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Executive Summary

Background and methodology

Ipsos MORI was commissioned by the Office of the Chief Social Research Officer (OCSRO) on behalf of the Permanent Secretary to undertake the first corporate level survey of stakeholders who engage with Welsh Assembly Government officials.

The sample for the survey was provided by Assembly Government departments and fieldwork took place over a four and a half week period from the 18th January to the 20th February 2006. In an effort to maximise response rates, participants were given the opportunity to complete the survey either online or by telephone. The target number of interviews was 1,200. In the event, the total achieved was 1,130, with 889 interviews completed by telephone and the remaining 241 completed online.

As the data is from a sample rather than a census survey, the results are subject to sampling error. To avoid misinterpretation, results for departments where fewer than 50 stakeholders responded are not provided and differences between sub-groups are commented upon only where these are statistically significant i.e. where we can be 95% certain that they have not occurred by chance.

General perceptions of Assembly Government officials

- Overall, 71% of stakeholders were satisfied with the way in which Assembly Government officials had worked with and involved other organisations in the previous 12 months, while 12% were dissatisfied. Although these results are slightly less positive than comparable findings from the 2005 Scottish Executive stakeholder survey, they are in line with the results from the first Scottish Executive survey, conducted in 2004.
- High proportions of stakeholders who had been in touch with the Local Government, Public Service and Culture Department (77%); the Department for Environment, Planning and Countryside (75%); and, the Department for Training and Education (75%), expressed satisfaction with Assembly Government officials. The lowest proportion

of stakeholders expressing satisfaction with Assembly Government officials was among those who had been in contact with the Health and Social Care Department (64%).

- Around one third of respondents reported that the way in which Assembly Government officials work with and involve, other organisations had improved in the previous 12 months; 56% of stakeholders reported no change, while 7% reported a deterioration.
- The majority of stakeholders agreed that Assembly Government officials were 'committed to achieving objectives' (82%); 'listen to others' (69%); and, were 'focused on delivery' (62%). Additionally, the majority of stakeholders disagreed that officials were 'remote and impersonal' (73%).
- However, 68% disagreed that officials were 'joined up'. The salience of the joined up working issue was reinforced by the fact that a large number of respondents spontaneously mentioned the issue when invited to suggest ways in which Assembly Government officials could improve their approach to stakeholder engagement.

Working with Assembly Government officials

- The main reasons respondents had been in contact with Assembly Government officials related to consultations (24%); grants and funding issues (23%); policy and legislation issues (15%); and 'service delivery issues (15%).
- Of the 247 stakeholders who could read Welsh, around two in five (42%) said that, ideally, they would like to receive their written correspondence from Assembly Government officials in Welsh or bilingually. Of this group, one third reported that they had always or sometimes received correspondence from Assembly Government officials bilingually, one third reported they sometimes received correspondence bilingually and one third reported that they rarely or never received correspondence bilingually.
- Of the 264 stakeholders who could speak Welsh, around a quarter (23%) said their preferred language for communicating with Assembly Government officials by telephone is Welsh. Of this group, 20% said that, over the previous 12 months, they have always or have often been able to conduct their calls to Assembly Government officials in Welsh, while just over half said they had rarely or never been able to do so.

- Of those stakeholders who could understand or speak Welsh, 17% said that their preferred language when participating in conferences, events or meetings hosted by Assembly Government officials is Welsh. Of this group, 44% said that in the previous 12 months, they have always or often been able to participate in conferences and events hosted by Assembly Government officials in Welsh, while 24% said they had rarely or never been able to do so.

Critical Success Factors

- The survey included a number of critical success factors designed to measure officials' performance with regard to stakeholder engagement. For each factor, respondents were asked first, how important it was to them when dealing with officials from a selected Assembly Government department and, second, the extent to which each factor applied to officials in the selected department in practice.
- The critical success factors to which stakeholders attached the highest level of importance were: 'ensure that decisions are well informed' (84% said 'essential' or 'very important'); "deal with stakeholders in a professional manner" (83%); "committed to providing high quality services" (82%); "provide accurate and reliable information" (81%); 'involve stakeholders at an appropriate stage in the policy process' (81%); and, 'understand what stakeholders are trying to achieve' (81%).
- The critical success factors on which respondents rated Assembly Government officials particularly positively were: 'they deal with stakeholders in a professional manner' (81% said 'always' or 'often'); 'they are committed to providing high quality services' (76%); and, 'they are focused on achieving outcomes and objectives' (74%).
- Officials were rated relatively negatively on: 'they are innovative and willing to take risks' (71% said 'sometimes', 'rarely' or 'never'); 'they involve you at an appropriate stage in the policy process' (56%); and, 'they openly share information' (53%).

- Critical success factors defined as 'key priorities for development' are those that were perceived by stakeholders to be of high importance but on which officials are perceived to be delivering the poorest performance:
 - 'they ensure that decisions are well informed';
 - 'they involve you at an appropriate stage in the policy process';
 - 'they understand what you are trying to achieve'; and,
 - 'they work in partnership to deliver workable solutions'.

Conclusions

- Three broad areas stand out as priorities for improving stakeholder engagement:
 - Improved join up between officials in Assembly Government departments;
 - Greater efforts on the part of officials to understand stakeholder organisations, the contexts within which they work and the day-to-day constraints they face; and,
 - Officials involving stakeholders at an appropriate stage in the policy process. On this point, responses to the open ended questions suggest that stakeholders would particularly welcome more involvement in the earliest stages of policy development.
- More generally, and even on those success factors where Assembly Government officials are seen to be performing relatively well, there is scope for promoting improvement by 'setting the bar higher' and aiming for rating of 'always', rather than the broader positive category of 'always' or 'often'.

Chapter 1: Introduction

Background

“We aim to be an organisation that sets the standards for the public sector: innovative, confident, open and agile. As a small country, our ability to adapt, create and act quickly can be one of our strengths, and is dependent partly on the quality of Assembly Government officials’ relationships with the bodies that work with us to improve public services for the people of Wales”.

Management Board, 2006

1.1 Over a decade ago the concept of the Balanced Scorecard was developed, emphasising the need for organisations to monitor different aspects of their performance among a broad range of stakeholders. Since then, organisations in both the public and private sectors have been developing mechanisms to engage with stakeholders and to monitor stakeholders’ perceptions of the organisation.

1.2 The Welsh Assembly Government works with a wide range of stakeholders in policy development, implementation, delivery and monitoring. Its Management Board’s Balanced Scorecard emphasises the importance of providing effective services to external customers and of actively seeking and acting upon customer feedback. To date, stakeholder feedback has been sought mainly at the departmental level. The Management Board wished to build on the existing evidence base by commissioning a “more focused and cross-departmental exercise using clear, consistent performance measures across Assembly Government Departments and involving a wider range of stakeholders ... to provide meaningful information to inform the way Assembly Government officials engage with their stakeholders in the future”. Accordingly, in November 2005 Ipsos MORI was commissioned by the Assembly Government’s Office of the Chief Social Research Officer (OCSRO) to conduct a large-scale survey of Assembly Government stakeholders.

Aims and objectives

1.3 The aim of the survey was to assess the current level and quality of engagement between officials in Assembly Government departments and their stakeholders and, where necessary, to provide an evidence base for the development of future strategies to improve the ways in which Assembly Government officials work with and involve other organisations.

1.4 The key objectives of the research were to:

- produce findings that allow Assembly Government officials to better understand their relationships with stakeholders and how they can improve them;
- identify and categorise a wide range of Assembly Government stakeholders;
- develop a complete standardised database of all the Assembly Government Stakeholders identified in this exercise;
- provide findings both at the corporate and department levels; and,
- provide baseline data that will allow comparisons over time.

Research methodology

Defining stakeholders

1.5 'Stakeholders' can refer to a wide range of individuals and groups with an interest in, or responsibility towards, a particular organisation; in this case the Welsh Assembly Government. For the purposes of the survey, it was important to develop a clear working definition of stakeholders which could be used to inform the development of the sample and the questionnaire. The definition used was broad to ensure that the research was as inclusive as possible.

'Stakeholders' are experts, delivery partners, single issue bodies/interest groups, local authorities, voluntary sector organisations, private sector organisations, academic institutions or professional bodies. UK and international government departments and agencies were also included in the definition.

1.6 Assembly Sponsored Public Bodies (ASPBs) were excluded from the survey because it was felt that asking for their views at a critical time in the mergers process could not only skew results but would also be an additional burden on their resources.

1.7 Members of the general public were excluded because separate studies are planned to assess the relationship between the Assembly Government and the citizens of Wales.

Questionnaire design and piloting

1.8 The questionnaire for the survey was designed by Ipsos MORI in close consultation with the Office of the Chief Social Research Officer (OCSRO) project team. It was based on the Scottish Executive stakeholder survey questionnaire but adapted to suit the Welsh context. Two versions of the questionnaire were produced, the first of which was designed for stakeholders who had had contact with Assembly Government officials in the last 12 months. A shorter version of the questionnaire was designed for stakeholders who had not had contact with Assembly Government officials in the last 12 months.

1.9 The questionnaire was piloted by telephone with 20 stakeholders to ensure that all questions were clear and easily understood by respondents. In the event, neither interviewers nor respondents reported any major problems with the questionnaire. Thus, the decision was taken to proceed to the main stage of fieldwork, following only slight changes of wording.

Sampling and Methodology

1.10 To identify the sample for the survey, OCSRO invited each of the departments of the Welsh Assembly Government to provide a list of individuals it considered to be its stakeholders. These lists were then standardised, edited, and merged to create a single file comprising 3,830 stakeholders.

1.11 Fieldwork took place over a four and a half-week period from the 18th January to the 20th February 2006. Prospective participants were given the opportunity to take part in the survey either by telephone or online. In addition to the choice of methodology, respondents were able to complete the survey in English or in Welsh.

1.12 Prior to fieldwork commencing, an advance letter from the Permanent Secretary was emailed by Ipsos MORI to those in the sample for whom an email address was available.

1.13 The target number of achieved interviews for the survey was 1,200. In the event, the total achieved was 1,130, with 889 completed by telephone and the remaining 241 completed online (1,099 were completed in English and 31 in Welsh). This equates to a response rate of 53%.

A fuller description of the research methodology is available in appendix A.

Interpretation of the findings

1.14 Because the data is from a sample rather than a census, the survey data is subject to sampling error which means we need to bear in mind the fact that apparent differences in the data for different sub-groups may have occurred by chance rather than representing genuine differences. Assuming differences are real when they are only a matter of chance is particularly likely when comparing results between departments because the numbers of responses are small and the level of error may be relatively higher than it is for the overall sample. To avoid misinterpretation, any department with less than 50 respondents has been excluded from comparative data tables in the main body of the report. Throughout the report, differences between sub-groups are commented upon only where these are statistically significant i.e. where we can be 95% certain that they have not occurred by chance. A guide to statistical reliability is provided in Appendix D.

1.15 Where percentages provided in a table do not sum to 100%, this may be due to rounding, the exclusion of 'don't know' categories or multiple answers (where respondents are able to choose more than one answer for a question). Throughout the volume, an asterisk (*) denotes any value of less than half a per cent.

1.16 Caution should be exercised in interpreting verbatim responses to open-ended survey questions. The key strength of this type of information is that it provides for an assessment of the considerations and rationale underpinning responses to some of the closed questions in the survey. However, throughout this report verbatim comments must be treated as illustrative rather than providing statistically representative data as not all stakeholders gave responses to the open-ended questions. Thus, even in cases where certain views are common among those responding to a particular open-ended question, this view cannot be said to 'represent' those of the wider stakeholder population in a statistical sense. It should also be remembered that verbatim comments, as with all of the survey findings, reflect perceptions not facts.

1.17 One major concern in the design and development of the study was the extent to which respondents' assessments might not only reflect how they interact with Assembly Government officials - the process of engagement - but also the outcome of that process - the extent to which stakeholders achieve their own organisational objectives and therefore the extent to which the policies, funding and delivery mechanisms adopted by the Assembly

Government reflect the priorities, aspirations and needs of different stakeholder groups. To ensure that this did not happen, respondents were regularly reminded to focus only on the quality of engagement with officials and not their views on decisions taken by the Assembly Government. However, it was expected that, despite implementing these strategies, this effect would, to some extent, remain and there is no way to quantify this effect. In considering the findings, it should therefore be borne in mind that Assembly Government decisions will be more agreeable to some stakeholders and less so to others and that this will inevitably affect their perception of how Assembly Government officials engage with stakeholders.

Chapter 2: General perceptions of Assembly Government officials

2.1 This section looks at respondents' general perceptions of Assembly Government officials, including their overall satisfaction with the officials' approach to stakeholder engagement. Questions discussed in this and subsequent sections were asked only of those stakeholders who had had some contact with Assembly Government officials in the last 12 months (95% of all respondents). Information about respondents who had not had contact with Assembly Government Departments in the last 12 months can be found in Appendix F.

Key findings

Overall, 71% of stakeholders reported that they were satisfied with the way in which Assembly Government officials had worked with and involved other organisations in the past 12 months.

A total of 31% of stakeholders reported that the way in which Assembly Government officials worked with and involved other organisations had improved in the previous 12 months, 56% perceived no change and 7% reported a deterioration.

The majority of stakeholders agreed that Assembly Government officials were 'committed to achieving objectives' (82% agreed), disagreed that they 'were remote and impersonal' (73% disagreed), and agreed that they 'listen to others' (69%). However, only 20% of stakeholders agreed that officials 'were joined up'.

Suggestions for how Assembly Government officials could improve the way in which they work with and involve other organisations included more joined-upness, improved understanding of stakeholder organisations and greater involvement of stakeholders in the policy process.

Overall satisfaction with Assembly Government officials

2.2 As Table 2.1 shows, just over seven in ten stakeholders (71%) reported that they were satisfied with the way in which Assembly Government officials had worked with and involved other organisations in the previous 12 months, while 12% were dissatisfied. While these figures are slightly less positive than comparable findings from the 2005 Scottish Executive stakeholder survey, they are in line with the results from the first Scottish Executive survey, conducted in 2004.

Table 2.1: Overall satisfaction with Assembly Government officials

Q: In the last 12 months, how satisfied or dissatisfied have you been with the way in which Assembly Government officials have worked with and involved other organisations?

	Welsh Assembly 2006	Scottish Executive 2004	Scottish Executive 2005
<i>Base: All respondents</i>	%	%	%
Very satisfied	22	21	26
Fairly satisfied	49	51	50
Neither satisfied nor dissatisfied	15	14	15
Fairly dissatisfied	10	8	6
Very dissatisfied	2	3	2
Satisfied	71	72	76
Dissatisfied	12	11	8

Source: MORI

2.3 Levels of satisfaction with Assembly Government officials varied depending on the departments with which respondents had been in contact over the previous 12 months. In particular, a significantly higher proportion of respondents who had been in touch with officials from the Local Government, Public Service and Culture Department (77%); the Department for Environment; Planning and Countryside (75%); and, the Department for Training and Education (75%), reported being either fairly or very satisfied when compared with respondents who had been in contact with other departments. For example, this compares with 64% of respondents who had dealings with officials in the Health and Social Care Department reporting that

they were satisfied (Table 2.2 below). It is worth noting that in the Scottish Executive stakeholder surveys, the Scottish Executive (SE) Health Department similarly emerged as one of the most poorly rated departments so it may be that there are sector-specific factors underpinning this finding.

Table 2.2: Overall satisfaction with Assembly Government officials, by department(s) in contact with

Q: In the last 12 months, how satisfied or dissatisfied have you been with the way in which Assembly Government officials have worked with and involved other organisations?

	Satisfied	Very Satisfied	Fairly Satisfied
<i>Base: All who had had contact with Assembly Government officials in the last 12 months, 1068.</i>	%	%	%
Local Government, Public Service and Culture Department	77	15	62
Strategy and Communications Department	75	24	51
Department for Environment, Planning and Countryside	75	31	44
Finance Department	72	18	54
Office of the Chief Medical Officer	72	22	50
Economic Development and Transport Department	71	25	45
Department for Training and Education	71	19	52
Social Justice and Regeneration Department	70	16	53
Health and Social Care Department	64	18	46

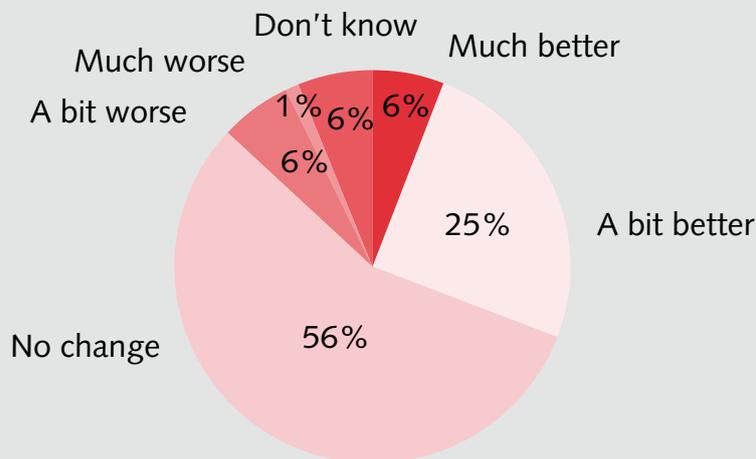
Source: MORI

Change in the previous 12 months

2.4 As Figure 2.1 shows, around one third of respondents reported that the way in which Assembly Government officials work with and involve other organisations had improved in the previous 12 months (31%) while more than half (56%) reported no change and 7% reported a deterioration.

Figure 2.1: Perceived change in Assembly Government officials' stakeholder engagement in previous 12 months

In the last 12 months, do you think that the way in which Assembly Government officials have worked with and involved other organisations has got better, worse or has there been no change?



Base: All respondents who have had contact with Assembly Government officials in the last 12 months (1,068)

Source: MORI

2.5 The results shown in Figure 2.1 are slightly poorer than the comparable findings from the 2005 Scottish Executive stakeholder survey, in which 43% reported that engagement had improved, 44% reported that it had not changed and 9% reported a deterioration. It is important to bear in mind when making this comparison that this was the second Scottish Executive survey and not the baseline study but, unfortunately, there is no comparable data for the 2004 Scottish Executive survey.

2.6 There was some sub-group variation with regard to perceived change over time. A significantly higher proportion of stakeholders representing private-public sector partnerships and voluntary groups reported an improvement

in stakeholder engagement (50% and 40% respectively) when compared with stakeholders representing other types of organisation. In addition, a significantly higher proportion of stakeholders who had dealt with the Strategy and Communications Department (45%), the Local Government Public Service and Culture Department (43%), and the Finance Department (42%), reported an improvement in stakeholder engagement when compared with respondents who had been in contact with officials from other departments (see Table 2.3 below).

2.7 There was also some geographical variation in the results, with a significantly higher proportion of stakeholders operating in rural areas than urban areas reporting that engagement had improved (39% versus 30% respectively).

Table 2.3: Perceived change in stakeholder engagement in the previous 12 months, by stakeholder organisation type and department with which stakeholder had been in contact with most often

In the last 12 months, do you think that the way in which Assembly Government officials have worked with and involved other organisations has got better, worse or has there been no change?

	% saying 'better'	% saying 'no change'	% saying 'worse'	% saying 'don't know'
<i>Base: All who had had contact with Assembly Government officials in the last 12 months, 1068.</i>	31	56	7	6
Stakeholder organisation type				
Public/private sector partnership	50	38	9	4
Government Agency	45	45	7	3
Central Government department	40	40	8	12
Voluntary group	40	42	7	11
Other public sector	38	55	2	5
Local Authority (Council)	31	60	4	5
National Health Service (NHS)	31	58	8	2
Registered Charity	30	55	8	7
Employee representative body	30	63	7	8
Interest group	28	58	8	8
Private sector/business	24	66	7	3

Academic institution	14	65	9	12
Departmental contact/s				
Strategy and Communication Department	45	52	8	6
Local Government, Public Service and Culture Department	43	48	6	3
Finance Department	42	59	9	3
Social Justice and Regeneration Department	34	55	7	5
Department for Environment Planning and Countryside	33	53	6	9
Economic Development and Transport Department	30	56	10	5
Department for Training and Education	30	53	9	7
Office of the Chief Medical Officer	30	58	7	5
Health and Social Care Department	28	59	9	4

Source: MORI

Perceptions of Assembly Government officials

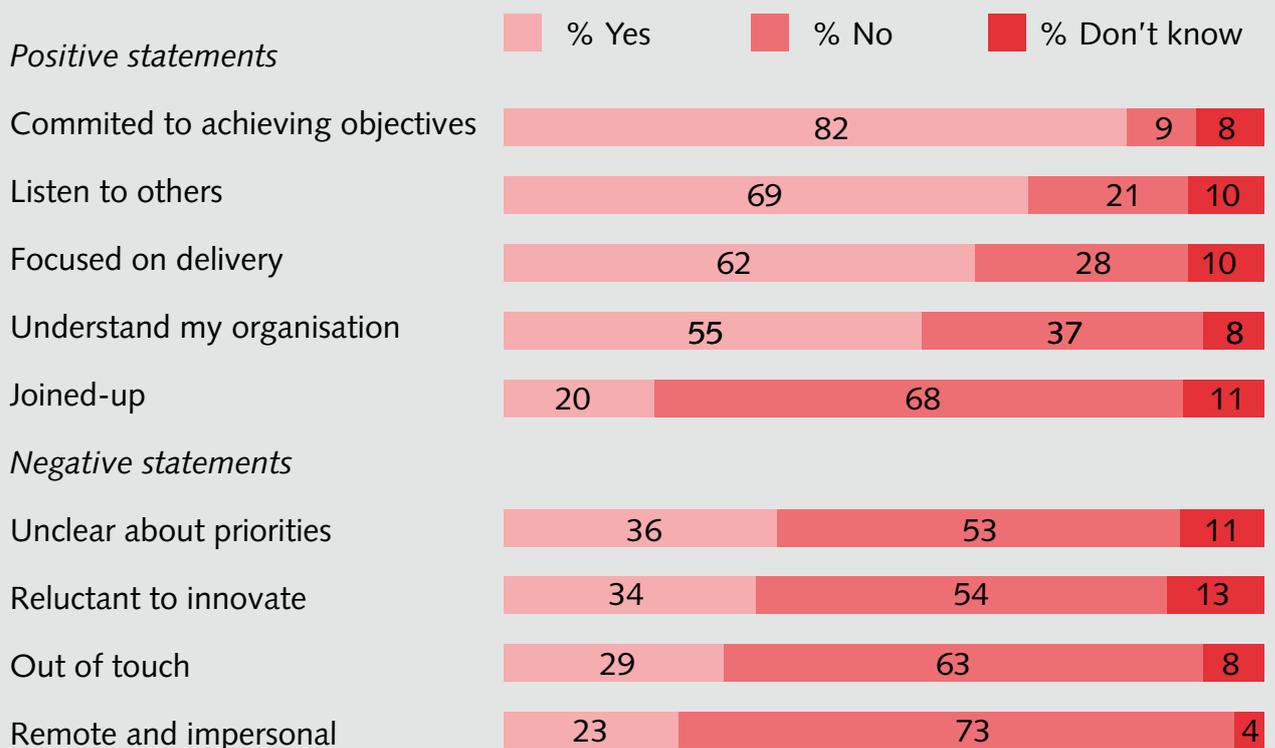
2.8 Respondents were presented with a list of statements that might be used to describe an organisation or organisation personnel, and asked whether or not these fitted with their impressions of their engagement with Welsh Assembly Government officials.

2.9 As Figure 2.2 shows, officials were rated particularly highly on several of the positively worded statements, namely, 'they are committed to achieving objectives', 'they listen to others' and 'they are focused on delivery'. Similarly, agreement with the negative statement, 'they are remote and impersonal', was relatively low at 23%.

2.10 However, five of the statements received a negative response from at least a quarter of respondents. That is, at least 25% of respondents who offered an opinion either agreed with a negative statement or did not agree with a positive statement. The statements were:

- 'They are joined up' (68% disagree) ;
- 'They are unclear about priorities'. (36% agree);
- 'They understand my organisation' (37% disagree);
- 'They are reluctant to innovate' (34% agree); and,
- 'They are out of touch' (29% agree).

Figure 2.2: Perceptions of Assembly Government officials



Base: All respondents who have had contact with Assembly Government officials in the last 12 months (1,068)

2.11 Differences in question wording mean that these results are not directly comparable with findings from the Scottish Executive stakeholder survey. In the Scottish Executive surveys, responses were based on stakeholders' experiences of an individual department, not the Executive as a whole. However, it can be said that there is broad similarity between the Welsh and Scottish results in terms of the areas in which the devolved administrations are seen to perform well and less well.

2.12 There was considerable variation in the results among different sub-groups of respondents. In terms of organisation type, compared with respondents from other types of stakeholder organisation, a significantly higher proportion of NHS stakeholders reported that Assembly Government officials were 'remote and impersonal' (33%) and don't 'listen to others' (31%). A significantly lower proportion reported that officials were 'focused on delivery' (72%). Registered charities and private sector businesses were more likely than average to say Assembly Government officials were 'reluctant to innovate' (43% and 52% respectively).

2.13 Looking at departmental variation, compared with respondents who had (mainly) been in contact with other departments, a significantly higher proportion of stakeholders who had been in touch with the Health and Social Care Department responded negatively on several of the measures, including: 'they are remote and impersonal' (29% agreed); 'they are out of touch' (33% agreed); 'they are joined-up' (77% disagreed); 'they listen to others' (27% disagreed); and, 'they are unclear about priorities' (44% agreed). Compared with respondents who had (mainly) been in contact with other departments, a significantly higher proportion of stakeholders who had been in touch with the Department for Training and Education agreed that Assembly Government officials 'understand their organisation' (62%) and 'are focused on delivery' (67%) and, a lower proportion disagreed they 'are joined up' (76%). Compared with respondents who had (mainly) been in contact with other departments, a significantly higher proportion of stakeholders who had been in touch with the Local Government, Public Service and Culture Department disagreed that Assembly Government officials 'listen to others' (32%).

2.14 As might be expected, respondents who were generally satisfied with Assembly Government officials' approach to engagement (see Table 2.1) tended to give more positive responses than those who were generally dissatisfied when asked the extent to which they agreed with the statements discussed immediately above. For example, of the 757 respondents who expressed general satisfaction with Assembly Government officials, 82% agreed with the view that Assembly Government officials were 'committed

to achieving objectives', compared with 59% of the 125 respondents who expressed general dissatisfaction with Assembly Government officials. As can be seen from Table 2.4 (below), the difference in stakeholder perceptions of officials was most marked with respect to 'are out of touch', 'listen to others', 'understand my organisation' and 'are remote and impersonal' which suggests that these may be key reasons for stakeholder dissatisfaction.

Table 2.4: Perceptions of Welsh Assembly Government officials, by overall satisfaction with Assembly Government officials

I am going to read out a list of words and phrases to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of the Assembly Government officials and which do not? They....

	All %	Satisfied with engagement ¹ %	Dissatisfied with engagement %	Difference* %
Are committed to achieving objectives	82	89	59	30
Listen to others	69	79	34	45
Are focused on delivery	62	69	40	29
Understand my organisation	55	67	24	43
Are joined up	20	26	2	24
Are unclear about priorities	36	30	62	-32
Are reluctant to innovate	34	28	55	-27
Are out of touch	29	20	68	-48
Are remote and impersonal	23	15	58	-43
<i>Base: All who had had contact with Assembly Government officials in the last 12 months, 1068.</i>	1068	757	125	

* % satisfied minus % dissatisfied

Source: MORI

1 From question 16 in the questionnaire

Suggested improvements to stakeholder engagement

2.15 All stakeholders, whether they had given generally positive or generally negative assessments of officials, were asked to suggest ways in which Assembly Government officials might improve the way in which they work with, and involve, other organisations. The question was open-ended to allow respondents to identify and define issues in their own terms. Not all stakeholders provided responses to the question, hence the findings must be treated as illustrative rather than statistically representative. Of those who did provide responses, many were positive, referring to a good working relationship with, or experience of, officials. The following verbatim comments provide a flavour of the responses:

"Found the relationship, which is largely based on information sharing where we work in common areas, to be positive. We are moving towards more regular and structured meetings which will help improve the relationship."

Government Agency

"We have a good relationship with Assembly Government officials and are involved in several stakeholder groups, forums and partnership initiatives."

Registered Charity

"I think the working relationships are over all pretty good, but are largely based on individuals rather than systems"

NHS

2.16 There were a number of suggestions for improvements. The most common suggestions related to those aspects of engagement, noted above, for which officials received the poorest ratings. They were:

- More join up, mainly between different Assembly Government departments, but also between Assembly Government officials and other agencies:

"It would be helpful for officers such as myself, if Assembly officials from different departments could work closer together to ensure that related policies supported rather than conflicted with each other."

Local Authority

“Coordinate the programme of legislation to ensure a more manageable workload at service delivery points.”

Academic Institution

“By being more joined up. Good ideas are either lost, or bogged down by poor communication and lack of Assembly cohesion.”

Local Authority

“Notwithstanding much effective guidance and leadership, there is a need for more ‘joined up’ working with other organisations, including inspection and regulatory bodies. There is presently overlap and duplication, which adds unduly to the burden of work.”

Local Authority

“Byddai’n dda petai’r swyddogion yn gweithio’n draws-adrannol fel y gellir datblygu’r blaenoriaethau ynghylch e.e. plant a phobl ifainc y disgwylir i ni eu cyflwyno. Y duedd yw bod y swyddogion o hyd yn gweithio o fewn adrannau penodol, heb fod cydgysylltu digonol - nid yw hyn o fudd i ni wrth i ninnau geisio datblygu partneriaethau a chreu cysylltiadau”.

“It would be good if officers worked cross-departmentally so that priorities can be developed regarding e.g. children and young people we are expected to implement. The tendency is for officers to still work within specific departments, with insufficient co-ordination - this is of no benefit to us as we also try to develop partnerships and create contacts”.

Local Authority

- Better understanding by Assembly Government officials of stakeholder organisations and the environment in which they operate. To facilitate understanding, it was commonly suggested that officials should visit stakeholder organisations more often and/or undertake secondments. Many of these comments were made by respondents working in the NHS:

"They need to have a better understanding of grass-roots delivery. When I speak to an official on the phone they appear quite remote from the reality of front line delivery so they may ask us to do something that is technically possible but in practice extremely difficult and bureaucratically cumbersome."

Local Authority

"Obviously Assembly Government officials have demanding jobs but it may be useful for them to have a better understanding of the service first hand so that the decisions taken at Government level are more effective and relevant to the service."

National Health Service

"Greater understanding of the voluntary sector is needed. The working practices of the Civil Service - staff moving on to other departments every couple of years or so - means that knowledge and understanding are lost and have to be rebuilt on a regular basis, wasting voluntary sector time and resources. Perhaps secondments to the sector or more encouragement for employee volunteering would broaden the knowledge and understanding of staff."

Voluntary Group

- Greater efforts on the part of Assembly Government officials to be less 'Cardiff-centric' and more 'visible' in, and knowledgeable about, local communities. In comments made by some respondents there was reference to a perceived lack of effort on the part of officials to visit North Wales:

"Because they are based in Cardiff they lack local knowledge about our area in north Wales."

Local Authority

"We are located in north Wales. The Welsh Assembly Government is in the south. We feel very remote because we seldom see any of them - failure to get themselves about."

Local Authority

"(Dylai swyddogion) Dod allan o Gaerdydd gan gynnal sesiynau i'r cyhoedd. AALL i ymgynghori ar faterion o bwys."

"(officials should ...) come out of Cardiff and organise sessions for the public. LEAs for consultation on important matters."

Local Authority

- More involvement of stakeholder organisations generally and increased consultation at all stages of the policy process, but particularly the earlier stages, to promote more effective policy:

"Whilst Assembly officials are on the whole very approachable, sometimes, I think they could be more outreaching and proactive in making contacts outside the Assembly as opposed to seeing it as (.. an ..) organisation's duty outside to always know what they should be involved in."

Other Public Sector

"They should be contacting us BEFORE writing consultation documents in order to make sure that the issues their documents are seeking to address are the important ones to members such as ours."

Interest Group

"Use organisations more effectively to consider the 'do-ability' of delivering on strategies (at an operational level), before putting together and circulating consultation documents. Work with organisations more equitably across Wales."

Public/Private Sector Partnership

2.17 Other, less common suggestions for improvements included making it easier to contact Assembly Government officials - for example by publishing a contact list and improving the Assembly Government website - and giving stakeholders more time to respond to consultations:

"Not easy to contact, web site poor in terms of directing you to relevant people - few contact names, telephone numbers etc. A full family tree for each Department would be helpful."

Local Authority

"Explain the often complex relationships within the Welsh Assembly Government, in order that the correct officials can be identified and contacted."

National Health Service

"Whilst recognising that Officials' deadlines are mainly determined by Ministers, there are times when there appears to be little thought to the amount of work involved in responding in tight deadlines. It might be useful to contact someone in the service first to check what is required."

National Health Service

2.18 The themes highlighted above were very much reflected in stakeholders' general impressions of their engagement with Assembly Government officials, as discussed in the following chapters.

Chapter 3: Engaging with Welsh Assembly Government officials

3.1 This chapter focuses on stakeholders' day-to-day experiences of engaging with Welsh Assembly Government officials. It examines the reasons for stakeholder contact with officials and the methods used to make contact. Issues relating to Welsh language provision are also discussed.

Key findings:

The main reasons for which stakeholders had been in contact with Assembly Government officials were: consultations and evaluations (24%); and, grants or funding issues (23%).

The main methods used to contact Assembly Government officials were: email (82%); telephone (68%); and, face-to-face meetings (67%).

Of the 247 respondents who could read Welsh, 42% said that, ideally, they would like to receive their written correspondence from Assembly Government officials in Welsh or bilingually. Of this group, one third reported that they had always or sometimes received correspondence from Assembly Government officials bilingually, one third reported they sometimes received correspondence bilingually and one third reported that they rarely or never received correspondence bilingually.

Of the 264 stakeholders who could speak Welsh, 23% said their preferred language for communicating with Assembly Government officials by telephone was Welsh. Of this group, 20% said that, in practice, they had always or often been able to conduct their calls to Assembly Government officials in Welsh, while just over half said they had rarely or never been able to do so.

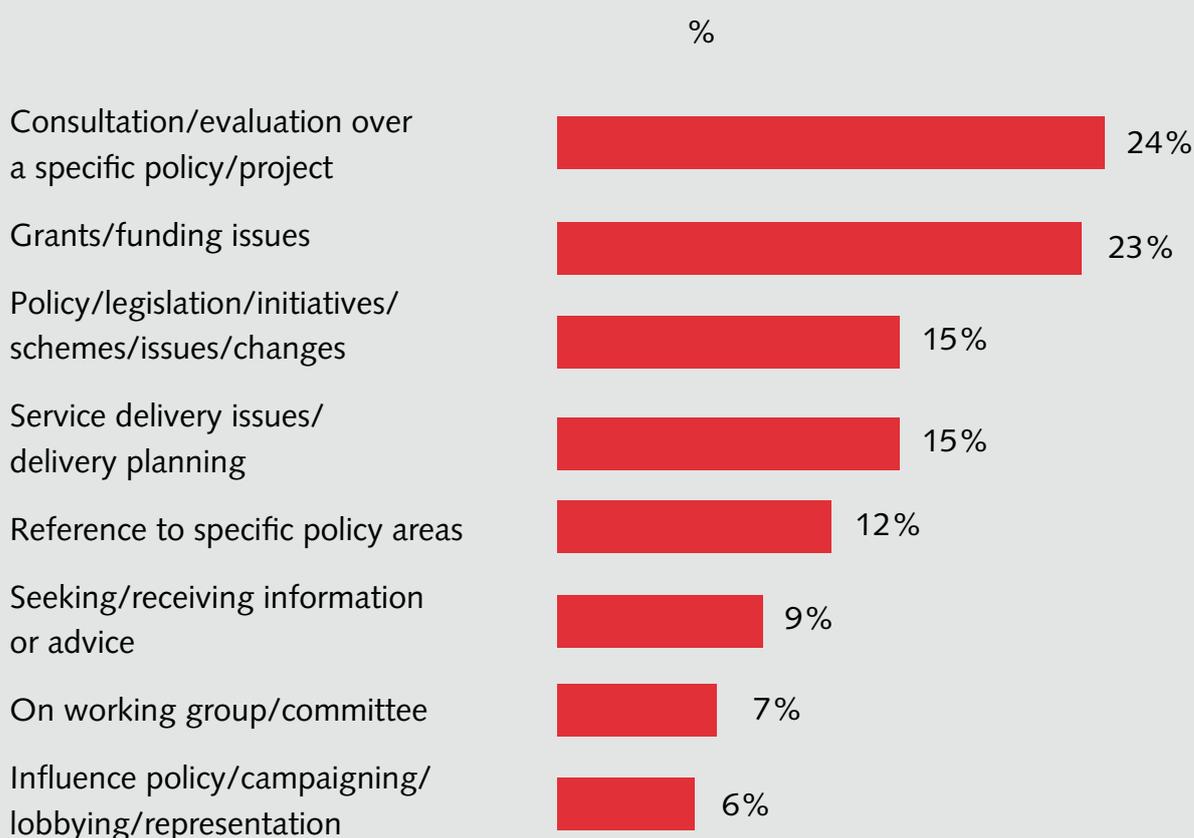
Of the 357 stakeholders who could understand or speak Welsh, 17% said their preferred language when participating in conferences, events or meetings hosted by Assembly Government officials was Welsh. Of this group, 44% said that, in practice, they had always or often been able to participate in conferences and events hosted by Assembly Government officials in Welsh, while 24% said they had rarely or never been able to do so.

Reasons for contact

3.2 Stakeholders were asked about the reasons for which they had been in contact with Welsh Assembly Government officials in the previous 12 months. Around one quarter of respondents mentioned consultations and evaluations (24%); and, grants or other funding issues (23%), while 15% mentioned either policy issues or service delivery issues. Less commonly cited reasons for contact with Welsh Assembly Government officials were seeking or receiving information or advice (9%); participating in working groups (7%); and, campaigning or lobbying (6%).

Figure 3.1: Reasons for stakeholder contact with Welsh Assembly Government Officials

For what reasons or reasons have you had contact with Assembly Government officials as a representative of (organisation) in the last 12 month?



Base: All respondents who have had contact with Assembly Government officials in the last 12 months (1,068)

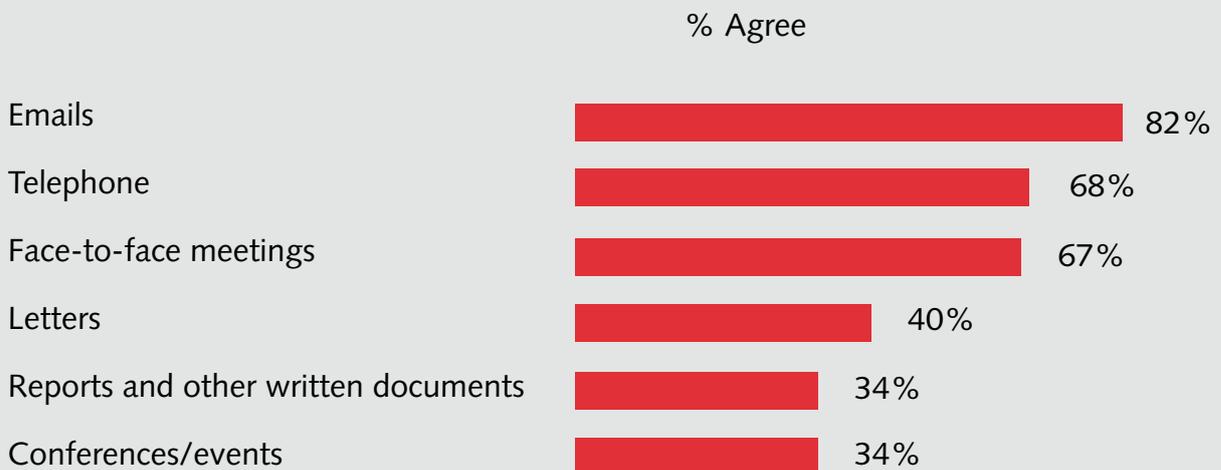
Source: MORI

Method of contact between stakeholders and Assembly Government officials

3.3 As Figure 3.2 (below) shows, the main method stakeholders reported using to interact with Assembly Government officials was email, mentioned by 82% of respondents. Telephone and face to face meetings were mentioned by 68% and 67% of respondents respectively.

Figure 3.2: Main Methods used to interact with Welsh Assembly Government Officials

And what are the main methods you use to interact with Assembly Government officials?



Base: All respondents who have had contact with Assembly Government officials in the last 12 months (1,068)

Source: MORI

Welsh language provision

3.4 Respondents were asked a series of questions aimed at assessing the extent to which Welsh Assembly Government officials fulfil their obligations with respect to Welsh language provision. Further discussion of the Welsh language ability of respondents is provided in Appendix I. In general, the results suggest that there is some room for improvement for officials in this area, with current provision reported to be somewhat patchy:

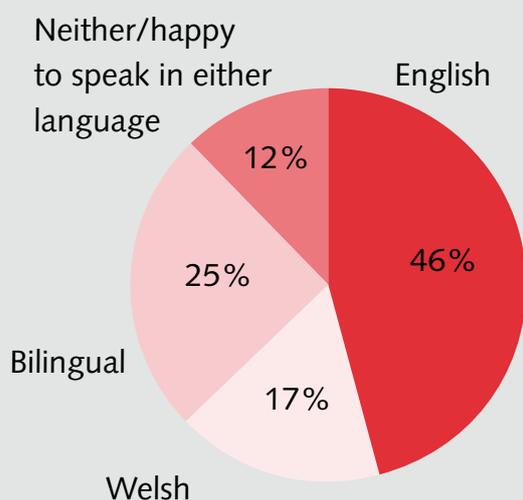
Written correspondence

3.5 The 247 respondents who could read Welsh were asked in which language they would prefer to receive written correspondence from Assembly Government officials. Around half (46%) said they preferred to receive written correspondence in English, while a quarter said bilingually and 17% said they preferred to receive written correspondence in Welsh. In total, 11% of Welsh-speaking respondents reported that they were happy to receive written correspondence in either language (see Figure 3.3 below).

3.6 Welsh-speaking respondents whose preference was for Welsh or bilingual provision were asked how often, in practice, their written correspondence from Welsh Assembly Government officials was provided bilingually. As Figure 3.3 shows, almost equal proportions of respondents reported that bilingual correspondence was provided by officials 'always' or 'often' (34%), 'sometimes' (30%) and 'rarely' or 'never' (33%).

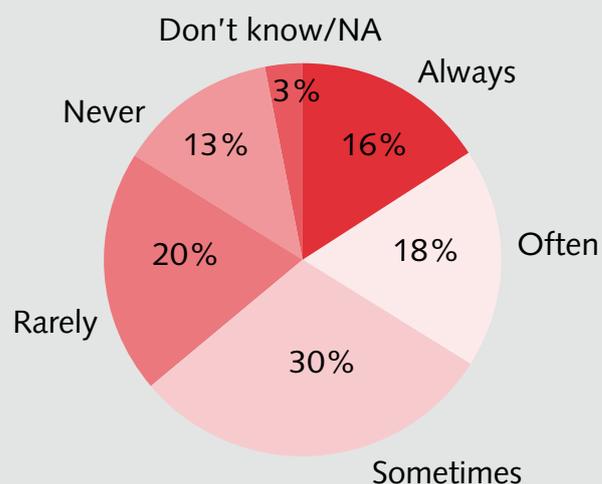
Figure 3.3: Preferred and reported current language provision for written correspondence from Assembly Government officials

Ideally, in which language would you prefer to receive emails or letters from Assembly Government officials. Is it...?



Base (read Welsh): 247

And how often are your emails and letters from Assembly Government officials provided bilingually?



Base (prefer Welsh or bilingual): 105

Source: MORI

Telephone calls

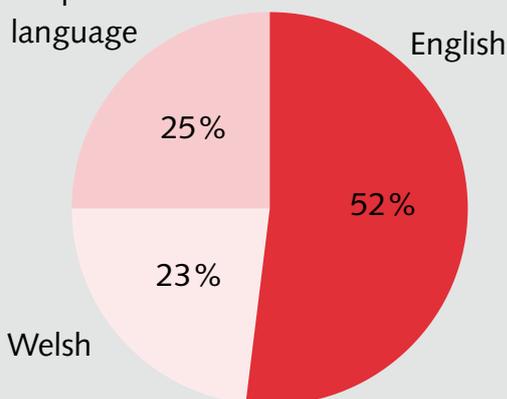
3.7 The 264 respondents who could speak Welsh were asked their preferred language for communicating with Assembly Government officials by telephone. The majority, 52%, said English, 23% said Welsh and a quarter said they were happy to converse in either language.

3.8 Of those stakeholders who preferred to conduct telephone calls in Welsh, only one in five said that they had 'always' or 'often' been able to conduct calls with Assembly Government officials in Welsh (19%), while 26% said they had sometimes been able to conduct their calls with Assembly Government officials in Welsh and 52% said they had rarely or never been able to do so (see Figure 3.4 below).

Figure 3.4: Preferred and reported current language provision for telephone calls with Assembly Government officials

Ideally, what would be your preferred language when communicating with Assembly Government officials by telephone. Is it...?

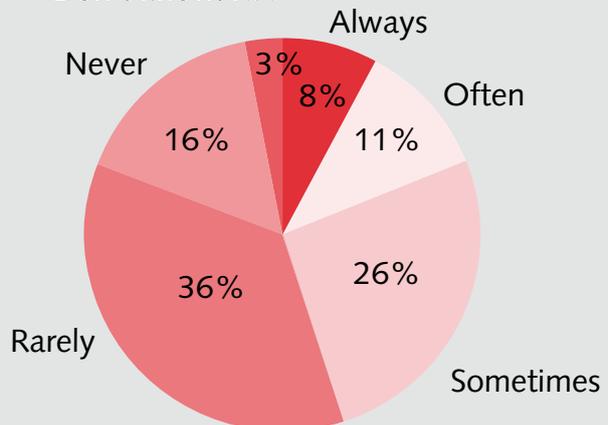
Neither/happy to speak in either language



Base (speak Welsh): 264

And how often in practice have you been able to conduct your calls to Assembly Government officials in Welsh?

Don't know/NA



Base (prefer Welsh): 61

Source: MORI

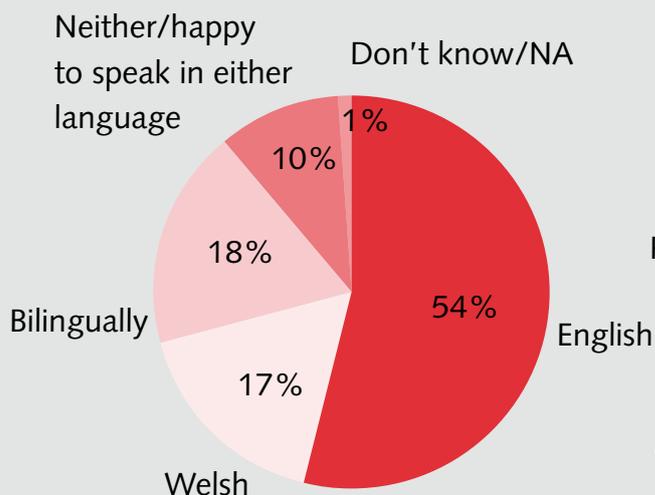
Conferences and Events

3.9 Those who understood or spoke Welsh (357 respondents) were asked to consider their preferred language for participating in conferences, events or meetings hosted by Assembly Government officials. Again, and as Figure 3.5 shows, English was the preference for just over half (54%), 18% opted for bilingual provision and 17% preferred Welsh. The remaining 10% of Welsh-speaking respondents said they were happy to participate in either language.

3.10 Welsh provision for conferences and events hosted by Assembly Government officials was reported to be better than for written correspondence and telephone calls. Of those stakeholders whose preference was to participate in Welsh, just over two in five reported that they had always or often been able to do so while, 27% reported that they had sometimes been able to do so and 24% reported that they had rarely or never been able to do so.

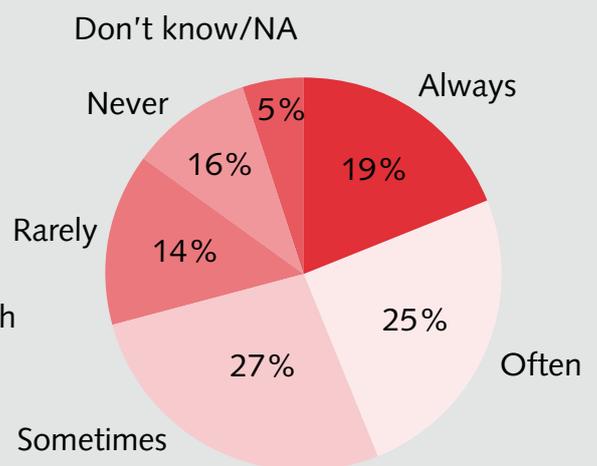
Figure 3.5: Preferred and reported current language provision for participation in conferences, events and meetings hosted by Assembly Government officials

Ideally, what would be your preferred language when participating in conferences, events or meetings hosted by Assembly Government officials. Is it...?



Base (speak/understand Welsh): 357

And how often have you been able to participate in conferences, events or meetings hosted by Assembly Government officials bilingually?



Base (prefer bilingually): 127

Source: MORI

Chapter 4: Critical Success Factors

4.1 The survey included a number of ‘Critical Success Factors’ designed to measure performance in stakeholder engagement. These can be applied to various aspects of the engagement between stakeholders and Assembly Government officials from the extent to which Assembly Government officials work with and involve stakeholders to the quality of information officials provide and their willingness to innovate. For further information about how the final critical success factors were selected, see Appendix B.

Key Findings:

The critical success factors rated most important by stakeholders were: ‘they ensure that decisions are well informed’ (84% said ‘essential or ‘very important’); ‘they deal with stakeholders in a professional manner’ (83%); and, ‘they are committed to providing high quality services’ (82%).

The critical success factors on which respondents rated Assembly Government officials particularly positively were: ‘they deal with stakeholders in a professional manner’ (82% said ‘always’ or ‘often’); ‘they are committed to providing high quality services’ (76%); and, ‘they are focused on achieving outcomes and objectives’ (74%).

Officials were rated relatively negatively on: ‘they are innovative and willing to take risks’ (71% said ‘sometimes’, ‘rarely’ or ‘never’); ‘they involve you at an appropriate stage in the policy process’ (56%); and, ‘they openly share information’ (53%).

Critical success factors defined as ‘key priorities for development’ are those that were perceived by stakeholders to be of high importance but on which officials are perceived to be delivering the poorest performance:

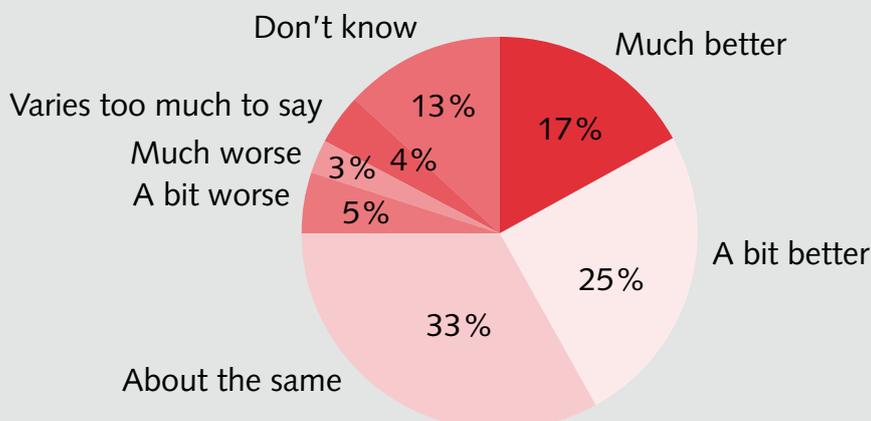
- ‘they ensure that decisions are well informed’;
- ‘they involve you at an appropriate stage in the policy process’;
- ‘they understand what you are trying to achieve’; and,
- ‘they work in partnership to deliver workable solutions’.

4.2 Stakeholders were asked to base their responses to questions about the Critical Success Factors on their experiences of officials in one department. Because some stakeholders regularly liaise with several different departments, respondents who reported having regular contact with more than one department were invited to select a department about whose officials they wished to answer. If they expressed no preference, a department was randomly selected on their behalf. All respondents who reported having regular contact with more than one department were offered the opportunity to repeat the question set for more than one department, 31 respondents chose to do this.

4.3 There was some concern that by allowing respondents to choose a department about which to comment, bias might be introduced into the data where respondents might select a department with which they had had a particularly memorable experience, either positive or negative. As Figure 4.1 shows, 42% of respondents reported that officials in their selected department were 'better' at engaging with stakeholders than officials in other departments with which they had been in contact, one third reported that they were 'about the same; and just eight percent felt that they were 'worse.' Although respondents were asked about a particular department, the data is not, in the main, presented by department due to small sample sizes. The combination of responses relating to all departments is aggregated to provide an overview of perceptions of Assembly Government officials as a whole and differences by department will be commented on only where sample sizes are sufficient.

Figure 4.1: Departmental Variation in Officials' Engagement with Stakeholders

Thinking about the various aspects of engagement we have been discussing, to what extent would you say that officials in (department) are better or worse at engaging with stakeholders than officials in other Assembly Government departments with which you have been in contact?



Base: All respondents who have had contact with more than one department (343)

Source: MORI

4.4 For each critical success factor, stakeholders were asked to comment on firstly, how important the factor was to them when dealing with officials from the selected department (was it 'essential', 'very important', 'important' or 'not important?') and, secondly, the extent to which the factor applied to officials in the department in practice (on a five-point scale from 'always' to 'never').

Perceived importance of Critical Success Factors

4.5 Table 4.1 shows the importance respondents attached to each of the critical success factors. The factors that were reported to be either 'essential' or 'very important' by the highest proportion of respondents were:

- 'they ensure decisions are well informed' (84% said 'essential' or 'very important');
- 'they deal with stakeholders in a professional manner' (83%);
- 'they are committed to providing high quality services' (82%);
- 'they provide accurate and reliable information' (81%),
- 'they involve you at an appropriate stage in the policy process' (81%); and,
- 'they understand what you are trying to achieve' (81%).

4.6 The factor reported by the smallest proportion of respondents as being important was 'being innovative and willing to take risks' (56% said this was 'essential' or 'very important'). This may reflect the fact that stakeholders do not perceive the role of Assembly Government officials to lie in innovation or, in particular, risk-taking.

4.7 It is important to bear in mind that very few respondents reported that any of the critical success factors were 'not important'.

Table 4.1: Perceived importance of critical success factors

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
Base: All who selected a department/departments, 1039	%	%	%	%
They ensure that decisions are well informed	53	31	15	1
They deal with stakeholders in a professional manner	48	35	16	*
They are committed to providing high quality services	48	34	16	1
They provide accurate and reliable information	47	34	17	2
They involve you at an appropriate stage in the policy process	47	34	17	1
They make it clear who is accountable for outcomes	46	28	24	1
They understand what you are trying to achieve	45	36	18	1
They work in partnership to deliver workable solutions	44	34	21	1
They openly share information	43	33	23	*
They are impartial in dealing with organisation	43	30	23	2
They are focused on achieving outcomes and objectives	40	34	25	1
They respect the diverse views of others	40	32	26	1
They are innovative and willing to take risks	26	30	37	6

Source: MORI

4.8 Looking at departmental variation, a statistically significantly higher proportion of stakeholders who commented on their experience of engaging with officials in the Department for Education and Training rated the critical success factors as 'essential' or 'very important' when compared with stakeholders who commented on experiences of engaging with officials in other departments. Such critical success factors include: 'they ensure that decisions are well informed' (90% said 'essential' or 'very important'); 'they understand what you are trying to achieve' (87%); 'they provide accurate and reliable information' (86%); and, 'they are impartial in dealing with organisations' (79%). Full departmental results are provided in Appendix H.

Performance on the Critical Success Factors

4.9 Respondents were asked to comment on the performance of officials in the selected department against the critical success factors. Table 4.2 shows that officials were rated positively on almost all of the factors, with most respondents giving the 'often' or 'always' response. However, it is worth noting that there are no factors on which more than half of respondents chose the 'always' option, suggesting that even on factors on which officials received the most positive ratings there is still room for improvement. Areas in which the performance of officials was rated positively by a high proportion of respondents were:

- 'they deal with stakeholders in a professional manner' (81% saying 'always' or 'often');
- 'they are committed to providing high quality services' (76%); and,
- 'they are focused on achieving outcomes and objectives' (74%)².

4.10 Areas in which the performance of officials was rated negatively by a high proportion of respondents were:

- 'they are innovative and willing to take risks' (71% saying 'sometimes', 'rarely' or 'never');
- 'they involve you at an appropriate stage in the policy process' (56%); and,
- 'they openly share information' (53%).

² Due to a technical problem with the CATI script, this item was asked of stakeholders responding online only (256 respondents)

Table 4.2: Performance on Critical Success Factors

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 1039</i>	%	%	%	%	%
They deal with stakeholders in a professional manner	43	38	16	1	*
They are committed to providing high quality services	36	40	18	2	*
They are focused on achieving outcomes and objectives	29	45	16	3	1
They are impartial in dealing with organisations	29	34	26	3	*
They respect the diverse views of others	25	37	29	4	*
They make it clear who is accountable for outcomes	21	30	35	8	1
They provide accurate and reliable information	20	40	34	4	*
They ensure that decisions are well informed	18	37	37	4	*
They understand what you are trying to achieve	17	34	40	7	1
They work in partnership to deliver workable solutions	16	37	38	6	1
They involve you at an appropriate stage in the policy process	14	28	41	12	3
They openly share information	13	31	43	9	1
They are innovative and willing to take risks	5	17	42	24	5

Source: MORI

4.11 In terms of departmental variation, when compared with respondents who commented about other departments, a significantly lower proportion of stakeholders who commented about the Health and Social Care Department gave a positive response to several of the critical success factors, including: 'they deal with stakeholders in a professional manner' (74% said 'always' or 'often'); 'they ensure decisions are well informed' (50%); 'they work in partnership to deliver workable solutions' (45%); and, 'they openly share information' (37%). When compared with respondents who commented about other departments, a statistically significantly higher proportion of stakeholders who commented about Department for Training and Education gave a positive response to several of the critical success factors, including: 'they are committed to providing high quality services' (82% said 'always' or 'often'), 'they respect the diverse views of others' (69%); 'they are impartial in dealing with organisations' (69%); and, 'they work in partnership to deliver workable solutions' (60%). It is interesting to note that a statistically significantly higher proportion of stakeholders commenting about Department for Education and Training also rated several of the critical success factors as 'essential' or 'very important'. Thus, although they have the highest expectations, they are still the most satisfied. Full departmental results are shown in Appendix H.

4.12 As Table 4.3 shows, stakeholders who reported being generally satisfied with Assembly Government officials at Figure 2.1 tended to give officials in the selected department more positive ratings (in terms of selecting the 'always' or 'often' options) on the critical success factors than those who reported being generally dissatisfied with Assembly Government officials. The findings suggest that there may be a relationship between a stakeholder's experience of engagement with officials in one department and that stakeholder's overall rating of Assembly Government officials. The difference in critical success factor ratings between those who were generally satisfied and those who were generally dissatisfied was particularly evident in the infrequency with which officials were reported to perform four of the factors, namely, 'they work in partnership to deliver workable solutions', 'they understand what you are trying to achieve', 'they provide accurate and reliable information' and 'they are innovative and willing to take risks', which suggests that these may be key reasons for stakeholder dissatisfaction. As noted above (paragraph 4.6), the relative infrequency with which officials were reported to be 'innovative and willing to take risks' may reflect the fact that stakeholders do not perceive the role of Assembly Government officials to lie in innovation or, in particular, risk-taking.

Table 4.3: Rating of departments on Critical Success Factors by overall satisfaction with Assembly Government officials

Base:	Satisfied ³ 729		Dissatisfied 125	
	Positive %	Negative %	Positive %	Negative %
They deal with stakeholders in a professional manner	88	1	57	2
They are committed to providing high quality services	84	*	54	7
They are focused on achieving outcomes and objectives	81	-	54	16
They are impartial in dealing with organisation	73	2	36	9
They provide accurate and reliable information	70	2	26	12
They respect the diverse views of others	69	2	38	14
They ensure that decisions are well informed	66	2	26	14
They work in partnership to deliver workable solutions	65	4	17	20
They understand what you are trying to achieve	62	4	15	18
They make it clear who is accountable for outcomes	60	5	30	21
They openly share information	53	6	16	24
They involve you at an appropriate stage in the policy process	51	8	11	33
They are innovative and willing to take risks	28	20	9	58

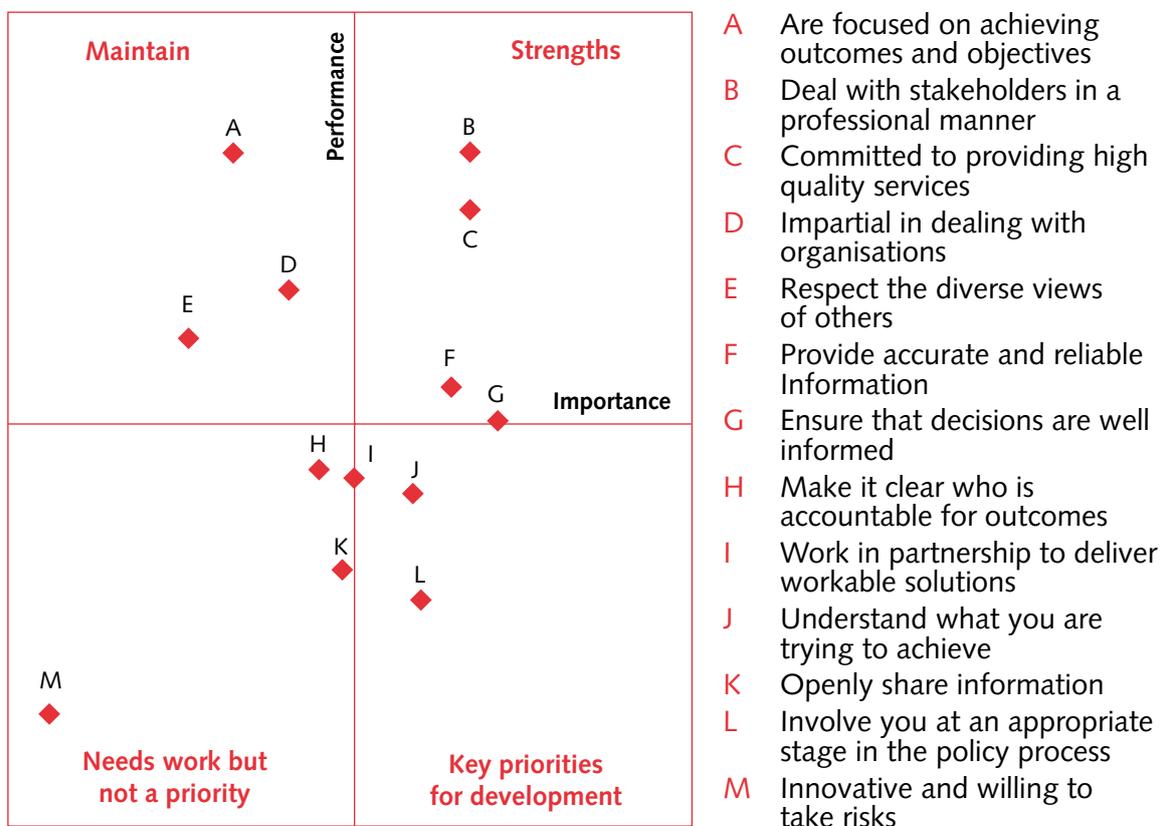
Source: MORI

3 From question 16 in the questionnaire

Opportunities for improvement

4.13 Figure 4.2, below illustrates the relationship between the relative importance of each critical success factor and, also in relative terms, stakeholders' views of Assembly Government officials' performance on each factor. In Tables 4.1 and 4.2, importance and performance were rated on a four point and five point scale respectively. In order to show the two measures on a comparable scale and to show the relationship between attributes - their relative importance and performance - the scores for each attribute were standardised.⁴

Figure 4.2: Critical success factors: Importance versus performance {question}



Source: MORI

4 Due to the fact that the performance and importance questions used different scales and were, therefore, not directly comparable, the scores for each attribute were standardised by converting the mean of each of the scores given to a z-score. A z-score expresses each item in a numerical series in terms of the series mean and standard deviation to tell us which have scored higher or lower than average. The z-score for any item in a series is calculated as the value minus the mean of the series, divided by the standard deviation of the series. This is shown below where x is any item in the series a to z.

$$z_x = \frac{(x - \bar{x}_{atoz})}{\sigma_{atoz}}$$

One of the main benefits of using z-scores is that it allows us to use a mean of all points on the scales (e.g., 'always', 'often', 'sometimes', 'rarely' and 'never') so that we get a full distribution for each item rather than just focusing on two points (e.g., 'always' and 'often'). Therefore, items that may have had the same aggregate 'always'/'often' score but a different mean score can be separated. Items that are more important than average or performing better than average have positive z-scores. Conversely, items that are less important than average or performing less well than average have negative z-scores.

4.14 This chart, in a simple way, highlights the relative priority that needs to be attached to improving performance on each factor. The further to the right a critical success factor appears in the chart, the greater its importance, as rated by a relatively high proportion of stakeholders. The further up a critical success factor appears in the chart, the greater the proportion of stakeholders that rated officials high on performance. Therefore, those factors to which high levels of importance are attributed and on which officials are seen to be performing well are in the top-right quadrant of the chart (Strengths). Factors on which performance is rated highly but which are regarded as relatively less important appear in the top-left quadrant (Maintain) and factors on which performance is rated relatively poorly and to which lower levels of importance are attached are in the bottom-left quadrant (Need Work but Not a Priority). It is recommended, that when deciding a strategy to improve engagement, Assembly Government departments should prioritise those aspects that are perceived to be important by the greatest proportion of stakeholders and on which stakeholders reported officials to be delivering the poorest performance i.e. those that appear in the bottom-right quadrant (Key Priorities for Development).

4.15 The Key Priorities for Development are:

- 'They ensure that decisions are well informed' - reported to be either 'essential' or 'very important' by the greatest number of stakeholders but performance by officials was reported to be at the average performance rating for all factors (Point G, Figure 4.2);
- 'They involve you at an appropriate stage in the policy process' - fifth most important attribute, but performance by officials was reported to be below average performance rating (Point L, Figure 4.2);
- 'They understand what you are trying to achieve' - sixth most important attribute, but performance by officials was reported to be below average performance rating (Point J, Figure 4.2); and,
- 'They work in partnership to deliver workable solutions' - seventh most important attribute, but performance by officials was reported to be below average performance rating (Point I, Figure 4.2).

4.16 The critical success factor on which the greatest proportion of stakeholders reported Assembly Government officials to have the poorest performance ('innovative and willing to take risks') was also the factor the smallest proportion of stakeholders reported to be important. As noted above (paragraph 4.7), this may reflect the fact that stakeholders do not perceive

the role of Assembly Government officials to lie in innovation or, in particular, risk-taking. However, since innovation is one of the Assembly Government priorities, the organisation may wish to accord this finding more importance than that accorded it by stakeholders.

4.17 As the critical success factors in this survey differed from those used in the Scottish Executive 2005 survey it is not possible to make direct comparisons. However, it is worth noting that, as for Assembly Government officials, the factor 'involves you at an early stage in the policy process' was a 'Key Priority for Development' for officials in the Scottish Executive 2005 survey while, as for Assembly Government officials, 'being innovative in policy design' appeared in the 'Needs work but not a priority' quadrant.

4.18 Where stakeholders reported that Assembly Government officials 'rarely' or 'never' delivered on a critical success factor, they were asked to explain why they had given this answer. The aim of these open-ended follow-up questions was to provide a more in-depth understanding of stakeholder perceptions. As for all open-ended questions in the survey, not all stakeholders provided responses, thus all comments must be treated as illustrative rather than representative. The comments provided below relate specifically to the four 'Key Priorities for Development' for Assembly Government officials.

4.19 Stakeholder comments made with respect to 'ensuring that decisions are well informed' and 'involving you at an appropriate stage in the policy process' were very similar. Some of the comments made by stakeholders indicated that, by not collecting sufficient information or not involving stakeholders early enough in the policy process, Assembly Government officials had, in the opinion of stakeholders, developed policies that were unfit for purpose and difficult to implement. Specific problems that were mentioned in this regard included the setting of unrealistic delivery targets by officials, and an inattention by officials to local needs and circumstances:

"A lack of understanding of the needs of activity tourism and a 'missed trick' when it comes to selling Wales as a destination."

Private sector/business

"Delivery targets are rarely costed accurately and some are not feasible. However this has improved to some extent."

National Health Service

“Despite rhetoric, does not recognise that localism means that there will be local differences. The Department has developed a command and control centralist approach.”

Local Authority

“Policies are drawn up in a top-down way - rather than bottom-up way. They are then not ‘owned’ by the services but imposed by commissioners. This is not a healthy way to develop an expanding sector.”

Voluntary Group

4.20 In respect of ‘understanding what you are trying to achieve’, respondents reported that failure on the part of officials to understand what stakeholders are trying to achieve can result in policy that is not fit for purpose and/or conflicts with stakeholders’ organisational objectives.

“The department has their own objectives to achieve. This they achieve largely through their stakeholder organisations. They do not seem to realise that these organisations have their OWN objectives and strategies to communicate, and in fact have very little time indeed to communicate Assembly strategies. The impact is that the Assembly spend a great deal of time in preparing communication strategies that in reality stakeholder organisations are unable to progress on their behalf.”

National Health Service

“It is hard for Assembly officials to understand what people like myself are trying to achieve when they have little/no understanding of the subject matter that they have responsibility for. This leads to (in relation to projects) misinterpretation and misunderstanding and in some cases a lack of appreciation of the value and benefits that some projects could bring to communities.”

Local Authority

“They don’t understand because they are too far removed from the frontline. They don’t comprehend frontline work situations. They don’t understand what works effectively with people we aim to serve. They carry on with their usual admin procedures so end up spending too much time on administration rather than providing services.”

Other Public Sector

4.21 On the issue of 'they work in partnership to deliver workable solutions' the view to which most comments related was that a lack of partnership working not only results in ineffective policy but can cause disagreement and conflict between stakeholders and officials. There were also repeated suggestions that it can lead stakeholders to feel distrustful towards, and alienated from, Assembly Government Departments, and, in worst cases, less inclined to engage with officials in the future.

"It can lead to decisions that have less than optimal outcomes. They can cause damage in two different ways. The first is destabilising things that are effective. The second is causing a loss of confidence and morale of staff on the ground."

Voluntary Group

"There is a sense of being at odds between national and local initiatives. It leads to some frustration and suspicion around how much one group values another."

Local Authority

"Makes organisations less willing to engage and take ideas to officials at an earlier stage."

Registered Charity

Chapter 5: Conclusions

5.1 In general terms, respondents delivered a mixed assessment of Welsh Assembly Government officials' approach to stakeholder engagement. Around seven in ten respondents (71%) were satisfied with the way in which officials had worked with and involved organisations over the previous 12 months - a figure that is in line with the comparable finding from the first Scottish Executive stakeholder survey, conducted in 2004 (72%). In addition, around one third of respondents (31%) reported that there had been an improvement in engagement over the previous 12 months. However, 68% of stakeholders felt Assembly Government officials were not joined up.

Key strengths

5.2 There was a perception by stakeholders that Assembly Government officials were doing particularly well in terms of:

- 'Being committed to achieving objectives' (82% agree);
- 'Listening to others' (69% agree); and,
- 'Being focused on delivery' (62% agree).

5.3 A majority also perceived that Assembly Government officials were performing well against most of the critical success factors, particularly:

- 'Has staff who deal with stakeholders in a professional manner' (81% say 'always' or 'often');
- 'Is committed to providing high quality services (76%);
- 'Is focused on achieving outcomes and objectives' (74%);
- 'Is impartial in dealing with organisations' (63%); and,
- 'Respects the diverse views of others' (62%).

Key Priorities for Development

5.4 However, on other measures stakeholder perceptions indicated some key priorities for development. In particular, only one in five (20%) stakeholders perceived Assembly Government officials to be 'joined up'. The importance of the 'joined up' working issue to stakeholders was reinforced by the fact that a large proportion of respondents spontaneously mentioned this issue in an open ended question focusing on ways in which Assembly Government officials could improve their approach to stakeholder engagement.

5.5 Looking at other priorities for development, around a third (37%) of stakeholders perceived officials to lack understanding of their organisation, to be 'unclear about priorities' (36%) and to be 'reluctant to innovate' (34%). In terms of the critical success factors, four areas stand out where importance was perceived to be high but performance of officials in practice was reported to be below the average performance rating:

- 'Ensures that decisions are well informed';
- 'Involves you at an appropriate stage in the policy process';
- 'Understands what you are trying to achieve'; and,
- 'Works in partnership to deliver workable solutions'.

5.6 There also appears to be some room for improvement with regard to Welsh language provision. At the time of interview, there appeared to be a mismatch between stakeholders' preferences in this area and what they reported having experienced in practice. For example, of those stakeholders whose preference was to conduct their telephone calls to Assembly Government officials in Welsh, only around one in five (19%) reported that they were 'always' or 'often' able to do this.

5.7 Within this overall picture, there was variation by department. For example, the Department for Education and Training was seen to be performing better than average on several of the critical success factors whilst a significantly lower proportion of stakeholders who commented about the Health and Social Care Department gave a positive response to several of the critical success factors. It may be that an examination of good practice in better-performing departments might identify transferable lessons for others.

5.8 In summary, and taking the survey findings as a whole, three broad areas stand out as priorities for future efforts at improving stakeholder engagement:

- improved communication between officials in different Assembly Government departments;
- greater efforts on the part of officials to understand stakeholder organisations, the contexts in which they work and the day-to-day constraints they face; and
- more effort by officials to involve stakeholders at an appropriate stage of the policy process - responses to the open ended questions in the survey suggest that stakeholders would particularly like to be involved at the earliest stages of policy development.

5.9 Even on those Critical Success Factors where Assembly Government officials were reported to be performing well, there is scope to promote improvement by focusing on trying to achieve ratings of 'always' rather than the broader positive category of 'always' or 'often'.

Remaining research questions

5.10 As well as providing an indication of stakeholders' current perceptions, the survey identified two main areas in which further research may prove informative.

5.11 With regard to the aim of improving Assembly Government officials' approach to working with and involving stakeholder organisations, it would be informative to carry out some further qualitative research to identify the drivers underpinning some of the more negative assessments of officials, particularly on the critical success factors but also on the issue of 'joined up' working and the need for a better understanding of stakeholder organisations. An examination of the wider context and more detailed exploration of some of the issues underlying barriers to and opportunities for engagement at a Departmental level may also be beneficial. Exploring the views of officials themselves about stakeholder engagement and identifying and using good practice could help inform next steps.

5.12 Seven years after the creation of the Welsh Assembly Government, the findings of the first stakeholder survey provide an indication of officials' performance with respect to stakeholder engagement, as well as a baseline for future research. If the organisation plans to take steps to improve its approach to engagement over the next few months, it may be worth repeating the survey in 2007 in order to measure the impact of any changes. If no such immediate changes are planned it may be worth 'putting the survey on hold' until new initiatives or other improvement measures are instituted, otherwise

the research may yield very little 'new' information for the organisation. A second survey without intermediate action might be particularly misleading where stakeholders' perceptions of the quality of engagement may be a) improved simply by having been consulted on the issue or b) damaged by there having been no subsequent action to improve engagement.

Reviewing and developing the stakeholder database

5.13 The research provided a number of lessons in terms of surveying Assembly Government departments' stakeholders in the future. In particular, the process of developing the sample raised some issues about whether Assembly Government departments are clear about who their stakeholders are. The fact that contact details for so many stakeholders identified in the sample were incomplete suggests that these individuals may not have had a significant level of engagement with Assembly Government officials and, as such, may be best regarded as occasional consultees, rather than stakeholders as such. For future surveys, it may be worth adopting a narrower definition of stakeholders which takes account of both frequency and level of engagement.

5.14 There were a small number of stakeholders (62) who had not had any contact with Assembly Government officials in the previous 12 months and who accounted for this in terms of not needing to make contact more often. It may be worth investigating whether this infrequent engagement was, in fact, a reflection of need or whether other factors were at play - for example, misunderstandings of the remit of Assembly Government officials and their role with regard to stakeholder organisations.

5.15 A number of respondents, when asked, identified organisations which they felt should be engaging with Assembly Government officials but which, as far as the respondent was aware, were not currently doing so. It will be important to consider whether these organisations were, in fact, engaging with Assembly Government departments and, if not, what these organisations are, why they are not currently engaging with Assembly Government departments, what, if anything, would encourage them to do so and whether they should also be included in the database of stakeholders.

Appendix A: Methodology

Defining stakeholders

'Stakeholders' can refer to a wide range of individuals and groups with an interest in, or responsibility towards, a particular organisation, in this case, the Welsh Assembly Government. For the purposes of this survey, it was important to develop a clear working definition of stakeholders which could be used to inform the development of the sample and the questionnaire. The definition used was deliberately broad to ensure that the research was as inclusive as possible. It covered experts, delivery partners, single issue bodies/interest groups and particular individuals from stakeholder bodies that have corporate or 'departmental' relationships with the Assembly Government. The stakeholder definition included representatives from local authorities, voluntary sector organisations, private sector organisations, academic institutions or professional bodies. UK and international government departments and agencies were also included in the definition.

Assembly Sponsored Public Bodies (ASPBs) were excluded from the survey because it was felt that asking for their views at a critical time in the mergers process could not only skew results but would also be an additional burden on their resources.

Members of the general public were excluded because separate studies are planned to assess the Assembly Government's relationship with the citizens of Wales.

Questionnaire design and piloting

The questionnaire for the survey was designed by Ipsos MORI in close consultation with the OCSRO project team. It was based on the Scottish Executive stakeholder survey questionnaire but adapted to suit the Welsh context. Two versions of the questionnaire were produced, the first of which was designed for those who had had contact with the Assembly Government in the last 12 months. The areas covered in this questionnaire included:

- Welsh language ability;
- level of contact with Assembly Government officials;
- background information on respondents' organisations;

- overall satisfaction with engagement with Assembly Government officials;
- perceived change in engagement in the last year;
- reasons for, and method of, contact with Assembly Government officials;
- attitudes towards engagement with Assembly Government officials;
- evaluations of performance of officials in departments with which respondent is in contact most often on critical success factors⁵; and
- suggestions for how Assembly Government officials might improve their approach to stakeholder engagement.

A shorter questionnaire was designed for stakeholders who had not had contact with Assembly Government officials in the last 12 months. The areas covered in the short questionnaire included:

- Welsh language ability;
- background information on respondents' organisations;
- length of time since last contact;
- whether, despite not making contact with Assembly Government officials, they had been approached by Assembly Government officials in the last 12 months;
- perceived reasons for lack of contact;
- whether respondents would like to have more contact in the future; and,
- suggestions on how Assembly Government officials might improve their approach to stakeholder engagement.

Most of the items in the questionnaires took the form of 'closed' questions in which respondents were asked to select their answer from a pre-coded list of possible responses. However, the survey was also specifically designed to include a relatively large number of open-ended questions in which respondents were free to make any comments they felt appropriate and define issues in their own terms. Open-ended questions provide a good indication of the relative salience of different issues in the minds of respondents and, as such, can help to identify priority areas for action. They also provide more qualitative information than closed questions, revealing not just how people feel but why they feel that way.

⁵ Respondents were randomly allocated a specific Department about which they were asked to comment or, where this was their preference, invited to select a Department. [Respondents who had worked with officials in more than one Assembly Government department were given the opportunity to repeat the questions for additional departments]

A large element of the questionnaire comprised an assessment of Assembly Government officials' performance against a number of critical success factors. There are 13 factors in total and these cover various elements of the Assembly Government's orientation towards, and interaction with, stakeholders from "openly sharing information" to "respecting the diverse views of others" and "making it clear who is accountable for outcomes". The critical success factors were developed through a process of internal consultation in which Heads of Groups were asked to prioritise a set of 25 draft critical success factors based on the Assembly Government's Balanced Scorecard and the Permanent Secretary's Corporate Priorities and Objectives for 2004-2006 and factors adapted from the Assembly Government's generalist Competency Framework. The 'votes' for each factor were counted and, with the approval of the Permanent Secretary, 13 critical success factors were chosen. This process is described in full in Appendix B.

Respondents were asked to rate the importance of each critical success factor to them in their interactions with Assembly Government Officials before being asked how well, in their opinion, Assembly Government officials had performed⁶ against that factor in the previous twelve months. Analysis of the resulting data was designed to highlight areas of perceived strength and weakness in terms of stakeholder relationships and, through analysis of any relationships between these and other variables, such as overall satisfaction, allow those with the strongest impact on perceptions of Assembly Government officials to be determined.

The questionnaire was piloted by telephone among 20 stakeholders to ensure that all questions were clear and easily understood by respondents. In the event, neither interviewers nor respondents reported any major problems with the questionnaire. Thus, the decision was taken to proceed to the main stage of fieldwork, following only slight changes of wording (for a copy of the final questionnaire, see Appendix C).

Sampling

To identify the sample for the survey, OCSRO invited each department of the Assembly Government to provide a list of individuals it considered to be its stakeholders (excluding internal stakeholders, ASPBs and individual members of the public). There was no restriction on the number of individuals per stakeholder organisation who could be included as the survey aimed to

⁶ In the SE stakeholder survey, a 6 point performance scale was used with the options ranging from 'excellent' through to 'poor'. However the OSCRO project team at the Welsh Assembly Government felt that the data generated by this scale was of limited value. Thus, for the purposes of the Welsh survey, they opted to use a frequency scale i.e. respondents were asked the extent to which each of the success factors could be said to apply to Welsh Assembly Government Officials, with the scale ranging from 'always' to 'never'

collect the views of individual stakeholders rather than obtain organisational or corporate perspectives. For each individual stakeholder, departments were asked to provide full contact details including job title, organisation title, telephone number and email address. In the event, few of the departments had pre-existing departmental-level lists of their stakeholders and Departmental Business Units had to collate these for the specific purposes of the survey from a range of sources, including consultation lists and other internal records. During the period in which the information was being collated, representatives from the OCSRO project team liaised with departments to discuss the project in detail and to provide additional guidance on the required composition and formatting of the lists.

The next phase of the sampling for the survey comprised four distinct stages:

- cleaning, reformatting and collating into a single file - the original sample came in many different files, in different software programs and in different formats. Telephone numbers and email addresses were cleaned to remove spaces, commas, and other stray text characters;
- filling gaps in records - ideally, each record would have a name, telephone number and email address but many records contained only partial contact details. Where possible Ipsos MORI filled gaps in the contact details;
- de-duplication of records -the sample needed to have only one record for each person so duplicates were identified and removed; and,
- removing ineligible contacts - Assembly Government staff and other Assembly Government sponsored agencies (ASPBs) needed to be identified and removed.

Filling gaps

When the entire sample had been assembled into a single file, and before any de-duplication, approximately one third of the sample had insufficient detail to allow contact by telephone or email. Further information is provided in the table below.

A number of strategies were used to fill gaps in the sample:

- Email addresses could be constructed or cloned across records - if one person from an organisation had an email address in the form **forename.surname@organisation.gov.uk** then projected email addresses could be constructed for contacts from that organisation without an email address by concatenating other details;

- Names could be extracted from email addresses if they were in the form `forename.surname@organisation` or `f.surname@organisation`; and,
- Internet searches were used to identify either a general switchboard telephone number for organisations or email addresses and telephone numbers for individuals.

The first two strategies could be automated in Excel. The internet searches were entirely manual.

De-duplication

In a sample of individuals, duplication can only be identified through individual characteristics. The most useful information in the sample database was email, which is, by definition, unique to an individual. Duplicate email addresses were identified by looking for instances of duplicates of whole email addresses (`steven.hope@mori.com`) and by checking the surname and domain stubs ('hope' and 'mori') in case of typographical errors.

Combinations of name and telephone number or name and organisation were also identified but these could only be considered duplicates if there was other information (such as a job title) that indicated that two records were genuinely duplicates rather than two instances of the same name working for the same organisation.

At the end of the cleaning, gap filling and de-duplication, the sample comprised the follow contacts:

Initial records	8,343
No contact details (no name, email or telephone number)	789
Name only	2,552
Duplicate email addresses	713
Duplicate person	1,261
Internal contact (email ends@wales.gsi.gov.uk)	80
Remaining useable sample	3,830

In the pilot survey, the eligibility rate for the sample was 58% - ineligible sample included stakeholders for whom contact details were incorrect, stakeholders who had moved to another organisation and stakeholders who deemed themselves ineligible. On the basis of this figure, eligibility

estimates and targets were set for each department for the main stage survey. These are shown in Table A1 below. In most cases, all of a department's stakeholders were included in the sample. However, for three departments, which provided larger stakeholder lists, prospective respondents were randomly sub-sampled using SPSS.

Table A1: Eligibility estimates and targets

	Frequency	Estimated eligibility	Eligible	Target
	N	%	N	N
Change Programme	173	58	102	102
Corporate Information Systems Directorate	12	58	8	8
Department for Training and Education	325	58	190	176
Economic Development and Transport Department	1131	58	662	176
Environment, Planning and Countryside Department	953	58	558	176
Finance Department	6	58	4	4
Health and Social Care Department	335	58	196	176
Human Resources Group	22	58	13	13
Local Government, Public Services and Culture Department	14	58	9	9
Office of the Chief Medical Officer	544	58	319	176
Office of the Chief Nursing Officer	20	58	12	12
Social Justice and Regeneration Department	337	58	103	103
Strategy and Communications Department	120	58	71	71

Source: MORI

The process of developing the sample raised some issues about whether Assembly Government departments were clear about who their stakeholders were. The fact that contact details for so many stakeholders identified in the sample were incomplete suggests that these individuals may not have a significant level of engagement with the Assembly Government and as such,

may be best regarded as occasional consultees rather than stakeholders as such. For future surveys, Ipsos MORI suggest that it may be worth adopting a narrower definition of stakeholders which takes account of frequency and level of engagement.

Survey methodology

Fieldwork took place over a four and a half-week period from the 18th January to the 20th February 2006.

Prospective participants were given the opportunity to take part in the survey either by telephone or online. The rationale for this mixed-mode approach was three-fold. First, and most importantly, participants would be able to choose the method that was most convenient for them which would help to maximise response rates. Second, the approach would be more inclusive than a single mode approach as those who, for example, did not have access to the internet, could be reached by telephone. Third, it was important that as far as possible, the methodology adopted should replicate that currently used in the Scottish Executive Stakeholder Survey in order that the two studies were broadly comparable.

In addition to the choice of methodology, respondents were able to complete the survey in English or in Welsh. Those choosing to participate by telephone were initially asked about their Welsh language ability. Those who were able to speak Welsh were then asked whether they would like to continue with the interview in English or in Welsh. A Welsh interviewer was on standby for those choosing the latter option. Where this interviewer was not immediately available to take a call, an appointment was made for a mutually convenient time.

For the online survey, two versions of the script were produced - one in English and one in Welsh. On logging on to the survey, all respondents were first asked whether they wished to continue in Welsh or English and then routed to the appropriate version of the script.

For both the telephone and online surveys, all survey materials were translated and back-translated by a Welsh Assembly Government approved translation agency to ensure the translations were carried out to a high standard.

Prior to fieldwork commencing, an advance letter was emailed by Ipsos MORI to those in the sample for whom an email address was available. The letter provided background information on the survey and was signed

by Sir Jon Shortridge, the Permanent Secretary to the National Assembly for Wales. There were two versions of the letter (Appendix E). The first, sent to most of the sample, provided the URL to the website for the online survey. All recipients of the letter were telephoned and invited to take part in a telephone interview, at which stage they could decline to participate or state a preference to complete the survey online. A minority of stakeholders for whom no telephone number was obtained was sent a second version of the letter by email which invited recipients to provide Ipsos MORI with a daytime contact number, should they wish to complete the survey by telephone. All letters were sent in both English and Welsh. During the course of fieldwork, it became apparent that some respondents contacted by telephone had not received the advance letter, mainly because of inaccuracies in email addresses. In such cases, interviewers offered to resend the letter immediately, either by fax or email.

The telephone interviews were conducted by MORI Telephone Surveys (MTS) using Computer Assisted Telephone Interviewing (CATI). Members of the sample for whom a telephone number had been obtained were called by an interviewer and invited to take part in the research. Appointments were made to call back at an appropriate time where that was the contact's preference. The average length of the telephone interview was 15 minutes. CATI uses a computerised interview process, with an on-screen questionnaire and a central sample management system for monitoring fieldwork. The main strength of CATI is that interviewers are automatically directed through the questionnaire and prompted to verify particular responses. This guarantees that the correct questions are asked of the correct respondents and that no questions are accidentally missed or completed only partially. In turn, this removes the need for interviewers to manually check their work and improves quality.

The online version of the survey was developed by Ipsos MORI's Market Research Technologies team. It was administered using Computer Assisted Self-administered Interviewing (CASI) where the structure and routing of the survey is controlled by the computer in much the same way as with CATI. The online questionnaire was exactly the same as that used in the telephone survey so regardless of the version answered by respondents, they were asked the same questions in the same order. In short, in all key respects the two data collection methods collected the same information from respondents in a similar

way. There was no evidence of mode effects in the data; in other words, there was no systematic variation in responses depending on whether stakeholders took part by telephone or online.

The target number of achieved interviews for the survey was 1,200. In the event, the total achieved was 1,130, with 889 completed by telephone and the remaining 241 completed online. The response rate was 53% overall. 1,099 were completed in English and 31 in Welsh. As we would expect for a survey of this type, there was a high level of interest in the research and respondents were, in the main, very willing to participate. As the table below shows, 226 of those stakeholders who were invited to participate in a telephone survey refused to do so.

Table A2: Telephone survey final outcomes

Achieved interviews	889
Refusals	226
Incorrect number	142
Number out of service	36
Reached maximum number of calls	41
Average interview length	14.75 minutes

Source: MORI

Analysis and interpretation of the survey data

Data quality

Telephone interview data is collected electronically at the time of the interview. Supervisors in the telephone room monitor interviews to check the quality of interviewing and ensure that answers are being entered correctly by the interviewer. The computer system is programmed to ensure that respondents are asked the correct sequence of questions depending on their earlier answers. Validity Checks are also placed in the interviewing program. Checks included hard logic checks which, for example, force percentages to add to 100% and soft checks that prompt the interviewer to query potentially incomplete or unexpected answers. This means that, when the data is analysed, it should already be consistent or 'clean'. Further consistency and validity checks are made prior to analysis for issues that CATI/CASI can't address and further editing is carried out where necessary.

Online data is collected on a question by question basis, so once a question is answered and the 'next' button is clicked, the previous answers are stored in the database. The script includes in-built logic and consistency checks very similar to those used in CATI.

Analysis

For analysis purposes, computer tables were prepared to a specification agreed with the Assembly Government. In the tables, responses to each question were analysed against a number of key variables, namely:

- organisation type (e.g. local authority, interest group, central government department etc.);
- relationship with the Assembly Government (e.g. campaigns/lobbies on specific issues, delivers services on behalf of the Assembly Government etc.);
- geographical location (urban or rural);
- whether stakeholder received funding from the Assembly Government;
- overall satisfaction with Assembly Government officials;
- frequency of contact with Assembly Government officials; and,
- department with which the respondent was in contact most often.

This analysis enabled analysts to look for any variation in the views and experiences of different types of stakeholders.

In addition to this basic analysis, z-scores and regression were used to look at the main factors influencing satisfaction with Assembly Government officials and differences in performance across departments.

Interpretation of the findings

The respondents who participated in the survey represented only a sample of the total stakeholder population. The sample was intended to give, as far as possible, full coverage of each department's stakeholders but, given the nature of the sampling exercise and some element of non-response, this was not possible.

As Table A3 shows, the main reasons for refusal were that the respondent was away during the fieldwork period (52% of non-responders), was too busy (17%) and didn't feel he/she was the appropriate person to participate (12%).

Table A3: Reasons for non-response

Q	What is your reason for not taking part?	%
<i>Base: All not willing to take part (226)</i>		
	I'll be away during the fieldwork period	52
	Too busy	17
	Don't feel I am the appropriate person to take part	12
	Too many Assembly Government surveys/ have already taken part in too many Assembly Government surveys	6
	Don't feel I have enough/anything to say	6
	Other	4
	Don't know	4
	Too many other surveys/have already taken part in too many other surveys	3
	Too much time spent doing things for the Assembly Government	3
	Nothing will happen as a result/waste of time	2
	None of these	-

Source: MORI

Because the data is from a sample rather than a census, the survey data is subject to sampling error which means we need to bear in mind the fact that apparent differences in the data for different sub-groups may have occurred by chance rather than representing genuine differences. Assuming differences are real when they are only a matter of chance is particularly likely when comparing results between departments because the numbers of responses are small and the level of error may be relatively higher than it is for the overall sample. To avoid misinterpretation, any departments containing less than 50 respondents have been excluded from comparative data tables in the main body of the report. Throughout the report, differences between sub-groups are commented upon only where these are statistically significant i.e. where we can be 95% certain that they have not occurred by chance. A guide to statistical reliability is provided in Appendix D.

Where percentages provided in the tables do not sum to 100%, this may be due to rounding, the exclusion of 'don't know' categories or multiple answers (where respondents are able to choose more than one answer for a question). Throughout the volume, an asterisk (*) denotes any value of less than half a per cent.

Caution should be exercised in interpreting verbatim responses to open-ended survey questions. The key strength of this type of information is that it provides for an assessment of the considerations and rationale underpinning responses to some of the closed questions in the survey. However, throughout this report verbatim comments must be treated as illustrative rather than providing statistically representative data as not all stakeholder gave responses to the open-ended questions. Thus, even in cases where certain views appear to be common among those responding to a particular open-ended question, this does not mean that this is true of the wider stakeholder population. It should also be remembered that verbatim comments, as with all of the survey findings, reflect perceptions not facts.

Appendix B: Consultation to develop Critical Success Factors

Stakeholder Engagement Critical Success Factors

Issue

We need to agree the criteria that will be used to assess how well the Assembly Government is engaging with its stakeholders. These criteria will form the basis of the stakeholder survey questionnaire.

Background

The Balanced Scorecard lists six 'critical success factors' under the heading 'Delivery and Customers', only two of which were agreed⁷ to relate to the Assembly Government's Stakeholders (as opposed to Ministers and the Citizens of Wales):

- Effective services to external customers; and
- To actively seek and act upon customer feedback.

These factors are drafted at a fairly high conceptual level. It was therefore recognised that these high-level factors would require refining into a set of more specific components for the purposes of the study.

One way forward would be to adopt the criteria used by the Scottish Executive for their stakeholder study. While, in theory, this would allow the findings of the two studies to be compared, in practice comparability is not as simple as it may appear and can be achieved to some extent without adopting the SE questionnaire in full (for further discussion on issues of comparability, see Annex A below). OCSRO therefore felt that where the Assembly Government has its own priorities for stakeholder engagement it would be more appropriate to develop an Assembly Government-specific set of criteria.

A list of potential components was developed from the following sources:

1. The Critical Success Factors identified by the Scottish Executive for their stakeholder survey;

⁷ As discussed with Lisa Dunsford and Owain Lloyd

2. Factors adapted from the Assembly Government's generalist Competency Framework for 'Delivering Results to our Customers';
3. Checks were also made to ensure that factors were included to represent the Permanent Secretary's Corporate Priorities and Objectives for 2004-06, which are:
 - The Assembly Government's goal to be 'innovative, confident, open and agile';
 - The Assembly Government's values;
 - Impartiality and integrity;
 - Delivering results;
 - Valuing people and their diversity; and,
 - Listening, learning and improving.

Where there was substantial overlap between items generated using the Assembly Government's Competency Framework and the SE criteria, both were included in the consultation. Some SE criteria were redrafted where e.g. they had included two distinct issues in one criterion. Table B1 indicates the source of each potential criterion.

The Scottish Executive Stakeholder Survey asked questions about 17 separate criteria. For the Assembly Government study, OCSRO recommend reducing this to a maximum of 10 criteria. There are several technical reasons for this but the key driver is to allow the collection of a greater amount of qualitative information. In other words, in addition to asking stakeholders to say how well the Assembly Government is doing on a five-point scale, to ask stakeholders to explain more fully where engagement is seen to be poor. This more detailed information will allow barriers to good engagement to be identified so that clear recommendations can be made for how to improve engagement (for further discussion of the reasons for reducing the number of criteria, see Annex B below).

As a basis for reducing the number of criteria, the resulting list of 25 potential criteria was sent to Heads of Group, who were asked to mark the criteria as High, Medium or Low Priority as well as to add any additional criteria they felt were missing from the list. The 'votes' were counted and Table B1 provides a summary of the results. For the purposes of the consultation, the criteria were mixed so that similar issues were not necessarily listed together. For the purposes of analysis, the criteria have been grouped under five separate headings, for ease of comparison.

Advice

As noted above, the OCSRO recommendation is that, compared with the Scottish Executive questionnaire, the Assembly Government should ask for more detailed information about fewer criteria. There are two ways to decide which criteria to include:

1. According to the consultation exercise:

Advantage: every Group Director was given the opportunity to respond so, although they didn't all respond, the findings represent their views. This should ensure buy-in from Group Directors in terms of the rest of the survey process as well as the eventual findings.

Disadvantage: in research more widely, there is a well-known phenomenon where people responding to surveys give the answers that make them 'look good'. In the context of this consultation, it is possible that those who responded to the consultation gave high priority to areas where they felt they were likely to receive a good assessment from stakeholders and vice versa.

It is also possible that some criteria, despite being marked relatively low priority by Heads of Group, might be perceived as higher priority by stakeholders.

2. According to the Assembly Government's corporate priorities:

Those who responded to the consultation exercise marked the criteria designed around some of the Assembly Government's corporate priorities as relatively low priority (see Table B1). This may be because these criteria tended to be stated at a slightly more abstract level - they are less easy to 'get to grips with' so may be perceived as less important than more practical issues. This may mean that stakeholders will also find it difficult to grapple with these issues and that responses to such criteria will be less useful. Including the key criteria that relate to the corporate priorities would involve removing some of the criteria identified as high priority by the consultation exercise.

OCSRO Recommendations

Table B1 shows all the potential criteria, split by topic. Each criterion has been annotated to give its rank from the consultation and an indication of whether it represents one of the Assembly Government's key values. The criteria in Table B1 that have been given a 'Y' are the ones that have been included in the final recommended list of criteria (Table B2). The basis on which the 'Y's were awarded is:

- they achieved one of the highest scores from the consultation;
- they did not achieve a high score in the consultation but represent a key Assembly Government value; and,
- they did not achieve a high score in the consultation but represent an issue that stakeholders may perceive as key.

However, in deciding which criteria to include, it should be noted that some are fairly similar - this is because possible criteria were developed from three different sources and it was left to Heads of Group to decide which should have the highest priority. Where some criteria are similar, e.g. all those within the topic 'How we involve you in policy areas', we propose reducing the overall number by redrafting several more specific criteria into a single broader criterion.

What we need from the Permanent Secretary

The final decision must come from the Permanent Secretary. OCSRO believe that the recommended list as it stands represents a reasonable compromise between a fairly non-scientific consultation exercise and the corporate priorities of the Assembly Government, allowing for the stakeholder perspective.

OCSRO

03 November 2005

Table B1: Assembly Government Potential Criteria for Success**How we involve you in policy areas ...**

		Overall Score	If reflect Assembly Government value	If included in suggested list criteria
1	Involves you at an early stage in developing policy \$	8		
4	Is willing to take your views on board \$ *	7	v	
14	In policy making, is clear about how much is open to change \$	4	v	
15	Keeps you informed about how policy is developing \$ £ Redrafted as 'Involves you where appropriate in the policy process'	5		Y

How we communicate...

2	Provides accurate and reliable information \$ *	10	v	Y
3	Provides timely responses \$	7		
5	Openly shares information \$ *	12	v	Y
17	Promotes regular dialogue with other organisations \$	6		
20	Provides appropriate responses \$	3		

How we operate

6	Is focused on achieving outcomes and objectives \$	10	v	y
7	Is innovative and willing to take risks \$ *	5	v	y
16	Promotes an impartial approach to dealing with organisations \$ *	11	v	y
22	Looks for opportunities to improve levels of service and actively seeks feedback on the service provided to maintain a high quality service @	12		y

23	Knows what is happening on the ground to ensure that decisions are well informed @	13		y
24	Balances conflicting/competing customer requirements and negotiates accordingly @	8		
25	Works in partnership to identify customer needs and deliver workable solutions @	12		y
Our customer care ...				
8	Has staff who deal with enquires and requests promptly \$	10		
9	Has staff who keep customers informed of progress*	5	v	
10	Has staff who are easy to contact \$	10		
11	Has staff who deal efficiently, assertively and politely with customers @	12		y
12	Has staff who respect and value the diverse views, experiences and perspectives of others * @	10	v	y
19	Has staff that don't move around too much \$	-3		
21	Has staff who are committed and positive in getting the job done * @	8		
Understand our stakeholder's issues ...				
13	Understands what you are trying to achieve \$	9		y
18	Understands constraints facing stakeholders \$	8		

Key

\$ Scottish Executive Criterion

* Welsh Assembly Government Priority

@ Welsh Assembly Government Competence

Table B2: Assembly Government Recommended Criteria for Success

23	Knows what is happening on the ground to ensure that decisions are well informed	13	
5	Openly shares information	12	v
25	Works in partnership to identify customer needs and deliver workable solutions	12	
11	Has staff who deal efficiently, assertively and politely with customers	12	
22	Looks for opportunities to improve levels of service and actively seeks feedback on the service provided to maintain a high quality service	12	
16	Promotes an impartial approach to dealing with organisations Involves you where appropriate in the policy process	11	v
12	Has staff who respect and value the diverse views, experiences and perspectives of others	10	v
2	Provides accurate and reliable information	10	v
6	Is focused on achieving outcomes and objectives	10	v
13	Understands what you are trying to achieve	9	
7	Is innovative and willing to take risks	5	v

Annex A: Comparability Issues

Ideally, it would be useful to be able to compare findings from the SE Study with those from the Assembly Government study. This would tell us whether we are doing better or worse than our colleagues in Scotland. However, OCSRO would always recommend that comparability should take second place to:

1. the methodological rigour of the question i.e. don't keep a poorly-phrased question just because someone else has used it; and,
2. the use to which the data is expected to be put i.e. if the question doesn't fit our purposes, don't use it just so we can do comparative analysis.

However, there is another potentially more important issue that means comparability should not be a top priority in designing this study - problems with the sampling frame. The problems are:

- the definitions against which the list of stakeholders has been developed have been subtly different e.g. for the purposes of the Assembly Government study, contractors have been excluded. These differences mean that the same analysis could potentially give different results, even if the situation was exactly the same across the two devolved administrations. A comparative analysis would therefore not be valid;
- the SE researchers had problems in developing their sampling frame - some groups were under-represented or had relatively higher levels of stakeholders for whom contact details were not available, meaning that the sample was not representative. Where it is likely that the Assembly Government sample will have similar problems and where it is not possible to be certain that the problems are the same for both devolved administrations, i.e. that the same kinds of stakeholders are missing, the findings will not be comparable; and,
- there may also be more subtle differences between the situations in the two countries that mean it would be inadvisable to give too much weight to a comparison e.g. the different extent of devolution in the two countries.

Researchers in OCSRO feel that some of the questions asked in the Scottish Executive Study are not effective e.g. when asking respondents 'how important' a success criterion is on a five point scale from 'not important' to 'essential', respondents are likely to say that all are either very important or essential.

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Where it is likely that the Assembly Government study will, to some extent, use different question texts, e.g. asking respondents to rank the criteria as to which is the most important, next most important etc, the ability to undertake a comparative analysis will be limited.

The news is not all bad, however. Where most of the criteria we use will in all likelihood be similar, it will be possible to give some indicative comparative analysis by mapping across from one to the other. Although the comparison will not be as precise as it would be using precisely the same form of words, the sampling frame issues would make that impossible anyway. If an indicative set of findings is all we can expect, it would be a shame to make comparative analysis a priority over other issues.

Annex B: Why have fewer criteria?

1. Respondent burden and respondent fatigue

Respondents, no matter how interested they are in the topic, become disinterested when asked to answer the same kind of question over and over. For example, being given a long list of criteria, each of which they must rank using the same five-point scale, as proposed for the Stakeholder survey.

This isn't about getting bored - it's about the cognitive burden being placed on the respondent and the fact that the question is relatively repetitive.

Although methods have been developed to address this problem to some extent e.g. using a random start for lists of questions, it is nevertheless recommended that long lists of similar questions be avoided:

- ethically, it is wrong to place too great a burden on respondents; and,
- in terms of achieving valid data, too great a respondent burden can lead to respondent fatigue and to questions towards the end of the list being answered without due care and attention.

2. Ability to collect more Qualitative data

Where the questionnaire length must be kept to a minimum to avoid excessive respondent burden and excessive survey costs, it is usually necessary to make a trade-off between asking e.g. a long list of qualitative questions and e.g. asking for more detail about key issues.

Without qualitative data, we might find out where the Assembly Government is doing well and where they are doing poorly, but there will be no detailed information about the specific problems that are occurring. Qualitative data - questions that ask 'Why?' - can be used to develop specific recommendations on how engagement can be improved.

Where stakeholders are asked for their more detailed views, it is more likely that they will feel that the Assembly Government is listening to them. This may have a positive effect on the response rate, quite apart from leaving stakeholders feeling good about the exercise.

3. Ability to rank criteria

Ideally, OCSRO recommend that stakeholders should be asked to rank the criteria for success, identifying the three most important criteria. This was not done in the Scottish Executive study. This will be helpful both to give a richer understanding of the importance placed by stakeholders on the different criteria and in developing strategies to improve engagement. However, the cognitive burden involved in ranking a list of criteria, particularly over the telephone, is relatively large. If the list of criteria could be kept relatively short, ideally 10 or fewer, this exercise would be possible. Many more than 10 and the cognitive burden would be excessive.

Appendix C: Questionnaire

Welsh Assembly Government Stakeholder Survey 2006

Final questionnaire

INTRODUCTION/CONFIDENTIALITY

Good morning, afternoon, evening. My name is ... from MORI, the research organisation, and we are carrying out a survey for the Welsh Assembly Government. The survey focuses on the ways in which Assembly Government officials work with and involve other organisations and you have been identified as one of their stakeholders. You should have received an email or letter about this already. The interview will take a maximum of 15 minutes. Are you willing to take part?

IF WILLING TO TAKE PART ASK Q A - C.

IF NOT WILLING TO TAKE PART GO TO Q1

QA: Can you ...? READ OUT. MULTICODE OK CODE

Understand spoken Welsh	1
Speak Welsh	2
Read Welsh	3
Write Welsh	4

ASK ALL WHO CAN SPEAK WELSH (CODE 2) AT QA.

OTHERS GO TO PREAMBLE BEFORE Q2

QB: Would you say you are ... ? READ OUT. SINGLE CODE

Fluent in Welsh	1
Can speak a fair amount of Welsh	2
Can only speak a little Welsh	3
Can only say a few words in Welsh	4

ASK ALL WHO CAN SPEAK WELSH AT QA (CODE 2).
OTHERS GO TO PREAMBLE ABOVE Q2.

QC: Would you like to continue the interview in Welsh or in English?

SINGLE CODE

Welsh 1 GO TO PREAMBLE BEFORE Q2

English 2

IF NOT WILLING TO TAKE PART, RECORD REASON.
(NB ONLY ASK QUESTION IF REASON IS NOT CLEAR FROM INITIAL
RESPONSE). OTHERS GO TO PREAMBLE ABOVE Q2.

Q1: What is your reason for not taking part? MULTICODE OK

Too busy	1
Too many Assembly Government surveys/ have already taken part in too many Assembly Government surveys	2
Too many other surveys/ have already taken part in too many other surveys	3
Too much time spent doing other things for the Assembly Government	4
Don't feel I am the appropriate person to take part	5
Don't feel I have anything/enough to say	6
Nothing will happen as a result/waste of time	7
I'll be away during the fieldwork period	8
Other (PLEASE WRITE IN AND CODE ' ')	9
None of these	0
Don't know	x

I would like to assure you that all the information we collect will be kept in the strictest confidence, and used for research purposes only. It will not be possible to identify any particular individual or organisation in the results.

[CATI Script Writer, insert instruction saying that this line must be read out]
PLEASE NOTE THE QUESTIONS THAT FOLLOW ARE ABOUT ASSEMBLY
GOVERNMENT OFFICIALS, NOT MINISTERS. THE QUESTIONS SHOULD

BE ANSWERED THINKING ABOUT THE QUALITY OF YOUR CONTACT WITH ASSEMBLY GOVERNMENT OFFICIALS AND NOT YOUR VIEWS ABOUT ASSEMBLY GOVERNMENT POLICIES.

Q2: Have you had contact with Welsh Assembly Government officials in the last 12 months? SINGLE CODE

- | | | |
|-----|---|-------------------------|
| Yes | 1 | GO TO PREAMBLE ABOVE Q8 |
| No | 2 | ASK Q3 |

ASK ALL WHO SAY NO AT Q2. OTHERS GO TO PREAMBLE ABOVE Q8

Q3: How long is it since you last had contact with a member of staff from the Welsh Assembly Government? SINGLE CODE

- | | |
|---------------------------------|---|
| Between one and two years ago | 1 |
| Between two and three years ago | 2 |
| Over three years ago | 3 |
| Don't know | 4 |

Q4: Although you say you have not had contact with Assembly Government officials in the last 12 months, have you been approached by any Assembly Government officials for any reason in the last 12 months - for example to take part in a consultation exercise or attend a conference or workshop?

MULTICODE OK

- | | |
|---|---|
| Yes - to respond to a consultation/take part in a consultation exercise | 1 |
| Yes - to attend a conference/ workshop | 2 |
| Yes - for another reason WRITE IN | 3 |
| No, have not been approached by the Assembly Government in the last 12 months | 4 |
| Don't know/can't remember | 5 |

Q5: What would you say are the main reasons you have not had any contact with Assembly Government officials in the last 12 months?
DO NOT PROMPT. MULTICODE OK

Have not needed to	1
The organisation is too bureaucratic	2
The organisation is not effective/waste of time	3
Have tried to but no response	4
I/my organisation is opposed to the Assembly Government	5
The decisions of the Assembly Government do not affect my work/the work of my organisation	6
Something else WRITE IN	7

Q6: In the future would you like to have more, less, or about the same level of contact with Welsh Assembly Government officials? SINGLE CODE

More	1
Less	2
About the same	3
Don't know	4

Original Q7 has been removed so all subsequent question numbering have changed - we have changed all routing instructions to reflect this too

Q7: How, if at all, do you think Assembly Government officials could improve the ways in which they work with and involve other organisations? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

ORGANISATIONAL INFORMATION

IF YES (CODE 1) AT Q2 To begin, I would like to ask you a few questions about yourself and about the organisation you represent. Some of the questions about your organisation may seem very basic and the answers obvious. However, we need to ensure that the information we gather is completely accurate so that we are able to group organisations together for analysis purposes.

IF NO (CODE 2) AT Q2. I'd now like to ask you a few questions about yourself and about the organisation you represent. Some of the questions about your organisation may seem very basic and the answers obvious. However, we need to ensure that the information we gather is completely accurate so that we are able to group organisations together for analysis purposes

Q8: What is your position in (CATI scripter insert organisation)? WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
	X
	Y

Q9: How long have you been with [CATI Scripter insert organisation]?

SINGLE CODE

Less than one year	1
Between one and three years	2
Between three and five years	3
More than five years	4
Don't know/can't remember	5

Q10a: What type of organisation is (CATI scripter insert organisation)?

Is it a... READ OUT MULTICODE OK

Assembly sponsored public body	1	CLOSE
Local Authority (Council)	2	ASK Q10B
National Health Service (NHS)	3	
Central government department	4	GO TO Q11
Academic institution	5	
Public/private sector partnership	6	
Government Agency	7	
Other public sector	8	
Voluntary group	9	
Interest group	0	
Registered charity	X	
Private sector/business	Y	
Employee representative body	1	
Other (PLEASE WRITE IN AND CODE ' ')	2	
Don't know	3	

ASK IF LOCAL AUTHORITY AT Q10A. OTHERS GO TO Q11

Q10b: And in your local authority are you....?

An elected member	1
A non-elected officer	2
Don't know	3

ASK ALL

Q11: What is the postcode of the office from which you work?

PLEASE WRITE IN AND CODE	1
Don't know	2

Q12: What of the following would you say best describes your organisation's relationship with the Assembly Government READ OUT

a) - e) MULTICODE OK

a)	Campaigns/lobbies on specific issues	1
b)	Delivers services on behalf of the Assembly Government	2
c)	Delivers services to the Assembly Government	3
f)	Delivers services independently from the Assembly Government	6
h)	Delivers services in partnership with the Assembly Government	8
d)	Advisory/consultancy role on behalf of the Assembly Government	4
e)	Advisory/Consultancy role to the Assembly Government	5
g)	Sharing information/knowledge with the Assembly Government	7
	Something else (PLEASE WRITE IN AND CODE ' ')	9
	None of these	0
	Don't know	X

IF CENTRAL GOVERNMENT (CODE 4) AT Q10A, GO TO Q14.
OTHERS ASK Q13

Q13: Is your organisation... READ OUT a) - d). SINGLE CODE

	Yes	No	Don't know
a) Funded wholly by the Assembly Government	1	2	3
b) ASK IF NO AT a) Funded in part by the Assembly Government	1	2	3
c) Regulated by the Assembly Government	1	2	3
d) An Agency of the Assembly Government	1	2	3

IF LOCAL AUTHORITY OR CENTRAL GOVERNMENT DEPARTMENT
AT Q10A, CODE '501+' (CODE 6) THEN GO TO Q15. OTHERS ANSWER Q14

Q14: How many people would you say are currently employed by your organisation? IF RESPONDENT IS UNSURE, ASK FOR AN APPROXIMATE FIGURE

<10	1
11-20	2
21-50	3
51-100	4
101-500	5
501+	6
Don't know	7

IF NO (CODE 2) AT Q2

That is the end of my questions. Thank you very much for taking part in the survey. CLOSE

IF YES (CODE 1) AT Q2 CONTINUE

GENERAL IMPRESSIONS OF WELSH ASSEMBLY GOVERNMENT OFFICIALS

I'd now like to ask you some general questions about the way in which staff of the Welsh Assembly Government work with and involve other organisations

Q15: How, if at all, do you think Assembly Government officials could improve the way in which they work with and involve other organisations? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

CLOSE

Q16: In the last 12 months, how satisfied or dissatisfied have you been with the way in which Assembly Government officials have worked with and involved other organisations? SINGLE CODE

CLOSE

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know	7

Q17: In the last 12 months, do you think the way in which Assembly Government officials have worked with and involved other organisations, has got better, worse, or has there been no change? SINGLE CODE

Much better	1
A bit better	2
No change	3
A bit worse	4
Much worse	5
Don't know	6

Q18: I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not.

They.... READ OUT. RANDOMISE ORDER. MULTICODE OK

	Yes	No	DK
a) Are remote and impersonal	1	2	3
b) Understand my organisation	1	2	3
c) Listen to others	1	2	3
d) Are out of touch	1	2	3
Deleted has sensible policies			
Lacks effective leadership			
e) Are committed to achieving objectives	1	2	3
f) Are reluctant to innovate	1	2	3
g) Are joined-up	1	2	3
h) Are focused on delivery	1	2	3
i) Are unclear about priorities	1	2	3
Deleted delivers value for money			

WORKING WITH ASSEMBLY GOVERNMENT OFFICIALS

I'd now like to ask you about some specific aspects of working with Assembly Government officials.

Q19: For what reason or reasons have you had contact with Assembly Government officials as a representative of [INSERT ORGANISATION] in the last 12 months? DO NOT PROMPT MULTICODE OK

Q20: And what are the main methods you use to interact with Assembly Government officials? MULTI CODE OK

Face to face meetings	1
Letters	2
Reports/proposals/submissions/ Other written documents	3
Emails	4
Telephone conversations	5
Conferences/ events	6
Other (PLEASE WRITE IN AND CODE ' ')	7
None of these	8
Don't know	9

ASK ALL WHO SAID THEY COULD READ WELSH (CODE 3) AT QA.
OTHERS GO TO Q23

Q21: Ideally, in which language would you prefer to receive emails or letters from Assembly Government officials? Is it... SINGLE CODE

English	1
Welsh	2
Bilingual	3
Neither/happy to speak in either language	3
Don't know/Not applicable	4

ASK ALL WHO SAY WELSH or BILINGUALLY (CODES 2 OR 3) AT Q21

Q22 And how often are your emails and letters from Assembly Government officials provided bilingually? SINGLE CODE

Always	1
Often	2
Sometimes	3
Rarely	4
Never	5
Don't know/can't remember/not applicable	6

ASK ALL WHO SAID THEY COULD SPEAK WELSH (CODE 2) AT QA.
OTHERS GO TO Q25

Q23 Ideally, what would be your preferred language when communicating with Assembly Government officials by telephone? Is it... SINGLE CODE

English	1
Welsh	2
Neither/happy to speak in either language	3
Don't know/not applicable	4

ASK ALL WHO SAY WELSH (CODE 2) AT Q24.
OTHERS GO TO Q25

Q24: And how often in practice have you been able to conduct your calls to Assembly Government officials in Welsh? SINGLE CODE

Always	1
Often	2
Sometimes	3
Rarely	4
Never	5
Don't know/can't remember/not applicable	6

ASK ALL WHO SAID THEY COULD UNDERSTAND WELSH OR SPEAK WELSH (CODES 1 OR 2) AT QA. OTHERS GO TO Q27

Q25: Ideally, what would be your preferred language when participating in conferences, events or meetings hosted by Assembly Government officials? SINGLE CODE

English	1
Welsh	2
Bilingually	3
Neither/happy to speak in either language	3
Don't know/not applicable	4

ASK ALL WHO SAY WELSH OR BILINGUAL (CODE 2 OR 3) AT Q26. OTHERS GO TO Q27

Q26: And how often have you been able to participate in conferences, events or meetings hosted by Assembly Government officials bilingually?

Always	1
Often	2
Sometimes	3
Rarely	4
Never	5
Don't know/can't remember/not applicable	6

ASK ALL

Q27: Which Assembly Government department(s) have you been in contact with most often over the last 12 months? MULTI CODE OK

	Q
Strategy and Communication Department	1
Economic Development and Transport Department	2
Department for Environment Planning and Countryside	3
Department for Training and Education	4

Social Justice and Regeneration Department	5
Local Government, Public Service and Culture Department	6
Directorate of Legal Services	7
Health and Social Care Department	8
Finance Department	9
Corporate Information and Systems Directorate	0
Human Resources Group	X
Change Programme Team	Y
Office of the Chief Medical Officer	1
Office of the Chief Nursing Officer	2
Other WRITE IN	3
	4
Don't know	5

IF ONLY ONE MENTIONED AT Q27

The next few questions focus specifically on your experience of being in contact with Assembly Government officials in [INSERT DEPARTMENT].

IF MORE THAN ONE MENTIONED AT Q27

You mentioned that you have been in contact with (CATI SCRIPTER INSERT NUMBER OF DEPARTMENTS MENTIONED) departments. The next few questions will focus on your experience of working with the officials in one of these departments. The computer will randomly select one for you, unless there is one you would specifically like to talk about. Is there one Assembly Government department you would specifically like to talk about? When I have finished asking you about [INSERT DEPARTMENT] you will have the opportunity to repeat the questions about officials in the other department/ departments with which you have been in contact. However, this is an optional component of the survey.

TO REMIND YOU - THE QUESTIONS THAT FOLLOW ARE ABOUT ASSEMBLY OFFICIALS, NOT MINISTERS. THE QUESTIONS SHOULD BE ANSWERED THINKING ABOUT THE QUALITY OF YOUR CONTACT WITH OFFICIALS AND NOT YOUR VIEWS ABOUT ASSEMBLY GOVERNMENT POLICIES.

Q28: How regularly have you personally had any dealings with officials in [INSERT DEPARTMENT SELECTED or GROUP SELECTED] as a representative of [INSERT ORGANISATION] in the last 12 months?
SINGLE CODE

Daily	1
Weekly	2
Monthly	3
Three to four times	4
Once or twice	5
Don't know	7

Q29: I am going to read out a list of attributes and I'd like you to tell me how important each is to you in your dealings with officials in [INSERT DEPARTMENT]. Could you tell me whether you think each is essential, very important, important or not important.

CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Essential ()	Very important ()	Important ()	Not important ()	Don't know
Openly share information	1	2	3	4	5
Provide accurate and reliable information	1	2	3	4	5
Understand what you are trying to achieve	1	2	3	4	5
Deal with stakeholders in a professional manner	1	2	3	4	5
Ensure that decisions are well informed	1	2	3	4	5
Work in partnership to deliver workable solutions	1	2	3	4	5

Respect the diverse views of others	1	2	3	4	5
Impartial in dealing with organisations	1	2	3	4	5
Involve you at an appropriate stage in the policy process	1	2	3	4	5
Innovative and willing to take risks	1	2	3	4	5
Focused on achieving outcomes and objectives	1	2	3	4	5
Committed to providing high quality services	1	2	3	4	5
Make it clear who is accountable for outcomes	1	2	3	4	5

Q30: I'm now going to read out the same list of attributes and I'd like you to tell to what extent each applies to officials in [INSERT DEPARTMENT] in practice. Could you tell me whether each applies always, often, sometimes, rarely or never? CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Always ()	Often ()	Sometimes ()	Rarely ()	Never ()	Don't know	
	1	2	3	4	5	6	7
Openly share information	1	2	3	4	5	6	7
Provide accurate and reliable information	1	2	3	4	5	6	7
Understand what you are trying to achieve	1	2	3	4	5	6	7
Deal with stakeholders in a professional manner	1	2	3	4	5	6	7
Ensure that decisions are well informed	1	2	3	4	5	6	7

Work in partnership to deliver workable solutions	1	2	3	4	5	6	7
Respect the diverse views of others	1	2	3	4	5	6	7
Impartial in dealing with organisations	1	2	3	4	5	6	7
Involve you at an appropriate stage in the policy process	1	2	3	4	5	6	7
Innovative and willing to take risks	1	2	3	4	5	6	7
CODE DELETED							
Focused on achieving outcomes and objectives							
Committed to providing high quality services	1	2	3	4	5	6	7
Make it clear who is accountable for outcomes	1	2	3	4	5	6	7
THE LAST 3 CODES HAVE BEEN DELETED							

Q31: You have said that officials in [INSERT DEPARTMENT] are [INSERT RESPONSE] innovative and willing to take risks. What impact does this have? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

FOR THOSE WHO SAID ONE OR MORE CRITICAL SUCCESS FACTOR 'RARELY' OR 'NEVER' APPLIES TO THEIR DEPARTMENT, ASK Q32 FOR A MAXIMUM OF 2 FACTORS (RANDOMLY SELECTED BY CATI).

Q32: You have said that officials in [INSERT DEPARTMENT] [INSERT RESPONSE] [INSERT CRITICAL SUCCESS FACTOR]. What impact does this have? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

IF MORE THAN ONE DEPARTMENT MENTIONED AT Q27 ASK Q33.
OTHERS GO TO Q 34

Q33: Thinking about the various aspects of engagement we have been discussing, to what extent would you say that officials in [INSERT DEPARTMENT OR GROUP] are better or worse at engaging with stakeholders than officials in other Assembly Government departments with which you have been in contact? SINGLE CODE

Much better	1
A bit better	2
About the same	3
A bit worse	4
Much worse	5
Varies too much between departments to say	6
Varies too much within departments to say	7
Don't know	8

That is the end of my questions about [INSERT DEPARTMENT].

Would you like to repeat these questions for any of the other Assembly Government departments with which you have been in contact or would you like to proceed to the final section of the survey?

Q34: Apart from the things you have already mentioned, do you feel there are any other ways in which Assembly Government officials could improve the way in which they work with and involve other organisations? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

Q35: Do you know of any other organisations which should be engaging with officials in the Assembly Government but, as far as you are aware, are not? PROBE FULLY AND WRITE IN.

ANY ANSWER (WRITE IN AND CODE '1)	1
None/no answer	X
Don't know	Y

Q36: Would you be willing to take part in any future research conducted by the Welsh Assembly Government? SINGLE CODE

Yes	1
No	2
Don't know	3

Q37: Would you be willing for your details to be held on an Assembly Government wide database of stakeholders? This would be used for internal purposes only SINGLE CODE

Yes	1
No	2
Don't know	3

Appendix D: Statistical Reliability

As noted in Appendix A, sampling for the survey varied for different Assembly Government Departments. In most cases, all of a department's stakeholders were included in the sample. However, for three departments, which provided larger stakeholder lists, prospective respondents were randomly sub-sampled using SPSS.

In the sampling procedure, there were four main potential sources of bias:

- stakeholders not being identified by departments and thus not included as part of the sample population - where a sample is provided by the people being surveyed, there is a risk that only sample units perceived as likely to give favourable views will be provided. There is no way of knowing the impact of this source of bias on the sample;
- the removal of stakeholders from the sample because their contact details were incomplete - this is only likely to occur where those with missing details differ to those with complete details in a way that is related to the survey topic. In this case, it is likely that those with missing details should have been excluded, since they were likely to be 'occasional consultees', not true stakeholders. It is therefore unlikely bias will have been introduced from this source;
- the sub-sampling of stakeholders, as described above. Any potential bias from this source was eliminated by using random sampling methods to select stakeholders; and,
- non-response. The response rate is commonly used as an indicator of response bias. Since the response rate is relatively high, it can be assumed that response bias is relatively low.

The possibility for bias exists, the figures obtained in the survey are estimates rather than the 'true' values that would have been obtained if every member of the population had been interviewed. However, the variation between the sample estimates and the 'true' values can be predicted based on the size of the samples on which the results are based and the number of times that a particular answer is given.

The confidence with which researchers generally wish to make estimates is 95% - that is, they wish to be sure that there is only a 5% chance that the estimate has been obtained by chance. The table below illustrates the predicted ranges for different sample sizes and percentage results at the '95% confidence interval', based on a random sample.

Table D1: Predicted ranges for different sample sizes at the 95% confidence interval

Size of sample on which survey result is based	Approximate sampling tolerances applicable to percentages at or near these levels		
	10% or 90% +	30% or 70% +	50% +
100	6	9	10
200	5	7	7
300	4	6	6
500	3	5	5
1,130	2	3	3

Source: MORI

For example, on a question where 50% of the people in a sample of 1,130 respond with a particular answer, the chances are 95 in 100 that this result would not vary by more than three percentage points above and two percentage points below the value that would be achieved from a complete coverage of the entire population using the same procedures. However, while it is true to conclude that the 'actual' result (95 times out of 100) lies anywhere between 47% and 53%, it is more likely to be closer to the centre of this band' (i.e. at 50%).

Tolerances are also involved in the comparison of results from different parts of a sample. A difference, in other words, must be of at least a certain size to be considered statistically significant. The table below is a guide to the sampling

tolerances applicable to comparisons. It is important to note that where sub- samples sizes are very small, even large differences between results may not be statistically significant.

Table D2: Sampling tolerances

Size of samples compared	Differences required for significance at or near percentage levels		
	10% or 90% +	30% or 70% +	50% +
100 and 100	8	13	13
200 and 200	6	8	8
211 and 44 (Dept for Training and Education v Finance Department)	10	15	16
211 and 120 (Dept for Training and Education v Economic Development and Transport Department)	7	10	11
211 and 262 (Dept for Training and Education v Health and Social Care Department)	6	8	9
757 and 125 (Satisfied v dissatisfied respondents)	6	9	10
1,130 and 100	6	9	10

Source: MORI

In all cases where sub-sample sizes are small i.e. below 50 cases, the findings must be treated as indicative, rather than representative. For this reason, results for Assembly Government departments for which fewer than 50 stakeholders responded have not been included in the report. The table below shows the total numbers of stakeholders responding by department.

Q: Which Assembly Government department(s) have you been in contact with most often over the last 12 months?

	%
Change Programme Team	1
Corporate Information Systems Directorate	2
Department for Training and Education	25
Directorate of Legal Services	1
Economic Development and Transport Department	19
Department for Environment, Planning and Countryside	17
Finance Department	7
Health and Social Care Department	32
Human Resources Group	2
Local Government, Public Services and Culture Department	7
Office of the Chief Medical Officer	6
Office of the Chief Nursing Officer	3
Social Justice and Regeneration Department	20
Strategy and Communications	6

Source: MORI

Appendix E: Advance letters

A.E.1 English - have telephone number

STAKEHOLDER SURVEY 2006

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We aim to be an organisation that sets the standards for the public sector: innovative, confident, open and agile. As a small country, our ability to adapt, create and act quickly can be one of our strengths, and is dependent partly on the quality of Assembly Government officials' relationships with the bodies that work with us to improve public services for the people of Wales.

Although individual Divisions and Departments interact with organisations such as yours on a regular basis and undertake their own local surveys of their stakeholders' views, we need robust information at a corporate level to help guide our development. So we have commissioned MORI to undertake the first comprehensive survey of our stakeholders and I am writing to you now to invite you to participate.

The survey is around 15 minutes in length and can be completed either on line or by telephone. To complete the online version, simply click on the link in your email or copy it into a web browser. The survey will run until 20 February 2006. Alternatively, just wait and a MORI interviewer will contact you in the next few weeks and invite you to take part in a telephone interview.

I hope that you will contribute to this important work and we are very grateful for your co-operation. You will be able to participate in the survey in either English or Welsh.

The survey findings and recommendations will be very important to us. Thank you for your contribution, both through your engagement with the staff of the Welsh Assembly Government and your participation in this survey.

If you would like to discuss the survey further please contact Jane MacLardie at MORI on 0131 558 1515 or by e mail: **Jane.MacLardie@mori.com**.

JON SHORTRIDGE

DATA PROTECTION ACT 1998: FAIR PROCESSING NOTICE

Purpose of processing personal data

In order for us to ascertain the views of Assembly Government stakeholders every Assembly Government Department has been asked to provide information about their stakeholders. This includes name of contact and their position within the organisation, address of the organisation and contact details (telephone number and e-mail address) for the named contact.

This information is held in a central database by the Office of the Chief Social Research Officer (OCSRO) in the Welsh Assembly Government. The information will be used for internal purposes only. You will be asked during the survey if you do not wish this information to be held on the central database but please notify OCSRO as soon as possible if this is the case so that your details can be removed.

The findings from this survey will be reported in aggregate form. It is likely that the final report will be published but the identity of individuals who participate will not be disclosed and individual opinions will remain confidential.

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Your rights under the Data Protection Act 1998

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- The right for any personal data held about you to be processed fairly and lawfully;
- The right to ask for and receive copies of the personal data the National Assembly for Wales hold about you, although some information can sometimes be legitimately withheld;
- The right, in some circumstances, to prevent the processing of personal data if doing so will cause damage or distress;
- The right to ask for wrong information to be put right;

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You also have the right to ask the Information Commissioner, who enforces and oversees the Data Protection Act 1998, to assess whether or not the processing of your personal data is likely comply with the provisions of the Act.

Seeking further information

For further information about the personal data collected and its use, if you have any concerns about the accuracy of personal data, or wish to exercise any of your rights under the Data Protection Act 1998, you should contact:

The Office of the Chief Social Research Officer (OCSRO), Welsh Assembly Government, Cathays Park, Cardiff, CF10 3NQ;

The National Assembly's Data Protection Officer, National Assembly for Wales, Cathays Park, Cardiff, CF10 3NQ;

Further information on Data Protection may be obtained at;

<http://www.informationcommissioner.gov.uk/>

AROLWG RHANDDEILIAID 2006

Rwy'n ysgrifennu atoch i ofyn i chi gyfrannu i'n Harolwg Rhanddeiliad cyntaf erioed.

Anelwn at fod yn gorff sy'n gosod safonau ar gyfer y sector cyhoeddus: drwy fod yn arloesol, yn hyderus, yn agored ac yn hyblyg. A ninnau'n wlad fach, gall ein gallu i addasu, i greu a gweithredu'n gyflym fod yn un o'n cryfderau ac mae hyn yn dibynnu, i raddau, ar ansawdd y berthynas rhwng swyddogion Llywodraeth y Cynulliad a'r cyrff sy'n gweithio gyda ni i wella gwasanaethau cyhoeddus i bobl Cymru.

Er bod Is-adrannau ac Adrannau unigol yn gweithio gyda mudiadau fel eich un chi yn rheolaidd ac yn cynnal eu harolygon lleol eu hunain o farn eu rhanddeiliaid, mae angen gwybodaeth gadarn arnom ar lefel gorfforaethol i helpu i lywio ein datblygiad. Felly, rydym wedi comisiynu MORI i gynnal yr arolwg cynhwysfawr cyntaf ymhlith ein rhanddeiliaid ac rwy'n ysgrifennu atoch yn awr i'ch gwahodd i gymryd rhan.

Bydd yr arolwg yn para tua 15 munud ac mae modd ei gwblhau naill ai ar-lein neu dros y ffôn. I gwblhau'r fersiwn ar-lein, cliciwch y ddolen sy'n eich e-bost neu ei chopio i borwr gwe. Bydd modd cwblhau'r arolwg tan 20 Chwefror 2006. Neu, arhoswch i gyfwelydd MORI gysylltu â chi dros yr wythnosau nesaf a bydd yn eich gwahodd i gymryd rhan mewn cyfweliad dros y ffôn.

Gobeithio y byddwch yn cyfrannu at y gwaith pwysig hwn ac rydym yn ddiolchgar dros ben am eich cydweithrediad. Byddwch yn gallu cyfrannu i'r arolwg naill ai yn Gymraeg neu yn Saesneg.

Bydd canfyddiadau ac argymhellion yr arolwg yn bwysig iawn i ni. Diolch am eich cyfraniad, trwy'ch perthynas â staff Llywodraeth Cynulliad Cymru a thrwy gyfrannu at yr arolwg hwn.

Os hoffech drafod yr arolwg ymhellach, cysylltwch â Jane MacLardie yn MORI ar 0131 558 1515 neu drwy anfon e-bost at: **Jane.MacLardie@mori.com**.

JON SHORTRIDGE

DEDDF DIOGELU DATA 1998: RHYBUDD PROSESU TEG

Diben prosesu data personol

Er mwyn i ni ganfod beth yw barn rhanddeiliad Llywodraeth y Cynulliad, gofynnwyd i bob adran o'r Llywodraeth ddarparu gwybodaeth am eu rhanddeiliaid. Mae hyn yn cynnwys enw'r person cyswllt a'u swydd yn y mudiad, cyfeiriad y mudiad a'r manylion cysylltu (rhif ffôn a chyfeiriad e-bost) ar gyfer y person cyswllt a enwyd.

Cedwir y wybodaeth hon mewn cronfa ddata ganolog gan Swyddfa'r Prif Swyddog Ymchwil Gymdeithasol yn Llywodraeth Cynulliad Cymru. Dim ond at ddibenion mewnol y defnyddir y wybodaeth. Gofynnir i chi yn ystod yr arolwg a ydych yn anfodlon i'r wybodaeth hon gael ei chadw ar y gronfa ddata ganolog ond a fydddech gystal â rhoi gwybod i Swyddfa'r Prif Swyddog cyn gynted ag y bo modd os mai dyma'r sefyllfa er mwyn tynnu eich manylion o'r gronfa.

Nodir canfyddiadau'r arolwg hwn ar ffurf gyfansymiol. Mae'n debyg y caiff yr adroddiad terfynol ei gyhoeddi ond ni ddatgelir enwau unigolion sy'n cymryd rhan a chedwir safbwyntiau unigolion yn gyfrinachol.

Bydd yr holl geisiadau sy'n ymwneud â'r wybodaeth a ddarparwch yn amodol ar ddarpariaethau statud a rheoliadau sydd eisoes mewn grym e.e. Deddf Diogelu Data 1998, a Chod Ymarfer Cynulliad Cenedlaethol Cymru ar Fynediad i Wybodaeth y Llywodraeth (2il Rifyn).

Eich hawliau dan Ddeddf Diogelu Data 1998

Mae Deddf Diogelu Data 1998 yn rhoi hawliau penodol i unigolion o ran y data personol a gedwir amdanynt. Er nad yw'r rhestr isod yn gynhwysfawr, dyma enghreifftiau o'r hawliau hyn:

- Yr hawl i unrhyw ddata personol a gedwir amdanoch gael ei brosesu'n deg ac yn gyfreithlon;
- Yr hawl i ofyn am, a derbyn, copïau o'r data personol y ceidw Cynulliad Cenedlaethol Cymru amdanoch chi, er gellir dal rhai darnau o wybodaeth yn ôl yn gyfreithlon weithiau;

- Yr hawl, dan rai amgylchiadau, i atal data personol rhag cael ei brosesu, os bydd ei brosesu yn achosi niwed neu boen meddwl;
- Yr hawl i ofyn am gywiro gwybodaeth anghywir;

Mae gennych hawl hefyd i ofyn i'r Comisiynydd Gwybodaeth, sy'n gorfodi ac yn goruchwylio Deddf Diogelu Data 1998, gynnal asesiad er mwyn gweld a yw prosesu'ch data personol yn debygol o gydymffurfio â darpariaethau'r Ddeddf ai peidio.

Ceisio gwybodaeth bellach

I gael rhagor o wybodaeth am y data personol a gesglir a'r defnydd a wneir ohono, os oes gennych unrhyw bryderon ynghylch cywirdeb y data personol neu os hoffech weithredu unrhyw un o'ch hawliau yn unol â Deddf Diogelu Data 1998, dylech gysylltu â:

Swyddfa'r Prif Swyddog Ymchwil Gymdeithasol, Llywodraeth Cynulliad Cymru, Parc Cathays, Caerdydd, CF10 3NQ;

Swyddog Diogelu Data'r Cynulliad Cenedlaethol, Cynulliad Cenedlaethol Cymru, Parc Cathays, Caerdydd, CF10 3NQ;

Mae modd cael gwybodaeth bellach am Ddiogelu Data yn;

<http://www.informationcommissioner.gov.uk/>

A.E.3 English - no telephone number

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The survey is around 15 minutes in length and can be completed either on line or by telephone. To complete the online version, simply click on the link in your email or copy it into a web browser. The survey will run until 20 February 2006. If you would like to take part by telephone, we would be grateful if you could provide MORI with an appropriate daytime telephone number.

I hope that you will contribute to this important work and we are very grateful for your co-operation. You will be able to participate in the survey in either English or Welsh.

The survey findings and recommendations will be very important to us. Thank you for your contribution, both through your engagement with the staff of the Welsh Assembly Government and your participation in this survey.

If you would like to discuss the survey further or provide a contact telephone number please contact Jane MacLardie at MORI on 0131 558 1515 or by email: **Jane.MacLardie@mori.com**.

JON SHORTRIDGE

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A.E.4 Welsh - no telephone number

AROLWG RHANDDEILIAID 2006

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Rwy'n ysgrifennu atoch i ofyn i chi gyfrannu i'n Harolwg Rhanddeiliad cyntaf erioed.

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Gobeithio y byddwch yn cyfrannu at y gwaith pwysig hwn ac rydym yn ddiolchgar dros ben am eich cydweithrediad. Byddwch yn gallu cyfrannu i'r arolwg naill ai yn Gymraeg neu yn Saesneg.

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- Yr hawl i ofyn am, a derbyn, copïau o'r data personol y ceidw Cynulliad Cenedlaethol Cymru amdanoch chi, er gellir dal rhai darnau o wybodaeth yn ôl yn gyfreithlon weithiau;

- Yr hawl, dan rai amgylchiadau, i atal data personol rhag cael ei brosesu, os bydd ei brosesu yn achosi niwed neu boen meddwl;
- Yr hawl i ofyn am gywiro gwybodaeth anghywir;

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Ceisio gwybodaeth bellach

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Swyddfa'r Prif Swyddog Ymchwil Gymdeithasol, Llywodraeth Cynulliad Cymru, Parc Cathays, Caerdydd, CF10 3NQ;

Swyddog Diogelu Data'r Cynulliad Cenedlaethol, Cynulliad Cenedlaethol Cymru, Parc Cathays, Caerdydd, CF10 3NQ;

Mae modd cael gwybodaeth bellach am Ddiogelu Data yn;

<http://www.informationcommissioner.gov.uk/>

Appendix F: 'Less Recent Stakeholders'

This section contains findings for those stakeholders who had not had contact with Assembly Government officials in the previous 12 months (62 stakeholders or 5% of the sample). It considers factors underpinning their low levels of engagement, as well as their preferences for future engagement.

Key Findings:

Overall, 5% of stakeholders had not had contact with Assembly Government officials in the previous 12 months.

Of those, who had not been in contact with the Assembly Government in the previous 12 months:

- A total of 29% reported that their last contact with Assembly Government officials was between one and two years ago, 16% reported that their last contact was between two and three years and 18% reported that their last contact was over three years ago. A large proportion of stakeholders (37%) did not know when their last contact with Assembly Government officials was;
- Overall, 58% said that they had not needed to contact Assembly Government officials more recently, 8% reported that they had tried to contact officials but received no response and 5% that the decisions of the Assembly Government did not affect their work; and,
- Just under half said that they would like to have more contact with Assembly Government officials in the future, while 3% said they would like less contact and 42% were happy with their current level of engagement.

Contact in the last 12 months

Stakeholders who had not had contact with Assembly Government officials (62 stakeholders) in the previous 12 months - henceforth referred to as 'less recent stakeholders' - were asked a series of more detailed questions about their level of engagement. The questions focused on the recency of their last contact with Assembly Government officials, reasons for perceived lack of contact and their preferences for engagement in the future.

Length of time since last contact

As Table F1 below shows, 29% of 'less recent stakeholders' reported that their last contact with Assembly Government officials was between one and two years ago, 16% reported that their last contact was between two and three years and 18% reported that their last contact was over three years ago. A large proportion of stakeholders (37%) did not know when their last contact with Assembly Government officials was.

Table F1: Length of time since last contact between respondent and Assembly Government officials

How long is it since you last had contact with a member of staff from the Welsh Assembly Government?

	%
<i>Base: All respondents who have not had contact with Assembly Government officials in the last 12 months</i>	
Between one and two years ago	29
Between two and three years ago	16
Over three years ago	18
Don't know	37

Source: MORI

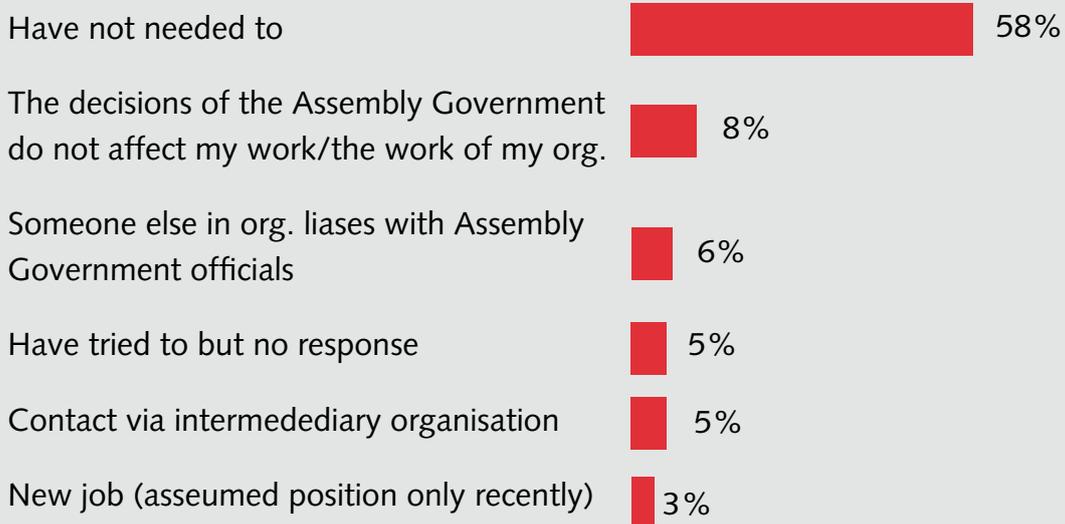
However, around a quarter of 'less recent stakeholders' (24%) reported that they had been approached by Welsh Assembly Government officials in the previous 12 months. Overall, 11% reported that they had been approached to take part in a consultation exercise, while the same proportion had been invited to attend a conference or workshop. Five per cent of respondents reported that they had been approached for 'another reason'.

Reasons for low levels of contact

When asked to give reasons for the perceived low level of engagement, around three in five (58%) said that they have not needed to contact Assembly Government officials more recently, 5% reported that they had tried to contact officials but received no response and 8% reported that the decisions of the Assembly Government do not affect their work (Figure F1 below). A total of 5% of respondents said that their main contact with Assembly Government officials was via an intermediary organisation, for example a local authority, or that someone else in their organisation tended to assume responsibility for liaising with Assembly Government officials. This raises questions about the extent to which departmental stakeholder lists may include individuals who are not 'true stakeholders'. A small number of respondents said that they had taken up their current role only recently and so had not yet had reason to make contact.

Figure F1: Reasons for low levels of contact with Assembly Government Officials

What would you say are the main reasons you have not had any contact with Assembly Government officials in the last 12 months?



Base: All respondents who have not had contact with Assembly Govt. officials in the last 12 months (62)

Source: MORI

Preferences for future engagement

'Less recent stakeholders' were asked if they would like more, less or about the same contact with Assembly Government officials in the future. Just under half said that they would like to have more contact with officials in the future, while 3% said they would like less contact with officials and 42% were happy with their current level of engagement with officials.

'Less recent stakeholders' were asked to give suggestions on how Assembly Government officials might improve their approach to stakeholder engagement. The main suggestions were that Assembly Government officials should provide more information about what the Assembly Government is doing, improve communication with stakeholders, develop a better understanding of their stakeholders and engage with a broader range of organisations. The following verbatim comments provide a flavour of the responses.

"More contact advising what they are up to rather than just making contact when they want a survey, for example. Something like a bulletin four times a year"

Other public sector

"It would be useful to know things like staff structures to identify the appropriate staff to relate to."

Employee representative body

"Recognising the need to interact with organisations who have a UK wide remit."

Private/sector business

Appendix G: Perceptions of Assembly Government Officials by Department

Table G1: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Strategy and Communication Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
Base: All who selected department, 67	%	%	%
They are remote and impersonal	16	76	7
They understand my organisation	55	36	9
They listen to others	69	18	13
They are out of touch	27	63	10
They are committed to achieving objectives	82	6	12
They are reluctant to innovate	25	63	12
They are joined-up	15	70	15
They are focused on delivery	55	31	13
They are unclear about priorities	28	57	15

Source: MORI

Table G2: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Economic Development and Transport Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
	%	%	%
Base: All who selected department, 198			
They are remote and impersonal	24	73	4
They understand my organisation	48	44	8
They listen to others	71	19	10
They are out of touch	33	59	8
They are committed to achieving objectives	82	9	9
They are reluctant to innovate	46	43	11
They are joined-up	16	69	15
They are focused on delivery	56	34	10
They are unclear about priorities	34	54	13

Source: MORI

Table G3: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Department for Environment Planning and Countryside

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
	%	%	%
Base: All who selected department, 178			
They are remote and impersonal	25	71	4
They understand my organisation	52	40	8
They listen to others	72	21	6
They are out of touch	30	64	6
They are committed to achieving objectives	83	10	7
They are reluctant to innovate	44	45	11
They are joined-up	25	61	14
They are focused on delivery	62	27	11
They are unclear about priorities	30	58	12

Source: MORI

Table G4: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Department for Training and Education

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
	%	%	%
Base: All who selected department, 266			
They are remote and impersonal	17	79	4
They understand my organisation	62	29	9
They listen to others	69	20	11
They are out of touch	25	65	11
They are committed to achieving objectives	86	9	5
They are reluctant to innovate	32	56	12
They are joined-up	15	76	9
They are focused on delivery	67	25	8
They are unclear about priorities	35	56	9

Source: MORI

Table G5: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Social Justice and Regeneration Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
	%	%	%
Base: All who selected department, 215			
They are remote and impersonal	19	75	7
They understand my organisation	48	42	10
They listen to others	65	22	13
They are out of touch	34	59	7
They are committed to achieving objectives	79	10	11
They are reluctant to innovate	43	47	10
They are joined-up	14	76	10
They are focused on delivery	52	40	8
They are unclear about priorities	41	48	10

Source: MORI

Table G6: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Local Government, Public Service and Culture Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
	%	%	%
Base: All who selected department, 79			
They are remote and impersonal	24	72	4
They understand my organisation	52	41	8
They listen to others	54	32	14
They are out of touch	30	61	9
They are committed to achieving objectives	80	11	9
They are reluctant to innovate	43	41	16
They are joined-up	8	78	14
They are focused on delivery	57	33	10
They are unclear about priorities	43	47	10

Source: MORI

Table G7: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Health and Social Care Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
Base: All who selected department, 345	%	%	%
They are remote and impersonal	29	67	4
They understand my organisation	51	41	8
They listen to others	60	27	13
They are out of touch	33	58	8
They are committed to achieving objectives	79	11	10
They are reluctant to innovate	29	60	11
They are joined-up	16	77	8
They are focused on delivery	59	31	10
They are unclear about priorities	44	48	8

Source: MORI

Table G8: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Finance Department

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
Base: All who selected department, 74	%	%	%
They are remote and impersonal	26	68	7
They understand my organisation	45	46	9
They listen to others	65	23	12
They are out of touch	34	58	8
They are committed to achieving objectives	80	16	4
They are reluctant to innovate	35	54	11
They are joined-up	18	78	4
They are focused on delivery	65	28	7
They are unclear about priorities	43	50	7

Source: MORI

Table G9: Perceptions of Assembly Government Officials - stakeholders who have been in contact with the Office of the Chief Medical Officer

I am going to read out a list of words and phrases that could be used to describe an organisation. I would like you to tell me which, if any, fit your ideas and impressions of Assembly Government officials and which do not?

	Yes	No	Don't know
Base: All who selected department, 60	%	%	%
They are remote and impersonal	25	70	5
They understand my organisation	40	48	12
They listen to others	57	30	13
They are out of touch	33	58	8
They are committed to achieving objectives	68	18	13
They are reluctant to innovate	28	62	10
They are joined-up	12	85	3
They are focused on delivery	57	35	8
They are unclear about priorities	40	47	13

Source: MORI

Appendix H: Critical Success Factors: Findings by Department

Table H1: Importance - Economic Development and Transport Department

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
<i>Base: All who selected a department/ departments, 120</i>	%	%	%	%
They ensure that decisions are well informed	47	32	20	1
They deal with stakeholders in a professional manner	44	38	18	-
They are impartial in dealing with organisations	44	29	24	1
They involve you at an appropriate stage in the policy process	43	33	23	2
They are committed to providing high quality services	42	38	18	2
They openly share information	41	36	23	1
They provide accurate and reliable information	37	38	20	3
They are focused on achieving outcomes and objectives	37	36	28	-
They make it clear who is accountable for outcomes	35	33	31	2
They understand what you are trying to achieve	35	39	23	3
They work in partnership to deliver workable solutions	35	34	27	4
They respect the diverse views of others	32	32	29	6
They are innovative and willing to take risks	27	24	39	9

Source: MORI

Table H2: Performance - Economic Development and Transport Department

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 120</i>	%	%	%	%	%
They deal with stakeholders in a professional manner	44	38	15	2	-
They are committed to providing high quality services	35	48	19	2	-
They are impartial in dealing with organisations	35	30	18	5	-
They make it clear who is accountable for outcomes	30	32	24	6	1
They respect the diverse views of others	27	30	26	8	-
They provide accurate and reliable information	23	42	28	3	-
They ensure that decisions are well informed	23	36	32	5	-
They understand what you are trying to achieve	18	31	38	8	3
They work in partnership to deliver workable solutions	16	33	38	8	1
They involve you at an appropriate stage in the policy process	15	25	43	8	7
They openly share information	15	31	41	10	-
They are focused on achieving outcomes and objectives ⁸	8	14	4	1	-
They are innovative and willing to take risks	4	15	33	27	11

Source: MORI

⁸ This item was asked of stakeholders responding online only (28 people)

Table H3: Importance - Department for Environment Planning and Countryside

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
<i>Base: All who selected a department/ departments, 133</i>	%	%	%	%
They ensure that decisions are well informed	50	35	15	-
They provide accurate and reliable information	49	32	17	2
They deal with stakeholders in a professional manner	44	32	22	1
They openly share information	43	26	29	1
They are impartial in dealing with organisations	42	28	24	3
They make it clear who is accountable for outcomes	41	25	29	2
They involve you at an appropriate stage in the policy process	40	35	21	1
They are committed to providing high quality services	39	35	26	-
They understand what you are trying to achieve	38	38	21	2
They work in partnership to deliver workable solutions	37	36	25	1
They respect the diverse views of others	34	32	34	-
They are focused on achieving outcomes and objectives	31	32	35	2
They are innovative and willing to take risks	25	25	39	8

Source: MORI

Table H4: Performance - Department for Environment Planning and Countryside

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 133</i>	%	%	%	%	%
They deal with stakeholders in a professional manner	42	41	11	2	-
They are committed to providing high quality services	36	32	23	1	1
They are impartial in dealing with organisations	26	39	20	5	-
They make it clear who is accountable for outcomes	17	32	34	8	2
They respect the diverse views of others	24	38	23	8	-
They provide accurate and reliable information	17	44	28	3	1
They ensure that decisions are well informed	19	41	28	5	-
They understand what you are trying to achieve	16	31	37	10	1
They work in partnership to deliver workable solutions	18	33	38	4	3
They involve you at an appropriate stage in the policy process	17	26	41	8	4
They openly share information	17	29	41	7	1
They are focused on achieving outcomes and objectives ⁹	3	12	3	-	1
They are innovative and willing to take risks	5	13	38	29	5

Source: MORI

9 This item was asked of stakeholders responding online only (23 people)

Table H5: Importance - Department for Training and Education

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
<i>Base: All who selected a department/ departments, 211</i>	%	%	%	%
They involve you at an appropriate stage in the policy process	58	27	13	1
They ensure that decisions are well informed	57	32	9	*
They are committed to providing high quality services	57	31	9	1
They provide accurate and reliable information	56	30	12	1
They deal with stakeholders in a professional manner	54	32	13	*
They understand what you are trying to achieve	54	33	13	-
They work in partnership to deliver workable solutions	54	30	14	1
They make it clear who is accountable for outcomes	53	24	22	*
They respect the diverse views of others	52	31	16	*
They openly share information	48	34	18	-
They are focused on achieving outcomes and objectives	47	28	23	1
They are impartial in dealing with organisations	45	34	19	1
They are innovative and willing to take risks	27	32	36	4

Source: MORI

Table H6: Performance - Department for Training and Education

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 211</i>					
	%	%	%	%	%
They deal with stakeholders in a professional manner	49	36	11	-	*
They are focused on achieving outcomes and objectives ¹⁰	37	43	9	2	-
They are committed to providing high quality services	36	45	14	1	-
They are impartial in dealing with organisations	33	36	22	*	-
They respect the diverse views of others	28	41	36	1	-
They make it clear who is accountable for outcomes	20	28	42	6	1
They provide accurate and reliable information	20	39	36	3	-
They ensure that decisions are well informed	19	37	34	3	-
They work in partnership to deliver workable solutions	17	43	32	5	*
They involve you at an appropriate stage in the policy process	17	27	40	13	*
They openly share information	17	31	39	9	1
They understand what you are trying to achieve	16	40	37	5	-
They are innovative and willing to take risks	8	20	47	16	3

Source: MORI

10 This item was asked of stakeholders responding online only (46 people)

Table H7: Importance - Social Justice and Regeneration Department

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
<i>Base: All who selected a department/ departments, 141</i>	%	%	%	%
They ensure that decisions are well informed	57	28	16	-
They involve you at an appropriate stage in the policy process	52	34	13	-
They understand what you are trying to achieve	52	32	16	-
They respect the diverse views of others	52	26	21	-
They are committed to providing high quality services	51	34	15	-
They make it clear who is accountable for outcomes	48	29	21	-
They deal with stakeholders in a professional manner	46	34	17	-
They provide accurate and reliable information	46	30	22	1
They openly share information	46	33	20	1
They are impartial in dealing with organisations	46	35	18	1
They work in partnership to deliver workable solutions	46	31	22	-
They are focused on achieving outcomes and objectives	40	30	29	1
They are innovative and willing to take risks	31	30	38	1

Source: MORI

Table H8: Performance - Social Justice and Regeneration Department

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 141</i>	%	%	%	%	%
They deal with stakeholders in a professional manner	35	46	16	1	1
They are committed to providing high quality services	34	36	25	2	1
They are focused on achieving outcomes and objectives ¹¹	31	53	11	3	-
They are impartial in dealing with organisations	28	34	29	3	1
They respect the diverse views of others	23	40	30	2	1
They make it clear who is accountable for outcomes	22	26	38	7	3
They provide accurate and reliable information	16	40	36	6	1
They ensure that decisions are well informed	13	32	48	5	1
They work in partnership to deliver workable solutions	16	38	40	4	1
They understand what you are trying to achieve	14	32	48	4	1
They involve you at an appropriate stage in the policy process	12	26	46	11	2
They openly share information	9	30	50	9	1
They are innovative and willing to take risks	5	16	43	29	2

Source: MORI

11 This item was asked of stakeholders responding online only (46 people)

Table H9: Importance - Health and Social Care Department

I am going to read out a number of attributes and I'd like you to tell me how important each is to you in your dealing with officials in [name of department]. Could you tell me whether each is essential, very important, important or not important?

	Essential	Very important	Important	Not important
<i>Base: All who selected a department/ departments, 262</i>	%	%	%	%
They ensure that decisions are well informed	55	32	13	*
They are committed to providing high quality services	49	34	15	2
They deal with stakeholders in a professional manner	48	37	15	1
They provide accurate and reliable information	46	36	15	3
They understand what you are trying to achieve	45	38	17	-
They work in partnership to deliver workable solutions	45	36	18	1
They involve you at an appropriate stage in the policy process	44	40	15	2
They make it clear who is accountable for outcomes	44	32	23	1
They are impartial in dealing with organisations	42	29	25	3
They are focused on achieving outcomes and objectives	40	38	22	-
They openly share information	40	35	25	*
They respect the diverse views of others	34	37	29	1
They are innovative and willing to take risks	20	35	39	6

Source: MORI

Table H10: Performance - Health and Social Care Department

I'm now going to read out the same list of attributes and I'd like you to tell me to what extent each applies to officials in [department] in practice. Could you tell me whether each one applies always, often, sometimes, rarely or never?

	Always	Often	Sometimes	Rarely	Never
<i>Base: All who selected a department/ departments, 262</i>					
	%	%	%	%	%
They deal with stakeholders in a professional manner	36	37	23	1	-
They are committed to providing high quality services	35	45	17	2	-
They are focused on achieving outcomes and objectives ¹²	29	42	20	3	-
They are impartial in dealing with organisations	22	34	33	5	1
They respect the diverse views of others	20	37	36	4	*
They make it clear who is accountable for outcomes	18	35	36	8	2
They provide accurate and reliable information	16	39	39	3	1
They ensure that decisions are well informed	13	37	44	2	1
They understand what you are trying to achieve	13	34	44	8	1
They work in partnership to deliver workable solutions	10	35	44	8	1
They openly share information	10	28	50	10	*
They involve you at an appropriate stage in the policy process	6	28	48	13	2
They are innovative and willing to take risks	5	15	48	25	3

Source: MORI

12 This item was asked of stakeholders responding online only (66 people)

Appendix I: Sample Profile

This section describes the profile of the 1,130 respondents and the organisations for which they worked.

There was little variation in sample profile according to whether stakeholders had or had not dealt with Welsh Assembly Government officials in the last 12 months. Accordingly, the figures presented are the aggregates for the sample as a whole.

A small proportion of stakeholders (5%) had joined their organisation in the last year, around one in five had worked for their organisation for between one and three years (22%) and a similar proportion for between three and five years (18%). Over half of the respondents (55%) had worked for their organisation for more than five years (Table 1).

Table 1: Length of service

How long have you been with your organisation?

Base: All respondents, 1,130	%
Less than one year	5
Between one and three years	22
Between three and five years	18
More than five years	55
Don't know/can't remember	*

Source: MORI

As shown in Table 2, the majority of respondents worked for four types of organisation: local authorities (28%); the NHS (17%); registered charities (14%); and, voluntary sector groups (11%). A smaller proportion of respondents were employed by academic institutions (7%); the private sector/businesses (6%); public-private sector partnerships (5%); other public sector organisations, e.g. the police (5%), and, interest groups (4%).

Within local authorities, 96% of respondents were officers and 1% were elected members.

Table 2: Type of organisation

**What type of organisation is (NAME OF ORGANISATION)?
Is it a...?**

	%
Base: All respondents,	1,130
Local Authority (Council)	28
National Health Service (NHS)	17
Registered Charity	14
Voluntary Group	11
Academic institution	7
Private Sector/business	6
Public/private sector partnership	5
Other public sector	5
Interest Group	4
Government Agency	3
Central Government department	2
Employee representative body	2
Trade union	1
Housing association	1
Other	7
Don't know	*

Source: MORI

Overall, 72% of respondents were based in urban locations while 12% were based in rural areas. There were some stakeholders (16%), for example those based outside Wales, for whom office postcodes could not be classified according to these categories.

As shown in Table 3 below, more than half of respondents reported that their relationship with Assembly Government officials was best described as 'sharing information or knowledge' (57%). Many stakeholders were service providers, with 52% delivering services in partnership with the Assembly Government, 46% delivering services on behalf of the Assembly Government, 41% delivering services independently from the Assembly Government

and 16% delivering services to the Assembly Government. Around one third of stakeholders (32%) campaigned or lobbied the Assembly Government on specific issues and the same proportion played an advisory or consultancy role to the Assembly Government. Fewer stakeholders played an advisory or consultancy role on behalf of the Assembly Government (15%).

Table 3: Type of relationship with the Assembly Government

What of the following would you say best describes your organisation's relationship with the Assembly Government?

	%
Base: All respondents,	1,130
Sharing information/knowledge with the Assembly Government	57
Delivers services in partnership with the Assembly Government	52
Delivers services on behalf of the Assembly Government	46
Delivers services independently from the Assembly Government	41
Campaigns/lobbies on specific issues	32
Advisory/consultancy role to the Assembly Government	32
Delivers services to the Assembly Government	16
Advisory/consultancy role on behalf of the Assembly Government	15
Something else	5
None of these	1
Don't know	1

Source: MORI

As Table 4 illustrates, one third (34%) of respondents worked for an organisation with 50 employees or fewer, while 7% worked for an organisation with between 51 and 100 employees and 11% for an organisation with between 101 and 500 people. Almost half of those surveyed (47%) worked for an organisation with more than 500 employees.

Table 4: Number of employees in organisation

How many people would you say are currently employed by your organisation?

<i>Base: All respondents, 1,130</i>	%
Less than 10	16
11-20	7
21-50	11
51-100	7
101-500	11
501+	47
Don't know	2

Source: MORI

Two in five respondents (21%) reported that their organisation was wholly funded by the Assembly Government. Of those not fully funded, two thirds (64%) reported that their organisation was partially funded by the Assembly Government. Half of the respondents (51%) reported that their organisation was regulated by the Assembly Government and 7% of respondents indicated that their organisation was an Agency of the Assembly Government (Table 5).

Table 5: Funding

Is your organisation ...?

Yes

<i>Base: All respondents, 1,130</i>	%
a) Funded wholly by the Assembly Government	21
b) Funded in part by the Assembly Government*	64
c) Regulated by the Assembly Government	51
d) An Agency of the Assembly Government	7

*Asked only where not funded wholly at a)

Source: MORI

In terms of Welsh language abilities, 29% of respondents understood spoken Welsh, while 24% could speak Welsh and 23% could read Welsh. 18% were able to write in Welsh (Table 6).

Table 6: Welsh Language Ability

Can you ...?

<i>Base: All respondents, 1,130</i>	%
Understand spoken Welsh	29
Speak Welsh	24
Read Welsh	23
Write Welsh	18
None of these	66

Source: MORI

As shown in Table 7, the majority of respondents who were able to speak Welsh considered themselves to be fluent (59%). One in five Welsh-speakers were able to speak 'a fair amount' of Welsh and around the same proportion could 'only speak a little' or 'only say a few words' in Welsh.

Table 7: Spoken Welsh Ability

Would you say you are?

<i>Base: All who can speak Welsh, 273</i>	%
Fluent in Welsh	59
Can speak a fair amount of Welsh	20
Can only speak a little Welsh	15
Can only say a few words in Welsh	6

Source: MORI