

**Stakeholder Survey**

Appendix 1: Specification

## Introduction

* + 1. The Single Source Regulations Office (SSRO) is an executive non-departmental public body, sponsored by the Ministry of Defence (MOD). We play a key role in the regulation of single source (non-competitive) defence contracts.
    2. The Defence Reform Act 2014 (‘the Act’) created a regulatory framework for single source defence contracts. The framework came fully into force in December 2014, following Parliamentary approval of the Single Source Contract Regulations 2014. The framework places controls on the prices of qualifying contracts and requires greater transparency on the part of defence contractors.
    3. The SSRO is at the heart of the regulatory framework, supporting its operation. We keep the framework under review, monitoring reporting compliance, giving guidance and answering questions about its operation. We analyse data and provide reports and recommendations to the Secretary of State. When undertaking our statutory functions, we aim to ensure that good value for money is obtained in government expenditure on qualifying defence contracts, and that persons who are parties to qualifying defence contracts are paid a fair and reasonable price under those contracts.
    4. Additional information about the SSRO can be found on our website: <http://www.gov.uk/government/organisations/single-source-regulations-office>

## Background

* + 1. The SSRO completed its first stakeholder survey in Spring 2018. The purpose of the survey was to help measure the effectiveness of the ways the SSRO engages with stakeholders and to provide insight into how these could be further developed and improved.
    2. A research report into the results of the survey can be found on our website: <https://www.gov.uk/government/publications/stakeholder-survey-report-and-refreshed-stakeholder-engagement-strategy>.
    3. In the SSRO’s Corporate Plan 2019 - 2022 we set out a series of corporate objectives. One of the objectives is to “maintain effective and comprehensive engagement with our stakeholders”. One of the ways we committed to both delivering and measuring this objective is through undertaking a stakeholder survey at appropriate intervals.
    4. The results of the stakeholder survey will help us to measure performance against our key performance indicators of an 80 per cent target for the “proportion of stakeholders who consider the SSRO engages well” and a 75 per cent target for the “proportion of stakeholders who agree the SSRO’s guidance is clear and applicable”. It should also assist in developing appropriate performance measures going forward.
    5. The SSRO is a small organisation with total permanent staff of 37 and a budget of £6.06 million in 2019/20.
    6. The SSRO undertakes both continuous corporate stakeholder engagement and specific engagement on an individual project basis through:
* Regular meetings and engagement between the SSRO’s Chairman and executive staff and ministers and senior officials at the MOD;
* Regular meetings with industry and visits to their facilities;
* Consultations, for example on changes to statutory guidance;
* Workshops and working papers on specific topics throughout the year with industry and the MOD;
* A stakeholder newsletter, sent periodically throughout the year;
* Hosting several groups and forums, including the Senior Stakeholder Forum, Operational Working Group, and Reporting and IT subgroup;
* Delivering speeches at national and international conferences, and delivering a lecture at the Defence Academy; and
* A support Helpdesk for industry and MOD users of our Defence Contracts Analysis and Reporting System (DefCARS), on-boarding sessions for defence contractors new to the regulatory framework, and training sessions for industry and MOD staff.
  + 1. Our key stakeholders, who will be included in the survey, are within the MOD and the defence industry and up to 1500 stakeholders will be invited to complete the survey. Of these, approximately 1200 are predominantly users of DefCARS, and approximately 300 are stakeholders with whom we have contact across our work and the single source regime.
    2. There are several different parts of the MOD that we engage with at working level, ranging from the MOD head office (the Single Source Advisory Team [SSAT] in the MOD are our sponsors and lead on single source procurement policy within the MOD), to the MOD’s procurement or delivery agencies such as Defence Equipment and Support (DE&S), the Submarine Delivery Agency (SDA) and the Defence Infrastructure Organisation (DIO).
    3. We engage extensively with the defence industry, which ranges from large multinational companies (such as Airbus, Babcock, BAE Systems, Boeing, General Dynamics, Leonardo, Lockheed Martin, MBDA, QinetiQ, Rolls Royce and Thales) to mid-tier and SME defence companies. We ensure that companies are aware of the legislation they must comply with and that we understand the impact of the regulatory framework on their businesses, as well as engaging their trade associations (such as ADS and techUK).
    4. We also engage less frequently with other stakeholders outside of the MOD and the defence sector. These stakeholders, who will not be included within the survey, include Parliamentarians, both individually and with committees (e.g. House of Commons’ Defence Select Committee, Public Accounts Committee), the Department for Business, Energy and Industrial Strategy, UKGI, the Nation al Audit Office, the UK Regulators Network, HM Treasury, Cabinet Office, RUSI, the Defence Academy and other academics, professional representative bodies, and our international counterparts.
    5. The survey is being commissioned to an external agency to provide the SSRO Board with an independent view on how well we are performing with stakeholder engagement, including performance against our relevant KPIs and objectives. The existing survey questions provide answers in relation to the following themes and issues:
       - Whether stakeholders consider the SSRO engages well (which is directly linked to our KPIs).
       - Stakeholders’ views on our guidance and our process for reviewing this (which is directly linked to our KPIs).
       - How stakeholders’ perceptions of the SSRO are changing.
       - Stakeholders’ views of the SSRO’s various engagement methods (including newsletter, Senior Stakeholder Forum, Operational Working Group etc) so we can identify if there is anything (such as method, format or duration) we should do differently.
       - Identifying any priority areas for future stakeholder engagement.
    6. The SSRO will make available any relevant documentation such as our stakeholder list or communication channels for the development and undertaking of the survey. The SSRO team through the Project Manager will be the main point of contact for discussions on formalising the survey questions and stakeholder sample to be used.

## Service specification

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* + 1. The SSRO is seeking to appoint an external organisation to undertake our stakeholder survey and present the SSRO with a report setting out the analysed and benchmarked results with commentary. To allow for comparability, and consistency with some of our existing corporate Key Performance Indicators **the** **survey questions set will be largely the same as those asked in the first stakeholder survey (subject to minor amendments as required by the SSRO) and bidders will not be required to develop a new question set**. The questions are set out in Appendix A.

**Service requirements**

* + 1. The SSRO requires the contractor to deliver the following services:

1. **A plan and methodology for undertaking the survey.** This plan and methodology should include proposals to ensure a response rate to the survey that is sufficiently representative of our stakeholder population (of up to 1500 people). Consideration should be given to browser compatibility and ensuring the online part of the survey is accessible to stakeholders on corporate networks who may have security measures in place restricting the nature of the internet sites users can access. The methodology is required by 30 November 2019. The SSRO will supply the successful bidder with the contact details of the stakeholders to be surveyed by 30 November 2019.
2. **Undertake the survey (January to March 2020)*.*** The SSRO requires the successful bidder to undertake an initial online survey (using the survey question set that is largely the same as those asked in the first stakeholder survey) of up to 1500 named stakeholders (provided by the SSRO), followed by a set of qualitative telephone interviews with a representative sample of stakeholders who have indicated their willingness to discuss their response in further detail. In the 2018 survey there was a stakeholder pool of 271 people, of whom 92 responded to the initial online survey, with 17 taking part in the qualitative telephone interview. We would expect the successful bidder to provide advice on the number of telephone interviews required for this survey, with it being likely that these will be drawn from stakeholders with whom we have contact across our work and the single source regime. These interviews will provide a greater level of understanding, which will be useful for us improving our engagement in the future, than purely ordinal scale answers would allow.
3. **Analysis of the data gathered in respect of every question asked, and production of two reports detailing the survey findings.** This should include percentages or charts where the questions and data allow it. The analysed results should include benchmarking against the results of the 2018 survey (this data will be supplied by the SSRO), and benchmarking against other UK regulators and/or comparable organisations where possible, and a written report providing commentary which as a minimum addresses the questions set out in 2.11 (in draft by 15 April 2020 and in final form by 24 April 2020). A headline report on the results on the quantitative survey will be required by 1 March 2020.

**ICT data and security requirements**

* + 1. The contractor must have in place a policy/policies to ensure they fully comply with the SSRO data protection requirements, as specified in Schedule 1 of the Terms and Conditions (Appendix 4).
    2. Where the contractor has confirmed that it holds any industry recognised security and data handling schemes / accreditations / certificates (such as ISO security standards and Cyber Essentials / Cyber Essentials Plus), the Contractor must comply and act in accordance with such standards in the delivery of the Services.

### Expertise of the team and relationship manager requirements

* + 1. The SSRO expects that the contractor will provide a team specifically to manage and deliver the requirements of this specification. The SSRO would expect the team to comprise of individuals with a blend of senior level experience, application expertise, and operational management skills, who hold relevant academic and professional qualifications. The SSRO is looking for an experienced research team that has worked on a number of similar studies in the past.
    2. The Contractor must nominate a manager who shall:
* manage the service and relationship between the contractor and the SSRO on a day-to-day basis;
* provide a primary point of contact for the SSRO throughout the contract period;
* ensure delivery within the agreed timeframes;
* ensure compliance with the terms and conditions of the contract (Appendix 4);
* remain consistently informed about the Contractor’s performance on all matters;
* be available to address issues in a timely manner and meet any urgent requirements within an acceptable timeframe;
* ensure that the service is delivered within the agreed cost; and
* be a point of contact for the SSRO’s auditors if necessary.

## Appendix A: 2018 survey questions

**The questions below are those undertaken during the online based quantitative survey. These will be repeated in largely the same format as below for the 2020 survey.**

**The qualitative questions and accompanying script as used in 2018, and to be repeated for the 2020 survey, are given on page 23.**

**QUANTITATIVE QUESTIONS**

|  |  |
| --- | --- |
| **OVERALL IMPRESSIONS OF SSRO** |  |

ASK ALL

**First of all, we would like to ask you about your overall views of the SSRO.**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q | | **How well, if at all, do you feel you know the Single Source Regulations Office?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very well | 1 |  | |  |
|  |  | | A fair amount | 2 |  | |  |
|  |  | | Just a little | 3 |  | |  |
|  |  | | Heard of but know nothing about | 4 | CLOSE – TEXT: **Thank you for your time but you will not be able to help us with this survey on this basis.** | | |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q2. | | **How well do you feel you understand the SSRO’s role and what it is aiming to achieve?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very well | 1 | REVERSE CODES | |  |
|  |  | | Fairly well | 2 |  | |  |
|  |  | | Not very well | 3 |  | |  |
|  |  | | Not at all well | 4 |  | |  |
|  |  | | Don’t know/No opinion | 5 | DO NOT READ OUT | |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q3. | | **Which of these phrases best describes the way you would speak of the SSRO to other people?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | I would speak highly of the SSRO without being asked | 1 | REVERSE CODES | | |
|  |  | | I would speak highly of the SSRO if I were asked | 2 |  | |  |
|  |  | | I would be neutral towards the SSRO | 3 |  | |  |
|  |  | | I would be critical of the SSRO if I were asked | 4 |  | |  |
|  |  | | I would be critical of the SSRO without being asked | 5 |  | |  |
|  |  | | Don’t know/No opinion | 6 | DO NOT READ OUT | |  |

|  |  |
| --- | --- |
| **ENGAGEMENT** |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q4. | | **In which of the following ways have you engaged with the SSRO in the last 12 months?** PLEASE SELECT ALL THAT APPLY | | | | |  | |
|  |  | |  |  |  |  | |
|  |  | | Received the SSRO newsletter (via email) | 1 |  |  | |
|  |  | | Participated in the Senior Stakeholder Forum | 2 |  |  | |
|  |  | | Participated in the Operational Working Group | 3 |  |  | |
|  |  | | Participated in the Reporting & IT Sub-Group | 4 |  |  | |
|  |  | | Held an individual meeting with us | 5 |  |  | |
|  |  | | Used the SSRO Helpdesk | 6 |  |  | |
|  |  | | Used support given by the SSRO to contractors with a QDC or QSC | 7 |  |  | |
|  |  | | Participated in a consultation | 8 |  |  | |
|  |  | | Visited the SSRO website | 9 |  |  | |
|  |  | | Hosted a site visit | 10 |  |  | |
|  |  | | Submitted reports into DefCARS 2 as part of QDC reporting requirements | 11 |  |  | |
|  |  | | Been a party to a referral | 12 |  |  | |
|  |  | | Have engaged with the SSRO in another way PLEASE EXPLAIN HOW: | 13 |  |  | |
|  |  | | Have not engaged with the SSRO | 14 |  |  | |
|  |  | | Can’t recall | 15 |  |  | |

WHERE ENGAGED WITH THE SSRO (Q4/1-13)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q5. | | **How often have you engaged with the SSRO in the last 12 months?** PLEASE SELECT ONE OPTION ONLY | | | | |  | |
|  |  | |  |  |  |  | |
|  |  | | Only once | 1 |  |  | |
|  |  | | Two or three times in the year | 2 |  |  | |
|  |  | | Every 2 months | 3 |  |  | |
|  |  | | Monthly | 4 |  |  | |
|  |  | | More frequently | 5 |  |  | |
|  |  | | Can’t recall | 6 | do not read out |  | |

WHERE ENGAGED WITH THE SSRO (Q4/1-13)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q6. | | **What is your overall impression of how well the SSRO has engaged with you?** PLEASE SELECT ONE OPTION ONLY | | | | |  | |
|  |  | |  |  |  |  | |
|  |  | | Very well | 1 |  |  | |
|  |  | | Quite well | 2 |  |  | |
|  |  | | Not very well | 3 |  |  | |
|  |  | | Not at all well | 4 |  |  | |
|  |  | | Unsure | 5 | do not read out |  | |

WHERE RECEIVED THE SSRO NEWSLETTER (Q4/1):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q7. | | **How useful or informative do you find the newsletter?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/not very informative | 3 |  | |  |
|  |  | | Not at all useful or informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE PARTICIPATED IN THE SENIOR STAKEHOLDER FORUM (Q4/2):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q8. | | **How useful or informative have you found your involvement in the Senior Stakeholder Forum?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/informative | 3 |  | |  |
|  |  | | Not at all useful/informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE PARTICIPATED IN THE OPERATIONAL WORKING GROUP (Q4/3):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q9. | | **How useful or informative have you found your involvement in the Operational Working Group?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/informative | 3 |  | |  |
|  |  | | Not at all useful/informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE PARTICIPATED IN THE REPORTING & IT SUB-GROUP (Q4/4):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q10. | | **How useful or informative have you found your involvement in the Reporting & IT Sub-Group?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/informative | 3 |  | |  |
|  |  | | Not at all useful/informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE HELD A MEETING (Q4/5):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q11. | | **How useful or informative did you find meetings (in general) that you held with the SSRO?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/informative | 3 |  | |  |
|  |  | | Not at all useful/informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE USED THE SSRO HELPDESK (Q4/6):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q12. | | **How satisfied were you overall with the assistance provided by the SSRO helpdesk?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very satisfied | 1 | REVERSE CODES | |  |
|  |  | | Quite satisfied | 2 |  | |  |
|  |  | | Not very satisfied | 3 |  | |  |
|  |  | | Not at all satisfied | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE USED ONBOARDING SUPPORT (Q4/7):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q13. | | **How satisfied were you overall with the assistance and support provided when you entered into a QDC or QSC?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very satisfied | 1 | REVERSE CODES | |  |
|  |  | | Quite satisfied | 2 |  | |  |
|  |  | | Not very satisfied | 3 |  | |  |
|  |  | | Not at all satisfied | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE PARTICIPATED IN CONSULTATION PROCESS (Q4/8):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q14. | | **How satisfied were you with your engagement in the consultation process?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very satisfied | 1 | REVERSE CODES | |  |
|  |  | | Quite satisfied | 2 |  | |  |
|  |  | | Not very satisfied | 3 |  | |  |
|  |  | | Not at all satisfied | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE VISITED THE WEBSITE (Q4/9):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q15. | | **Which of the following sections of the SSRO website have you accessed?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Allowable costs | 1 | REVERSE CODES | |  |
|  |  | | Profit rate | 2 |  | |  |
|  |  | | Referrals | 3 |  | |  |
|  |  | | DefCARS 2 and associated guidance | 4 |  | |  |
|  |  | | SSRO answers | 5 |  | |  |
|  |  | | Our consultations | 6 |  | |  |
|  |  | | Our publications | 7 |  | |  |
|  |  | | Corporate information | 8 | DO NOT READ OUT | |  |

ASK FOR EACH WEBSITE SECTION ACCESSED (Q15):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q16. | | **How useful or informative did you find ...?** PLEASE SELECT ONE OPTION ONLY | | | | | | |
|  |  | |  |  |  |  |  |  |
|  |  | | REVERSE SCALE | Very useful/ informative | Quite useful/ informative | Not very useful/ informative | Not at all useful/ informative | Unsure |
|  |  | | Allowable costs | 1 | 2 | 3 | 4 | 5 |
|  |  | | Profit rate | 1 | 2 | 3 | 4 | 5 |
|  |  | | Referrals | 1 | 2 | 3 | 4 | 5 |
|  |  | | DefCARS 2 and associated guidance | 1 | 2 | 3 | 4 | 5 |
|  |  | | SSRO answers | 1 | 2 | 3 | 4 | 5 |
|  |  | | Our consultations | 1 | 2 | 3 | 4 | 5 |
|  |  | | Our publications | 1 | 2 | 3 | 4 | 5 |
|  |  | | Corporation information | 1 | 2 | 3 | 4 | 5 |

WHERE HOSTED A SITE VISIT (Q4/10):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q17. | | **How useful or informative did you find hosting the SSRO for a site visit?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very useful/informative | 1 | REVERSE CODES | |  |
|  |  | | Quite useful/informative | 2 |  | |  |
|  |  | | Not very useful/informative | 3 |  | |  |
|  |  | | Not at all useful/informative | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE SUBMITTED REPORTS AS PART OF QDC REPORTING REQUIREMENTS(Q4/11):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q18. | | **How satisfied are you with DefCARS 2 as the SSRO’s platform for submitting reports?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very satisfied | 1 | REVERSE CODES | |  |
|  |  | | Quite satisfied | 2 |  | |  |
|  |  | | Not very satisfied | 3 |  | |  |
|  |  | | Not at all satisfied | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

WHERE PARTY TO A REFERRAL (Q4/12):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q19. | | **How satisfied were you with the engagement process during the referral? Please note this is not about the decision itself but the process.** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very satisfied | 1 | REVERSE CODES | |  |
|  |  | | Quite satisfied | 2 |  | |  |
|  |  | | Not very satisfied | 3 |  | |  |
|  |  | | Not at all satisfied | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

ASK ALL:

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Q20. | | **If you have not responded to one or more of the SSRO’s consultations, which of the following reasons reflects why?** RECD VERBATIM  PLEASE SELECT ALL THAT APPLY | | | |  | |
|  |  | |  |  |  |  |
|  |  | | Have participated in all SSRO consultations I’ve known of | 1 |  |  |
|  |  | | No time/too busy | 2 |  |  |
|  |  | | SSRO consultations are too frequent/numerous | 3 |  |  |
|  |  | | Subject not relevant to me | 4 |  |  |
|  |  | | Instructions needed to be clearer | 5 |  |  |
|  |  | | Concerns about confidentiality | 6 |  |  |
|  |  | | Not sure my views will make any difference | 7 |  |  |
|  |  | | Another reason PLEASE GIVE MORE INFORMATION: | 8 |  |  |
|  |  | | Have not seen any such requests | 9 |  |  |

|  |  |
| --- | --- |
| **GUIDANCE** |  |

ASK ALL

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Q21. | | **Have you used any of the following guidance?** PLEASE SELECT ALL THAT APPLY | | | | |  |
|  |  | |  |  |  |  | | |
|  |  | | Single source costs standards (Allowable costs) | 1 |  |  | | |
|  |  | | The baseline profit rate and its adjustment | 2 |  |  | | |
|  |  | | DefCARS 2 reporting guidance  [and system user guide for defence contractors](https://www.gov.uk/guidance/contract-and-supplier-reporting-defcars-and-associated-guidance) | 3 |  |  | | |
|  |  | | Referrals procedures guidance | 4 |  |  | | |

WHERE USED SINGLE SOURCE COSTS STANDARDS (Q21/1):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q22. | | **Do you agree or disagree that the Single source costs standards (Allowable costs) guidance is clear and applicable?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Strongly agree | 1 | REVERSE CODES | |  |
|  |  | | Tend to agree | 2 |  | |  |
|  |  | | Tend to disagree | 3 |  | |  |
|  |  | | Strongly disagree | 4 |  | |  |
|  |  | | Don’t know | 5 | DO NOT READ OUT | |  |

WHERE USED BASELINE PROFIT RATE GUIDANCE (Q21/2):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q23. | | **Do you agree or disagree that the guidance on the baseline profit rate and its adjustment is clear and applicable?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Strongly agree | 1 | REVERSE CODES | |  |
|  |  | | Tend to agree | 2 |  | |  |
|  |  | | Tend to disagree | 3 |  | |  |
|  |  | | Strongly disagree | 4 |  | |  |
|  |  | | Don’t know | 5 | DO NOT READ OUT | |  |

WHERE USED DEFCARS GUIDANCE (Q21/3):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q24. | | **Do you agree or disagree that the** [DefCARS 2 reporting guidance and system user guide for defence contractors](https://www.gov.uk/guidance/contract-and-supplier-reporting-defcars-and-associated-guidance) **is clear and applicable?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Strongly agree | 1 | REVERSE CODES | |  |
|  |  | | Tend to agree | 2 |  | |  |
|  |  | | Tend to disagree | 3 |  | |  |
|  |  | | Strongly disagree | 4 |  | |  |
|  |  | | Don’t know | 5 | DO NOT READ OUT | |  |

WHERE USED REFERRALS PROCEDURE GUIDANCE (Q21/4):

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q25. | | **Do you agree or disagree that the guidance on referrals procedure is clear and applicable?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Strongly agree | 1 | REVERSE CODES | |  |
|  |  | | Tend to agree | 2 |  | |  |
|  |  | | Tend to disagree | 3 |  | |  |
|  |  | | Strongly disagree | 4 |  | |  |
|  |  | | Don’t know | 5 | DO NOT READ OUT | |  |

ASK ALL:

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q26. | | **Do you agree or disagree that the SSRO’s processes for reviewing its guidance is fit for purpose?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Strongly agree | 1 | REVERSE CODES | |  |
|  |  | | Tend to agree | 2 |  | |  |
|  |  | | Tend to disagree | 3 |  | |  |
|  |  | | Strongly disagree | 4 |  | |  |
|  |  | | Don’t know | 5 | DO NOT READ OUT | |  |

|  |  |
| --- | --- |
| **WORKING RELATIONSHIPS** |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q27. | | **Thinking about your relationship with the SSRO, to what extent do you agree or disagree with each of the following statements...?** PLEASE SELECT ONE OPTION ONLY FOR EACH PROMPT WITH SCALE AS NECESSARY | | | | | | | | |
|  |  | | REVERSE SCALE | Strongly agree | Tend to agree | Tend to disagree | Strongly disagree | Don’t know |  |  | |
|  |  | |  |  |  |  |  |  |  |  | |
|  | A | | SSRO staff work effectively and professionally | 1 | 2 | 3 | 4 | 5 |  |  | |
|  | B | | SSRO staff are approachable and easy to work with | 1 | 2 | 3 | 4 | 5 |  |  | |
|  | C | | SSRO staff listen to me | 1 | 2 | 3 | 4 | 5 |  |  | |
|  | D | | There is sufficient continuity in the people I deal with at the SSRO | 1 | 2 | 3 | 4 | 5 |  |  | |

|  |  |
| --- | --- |
| **VALUES** |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q28. | | **To what extent do you agree or disagree with the following statements?**  PLEASE SELECT ONE OPTION ONLY FOR EACH  PROMPT WITH SCALE AS NECESSARY | | | | | | | |
|  |  | | RANDOMISE LIST AND REVERSE SCALE | Strongly agree | Tend to agree | Tend to disagree | Strongly disagree | Don’t know |  |
|  |  | |  |  |  |  |  |  |  |
|  | A | | The SSRO is independent | 1 | 2 | 3 | 4 | 5 |  |
|  | B | | The SSRO is open and transparent | 1 | 2 | 3 | 4 | 5 |  |
|  | C | | The SSRO is pro-active | 1 | 2 | 3 | 4 | 5 |  |
|  | D | | The SSRO is authoritative | 1 | 2 | 3 | 4 | 5 |  |
|  | E | | The SSRO is fair and impartial | 1 | 2 | 3 | 4 | 5 |  |

|  |  |
| --- | --- |
| **Sum up** |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q29. | | **How would you rate the SSRO’s overall performance over the past 12 months?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | Very good | 1 | REVERSE CODES | |  |
|  |  | | Good | 2 |  | |  |
|  |  | | Poor | 3 |  | |  |
|  |  | | Very poor | 4 |  | |  |
|  |  | | Unsure | 5 | DO NOT READ OUT | |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q30. | | **Would you say you have a more or less favourable opinion of the SSRO now than 12 months ago, or is it about the same?** PLEASE SELECT ONE OPTION ONLY | | | |  | | |
|  |  | |  |  |  | |  |
|  |  | | More favourable | 1 |  | |  |
|  |  | | Less favourable | 2 |  | |  |
|  |  | | About the same | 3 |  | |  |
|  |  | | Don’t know/No opinion | 4 | DO NOT READ OUT | | ( ) |

ASK ALL

|  |  |  |  |
| --- | --- | --- | --- |
| Q31. | **And finally, is there anything additional about your relationship with the SSRO or the way that it operates that you would like to say?** RECORD VERBATIM  PLEASE TYPE IN YOUR ADDITIONAL COMMENTS AND THOUGHTS |  |  |
|  |  |  |  |
|  |  |  |  |
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|  |  |  |  |

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| --- | --- |
| **FOLLOW UP** |  |

ASK ALL

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Q32. | | **[Name of company undertaking the survey] will be undertaking a small number of extended, in-depth follow up interviews as part of this evaluation of the SSRO. Would you be willing to help us with this? It would consist of a telephone interview lasting about 45 minutes and involve a more detailed discussion of your views on the SSRO. Your views will continue to be treated in the strictest confidence. If you agree to helping us further, we may call you in the next couple of weeks to arrange a time to talk to you. You are free to refuse at that point if you change your mind or if it is no longer convenient.** | | | | |  | |
|  |  | |  | % |  |  | |
|  |  | | Yes | 1 | collect direct telephone number | | |
|  |  | | No | 2 |  |  | |

**On behalf of [Name of company undertaking the survey] and SSRO, the Single Source Regulations Office, thank you very much for your time. CLOSE**

**QUALITATIVE QUESTIONS**

**Welcome and introduction**

* Thank participant for taking part in the online survey. Tell them that we are conducting this in-depth interview with them in order to find out more about the views they expressed in the online survey and that the interview will focus on obtaining a more detailed understanding of their responses.
* **Interview should last around 25 mins.**
* Introduce self, **[Name of company undertaking the survey]** has been commissioned by SSRO to better understand its relationship with key stakeholders and how it can improve.
* Explain confidentiality and MRS guidelines
* Get permission to digitally record – transcribe for quotes, no individual attribution.

**The SSRO’s role and its values (8 mins)**

FOR ALL:

1. **We would like to explore how those external to the SSRO perceive its role. In your online survey, you were asked “How well do you feel you understand the SSRO’s role and what it is aiming to achieve.” You answered** [Q2 response].

IF RATING FOR Q2 1/2 (VERY WELL OR FAIRLY WELL):

1. **In your own words what do you think that role is?** PROMPT: What do you think they do? For what purpose do you think they were set up?
2. **Do you think that is how SSRO see their role?**

IF NOT:

1. **How do you think SSRO see their role?**
2. **Why do you think it differs from the way you see it?**

IF RATING FOR Q2 3/4 (NOT VERY WELL OR NOT AT ALL WELL):

1. **Why do you feel you don’t understand the SSRO’s role very well?**
2. **What could they do to help you understand their role better?**
3. **In the online survey, you were asked about the SSRO’s values.**

IF RATING FOR ANY ELEMENT OF A-E Q28 IS 1/2 (STRONGLY AGREE OR TEND TO AGREE):

1. **You said that you agree that** [Q28 A-E/where code 1-2]. **Can you explain the reasons for that?** [identify which value A-E they are referring to against specific reasons]

IF RATING FOR ANY ELEMENT OF A-E Q28 IS 3/4 (STRONGLY DISAGREE OR TEND TO DISAGREE):

1. **You said that you disagree that** [Q28 A-E/where code 3-4]. **Can you explain the reasons for that?** [identify which value A-E they are referring to against specific reasons]
2. **What could the SSRO do to improve how well you think they demonstrate these values?**

**SSRO communication and engagement (8 mins)**

CHOOSE THE ONE METHOD FROM Q4 (LIST OF COMMUNICATION METHODS) WHICH THEY RESPONDED THE MOST EXTREME SCORE FOR IN THE FOLLOW UP QUESTIONS OF Q7-19:

1. **In the online survey, you said that** [Q4 method 1-13/most extreme score from Q7-19] **was** [rating of usefulness/satisfaction given] **why do you say that?** PROMPT:What does it do well/poorly in communicating through this method?

IF RATING 2-4 WAS GIVEN:

1. **How can the SSRO improve on this method?**

WHERE Q20/NOT 1 AND 9:

1. **In the online survey, you said that you have not responded to all of the SSRO’s consultations/working papers because** [insert response 2-8]. **Is there anything further the SSRO could do to improve engagement on, or facilitate responses to, its consultations?**

FOR ALL:

1. **What could the SSRO do to improve the process for updating guidance?** PROMPT: Are the methods of engagement they use when consulting the most effective, and if not, what others would you suggest?
2. **In the online survey, you said that you used** [Q21 responses] **guidance.**

CHOOSE ONE GUIDANCE [Q22/23/24/25] WHICH THEY RESPONDED WITH A SCORE OF 4 [OR IF NONE, THEN USE A SCORE OF 3]:

1. **Focusing on the guidance which in the online survey you found the least clear and applicable.**
2. **Why did you find** [name of guidance] [code 3/4]**?**
3. **What could the SSRO do to make this guidance more clear/applicable?**

CHOOSE ONE GUIDANCE [Q22/23/24/25] WHICH THEY RESPONDED SCORE [OR IF NONE, THEN SCORE 2 FOR:

1. **Focusing on the guidance which in the online survey you found the most clear and applicable.**
2. **Why did you find** [name of guidance] [code 1/2]**?**

**SSRO Performance (5 mins)**

FOR ALL:

1. **In the online survey you rated the SSRO’s overall performance over the past 12 months as** [Q29 answer]**. Why did you give it this score?**

IF RATING FOR Q29 2-4 (GOOD TO VERY POOR):

1. **What could they do to improve their overall performance?**

WHERE RESPONDED 1/2 (MORE FAVOURABLE OR LESS FAVOURABLE) FOR Q30 (OPINION OF SSRO OVER LAST 12 MONTHS):

1. **When you said that your opinion of the SSRO was** [Q30/where code 1-2] **now than 12 months ago, why do you say that?** PROMPT: What has changed?

**Relationship with the SSRO (5 mins)**

For more operational level people ONLY: [SEE DATABASE FLAG – TBC]

WHERE RESPONDED SCORE 3/4 (TEND TO DISAGREE OR STRONGLY DISAGREE) FOR ANY OF Q27 A-D:

1. **In the online survey, you said that** [Q27/most extreme disagree score for A-E]. **How could this rating be improved?**

For more senior people ONLY: [SEE DATABASE FLAG - TBC]

1. **How would you describe your relationship with the SSRO?** PROMPT: What are the positives? What are the negative aspects of it?
2. **Why do you say this?**
3. **Is there anything the SSRO need to do to [further] improve the relationship from their side?** PROMPT: What practical steps could the SSRO take to improve the relationship further?

**Conclusion (3 mins)**

1. **In closing, is there anything further you would like to add about SSRO, its role, achievements, operations or priorities?**

IF ANSWERED FREE TEXT BOX AT Q31:

1. **At the end of the online survey, you said** [Q31 free text box]. **Do you have anything to add on this?**

**THANK AND CLOSE.**