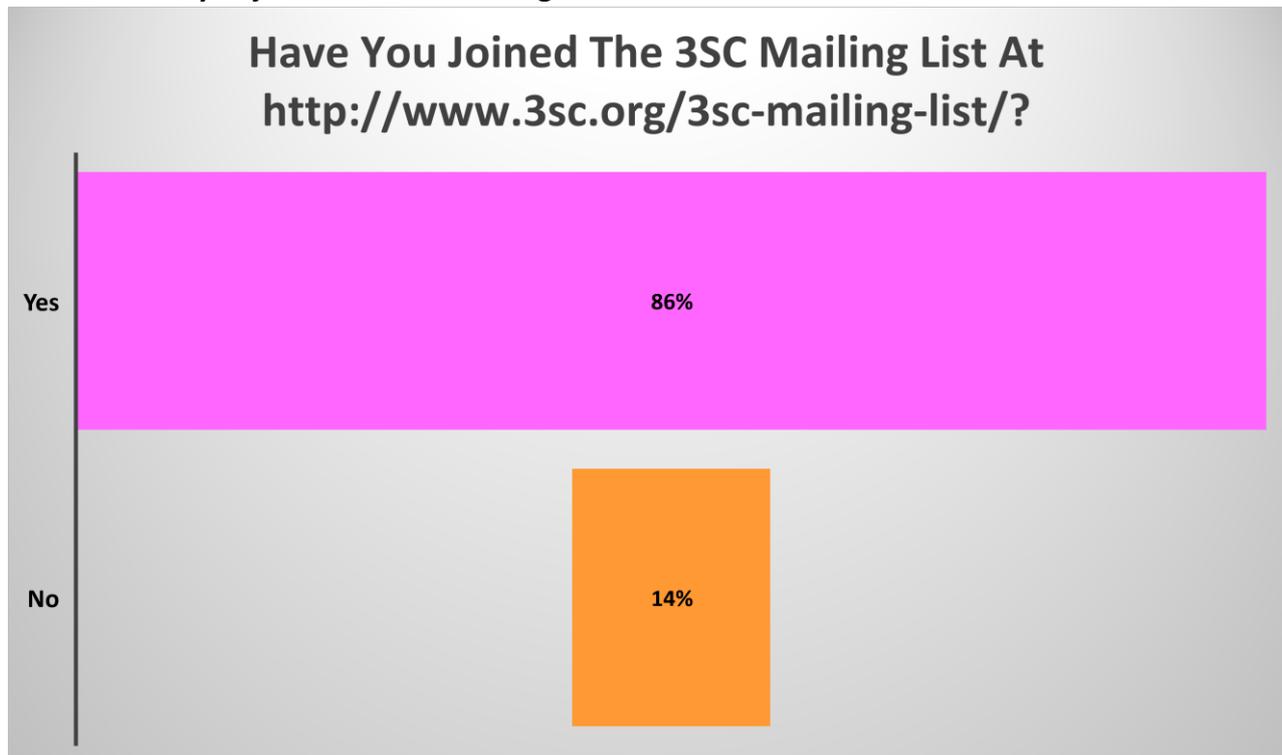
**Chart 7: Response to Question on 3SC Website**



If delivery partners had visited the 3SC website, they were asked for their views about the content and layout of the website. Some of the comments received were very similar so they have been amalgamated to show the general content of similar comments. Comments included:

- It looks good. I would suggest cutting down the amount of writing and make the font bigger, with the font on an off-white background to support neuro-diverse people.
- Great website very clear, easy to navigate with plenty of content. Layout simple and straight forward.
- I have only visited the NDCS page which I found insightful before I joined as a delivery partner.
- Content is about the right level of detail.
- Find it useful.
- Looks good but not inviting to read.

**Chart 8: Have you joined the 3SC Mailing List?**

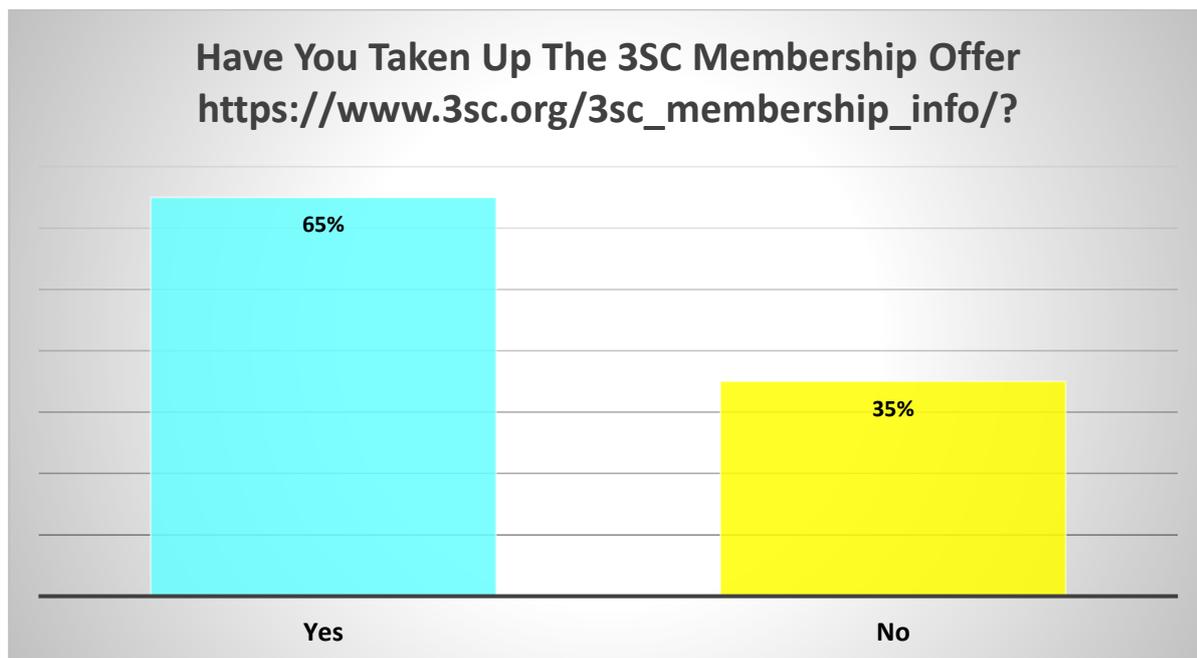


If delivery partners had not joined the 3SC Mailing List, we asked them to let us know why not. We received three comments as follows:

- Too many mailing lists already.
- I think I have but I'm not entirely sure. Have opted in via the form below.
- I am not sure if I am on the mailing list.

Where respondents have stated they are not sure if they are on the mailing list we will check with the membership team and add them to the list if needed.

**Chart 9: Have you taken up the 3SC Membership Offer?**

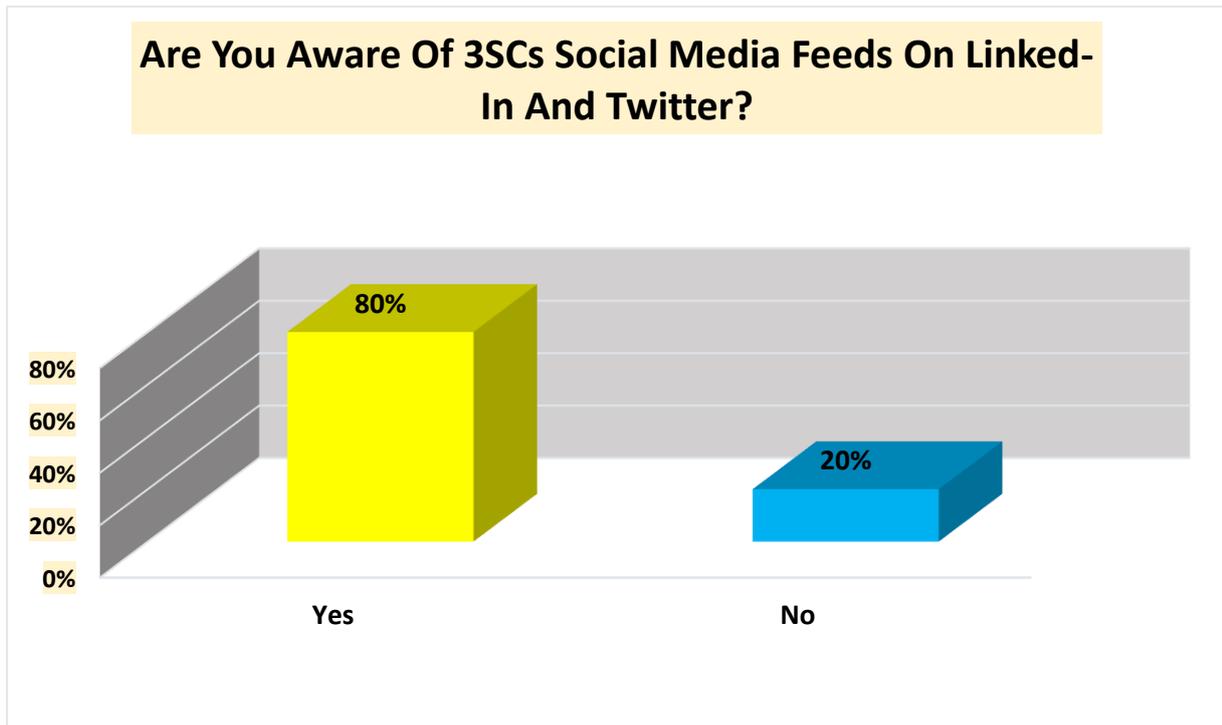


The 3SC membership scheme provides advice and support to help improve social businesses and their success in winning and delivering public sector contracts either as an individual partner or as part of a 3SC supply chain. Delivery partners were asked for comments on the 3SC Membership Offer and if they had not joined the membership scheme to let us know why not. We received seven comments as follows:

- Moving into employment and academic research.

- I don't feel its relevant to me.
- Not relevant to me at this point.
- At the moment I'm an associate member and am just about to upgrade to full member.
- I tried to join for the free membership previously and the link was not working.
- My business is not bringing in sufficient income at the moment.

**Chart 10: Are you aware of 3SC’s social media feeds on Linked-In and Twitter?**



**2.2.9 Question 14**

If respondents wanted to join the 3SC Mailing List, Question 14 provided an opportunity for them to enter their email address as consent for us to sign them up to our mailing list. It was explained that they can withdraw their consent at any time.

Delivery partners who join our mailing list receive notification of new contracts and business prospects as well as opportunities to join our supply chain. We also keep delivery partners up to date with 3SC news, updates from the sector and best practice information.

We will check whether delivery partners who provided their email address are already on the mailing list and if not we will add them to it.

### **2.2.10 Question 15**

Question 15 asked delivery partners if there were any additional comments or suggestions about our service and/or website that they would like to make to enable us to continually improve our service. Nine comments were received of which two stated No, N/A and two stated Not at this time. The remaining five comments were positive about their relationship with 3SC and members of the Employment Team or suggested areas where improvements can be made as follows:

- Love working with 3SC - full of energy and integrity.
- Thanks for the opportunity to work with 3SC on this contract. Despite some frustrations with the bureaucracy and systems, I really love this work. I feel it makes a huge difference to the clients we work with and I'm aware that I wouldn't have this opportunity without 3SC.
- No, very happy with existing arrangements.
- Paperwork for Co-coaching exit process could be better adapted to capture impact on both employer and customer. More good news stories.
- Would like to see client need matched to skillset/experience. Need more info about client. Would like to know about speaking opportunities.

## 3. Opportunities for Improvement

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### 3.1 Opportunities

Overall, the feedback received from the survey about working with 3SC was extremely positive. 90% of responses to the statements in the survey were positive responses of Strongly Agree or Agree. This is drop of 6% from the 96% positive response rate in the 2021 survey. However, this is due to an increase in responses of N/A which have risen from 3% to 8%. The responses of Disagree or Strongly Disagree remain the same at 2%.

3SC are always looking for ways to improve how we work with delivery partners and there were also areas identified where improvements could be made. All areas for improvement identified throughout the report will be addressed and improvement actions put in place where required.

Some delivery partners commented on the content of Best Practice/Information Sharing Meetings, access to meetings and recordings of the meetings. One delivery partner felt it would be more useful to have a brief written update from 3SC about the contract but that the majority of the session should be focused on a specific topic and led by a coach. The other delivery partners would like the meetings to be held on different days and they would also find it helpful to be able to access recordings of the sessions when they are not able to attend.

To try to resolve some of the issues raised 3SC will also record the sessions and make the recordings available to all coaches, whether they attend or not. The Contract Performance Manager will be asked to contact coaches to find out from them which days are most suitable for them to attend the meetings and we will also look at holding the meetings on different days of the week.

One respondent commented on the time it takes to complete the due diligence process and asked about the possibility of sharing some aspects such as the risk register, to reduce duplication and improve consistency. 3SC full members have access to a range of documents that can support them to complete the due diligence process, such as policy templates and a risk register template with an example of how to complete it. For Sole Traders we have significantly reduced the amount of work needed to complete due diligence and will continue to review the due diligence to see how it can be improved.

One respondent commented that it would be useful to highlight the changes made in each new version of the manual rather than being asked to read the whole thing to identify them. Whenever an Operations Manual is updated there is a brief description of what has changed

in the issue status section. However, in the future we will make a note of the sections where changes have been made and send this information along with the updated Operations Manual so that it is easier for delivery partners to identify the changes that have been made.

A number of delivery partners commented on the time taken to prepare for CPA meetings and having to provide information that has already been provided on the portal. A couple of respondents also commented on the nature of the CPA focusing on what has already happened with little focus on plans for moving forward.

Whilst looking at plans for moving forward is important the purpose of the CPA meeting is to review how well delivery partners are performing in relation to the Key Performance Indicators and using this information to identify whether any actions are needed to improve performance against targets. 3SC also have responsibilities to report on performance against targets to the Prime contractor and/or the Department of Work and Pensions and the CPA process provides the information we need to ensure Prime contractors are happy with the performance of 3SC and associated delivery partners over the previous month.

The Quality Deep Dive (QDD) process is more focused on the quality of provision and will look at performance up to, and including, the date on which it takes place. This process will be more suited to focusing on plans for moving forward. We will review the QDD process to see if it can be developed to include more of a focus on plans for moving forward.

Some respondents identified issues specific to their contract delivery which will be responded to on an individual basis.