

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

August 2023

[www.3sc.org](http://www.3sc.org)

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## 1. Introduction

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### 1.1 Summary

During Summer 2023, 3SC launched our seventh Delivery Partner Survey. The survey was sent to all live 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 30 delivery partners that are currently working with 3SC to deliver employment services, or who have delivered employment services within the last year.

16 delivery partner contacts, from 15 different delivery partner organisations, provided a response to the survey.

This shows a strong response rate; 50% of delivery partners to who the survey was sent for completion.

We would like to thank all Partners for taking the time to complete this year's survey and an extended thank you for the continued dedication and commitment that partners bring to 3SC contracts.

## 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, 88% of responses to the statements in the survey were positive responses of Strongly Agree or Agree. This is drop of 2% from the 90% positive response rate in the 2022 survey. However, the response rate of N/A sits at 5%.
- 94% of respondents Strongly Agree or Agree 3SC has enabled them to deliver programmes they would otherwise not been able to take part in.
- 81% of respondents Strongly Agree or Agree 3SC's support has developed the capacity in their organisation.
- 93% of respondents Agree or Strongly Agree that they would feel able to ask 3SC for help if their organisation needed further support.
- 94% of respondents Agree or Strongly Agree the level of support provided by their Contract Performance Manager is appropriate to the provision they deliver.
- 94% of respondents Agree or Strongly Agree that when they have a query or question, they are given the information they need from 3SC.

### 2.2 Results in Detail

#### 2.2.1 – Questions 1 to 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:** Details the names of the Delivery Partners who responded to the survey.

Delivery Partner
Amber Consultancy and Training
Bawnmore Coaching & Consulting Ltd
Belina Grow
EBLE Ltd.
Gayle Hudson Coaching and Consultancy
Habit Coach
Jones and Jones Consultancy Ltd
McQueen Education & Training Consultancy
Mind Set Match
Momentwm Consulting Ltd
Penny Chapman Consultancy
Prefer not to say
Stori (previously Hafan Cymru)
Zems Academy

**Table 2:** shows the number of responses by type of employment programme.

Provision	Responses
Neuro Diverse Strategy Coaching	12
GLA / ESF Parental Support Programme	2
Ministry of Justice	2

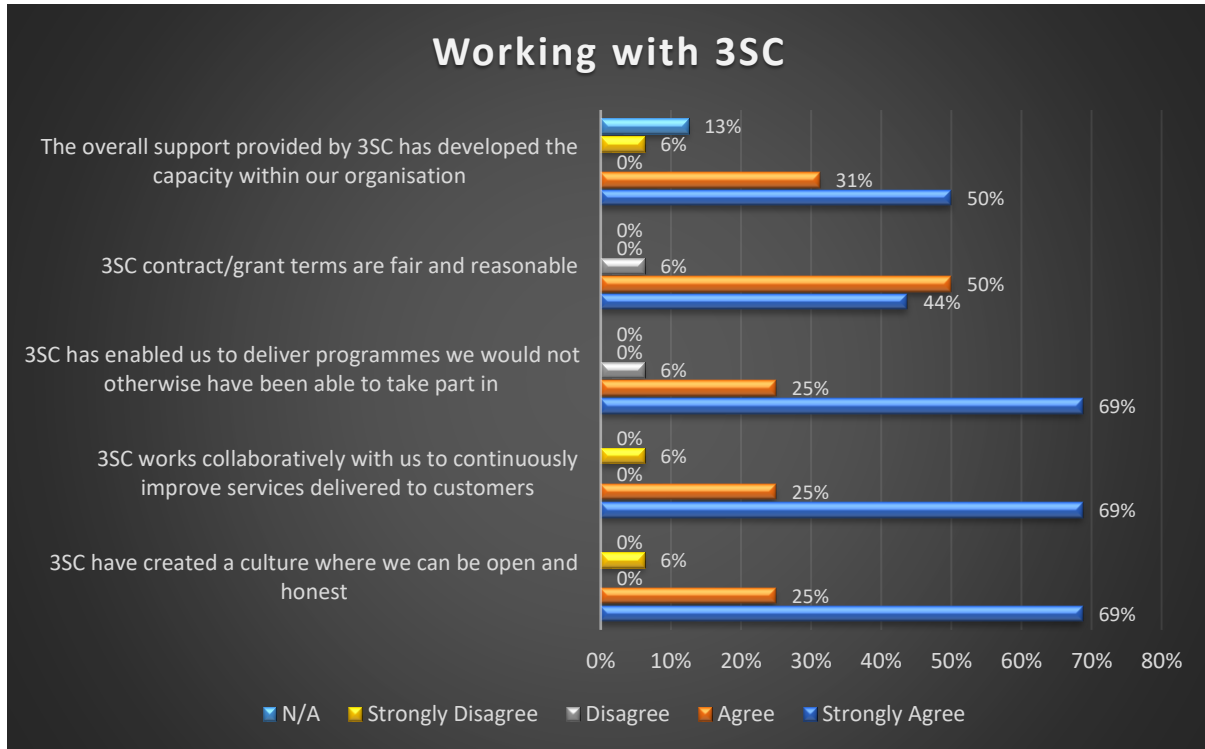
For the purpose of confidentiality, the role of the contact who has responded to the survey is not included in either of the tables below. Two of the delivery partners who responded have been involved in the delivery of more than one employment programme in the last year.

### 2.2.2 – Questions 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:

- 94% of respondents Strongly Agree or Agree 3SC has enabled them to deliver programmes they would otherwise not been able to take part in.
- 94% of respondents Strongly Agree or Agree 3SC works collaboratively with them to continuously improve services delivered to customers.

- 81% of respondents Strongly Agree or Agree 3SC’s support has developed the capacity in their organisation.



[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. Four comments from delivery partners were received explaining their response to the statements as follows:

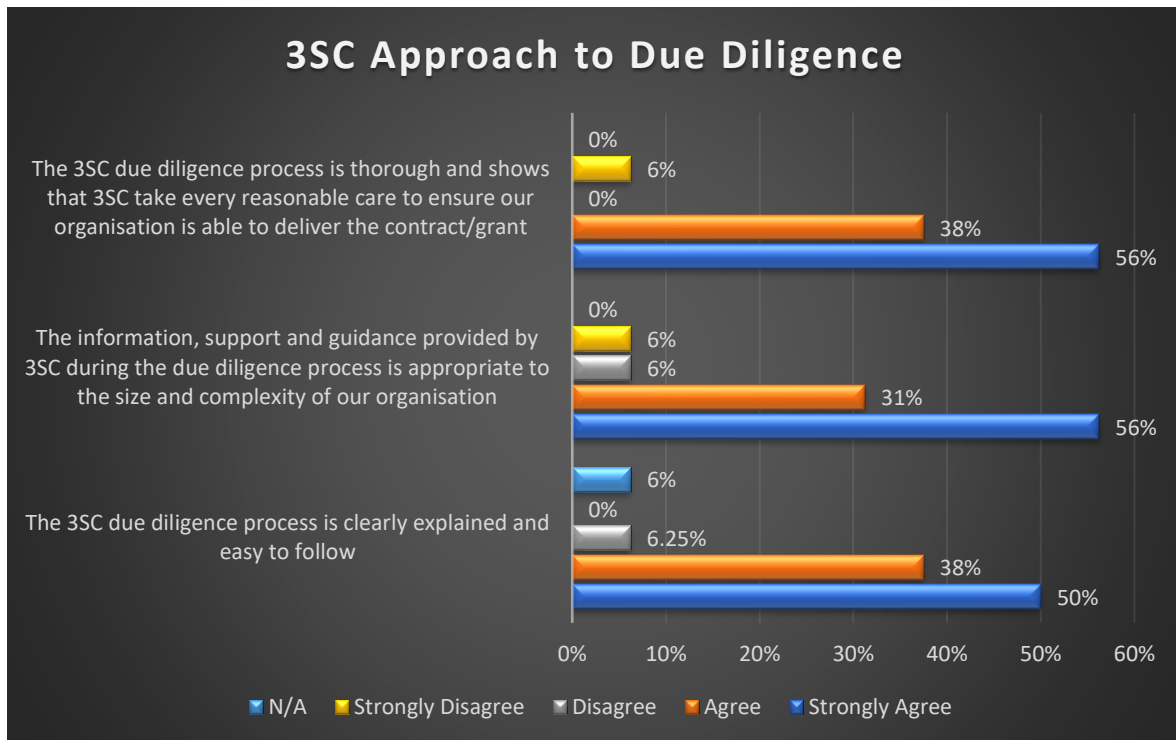
- Great team
- All of the people we deal with at 3SC are really supportive and great to work with
- poor communication, not equal treatment. Not very good portal system
- Very happy with the partnership, all working well.
- I see it as both a fair and transparent approach and one which focuses on solutions.

### 2.2.3 – Questions 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:

- 88% of respondents Strongly Agree or Agree that the due diligence process is clearly explained and easy to follow.
- 88% 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.
- 94% 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: 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. Two comments explaining their response to the statements were received as follows:

- I found the initial process to be challenging and drawn out taking several months unsure what the next step in the process was. However, everyone is very helpful and friendly so as I have got to.



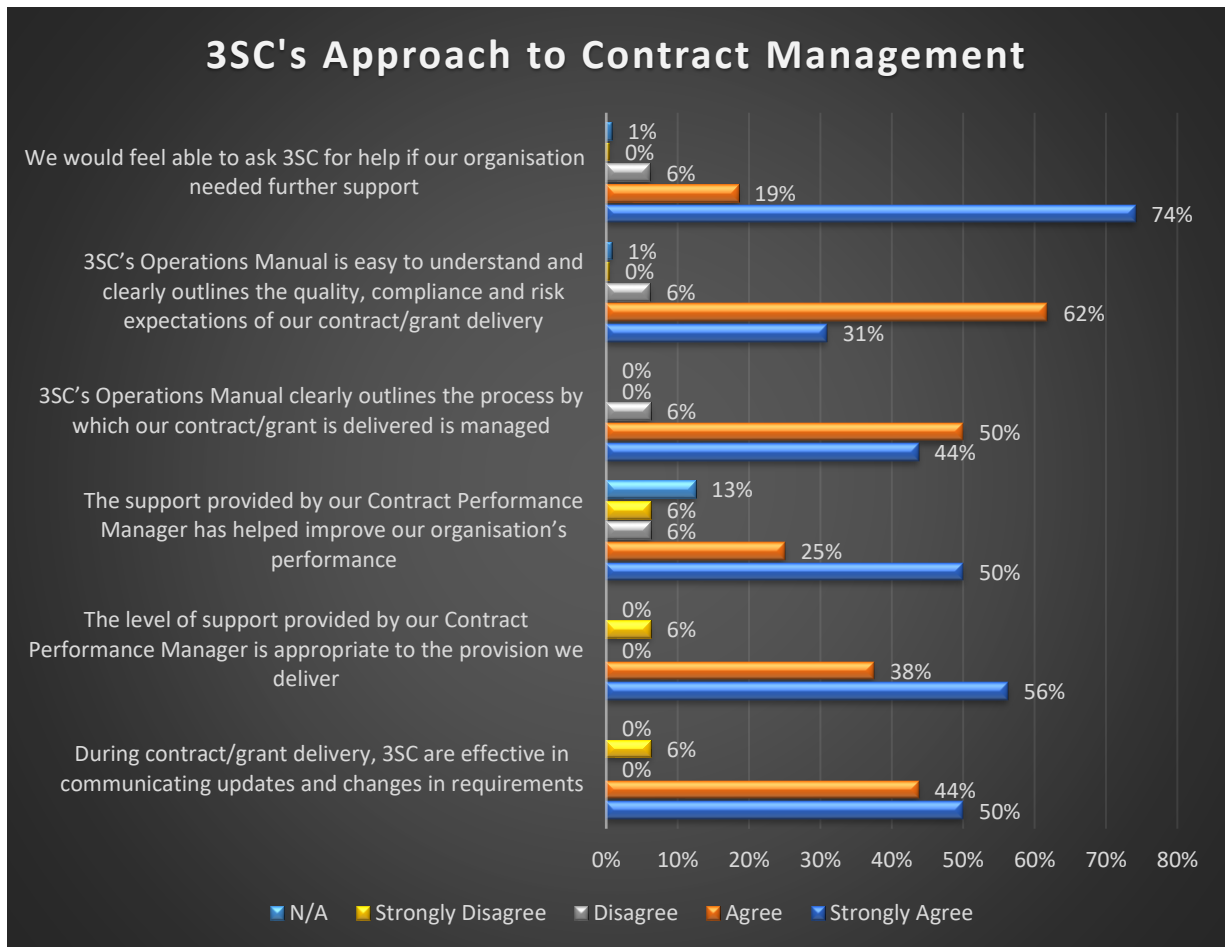
- The process has been more tailored now for sole traders.

#### **2.2.4 – Questions 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.

- 94% of respondents Agree or Strongly Agree the level of support provided by their Contract Performance Manager is appropriate to the provision they deliver.
- 93%% 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.
- 93% of respondents Agree or Strongly Agree that they would feel able to ask 3SC for help if their organisation needed further support.



[Chart 3: 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. Zero comments were received.

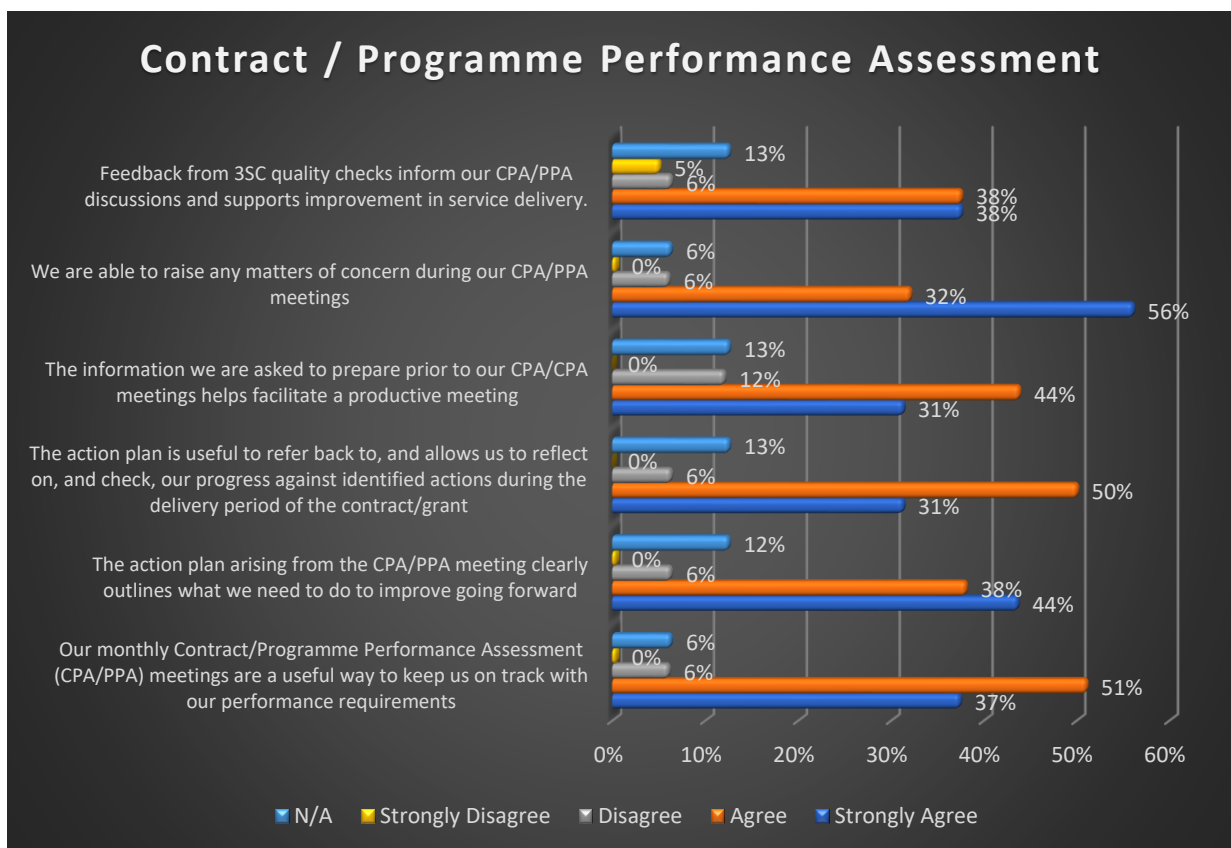
### 2.2.5 – Question 7

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, 82% were positive responses to the statements of Strongly Agree or Agree. An increase by 2% from the 2022 survey. 8% were negative responses of Disagree and the remaining 10% were responses of N/A.

- 87% 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. 6% Disagreed.

- 77% 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
- 23% were responses of N/A or Disagreeing.
- 87% of respondents Agree or Strongly Agree that they are able to raise any matters of concern during their CPA meetings.



[Chart 4: 3SC Contract / Programme Performance Assessment]

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:

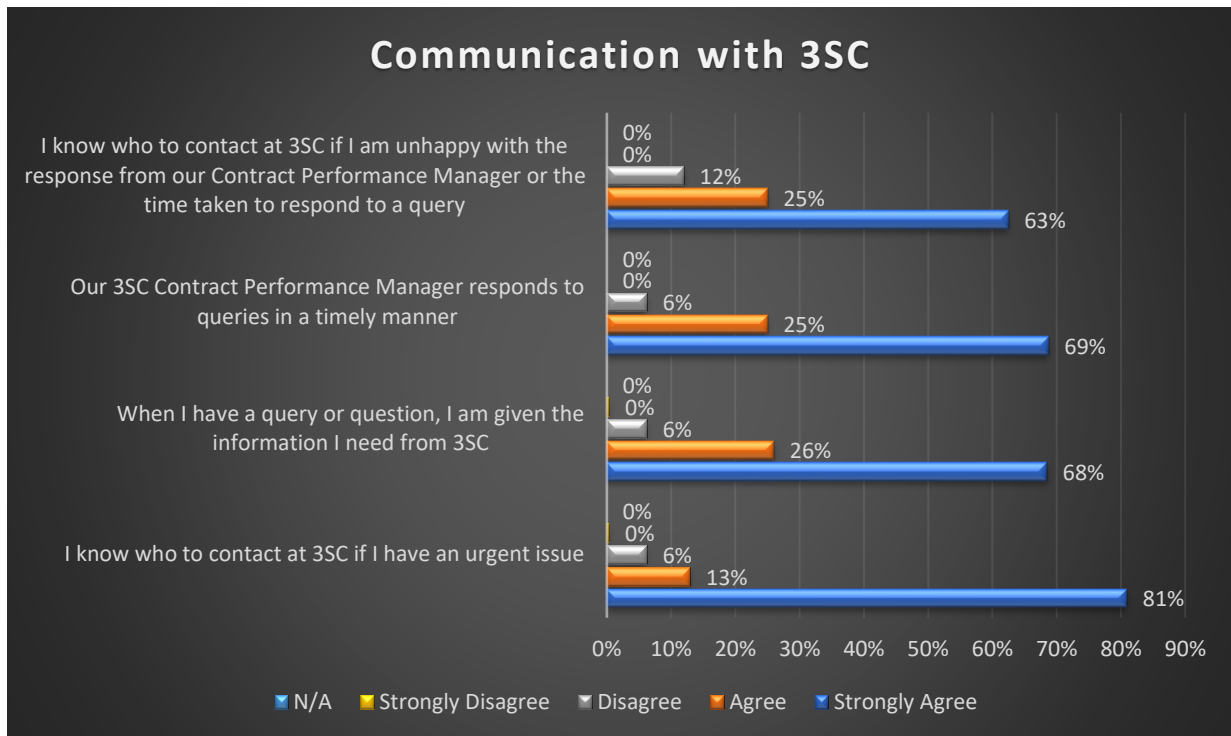
- Contract is very new and have not had a CPA meeting yet.

- I have answered N/A to some of these questions due to the fact, I've not yet experienced some of it. We have only just started as a delivery partner. At the moment, I can't answer agree or disagree.
- I have only had two meetings, and only one of those was a full meeting and I was unsure of what I needed to know and prepare.
- Quality checks are a useful prompt and back stop, though mostly next steps are in process.
- Looking forward to working with Kasia. The recent compliance checks have been really helpful.
- Been hit and miss 2022 as only had 3 out of 12.

### **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.

- 94% of respondents Agree or Strongly Agree that when they have a query or question, they are given the information they need from 3SC.
- 88% 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.
- 94% of respondents Agree or Strongly agree that the Contract Performance Manager responds to queries in a timely manner.



[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. Two comments were received explaining their response to the statements as follows:

- I've only disagreed to the question about who to contact as there have been some changes recently and I'm unclear as to whether some of these contacts are instead of or as well as our current contacts.
- New staff have been taken on so still finding out who's who.

### 2.2.7 – Question 9

Question 9 asked delivery partners to comment on how we can improve our communication with them. 8 comments were received of which five were suggesting no improvement required. The remaining three comments provided were:

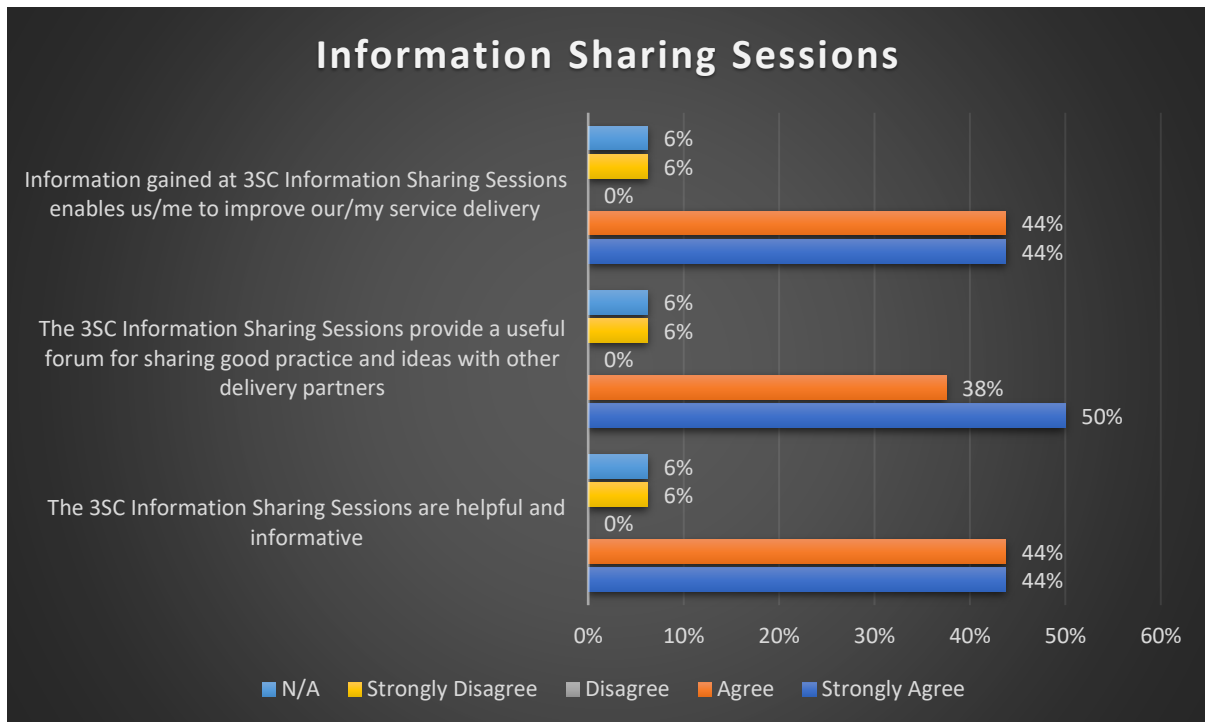
- A monthly newsletter with a focus on an individual person from 3SC each time. A file that can be easily accessible for all coaches with resources in - with the authors name to ask for additional information.

- Can't fault the communication. Only thing is perhaps recording of information sharing sessions.
- It's great that we've been introduced by email to some new team members. It would have been useful to have had a little more info - for instance is Ben taking over from Dave or is he a contact in addition to Dave? I've started to get emails from Ben that up until a few days ago I would have got from Dave - does this mean he is now my contact for referrals / KIP mitigation's etc. or is this still Dave? No need to respond to this as I will pick it up in my monthly review meeting.

### 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, 88% of responses to the statements were positive responses of Strongly Agree and Agree. This is an improvement of 16% from 2022. 6% were negative responses. The remaining 6% were responses of N/A.
- Overall, 88% 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. % were negative responses of Disagree. The remaining 6% were responses of N/A as delivery partner had not yet attended a meeting.



[Chart 6: 3SC Information Sharing Session]

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

- I think that even more could be done to share best practice. It would also be helpful to have facilitated discussions where we were encouraged to bring along coaching supervision-type issues so that we can discuss them with peers.
- Sorry, I've not been able to attend these sessions due to other workload demands and priorities.

#### 2.2.9 – 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 [www.3sc.org/3scmailing-list/](http://www.3sc.org/3scmailing-list/)?

- Question 13: Have you taken up the 3SC Membership offer  
[www.3sc.org/3sc\\_membership\\_info/](http://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.

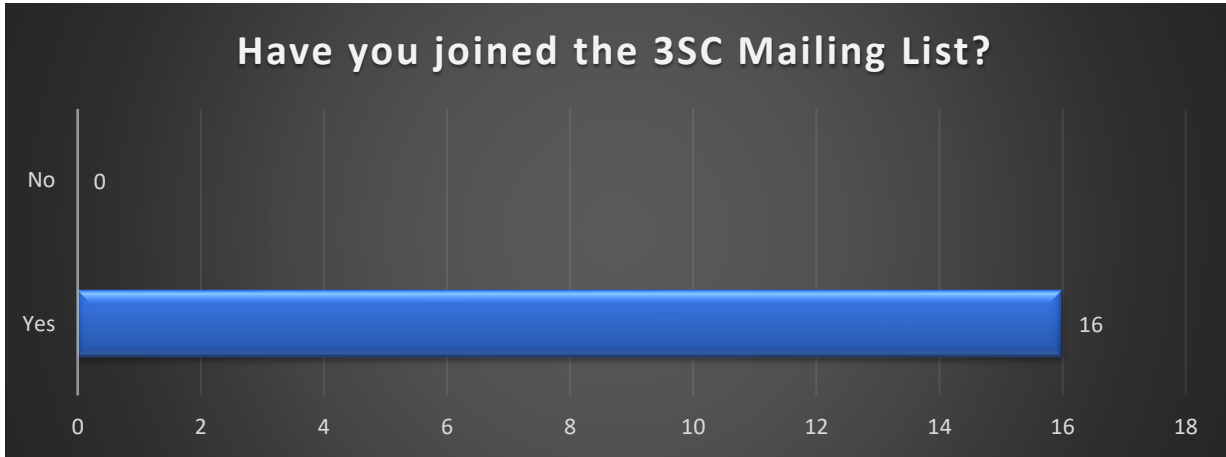


[Chart 7: Have you visited the 3SC Website? (Question 11)]

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:

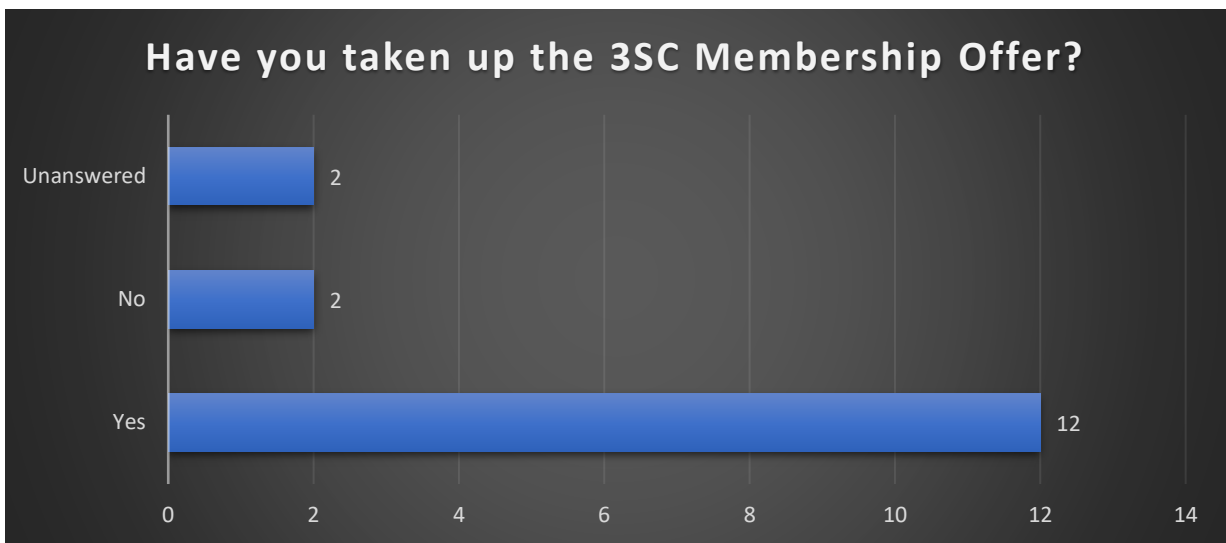
- A good website
- Easy to understand and find your way around.
- All good
- My business logo isn't showing on the page that shows the delivery partners that work with you to deliver the NDSC Programme.
- It's a website does what's needed.
- It feels more like an advertising than a help site.





[Chart 8: Have you joined the 3SC Mailing List? (Question 12)]

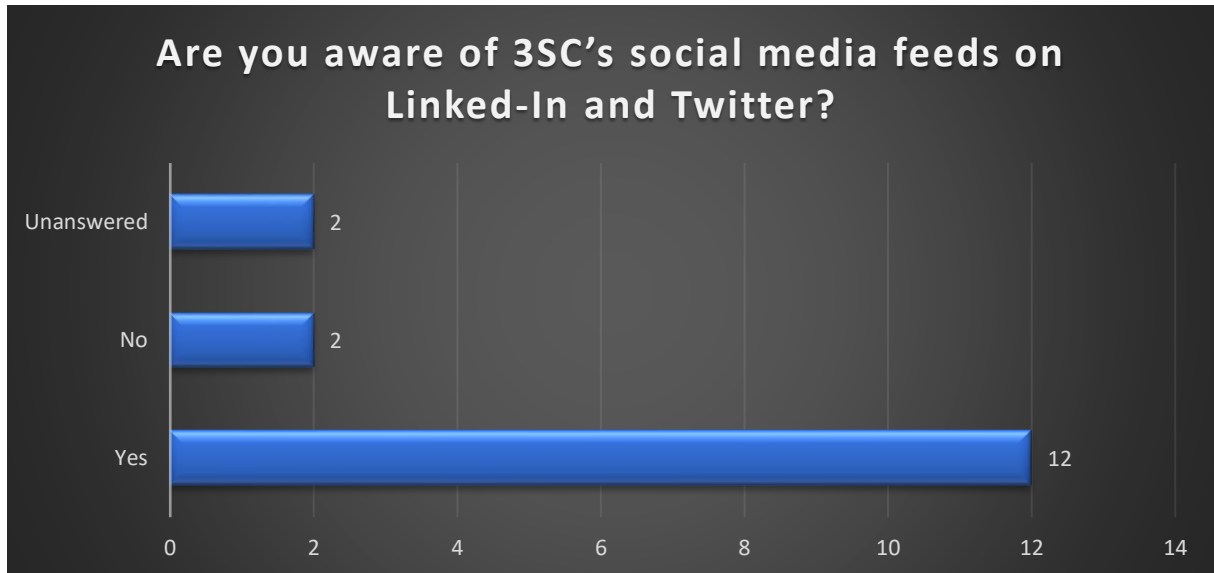
If delivery partners had not joined the 3SC Mailing List, we asked them to let us know why not. All respondents had signed up to the 3SC Mailing List



[Chart 9: Have you taken up the 3SC Membership Offer? (Question 13)]

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 commentary from one respondent, advising that the membership offer is not relevant for them.



[Chart 10: Are you aware of 3SC's social media feeds on Linked-In and Twitter? (Question 14)]

### 2.2.10 – Questions 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. Five comments were received of which three stated No. The remaining two comments are detailed below.

- As mentioned above, I think there's further scope for coaches to share their experience and talk through some of the challenges of coaching people who are neuro-diverse (would be better in small break-out groups)
- Always grateful for the work and the opportunity to make an impact in this area. Very happy with the 3SC partnership and it remains an important part of my business.

## 3. Improvement

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### 3.1 Opportunities

Overall, the feedback received from the survey about working with 3SC was extremely positive. 88% of responses to the statements in the survey were positive responses of Strongly Agree or Agree. This is drop of 2% from the 90% positive response rate in the 2022 survey. The responses of Disagree or Strongly Disagree has increased to 7%, meaning 5% of responses were N/A.

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.

A respondent commented on “Working with 3SC” and advised that “poor communication, not equal treatment. Not very good portal system”.

All other comments received on this question were positive and the score was very good. We will seek to reach out to this partner if they chose to provide details to see what improvements can be made.

We asked about 3SC’s approach to Due Diligence, feedback received was as follows; “I found the initial process to be challenging and drawn out taking several months unsure what the next step in the process was. However, everyone is very helpful and friendly so as I have got to know people it is somewhat easier.”

We will implement a process chart, covering the steps required that will be send out with the initial due diligence process that will provide clarity of the process and steps involved.

Respondents provided feedback on the CPA / PPA meetings One Delivery Partner specified “Quality checks are a useful prompt and back stop, though mostly next steps are in process.” and “Looking forward to working with Kasia. The recent compliance checks have been really helpful.”. Other comments consisted of the following: “I have only had two meetings, and only one of those was a full meeting and I was unsure of what I needed to know and prepare.”. We will reissue our guidance to ensured that all Delivery Partners are aware of what will be discussed and what should be prepared, this will ensure a productive and effective meeting. We will also highlight this in the next best practice session to see what improvements can be made and if there are any additional suggestions or feedback.

Obtaining bespoke feedback is critical and we like to embrace improvement and opportunity. We ask how we can improve communication. The following comments were made.

“A monthly newsletter with a focus on an individual person from 3SC each time. A file that can be easily accessible for all coaches with resources in - with the authors name to ask for additional information.”

Great idea! We will do this.

“Can't fault the communication. Only thing is perhaps recording of information sharing sessions.”

We will address this in the next best practice session to see what improvements can be made and how best video/minutes from Best Practice Sessions can be distributed better.