

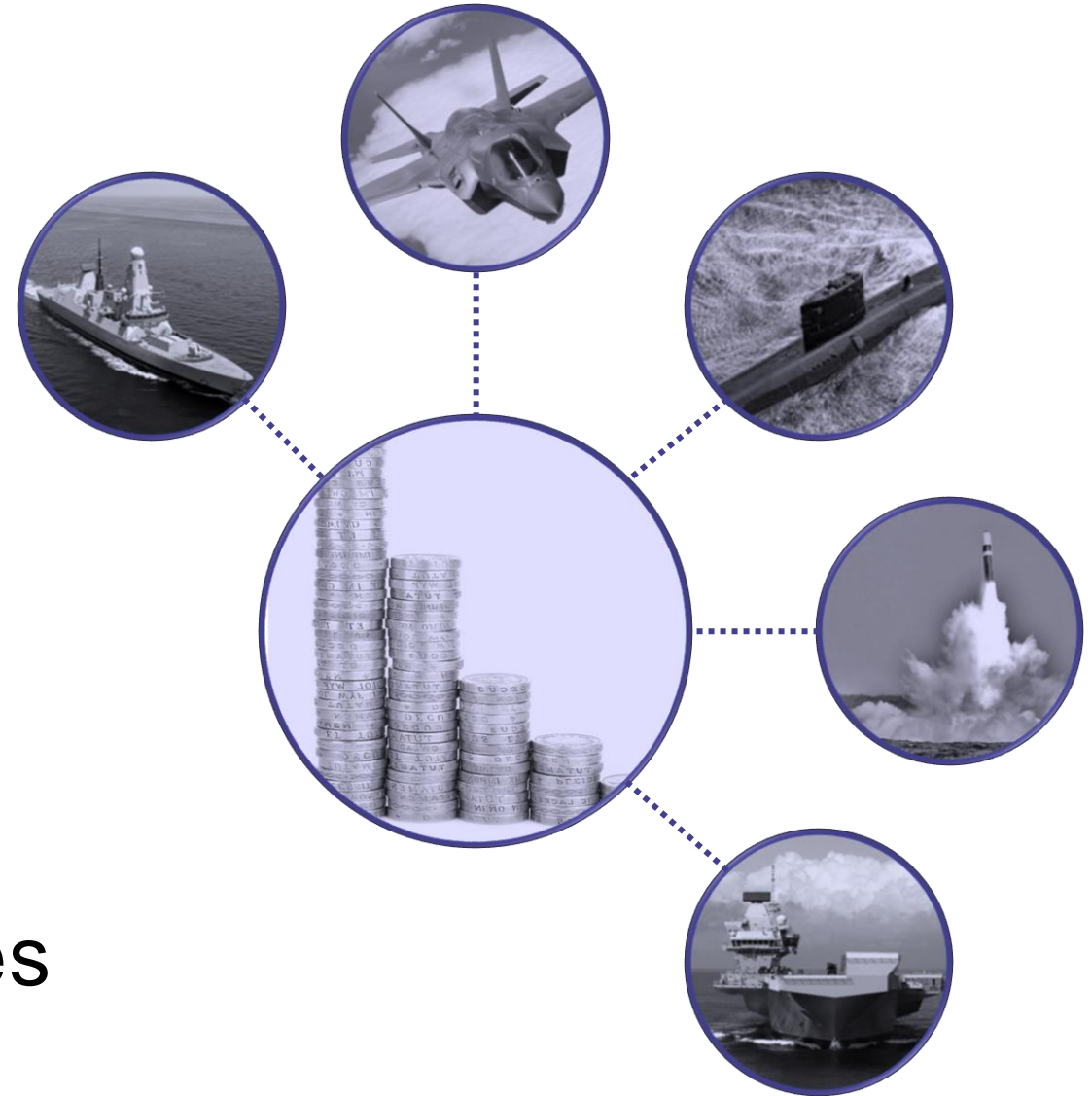


# SSRO

Single Source  
Regulations Office

Stakeholder Survey  
Draft Summary Presentation

by Opinion Research Services  
March 2022





# About the research

SSRO commissioned ORS to undertake research into users of the DefCARS system and other stakeholders.

This was in order to:

- measure performance against several of its key performance indicators;
- understand how it is perceived by stakeholders;
- set its strategic direction; and
- plan stakeholder engagement.

270 respondents took part in an online survey between 13<sup>th</sup> January and 27<sup>th</sup> February 2022.

29 respondents also took part in an in-depth qualitative interview between 11<sup>th</sup> March and 11<sup>th</sup> April 2022.

The graphics (and quotations) on the following slides highlight some of the key findings. A detailed report of the survey findings is also available.

Due to a small number of interviews, results should be treated with caution especially when broken down by subgroup.

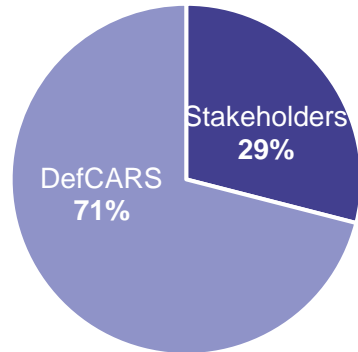
Please note, although results can still be compared over time, there are subtle differences between some of the questions asked this year (e.g. asking respondents to think about their experiences over the last 2 years in 2022 vs. asking respondents to think about their experiences over the last 12 months in 2020 and 2018), meaning some comparisons must be treated with caution.



# Respondent profile

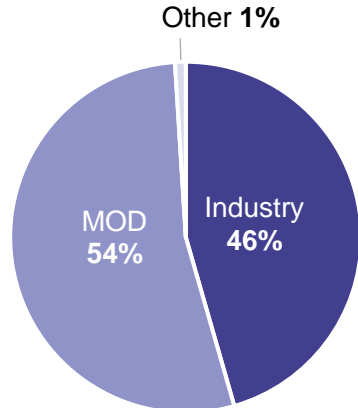
### Type of user

Base: 270



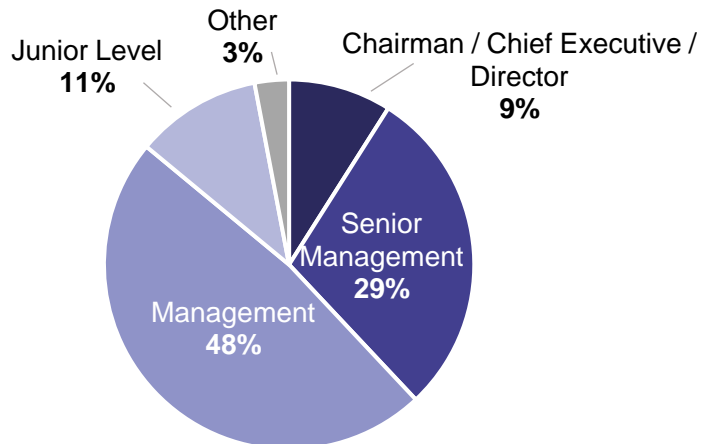
### Type of organisation

Base: 270

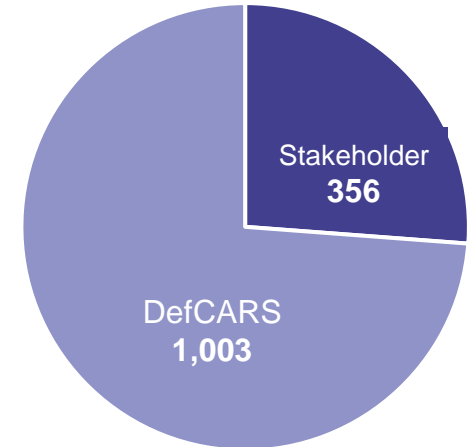


### Position within organisation

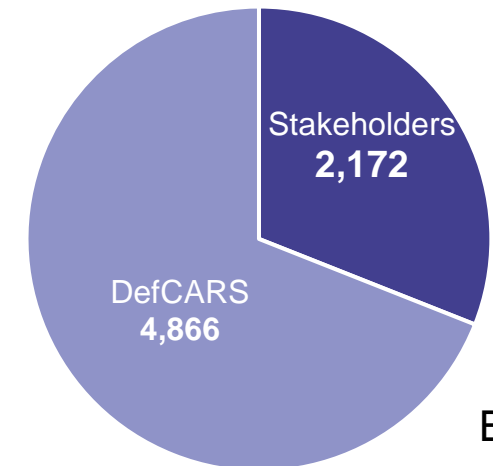
Base: 269



### Invitees – by type



### Total number of invites sent – by type of user



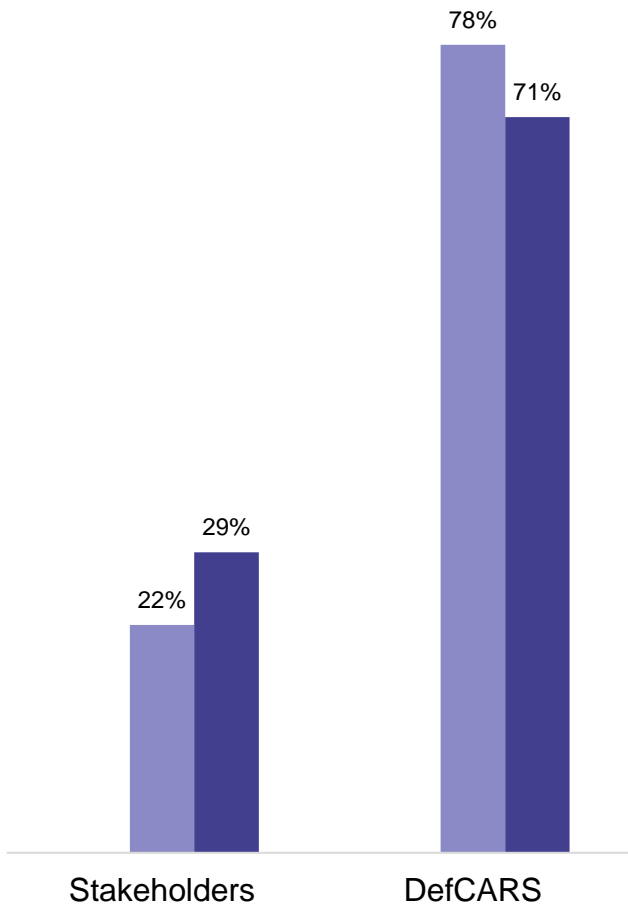
Base: 7,038

Note: number of invites includes reminder emails

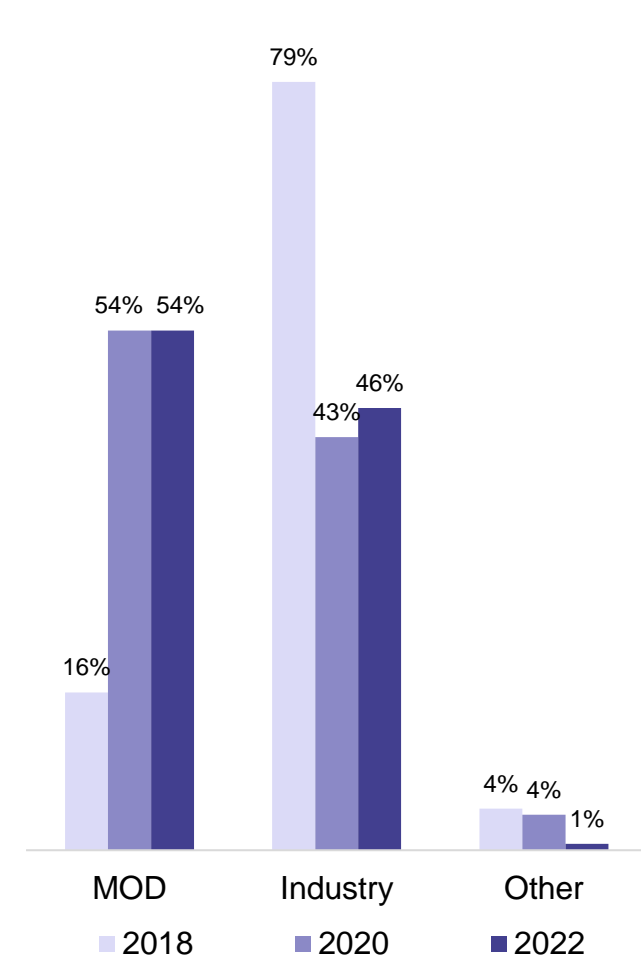


# Respondent profile – over the years

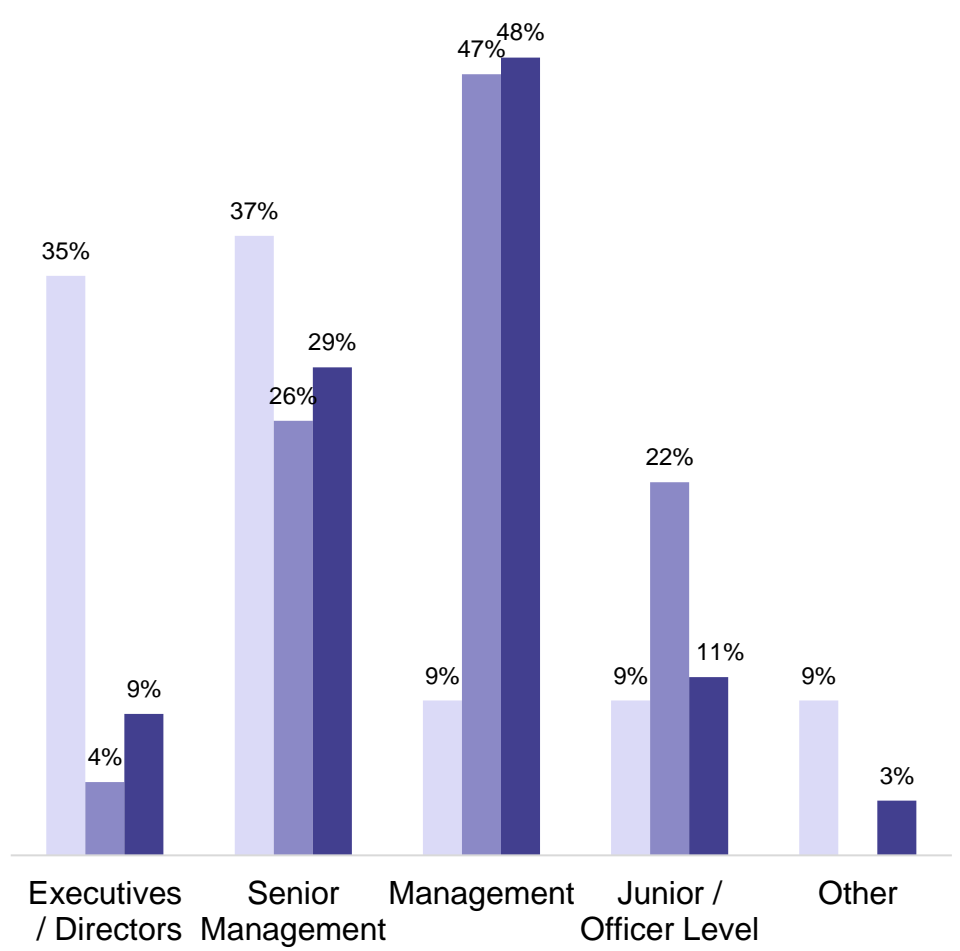
### Type of user



### Type of organisation



### Position within organisation



Base number of respondents  
 2022: 270  
 2020: 256  
 2018: 92

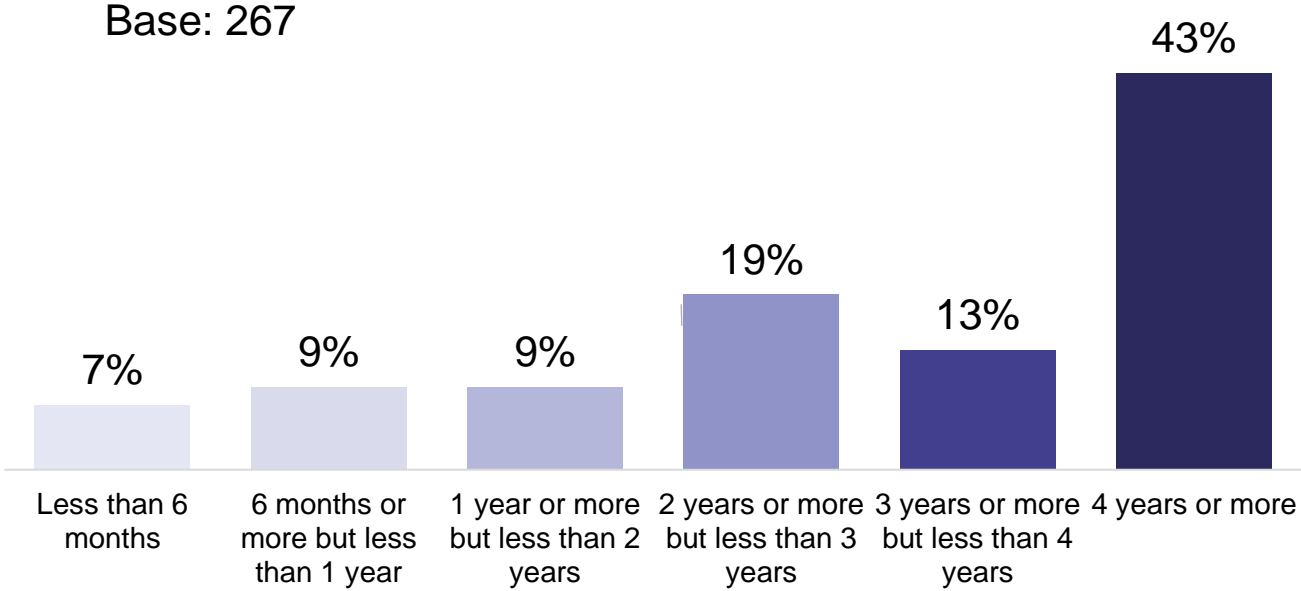
Please note: Breakdown for 'type of user' is not available for the 2018 survey.



# Respondent profile

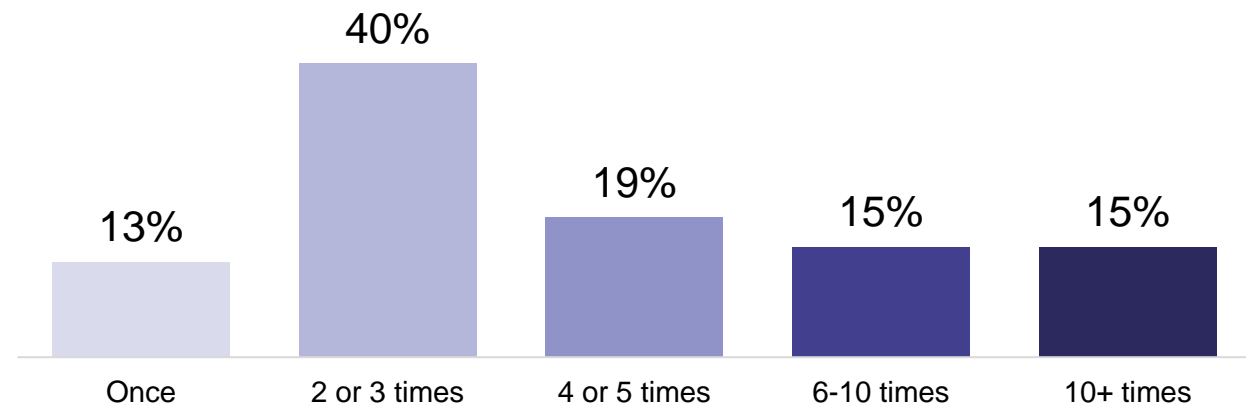
## Length of time working/involved with SSRO

Base: 267



## How often engaged with SSRO

Base: 227





# Overall top-level findings (1 of 3 - further detail in later slides)

	2018	2020	2022
<b>Performance</b>			
% who would rate the SSRO's performance as good	<b>73%</b> (78)	<b>89%</b> (174)	<b>90%</b> (190)
<b>SSRO engagement</b>			
% who would say the SSRO has engaged with them well	<b>89%</b> (89)	<b>91%</b> (225)	<b>93%</b> (226)
<b>How people would speak of the SSRO to others</b>			
% who would speak highly of the SSRO to other people	<b>20%</b> (91)	<b>29%</b> (251)	<b>35%</b> (266)
<b>Usefulness of pricing guidance in agreeing contract prices that support value for money and fair and reasonable prices +</b>			
% who agree the guidance is useful			<b>82%</b> (164)

+ New question for the 2022 stakeholder survey



# Overall top-level findings (2 of 3 - further detail in later slides)

## Agreement that SSRO demonstrates values

Inclusive

**2018**

**2020**

**2022**

-

-

**91%**  
(154)

Independence

**79%**  
(82)

**94%**  
(183)

**90%**  
(203)

Fair and impartial

**66%**  
(68)

**90%**  
(173)

**89%**  
(200)

Open and transparent

**76%**  
(78)

**90%**  
(185)

**88%**  
(202)

Expert in regulation

-

-

**88%**  
(202)

Authoritative

**68%**  
(74)

**85%**  
(183)

**85%**  
(200)

Pro-active

**72%**  
(81)

**73%**  
(173)

**73%**  
(184)

Agile

-

-

**58%**  
(153)

**Top method of engagement with the SSRO**

**84%**  
visiting the  
SSRO website  
(92)

**63%**  
visiting the  
SSRO website  
(251)

**55%**  
visiting the  
SSRO website  
(267)

See slide 24 for  
breakdown of results  
by respondent type



# Overall top-level findings (3 of 3 - further detail in later slides)

Guidance	% who used the guidance			% agree it is clear & applicable*		
	2018	2020	2022	2018	2020	2022
Allowable costs	<b>83%</b> (92)	<b>70%</b> (240)	<b>66%</b> (248)	<b>64%</b> (76)	<b>80%</b> (162)	<b>85%</b> (160)
Baseline profit rate and its adjustment	<b>84%</b> (92)	<b>65%</b> (240)	<b>66%</b> (248)	<b>74%</b> (73)	<b>83%</b> (149)	<b>90%</b> (160)
Reporting and DefCARS user guide	<b>64%</b> (92)	<b>71%</b> (240)	<b>65%</b> (248)	<b>87%</b> (54)	<b>77%</b> (153)	<b>76%</b> (156)
Referrals procedures guidance	<b>13%</b> (92)	<b>8%</b> (240)	<b>11%</b> (248)	<b>91%</b> (11)	<b>94%</b> (18)	<b>96%</b> (24)

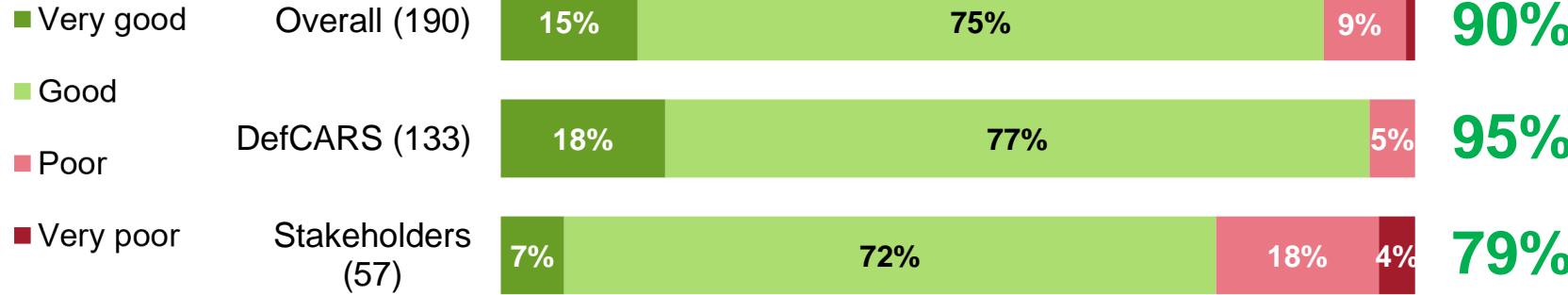
\* Wording on the 'clear and applicable' set of questions has changed slightly over time, so please treat comparisons with caution.





# 9 in 10 rate the SSRO's overall performance over the past 2 years as good

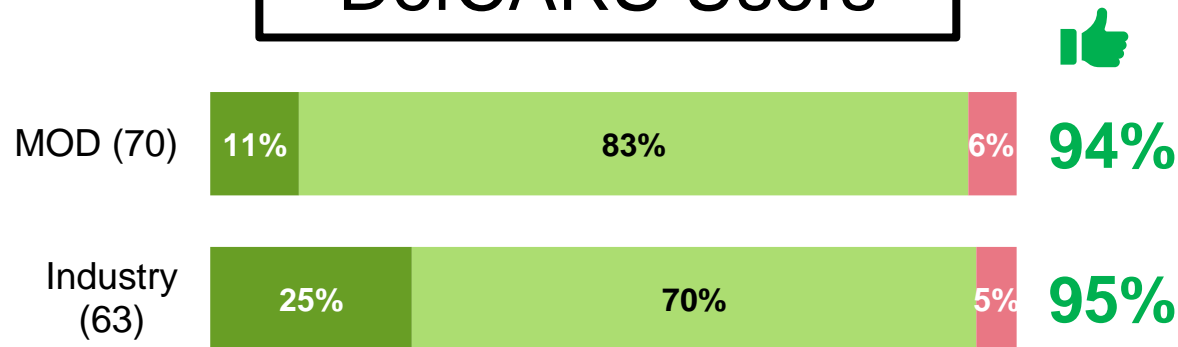
## Overall



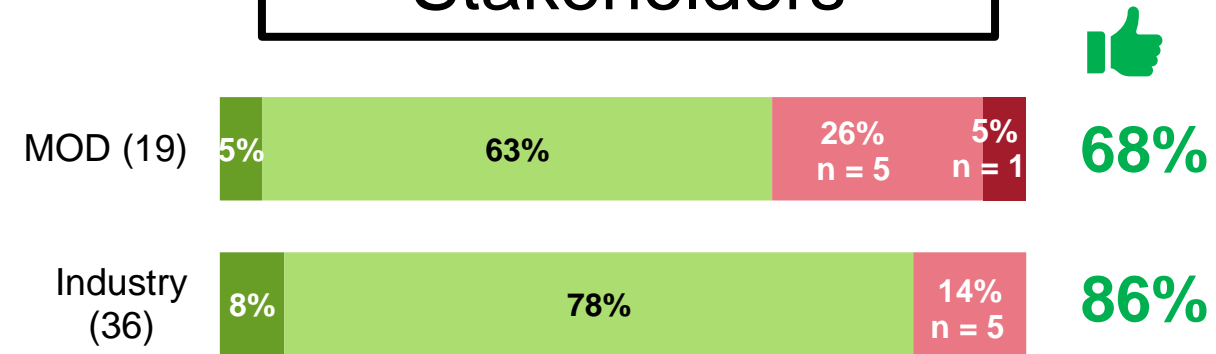
*"I've very much had a positive experience working with them... I've always thought very highly of them and thought they were helpful, and while there's been some turnover, they continue to hire people who are engaging and helpful... I've never had an issue with anyone at the SSRO not responding or getting back to me on a query"*

*-- Stakeholder, Industry --*

## DefCARS Users



## Stakeholders

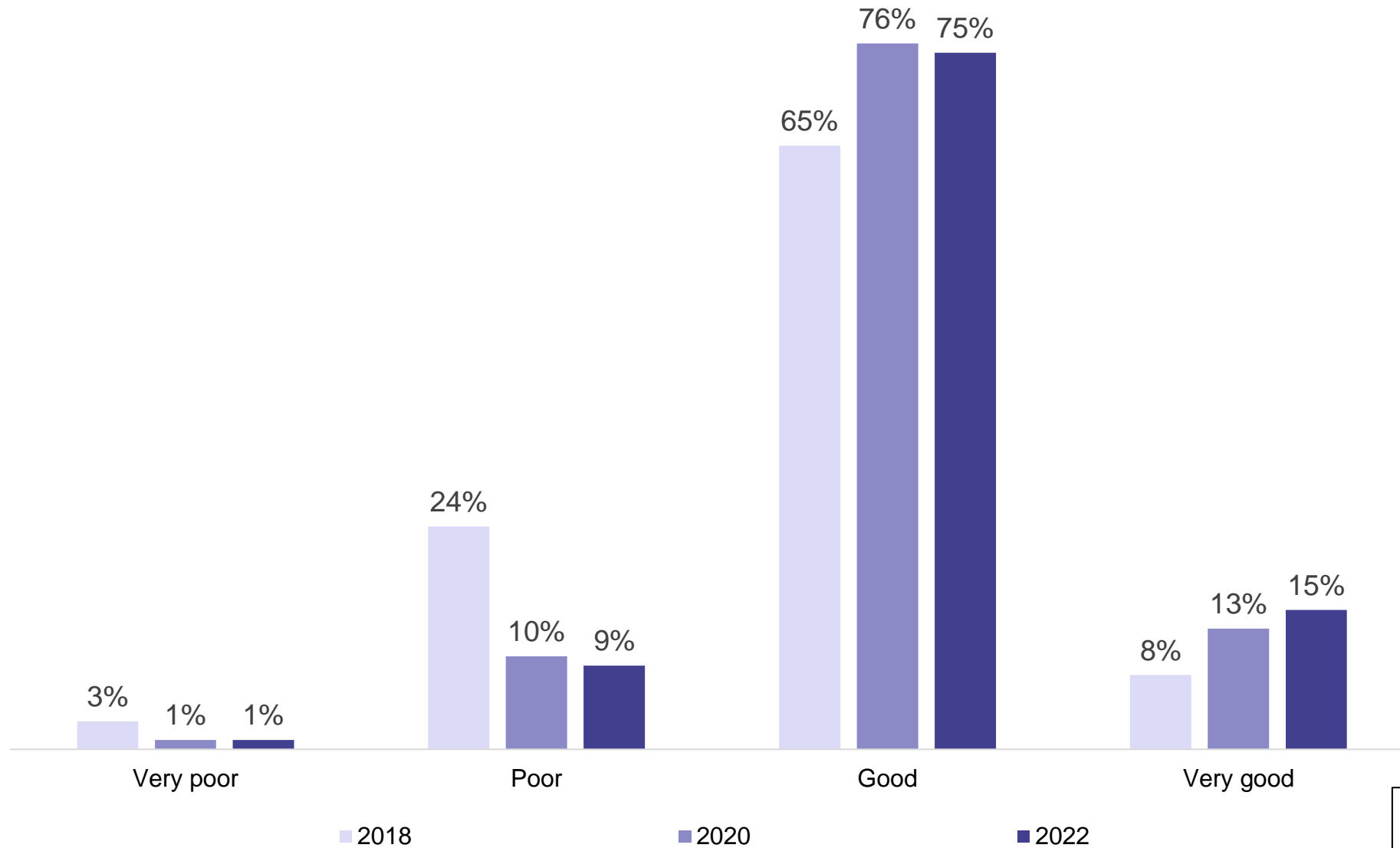


### NQ33 How would you rate the SSRO's overall performance over the past 2 years?

Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of 'don't know' categories, or multiple answers. Respondent numbers may not sum due to the exclusion of 'other' respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# Perception of the SSRO's performance has remained stable over the past two surveys



Base number of respondents  
2022: 190  
2020: 174  
2018: 78

NQ33 How would you rate the SSRO's overall performance over the past 2 years?



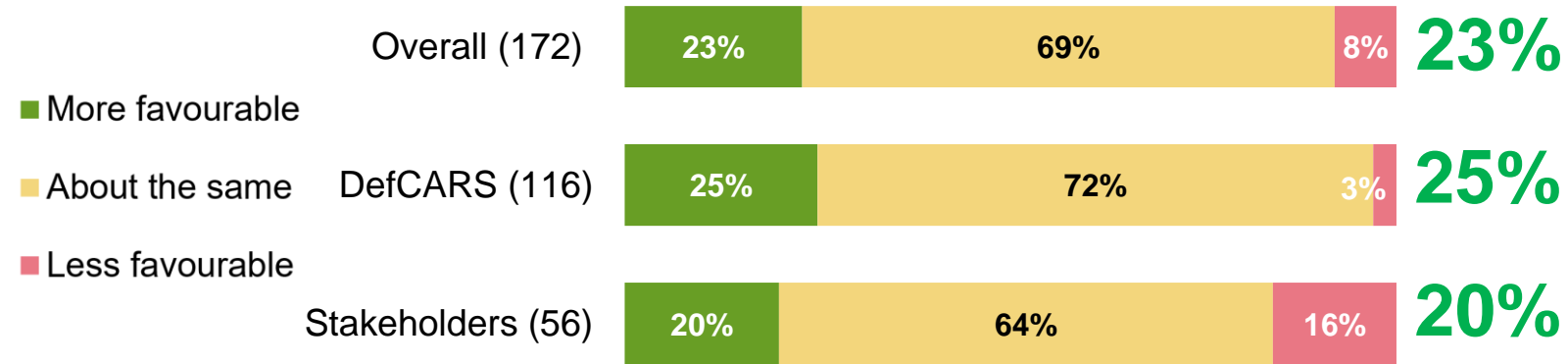
# Over a fifth would say that they have a more favourable opinion of the SSRO now than 2 years ago



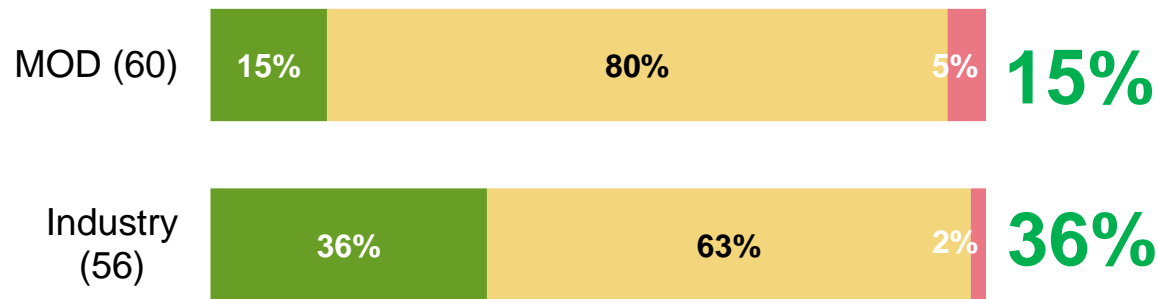
*“I think they’ve made inroads in attempting to become more knowledgeable, gaining some expertise in the defence industry and our contracting processes. They’ve continued to try to push the engagement out there to help us to meet regulations and do the best we can.”*

-- Stakeholder, Industry--

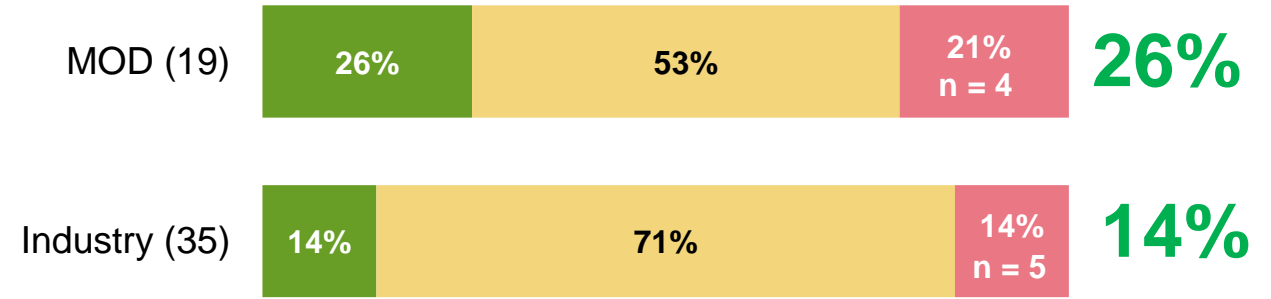
## Overall



## DefCARS Users



## Stakeholders



**NQ34 Would you say you have a more or less favourable opinion of the SSRO now than 2 years ago, or is it about the same?**  
 Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of 'don't know' categories, or multiple answers. Respondent numbers may not sum due to the exclusion of 'other' respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# The vast majority of DefCARS users and stakeholders would either speak highly or be neutral about the SSRO to other people

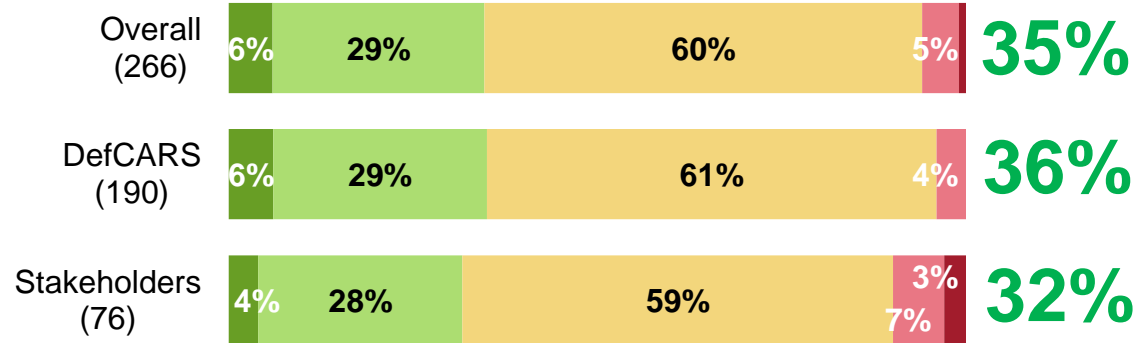
## Overall



*“There’s never been any real delay in dealing with stuff. For me its not when things go right... its what happens when things go wrong. When things go wrong, that’s the test and its not confrontational, its ‘Let’s deal with the issue’, so that’s fine.”*

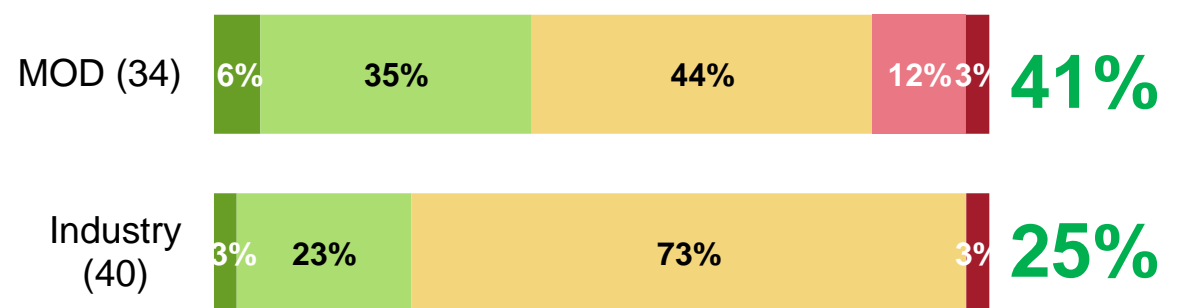
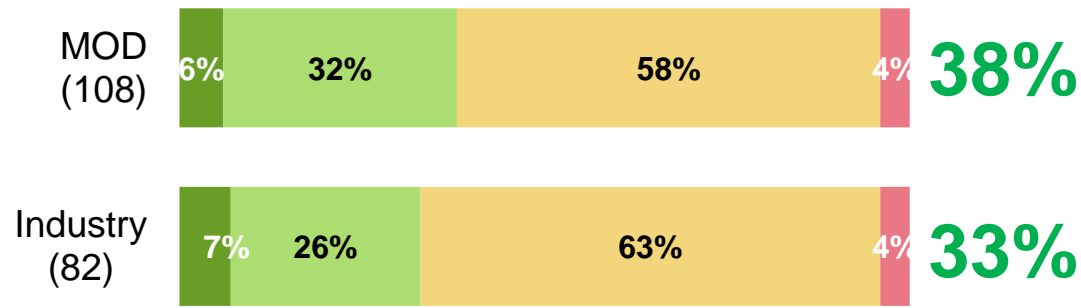
-- DefCARS User, Industry --

- I would speak highly of the SSRO without being asked
- I would speak highly of the SSRO if I were asked
- I would be neutral towards the SSRO
- I would be critical of the SSRO if I were asked
- I would be critical of the SSRO without being asked



## DefCARS Users

## Stakeholders



### Q6 Which of these phrases best describes the way you would speak of the SSRO to other people?

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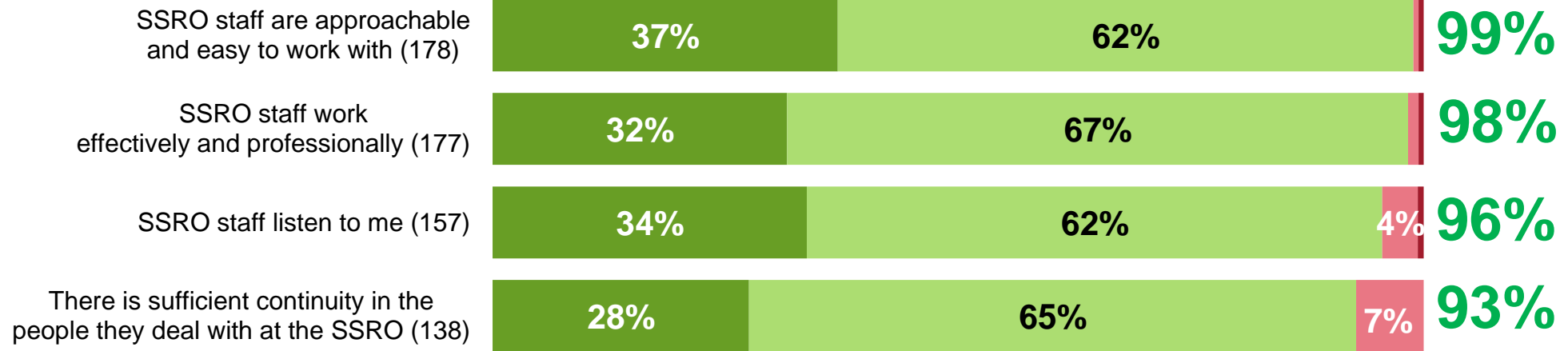


# Almost all think SSRO staff are approachable and professional

**Overall**  
Both DefCARS users and Stakeholders



- Strongly agree
- Tend to agree
- Tend to disagree
- Strongly disagree



“I’ve always come across a very professional set of people who clearly know the rules well and interact in that professional way. I think that inspires confidence in the organisation, so they’re well represented, I think their people are good.

-- Stakeholder, Industry--

“I don’t think I was expecting them to have people who know what they’re talking about answering the phone... Straight through to someone who knows what I’m talking about, knows what I’m looking for, is able just to advise”

-- DefCARS User, MOD --

“Whenever I’ve engaged with the SSRO they’ve been incredibly helpful. When I’ve had any particular challenges or issues, they’ve been helpful and sorted things out.”

-- DefCARS User, MOD --

## Q31 Thinking about your relationship with the SSRO, to what extent do you agree or disagree with each of the following statements...?

Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of ‘don’t know’ categories, or multiple answers. Respondent numbers may not sum due to the exclusion of ‘other’ respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# The proportion of respondents who agree with each of the statements about SSRO staff has increased since 2020 and 2018

**Thinking about your relationship with the SSRO, to what extent do you agree or disagree with the following statements?**

SSRO staff are approachable and easy to work with

**2018**  
**89%**  
(84)

**2020**  
**93%**  
(176)

**2022**  
**99%**  
(178)

**Difference between 2020 – 2022 (%)**

**+6%\***

SSRO staff work effectively and professionally

**88%**  
(80)

**94%**  
(171)

**98%**  
(177)

**+4%\***

SSRO staff listen to me

**74%**  
(81)

**88%**  
(161)

**96%**  
(157)

**+8%\***

There is sufficient continuity in the people I deal with at the SSRO

**84%**  
(76)

**90%**  
(147)

**93%**  
(138)

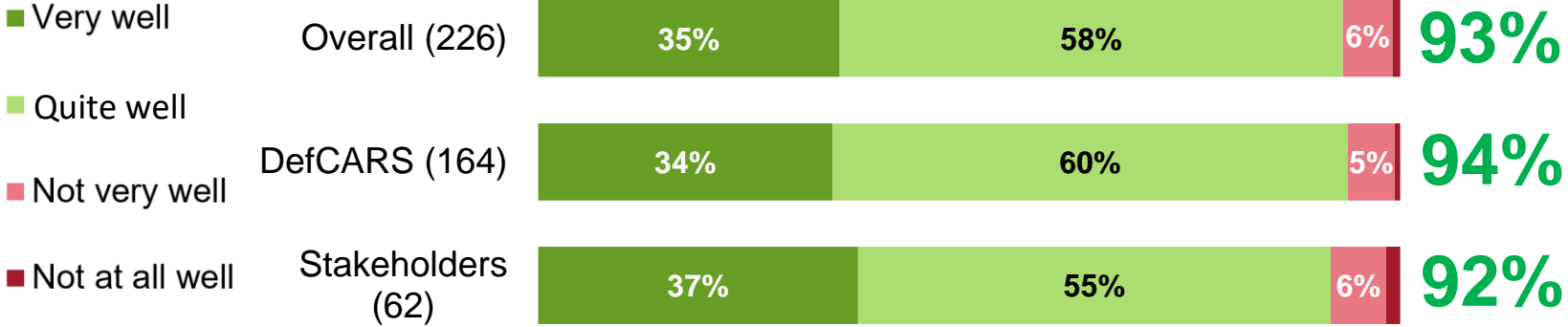
**+3%**

\* Difference is particularly notable



# More than 9 in 10 think the SSRO has engaged well with them

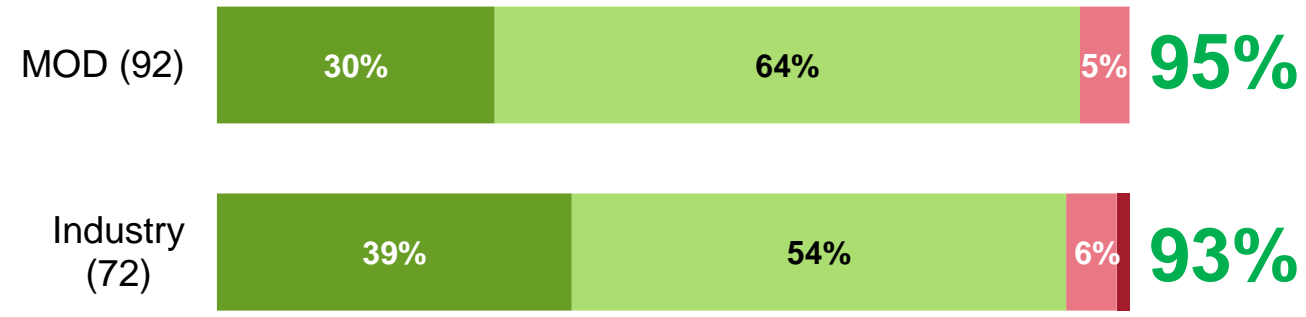
## Overall



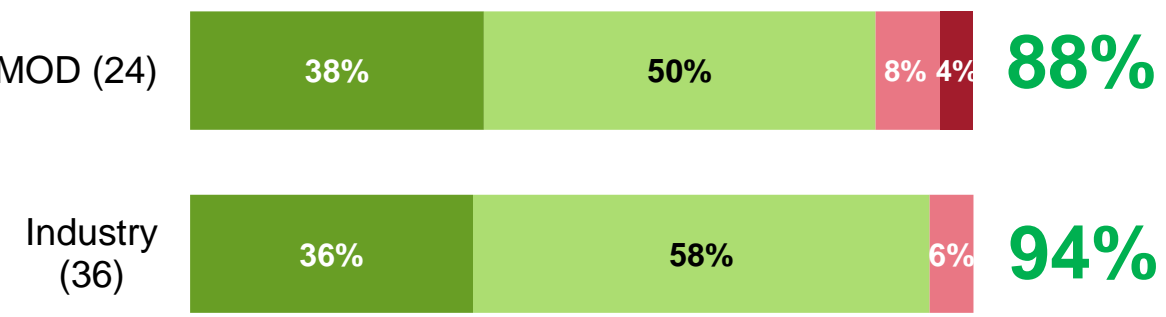
“We were afforded opportunity to give feedback on some of the Excel spreadsheets. We were listened to and there were changes made that made reporting easier for us. So, that was the most positive of that inter-relationship; the SSRO were willing to listen, and they made the changes that we requested.”

-- Stakeholder, Industry --

## DefCARS Users



## Stakeholders

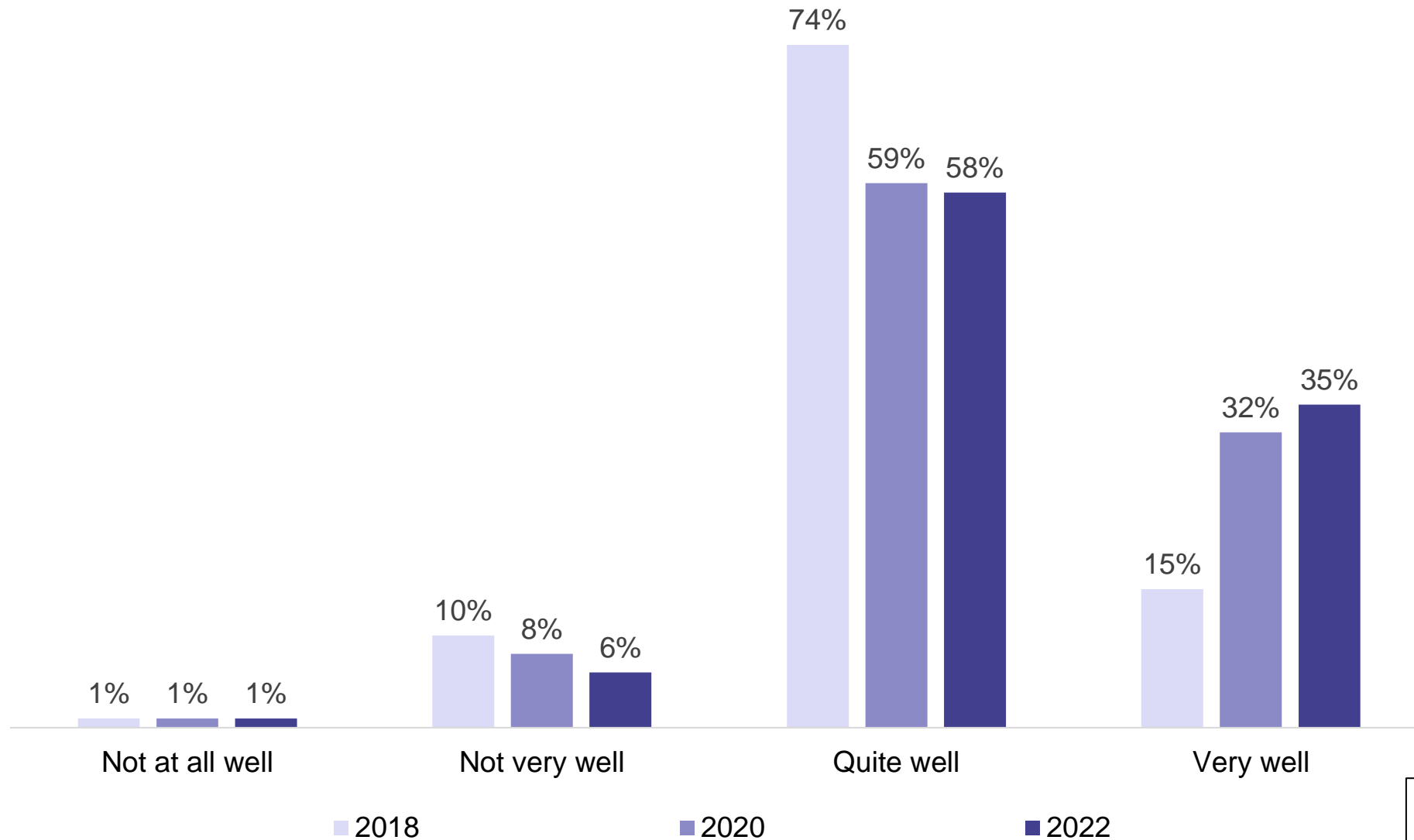


### Q9 What is your overall impression of how well the SSRO has engaged with you?

Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of 'don't know' categories, or multiple answers. Respondent numbers may not sum due to the exclusion of 'other' respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# Respondents' views on SSRO engagement have remained stable over the past two surveys



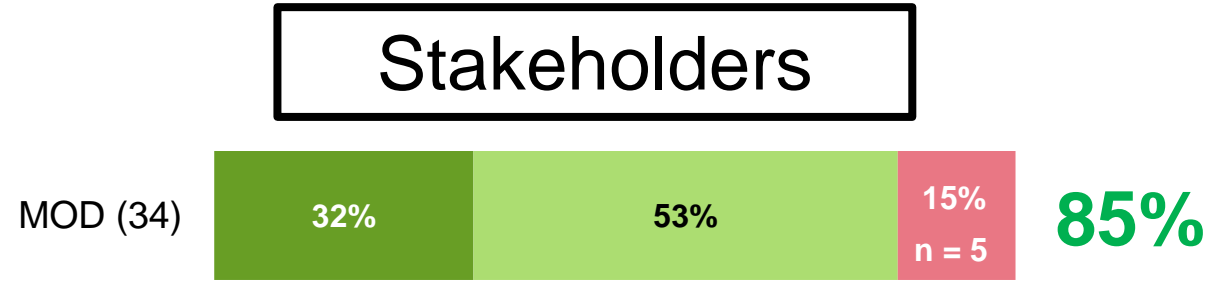
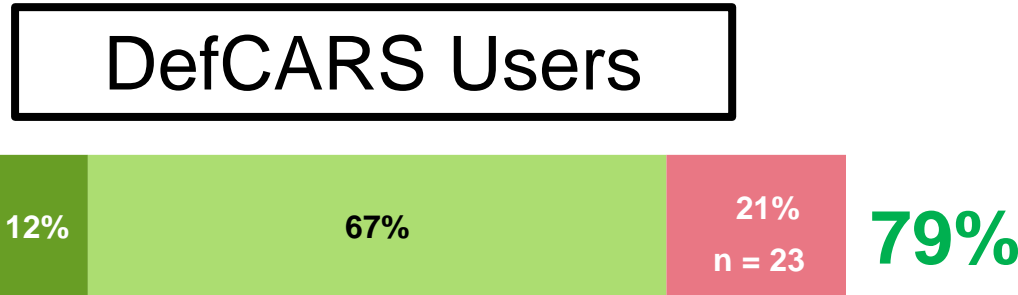
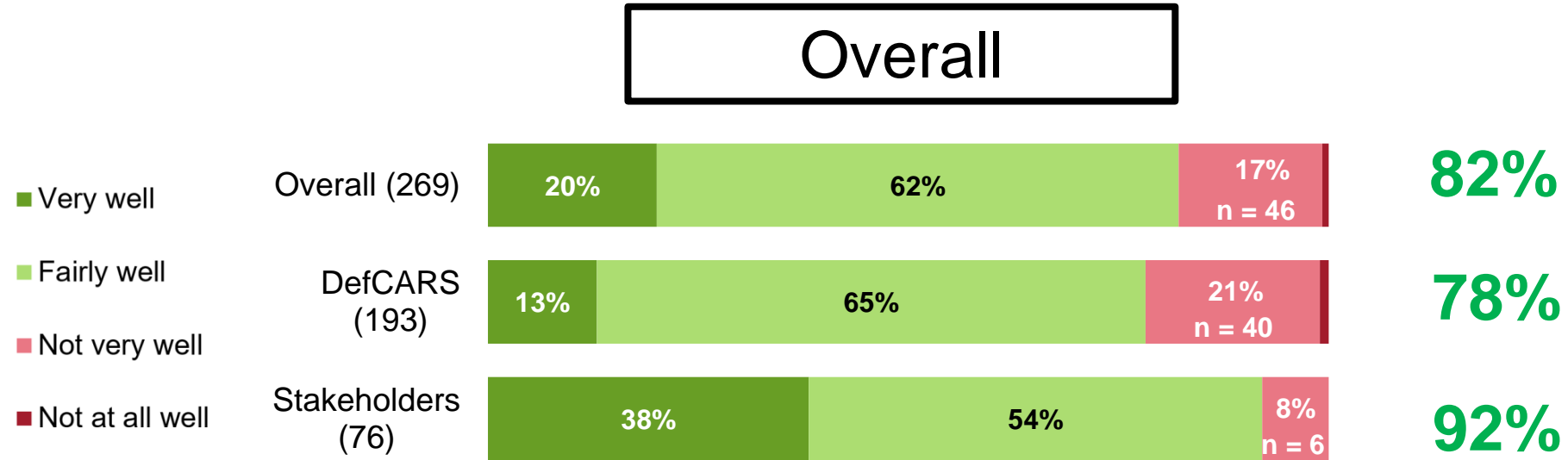
Base number of respondents  
2022: 226  
2020: 225  
2018: 89

Q9 What is your overall impression of how well the SSRO has engaged with you?





# Over 8 in 10 feel that they understand the SSRO's role and what it is aiming to achieve



**Q5 How well do you feel you understand the SSRO's role and what it is aiming to achieve?**

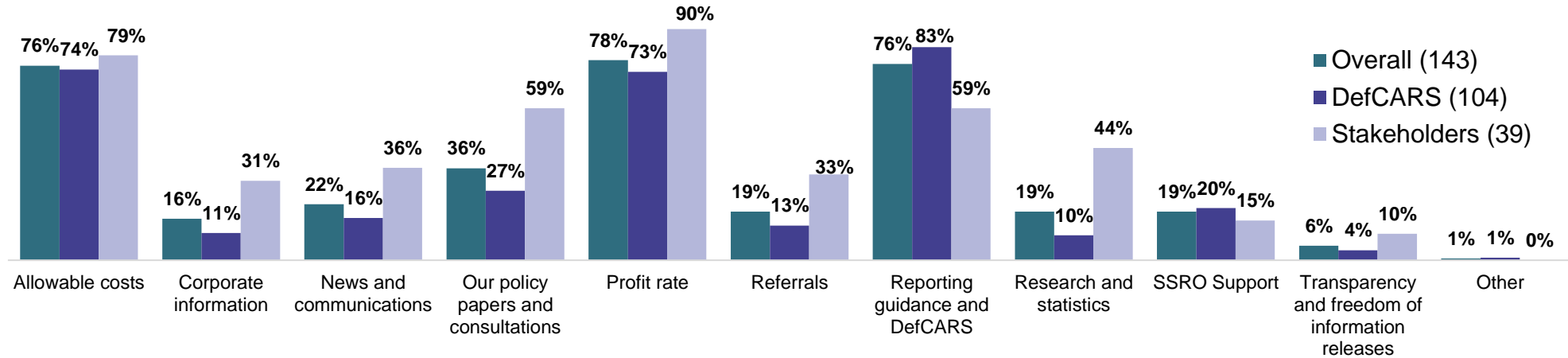
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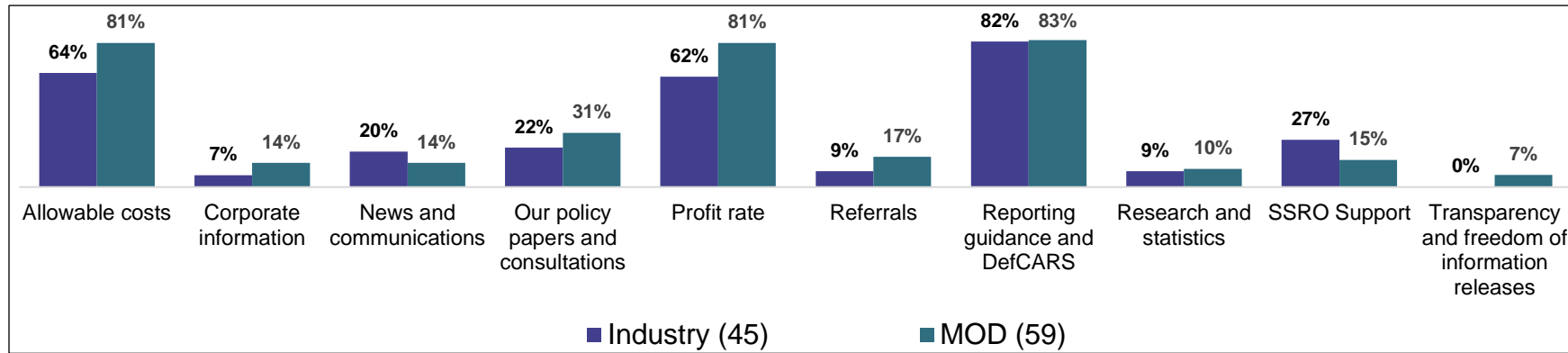
# The section most commonly accessed on the website is Profit rate

NQ19 Which of the following sections of the SSRO website have you accessed?

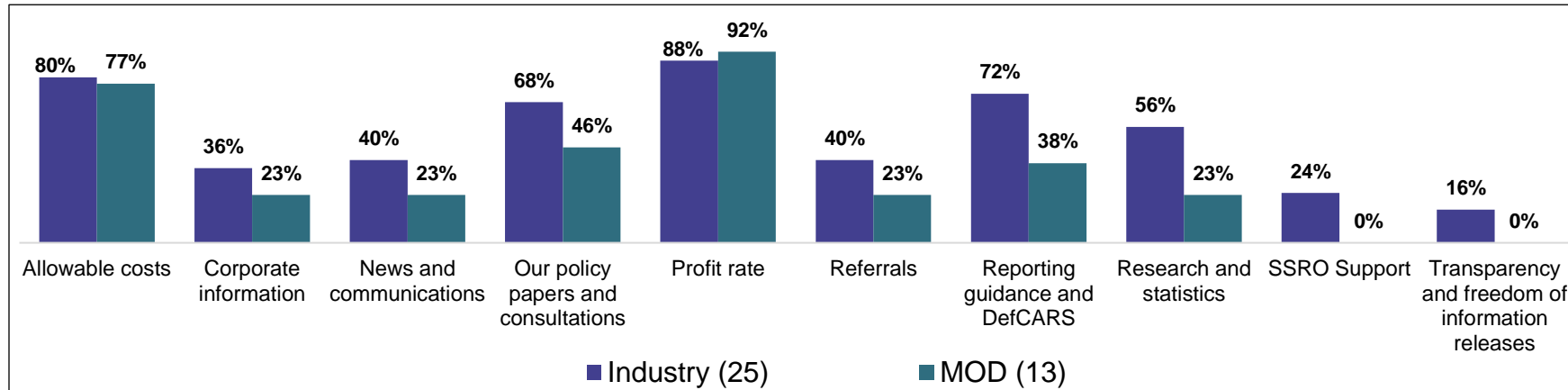
Overall



DefCARS Users



Stakeholders



*"It is very useful for us to have SSRO's guidance, opinion and support in our investigations. Guidance is updated every year, and we need to be up to date with the latest regulations. Our work wouldn't be as useful if we didn't have the SSRO guidance"*

-- DefCARS User, MOD --



# Vast majority of DefCARS users and stakeholders found each section on the website useful and informative

## DefCARS Users (104)

56% visited the SSRO Website

### Useful or informative

Allowable costs (77)	→	<b>96%</b>
Profit rate (76)	→	<b>95%</b>
Referrals (14)	→	<b>86%</b>
Reporting guidance and DefCARS (86)	→	<b>85%</b>
SSRO Support (21)	→	<b>95%</b>
SSRO policy papers and consultations (28)	→	<b>89%</b>
Research and statistics (10)	→	<b>90%</b>
Corporation information (11)	→	<b>91%</b>
News and communications (17)	→	<b>94%</b>
Transparency and freedom of information releases (4)	→	<b>100%</b>

## Stakeholders (39)

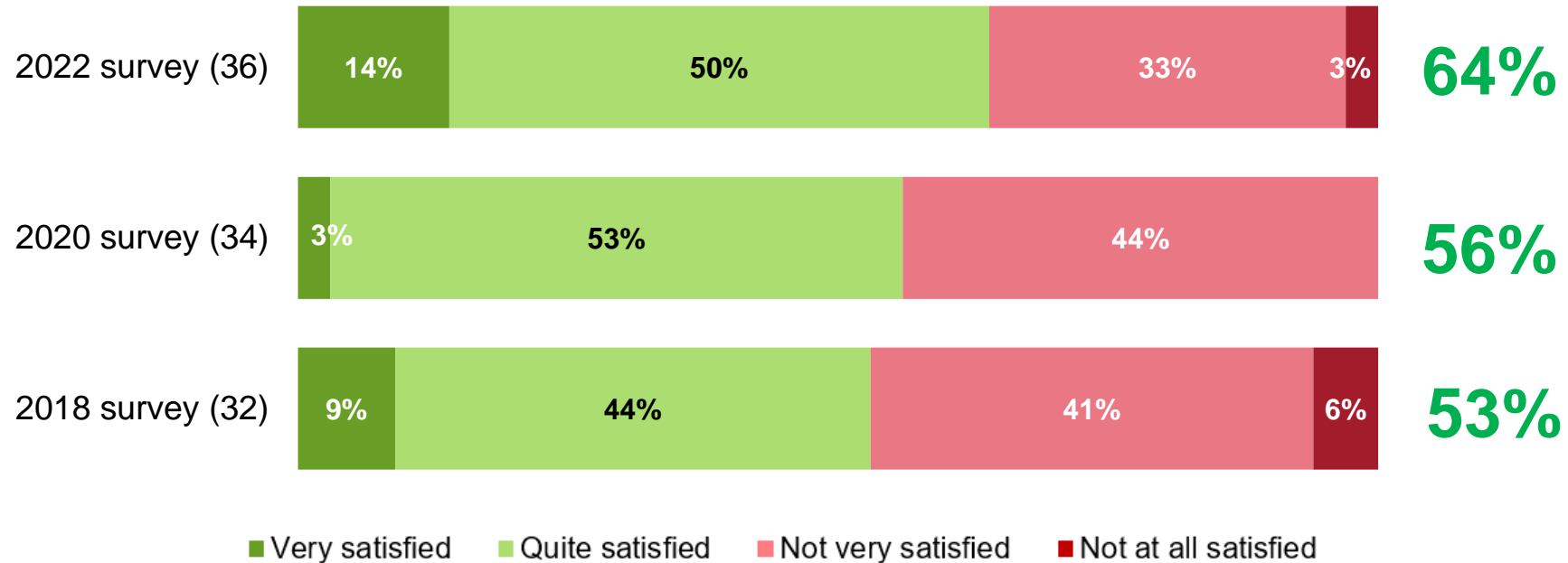
54% visited the SSRO Website

### Useful or informative

Allowable costs (31)	→	<b>90%</b>
Profit rate (35)	→	<b>100%</b>
Referrals (13)	→	<b>100%</b>
Reporting guidance and DefCARS (23)	→	<b>91%</b>
SSRO Support (6)	→	<b>100%</b>
SSRO policy papers and consultations (23)	→	<b>96%</b>
Research and statistics (17)	→	<b>100%</b>
Corporation information (12)	→	<b>100%</b>
News and communications (14)	→	<b>100%</b>
Transparency and freedom of information releases (4)	→	<b>100%</b>



# Stakeholders' satisfaction with experience of participating in an SSRO consultation remains mixed

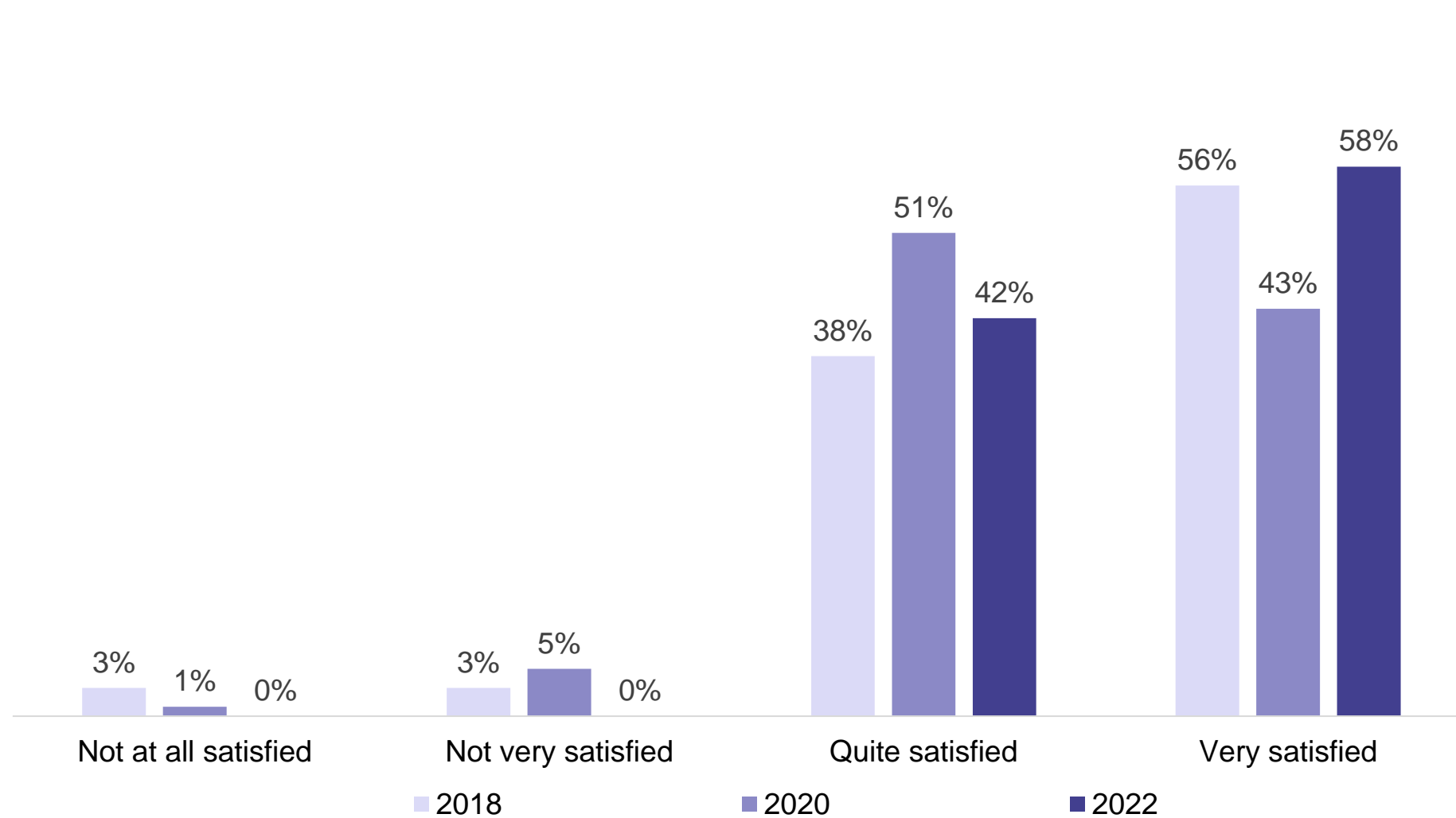


*“... The consultation needs to be a consultation... Ask more open questions... gather information first, simulate it and then discuss it with all parties before writing papers and going public. That way they can test what they’ve understood... That’s not to say they’re always going to agree with me, I’m sure they won’t, but they would disagree from the knowledge base and the sound logic. So, more pre-consultation and more time to operate a working group... adding adequate time to conclude engagement in consultations...”*

-- Stakeholder, Industry --



# In 2022, all respondents were satisfied with assistance provided by the SSRO helpdesk



*“When I have an issue or something doesn’t seem to be functioning properly... I can send a message to the help desk and they immediately respond, get right back to me, fix things that aren’t working properly or make enhancements based on my suggestions...”*

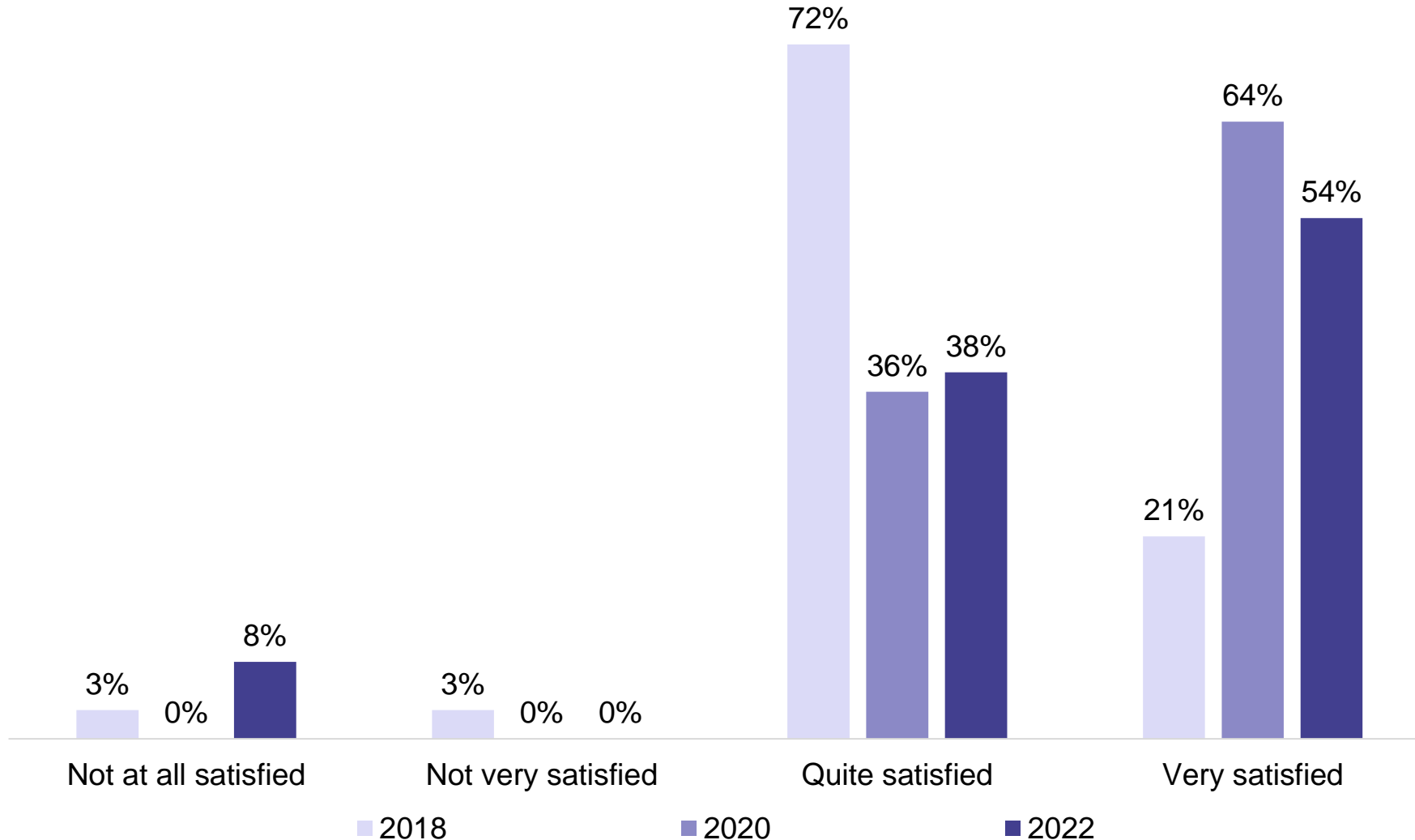
*-- Stakeholder, Industry --*

Base number of respondents  
 2022: 86  
 2020: 80  
 2018: 34

Q16 - How satisfied were you with the assistance provided (in general) by the SSRO helpdesk?



# In 2022, 9 out of 10 respondents were quite or very satisfied with onboarding assistance provided by the SSRO



*“... I know they give onboarding DefCARS sessions to suppliers, but that’ll just be a once off at the start... If it was a recorded ‘how to’ session, then you can refresh yourself on it, you can keep referencing back to it. And it should cover content and approach not just, ‘This is the system, this is where things are on the system, this is what a report looks like’. Making it easy for people to use it and engage with it, that’s the important bit”*

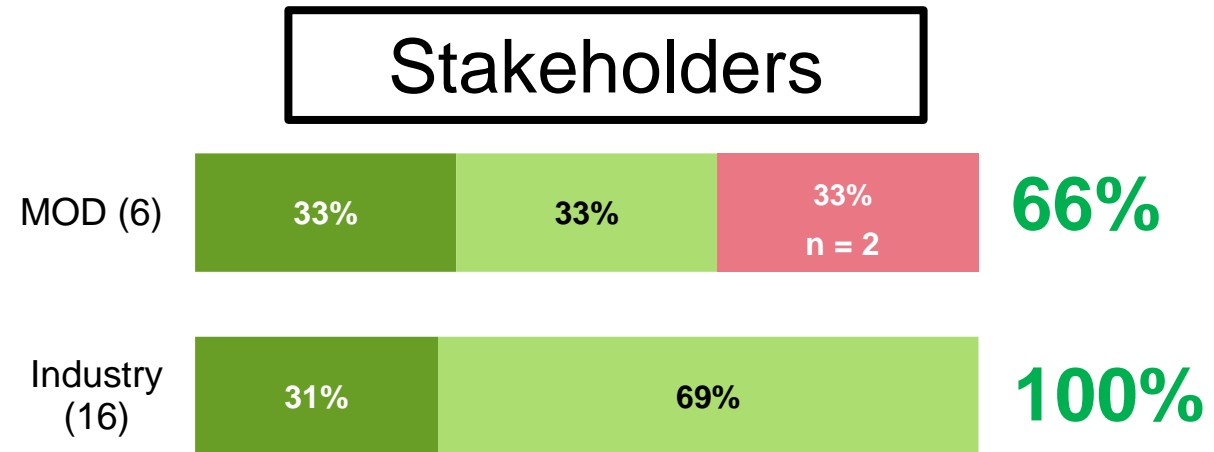
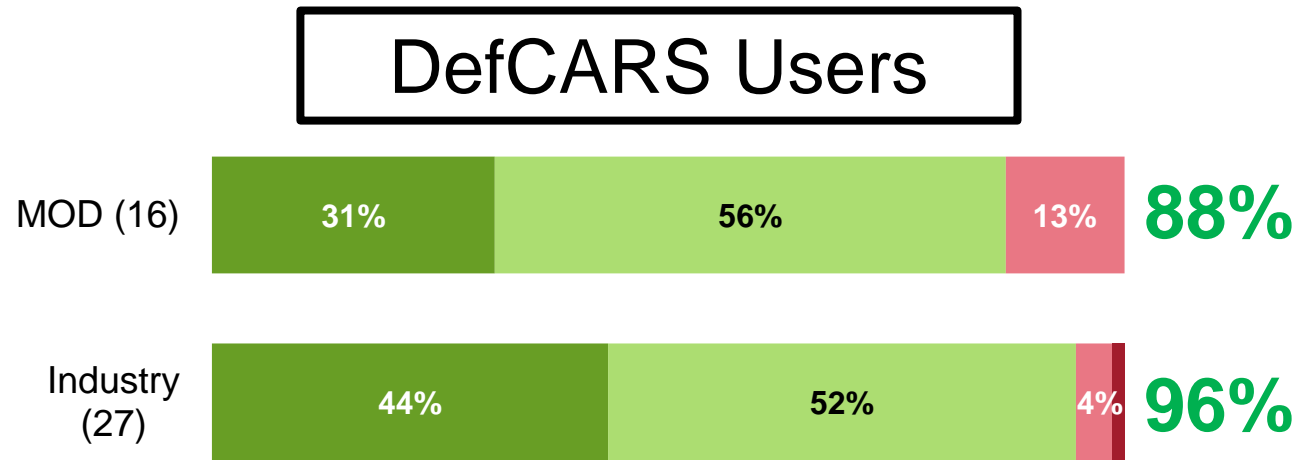
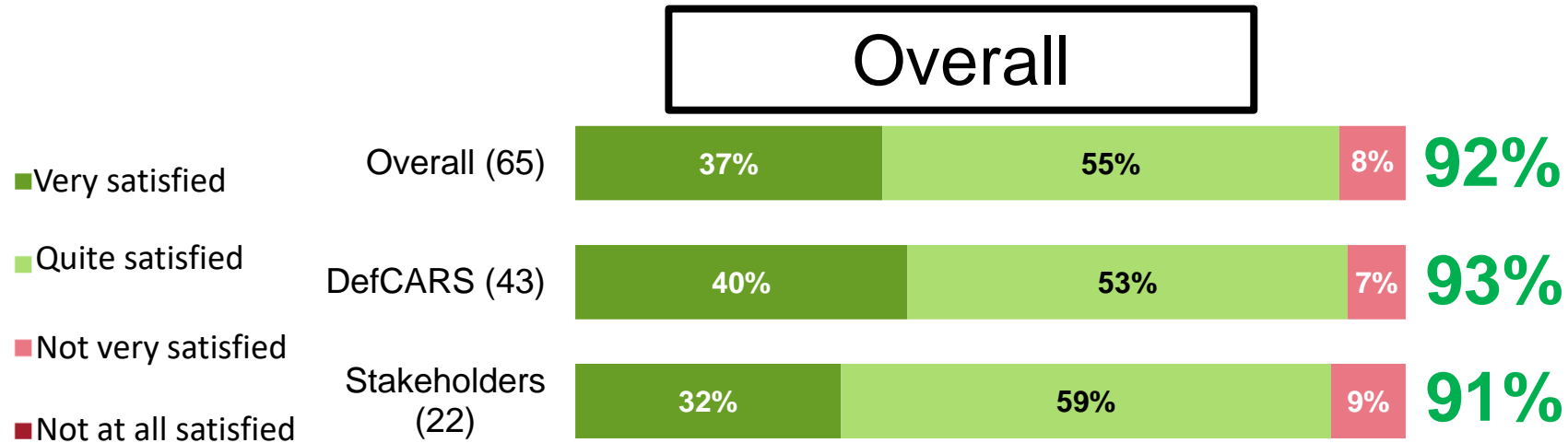
*-- DefCARS user, MOD --*

Base number of respondents  
 2022: 13  
 2020: 14  
 2018: 29  
 Note – this question has the lowest base number of respondents: caution advised.

**Q17 - How satisfied, if at all, were you with the onboarding assistance and support provided by the SSRO when you first entered into a QDC or QSC?**



# More than 9 in 10 are satisfied with the assistance provided by the SSRO Compliance Team



**Q39 How satisfied were you with the assistance provided (in general) by the SSRO Compliance Team?**

Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of 'don't know' categories, or multiple answers. Respondent numbers may not sum due to the exclusion of 'other' respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# The majority are in agreement with all of the SSRO's values – 'The SSRO is inclusive, seeking input from a diverse range of stakeholders' has the highest level of agreement

	Overall agreement			DefCARS Users' agreement		Stakeholders' agreement	
	Overall	DefCARS users	Stakeholders	Industry	MOD	Industry	MOD
Inclusive, seeking input from a diverse range of stakeholders	<b>91%</b> (154)	<b>95%</b> (92)	<b>85%</b> (62)	<b>95%</b> (39)	<b>94%</b> (53)	<b>84%</b> (38)	<b>86%</b> (22)
Independence	<b>90%</b> (203)	<b>96%</b> (135)	<b>78%</b> (68)	<b>91%</b> (53)	<b>99%</b> (82)	<b>67%</b> (39)	<b>96%</b> (27)
Fair and impartial	<b>89%</b> (200)	<b>96%</b> (137)	<b>73%</b> (63)	<b>91%</b> (56)	<b>99%</b> (81)	<b>62%</b> (37)	<b>92%</b> (24)
Open and transparent	<b>88%</b> (202)	<b>93%</b> (136)	<b>79%</b> (66)	<b>88%</b> (58)	<b>96%</b> (78)	<b>82%</b> (38)	<b>77%</b> (26)
Expert in the regulation of single source defence contracting	<b>88%</b> (202)	<b>93%</b> (137)	<b>75%</b> (65)	<b>94%</b> (54)	<b>93%</b> (83)	<b>82%</b> (38)	<b>68%</b> (25)
Authoritative	<b>85%</b> (200)	<b>91%</b> (132)	<b>74%</b> (68)	<b>91%</b> (54)	<b>91%</b> (78)	<b>75%</b> (40)	<b>77%</b> (26)
Pro-active	<b>73%</b> (184)	<b>78%</b> (120)	<b>64%</b> (64)	<b>80%</b> (51)	<b>75%</b> (69)	<b>63%</b> (40)	<b>68%</b> (22)
Agile in its approach to making changes and improvements	<b>58%</b> (153)	<b>71%</b> (96)	<b>37%</b> (57)	<b>71%</b> (45)	<b>71%</b> (51)	<b>35%</b> (37)	<b>44%</b> (18)

Q32A-H To what extent do you agree or disagree with the following statements...?

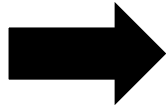




# Over four fifths of Allowable Costs guidance users agree that it is clear and applicable

## Overall

66%  
Used  
Allowable  
Costs



85%

Clear & applicable

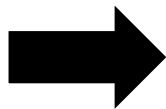


*"It's clear and applicable in the sense that it does what it is meant to do... It is guidance-based not rules-based [and] it's quite clear what is meant to be an area for discussion and agreement between parties, and what is black and white... So, I think in general... it's really quite clear on all of those aspects"*

-- DefCARS user, MOD --

## DefCARS Users

64%  
Used  
Allowable  
Costs



89%

Clear & applicable

## Stakeholders

70%  
used  
Allowable  
Costs



74%

Clear & applicable

Q25 Have you used any of the following guidance?

Q26 To what extent do you agree or disagree that the Allowable Costs guidance is clear and applicable?

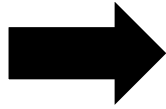


# Nine out of ten Baseline Profit rate guidance users agree that it is clear and applicable

## Overall

66%  
used  
Baseline  
profit rate

Base: 164 respondents



90%

Clear & applicable

Base: 160 respondents



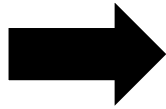
*“The baseline profit rate is really clear in how you go about calculating so that makes it easy to use. Some of the calculations may be complicated but the guidance around it is clear”*

-- DefCARS user, MOD --

## DefCARS Users

65%  
used  
Baseline  
profit rate

Base: 115 respondents



94%

Clear & applicable

Base: 111 respondents

## Stakeholders

70%  
used  
Baseline  
profit rate

Base: 49 respondents



82%

Clear & applicable

Base: 49 respondents

Q25 Have you used any of the following guidance?

Q27 To what extent do you agree or disagree that the Baseline profit rate guidance is clear and applicable?



# Over four fifths agree that the SSRO's pricing guidance is useful in agreeing contract prices that support value for money and fair and reasonable prices



*“There is some good stuff in there. But we partly created the SSRO to help us with the obvious things [and also] to really get to the bottom of some of the difficult things... It doesn't really anticipate any of the problems that we've got [and] it doesn't really cut through on the things which are genuinely difficult”*

-- Stakeholder, MOD --

## Overall

- Strongly agree
- Tend to agree
- Tend to disagree
- Strongly disagree

Overall (164)



DefCARS (113)



Stakeholders (51)



## DefCARS Users

MOD (68)



Industry (45)



## Stakeholders

MOD (19)



Industry (32)



Q25 Have you used any of the following guidance?

Q40 To what extent do you agree or disagree that the SSRO's pricing guidance is useful in agreeing contract prices that support value for money and fair and reasonable prices?

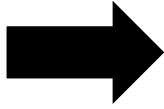


# Around three quarters of reporting guidance and DefCARS guidance users agree that it is clear and applicable and helps users meet reporting requirements

## Overall

65%  
used  
Reporting &  
DefCARS

Base: 162 respondents



76%

Clear & applicable and helps users  
meet reporting requirements

Base: 156 respondents



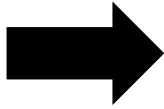
*“The mechanics of it are clear; ‘this is how you use this element of the report, this is how you use the data’. I think where misunderstandings occur... [is around] the interpretation of exactly what’s needed. So, they’re clear in the mechanics requirement, they’re less clear in some of the application...”*

-- Stakeholder, Industry --

## DefCARS Users

71%  
used  
Reporting &  
DefCARS

Base: 127 respondents



76%

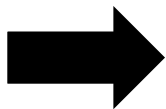
Clear & applicable and helps users  
meet reporting requirements

Base: 122 respondents

## Stakeholders

50%  
used  
Reporting &  
DefCARS

Base: 35 respondents



74%

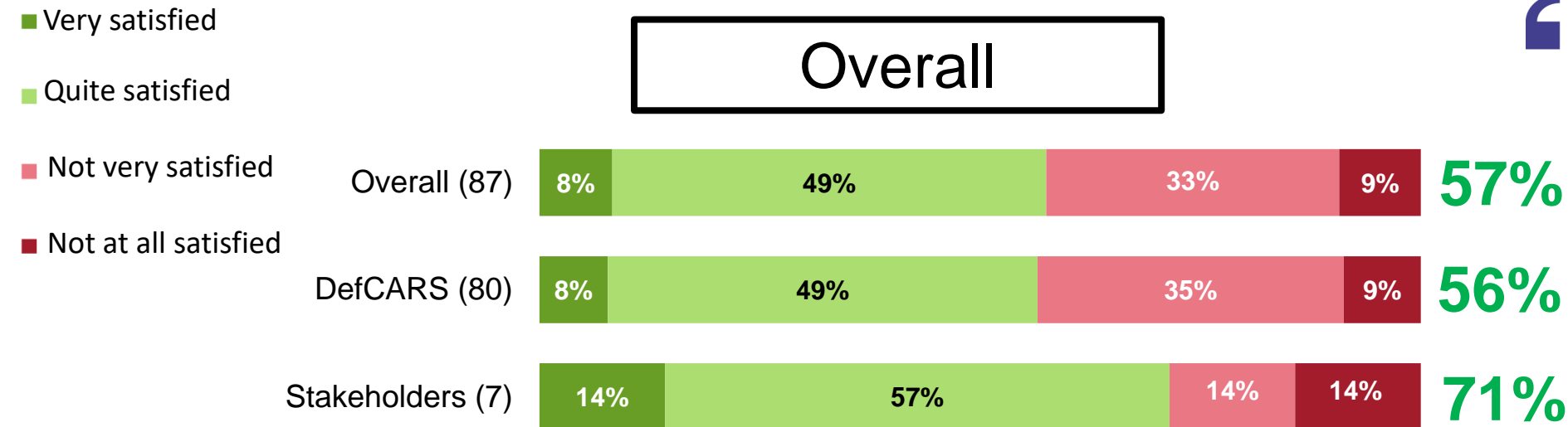
Clear & applicable and helps users  
meet reporting requirements

Base: 34 respondents

Q25 Have you used any of the following guidance?  
NQ28 To what extent do you agree or disagree that the reporting guidance and DefCARS user guide is clear and applicable and helps users meet reporting requirements?



# Around three fifths are satisfied with the usefulness of the data contained within DefCARS



“DefCARS is fairly user intuitive. It’s not a difficult one to use... But it’s still quite clunky in areas, and slow in its mechanisms...The system is very well set up when you’re starting something brand new and fresh, but... it isn’t very well set up to handle where you’ve got multiple changes...”

-- Stakeholder, Industry --

“DefCARS seems to work fine... It’s all very good and very helpful and provides all the information I need to understand the actual cost against the agreed price. The system itself is relatively simple... I think it’s intuitive in terms of finding stuff; it’s got a search function, it’s set out with the different suppliers, and it puts supplier bits together. So, from my view I can see there’s the supplier reports and there’s the contract reports... The report structure is also laid out intuitively for me... the flow and the sections make sense”

-- DefCARS user, MOD --

“I am looking for, at my level, really easy, digestible data. I almost want DefCARS to flag to me when there’s an issue. All DefCARS does is give me the facts... I think when we open DefCARS we should be plugging in contract information, and then when the reports come through, DefCARS as a system can start to flag up what it thinks issues are, based on the information we fed it to begin with... At the minute, it’s almost a data depository store. I’d like it to be a better tool”

-- DefCARS user, MOD --

## Q38 How satisfied are you with the usefulness of the data contained within DefCARS?

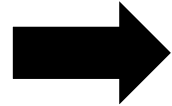
Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of ‘don’t know’ categories, or multiple answers. Respondent numbers may not sum due to the exclusion of ‘other’ respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.



# More than 9 in 10 of Referrals Procedures guidance users agree that it is clear and applicable and helps users understand the referrals procedures

## Overall

11%  
used  
Referrals  
procedures



96%

Clear & applicable and helps users understand the referrals procedures

Please note, only 27 respondents said they had used referrals procedures guidance

Base: 24 respondents

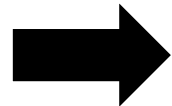


*"I think it's quite succinct in its output. It helps the user in understanding the mechanism for making a referral. So, I think from that perspective it provides everything."*

-- Key Stakeholder, Industry --

## DefCARS Users

8%  
used  
Referrals  
procedures



100%

Clear & applicable and helps users understand the referrals procedures

Please note, only 14 DefCARS Users said they had used referrals procedures guidance

Base: 11 respondents

## Stakeholders

19%  
used  
Referrals  
procedures



92%

Clear & applicable and helps users understand the referrals procedures

Please note, only 13 Stakeholders said they had used referrals procedures guidance

Base: 13 respondents

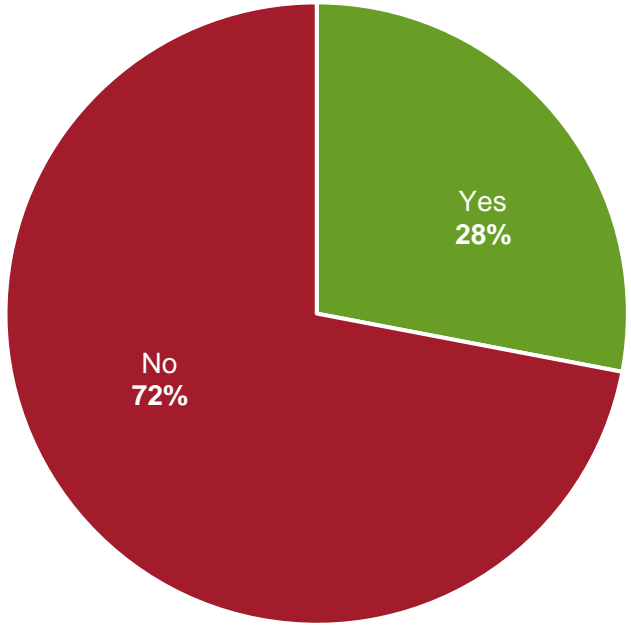
Q25 Have you used any of the following guidance?

NQ29 To what extent do you agree or disagree that the referrals procedures guidance is clear and applicable and helps users understand the referrals procedures?



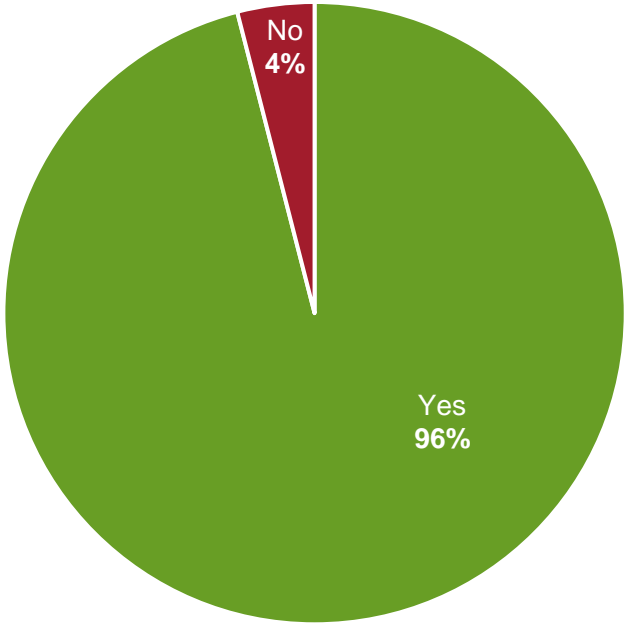
# Almost all of those who have drawn on the learning contained in a published SSRO referral outcome summary found the summary useful

Drawn on the learning contained in summary?



Base: 208 respondents

Summary useful?



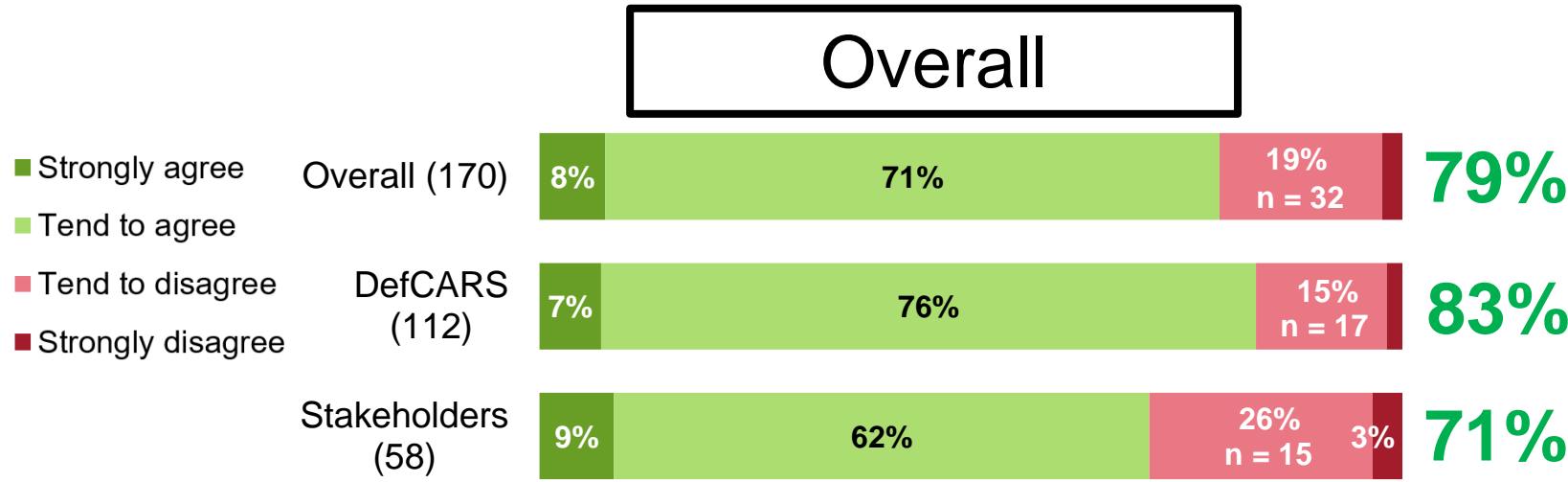
Base: 55 respondents

Q42 In agreeing, managing or delivering a contract, have you drawn on the learning contained in a published SSRO referral outcome summary?

Q43 Was the published summary useful?

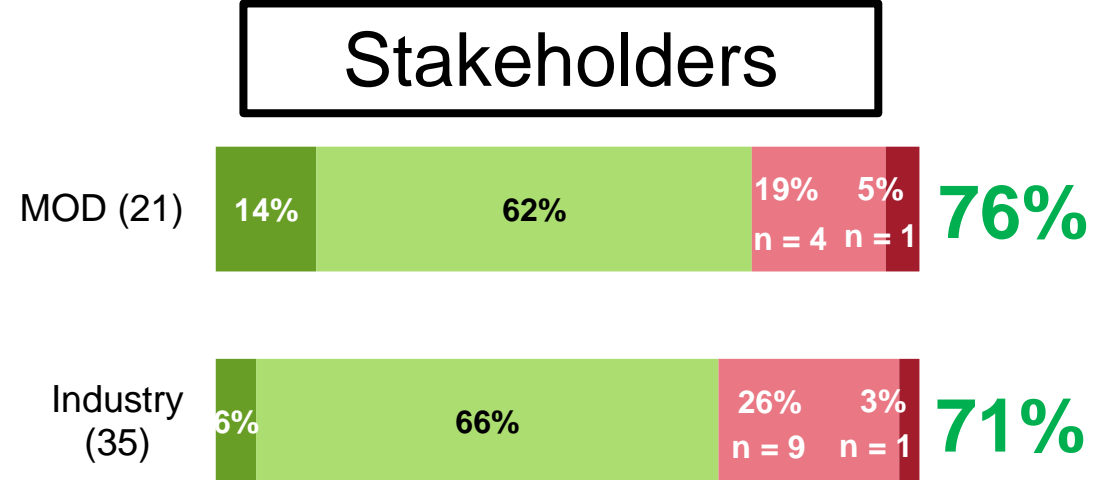
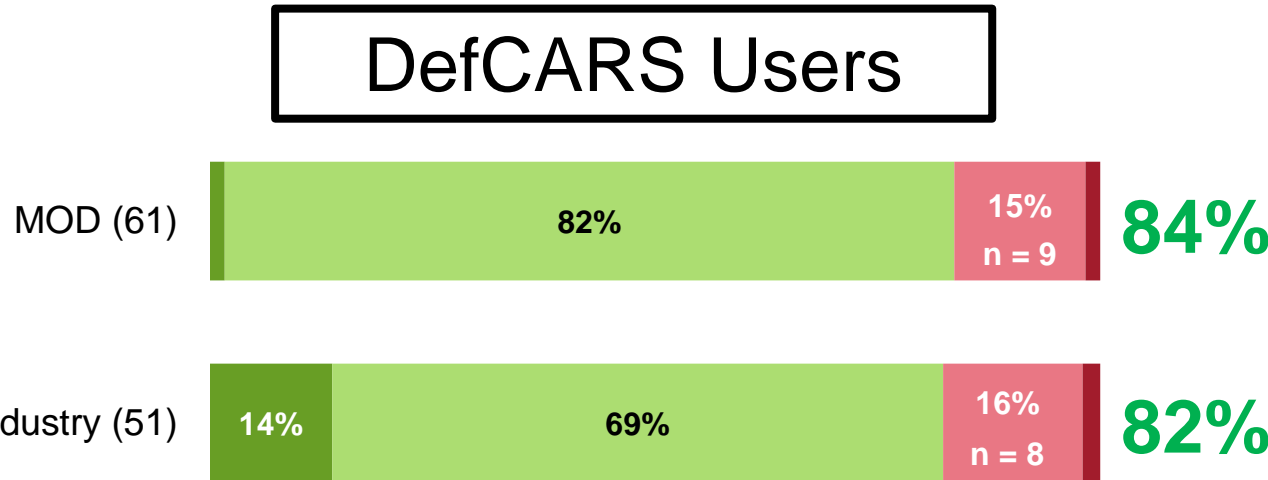


# Around four fifths agree that the SSRO's processes for reviewing its guidance is fit for purpose



“There’s a group of top level management who attend meetings with SSRO guidance to contribute prior to new guidance being published. Contractors attend those meetings too. There is also a forum for wider discussion, and outcomes are published on the SSRO website.”

-- DefCARS User, MOD --



Q30 Are the SSRO's processes for reviewing its guidance fit for purpose?

Please note that where percentages do not sum to 100 or separate response percentages do not sum to a given total (e.g. positive sentiment total), this is either due to rounding, the exclusion of 'don't know' categories, or multiple answers. Respondent numbers may not sum due to the exclusion of 'other' respondents. The raw data can be interrogated on ORS Results Online – please request access via Peter Regan.