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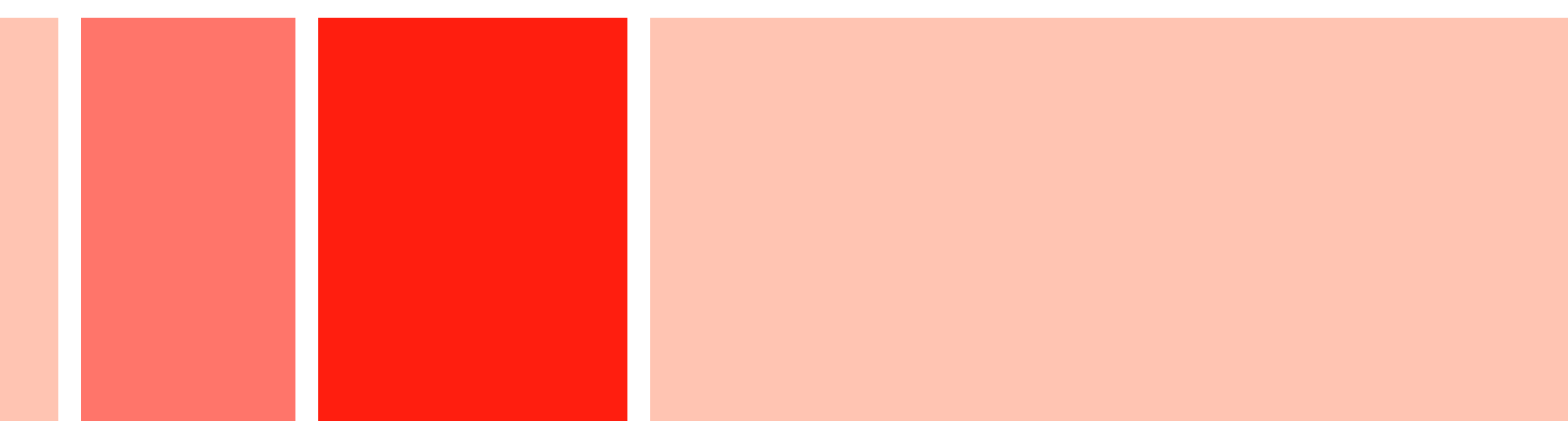
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Welsh Assembly Government Stakeholder Survey 2010



Welsh Assembly Government Stakeholder Survey 2010

Ipsos MORI

Views expressed in this report are those of the researcher and not necessarily those of the Welsh Assembly Government

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EXECUTIVE SUMMARY

1 Since its inception, the Assembly Government has placed priority on continually assessing and finding ways to improve its approach to stakeholder engagement at both a corporate and area/departmental level. To this end, it has commissioned three independent surveys of its stakeholders to date – in 2006, 2008 and this most recent wave in 2010.

2 The 2010 survey was conducted by Ipsos MORI with the overall aim to assess the performance of the Assembly Government's Director General areas and departments as a whole with regard to stakeholder engagement. The survey was also designed to provide an evidence base to develop how the Assembly Government works with and involves stakeholders and to provide data comparable with the 2006 and 2008 findings.

3 The 2010 survey largely replicated the methodology used in 2006 and 2008. Assembly Government departments and areas were asked to provide lists of individuals considered to be their stakeholders which then formed the sampling frame for the survey. Respondents were able to participate either by telephone or online and the questionnaire was offered in English and Welsh. A total of 1,228 stakeholders took part in the survey - 662 by telephone and 566 online - between 18 February and 11 March 2010.

4 The survey findings presented in this summary are based on those stakeholders who had been in contact with Assembly Government officials in the last 12 months (89 per cent of all respondents). Stakeholders who had not had contact with officials in the last 12 months were asked a smaller set of questions and findings are reported in Appendix D.

Nature of stakeholder engagement with Assembly Government officials

5 The main methods stakeholders had used to interact with Assembly Government officials in the previous 12 months were personalised e-mails, face-to-face meetings and telephone conversations (mentioned by 79 per cent, 73 per cent and 68 per cent respectively).

6 Most respondents had different levels of engagement with officials. The majority (83 per cent) had sought information, advice or guidance, 70 per cent had responded to consultations and 63 per cent had participated in an advisory or working group. A smaller proportion – 39 per cent – had worked in partnership with officials to design policy.

7 The majority of respondents (89 per cent) would prefer to communicate with officials in English while nine per cent would prefer Welsh. Among those who would prefer to communicate with officials in Welsh, 42 per cent said that they were rarely or never able to do so while 31 per cent said they were sometimes able to do so. Twenty eight per cent said that they were always or often able to communicate with officials in Welsh.

8 The majority of stakeholders (82 per cent) said they found it fairly or very easy to engage with officials while 15 per cent said they found it very or fairly difficult. Similarly, the majority of stakeholders (70 per cent) said they found it fairly or very easy to obtain information from officials while around a quarter (23 per cent) reported that obtaining information was fairly or very difficult.

Perceptions of Assembly Government officials

9 Seven in ten (70 per cent) stakeholders were satisfied with the way officials had engaged with them over the last year, while around one in ten (13 per cent) were dissatisfied. When asked whether they felt engagement has improved, stayed the same or worsened over the last year, half (51 per cent) said it had stayed the same while a third (31 per cent) said it had improved and 13 per cent said it had worsened.

10 A majority of stakeholders agreed that officials are focused on delivery (54 per cent) but only a third (34 per cent) agreed that the Assembly Government is well managed and only 17 per cent agreed that the different parts of the organisation work well together.

11 Aspects of engagement on which Assembly Government officials were seen to perform well included treating stakeholders with respect (87 per cent said officials always or often do this), providing accurate and reliable information (66 per cent said

this always or often happens) and being committed to addressing issues that affect areas outside of Cardiff (64 per cent said always or often happens). Aspects on which officials' performance was rated less positively included seeking the views of organisations (44 per cent said this always or often happens) and responding within convenient timescales (49 per cent said this always or often happens).

Key drivers of satisfaction

12 Factor analysis was undertaken to distill the survey findings into a smaller number of core themes. Key drivers analysis was then conducted to identify which of these themes had the most impact on stakeholders' overall level of satisfaction with the Assembly Government's approach to engagement. This analysis showed that 'open and accessible' was the driver with the greatest impact on stakeholders' level of satisfaction with the Assembly Government followed by 'strategic management and delivery', 'responsive and efficient' and 'valuing relationships'. Other drivers with relatively less impact on satisfaction included: 'working with Wales', 'perceived improvements in engagement over time', 'ease of obtaining information from officials' and 'encourages competition between public bodies'.

13 In terms of views on how well Assembly Government officials perform in relation to the key drivers, 'valuing relationships' emerged as the best performing driver with a score of 77 per cent followed by 'ease of obtaining information from officials' with a score of 70 per cent. The drivers 'open and accessible', 'responsive and efficient' and 'working with Wales' also received relatively high scores (59 per cent, 58 per cent and 58 per cent respectively). Performance was relatively poorer in respect of 'perceived improvements in engagement over time' (33 per cent), 'encourages competition between public bodies' (32 per cent) and 'national over local focus' (29 per cent).

14 Priorities for future improvements were identified by plotting the relative impact of drivers against the performance scores. This showed that 'open and accessible', 'strategic management and delivery' and 'responsive and efficient' had the most impact on satisfaction but received performance scores below the benchmark score of 60 per cent set by the Assembly Government. Thus, these are priorities for any future improvement work with regards to stakeholder engagement.

1 INTRODUCTION

Background

1.1 In the contemporary public sector environment, stakeholder engagement has gained growing prominence. Indeed, stakeholders are looked to as having an increasingly significant role to play in the delivery of services and in contributing to the development of government policy.

1.2 Since its inception, the Assembly Government has sought to work with and involve a wide range of stakeholders in policy development, implementation and delivery. Additionally, it has placed priority on continually assessing and finding ways of improving its approach to stakeholder engagement at both a corporate and area/departmental level.

1.3 To this end, it has commissioned three independent surveys of its stakeholders to date – in 2006, 2008 and this most recent wave in 2010.

Aims and objectives

1.4 The overall aims of the 2010 research were to assess the performance of the Assembly Government's Director General areas and departments as a whole with regard to stakeholder engagement, and to provide an evidence base for developing the way the Assembly Government works with and involves stakeholders. Specific objectives of the research were to:

- conduct a survey of these stakeholders
- produce findings that allow the Assembly Government to better understand stakeholder relations and how they can improve them
- where possible produce findings that can be used at the Director General level, departmental level and divisional level, not just the corporate level¹
- provide data that are comparable with the 2006 and 2008 findings
- provide data to explore changes over time, including reasons for changes.

¹ In this event, it was only possible to produce findings at the DG level and for eight of the larger Assembly Government departments. Small sample sizes precluded any further break-down of the results.

Stakeholder definition

1.5 For the purposes of comparison, the definition of stakeholders adopted for the 2010 research was the same as that used in the 2006 and 2008 surveys. The definition is deliberately broad to ensure that the research is as inclusive as possible. It covers experts, delivery partners, single issue bodies/interest groups, local authorities, voluntary sector organisations, private sector organisations, academic institutions, professional bodies, and UK and international government departments and agencies.

1.6 The definition does not include Assembly Government Sponsored Bodies (AGSBs). When the stakeholder survey was being developed in 2006, a process was underway to merge a number of Assembly Sponsored Public Bodies (which were renamed AGBs) into the Assembly Government. Subsequently AGBs have been excluded from the sampling frame in order to provide a consistent approach to establishing a stakeholder database.

Research methodology

Creating the sample frame

1.7 To provide the sample frame for the research, the Social Research Division (SRD) of the Welsh Assembly Government invited each division of the Assembly Government to provide a list of individuals they considered to be their key stakeholders. For each stakeholder, divisions were asked to provide full contact details including a job title, organisation title, telephone number, email address and postal address. During the period in which the information was being collated, representatives from SRD liaised with divisions to encourage maximum response and to provide any additional guidance required.

1.8 Once received by SRD, the divisional lists were merged into a single Excel file before being passed on to Ipsos MORI for cleaning and deduplication. The final sample frame comprised 9,567 stakeholders (further details on the steps taken to create the sample frame are provided in Appendix B).

Scoping interviews

1.9 To help inform the design of the survey questionnaire, 10 qualitative scoping interviews were conducted among a cross-section of stakeholders selected at random from the sample frame.

1.10 The scoping interviews were conducted by telephone and structured around a topic guide designed by Ipsos MORI in close consultation with SRD. The questions put to interviewees were purposefully general and open-ended to enable participants to identify and define issues in their own terms. The main themes covered included stakeholders' perceptions of their working relationship with the Assembly Government, their aspirations around future engagement, and their views on what the Assembly Government's priorities should be for improving stakeholder engagement. A copy of the topic guide is provided in Appendix A.

1.11 The scoping interviews were conducted between 9 and 20 November 2009. All participants were given the opportunity to take part either in English or Welsh.

Survey sampling

1.12 The target sample size for the survey was 1,200. To achieve this, an initial sample of 3,080 stakeholders was drawn, based on an assumed response rate of 60% and a 'deadwood' rate of 30%². The sample was disproportionately stratified³ to ensure a maximum number of interviews could be achieved for each of the Assembly Government DG areas and larger Assembly Government departments (hereafter referred to collectively as Assembly Government areas). Table 1.1 shows the number of contacts in the sampling frame for each area, together with the number sampled.

² These assumptions were based on the equivalent rates achieved in the 2008 Assembly Government Stakeholder Survey, and the 2010 survey pilot.

³ This means that rather than being drawn on a purely random basis, respondents were selected in relation to which Assembly Government area included them in the sampling frame, the aim being to ensure a minimum number of interviews could be achieved for each area. In practice this meant selecting a larger proportion of the stakeholders included by the smaller areas than by larger ones.

Table 1.1: Survey sampling by Assembly Government area

Department	Available sample	Selected sample
Public Services & Local Government Delivery	2,087	500
Children, Education, Lifelong Learning & Skills	1,260	300
Economy & Transport	464	300
Health & Social Services	388	300
Public Health & Health Professionals	1,343	300
People, Places & Corporate Services	242	242
First Minister & Cabinet	174	174
Finance	164	164
Sustainable Futures	3445	800
<i>Total</i>	<i>9,567</i>	<i>3,080</i>

1.13 Towards the end of the fieldwork period, it became apparent that additional sample would need to be drawn to ensure the target number of completed questionnaires could be achieved. Accordingly, a further 600 contacts were sampled at random from across the nine Assembly Government areas.

Questionnaire development

1.14 Because the survey is used to track stakeholders' perceptions of the Assembly Government over time, many of the core questions remained the same as in the two previous waves. However minor modifications were made to the response options in some items on the basis of findings from the scoping exercise. Additionally, a number of new questions were added to align the survey more closely with the Assembly Government's 'Relationship Principles' and the 'Enabling Government Agenda'. The changes had significant implications for the length of the questionnaire. To keep the interview length to a maximum of 20 minutes, several questions which had proven to be of limited analytical value in the previous surveys were deleted.

1.15 A full list of all the substantial changes made to the questionnaire for the 2010 survey is provided in Appendix B.

1.16 To ensure that the questionnaire was easy to understand and that the CATI and online scripts were functioning as intended, a pilot of the survey was undertaken

between 1 and 5 February 2010. More details on the pilot are provided in Appendix B.

1.17 The final survey questionnaire comprised two main sets of questions; one set for stakeholders who had not had contact with the Assembly Government over the previous 12 months, and another set for those who had.

1.18 Respondents who had been in contact with the Assembly Government over the previous 12 months were asked questions about:

- the nature of their relationship with the Assembly Government
- what they like and dislike about working with Assembly Government officials
- their overall satisfaction with officials' approach to stakeholder engagement
- their views on specific aspects of officials' approach to engagement
- the methods they use to engage with officials and the level of engagement they have
- how easy they find it to engage with officials and obtain information from them
- the performance of Assembly Government officials on 'critical success factors'
- potential improvements to officials' approach to stakeholder engagement.

1.19 Respondents who had *not* had contact with the Assembly Government over the previous 12 months were asked a smaller set of questions concerning:

- their reasons for not having had contact
- their perceptions of the Assembly Government
- potential improvements to officials' approach to stakeholder engagement.

1.20 All survey respondents, whether they completed long or short version of the questionnaire, were also asked a set of questions about their organisation and their role within it for analysis purposes. A copy of the questionnaire is provided in Appendix A.

Survey methodology

1.21 The main survey fieldwork took place between 18 February and 11 March 2010. As in the previous surveys, stakeholders were given the choice of taking part either by telephone or online. Both the telephone and online questionnaires were offered in English and Welsh.

1.22 A total of 1,228 stakeholders took part in the survey – 662 by telephone and 566 online. The profile of the survey sample is described in Appendix C.

Follow up interviews

1.23 Follow up in-depth interviews were conducted among a selection of survey respondents to explore in detail perceptions around particular aspects of the Assembly Government's approach to stakeholder engagement.

1.24 As in the scoping phase, all of the interviews were conducted by telephone using a topic guide designed by Ipsos MORI in consultation with SRD. The main areas covered included:

- reasons for satisfaction/dissatisfaction with the Assembly Government's approach to stakeholder engagement
- the accessibility of Assembly Government officials
- the extent to which officials seek the views of other organisations
- the extent to which officials provide timely responses
- the extent to which the Assembly Government is joined-up
- officials' understanding of stakeholder organisations

1.25 Twenty five interviews were conducted, with participants recruited on the basis of negative answers they gave in the survey. Specifically, the sample included: six people who said that they found it difficult to engage with Assembly Government officials; six who said that officials do not seek their views before making decision that affect their organisation; six who said that officials do not respond within convenient timescales; and seven who said that the different parts of the Assembly Government do not work well together. However, because all participants were asked about *all* of

the aspects of engagement listed above – regardless of whether their experiences of these aspects were positive or negative – the follow up interviews provided an opportunity to explore both strengths and weaknesses of the Assembly Government’s approach.

1.26 A copy of the topic guide used in the follow-up interviews is provided in Appendix A.

1.27 The follow up interviews were conducted between 6 April and 5 May 2010. Once again, participants were given the opportunity to take part either in English or Welsh.

Interpretation of research findings

a) Quantitative data

1.28 All survey results are subject to sampling variability which means that observed differences between sub-groups may not always be statistically significant i.e. they may have occurred by chance. Throughout the report, we have only commented upon differences which are statistically significant (at the 0.05 level) – i.e. where we can be reasonably certain that they are unlikely to have occurred by chance. A guide to statistical reliability is provided in Appendix B.

1.29 Throughout the report, an asterisk (*) denotes any value less than one per cent but more than zero, while a dash (-) denotes zero. Where percentages do not sum to 100%, this may be due to computer rounding, the exclusion of ‘don’t know’ categories or multiple answers. Where percentages are given in the body of the report for combinations of response categories (such as the total satisfied, which combines those responding ‘very’ and ‘fairly’ satisfied), these are derived by calculating the percentage of respondents in the combined category and rounding the result. This may differ from the result of adding the rounded results from the two separate categories presented in figures and tables in the report (see for example paragraph 2.27 and the corresponding figure 2.6).

b) Qualitative data

1.30 Like most qualitative research, the qualitative components of this study involved substantially fewer people than the quantitative element. However, the qualitative component explored attitudes in much more depth. The aim is not to generalise to the wider population in terms of the prevalence of attitudes; rather it is to identify and explore issues and themes relating to the subject being researched. When conducting qualitative research, the assumption is that issues and themes affecting the participants are a reflection of issues and themes in the wider population. Although the extent to which these factors apply to the wider population or specific sub-groups cannot be quantified, the value of qualitative research is in identifying the range of different issues involved and the impact they can have.

2 NATURE OF STAKEHOLDER ENGAGEMENT WITH ASSEMBLY GOVERNMENT OFFICIALS

2.1 This chapter examines the type of contact stakeholders had with officials in the previous 12 months. It looks at the areas they had been in contact with, the methods they had used to make contact and the level of engagement they had. The chapter also considers how easy or difficult stakeholders had found it to engage with officials and how often they had been able to communicate with them in their language of choice. The survey findings presented in this and subsequent chapters are based on those stakeholders who had been in contact with Assembly Government officials in the last 12 months (89 per cent of all respondents). Findings for stakeholders who had not had contact with officials in the last 12 months are reported separately in Appendix D.

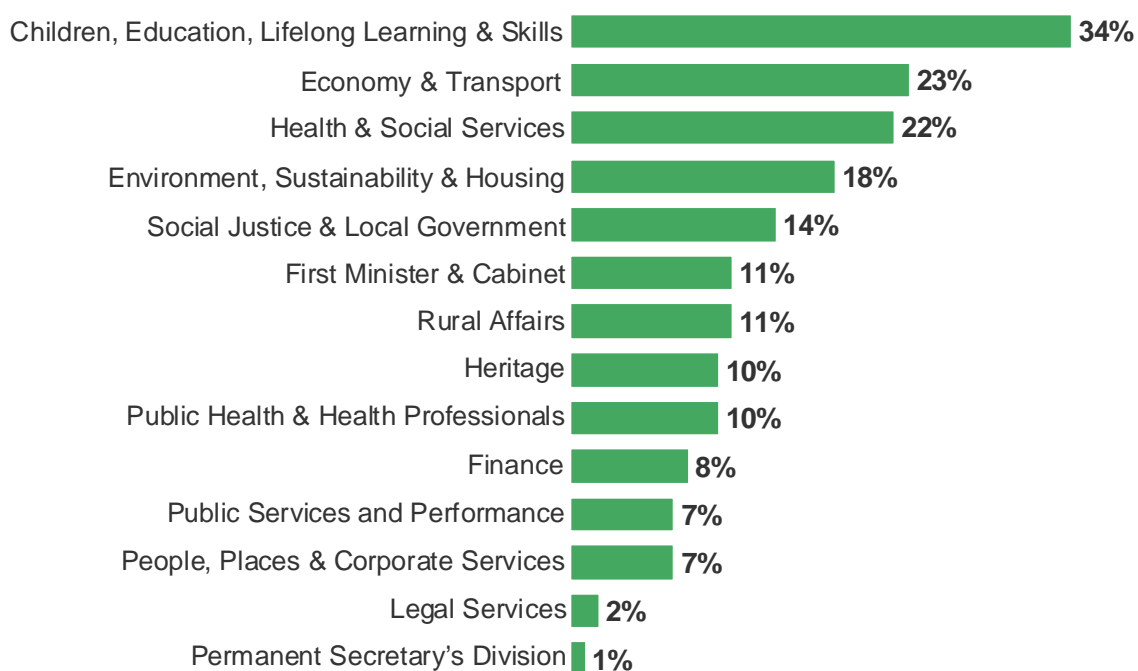
Assembly Government areas in contact with

2.2 Respondents were asked to identify the Assembly Government areas with which they had most contact in the previous 12 months. As figure 2.1 shows, around a third (34 per cent) mentioned the Children, Education, Lifelong Learning and Skills Director General area, around a quarter (23 per cent) mentioned Economy and Transport and similar proportions mentioned Health and Social Services (22 per cent) and Environment, Sustainability and Housing (18 per cent). Around one in ten mentioned each of: Social Justice and Local Government (14 per cent), Rural Affairs (11 per cent), First Minister and Cabinet (11 per cent), Heritage (10 per cent) and Public Health and Health Professionals (10 per cent). Comparatively few respondents had been in contact with any other Assembly Government area.

2.3 In terms of the number of Assembly Government areas respondents had been in contact with, 60 per cent mentioned only one area, 22 per cent mentioned two areas while a similar proportion (18 per cent) mentioned three or more areas.

Figure 2.1: Proportion of stakeholders in contact with each Assembly Government area

Q. Over the last 12 months, which Assembly Government area(s) have you been in contact with most often?



Base: All in contact with officials over previous 12 months (1,092)

Methods of interacting with officials

2.4 As shown in figure 2.2, the main method stakeholders had used to interact with officials was personalised e-mails (mentioned by 79 per cent of respondents) followed by face-to-face meetings (73 per cent) and telephone conversations (68 per cent). Methods mentioned less frequently included conferences or events (37 per cent), non-personalised e-mails (31 per cent), letters (29 per cent) and written documents such as reports or proposals (29 per cent). It is not possible to draw direct comparisons between these results and the equivalent findings from the 2006 and 2008 surveys as changes were made to the question⁴ in 2010. However, there does appear to have been a gradual decline in the number of respondents mentioning letters and written documentation as their main method of interaction.

⁴ The list of response options was modified slightly for the 2010 survey. Specifically, a generic 'e-mails' option was removed and replaced with 'personalised e-mails' and 'non-personalised e-mails'. Additionally, the 'Welsh Assembly Government website' and 'Welsh Assembly Government e-newsletters' options were added for the first time in 2010.

2.5 There were few notable sub-group differences in the findings, although a higher than average proportion of respondents in the South East mentioned face-to-face meetings as their main method of contact (77 per cent versus 73 per cent overall).

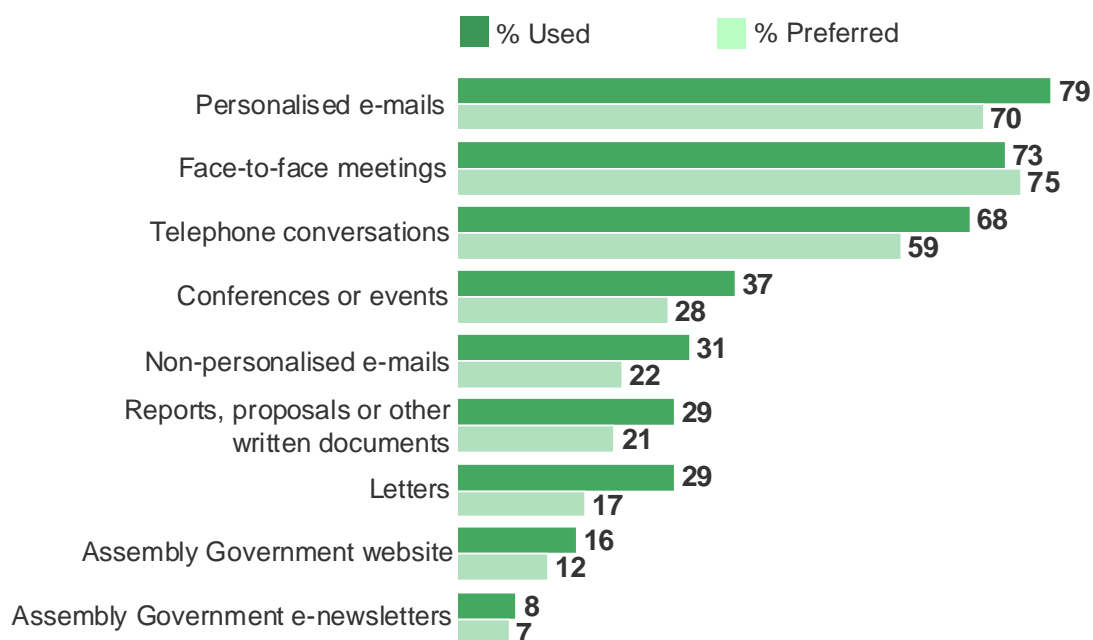
2.6 Respondents were also asked to identify the methods they would *prefer* to use to interact with officials. As can be seen in figure 2.2, there was a degree of consistency between stakeholders' preferred methods of contact and the methods they actually used, with face-to-face meetings, personalised e-mails and telephone conversations respectively again emerging as the top three responses (mentioned by 75 per cent, 70 per cent and 59 per cent of respondents).

2.7 A higher than average proportion of respondents in the South East expressed a preference for face-to-face meetings (79 per cent versus 75 per cent overall), while a higher than average proportion of those in the North East expressed a preference for contact via conferences or events (37 per cent versus 28 per cent overall).

Figure 2.2: Methods of interacting with officials – used and preferred

Q. What are the main methods you use to interact with Assembly Government officials?

Q. And what methods would you prefer to use to interact with Assembly Government officials?



Base: All in contact with officials over previous 12 months (1,092)

Levels of engagement

2.8 Figure 2.3 summarises the different levels of engagement respondents had with officials. These range from seeking information and advice from officials (the 'lowest' level of engagement) to working in partnership with officials to design policy (the 'highest' level of engagement).

2.9 Around four in five respondents (83 per cent) had sought information, advice or guidance from officials, 70 per cent had responded to a consultation and 63 per cent had participated in an advisory or working group. A smaller proportion – 39 per cent – had worked in partnership with officials to design policy.

Figure 2.3: Levels of engagement

Q. In your dealings with Assembly Government officials, which of the following have you done in the past 12 months as a representative of your organisation?



Base: All in contact with officials over previous 12 months (1,092)

2.10 For analysis purposes, respondents were assigned to one of three mutually exclusive groupings based on the *highest* level of engagement they had with Assembly Government officials⁵. The three groupings were:

- Low engagement: respondents whose highest level of engagement was seeking information from officials or responding to a consultation.
- Medium engagement: respondents whose highest level of engagement was participating in an advisory or working group.

⁵ So, for example, respondents who said they had responded to a consultation and had participated in a working group were categorised on the basis of their working group experience.

- High engagement: respondents whose highest level of engagement was working in partnership with officials to design policy.

2.11 Around two-fifths of respondents (39 per cent) were assigned to the 'high engagement' grouping, 32 per cent to the 'medium engagement' grouping and a quarter (25 per cent) to the 'low engagement' grouping.

2.12 Reflecting the Assembly Government's ongoing commitment to draw on the knowledge and expertise of the third sector⁶, a higher than average proportion of respondents from third sector organisations fell into the 'high engagement' grouping (50 per cent versus 39 per cent overall).

Frequency of contact

2.13 When asked how frequently they had been in contact with officials, just over a third of stakeholders (34 per cent) said between one and four times in the last 12 months, a similar proportion (36 per cent) said monthly and 29 per cent said daily or weekly⁷. These findings are consistent with the equivalent results from the 2008 survey (31 per cent, 36 per cent and 32 per cent respectively).

2.14 Regional analysis reveals that a higher than average proportion of respondents in the South East reported having had daily or weekly contact with officials (36 per cent versus 29 per cent overall).

2.15 As might be expected, a higher than average proportion of respondents assigned to the 'high engagement' grouping had been in contact with officials on a daily or weekly basis (45 per cent versus 29 per cent overall). Conversely, a higher than average proportion of respondents assigned to the 'low engagement' grouping

⁶ Welsh Assembly Government (2008) *'The Third Dimension' - A Strategic Action Plan for the Voluntary Sector Scheme*. Available at: <http://wales.gov.uk/dsjlg/publications/voluntary/thethirddimension/plane?lang=en>

⁷ For the purposes of sub-group analysis a 'frequency of contact' variable was created which divided respondents into 2 groups: those who had 'regular contact' with officials and those who had 'irregular contact'. The former group comprised those who said they had engaged with officials on a daily, weekly or monthly basis while the latter group comprised those who said they had engaged with officials between one and four times in the last 12 months.

had been in contact with officials between one and four times in the previous 12 months (55 per cent versus 34 per cent overall).

Number of officials in contact with

2.16 When asked with how many officials they had been in contact with, just under a third of respondents (32 per cent) said between one and five officials, a similar proportion (31 per cent) said between six and ten officials and a further 34 per cent said more than ten.

2.17 Once again, there were some differences by level of engagement: a higher than average proportion of those in the 'high engagement' grouping had been in contact with more than 10 officials (49 per cent versus 34 per cent overall).

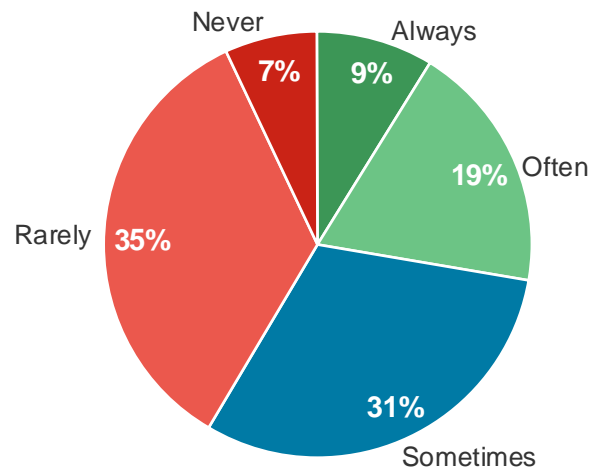
Preferred language for communicating with Assembly Government

2.18 When asked in which language they would prefer to communicate with officials, most respondents (89 per cent) said English while nine per cent said Welsh. As might be expected, a higher than average proportion of respondents in the North West said their preferred language would be Welsh (46 per cent versus nine per cent overall).

2.19 All those who said they would prefer to communicate in Welsh were asked how often in practice they were able to do this. Experiences were fairly mixed with around two-fifths (42 per cent) of respondents saying they were rarely or never able to communicate in Welsh and 31 per cent saying that they were sometimes able to do so (figure 2.4). Twenty eight per cent said they were always or often able to use Welsh when engaging with officials. Once again, these findings are broadly consistent with those from the 2008 survey.

Figure 2.4: Ability to engage with officials in Welsh

Q. How often are you able to use the language of your choice when communicating with officials from the Assembly Government?



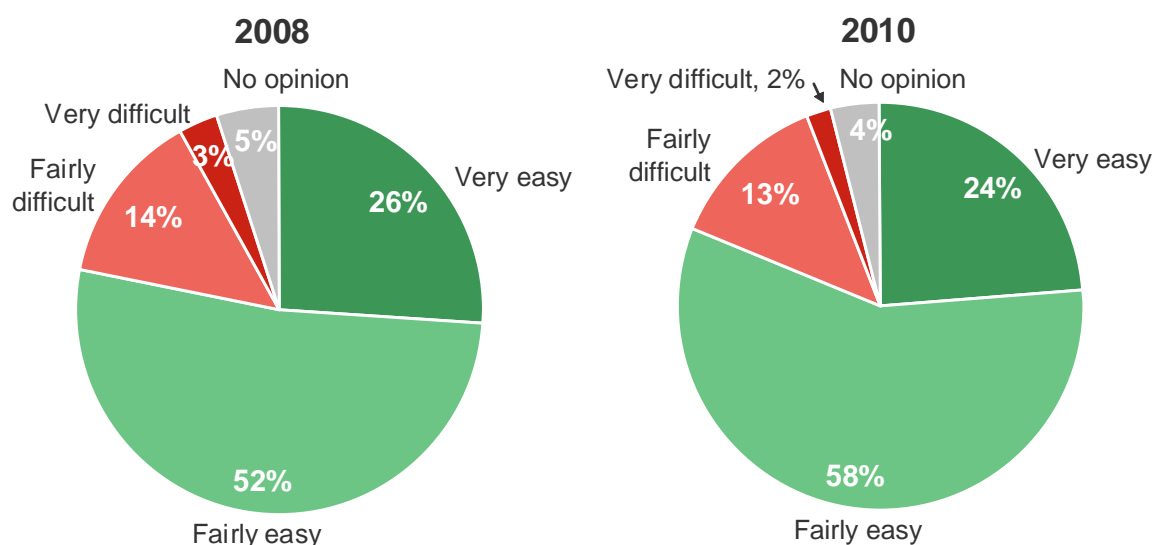
Base: All who would prefer to communicate with officials in Welsh (101)

Ease of engaging with officials

2.20 The majority of respondents (82 per cent) said that it was very or fairly easy to engage with officials, with 24 per cent saying it was *very* easy. Conversely, 15 per cent said that it was *difficult* to engage with officials. Since 2008, there has been a slight increase in the overall proportion of stakeholders saying that engaging with officials was easy (figure 2.5).

Figure 2.5: Ease of engaging with officials

Q. In general, how easy or difficult is it to engage with Assembly Government officials?



Base: All in contact with officials over previous 12 months (2008:1,138; 2010:1,092)

2.21 There was little variation in the results by Assembly Government area but a slightly higher than average proportion of respondents who had been in contact with the Children, Education, Lifelong Learning and Skills Director General area reported that engaging with officials was difficult (18 per cent versus 15 per cent overall).

2.22 Stakeholders' perceptions around the ease of engaging with officials were explored further in the qualitative research to provide an in-depth understanding of the issues stakeholders face and the ways in which the Assembly Government could improve its performance in this area.

2.23 Several participants commented that engagement with officials tends to be 'one-way' in that it is mainly **from** stakeholder organisations **to** officials. These participants felt that officials should be more proactive in reaching out to stakeholder organisations as this would improve working relationships as well as enable officials to effectively draw on the expertise and knowledge of stakeholder organisations. Some suggested that officials could be more proactive in sharing information on policy developments or funding opportunities in other Assembly Government areas or departments that would be of interest to participants' organisations and sectors.

Others felt that officials could do more in terms of showing appreciation of the work undertaken by stakeholder organisations and provide more feedback to stakeholders on their work, particularly around whether it is in line with the expectations of the Assembly Government.

I think they are about 20 years behind where most knowledge management organisations are in terms of how you actually go out and engage with those who do the day job, and they're the ones with the greatest amount of knowledge.

NHS/Health organisation

Assembly are very rarely proactive... in forwarding stuff and saying "hey you could apply for this" so it's almost [an] accident of sort of finding that kind of information is out there.

Third sector

There isn't [any] kind of follow up... [We are] always wondering [whether] the work that we are developing is in line with what the Assembly thinks we ought to be doing and [whether] they are understanding why we are doing what we are doing. That kind of feedback never really seems to come back.

Third sector

I would like them to be knocking on the door and saying "you're doing a cracking job"... We recently won [an award and] that should have caused a flurry of activity from officials at some level, to say "could we come along and have a look at good practice here"... [instead we got] nothing, total silence.

Public sector

2.24 There was a view among some that officials appeared to be proactive in engaging with only a limited number of organisations and should do more in the future to engage with a wider range of organisations. Several participants felt that officials' engagement with stakeholder organisations was often limited to larger organisations, those which are based near Cardiff or those with which they have long standing relationships. Related to this, there was a perception that officials often mistakenly assume that the views of larger organisations in a particular sector are generally representative of those of smaller organisations in that sector.

The big organisations and the more popular causes are able to get their views heard, whereas certainly smaller organisations like ours

struggle...Just because an organisation is big or it's been around for a long time, doesn't necessarily mean it is the only valid voice out there.

Third sector

2.25 Several participants found engagement with officials difficult because they were unsure who to contact within Assembly Government. These participants felt that officials' contact details, as well as their remits, could be provided to stakeholders. Those who felt it was relatively easy to get in touch with officials, nonetheless often questioned the value of that contact, commenting that officials do not always appear to take on board or act upon the recommendations and views of stakeholder organisations.

Usually in an organisation you can see on the internet..., who's who, what's what, what their profile is and this often happens in other government departments, so you know who to get it. That's not easy on the Welsh Assembly Government website.

NHS/health organisation

Engagement as in dialogue... [if] we need an answer on this, it can go through the LEA they find an answer from the Welsh Assembly Government and back we come. But that's not the same as dialogue, debate and discussion.

Public sector

2.26 Reflecting the positive survey findings, a number of participants also made very favourable comments about their experiences of engaging with officials. They often attributed their positive experiences to having the contact details of individual officials in the areas of the Assembly Government with which they were mainly in contact, or to having long standing relationships with particular officials. A number of participants also spoke in positive terms about "structures" that were in place to facilitate their engagement with officials. These included having a single point of contact within the Assembly Government to whom they could direct all enquiries and/or having regular face-to-face meeting with officials where they could raise issues as these emerge.

Wel mae gen i enwau'r swyddogion sy'n ymwneud â [fy sefydliad], fi 'di cwrdd â nhw yn y cyfarfodydd, a mae gen i rif eu ffôn nhw, a mae gen i cyfeiriadau e-bost nhw - there's no escape! Sai'n gwybod ble maen nhw'n byw!

Llywodraeth leol

[I] have the names of the officials who work with [my organisation], I've met them at the meetings, and I've got their phone numbers, and I've got their e-mail addresses – there's no escape!

Local government

We have regular meetings... open communication channels and we have built relationships with them... By having these regular interfaces when issues do arise [there are] opportunities to speak to [officials] we think that works particularly effectively.

Public sector

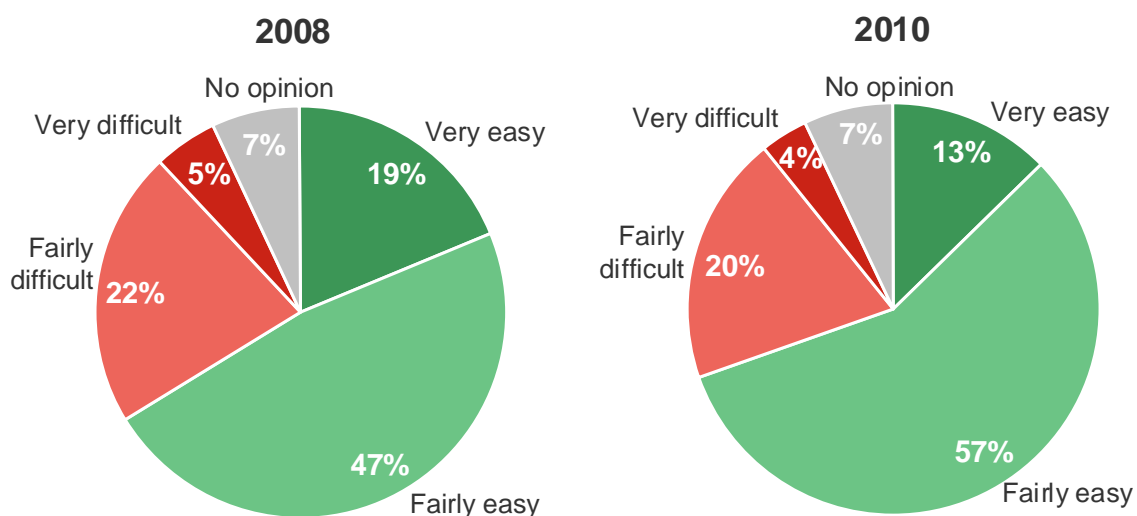
Ease of obtaining information

2.27 Consistent with the finding that most stakeholders found it easy to engage with officials, seven in ten respondents reported that obtaining information from officials was also fairly or very easy (figure 2.6). However a significant minority - around a quarter (23 per cent) - reported that obtaining information from officials was fairly or very *difficult* (figure 2.6).

2.28 Encouragingly, since 2008 there has been a four percentage point increase in the overall proportion of respondents who found it easy to obtain information from officials.

Figure 2.6: Ease of obtaining information from officials

Q. In general, how easy or difficult is it to obtain information from Assembly Government officials?



Base: All in contact with officials over previous 12 months (2008:1,138; 2010:1,092)

2.29 Once again, respondents who were in contact with the Children, Education, Lifelong Learning and Skills Director General responded more negatively than the sample as a whole, with around a third (31 per cent) of this group saying that it was difficult to obtain information from officials (compared with 23 per cent overall).

2.30 Participants in the qualitative research were also asked about their experiences of obtaining information from Assembly Government officials. Those who had a negative experience generally found the challenge was not obtaining information *per se*, but rather identifying the correct officials who held the information. Access to information was less of an issue among participants who had contacts within the Assembly Government; these participants were generally able to access information through those contacts.

2.31 The qualitative research also provided the opportunity to explore stakeholders' perceptions of the Assembly Government website. Among those who had experiences of using the website to access information, views were fairly negative. Participants felt that the website was not user-friendly with some describing it as "impenetrable". More specifically, participants felt that the structure of the website was poor which led to problems navigating to the correct page to access specific

information or policy documents. One participant felt that the current structure of the website could be enhanced by placing more emphasis on the expectations and information needs of those who use the website. This participant also felt that the website could be improved by including a “have your say” page listing all the different consultations that are taking place across all the Assembly Government areas.

[I] think the website for the Welsh Assembly Government is poor. It is very difficult to navigate through and ... I’m fairly confident in IT, I can usually fight my way through most things, but it’s quite a labyrinth and it’s not always easy to find specifically what you want.

Public sector

They could really do with taking a user perspective on that site and actually asking themselves why somebody is looking at this. My feeling is that it has been set up to mirror what they’re doing rather than trying to get into the head of a member of the public logging on here and seeing what is it they actually want to actually find.

Third sector

3 PERCEPTIONS OF ASSEMBLY GOVERNMENT OFFICIALS

3.1 This chapter explores stakeholders' perceptions of Assembly Government officials. It begins by looking at their general level of satisfaction with how officials engage with organisations, before considering their views around specific aspects of engagement. The chapter concludes by describing stakeholders' aspirations for future engagement with officials.

Satisfaction with stakeholder engagement

3.2 Overall perceptions of Assembly Government officials were positive: 70 per cent of stakeholders said they were satisfied with the way officials had engaged with them over the last year, with 28 per cent saying they were *very* satisfied. A considerably smaller proportion of respondents – 13 per cent – reported any dissatisfaction. As can be seen from table 3.1, these results are very much in line with the equivalent findings from the 2006 and 2008 surveys.

Table 3.1: Overall satisfaction with stakeholder engagement

	2006	2008	2010
	%	%	%
Very satisfied	22	24	28
Fairly satisfied	49	45	42
Neither satisfied nor dissatisfied	15	16	15
Fairly dissatisfied	10	10	10
Very dissatisfied	2	3	3
Don't know	2	2	1
<i>Base: All in contact with officials over previous 12 months</i>	1,068	1,139	1,092

3.3 As can be seen from table 3.2 the results were fairly consistent across the different Assembly Governments areas respondents had been in contact with most often. That said, *dissatisfaction* was notably higher among respondents who had engaged with officials in Economy and Transport (18 per cent versus 13 per cent overall).

Table 3.2: Overall satisfaction with stakeholder engagement by Assembly Government area

	Satisfied	Dissatisfied	Base
	%	%	
All Assembly Government areas	70	13	1,092
Finance	74	16	90
First Minister & Cabinet	72	16	120
Environment, Sustainability and Housing	69	16	194
Heritage	69	17	108
Social Justice and Local Government	69	13	158
Children, Education, Lifelong Learning & Skills	67	16	369
Economy & Transport	67	18	250
Rural Affairs	67	18	119
Public Services & Performance	67	11	76
Health & Social Services	65	17	242
Legal Services	64	23	22*
Permanent Secretary's Division	64	21	14*
Public Health & Health Professionals	62	12	107
People, Places & Corporate Services	62	21	73

* These small base sizes preclude comparisons with other Assembly Government areas

3.4 Satisfaction was also lower than average among respondents representing academic institutions (63 per cent versus 70 per cent). This difference was reflected elsewhere in the survey, as is discussed more fully below.

3.5 There was further variation depending on the amount of contact stakeholders had with officials: those in regular contact were significantly more satisfied than those who were not (72 per cent versus 66 per cent). Despite this, there were no differences by the *level* of engagement stakeholder had – those in the ‘high engagement’ grouping were no more satisfied than those in the ‘low engagement’ grouping⁸. These somewhat paradoxical findings suggest that effective stakeholder engagement may be more about establishing ongoing dialogue with organisations rather than increasing the amount of direct influence they can have on the work of the Assembly Government.

⁸ Details of how level of engagement was determined are provided in paragraph 2.9 in the previous chapter.

3.6 Regional analysis of the results reveals that satisfaction with stakeholder engagement was higher in Central Wales than in other areas, particularly the North East and South East (79 per cent versus 68 per cent and 67 per cent respectively).

Perceived changes in stakeholder engagement over time

3.7 When asked whether they felt Assembly Government officials' approach to stakeholder engagement had got better, worse or stayed the same over the last year, half (51 per cent) of respondents said it had stayed the same. Meanwhile, around a third (31 per cent) said it had got better and 13 per cent said it had got worse. As with the satisfaction figures, these results have remained largely static since 2008.

Table 3.3: Perceived change in stakeholder engagement over previous 12 months

	2006	2008	2010
	%	%	%
Much better	6	5	6
A bit better	25	23	25
Stayed the same	56	49	51
A bit worse	6	12	10
Much worse	1	3	3
Don't know	6	8	5
<i>Base: All in contact with officials over previous 12 months</i>	1,068	1,139	1,092

3.8 Again there were some differences in perceptions by Assembly Government area. Higher than average proportions of stakeholders who had been in contact with the Finance Director General area and with the Department of Social Justice and Local Government reported an improvement in stakeholder engagement. In contrast, higher than average proportion of those who had been in contact with the Department of Public Health and Health Professionals felt engagement had deteriorated. The latter finding may at least in part be attributable to the recent reconfiguration of the NHS in Wales, which came into effect on 1 October 2009 and has brought significant changes to the way the country's health services are organised and delivered. Stakeholders who engage with PHHP are among those most likely to have been affected by the changes. It may be that some of them have reservations about the Assembly Government's handling of the restructure or about the new arrangements now in place and that this is impacting negatively on their perceptions of officials.

Table 3.4: Perceived change in stakeholder engagement over previous 12 months, by Assembly Government area

	Better	Worse	Base
	%	%	
All Assembly Government areas	31	13	1,092
Permanent Secretary's Division	50	7	14*
Legal Services	45	5	22*
Finance	41	13	90
Social Justice and Local Government	39	8	158
Economy & Transport	36	15	250
Public Services & Performance	33	7	76
Children, Education, Lifelong Learning & Skills	32	17	369
Rural Affairs	32	16	119
First Minister & Cabinet	31	12	120
Environment, Sustainability and Housing	30	10	194
Health & Social Services	30	14	242
Heritage	27	16	108
Public Health & Health Professionals	27	20	107
People, Places & Corporate Services	25	12	73

* These small base sizes preclude comparisons with other Assembly Government areas

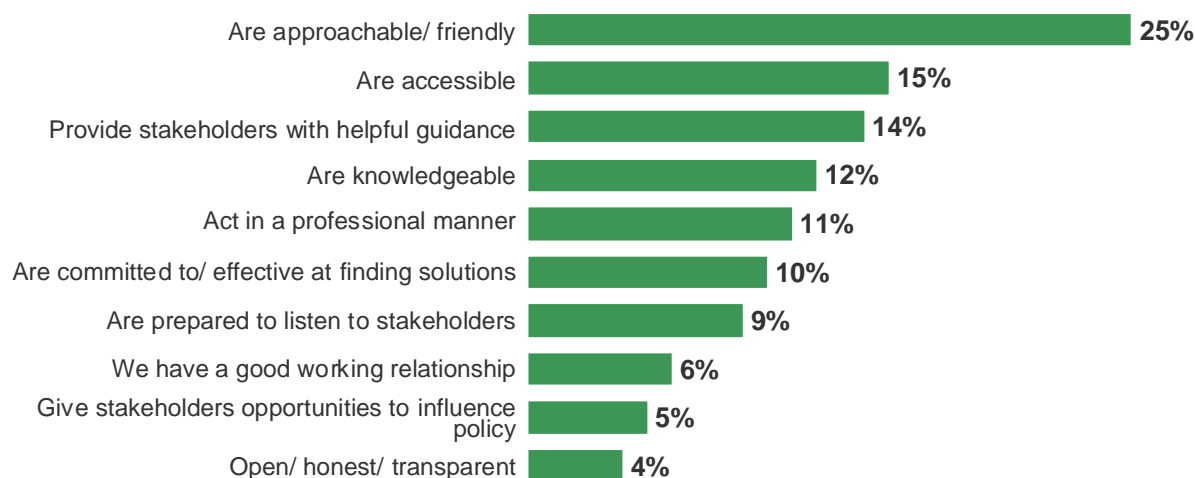
3.9 In terms of other differences, perceptions were again more positive than average among those who had regular contact with Assembly Government officials – 35 per cent of this group said engagement had improved over the last 12 months, compared with 25 per cent of those who had less frequent contact.

'Likes' and 'dislikes' about working with officials

3.10 Respondents were asked (unprompted) what they particularly liked and disliked about working with Assembly Government officials. As figure 3.1 shows, the most frequently mentioned 'likes' were that officials are approachable and friendly (25 per cent), accessible (15 per cent) and helpful (14 per cent). The next most common responses related to officials' level of knowledge (12 per cent), professionalism (11 per cent) and commitment to finding effective solutions (10 per cent).

Figure 3.1: What stakeholders like about working with officials – top 10 responses

Q. What would you say you like most about working with officials in the Welsh Assembly Government?



Base: All in contact over previous 12 months (1,092)

3.11 Comments made in the qualitative research reinforced these findings:

Maen nhw wastad yn onest, os nad yw nhw'n gwybod, neu os nad yw nhw'n gallu ateb cwestiwn, mi wedan nhw, chi'n gwybod...Wnan nhw ddim, chi'n gwybod, mynd rownd ti yn trio rhoi rhyw fath o ateb i chi er mwyn cael chi i fynd i ffwrdd

Llywodraeth leol

They're always honest. If they don't know, or if they can't answer a question, they'll tell you ... they won't go around you, trying to give you some sort of answer to get you to go away...

Local government

They are always professional, they are always supportive and they are always helpful and I would say I have built up a very good strong personal relationship with the individuals that I deal with.

NHS/Health organisation

Senior civil servants ... attend meetings and you then have access to them at the end of the meetings if you want to clarify a specific issue that's relevant to you.

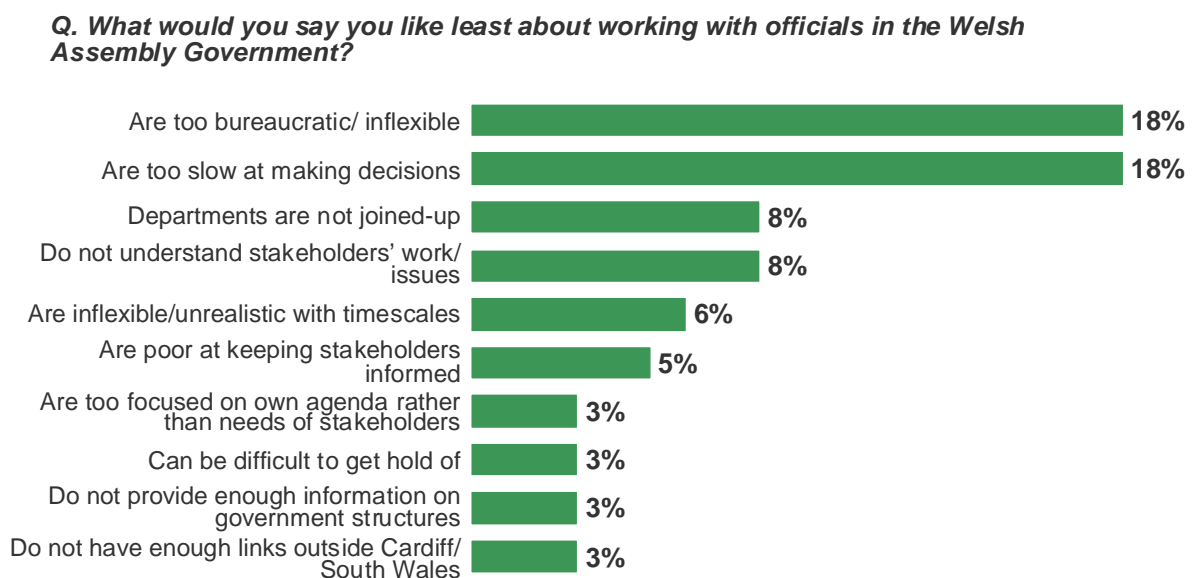
Third sector

I find people accessible, you can get through to the right person...and you can normally get a face-to-face meeting with the person if you want to.

Third sector

3.12 In terms of what stakeholders *disliked* about working with Assembly Government officials, the most common responses related to overly-bureaucratic processes (mentioned by 18 per cent) and inertia in decision making (18 per cent). There was also repeated mention of a lack of joined-up working between different parts of the Assembly Government (eight per cent) and of officials not understanding stakeholder organisations (eight per cent). Smaller proportions of stakeholders commented that officials set unrealistic deadlines (six per cent) and do not keep them adequately informed of key developments (five per cent).

Figure 3.2: What stakeholders dislike about working with officials – top 10 responses



Base: *All in contact over previous 12 months (1,092)*

3.13 These perceived areas of weakness were recurring themes in the survey and are explored more fully below.

Characteristics of Assembly Government and officials

3.14 Respondents were presented with eight statements about the Assembly Government and Assembly Government officials and asked to what extent they agreed or disagreed with each. The results, summarised in table 3.5, provide a somewhat mixed assessment of the organisation's performance.

3.15 A small majority of stakeholders agreed that Assembly Government officials are focused on delivery (54 per cent) and disagreed with the statement that they are remote and impersonal (68 per cent). On the other statements opinion was less favourable. Looking first at those statements relating to localism, fewer than half of respondents agreed that the Assembly Government allows their organisation to work out the best way to deliver at a local level (44 per cent), with over a quarter disagreeing (26 per cent). In addition to this, more respondents agreed than disagreed that the Assembly Government expects their organisation to focus on national priorities rather than local ones (43 per cent and 26 per cent respectively).

3.16 On the management and organisation of the Assembly Government, views were fairly negative. Around a third (34 per cent) of stakeholders agreed that the Assembly Government as a whole is well managed while around a quarter (23 per cent) disagreed. Moreover, seventeen per cent agreed that the different parts of the organisation work well together; around half (48 per cent) disagreed.

3.17 On the statement, 'the Assembly Government encourages competition between public bodies to stimulate improvement', views were divided with a quarter agreeing (25 per cent) and a similar proportion disagreeing (26 per cent).

Table 3.5: Perceived characteristics of Assembly Government officials

	Agree strongly	Agree	Neither/nor	Disagree	Disagree strongly	Don't know/ n/a
Officials are remote and impersonal	2	11	17	49	20	1
Officials are reluctant to innovate	6	21	22	38	8	6
Officials are focused on delivery	8	46	21	17	4	4
The Assembly Government as a whole is well managed	2	32	33	18	5	10
Generally the different parts of the Assembly Government work well together	1	16	23	29	18	13
The Assembly Government encourages competition between public bodies to stimulate improvement	2	23	28	22	5	20
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	37	20	19	6	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	35	22	23	3	9

Base: All in contact in previous 12 months (1,092)

3.18 Few comparisons can be drawn with the 2008 survey as most of the statements in table 3.5 were added to the questionnaire for the first time in 2010. However, for three statements where comparisons are possible – ‘remote and impersonal’, ‘reluctant to innovate’ and ‘focused on delivery’ – perceptions appear to have remained largely stable over time, notwithstanding a slight decrease in the proportion of respondents agreeing that officials are remote and impersonal (from 19 per cent to 13 per cent).

3.19 For all of the statements in table 3.5, responses varied depending on which Assembly Government area respondents had been in contact with most often. That said, there was no clear *pattern* of responding across all the statements, suggesting that none of the Assembly Government areas are consistently performing particularly well or particularly poorly on those aspects of engagement addressed in this survey question. A full break-down of the results by Assembly Government area is provided in Appendix E.

Exploring joined-up working

3.20 Given that few stakeholders felt that the different parts of the Assembly Government work well together, the issue was explored in some depth in the follow-up qualitative interviews. Participants were asked to describe the sorts of problems they had encountered in respect of joined-up working and how these problems had impacted on their organisation. They were also asked to consider how the Assembly Government might best improve joined-up working in the future.

3.21 Participants repeatedly commented that there was a “silo mentality” among officials that hindered effective working and limited the effectiveness of the Assembly Government. There was a perception that departments – and sections within departments – simply do not communicate enough on issues of common interest and as a result develop conflicting strategies, fail to identify important linkages between policy areas and duplicate each other’s work.

When I go in to talk to somebody that I know about an area of work, I’m almost giving them information about people who they are sitting next to, who work on the same thing... I mean I’m talking literally somebody sat on the same cluster of desks, not talking to a person on the same cluster of desks about a joint piece of work they’re doing.

NHS/Health organisation

3.22 Various illustrations of poor joined-up working were given based on participants’ experiences of engaging with officials in Assembly Government areas. For example, a few participants felt that different parts of the Assembly Government appear to have contrasting ideas about the roles and responsibilities of Local Service Boards, which may compromise the effectiveness of the Boards. Others referred to a lack of joined-up working between former Assembly Government Sponsored Bodies and their parent departments in the Assembly Government – there was a perception that some of the AGSBs are not yet fully assimilated into the Assembly Government and do not always appear to be ‘singing from the same hymn sheet’ as the rest of the organisation. There were also references to the lack of joined-up working between health and social services. More specifically, there was a view that more could be done at a strategic level to ensure that health and social services are integrated at the point of delivery, particularly since the delivery of health services is through the NHS whilst the delivery of social care services is through local government.

There seems to be very, very mixed views coming out from WAG at the moment around how they see the Local Service Boards and what their roles and responsibilities will be in the future.

Third sector

One key one is around health and social care, in that you've got health department, you've got local government dealing with social care. But if you actually look at it from a citizen's perspective, they just want care. They don't distinguish between the local health board providing something or is the local authority providing social care, they see it as a seamless service and yet quite often it is disjointed ...

Third sector

3.23 When asked what they felt were the main barriers to effective joined-up working, participants most commonly responded by saying that officials are somewhat "precious" about their respective areas of work and therefore very reluctant to cede any of their power or control to other parts of the Assembly Government. There was a view that unless this changes, it will be difficult to make progress.

What we get is a lot of personality drive features... but personalities who seem to either be protective or have the ability [to] empire build.

NHS/Health organisation

3.24 The impact of poor joined-up working on stakeholders was felt to be considerable. Some participants said that their organisation had missed out on important funding or tendering opportunities because a particular part of the Assembly Government did not know their organisation existed, even though it has well-established working relationships with other parts. Some described occasions on which they have received conflicting messages from officials in different areas of the Assembly Government about how they should be approaching a particular initiative or piece of work and that this had not only left them feeling "torn", but also delayed progress. A few participants commented that because they know departments don't communicate, they feel they have to "do all the running" and make appropriate policy linkages themselves which can mean approaching multiple officials about the same issue. Stakeholders representing smaller organisations in particular emphasised that this can be a very resource intensive process.

3.25 While many stakeholders felt there was little evidence to suggest that joined-up working within the Assembly Government would improve in the near future, a significant minority were more optimistic, commenting that the organisation is “moving in the right direction”. There was reference to the latest restructure into DG areas and other efforts on the part of the Government to “move away from single issue departments”. A few participants cited more specific examples of initiatives which have contributed to improved joined-up working around particular policy areas. For example, one person mentioned the National Transport Strategy saying that this had provided more of a “common purpose” for officials whose work links into this area. Another example cited was the recent changes in the organisation of DCELLS which were seen as having resulted in greater coherence around policy relating to children and young people.

There have been changes with children and young people. There is now more joined-up working, [a] relatively seamless approach between nought to 25.

Third sector

3.26 The key to continuing improvement in the area of joined-up working, it was felt, was for officials to recognise that “they are working as part of a team” and approach their work accordingly. A few participants also suggested that the Assembly Government should take stock of practices and procedures currently in place across the organisation to identify good practice in respect of joined-up working, which might provide a basis for shared learning.

Critical success factors

3.27 As in the previous surveys, stakeholders were presented with a list of ‘critical success factors’ relating to stakeholder engagement and asked to rate the importance of these factors and also to assess the Assembly Government’s performance on each. Respondents were asked to base their answers on their experiences of working with officials in one Assembly Government area. Those who had been in contact with more than one area were asked to choose one of these areas to talk about. If they had no preference, an area was randomly selected for them. All respondents who had been in contact with more than one Assembly Government area were given the

opportunity to repeat the questions for each of those areas. A total of 20 respondents chose to repeat the questions for more than one area.

3.28 While data were collected at the Assembly Government area level, the findings are not in the main reported by area due to the small sample sizes involved. Rather the area-based findings have been aggregated to provide corporate-level results. That said, differences by area are commented on where sample sizes permit and a full breakdown of the results by area is provided in Appendix F.

Perceived importance of the critical success factors

3.29 While almost all respondents regarded each of the success factors as important, there was some variation in the *degree* of importance attached to each.

3.30 The factors considered to be of highest importance were: 'They provide accurate and reliable information' (88 per cent said this was essential or very important), 'They seek the views of my organisation before making decisions that affect us' (82 per cent), 'They are committed to addressing the kinds of issues that affect areas of Wales outside of Cardiff' (78 per cent), 'They openly share information' (79 per cent) and 'They engage proactively with stakeholders' (77 per cent).

3.31 Meanwhile lower importance was attached to: 'They treat me with respect' (68 per cent), 'They put the citizen at the heart of their decision making' (67 per cent), and 'They respond within timescales that are convenient to me' (67 per cent).

Table 3.6: Perceived importance of critical success factors

	Essential	Very important	Important	Not important	Don't know
	%	%	%	%	%
They provide accurate and reliable information	58	30	12	*	*
They seek the views of my organisation before making decisions that affect us	50	32	15	2	2
They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff	48	30	14	4	4
They are impartial in dealing with organisations	43	32	22	2	2
They openly share information	42	36	20	1	1
They engage proactively with stakeholders	41	36	20	1	1
They put the citizen at the heart of their decision making	39	29	24	4	4
They are committed to continuous improvement	38	33	25	2	2
They make it clear who is accountable for outcomes	37	34	24	2	2
They provide me with information that is easy to understand	37	37	25	1	*
They understand my organisation	37	35	25	2	1
They treat me with respect	36	32	30	2	*
They respond within timescales that are convenient to me	29	39	30	2	*

Base: All who answered about any Assembly Government area (1,103)

3.32 Most of the success factors listed above were introduced to the survey for the first time in 2010, with only five carried over from the 2008 questionnaire. These five are: 'They provide accurate and reliable information', 'They are impartial in dealing with organisations', 'They openly share information', 'They are committed to continuous improvement' and 'They make it clear who is accountable for outcomes'. The 2010 results for these factors are broadly consistent with those recorded in 2008.

Performance on the critical success factors

3.33 Table 3.7 shows the perceived performance of the Assembly Government on the critical success factors. Factors on which the Assembly Government was seen to be performing relatively well (i.e. where a high proportion of respondents said that officials always or usually displayed these factors) were:

- 'They treat me with respect' (87 per cent said this is always or usually the case)
- 'They provide accurate and reliable information' (66 per cent)
- 'They are committed to addressing the kinds of issues that affect areas of Wales outside of Cardiff' (64 per cent)
- 'They provide me with information that is easy to understand' (64 per cent)
- 'They are impartial in dealing with organisations' (63 per cent)
- They are committed to continuous improvement' (63 per cent).

3.34 However, the proportion of stakeholders giving the most positive response - i.e. 'always' - is consistently low. The figure stands at around a quarter or less for all of the factors except, 'They treat me with respect.' While this should not detract from stakeholders' generally positive assessment in respect of these factors, it does indicate the potential for improvement and provides a basis for setting targets to track progress.

3.35 Consistent with findings reported in figure 3.2, success factors on which the Assembly Government was seen to be performing relatively poorly (i.e. where relative high proportion of respondents said that officials rarely or never displayed these factors) were:

- 'They seek the views of my organisation before making decisions that affect us' (16 per cent of stakeholders said this 'rarely' or 'never' happens)
- 'They respond within timescales that are convenient to me' (15 per cent)
- 'They make it clear who is accountable for outcomes' (12 per cent)
- 'They understand my organisation' (10 per cent).

Table 3.7: Perceived performance on critical success factors

	Always	Often	Sometimes	Rarely	Never	Don't know
	%	%	%	%	%	%
They treat me with respect	57	29	10	1	*	1
They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff	28	37	21	3	*	12
They are impartial in dealing with organisations	27	36	22	4	1	11
They provide accurate and reliable information	25	41	28	4	*	2
They are committed to continuous improvement	25	37	21	4	*	12
They make it clear who is accountable for outcomes	20	31	31	9	2	6
They provide me with information that is easy to understand	20	44	30	4	1	1
They openly share information	17	37	33	8	1	3
They engage proactively with stakeholders	17	39	31	7	1	5
They understand my organisation	17	34	35	9	1	4
They seek the views of my organisation before making decisions that affect us	15	29	37	12	4	4
They put the citizen at the heart of their decision making	15	32	29	6	1	16
They respond within timescales that are convenient to me	15	34	34	13	2	2

Base: All who answered about any Assembly Government area (1,103)

3.36 Table 3.8 shows trends in the perceived performance of the Assembly Government on the five success factors that were included in both the 2008 and 2010 surveys. For two of the factors – ‘They provide accurate and reliable information’, and ‘They openly share information’ – perceptions appear to have improved since 2008. For the other three factors – ‘They make it clear who is accountable for outcomes’, ‘They are committed to continuous improvement’ and ‘They are impartial in dealing with organisations’ – the results have remained stable.

Table 3.8: Perceived performance on critical success factors – trends

	2006: Always/often	2008: Always/often	2010: Always/often
	%	%	%
They provide accurate and reliable information	60	61	66
They are impartial in dealing with organisations	63	61	63
They are committed to continuous improvement	n/a	59	63
They openly share information	44	46	55
They make it clear who is accountable for outcomes	51	50	51

Base: All who answered about any Assembly Government area (2006:1,039; 2008:1,121; 2010:1,103)

Performance on the critical success factors- differences by Assembly Government area

3.37 Looking at the 2010 results by Assembly Government area, stakeholders who chose to respond about the Department of Heritage gave the most positive assessment, with a higher than average proportion of this group saying that officials always or often: provided accurate and reliable information, provided information that is easy to understand, responded within timescales that are convenient and sought the views of organisations before making decisions about them (see table 3.9).

Table 3.9: Perceived performance on critical success factors – results for those who chose to respond about Department of Heritage versus overall results

	Heritage: Always/often	Overall: Always/often
	%	%
They provide accurate and reliable information	80	66
They provide information that is easy to understand	78	64
They respond within timescales that are convenient	62	49
They seek the views of my organisation before making decisions that affect us	55	44
<i>Base</i>	65	1,103

3.38 In contrast, a consistently *lower* than average proportion of stakeholders who chose to respond about the Children, Education, Lifelong Learning and Skills Director General area said that officials always or often: openly share information, provide accurate and reliable information, provide information that is easy to understand, respond within timescales that are convenient to them and understand their organisation (see table 3.10).

Table 3.10: Perceived performance on critical success factors – results for those who chose to respond about Children, Education, Lifelong Learning and Skills DG area versus overall results

	Children, Education, Lifelong Learning and Skills: Always/often	Overall: Always/often
	%	%
They openly share information	51	55
They provide accurate and reliable information	58	66
They provide information that is easy to understand	57	64
They respond within timescales that are convenient	35	49
They understand my organisation	45	51
<i>Base</i>	271	1,103

3.39 Similarly, lower than average proportions of stakeholders who chose to respond about the Department of Health and Social Services said that officials always or often openly share information, are impartial in dealing with organisations, are committed to addressing the kinds of issues that affect areas outside of Cardiff and understand their organisation (see table 3.11).

Table 3.11: Perceived performance on critical success factors – results for those who chose to respond about the Department of Health and Social Services versus overall results

	Health and Social Services: Always/often	Overall: Always/often
	%	%
They openly share information	47	55
They are impartial in dealing with organisations	51	63
They are committed to addressing the kinds of issues that affect areas outside of Cardiff	55	64
They understand my organisation	45	51
<i>Base</i>	173	1,103

3.40 Compared with respondents as a whole, a lower proportion of stakeholders who responded about the Department of Economy and Transport said that officials always or often are committed to continuous improvement, engage proactively with stakeholders and seek their views before making decisions that affect them (see table 3.12). A detailed breakdown of the success factor findings by Assembly Government area is provided in Appendix F.

Table 3.12: Perceived performance on critical success factors – results for those who chose to respond about the Department of Economy and Transport versus overall results

	Economy and Transport: Always/often	Overall: Always/often
	%	%
They are committed to continuous improvement	49	63
They engage proactively with stakeholders	46	56
Seek the views of my organisations before making decisions that affect us	30	44
<i>Base</i>	<i>147</i>	<i>1,103</i>

Performance on the critical success factors- differences by organisation type

3.41 Reflecting their lower level of satisfaction with stakeholder engagement, respondents representing academic institutions generally gave less positive assessments in respect of the success factors than their counterparts in other types of organisation. A lower than average proportion of this group said that officials always or often: provide accurate and reliable information, provide information that is easy to understand, respond within timescales that are convenient, understand their organisation and seek the views of their organisation before making decisions that affect them (see table 3.13).

Table 3.13: Perceived performance on critical success factors – results for those representing academic institutions versus overall results

	Stakeholders representing academic institutions: Always/often	Overall: Always/often
	%	%
They provide accurate and reliable information	53	66
They provide information that is easy to understand	55	64
They respond within timescales that are convenient	36	49
They understand my organisation	35	51
Seek the views of my organisations before making decisions that affect us	34	44
<i>Base</i>	<i>146</i>	<i>1,103</i>

3.42 A lower than average proportion of stakeholders representing third sector organisations said that officials are always or often impartial in dealing with

organisations (53 per cent vs. 63 per cent) and committed to continuous improvement (53 per cent vs. 63 per cent).

Performance on the critical success factors- differences by spatial plan area

3.43 There were relatively few regional-based differences in the success factor results, although a higher than average proportion of stakeholders in Central Wales and Swansea Bay said officials are always or often committed to continuous improvement (75 per cent and 76 per cent vs. 63 per cent), and a higher than average proportion of those in the South East said officials are always or often committed to addressing the kinds of issues that affect areas outside Cardiff (72 per cent vs. 64 per cent).

3.44 The qualitative interviews provided an opportunity to explore in detail stakeholders' experiences in relation to success factors on which the Assembly Government is seen to perform relatively poorly.

Seeking the views of organisations before making decisions that affect them

3.45 A range of views were expressed by participants in the qualitative research in relation to the Assembly Government's approach to consulting with stakeholder organisations. Of the more negative views, a few participants cited occasions when they were not consulted on key policy developments affecting their sectors, which led to frustration. Among these participants, there was a perception that officials designing these policies would have benefitted from the knowledge and expertise of stakeholder organisations. Several participants also felt that there should be more opportunities for stakeholder engagement *earlier* in the process, before consultation documents are written. These participants felt that, in most cases, the general direction of policy is already set in consultation documents meaning stakeholders have few opportunities to influence this.

We've had no contact at all from the Welsh Assembly as far as secondary heads as a group are concerned. I would have thought it [be] appropriate if there were initiatives or directions which were being pursued by the Welsh Assembly Government, it would be profitable to speak with a collection of heads in different regions.

Academic institution/School

We had been administrating a grant scheme here now for the last six or seven years [and] we knew it was up for review. The Assembly have now reviewed it and the amount of funding that has been allocated has now been cut for next year and ...they have redistributed it throughout Wales in a different manner. There hasn't been a consultation with local stakeholders to identify what would be the best principle, what would be the best [way] to redistribute a limited amount of resource[s].

Third sector

Rather than our involvement in policy formation being done through consultation at the end, I would [...] to see a more proactive joined-up approach to policy - where discussions are made at the outset rather than it being a document that you shape at the end, a more inclusive approach to policy formation.

Third Sector

3.46 Some participants felt that the Assembly Government did not consult with a wide enough range of organisations on particular issues. For example, one participant felt that officials tended to assume that the views of the entire business community were reflected by the large, more well-established business lobbying groups such as the Confederation of British Industry (CBI) and the Institute of Directors (IoD). This in turn led to a perception that consultation with business was limited to these organisations.

The CBI is a lobbying group with a distinct view and distinct political persuasion and there have been numerous examples where consultation with business equals CBI or IoD. That doesn't sit well with the greater ... business community and it is very frustrating.

Third sector

3.47 Participants were asked about factors underlying the perceived failure on part of the Assembly Government officials to consult appropriately with stakeholders. Among those who were able to offer an opinion, there were references to a "we know best" attitude among some officials.

There appears to be perception that they know what they're doing and they don't need any help from anybody else...There is quite an arrogance about certain key areas of the civil service in Wales. Bearing in mind their limited experience they would do well to have greater humility.

Third sector

3.48 The time given to stakeholders to respond to Assembly Government consultation was a further issue which emerged in the qualitative research. A few participants commented that the consultation periods were sometimes too short. This appeared to be an issue particularly for participants from smaller organisations who pointed out that their organisation did not always have enough staff to help with formulating consultation responses within the specified timescales.

3.49 Notwithstanding these findings, several participants in the qualitative research spoke in very positive terms about the extent to which the Assembly Government sought their views. These participants gave examples of occasions when they had been offered opportunities to shape the direction of policy at an earlier, pre-consultation, stage of the process. Some also gave examples of occasions when Assembly Government officials had actively sought stakeholder organisations' experiences and views on particular issues and used these to formulate policy proposals within consultation documents.

We had discussions before the formal consultation, so we had an opportunity to give them early thoughts on issues of principle before they were embedded into the formal consultation process... We wouldn't expect them to listen and agree with everything we say... but we were happy [that] we were given a fair hearing. We had subsequent meetings to clarify issues and it's fair to say some of our representations were taken on board, others weren't, but I think we are adult enough to understand that political processes [and that] we are one of a number of consultees...

Private sector

They often, before they actually set out the guidance and go to formal consultations, they come to us and to say "look this is what we are going to do and have you got any views". [This] then effectively goes into... their own internal discussions, ...and I think that's quite nice.

Public sector

3.50 These positive comments give a clear indication of the type of consultation stakeholders value and as such, an important evidence base for implementing improvements in the future.

Responding within convenient timescales

3.51 Turning to the issue of the timescales within which the Assembly Government responds, participants' comments centred around two main themes: how long it takes officials to acknowledge letters, emails and other correspondence; and delays in the implementation of important policies and initiatives.

3.52 On the first of these themes, many participants referred to occasions when they had submitted queries, funding bids, tenders or consultation responses to officials but heard virtually nothing back for several months, or in one instance, years. They pointed out that this was not only very frustrating, but often caused them significant practical problems, for example, being unable to plan ahead or make progress on particular initiatives or projects.

Before we could take that [development] out to the public in terms of consultation, we required a letter to confirm that money was in place, because we can't consult with the public until we are certain that the money is available. Now that was a critical deadline as far as we were concerned, however, it took between November and February for a letter to come forward from the Assembly to actually confirm that money was in place.

Local government

I'm still waiting for responses to some things that we discussed a couple of years ago and get left in an open-ended manner and I suppose because they're not high priority for the individuals involved, but it's quite frustrating when you're at the other end waiting for outcomes, so some things do tend to sit for a long period of time.

Third sector

3.53 There was a sense in which it is not always the length of delays *per se* which frustrated stakeholders most but rather failure on the part of officials to provide appropriate holding responses in the interim. Participants repeatedly expressed a view that all correspondence they send to the Assembly Government should be met with an initial email or letter of acknowledgement which includes some indication of when they are likely to receive a response.

It can go into a big black hole and you don't have any response of any kind and that happens frequently. I normally ring the head of the department and just say: "there is a blockage somewhere, what's happening?" It's very frustrating and it appears that there isn't any thought to external

stakeholder e-mails. I mean [they] don't even have the courtesy of "we've received your e-mail, it's receiving attention, we will get back to you within 48 hours" or whatever, which is normal business practice, and I think that would be really useful. No response generates a perception of arrogance which probably isn't the case but it's a perception of if you can't be bothered to send an e-mail to say thanks for pointing this out or whatever, you just feel that you are dealing with a big black hole.

Third sector

'[dylai swyddogion] rhoi y darlun i gyd, chi'n gwybod, "bydde ni'n hala'r wybodaeth hyn yn y cyfnod hyn, bydde ni moyn eich barn chi yn y cyfnod hyn erbyn y dyddiad hyn, fe gewch chi, sort of overview yn y cyfnod hyn, a wedyn bydde ni moyn eich barn chi ar yr overview erbyn hyn, a wedyn fe gewch chi'r ddogfen, chi'n gwybod, yn ei chyfanrwydd erbyn hyn." Fel bod chi'n gallu gweld reit o'r cychwyn cyntaf, ok, 'na faint yw e i fi aros nes bod fi'n cael clywed ganddyn nhw, a bydd gwaith 'da fi i wneud fan hyn a fan hyn, ond bydd pethau'n digwydd yn y cyfamser

Llywodraeth leol

'[officials should] give the full picture, you know, "this is the schedule, we'll send this information at this stage, we'll want your opinion at this stage, by this date, and you'll get a sort of overview at this stage, and then we'll want your opinion about the overview by this stage, then you'll get the document by this stage." So you'll be able to see right from the off, ok, this is how long I'll have to wait until I hear from them, and I'll have work to do here and here, but things will be happening in the meantime.

Local government

3.54 With respect to delays around the implementation of policy and initiatives, a few participants commented that decision making, particularly in relation to funding, is often very slow and that this can result in a loss of momentum and ultimately have a detrimental impact on the delivery of important services or projects. This issue was also discussed in more general terms, with some participants referring to delays between initial ministerial announcements and change actually happening "on the ground".

Community First programmes are coming to [an] end at the 31st of March and the applications were put in to [the Assembly Government] back in November of last year yet they are still looking at projects in terms of whether they are going to fund them or not.

Local government

If it's about a funding stream for instance, sometimes there is significant delay between a ministerial announcement and then how that is then put into the system ... there has been a public statement about something but actually [the Assembly Government] doesn't have all the things in place for anybody to actually go out and do anything.

Third sector

3.55 Participants attributed this slow progress to a range of factors. One person suggested that it was often that officials are required to have some documentation translated into Welsh or have to “go through legal channels”, both of which can take a long time. Another person felt that there is a problem of resourcing in the Assembly Government or at least “poor application of the resources they have available”.

Officials understanding of stakeholders organisations

3.56 On the issues of the Assembly Government's understanding of stakeholder organisation, participants tended to reiterate their view, discussed in the previous chapter, that officials are not proactive enough in seeking to identify the range of organisations to engage with. Furthermore, it was felt that there was a tendency among officials to ‘homogenise’ particular types of organisation, wrongly assuming, for example, that all schools or all local authorities or all health charities have the same needs and face the same challenges.

3.57 Related to this there was repeated suggestion that officials lack appreciation of the particular challenges facing rural organisations. This was felt to be evident both in policy terms but also in officials' general approach to engaging with these organisations – a small number of participants based in the North of Wales commented that when scheduling meetings, officials don't always take adequate account of journey times, the availability of public transport, and so on.

I'm not sure there is a very full understanding of exactly what it is we are doing. You get sweeping comments made that don't reflect your school ... I know there isn't a full comprehension of what we do and of the type of school that we are and the type of issues that we face.

Public sector

They have little understanding of the actual logistics of travelling time for students to come, because we are in a predominately rural area ...The funding formula therefore, that informs the planning system is predominately geared to a largely urban high population density area.

Academic institution

3.58 Ultimately, the most frequently cited opinion was that officials are too detached from the world outside of their offices in Cardiff and do not make the necessary effort to spend time with stakeholder organisations to develop a real awareness of what they do on a day-to-day basis and of the context in which they operate. It was commonly suggested that secondments or field visits should form more of a core element of officials' approach to stakeholder engagement so that they are better placed to develop and implement effective policy and strategy.

Well I think there needs to be far more involvement with the local authorities. ... If there was a system whereby they could actually be seconded to us and have a look at some of the operational issues in terms of delivery on the ground, I think it would put them in a far better position...

Local government

[Y]ou can talk about it over the phone as much as you like, but when you come out you can see the fact that there has been no investment in one of our hospitals for many years, you can understand then why we are shouting about the fact that we have investment in that area.

NHS/Health organisation

3.59 Reinforcing these comments, the minority of participants who spoke in positive terms about the Assembly Government's understanding of their organisation attributed this to the fact that officials *had* visited them, either by invitation or through their own volition.

We invited them to induction sessions so they got to know the business and got to know the people, we got to know them, so I think that has facilitated the process quite well.

Private sector

Aspirations around future engagement

3.60 Stakeholders were asked whether they would like to have more, less or about the same level of contact with officials in the Assembly Government area(s) about which they chose to respond. Just over half (53 per cent) were content with their

current amount of contact, while 44 per cent said they would like to have more contact and just two per cent said they would like to have less.

3.61 A higher than average proportion of stakeholders who chose to talk about officials in the Children, Education, Lifelong Learning and Skills Director General area said they would like to have more contact in the future (52 per cent, compared with 44 per cent overall). There were few other notable sub-group differences in the results.

3.62 Stakeholders were also asked to consider (unprompted) ways in which officials in the Assembly Government area(s) they chose to talk about might best improve stakeholder engagement in the future. A very wide range of responses were given and no single improvement was mentioned by more than one in ten respondents. However, consistent with findings reported throughout this chapter, the most common responses were that officials should:

- develop a better understanding of stakeholder organisations (mentioned by 10 per cent)
- initiate more face-to-face contact with those organisations (8 per cent)
- keep stakeholders better informed (7 per cent)
- take steps to improve joined-up working within the Assembly Government (6 per cent).

3.63 One in five respondents (20 per cent) expressed a view that *no* improvements were needed to the way in which officials engage with stakeholders (figure 3.3).

Figure 3.3: Priorities for improving stakeholder engagement – top 10 responses

Q. How, if at all, do you think those Welsh Assembly Government officials could improve the way in which they work with and involve other organisations?



Base: : All who answered about any Welsh Assembly Govt. area (1,103)

4 KEY DRIVERS OF SATISFACTION

4.1 This chapter sets out the key drivers of stakeholders' satisfaction with their engagement with Assembly Government officials before examining the relative impact each driver has on satisfaction and how well stakeholders rate officials' performance in relation to the key drivers. It concludes by identifying specific areas the Assembly Government could improve to enhance stakeholders' experiences of engaging with officials.

Identifying drivers of satisfaction with stakeholder engagement

4.2 In order to identify the key drivers of satisfaction with stakeholder engagement two statistical techniques were used, namely, factor analysis and regression. The first technique, factor analysis, was used to examine whether there were any meaningful ways of grouping the survey data into a smaller number of core factors. This type of analysis is particularly useful for survey items which are likely to be highly correlated with each other i.e. in cases where if respondents give a particular answer to one survey item they are likely to give a certain response to another survey item. In this study, the survey items designed to examine stakeholders' perceptions of specific characteristics of officials (see table 3.5) and 13 critical success factors (see table 3.7) were identified as potentially highly correlated items. Thus, factor analysis was used to examine whether these survey items could be condensed into a smaller number of meaningful groups.

4.3 Seven factors were extracted from the analysis and these were named as: 'responsive and efficient', 'working with Wales', 'strategic management and delivery', 'valuing relationships', 'open and accessible', 'national over local focus' and 'encourages competition between public bodies'. Table 4.1 overleaf provides details of the survey items which contribute most to each factor⁹.

⁹ Full details of the outputs from the factor analysis are provided in Appendix G.

Table 4.1: Factors extracted

Factor	Survey items contributing to factor
Responsive and efficient	They provide me with information that is easy to understand
	They provide accurate and reliable information
	They respond within timescales that are convenient to me
	They openly share information
	They make it clear who is accountable for outcomes
	They understand my organisation
Working with Wales	They engage proactively with stakeholders
	They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff
	They put the citizen at the heart of their decision-making
Strategic management and delivery	They seek the views of my organisation before making decisions that affect us
	Generally the different parts of the Assembly Government work well together
	The Assembly Government as a whole is well-managed
	Assembly Government officials are focused on delivery
Valuing relationships	The Assembly Government allows my organisation to work out the best way to deliver at local level
	They treat me with respect
	They are committed to continuous improvement
Open and accessible	They are impartial in dealing with organisations
	Assembly Government officials are remote and impersonal
National over local focus	Assembly Government officials are reluctant to innovate
	The Assembly Government expects my organisation to focus on national priorities rather than local ones
Encourages competition between public bodies	The Welsh Assembly Government encourages competition between public bodies to stimulate improvement
66.8% of variance explained - 21 variables added, lost 14 factors	

4.4 To identify drivers of satisfaction, these seven factors were then used as independent variables in a regression model where the dependent variable was overall satisfaction with the way Assembly Government officials work with stakeholder organisations. Consistent with the approach used in 2008, a number of other survey items which could potentially have an influence on satisfaction with engagement were also fed into the regression model to determine whether they were drivers of satisfaction. The additional survey items that were fed into the model included: spatial plan area, methods used to interact with officials, ease of obtaining information from

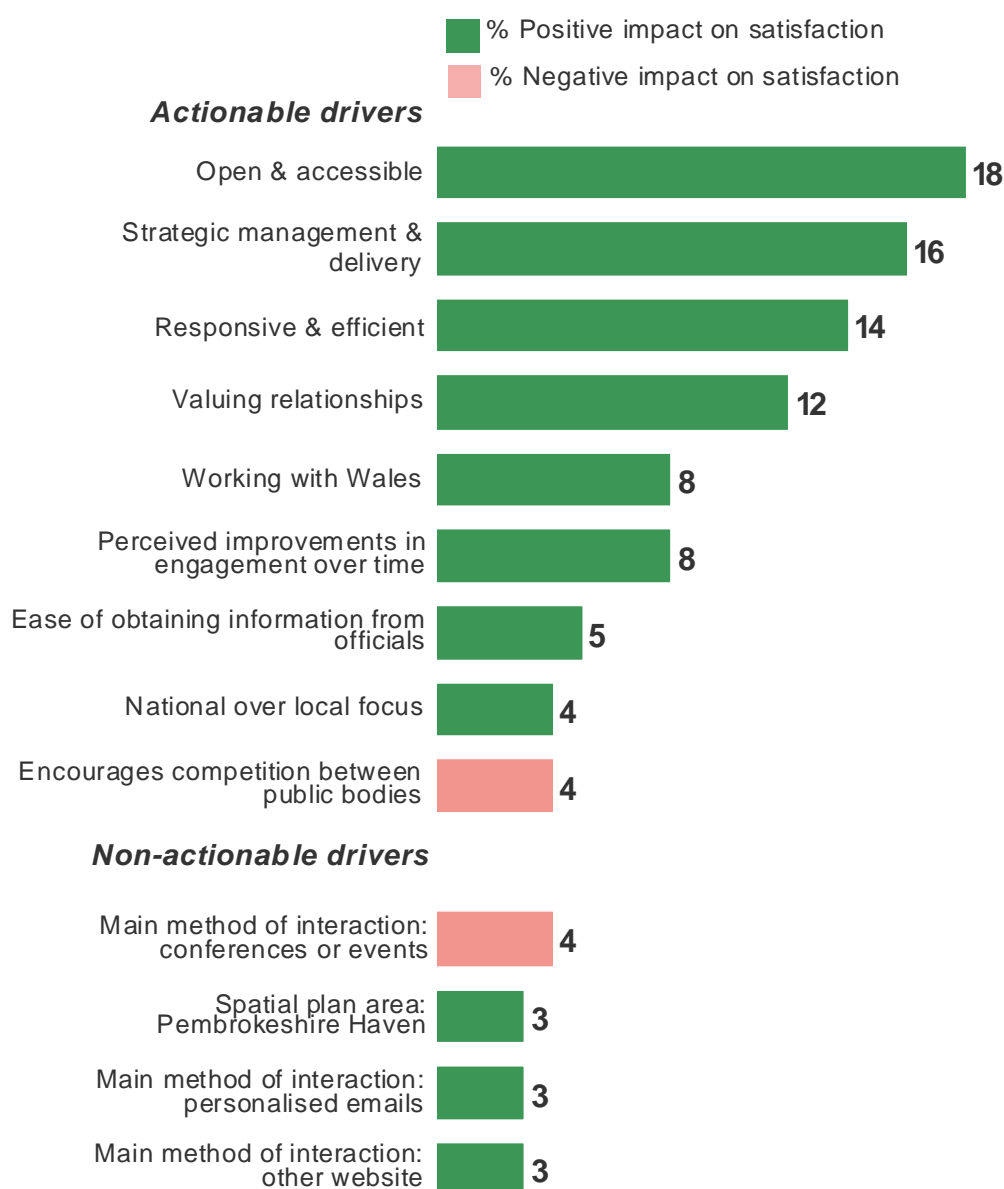
officials and perceptions of improvements to stakeholder engagement over the past year¹⁰.

4.5 The regression model identified 13 statistically significant drivers of satisfaction with engagement and these are shown in figure 4.1 along with the relative impact each has on satisfaction. Drivers identified were classified into two groupings – ‘actionable’ and ‘non-actionable’. The ‘actionable’ grouping comprised drivers which could potentially be directly influenced by the Assembly Government and thus improve stakeholders’ overall satisfaction with engagement. As can be seen from figure 4.1, ‘open and accessible’ had the greatest impact on satisfaction followed by ‘strategic management and delivery’, ‘responsive and efficient’ and ‘valuing relationships’. ‘Working with Wales’, ‘perceived improvements in engagement over time’, ‘ease of obtaining information from officials’ and ‘encourages competition between public bodies’ were also identified as key drivers of satisfaction though the impact of these drivers was comparatively low. ‘National over local focus’ was identified as a *negative* driver of satisfaction i.e. a perception the officials have a national over local focus leads to lower levels of satisfaction.

4.6 The ‘non-actionable’ grouping consisted of drivers which relate to particular demographic information of stakeholders or specific aspects of the way in which stakeholders engage with officials. They are ‘non-actionable’ because there is little the Assembly Government can do to alter or improve performance, with the aim of enhancing stakeholder satisfaction. ‘Non actionable’ drivers included the spatial plan area Pembrokeshire Haven, personalised emails and other websites. Conferences or event was also identified as a *negative* driver on satisfaction with stakeholder engagement.

¹⁰ Details of the survey items that were fed into the regression model are provided in Appendix G.

Figure 4.1: Key drivers of satisfaction and impact on satisfaction



52% of satisfaction explained by model

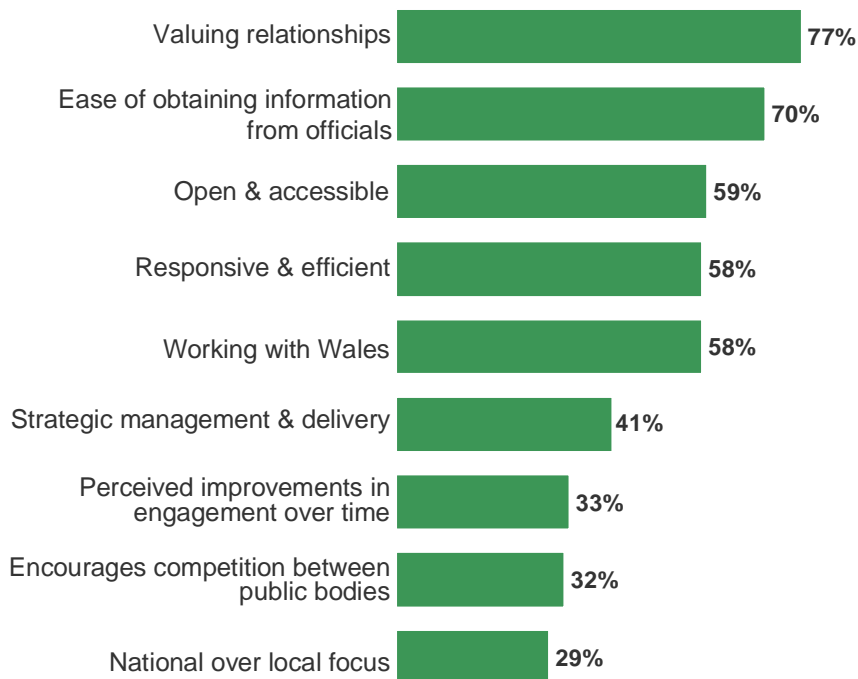
4.7 Figure 4.2 shows Assembly Government officials' performance in respect of the actionable key drivers of satisfaction as reported by respondents. In most cases, the performance 'score' shown is the proportion of stakeholders who responded *positively* to the relevant survey items.¹¹ So for example, the performance score for 'ease of obtaining information from officials' is the proportion of respondents who said they found it very or fairly easy to obtain information from officials. In the case of negatively worded survey items, for example 'national over local focus', the

¹¹ For drivers which consist of more than one survey item, the positive responses for all the relevant survey items were aggregated and divided by the number of valid responses for all the relevant items.

performance score is the proportion of respondents who said that officials *rarely* or *never* displayed this attribute.

4.8 As can be seen from figure 4.2, ‘valuing relationships’ emerged as the best performing driver with a performance score of 77 per cent followed by ‘ease of obtaining information from officials’ with a score of 70 per cent. The drivers ‘open and accessible’, ‘responsive and efficient’ and ‘working with Wales’ also received relatively high ratings by stakeholders (59 per cent, 58 per cent and 58 per cent respectively). Performance was relatively poorer in respect of ‘perceived improvements in engagement over time’ (33 per cent), ‘encourages competitions between public bodies’ (32 per cent) and ‘national over local focus’ (29 per cent).

Figure 4.2: Reported performance of Assembly Government officials on key drivers of satisfaction



Priorities for future improvements

4.10 Figure 4.3 depicts the relative impact of the ‘actionable’ drivers against performance scores. The main benefit of this analysis is that it is possible to identify, at a glance, priorities for future improvements. The higher up the chart a key driver is, the more positively stakeholders’ have rated it and, the further right a key driver is, the greater impact this driver has on satisfaction. In line with the approach used in 2008,

the benchmark score for performance for all drivers was set a 60 per cent. Accordingly, a horizontal line has been draw at this benchmark score dividing the chart into four quadrants.

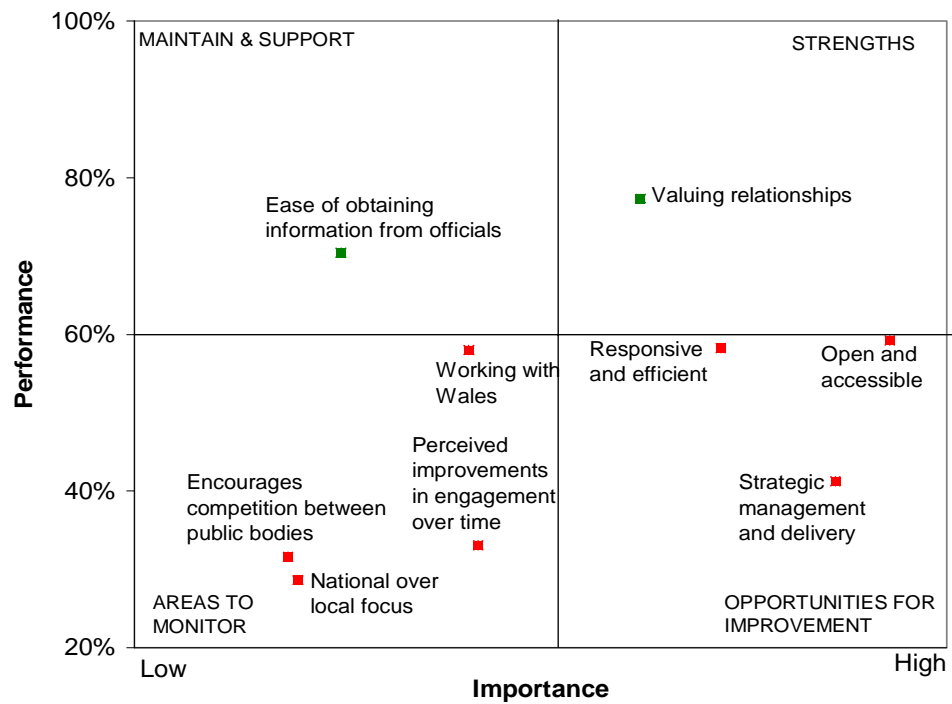
4.11 Priorities for future improvements (bottom right quadrant) – this quadrant consists of drivers which had the most impact on satisfaction but at the same time received performance scores below the 60 per cent benchmark score. Three out of the nine ‘actionable’ drivers fell within this quadrant and these were: ‘open and accessible’, ‘strategic management and delivery’ and ‘responsive and efficient’. These are therefore priority areas for any future improvement work in relation to stakeholder engagement.

4.12 Strengths (top right quadrant) – the driver ‘valuing relationships’ fell within this quadrant. This is an area of strength in that this driver has a relatively high impact on satisfaction and at the same time, Assembly Government officials were perceived to be performing above the benchmark score in this area.

4.13 Areas to monitor (bottom left quadrant) – this quadrant consists of drivers with a relatively low impact on satisfaction but where officials perceived performance was below the benchmark score. The drivers which fell within this quadrant were: ‘working with Wales’, ‘perceived improvements in engagement over time’, ‘national over local focus’ and ‘encourages competition between public bodies’. Given their relatively low impact on satisfaction, these could be considered as a secondary focus for future improvement work.

4.14 Maintain & support (top left quadrant) – ‘ease of obtaining information from officials’ was the only driver in this quadrant. This is an area which again had a low impact on satisfaction but in which the reported performance of Assembly Government officials was above the benchmark score. In the future, this driver should be supported to maintain the positive performance scores.

Figure 4.3: Strategic priorities – importance versus performance on ‘actionable’ key drivers



4.15 Key driver analysis was also conducted on the results for the three larger Assembly Government areas, namely, Children, Education, Lifelong Learning and Skills, Economy and Transport and Health and Social Services. The results for each of these areas are provided in Appendix H.

APPENDIX A. SURVEY QUESTIONNAIRE AND TOPIC GUIDES

Final topic guide for scoping interviews

Introduction

- Introduce self, Ipsos MORI and the research – i.e. We've been commissioned to undertake the 2010 Welsh Assembly Government stakeholder survey in January. This will focus on the ways in which the Welsh Assembly Government works with and involves other organisations on a day to day basis.
- Explain the purpose of the scoping interviews i.e. to inform the design of the survey questionnaire and ensure that it addresses the issues that are important to stakeholders. Emphasise that our focus is on Welsh Assembly Government officials' approach to working with stakeholders, *not* on the performance of ministers or on policy outcomes.
- Explain that the interview will take a maximum of 30 minutes
- Emphasise confidentiality and anonymity
- Request permission to record interview

Background

- Firstly, and to help contextualise your comments, it would be useful if you could provide a brief overview of the type of contact that your organisation typically has with the Welsh Assembly Government.
- IF NOT ALREADY COVERED: And to which policy area(s) does most of your contact relate?

Perceptions of the Welsh Assembly Government

- Overall how would you describe your current working relationship with the Welsh Assembly Government?
 - PROBE FOR POSITIVES AND NEGATIVES
 - PROBE FOR FACTORS THAT CONTRIBUTE TO EFFECTIVE/LESS EFFECTIVE WORKING RELATIONSHIPS
- IF NOT ALREADY CLEAR FROM RESPONSES TO ABOVE QUESTION: What to you would be the key characteristics of successful or effective working relationships?
- And how close is the reality of your experiences to this ideal?
- And how do you see your working relationship with the Assembly Government evolve in the future? Why do you say this?
 - PROBE FOR POSITIVE/NEGATIVE CHANGES
 - PROBE FOR FACTORS THAT ARE LIKELY TO CONTRIBUTE TO MORE EFFECTIVE/LESS EFFECTIVE ENGAGEMENT
- How would you *like* to see your working relationship with the Welsh Assembly Government evolve in the future?
- Finally, what do you think the Assembly's priorities should be in terms of improving the way in which it works with and involves other organisations?

Closing remarks

- That is all of the main questions I wanted to ask. Apart from the things we have discussed, do you have any other comments you would like to make?

Final survey questionnaire

INTRODUCTION/CONFIDENTIALITY

Good morning/afternoon/evening. My name is from Ipsos MORI, the research organisation, and we are carrying out a survey for the Welsh Assembly Government. The survey focuses on the ways in which Welsh Assembly Government works with and involve other organisations. You have been identified as one of their stakeholders. You may 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 GO TO QA, IF NOT WILLING TO TAKE PART GO TO Q1

QA **Would you like to continue the interview in Welsh or in English?** SINGLE CODE

English	1
Welsh	2

FOR THOSE WHO WANT TO CONTINUE INTERVIEW IN WELSH AT QA (CODE 2) SWITCH TO WELSH SCRIPT OTHER GO TO PREAMBLE BEFORE Q2

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

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

Too busy	1
Too many Welsh Assembly Government surveys/ have already taken part in too many Welsh 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 Welsh 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
Other (PLEASE WRITE IN)	8
None of these	9
Don't know	10

NB: THIS IS THE END OF THE QUESTIONNAIRE FOR THOSE WHO DO NOT WANT TO TAKE PART IN THE SURVEY

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.

INSERT INSTRUCTION FOR INTERVIEWERS: THE FOLLOWING PARAGRAPH MUST BE READ OUT.

Please note the questions that follow are about Welsh Assembly Government officials, not ministers. The questions should be answered thinking about the quality of your contact with

Welsh Assembly Government officials and not your views about Welsh Assembly Government policies.

ASK ALL

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

SINGLE CODE

Yes	1
No	2

THOSE WHO HAVE HAD CONTACT WITH WAG IN THE LAST 12 MONTHS AT Q2 (CODE 1) GO TO PREAMBLE BEFORE Q6 OTHERS GO TO Q3

Q3 What would you say are the main reasons you have not had any contact with Welsh Assembly Government officials in the last 12 months? DO NOT PROMPT. MULTICODE OK

Have not needed to	1
New in post/role	2
Someone else's responsibility in the organisation	3
The decisions of the Welsh Assembly Government do not affect my work/the work of my organisation	4
The organisation is not effective/waste of time	5
The organisation is too bureaucratic	6
I do not know who to contact in the Welsh Assembly Government	7
Don't know how to contact the Welsh Assembly Government	8
Procedures are too complex	9
Have tried to but no response	10
I/my organisation is opposed to the Welsh Assembly Government	11
Something else WRITE IN	12
Don't know	13

Q4

I am going to read out some statements about the Welsh Assembly Government and I'd like you to tell me to what extent you agree or disagree with each statement.

READ OUT a) – d). RANDOMISE ORDER. SINGLE CODE EACH ROW

	Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	Don't know
a) The Welsh Assembly Government should be more proactive in engaging with my organisation	1	2	3	4	5	6
b) The decisions taken by the Welsh Assembly Government do not affect my work	1	2	3	4	5	6
c) The Welsh Assembly Government does not understand the constraints my organisation faces	1	2	3	4	5	6
d) The Welsh Assembly Government needs to develop better links with organisations outside Cardiff	1	2	3	4	5	6

ASK ALL

Q5 **How, if at all, do you think Welsh Assembly Government officials could improve the ways in which they work with and involve other organisations?**

PLEASE WRITE IN	1
Don't know	2

ORGANISATIONAL INFORMATION

IF YES AT Q2 (CODE 1): **To begin, I would like to ask you a few questions about yourself and about the organisation in which you work.**

IF NO AT Q2 (CODE 2): **I'd now like to ask you a few questions about yourself and about the organisation in which you work.**

ASK ALL

Q6 **What is your position in your organisation? SINGLE CODE**

Managing Director/Chief Executive/Chief Officer/Executive Officer/Chancellor/Director	1
Chair/Chairperson	2
Deputy Director/ Executive	3
Head of Department/Services/Policy	4
Senior Manager/Senior Officer/Senior Advisor	5
Manager/Officer/Advisor/ Professional (e.g. consultant, teacher, lawyer)	6
Co-ordinator	7
Administrator/Secretary/Clerk	8
Self-employed	9
Other (Write in)	10
Refused	11

Q7 **How long have you been in your 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

Q8 What type of organisation do you work for? SINGLE CODE

Assembly Government Sponsored Body	1
Local Authority (Council)	2
National Health Service body (NHS)	3
UK Government department	4
UK Government Agency	5
Other public sector body	6
Academic institution	7
Public/private sector partnership	8
Voluntary/Third sector/Not for profit group	9
Interest group/Representative body/Lobbying organisation	10
Registered charity	11
Private sector company/business	12
Agricultural organisation/farm	13
Other (PLEASE WRITE IN AND CODE ' ')	14
Don't know	15

IF ASSEMBLY GOVERNMENT SPONSORED BODY CODED AT Q8 (CODE 1) AND HAVE HAD CONTACT WITH OFFICIALS IN LAST 12 MONTHS AT Q2 (CODE 1) SCREEN SHOULD SAY:

"In that case you are not eligible to take part in the survey. However, thank you for your time".
THEN CLOSE SURVEY

IF ASSEMBLY GOVERNMENT SPONSORED BODY CODED AT Q8 (CODE 1) AND HAVE NOT HAD CONTACT WITH OFFICIALS IN LAST 12 MONTHS AT Q2 (CODE 2) SCREEN SHOULD SAY:

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

OTHERS GO TO Q9.

Q9 What is the postcode of the office from which you work? If you work from more than one office, please give the postcode for the office from which you work most of the time.

PLEASE WRITE IN	1
Don't know	2

Q10 Which of the following would you say best describes your organisation's relationship with the Welsh Assembly Government READ OUT a) – i) MULTICODE OK

a)	Campaigns/lobbies on specific issues	1
b)	Delivers services on behalf of the Welsh Assembly Government	2
c)	Delivers services to the Welsh Assembly Government	3
d)	Delivers services independently from the Welsh Assembly Government	4
e)	Delivers services in partnership with the Welsh Assembly Government	5
f)	Advisory/consultancy role on behalf of the Welsh Assembly Government	6
g)	Advisory/Consultancy role to the Welsh Assembly Government	7
h)	Sharing information/knowledge with the Welsh Assembly Government	8
i)	Receives services from Welsh Assembly Government	9
	Something else (PLEASE WRITE IN)	10
	None of these	11
	Don't know	12

IF LOCAL AUTHORITY OR UK GOVERNMENT DEPARTMENT AT Q9 (CODES 2 OR 4) CATI SCRIPT SHOULD AUTOMATICALLY CODE '6' FOR Q11 AND ROUTE TO Q12. OTHERS ASK Q11

Q11 How many people would you say are currently employed by your organisation? IF RESPONDENT IS UNSURE, ASK FOR AN APPROXIMATE FIGURE. SINGLE CODE

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

IF NO AT Q2 (CODE 2)

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

IF YES AT Q2 (CODE 1) GO TO Q12

GENERAL IMPRESSIONS OF WELSH ASSEMBLY GOVERNMENT OFFICIALS

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

Q12 **What would you say you like most about working with officials in the Welsh Assembly Government?** DO NOT PROMPT. MULTICODE OK
FOR ONLINE SCRIPT INSERT 'WRITE IN' BOX INSTEAD OF OPTIONS

Are approachable/friendly	1
Are committed to/effective at finding solutions	2
Act in a professional manner	3
Are focused on achieving results	4
Are accessible/it is easy to have regular or face-to-face contact with them	5
Are prepared to listen to stakeholders/involve them in meaningful ways	6
Give stakeholders opportunities to influence policy	7
Are knowledgeable	8
Provide stakeholders with helpful guidance	9
Other (write in)	10
Don't know	11

Q13 **What would you say you like least about working with officials in the Welsh Assembly Government?**

PLEASE WRITE IN	1
Don't know	2

Q14 **In the last 12 months, how satisfied or dissatisfied have you been with the way in which Welsh Assembly Government officials have worked with and involved other organisations?** READ OUT SINGLE CODE

Very satisfied	1
Fairly satisfied	2
Neither satisfied nor dissatisfied	3
Fairly dissatisfied	4
Very dissatisfied	5
Don't know	6

Q15 **In the last 12 months, do you think the way in which Welsh Assembly Government officials have worked with and involved other organisations has got better, worse, or has there been no change?** PROBE: Is that much or a bit better/worse? SINGLE CODE

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

INSERT TIME STAMP

Q16 **I am going to read out some statements about the way in which the Welsh Assembly Government works with stakeholders. Please can you tell me to what extent you agree or disagree with each?**

READ OUT a) – i). RANDOMISE ORDER. SINGLE CODE EACH ROW

	Agree strongly	Agree	Neither agree nor disagree	Disagree	Disagree strongly	DK	NA
a) Welsh Assembly Government officials are remote and impersonal	1	2	3	4	5	6	7
b) Welsh Assembly Government officials are reluctant to innovate	1	2	3	4	5	6	7
c) Welsh Assembly Government officials are focused on delivery	1	2	3	4	5	6	7
d) The Welsh Assembly Government as a whole is well-managed	1	2	3	4	5	6	7
e) Generally the different parts of the Welsh Assembly Government work well together	1	2	3	4	5	6	7
f) The Welsh Assembly Government encourages competition between public bodies to stimulate improvement	1	2	3	4	5	6	7
g) The Welsh Assembly Government allows my organisation to work out the best way to deliver at local level	1	2	3	4	5	6	7
h) The Welsh Assembly Government expects my organisation to focus on national priorities rather than local ones	1	2	3	4	5	6	7

WORKING WITH WELSH ASSEMBLY GOVERNMENT OFFICIALS

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

Q17 What are the main methods you use to interact with Welsh Assembly Government officials? MULTI CODE OK

Face to face meetings	1
Letters	2
Opportunities to submit reports/proposals/consultation responses or other written documents	3
Welsh Assembly Government e-newsletters	4
Personalised emails	5
Other emails	6
Telephone conversations	7
Conferences/ events	8
Welsh Assembly Government website	9
Other (PLEASE WRITE IN AND CODE ' ')	10
None of these	11
Don't know	12

Q18 And what methods would you prefer to use to interact with Welsh Assembly Government officials? MULTI CODE OK

Face to face meetings	1
Letters	2
Opportunities to submit reports/proposals/consultation responses or other written documents	3
Welsh Assembly Government e-newsletters	4
Personalised emails	5
Other emails	6
Telephone conversations	7
Conferences/ events	8
Welsh Assembly Government website	9
Other (PLEASE WRITE IN AND CODE ' ')	10
None of these	11
Don't know	12

Q19 Over the last 12 months, with approximately how many Welsh Assembly Government officials would you say you have had contact? IF RESPONDENT IS UNSURE, ASK FOR AN APPROXIMATE FIGURE. SINGLE CODE

PLEASE WRITE IN	1
Don't know	2

Q20 In the last 12 months, how regularly have you had dealings with Welsh Assembly Government officials as a representative of your organisation? SINGLE CODE

Daily	1
Weekly	2
Monthly	3
Three to four times in the last 12 months	4
Once or twice in the last 12 months	5
Don't know	6

Q21 In your dealings with Welsh Assembly Government officials, which of the following have you done in the past 12 months as a representative of your organisation? READ OUT a) – d). MULTICODE OK

a)	Sought information, advice or guidance	1
b)	Responded to a consultation	2
c)	Participated in an advisory/working group/committee	3
d)	Worked in partnership with officials to design policy	4
	None of the above	6
	Don't know	7

Q22 In general, how easy or difficult is it to engage with Welsh Assembly Government officials? READ OUT. SINGLE CODE

Very easy	1
Fairly easy	2
Fairly difficult	3
Very difficult	4
No opinion	5

Q23 In general, how easy or difficult is it to obtain information from Welsh Assembly Government officials? READ OUT. SINGLE CODE

Very easy	1
Fairly easy	2
Fairly difficult	3
Very difficult	4
No opinion	5

Q24 If there were a choice, in what language would you prefer to communicate with officials from the Welsh Assembly Government? SINGLE CODE

English	1
Welsh	2
Other (Please specify)	3

ASK ALL WHO SAY WELSH AT Q24 (CODE 2) OTHERS GO TO Q26

Q25 **How often are you able to use the language of your choice when communicating with officials from the Welsh Assembly Government?** READ OUT. SINGLE CODE

Always	1
Often	2
Sometimes	3
Rarely	4
Never	5
Don't know	6

ASK ALL

Q26 **Over the last 12 months, which Welsh Assembly Government area(s) have you been in contact with most often?**

MULTICODE OK

Children, Education, Lifelong Learning and Skills (CELLS)	1
Economy and Transport	2
Environment, Sustainability & Housing	3
Heritage	4
Rural Affairs	5
Finance	6
First Minister and Cabinet	7
Health and Social Services (HSS)	8
Public Health and Health Professions (PHHP)	9
Legal Services	10
People, Places and Corporate Services	11
Public Services and Performance	12
Social Justice & Local Government	13
Permanent Secretary's Division	14
Other '1' (WRITE IN)	15
Other '2' (WRITE IN)	16
Don't know	17

FOR THOSE WHO CODE DON'T KNOW AT Q26 GO TO Q35A

IF ONLY ONE AREA MENTIONED AT Q26, CODES 1-14:

The next few questions focus specifically on your experience of being in contact with Welsh Assembly Government officials in [INSERT AREA FROM Q26]. THEN GO TO Q28

IF ONLY CODE 15 (OTHER) SELECTED AT Q26

The next few questions focus specifically on your experience of those officials you have been in contact with most often. THEN GO TO Q28

FOR THOSE WHO CODE MORE THAN ONE AREA GO TO Q27.

Q27 **You mentioned that you have been in contact with [INSERT NUMBER OF AREAS MENTIONED AT Q26] areas. The next few questions will focus on your experience of working with the officials in one of these areas. Is there one area you would like to talk about or would you like the computer to select one randomly?**
 ONLY SHOW AREAS RESPONDENT CODES AT Q26. SINGLE CODE

ROUTING INSTRUCTION AND QUESTION WORDING BELOW IS FOR Q33 FOR THOSE WHO WANT TO REPEAT QUESTIONS FOR ANOTHER AREA AT Q33 (CODE 1) AND HAVE MORE THAN 1 AREA LEFT TO TALK ABOUT:
The other areas you said you were in contact with were [INSERT AREAS NOT ASKED ABOUT YET]. Would you like to choose which one of these areas to talk about or would you like the computer to randomly select on?
 ONLY SHOW AREAS RESPONDENT CODES AT Q26 AND HAS NOT BEEN ASKED ABOUT. SINGLE CODE

Children, Education, Lifelong Learning and Skills (CELLS)	1
Economy and Transport	2
Environment, Sustainability & Housing	3
Heritage	4
Rural Affairs	5
Finance	6
First Minister and Cabinet	7
Health and Social Services (HSS)	8
Public Health and Health Professions (PHHP)	9
Legal Services	10
People, Places and Corporate Services	11
Public Services and Performance	12
Social Justice & Local Government	13
Permanent Secretary's Division	14
Other 1	15
Other 2	16
Random computer choice	17

PLEASE SET UP RANDOM COMPUTER CHOICE OF ONE AREA RESPONDENT MENTIONS AT Q26 FOR THOSE WHO CODE 17 AT Q27 THEN SHOW:
The area that has been randomly selected for you is [INSERT AREA RANDOMLY SELECTED].

To remind you – the questions that follow are about Welsh Assembly Government officials in this area, not ministers. The questions should be answered thinking about the quality of your contact with officials and not your views about Welsh Assembly Government policies.

Q28 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 AREA SELECTED]. Could you tell me whether you think each is essential, very important, important or not important.

QUESTION WORDING FOR THOSE WHO CODE ONE 'OTHER' AT Q26 (CODE 15) ONLY:
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 those officials in the Welsh Assembly Government area you have been in contact with most often. Could you tell me whether you think each is essential, very important, important or not important.

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q27 (CODE 15 OR CODE 16):

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 the Welsh Assembly Government area selected. Could you tell me whether you think each is essential, very important, important or not important.

READ OUT a) – o). RANDOMISE ORDER. CODE ONE ON EACH ROW ONLY.

	Essential	Very important	Important	Not important	Don't know
a) They openly share information	1	2	3	4	5
b) They provide accurate and reliable information	1	2	3	4	5
c) They treat me with respect	1	2	3	4	5
d) They are impartial in dealing with organisations	1	2	3	4	5
e) They make it clear who is accountable for outcomes	1	2	3	4	5
f) They are committed to continuous improvement	1	2	3	4	5
g) They put the citizen at the heart of their decision-making	1	2	3	4	5
h) They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff	1	2	3	4	5
i) They provide me with information that is easy to understand	1	2	3	4	5
j) They respond within timescales that are convenient to me	1	2	3	4	5
k) They understand my organisation	1	2	3	4	5
l) They engage proactively with stakeholders	1	2	3	4	5
m) They seek the views of my organisation before making decisions that affect us	1	2	3	4	5

Q29 I'm now going to read out the same list of attributes again. This time I'd like you to tell me to what extent each applies to officials in [INSERT AREA SELECTED] in practice. Could you tell me whether each applies always, often, sometimes, rarely or never?

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q26 (CODE 15) ONLY:
I am going to read out the same list of attributes again. This time I'd like you to tell me to what extent each applies to those officials in the Welsh Assembly Government area you have been in contact with most often. Could you tell me whether each applies always, often, sometimes, rarely or never?

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q27 (CODE 15 OR CODE 16): I am going to read out the same list of attributes again. This time I'd like you to tell me to what extent each applies to those officials in the Welsh Assembly Government area selected. Could you tell me whether each applies always, often, sometimes, rarely or never?

READ OUT a) – o). CODE ONE ON EACH ROW ONLY. RANDOMISE ORDER

	Always	Often	Sometimes	Rarely	Never	Don't know
a) They openly share information	1	2	3	4	5	6
b) They provide accurate and reliable information	1	2	3	4	5	6
c) They treat me with respect	1	2	3	4	5	6
d) They are impartial in dealing with organisations	1	2	3	4	5	6
e) They make it clear who is accountable for outcomes	1	2	3	4	5	6
f) They are committed to continuous improvement	1	2	3	4	5	6
g) They put the citizen at the heart of their decision-making	1	2	3	4	5	6
h) They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff	1	2	3	4	5	6
i) They provide me with information that is easy to understand	1	2	3	4	5	6
j) They respond within timescales that are convenient to me	1	2	3	4	5	6
k) They understand my organisation	1	2	3	4	5	6
l) They engage proactively with stakeholders	1	2	3	4	5	6
m) They seek the views of my organisation before making decisions that affect us	1	2	3	4	5	6

Q31 **In the future would you like to have more, less, or about the same level of contact with Welsh Assembly Government officials in [INSER AREA SELECTED]? SINGLE CODE**

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q26 (CODE 15) ONLY:
In future would you like to have more, less or about the same level of contact with those Welsh Assembly Government officials you have been in contact with most often? SINGLE CODE

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q27 (CODE 15 OR CODE 16): **In future would you like to have more, less or about the same level of contact with those Welsh Assembly Government officials in the area selected? SINGLE CODE**

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

Q32 **How, if at all, do you think Welsh Assembly Government officials in [INSERT AREA SELECTED] could improve the way in which they work with and involve other organisations?**

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q26 (CODE 15) ONLY:
How, if at all, do you think those Welsh Assembly Government officials you have been in contact with most often could improve the way in which they work with and involve other organisations?

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q27 (CODE 15 OR CODE 16): **How, if at all, do you think those Welsh Assembly Government officials in the area selected could improve the way in which they work with and involve other organisations?**

PLEASE WRITE IN	1
Don't know	2

FOR THOSE WHO CODE 'OTHER' AT Q26 (CODE 15):
That is the end of my questions about those officials in the Welsh Assembly Government you have been in contact with most often. THEN GO TO Q35

FOR ALL OTHERS:

Q33 **That is the end of my questions about [INSERT AREA SELECTED] Would you like to repeat these questions for any of the other Welsh Assembly Government areas with which you have been in contact or would you like to proceed to the final section of the survey?** SINGLE CODE

QUESTION WORDING FOR THOSE WHO CODE 'OTHER' AT Q27 (CODE 15 OR CODE 16): **That is the end of my question about that Welsh Assembly Government area. Would you like to repeat these questions for any of the other Welsh Assembly Government areas with which you have been in contact or would you like to proceed to the final section of the survey?** SINGLE CODE

QUESTION WORDING FOR THOSE WHO ONLY HAVE 1 AREA LEFT TO TALK ABOUT: **That is the end of my question about that Welsh Assembly Government area. Would you like to repeat these questions for the other Welsh Assembly Government area with which you have been in contact or would you like to proceed to the final section of the survey?** SINGLE CODE

Repeat questions for another area	1
Proceed to final section of the survey	2

FOR THOSE WHO SAY REPEAT QUESTIONS FOR ANOTHER AREA AT Q33 (CODE 1) AND HAVE MENTIONED MORE THAN TWO AREAS IN Q26 AND HAVE MORE THAN ONE AREA LEFT TO TALK ABOUT GO TO Q27

FOR THOSE WHO SAY REPEAT QUESTIONS FOR ANOTHER AREA AT Q33 (CODE 1) AND HAVE MENTIONED TWO AREAS ONLY IN Q26 OR HAVE ONLY 1 AREA LEFT TO TALK ABOUT SHOW FOLLOWING SCREEN:

The other Welsh Assembly Government area you said you had been in contact with was [INSERT NAME OF AREA].

THEN GO TO Q28 AND ENTER REMAINING AREA IN QUESTION WORDING

ALL OTHERS GO TO Q35

ASK ALL

Q35 **Finally would you be willing to take part in any follow-up research linked to this survey conducted by the Welsh Assembly Government?** SINGLE CODE

Yes	1
No	2
Don't know	3

That is the end of the survey. Thanks very much for taking part.
CLOSE

Final topic guide for follow-up interviews

Introduction

- Explain the purpose of the interviews: “*Thank you for agreeing to take part in this follow up qualitative research. In order to provide a deeper understanding of stakeholder experiences, which the Welsh Assembly Government can act upon, they have asked us to explore in more detail some of the issues raised in the recent stakeholder survey, as well a few additional issues that were not covered in the survey.*”
- Explain the interview should last around 30 minutes
- Emphasise confidentiality, anonymity etc: “*Before we begin, I’d like to reassure you that everything you say will be treated in confidence and you will not be named in any reports that we produce for the Welsh Assembly Government.*”
- Request permission to record and explain can be turned off at any point
- Emphasise focusing on officials not ministers

General perceptions of WAG

In the survey you said that you were satisfied/dissatisfied with the way in which Welsh Assembly Government officials have engaged with other organisations.

- To help us understand that a bit more, could you firstly just describe to me the level of engagement you have with the Assembly Government in terms of the nature of that engagement and the parts of the Assembly Government you are in contact with? Do you feel this is appropriate? Why?
- I’m interested to know a bit more about why you said you were satisfied/dissatisfied – what would you say is particularly good/problematic about the way they work with your own organisation?
 - PROBE FOR: specific examples

As I said, the Government are interested in exploring in further detail some specific issues that were highlighted in the survey. I’d now like to ask you about some of these issues.

Accessibility

In the survey you said it was easy/difficult to engage with Welsh Assembly Government officials and easy/difficult to obtain information from them.

ASK THOSE WHO SAID IT IS *EASY* TO ENGAGE:

- In what sense is engaging with WAG easy? What methods make it easy?
- Is this ease of engagement something you experience consistently across the organisation or does it vary? What methods work well across the organisation? What methods are more bespoke to the areas you work with?
- Has it become more or less easy to engage with officials over time, or has there been no change? Why do you think this is?

ASK THOSE WHO SAID IT IS *DIFFICULT* TO ENGAGE:

- What difficulties do you experience in attempting to engage with WAG officials?
 - PROBE FOR: specific examples/ methods that have failed
- Is this something you experience consistently across the organisation or does it vary?
- Has it become more or less difficult to engage with officials over time, or has there been no change? Why do you think this is?

ASK THOSE WHO SAID IT IS *EASY* TO GET INFORMATION

- In what sense is it easy to get information?
 - PROBE FOR: knowing who to contact, speed of response, relevance of information provided etc.
 - PROBE FOR: use of website
- Is this ease of obtaining information something you experience consistently across the organisation or does it vary?
- How do you decide which channel you use to get information (e.g. website, email a contact, look in publications, refer to previous communications etc.)
- Has it become more or less easy to obtain information over time, or has there been no change? Why do you think this is?
 - PROBE FOR: impact of Fol

ASK THOSE WHO SAY IT *DIFFICULT* TO GET INFORMATION:

- What difficulties do you experience in attempting to obtain information from WAG officials?
 - PROBE FOR: specific examples
 - PROBE FOR: use of website and experiences of this
 - PROBE FOR: expectations around different sources of information e.g. what information do stakeholders feel should be accessible on the website, what sorts of things do they feel it's more appropriate to talk to officials about etc.
- Do you experience these types of problems consistently across the organisation or does it vary?
- Has it become more or less difficult to obtain information over time, or has there been no change? Why do you think this is?
 - PROBE FOR: impact of Fol
- How does this impact on your organisation?

Customer focus

Moving on, in the survey you said that Welsh Assembly Government officials don't/always seek the views of your organisation before making decisions that affect it.

ASK THOSE WHO SAY WAG *DOES* SEEK THEIR VIEWS:

- We're interested to know more about your experiences in this regard: What are the main ways in which WAG seeks your views?
- Which of these approaches do you prefer and why?
- Over time, has WAG become better or worse at seeking your views or has there been no change?
- In there anything WAG could do to improve its approach to consulting with you?
 - PROBE FOR: methods, timeliness, nature of issues consulted on

ASK THOSE WHO SAY WAG *DOES NOT* SEEK THEIR VIEWS:

- We're interested to know more about this: What sorts of things have WAG officials not sought your views on before making decisions?
- Why do you think they have not sought your views?
 - PROBE FOR: WAG's willingness to consult, WAG's awareness of stakeholder organisations, issues of time/resources
- Over time, has WAG become better or worse at seeking your views or has there been no change?
- What sorts of issues would you like WAG to seek your views on in the future?
- How should WAG go about doing this?
 - PROBE FOR: preferred methods, timescales

Timeliness

In the survey you said that WAG officials do not/respond within timescales that are convenient

ASK THOSE WHO SAY WAG OFFICIALS *DO* RESPOND TIMEOUSLY:

- Can you tell me a bit about your experiences in this regard - perhaps describing the impact Assembly Government timescales have on your work
 - PROBE: Short timescales expecting a quick response or long timescales when nothing seems to happen
- In what way is this helpful to your organisation in terms of its ability to engage effectively with the Assembly Government?
- Is this something that WAG officials have got better or worse over time?

ASK THOSE WHO WAG OFFIALS *DO NOT* RESPOND TIMEOUSLY:

- Could you tell me a bit more about your experiences in this regard, providing some examples if possible?
 - PROBE FOR: Short timescales expecting a quick response or long timescales when nothing seems to happen
- And is this something that has got better or worse over time, or has there been no change?
- In what way do the timescales that the Assembly Government work to cause problems for your organisation?
- Ideally, what approach do you think WAG should be taking in terms of improving its performance in this area?

Working together

I'd now like to explore the issue of join up. In the survey you agreed/disagreed that the different parts of the Welsh Assembly Government work well together.

ASK THOSE WHO *AGREED* THAT THE DIFFERENT PARTS WORK WELL TOGETHER:

- Why did you say this?
 - PROBE FOR: How join up manifests and specific examples of the organisation being joined up
- Have things changed over time in this regard?
 - PROBE FOR: Whether has got better/worse/stayed same
 - PROBE FOR: Impact of management restructure into DG areas

ASK THOSE WHO *DISAGREED* THAT THE DIFFERENT PARTS WORK WELL TOGETHER:

- Why did you say that?
 - PROBE FOR: How lack of join up manifests and specific examples of the organisation not being joined up
 - PROBE FOR: join up within and between different DG areas/divisions
- How does a lack of join up impact on your organisation and its day to day working relationship with the Welsh Assembly Government?
- Would you say the problem is changing over time:
 - PROBE FOR: Whether has got better/worse/stayed the same
- Why do you think this is?
 - PROBE FOR: Impact of management restructure into DG areas
- Thinking about how the situation might be improved, what would a joined up WAG look like/how would it behave?

Understanding organisations

Finally, another theme emerging from the survey concerns WAG officials' understanding of stakeholder organisations.

- To what extent do you feel the WAG officials with whom you have contact understand your organisation?

ASK THOSE WHO SAY WAG OFFICIALS UNDERSTAND:

- What to you signifies this understanding?
- Is there anything which you feel has particularly facilitated WAG officials understanding of your organisation?
- And to what extent does this understanding benefit your organisation and contribute to effective engagement?

ASK THOSE WHO SAY WAG OFFICIALS *DON'T* UNDERSTAND:

- What specifically do you feel they don't understanding about your organisation?
- Is there anything in particular which you feel impedes their understanding?
- How does this impact on your organisation and you engagement with WAG officials?
- What do you feel WAG officials should be doing to improve their understanding of stakeholder organisations like yours?

Closing remarks:

Finally, thinking about the areas we have covered in this interview, is there anything else you would like to say about your engagement with WAG.

Thank respondent for taking part and close

APPENDIX B. METHODOLOGY

Creating the sample frame

B.1 To provide the sample frame for the research, the Social Research Division (SRD) of the Welsh Assembly Government invited each division of the Government to provide a list of individuals they considered to be their key stakeholders.

B.2 No restriction was placed on the number of individuals per stakeholder organisation who could be included in the sample frame as the research aimed to collect the views of individual stakeholders rather than to obtain organisational or corporate perspectives.

B.3 For each stakeholder, divisions were asked to provide full contact details including a job title, organisation title, telephone number, email address and postal address. During the period in which the information was being collated, representatives from SRD liaised with divisions to encourage maximum response and to provide any additional guidance required.

B.4 Once received by SRD, the divisional lists were merged into a single Excel file before being passed on to Ipsos MORI.

B.5 The Excel file comprised some 15,532 records, contained within ten separate sheets; one sheet for each Assembly Government area. For the purposes of cleaning, de-duplication and sampling, the ten sheets were combined into a single sheet and the data then imported into SPSS.

Data cleaning and de-duplication

B.6 The main steps taken to clean and de-duplicate the sample were as follows:

1. *Standardising the layout of the data:* In some instances, the information contained in certain columns of the file did not pertain to the information for which that column was designated (e.g., an email address had been entered in the column designated for telephone numbers, or a contact name entered in

the column designated for job position). This was manually corrected by transferring data between columns as necessary.

2. *Identifying missing contact names*: wherever possible, missing contact names were derived from email addresses (e.g., firstname.lastname@conwy.gov.uk). Where a missing contact name could not be discerned from an email address, web searches were performed using the email address and other contact information provided (such as position) to try to determine a contact name.
3. *Identifying missing email addresses and telephone numbers*: For all records where an email address, telephone number or both were missing from the database, web searches were undertaken to gather this information (based on other contact information provided, including name and organisation). Where a telephone number for a specific individual could not be obtained, a general switchboard number for their organisation (if found) was included in the database instead. Email addresses were also derived by using the names of stakeholders.
4. *Formatting contact names*: The contact names provided by divisions took several different formats; for example, some included titles as a prefix and/or degree qualifications as a suffix, while others did not. Similarly, some were presented in the format 'first name', last name', others were in the format 'last name, first name, and still others included a middle name. To address this inconsistency, separate columns were created for first names, last names, middle names, titles and degree qualifications. Isolating surnames in particular was useful for examining duplicate cases identified by automated processing (as described below).
5. *Structural checks on email addresses and telephone numbers*: These checks, which were performed to assess the validity of the information concerned, included:
 - a. examining the length of the telephone numbers to ensure these contained the correct number of digits
 - b. ensuring that telephone numbers began with a "0"

- c. ensuring that the STD codes were valid
 - d. removing extension numbers and fax numbers (denoted by 'fax:') from telephone numbers
 - e. ensuring that the email address contained an "@" symbol
 - f. removing blank spaces and stray characters (such as commas, dashes, and letters in the case of telephone numbers).
6. *Removing ineligible contacts:* All contacts representing Assembly Government Sponsored Bodies were identified (by performing searches on the organisation names - including acronyms) and removed from the sample. Records with an email domain of '.wales.gsi.gov.uk' were also removed.
7. *Removal of unidentifiable contacts:* Following stages 1 to 6, records were flagged for removal from the database in instances where:
- a. the contact's name, position, email address, telephone number and postal address were all missing
 - b. the contact's name was missing and it was not possible to determine their name either by using other contact information provided or through internet searches
 - c. the only information provided was a postal address.
8. *Removal of unusable sample:* records which included a name but no other contact information (i.e. no email address, telephone number or postal address) were also removed.

B.7 Following the cleaning steps set out above, the usable database was reduced to a total of 13,411 eligible records. The final stage of the data cleaning involved the removal of duplicate records. Duplicate records were identified as follows:

- 1. Records with identical email addresses and surnames were removed through an automated process.
- 2. A subsidiary check was performed to identify records with identical email domains (e.g. @ipsos.com) and last names. These records were examined

manually to determine whether they were in fact different contacts or whether there were typing errors in the first half of the email address.

3. In the case of records without email addresses, the automated removal of records with identical phone numbers and contact names was undertaken.
4. As a final check, manual searches were conducted on contact name alone. The database was sorted by contact name and a judgement was made using other contact information in the database as to whether individuals with identical names were in fact duplicates.

B.8 Following de-duplication, the final sample frame comprised a total of 9,567 eligible contacts. Eligible contacts were copied out of the database and stored in a new SPSS file for the purposes of sampling and fieldwork.

Questionnaire development

B.9 The main changes made to the survey questionnaire for 2010 were as follows:

- items exploring respondents' Welsh language ability were deleted as it was felt that a single question establishing whether the respondent wished to complete the survey in English or Welsh would suffice at this stage of the questionnaire. (Elsewhere in the questionnaire respondents were still asked in which language they prefer to communicate with the Assembly Government, and how often they are able to do this)
- in the short version of the questionnaire for less recent stakeholders, questions on the length of time since respondents' last contact with the Assembly Government, whether they have been approached by the Assembly Government and whether they would like more or less contact in future were deleted and replaced with a battery of four attitudinal statements about the Assembly Government's approach to stakeholder engagement

- in the question on organisation type, the ‘voluntary group’ code was changed to ‘voluntary/third sector/not for profit group’. Similarly, the ‘interest group’ code was changed to ‘interest group/representative body/lobbying organisation’. An entirely new code was also added to the question, namely: ‘Agricultural organisation/farm’
- questions on organisations’ funding status *vis a vis* the Assembly Government were deleted
- the question in which stakeholders are asked to identify potential improvements to stakeholder engagement was moved to the end of the questionnaire and respondents were asked to answer this question in relation to the department that they chose to talk about for the latter part of the questionnaire (as opposed to responding in relation to the Assembly Government as a whole). Meanwhile, the questions in which stakeholders are asked what they like and dislike about working with officials in the department they chose to talk about was moved forward to replace the ‘improvements’ item
- in the organisational characteristics question, all but three of the characteristics listed (‘remote and impersonal’, ‘reluctant to innovate’ and ‘focused on delivery’) were deleted and replaced with new characteristics, several of which were adapted from the Assembly Government staff survey. The new characteristics were: ‘The Welsh Assembly Government as a whole is well managed’, ‘Generally the different parts of the Welsh Assembly Government work well together’, ‘The Welsh Assembly Government encourages competition between public bodies to stimulate improvement’, ‘The Welsh Assembly Government allows my organisation to work out the best way to deliver at local level’ and ‘The Welsh Assembly Government expects my organisation to focus on national priorities rather than local ones’
- the open-ended item on reasons for having contact with Assembly Government officials was deleted and replaced with two new closed questions

to identify the number of officials with whom they had been in contact with and the other to explore their levels of engagement. The purpose of adding these items was to help explore the hypothesis that people with higher levels of engagement may be more satisfied with their engagement than those with lower levels.

- in the question in which respondents are asked to identify the Assembly Government areas with which they had most contact, the list of areas was updated to reflect the organisation's latest re-structure
- in the list of critical success factors, the following nine factors were deleted: 'They understand what you are trying to achieve', 'They deal with stakeholders in a professional manner', 'They work in partnership to deliver workable solutions', 'They respect the diverse views of others', 'They involve you at an appropriate stage in the policy process', 'They are innovative and willing to take risks', 'They are focused on achieving outcomes and objectives', 'They are committed to providing high quality services' and 'They work with you to engage citizens in public service design and delivery'. In place of these factors, eight new items were added: 'They treat me with respect', 'They put the citizen at the heart of their decision-making', 'They are committed to addressing the kinds of issues that affect areas of Wales outside of Cardiff', 'They provide me with information that is easy to understand', 'They respond within timescales that are convenient to me', 'They understand my organisation', 'They engage proactively with stakeholders' and 'They seek the views of my organisation before making decisions that affect us'
- The question in which respondents are asked to compare the Assembly Government department they chose to talk about with other departments with which they have been in contact, was deleted
- the items in which respondents were asked whether they were aware of any organisations that should be engaging with the Assembly Government but currently are not was also deleted.

B.10 To ensure that the questionnaire was easy to understand and that the CATI (Computer Assisted Telephone Interviewing) and online scripts were functioning as intended, a pilot of the survey was undertaken between 1 and 5 February 2010. A total of 32 completed questionnaires were achieved in the pilot – 30 by telephone and two online. Particular efforts were made to pilot the Welsh translation of the questionnaire. In the event, 13 of the pilot questionnaires were completed in Welsh, and the remainder in English.

B.11 The pilot revealed that the questionnaire was much longer than the intended 20 minutes. Therefore several questions were cut in advance of the main stage fieldwork commencing (see above). It was also apparent from the pilot that a significant proportion of respondents – around a third – had difficulty identifying the Welsh Assembly Government area with which they had most contact. To address this, two ‘other’, options were added to the relevant question and it was decided that Ipsos MORI, working closely with SRD, would retrospectively back-code any ‘other’s mentioned for analysis purposes using key words provided by the respondents.

Survey method and fieldwork

Advance letters

B.12 As in the previous surveys, respondents were sent a bilingual advance letter about the survey. The letter was signed by Dame Gill Morgan, Permanent Secretary to the Welsh Assembly Government.

B.13 Four versions of the advance letter were produced to cover the following eventualities:

1. where both an email and telephone number were available
2. where a telephone number but no email address was available
3. where an email address but no telephone number was available
4. where neither an email address nor telephone number was available

B.14 In the cases of 1, 2 and 4, the letter invited respondents to provide the missing

contact information in order that they could complete the survey in the mode of their choice.

B.15 The letter was sent by post to all those stakeholders for whom a postal address was available and/or by email to those for whom an email address was available.

B.16 Copies of versions 1 and 2 of the advance letter are provided in Appendix I.

Telephone survey

B.17 Shortly after the advance letters were dispatched, stakeholders for whom a telephone number was available and who had not by that stage completed the survey online, were called by Ipsos MORI and invited to take part in a telephone interview. A minimum of 10 attempts were made to contact each respondent. Appointments were made to call back at an appropriate time where that was the contact's preference.

B.18 During the course of telephone fieldwork, it became apparent that some respondents had not received their copy of the advance letter. In such cases, interviewers were able to resend the letter immediately via email.

B.19 All telephone fieldwork was conducted from Ipsos MORI's Harrow office using Computer Assisted Telephone Interviewing (CATI). 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 etc.. This guarantees that the correct questions are asked of the correct respondents and that no questions are accidentally missed out or completed only partially. In turn this removes the need for interviewers to manually check their work and therefore leads to better quality data.

B.20 The majority of the interviewing team, including the team assistant supervisor, were Welsh speaking and Welsh language interviews were offered to all respondents at first point of contact. In cases where a Welsh interview was requested of a non-Welsh speaking interviewer, the interviewer immediately transferred the call to one of

their Welsh speaking colleagues. To facilitate this approach, at least one Welsh speaking interviewer was on standby throughout the course of fieldwork.

B.21 A total of 662 interviews were completed by telephone and the average interview length was 18 minutes.

Online survey

B.22 Those stakeholders for whom an email address was available and to whom it was therefore possible to send the advance email about the survey, were also provided with two unique links to the online questionnaire; one to the English version and the other to the Welsh version. Respondents who did not receive the advance email – whether because no email address was available for them or because the email address in the sample was incorrect – were also provided with unique links on request.

B.23 The English version of the online survey was scripted by Ipsos MORI's internal technical team. The script was then translated by a Welsh Assembly Government approved agency using the Conformat translator tool.

B.24 A total of 556 questionnaires were completed online. This is a significantly higher proportion than in the 2008 survey (344).

Response rate and reasons for non-response

B.25 It is difficult to calculate an accurate response rate for a mixed mode survey such as this because there is no way of knowing the rate of deadwood for the online component. However, an approximate response rate can be calculated by dividing the achieved sample size by the sample used, taking into account the rate of deadwood in the telephone survey¹². This calculation gives a response rate of 50%.

¹² Deadwood includes: wrong telephone numbers; instances where the named contact was not known at the organisation or had moved on; instances where there was no answer despite repeated attempts to make contact; duplicates; and ineligible respondents.

B.26 The refusal rate for the survey was low. As table B1 illustrates, of those stakeholders contacted in the telephone survey, only 258 people explicitly declined to take part.

Table B1: Telephone survey – final call outcomes

Final call outcome	
Successful interview	662
Wrong or invalid number	341
Intend to/already completed survey online	325
Refusals	258
Named contact not known, retired, moved on	225
Hard or soft appointment made	183
Away during fieldwork period	164
Duplicate	17
Ineligible	15
No answer or called maximum number of times	7
<i>Total</i>	<i>2,197</i>

Statistical Reliability

B.27 As with all quantitative research which involves sampling respondents, the figures obtained 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.

B.28 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. Table B2, below, illustrates the predicted ranges for different sample sizes and percentage results at the ‘95% confidence interval’, based on a random sample.

Table B2: Predicted ranges for different sample sizes at the 95% confidence interval

Survey result:	Approx. sampling tolerances applicable to %s at or near these levels		
	10% or 90%	30% or 70%	50%
<i>Sample size:</i>			
100	+/- 5.9	+/- 9.0	+/- 9.8
200	+/- 4.2	+/- 6.4	+/- 6.9
500	+/- 2.6	+/- 4.0	+/- 4.4
750	+/- 2.2	+/- 3.3	+/- 3.6
1,000	+/- 1.9	+/- 2.5	+/- 3.1
1,228	+/- 1.7	+/- 2.6	+/- 1.7

B.29 For example, on a question where 50% of the people in a sample of 1,228 respond with a particular answer, the chances are 95 in 100 that this result would not vary by more than 1.7 percentage points above and 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 48.3% and 51.7%, it is more likely to be closer to the centre of this band' (i.e. at 50%).

B.30 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 shows, for example, that when comparing data from the 2008 and 2010 surveys for a question where around 10% of people gave a particular answer, a difference of two percentage points is necessary for that difference to be statistically significant. It is important to note that where sub-samples sizes are very small, even large differences between results may not be statistically significant.

Table B3: Predicted ranges for different surveys or sub-groups at the 95% confidence interval

Survey result:	Differences required for significance at or near percentage levels		
	10% or 90%	30% or 70%	50%
<i>Size of sample being compared:</i>			
1,273 and 1,228 <i>(total sample for 2008 vs. total sample for 2010)</i>	2	4	4
494 and 638 <i>(High level of seniority vs. medium/low seniority)</i>	4	5	6
1,228 and 250 <i>(Total sample vs. those who had been in contact with Economy & Transport)</i>	4	6	7
271 and 1,103 <i>(those answering about Children, Education, Lifelong Learning and Skills vs. Welsh Assembly Government area question average)</i>	5	6	7
147 and 1,103 <i>(those answering about Economy and Transport vs. Welsh Assembly Government area question average)</i>	5	8	9
65 and 1,103 <i>(those answering about Heritage vs. Welsh Assembly Government area question average)</i>	8	12	13

B.31 In all cases where sub-sample sizes are small i.e. below 50 cases, the findings must be treated as indicative, rather than representative.

B.32 It should be borne in mind that for confidence intervals to be placed around estimates, and for significance testing to take place, the assumption must be met that the sample represents a random sample of the relevant population. This survey is a quota survey and so genuine statistical significance cannot be established.

In order to report significance, we must therefore make the assumption that the survey was not a quota survey i.e. we are referring to 'pseudo-statistical significance'. Therefore, throughout the report, when a difference between two surveys or two subgroups is described as being significant, this refers to a pseudo-statistically significant difference at the 95% confidence level.

APPENDIX C: SAMPLE PROFILE

C.1 This appendix describes the profile of the 1,228 respondents to the stakeholder survey and of the organisations for which they work. For comparison purposes, data from the 2006 and 2008 surveys is included where possible.

C.2 As shown in table C1, the highest proportion of respondents were from local authorities and academic institutions. Smaller numbers were employed in other types of organisation. Although broadly similar to the organisational profile of the 2006 and 2008 samples, the 2010 sample comprised a notably higher proportion of respondents from academic institutions and a lower proportion from registered charities.

Table C1: Organisation type

	2006	2008	2010
	%	%	%
Local Authority (council)	28	29	31
Academic institution	7	8	14
National Health Service (NHS)	17	11	8
Private sector company/business	6	10	8
Voluntary/Third Sector/Not for profit group	11	7	7
UK Government department	2	5	6
Registered charity	14	13	5
Other public sector body	5	6	5
UK Government Agency	3	2	3
Public/private partnership	5	4	2
Interest group/Representative body/Lobbying organisation	4	4	2
Agricultural organisation/farm	n/a	n/a	1
Other	9	10	6
<i>Base: All respondents</i>	<i>1,130</i>	<i>1,139</i>	<i>1,128</i>

C.3 For the purposes of analysis, the 13 categories of organisation type in table C1 were collapsed into five broader groupings: ‘public sector’, ‘third sector’, ‘academic institution’, ‘private-public sector partnership’ and ‘other’. The majority of the sample (54 per cent) fell into the public sector grouping and substantially smaller proportions – around one in ten – into each of the other groupings (table C2).

C.4 Compared with the 2008 sample, the 2010 sample comprises a smaller proportion of respondents from the third sector, the private sector and public-private partnerships, and a larger proportion from academic institutions.

Table C2: Grouped organisation type

	2008	2010
	%	%
Public sector	56	54
Third sector (voluntary sector, interest groups, charities and unions)	23	15
Academic institution	8	14
Private sector or public-private partnership	15	10
Other	7	7
<i>Base: All respondents</i>	<i>1,139</i>	<i>1,128</i>

C.5 Over half of respondents (57 per cent) represented organisations employing more than 500 people, while a quarter were from organisations with 50 or fewer employees and 17 per cent from organisations employing 51-500 employees. As shown in table C3, compared with 2008, the 2010 sample included a higher proportion of respondents from large organisations and a lower proportion from small organisations.

Table C3: Number of employees in organisation

	2006	2008	2010
	%	%	%
10 or less	16	17	13
11 to 20	7	6	5
21 to 50	11	10	7
51 to 100	7	8	7
101 to 500	11	9	10
500+	47	48	57
Don't know	2	3	1
<i>Base: All</i>	<i>1,130</i>	<i>1,139</i>	<i>1,128</i>

C.6 Stakeholders were asked their position within their organisation. For the purposes of analysis, positions were grouped into three broad categories of seniority: 'higher', 'medium' and 'lower'.

C.7 As table C4 shows, almost half of respondents (48 per cent) were categorised into the 'medium' grouping. A slightly smaller proportion (40 per cent) were categorised into the most senior grouping and only 4 per cent into the lower grouping. This is in contrast to 2008 when the majority (48 per cent) of respondents were categorised into the most senior grouping and less than a third (29 per cent) categorised into the middle grouping. The variation between the two sets of results is most likely due to differences in the question format used in 2008 and 2010. In the earlier survey, the question was open-ended whereas in 2010, a closed pre-coded format was adopted, based on responses given in 2008.

Table C4: Position in organisation

	2008	2010
	%	%
Higher	48	40
Medium	29	48
Lower	22	4
Other/not answered	2	8
<i>Base: All respondents</i>	<i>1,139</i>	<i>1,128</i>

C.8 Almost three quarters of stakeholders (73 per cent) had been employed in their organisation for more than five years. A further 14 per cent had been with their organisation for between three and five years while 10 per cent had been with their organisation for between one and three years. A much smaller proportion (3 per cent) had been with their organisation for less than one year.

C.9 As shown in table C5, the proportion of stakeholders who had been with their organisation for more than five years is greater than that recorded in the 2006 and 2008 surveys.

Table C5: Length of service

	2006	2008	2010
	%	%	%
Less than one year	5	5	3
Between one and three years	22	14	10
Between three and five years	18	17	14
More than five years	55	63	73
<i>Base: All respondents</i>	<i>1,130</i>	<i>1,139</i>	<i>1,128</i>

C.10 In line with the method used in 2008, respondents were categorised into regional groupings which broadly reflect the Wales Spatial Plan areas. The groupings were created by matching postcodes to Unitary Authority areas, then mapping Unitary Authorities against Spatial Plan areas. Although the boundaries of Unitary Authority and Spatial Plan areas do not match exactly, the mapping was carried out as

accurately as possible. As shown in table C6, the majority of respondents' were based in South East Wales. Around one in ten were based in each of North East Wales, Swansea Bay, Central Wales, and North West Wales, while one in twenty were based in Pembrokeshire Haven¹³. Fourteen per cent were located outside Wales. These figures are very similar to those recorded in 2008.

Table C6: Location of organisation

	2008	2010
	%	%
South East Wales (Bridgend, Vale of Glamorgan, Rhondda Cynon Taf, Methyr Tydfil, Caerphilly, Blaenau Gwent, Torfaen, Monmouthshire, Newport, Cardiff)	43	39
North East Wales (Conwy, Denbighshire, Flintshire, Wrexham)	12	11
Central Wales (Powys, Ceredigion)	9	11
Swansea Bay (Carmarthenshire, Swansea, Neath Port Talbot)	12	10
North West Wales (Anglesey, Gwynedd, Conwy)	9	10
Pembrokeshire Haven (Pembrokeshire)	5	5
Outside Wales	13	14
<i>Base: All respondents</i>	1,139	1,128

C.11 Most respondents reported that their organisation had a variety of relationships with the Assembly Government. Two thirds (68 per cent) reported that their organisation shared information or knowledge with the Assembly Government. Similar proportions said that their organisation delivered services either in partnership with, independently from, on behalf of, or to, the Assembly Government (57 per cent, 56 per cent 52 per cent and 27 per cent respectively). A third (31 per cent) of respondents were involved in campaigns or lobbied on specific issues, while a similar proportion (33 per cent) acted in an advisory or consultancy role to the Assembly

¹³ A small number of postcodes (20 in total) fell within more than one spatial plan area. These postcodes were accordingly assigned to all the areas they were eligible for.

Government and 21 per cent reported providing advice or consultancy *on behalf of* the Assembly Government. Thirty-eight per cent reported receiving services from the Assembly Government. Of those who said ‘other’, this included relationships such as receiving grants from the Assembly Government, co-funding research and post-graduate training with the Assembly Government and infrastructure agreements.

C.12 As shown in table C7, compared with the 2008 sample profile, the 2010 sample comprised a greater proportion of stakeholders who reported receiving services from the Assembly Government, and delivering services in partnership with the organisation.

Table C7: Relationship with Assembly Government

	2006	2008	2010
	%	%	%
Sharing information/knowledge with the Welsh Assembly Government	57	66	68
Delivers services in partnership with the Welsh Assembly Government	52	47	57
Delivers services independently from the Welsh Assembly Government	41	50	56
Delivers services on behalf of the Welsh Assembly Government	46	45	52
Receives services from the Welsh Assembly Government	n/a	22	38
Advisory or consultancy role to the Welsh Assembly Government	32	33	33
Campaigns/lobbies on specific issues	32	33	31
Delivers services to the Welsh Assembly Government	16	21	27
Advisory or consultancy role on behalf of the Welsh Assembly Government	15	21	21
Other	5	3	5
None of these	1	3	1
Don't know	1	1	1
<i>Base: All respondents</i>	<i>1,130</i>	<i>1,139</i>	<i>1,128</i>

APPENDIX D. LESS RECENT STAKEHOLDERS - FINDINGS

D.1 This section summarises the findings for stakeholders who had not had contact with Assembly Government officials in the previous 12 months (11 per cent of the sample¹⁴), henceforth referred to as 'less recent stakeholders'. It begins by examining factors underpinning their lack of contact with officials, before moving on to explore their perceptions of the Assembly Government and their thoughts on ways in which officials might improve their approach to stakeholder engagement.

Reasons for lack of contact

D.2 When asked to give reasons for their low levels of engagement, just under half (49 per cent) of less recent stakeholders said they had not needed to contact Assembly Government officials, 19 per cent said that contact with the Assembly Government was the responsibility of someone else in their organisation and 11 per cent said they were new in their post and had not yet had reason to make contact (table D1). A further three per cent of respondents reported that the decisions of the Assembly Government do not affect their work and a similar proportion (3 per cent) mentioned that they have tried to contact officials but received no response.

D.3 Compared with the results from the 2008 survey, there has been a notable decrease in the proportion of respondents who said that they have not had reason to contact Assembly Government officials (74 per cent in 2008 versus 49 per cent in 2010). At the same time, there has been an increase in the number of those who mentioned that contact with the Assembly Government is the responsibility of someone else in their organisations (4 per cent versus 19 per cent respectively). Reasons for these differences are unclear but they may partly be attributable to changes made to the questionnaire for less recent stakeholders in 2010¹⁵.

¹⁴ Due to small base size, it is not possible to comment on sub-group differences on the results contained in this chapter.

¹⁵ In the 2008 survey this question was preceded by an item asking about the length of time since respondents last had contact with Assembly Government officials. This question was removed for the 2010 survey.

Table D1 Reasons for lack of contact

	2006	2008	2010
	%	%	%
Have not needed to	58	74	49
Someone else's responsibility in the organisation	6	4	19
New in post	3	5	11
The decisions of the Assembly Government do not affect my work/the work of my organisation	8	2	3
Have tried to but no response	5	-	3
Don't know how to contact the Assembly Government	-	-	2
Procedures are too complex	-	-	1
The organisations is not effective/waste of time	-	*	1
Other reason	31	6	18
Don't know	*	*	3
No answer	-	*	8
<i>Base: All who had not had contact with Assembly Govt. officials in the previous 12 months</i>	62	134	136

Perceptions of the Assembly Government

D.4 Despite their lack of recent contact, the majority of less recent stakeholders felt able to offer opinions on the Assembly Government's approach to stakeholder engagement. The results show that lack of contact does not appear to reflect a perception among less recent stakeholders that the Assembly Government lacks power or has little impact: 76 per cent of respondents *disagreed* that the decisions taken by the Assembly Government do not affect their work (figure D1).

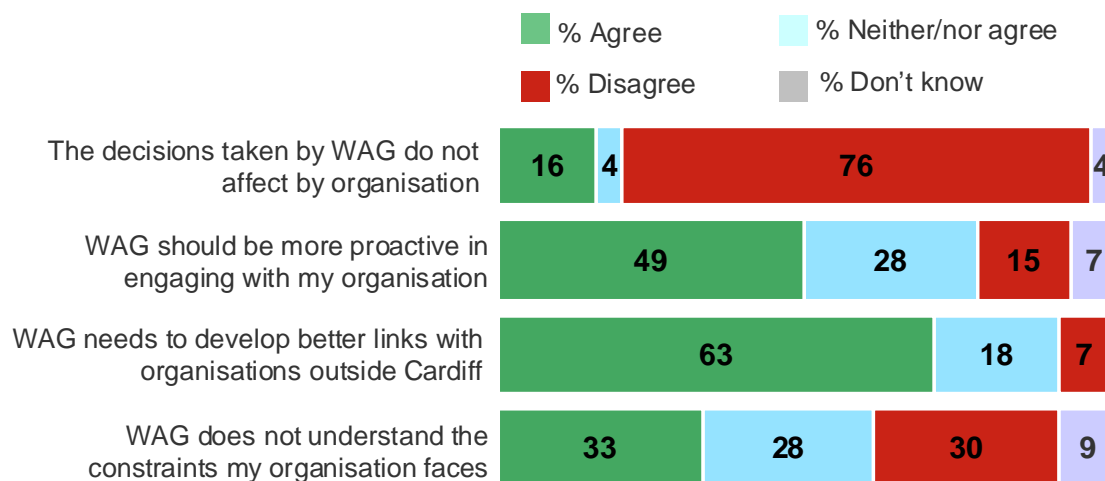
E.5 However, it appears that more could be done to engage less recent stakeholders, particularly those who are based outside of Cardiff. Around half (49 per cent) of less recent stakeholders agreed that the Assembly Government should be more proactive in engaging with their organisation and 63 per cent agreed that the Assembly Government needs to develop better links with organisations outside Cardiff.

E.6 Views were mixed in relation to the Assembly Government's understanding of stakeholder organisations: a third (33 per cent) agreed that the Assembly Government does not understand the constraints their organisation faces while a

similar proportion (30 per cent) disagreed. A further 28 per cent neither agreed nor disagreed with this statement.

Figure D1 Perceptions of the Assembly Government

Q. To what extent to you agree or disagree with each statement?



Base: : All who had not had contact with Assembly Govt. officials in the previous 12 months (136)

Priorities for improvement

D.7 Less recent stakeholders were also invited to suggest (unprompted) ways in which Assembly Government officials could improve the ways they work with and involve other organisations. A wide range of suggestions were made and table D2 shows the top five responses. More face to face contact with stakeholders was the most common suggestion (13 per cent) followed by the need for officials to develop a better understanding of stakeholders’ areas of work and the challenges they face (11 per cent). Other suggestions included: keeping stakeholders better informed of news relating to Assembly Government strategies or legislation (7 per cent); better communication with stakeholders in general (7 per cent); and better presence and links with organisations outside of Cardiff and South Wales (7 per cent).

Table D2 Priorities for improvement - top five responses

	2010
	%
More face to face contact with stakeholders	13
Have a better understanding of stakeholders' areas of work/challenges	11
Keep stakeholders better informed about news/strategies/legislation	7
Better communication in general	7
Better presence/links with organisations outside of Cardiff/South Wales	7

Base: All who had not had contact with Assembly Govt. officials in the previous 12 months (136)

APPENDIX E. PERCEIVED CHARACTERISTICS OF OFFICIALS - FINDINGS BY DEPARTMENT

E.1 This appendix details stakeholders' perceptions of the Welsh Assembly Government and Assembly Government officials on a number of characteristics. Table E1 summarises responses at a corporate level. Tables E2 to E16 summarise the data by individual Assembly Government areas. Area-level analysis is provided only for Assembly Government areas where a minimum of 50 stakeholders reported contact with that area in the previous 12 months.

Table E1: Perceived characteristics of Assembly Government officials – All Assembly Government areas

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	2	11	17	49	20	1
Officials are reluctant to innovate	6	21	22	38	8	6
Officials are focused on delivery	8	46	21	17	4	4
The Assembly Government as a whole is well managed	2	32	33	18	5	10
Generally the different parts of the Assembly Government work well together	1	16	23	29	18	13
The Assembly Government encourages competition between public bodies to stimulate improvement	2	23	28	22	5	20
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	37	20	19	6	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	35	22	23	3	9

Base: All in contact in previous 12 months (1,092)

Table E2: Perceived characteristics of Assembly Government officials – Children, Education, Lifelong Learning and Skills

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	4	13	19	43	20	1
Officials are reluctant to innovate	8	24	21	35	9	3
Officials are focused on delivery	8	42	22	19	6	3
The Assembly Government as a whole is well managed	2	26	36	20	7	9
Generally the different parts of the Assembly Government work well together	1	11	21	32	28	7
The Assembly Government encourages competition between public bodies to stimulate improvement	3	25	29	21	6	15
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	38	19	20	10	7
The Assembly Government expects my organisation to focus on national priorities rather than local ones	11	38	24	20	2	5

Base: All in contact with Children, Education, Lifelong Learning and Skills in previous 12 months (369)

Table E3: Perceived characteristics of Assembly Government officials – Economy and Transport

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	2	8	20	50	18	2
Officials are reluctant to innovate	11	27	20	34	6	3
Officials are focused on delivery	6	45	20	18	7	3
The Assembly Government as a whole is well managed	1	26	37	20	7	9
Generally the different parts of the Assembly Government work well together	1	11	20	38	20	10
The Assembly Government encourages competition between public bodies to stimulate improvement	2	24	31	20	5	19
The Assembly Government allows my organisation to decide the best way to deliver at local level	6	32	21	23	7	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	34	21	22	3	11

Base: All in contact with Economy and Transport in previous 12 months (250)

Table E4: Perceived characteristics of Assembly Government officials – Environment, Sustainability and Housing

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	10	18	46	23	1
Officials are reluctant to innovate	9	21	23	36	9	4
Officials are focused on delivery	8	43	22	18	5	4
The Assembly Government as a whole is well managed	1	30	36	17	8	8
Generally the different parts of the Assembly Government work well together	3	14	21	29	24	9
The Assembly Government encourages competition between public bodies to stimulate improvement	1	23	30	23	5	19
The Assembly Government allows my organisation to decide the best way to deliver at local level	6	37	19	20	8	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	31	25	22	4	9

Base: All in contact with Environment, Sustainability and Housing in previous 12 months (194)

Table E5: Perceived characteristics of Assembly Government officials – Heritage

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	10	16	52	19	-
Officials are reluctant to innovate	7	22	24	35	5	7
Officials are focused on delivery	6	41	22	24	2	6
The Assembly Government as a whole is well managed	3	35	34	14	3	11
Generally the different parts of the Assembly Government work well together	2	15	19	33	17	14
The Assembly Government encourages competition between public bodies to stimulate improvement	1	29	29	19	4	19
The Assembly Government allows my organisation to decide the best way to deliver at local level	5	38	22	20	4	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	6	34	20	26	5	9

Base: All in contact with Heritage in previous 12 months (108)

Table E6: Perceived characteristics of Assembly Government officials – Rural Affairs

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	2	12	20	50	17	-
Officials are reluctant to innovate	10	27	23	34	3	4
Officials are focused on delivery	8	36	27	20	5	3
The Assembly Government as a whole is well managed	1	34	37	14	8	6
Generally the different parts of the Assembly Government work well together	3	22	21	28	19	8
The Assembly Government encourages competition between public bodies to stimulate improvement	-	22	34	19	3	21
The Assembly Government allows my organisation to decide the best way to deliver at local level	5	34	24	21	8	8
The Assembly Government expects my organisation to focus on national priorities rather than local ones	10	31	20	29	3	6

Base: All in contact with Rural Affairs in previous 12 months (119)

Table E7: Perceived characteristics of Assembly Government officials – Sustainable Futures DG area

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	11	16	50	20	1
Officials are reluctant to innovate	7	23	23	36	6	6
Officials are focused on delivery	8	40	23	21	5	4
The Assembly Government as a whole is well managed	1	35	33	16	6	9
Generally the different parts of the Assembly Government work well together	3	18	21	29	20	11
The Assembly Government encourages competition between public bodies to stimulate improvement	1	24	31	21	5	19
The Assembly Government allows my organisation to decide the best way to deliver at local level	6	36	22	19	7	9
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	33	23	25	4	8

Base: All in contact with Sustainable Futures in previous 12 months (350)

Table E8: Perceived characteristics of Assembly Government officials – Finance

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	2	11	10	58	19	-
Officials are reluctant to innovate	9	19	20	43	8	1
Officials are focused on delivery	4	39	19	28	7	3
The Assembly Government as a whole is well managed	1	36	26	21	11	6
Generally the different parts of the Assembly Government work well together	2	17	13	33	29	6
The Assembly Government encourages competition between public bodies to stimulate improvement	1	22	27	22	14	13
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	37	16	20	13	8
The Assembly Government expects my organisation to focus on national priorities rather than local ones	8	37	18	27	1	10

Base: All in contact with Finance in previous 12 months (90)

Table E9: Perceived characteristics of Assembly Government officials – First Minister and Cabinet

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	6	19	43	25	5
Officials are reluctant to innovate	10	17	20	30	11	13
Officials are focused on delivery	9	41	20	16	5	10
The Assembly Government as a whole is well managed	3	24	33	19	7	15
Generally the different parts of the Assembly Government work well together	3	10	23	24	23	18
The Assembly Government encourages competition between public bodies to stimulate improvement	1	18	29	18	5	29
The Assembly Government allows my organisation to decide the best way to deliver at local level	5	34	23	11	7	21
The Assembly Government expects my organisation to focus on national priorities rather than local ones	7	28	33	13	3	18

Base: All in contact with First Minister and Cabinet in previous 12 months (120)

Table E10: Perceived characteristics of Assembly Government officials – Department for Health and Social Services

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	4	8	19	45	23	1
Officials are reluctant to innovate	10	21	24	32	7	6
Officials are focused on delivery	7	41	26	19	5	2
The Assembly Government as a whole is well managed	2	31	32	20	6	9
Generally the different parts of the Assembly Government work well together	1	12	19	33	24	11
The Assembly Government encourages competition between public bodies to stimulate improvement	1	19	28	29	8	15
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	36	14	23	8	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	7	40	18	19	4	11

Base: All in contact with Health and Social Services in previous 12 months (242)

Table E11: Perceived characteristics of Assembly Government officials – Public Health and Health Professionals

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	9	20	46	22	-
Officials are reluctant to innovate	7	21	25	35	5	7
Officials are focused on delivery	9	39	17	28	4	3
The Assembly Government as a whole is well managed	1	23	33	31	4	8
Generally the different parts of the Assembly Government work well together	2	12	21	29	28	9
The Assembly Government encourages competition between public bodies to stimulate improvement	1	20	33	23	8	15
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	31	14	31	6	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	7	43	20	18	3	10

Base: All in contact with Public Health and Health Professionals in previous 12 months (107)

Table E12: Perceived characteristics of Assembly Government officials – Health and Social Services DG area

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	4	9	20	45	23	1
Officials are reluctant to innovate	9	21	25	33	6	6
Officials are focused on delivery	8	42	23	20	5	3
The Assembly Government as a whole is well managed	1	30	31	23	5	9
Generally the different parts of the Assembly Government work well together	1	13	20	32	24	10
The Assembly Government encourages competition between public bodies to stimulate improvement	1	19	29	28	8	16
The Assembly Government allows my organisation to decide the best way to deliver at local level	7	36	14	25	8	11
The Assembly Government expects my organisation to focus on national priorities rather than local ones	7	41	18	20	4	11

Base: All in contact with Health and Social Services in previous 12 months (280)

Table E13: Perceived characteristics of Assembly Government officials – People, Places and Corporate Services

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	-	11	19	45	23	1
Officials are reluctant to innovate	7	26	15	36	10	7
Officials are focused on delivery	7	44	25	12	5	7
The Assembly Government as a whole is well managed	3	22	34	15	11	15
Generally the different parts of the Assembly Government work well together	1	12	30	23	23	10
The Assembly Government encourages competition between public bodies to stimulate improvement	1	14	30	21	4	30
The Assembly Government allows my organisation to decide the best way to deliver at local level	5	34	23	16	7	13
The Assembly Government expects my organisation to focus on national priorities rather than local ones	7	34	25	22	-	12

Base: All in contact with People, Places and Corporate Services in previous 12 months (73)

Table E14: Perceived characteristics of Assembly Government officials – Public Services and Performance

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	1	8	14	51	22	3
Officials are reluctant to innovate	7	20	24	36	7	8
Officials are focused on delivery	9	33	26	22	5	4
The Assembly Government as a whole is well managed	1	25	37	21	8	8
Generally the different parts of the Assembly Government work well together	3	12	28	28	25	5
The Assembly Government encourages competition between public bodies to stimulate improvement	-	32	29	20	7	13
The Assembly Government allows my organisation to decide the best way to deliver at local level	8	30	29	17	9	7
The Assembly Government expects my organisation to focus on national priorities rather than local ones	5	37	30	17	1	9

Base: All in contact with Public Services and Performance in previous 12 months (76)

Table E15: Perceived characteristics of Assembly Government officials – Social Justice and Local Government

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	3	8	18	53	18	1
Officials are reluctant to innovate	6	26	25	35	6	3
Officials are focused on delivery	7	41	25	22	4	2
The Assembly Government as a whole is well managed	3	30	31	24	8	4
Generally the different parts of the Assembly Government work well together	1	13	23	30	25	8
The Assembly Government encourages competition between public bodies to stimulate improvement	2	23	31	25	6	13
The Assembly Government allows my organisation to decide the best way to deliver at local level	9	35	20	22	7	7
The Assembly Government expects my organisation to focus on national priorities rather than local ones	10	38	25	20	3	4

Base: All in contact with Social Justice and Local Government in previous 12 months (158)

Table E16: Perceived characteristics of Assembly Government officials – Public Services and Local Government Delivery DG area

	Agree strongly	Agree	Neither / nor	Disagree	Disagree strongly	Don't know / n/a
	%	%	%	%	%	%
Officials are remote and impersonal	2	8	17	52	19	1
Officials are reluctant to innovate	6	23	25	35	6	5
Officials are focused on delivery	8	41	25	20	4	3
The Assembly Government as a whole is well managed	3	30	32	22	7	6
Generally the different parts of the Assembly Government work well together	1	13	25	30	23	7
The Assembly Government encourages competition between public bodies to stimulate improvement	1	26	29	25	6	13
The Assembly Government allows my organisation to decide the best way to deliver at local level	9	34	23	21	7	6
The Assembly Government expects my organisation to focus on national priorities rather than local ones	9	37	25	21	3	5

Base: All in contact with Public Services and Local Government Delivery in previous 12 months (204)

APPENDIX F. CRITICAL SUCCESS FACTORS - FINDINGS BY DEPARTMENT

F.1 This appendix details the perceived performance of Assembly Government officials on each of the 'critical success factors'. Table F1 summarises responses at a corporate level (i.e. the sum of those answering the questions about a selected Assembly Government area, or areas). Tables F2 to F11 summarise the data by individual Assembly Government areas. Area-level analysis is provided only for Assembly Government areas where a minimum of 50 stakeholders responded about that area.

Table F1: Perceived performance on Critical Success Factors – All Assembly Government areas

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	87	12
They provide accurate and reliable information	66	32
They are committed to addressing issues that affect areas of Wales outside Cardiff	64	24
They provide me with information that is easy to understand	64	35
They are impartial in dealing with organisations	63	26
They are committed to continuous improvement	63	25
They engage proactively with stakeholders	56	39
They openly share information	55	42
They make it clear who is accountable for outcomes	51	43
They understand my organisation	51	45
They respond within timescales that are convenient to me	49	49
They put the citizen at the heart of their decision-making	47	37
They seek the views of my organisation before making decisions that affect us	44	53

Base: All who answered about any Assembly Government area (1,103)

Table F2: Perceived performance on Critical Success Factors – Children, Education, Lifelong Learning and Skills

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	85	14
They provide accurate and reliable information	58	40
They are committed to addressing issues that affect areas of Wales outside Cardiff	65	27
They provide me with information that is easy to understand	57	42
They are impartial in dealing with organisations	65	28
They are committed to continuous improvement	70	23
They engage proactively with stakeholders	53	45
They openly share information	51	47
They make it clear who is accountable for outcomes	53	41
They understand my organisation	45	51
They respond within timescales that are convenient to me	35	63
They put the citizen at the heart of their decision-making	49	40
They seek the views of my organisation before making decisions that affect us	39	59

Base: All who answered about DCELLS (271)

Table F3: Perceived performance on Critical Success Factors – Economy and Transport

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	82	17
They provide accurate and reliable information	61	36
They are committed to addressing issues that affect areas of Wales outside Cardiff	58	31
They provide me with information that is easy to understand	62	37
They are impartial in dealing with organisations	66	23
They are committed to continuous improvement	49	31
They engage proactively with stakeholders	46	49
They openly share information	46	53
They make it clear who is accountable for outcomes	40	54
They understand my organisation	50	46
They respond within timescales that are convenient to me	48	50
They put the citizen at the heart of their decision-making	44	37
They seek the views of my organisation before making decisions that affect us	30	64

Base: All who answered about Economy & Transport (147)

Table F4: Perceived performance on Critical Success Factors - Environment, Sustainability and Housing

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	85	12
They provide accurate and reliable information	65	32
They are committed to addressing issues that affect areas of Wales outside Cardiff	71	14
They provide me with information that is easy to understand	69	29
They are impartial in dealing with organisations	63	27
They are committed to continuous improvement	54	33
They engage proactively with stakeholders	64	29
They openly share information	54	40
They make it clear who is accountable for outcomes	53	43
They understand my organisation	57	38
They respond within timescales that are convenient to me	55	41
They put the citizen at the heart of their decision-making	50	31
They seek the views of my organisation before making decisions that affect us	53	44

Base: All who answered about Environment, Sustainability and Housing (98)

Table F5: Perceived performance on Critical Success Factors – Heritage

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	92	6
They provide accurate and reliable information	80	17
They are committed to addressing issues that affect areas of Wales outside Cardiff	68	25
They provide me with information that is easy to understand	78	20
They are impartial in dealing with organisations	65	25
They are committed to continuous improvement	69	17
They engage proactively with stakeholders	65	31
They openly share information	66	29
They make it clear who is accountable for outcomes	51	40
They understand my organisation	58	38
They respond within timescales that are convenient to me	62	35
They put the citizen at the heart of their decision-making	45	37
They seek the views of my organisation before making decisions that affect us	55	40

Base: All who answered about Heritage (65)

Table F6: Perceived performance on Critical Success Factors – Rural Affairs

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	85	15
They provide accurate and reliable information	66	34
They are committed to addressing issues that affect areas of Wales outside Cardiff	77	20
They provide me with information that is easy to understand	58	42
They are impartial in dealing with organisations	66	30
They are committed to continuous improvement	55	32
They engage proactively with stakeholders	57	41
They openly share information	53	46
They make it clear who is accountable for outcomes	53	42
They understand my organisation	54	45
They respond within timescales that are convenient to me	46	53
They put the citizen at the heart of their decision-making	43	46
They seek the views of my organisation before making decisions that affect us	53	47

Base: All who answered about Rural Affairs (74)

Table F.7: Perceived performance on Critical Success Factors - Sustainable Futures DG area

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	87	11
They provide accurate and reliable information	70	28
They are committed to addressing issues that affect areas of Wales outside Cardiff	72	19
They provide me with information that is easy to understand	68	30
They are impartial in dealing with organisations	65	27
They are committed to continuous improvement	59	28
They engage proactively with stakeholders	62	33
They openly share information	57	39
They make it clear who is accountable for outcomes	52	42
They understand my organisation	57	40
They respond within timescales that are convenient to me	54	43
They put the citizen at the heart of their decision-making	46	37
They seek the views of my organisation before making decisions that affect us	54	44

Base: All who answered about Sustainable Futures (237)

Table F8: Perceived performance on Critical Success Factors – Department for Health and Social Services

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	84	14
They provide accurate and reliable information	62	35
They are committed to addressing issues that affect areas of Wales outside Cardiff	55	32
They provide me with information that is easy to understand	60	30
They are impartial in dealing with organisations	51	38
They are committed to continuous improvement	58	31
They engage proactively with stakeholders	50	46
They openly share information	47	47
They make it clear who is accountable for outcomes	46	49
They understand my organisation	45	53
They respond within timescales that are convenient to me	46	52
They put the citizen at the heart of their decision-making	46	40
They seek the views of my organisation before making decisions that affect us	38	58

Base: All who answered about HSS (173)

Table F.9: Perceived performance on Critical Success Factors - Health and Social Services DG area

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	85	13
They provide accurate and reliable information	64	32
They are committed to addressing issues that affect areas of Wales outside Cardiff	57	31
They provide me with information that is easy to understand	62	37
They are impartial in dealing with organisations	54	35
They are committed to continuous improvement	61	29
They engage proactively with stakeholders	50	43
They openly share information	51	44
They make it clear who is accountable for outcomes	49	45
They understand my organisation	47	49
They respond within timescales that are convenient to me	47	51
They put the citizen at the heart of their decision-making	48	37
They seek the views of my organisation before making decisions that affect us	38	58

Base: All who answered about HSS (213)

Table F10: Perceived performance on Critical Success Factors – Social Justice and Local Government

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	91	9
They provide accurate and reliable information	72	26
They are committed to addressing issues that affect areas of Wales outside Cardiff	71	18
They provide me with information that is easy to understand	68	32
They are impartial in dealing with organisations	61	25
They are committed to continuous improvement	66	25
They engage proactively with stakeholders	58	38
They openly share information	58	41
They make it clear who is accountable for outcomes	58	38
They understand my organisation	55	45
They respond within timescales that are convenient to me	55	45
They put the citizen at the heart of their decision-making	42	47
They seek the views of my organisation before making decisions that affect us	47	47

Base: All who answered about SJLG (76)

Table F.11: Perceived performance on Critical Success Factors - Public Services and Local Government Delivery DG area

	Always or often	Sometimes, rarely or never
	%	%
They treat me with respect	93	7
They provide accurate and reliable information	73	26
They are committed to addressing issues that affect areas of Wales outside Cardiff	69	21
They provide me with information that is easy to understand	67	33
They are impartial in dealing with organisations	65	23
They are committed to continuous improvement	68	23
They engage proactively with stakeholders	60	37
They openly share information	59	40
They make it clear who is accountable for outcomes	55	41
They understand my organisation	54	44
They respond within timescales that are convenient to me	58	42
They put the citizen at the heart of their decision-making	45	45
They seek the views of my organisation before making decisions that affect us	46	50

Base: All who answered about PSLG (111)

APPENDIX G. MULTIVARIATE ANALYSIS

Factor analysis

G.1 In preparation for the regression analysis, a factor analysis was performed on the components of Q16 (attitudinal perceptions of Welsh Assembly Government officials) and Q29 (Critical Success Factors). The reasons for running this analysis are two-fold. Firstly, factor analysis reduces the dimensionality of the data. There are eight components of Q16 and thirteen components of Q29. By constructing a small set of factors from a greater number of raw variables, the number of variables that are entered into the regression model reduces, facilitating our ability to draw meaningful and succinct interpretations from the model. Secondly, factor analysis does not operate in a haphazard way; instead it creates factors according to inherent similarities between the raw variables. Where items are grouped together into the same factor, this is interpreted to mean that a single 'latent' factor lies behind this group of items.

G.2 Factors were calculated using Principal Components Analysis (PCA), with Varimax rotation. A series of factor solutions were generated and considered, with the final solution based on the interpretation of the variable groupings. The selection of the final solution is largely a subjective process, which involves considering the degree and plausibility of the 'common thread' that unites each group of variables that comprise each factor. Reliability statistics (Cronbach's alpha) provide some statistical verification of this process by checking the contribution that each individual variable makes to the factor.

G.3 A factor solution which contained seven factors was chosen as the most appropriate solution. Five of the seven factors were represented by multiple variables, while two factors were represented by a single variable. An attempt was made to re-run the factor analysis in the absence of the two standalone factors, but the resultant factor solution was deemed substantially less plausible than the original solution. Consequently, the two single-level factors were retained and employed in the regression models.

Table G1: Factor analysis output

Rotated Component Matrix(a)

Cronbach's Alpha	Factor Label	Variable Label	Component						
			1	2	3	4	5	6	7
0.880	Responsive and efficient	Q.29.9 They provide me with information that is easy to understand	0.75	0.25					
		Q.29.2 They provide accurate and reliable information	0.74	0.25					
		Q.29.10 They respond within timescales that are convenient to me	0.73		0.20	0.27			
		Q.29.1 They openly share information	0.66	0.22		0.33			
		Q.29.5 They make it clear who is accountable for outcomes	0.55		0.21	0.37			
		Q.29.11 They understand my organisation	0.50	0.37		0.33			
0.698	Working with Wales	Q.29.12 They engage proactively with stakeholders	0.48	0.46		0.31	0.24		
		Q.29.8 They are committed to addressing the kinds of issues that affect areas of Wales outside Cardiff		0.81					
		Q.29.7 They put the citizen at the heart of their decision-making	0.28	0.63		0.30			
0.734	Strategic management and delivery	Q.29.13 They seek the views of my organisation before making decisions that affect us	0.50	0.53					
		Q.16.5 Generally the different parts of the Welsh Assembly Government work well together	0.26		0.80				
		Q.16.4 The Welsh Assembly Government as a whole is well-managed			0.77				
		Q.16.3 Welsh Assembly Government officials are focused on delivery			0.56	0.38	0.37		
0.706	Valuing relationships	Q.16.7 The Welsh Assembly Government allows my organisation to work out the best way to deliver at local level			0.45	0.33	0.20	-0.37	
		Q.29.3 They treat me with respect	0.38			0.62	0.32		
		Q.29.6 They are committed to continuous improvement	0.29	0.32		0.59			
0.617	Open and accessible	Q.29.4 They are impartial in dealing with organisations	0.34	0.39		0.55			
		Q.16.1 Welsh Assembly Government officials are remote and impersonal					-0.80		
-	Q16.8	Q.16.2 Welsh Assembly Government officials are reluctant to innovate	-0.23		-0.29		-0.68	-0.22	
-	Q16.6	Q.16.8 The Welsh Assembly Government expects my organisation to focus on national priorities rather than local						0.93	
-	r16_6	Q.16.6 The Welsh Assembly Government encourages competition between public bodies to stimulate i						0.95	

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
66.8% of variance explained

Regression Analysis

G.4 The 2008 report entered a combination of derived factors, individual attitudinal variables and (dummy coded) firmographic variables as independent variables into a linear regression procedure with the goal of explaining the key influences of satisfaction with engaging with Assembly Government officials (Q16 in 2008, Q18 in the current study).

G.5 Four models were produced; as well as running the regression on the overall sample, separate regression models were generated for the following three individual departments: CELLS (Children, Education, Lifelong Learning and Skills), Economy & Transport, and Health & Social Services. The regression analysis performed in this study replicated this approach.

G.6 The overall regression model is shown below, followed by the regression model of the three departments. Variables are deemed significant predictors where the significance level is less than or equal to 0.05. Positive significant drivers are highlighted in green, while negative significant drivers are highlighted in red. Note that the variables within the model are sorted in ascending order of significance level.

Figure G2: Regression outputs - Overall

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.690	0.197		13.681	3.07418E-39		
F5 Factor 5: Open and accessible	0.346	0.027	0.325	12.939	1.446E-35	0.724	1.381
F3 Factor 3: Strategic management and delivery	0.323	0.026	0.302	12.672	2.79421E-34	0.806	1.241
F1 Factor 1: Responsive and efficient	0.269	0.026	0.253	10.160	3.6487E-23	0.741	1.350
F4 Factor 4: Valuing relationships	0.232	0.024	0.218	9.756	1.47435E-21	0.917	1.091
F2 Factor 2: Working with Wales	0.153	0.024	0.144	6.447	1.75363E-10	0.917	1.091
r15 Q.15 In the last 12 months, do you think the way in which WAG officials have worked with and involved other organisations has got better, worse, or has there been no change?	0.190	0.031	0.148	6.217	7.39304E-10	0.806	1.241
F6 Factor 6: National over local focus	-0.075	0.023	-0.071	-3.206	0.00139	0.946	1.057
r23 Q.23 In general, how easy or difficult is it to obtain information from WAG officials?	0.089	0.028	0.089	3.112	0.00191	0.559	1.787
F7 Factor 7: Encourages competition between public bodies	0.070	0.023	0.066	3.020	0.00259	0.949	1.054
Pembrokeshire Haven	0.298	0.106	0.064	2.810	0.00504	0.881	1.135
q17_6 q17_8 Q.17 What are the main methods you use to interact with WAG officials? Conferences/ events	-0.142	0.056	-0.065	-2.525	0.01174	0.695	1.438
q17_10 q17_10 Q.17 What are the main methods you use to interact with WAG officials? Other websites	1.015	0.432	0.051	2.350	0.01895	0.974	1.026
q17_5 q17_5 Q.17 What are the main methods you use to interact with WAG officials? Personalised emails	0.126	0.062	0.047	2.027	0.04290	0.847	1.181
q17_6 q17_6 Q.17 What are the main methods you use to interact with WAG officials? Other emails	-0.100	0.052	-0.043	-1.934	0.05345	0.909	1.100
r20 Q.20 In the last 12 months, how regularly have you had dealings with WAG officials as a representative of your organisation?	0.040	0.025	0.036	1.557	0.11978	0.835	1.198
q17_7 q17_7 Q.17 What are the main methods you use to interact with WAG officials? Telephone conversations	0.074	0.055	0.032	1.346	0.17866	0.797	1.255
Swansea Bay	-0.063	0.081	-0.018	-0.774	0.43934	0.838	1.194
Academic Institution	0.041	0.054	0.028	0.759	0.44789	0.343	2.916
q17_3 q17_3 Q.17 What are the main methods you use to interact with WAG officials? Opportunities to submit reports/proposals/consultation responses or other written documents	0.047	0.065	0.020	0.716	0.47413	0.592	1.690
Public Sector or Private Sector Partnership	-0.042	0.060	-0.026	-0.703	0.48237	0.326	3.067
q17_1 q17_1 Q.17 What are the main methods you use to interact with WAG officials? Face to face meetings	-0.036	0.058	-0.015	-0.623	0.53329	0.817	1.224
q17_9 q17_9 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government website	0.043	0.074	0.015	0.576	0.56507	0.686	1.457
Central Wales	0.043	0.078	0.013	0.555	0.57923	0.856	1.168
q17_2 q17_2 Q.17 What are the main methods you use to interact with WAG officials? Letters	-0.031	0.058	-0.013	-0.548	0.58378	0.785	1.275
North East Wales	0.044	0.083	0.012	0.528	0.59765	0.856	1.168
South East Wales	-0.020	0.058	-0.009	-0.347	0.72841	0.647	1.545
q17_4 q17_4 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government e-newsletters	0.032	0.093	0.008	0.347	0.72852	0.774	1.292
Public Sector	-0.013	0.037	-0.008	-0.342	0.73207	0.876	1.141
Third Sector	0.013	0.052	0.009	0.257	0.79689	0.355	2.820
r7 Q.7 How long have you been in your organisation?	0.006	0.030	0.004	0.192	0.84754	0.958	1.043
North West Wales	-0.013	0.084	-0.004	-0.154	0.87743	0.841	1.189

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.730	0.533	0.520	0.737	1.939

Dependent Variable: d14 Q.14 In the last 12 months, how satisfied or dissatisfied have you been with the way in which WAG

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	633.150	30	21.105	38.831	3.6231E-146
Residual	553.830	1019	0.544		
Total	1186.980	1049			

Figure G3: Regression outputs - CELLS

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.028	0.405		7.482	1.52029E-12		
F5 Factor 5: Open and accessible	0.341	0.053	0.326	6.470	5.79754E-10	0.673	1.485
F3 Factor 3: Strategic management and delivery	0.329	0.054	0.304	6.113	4.12149E-09	0.693	1.443
F4 Factor 4: Valuing relationships	0.270	0.048	0.283	5.622	5.41482E-08	0.780	1.283
F1 Factor 1: Responsive and efficient	0.301	0.058	0.244	5.227	3.84338E-07	0.783	1.278
F2 Factor 2: Working with Wales	0.247	0.054	0.214	4.558	8.38614E-06	0.780	1.283
F7 Factor 7: Encourages competition between public bodies	0.140	0.048	0.130	2.918	0.00387	0.860	1.162
q17_6 Q.17 What are the main methods you use to interact with WAG officials? Other emails	-0.278	0.103	-0.120	-2.703	0.00738	0.873	1.145
r15 Q.15 In the last 12 months, do you think the way in which WAG officials have worked with and involved other organisations has got better, worse, or has there been no change?	0.126	0.061	0.105	2.050	0.04146	0.655	1.526
r20 Q.20 In the last 12 months, how regularly have you had dealings with WAG officials as a representative of your organisation?	0.114	0.059	0.097	1.943	0.05324	0.690	1.449
q17_1 Q.17 What are the main methods you use to interact with WAG officials? Face to face meetings	-0.173	0.114	-0.073	-1.520	0.12998	0.734	1.363
q17_4 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government e-newsletters	0.219	0.172	0.065	1.270	0.20521	0.663	1.508
q17_9 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government website	-0.168	0.150	-0.059	-1.125	0.26185	0.630	1.586
F6 Factor 6: National over local focus	-0.053	0.049	-0.048	-1.079	0.28150	0.861	1.161
q17_2 Q.17 What are the main methods you use to interact with WAG officials? Letters	0.115	0.116	0.049	0.991	0.32263	0.709	1.411
Swansea Bay	-0.146	0.168	-0.041	-0.867	0.38690	0.757	1.321
r23 Q.23 In general, how easy or difficult is it to obtain information from WAG officials?	0.045	0.053	0.045	0.844	0.39927	0.596	1.677
Central Wales	0.129	0.164	0.036	0.783	0.43430	0.822	1.216
Public Sector	0.062	0.084	0.034	0.739	0.46036	0.828	1.208
q17_8 Q.17 What are the main methods you use to interact with WAG officials? Conferences/ events	0.088	0.122	0.039	0.728	0.46728	0.587	1.704
q17_3 Q.17 What are the main methods you use to interact with WAG officials? Opportunities to submit reports/proposals/consultation responses or other written documents	-0.089	0.133	-0.037	-0.670	0.50381	0.560	1.786
North West Wales	-0.116	0.174	-0.031	-0.667	0.50527	0.778	1.285
Academic Institutions	-0.052	0.085	-0.040	-0.619	0.53624	0.414	2.415
Pembrokeshire Haven	0.131	0.233	0.026	0.561	0.57533	0.825	1.212
Third Sector	-0.061	0.118	-0.036	-0.523	0.60170	0.363	2.757
Public Sector or Private Sector Partnership	0.051	0.139	0.028	0.366	0.71470	0.298	3.351
r7 Q.7 How long have you been in your organisation?	0.023	0.063	0.016	0.363	0.71712	0.913	1.095
q17_5 Q.17 What are the main methods you use to interact with WAG officials? Personalised emails	0.036	0.124	0.014	0.291	0.77166	0.748	1.337
South East Wales	-0.028	0.128	-0.013	-0.229	0.81894	0.556	1.798
North East Wales	-0.032	0.159	-0.010	-0.204	0.83860	0.727	1.375
q17_7 Q.17 What are the main methods you use to interact with WAG officials? Telephone conversations	0.014	0.112	0.006	0.125	0.90094	0.718	1.393

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.778	0.605	0.555	0.744	1.753

Dependent Variable: d14 Q.14 In the last 12 months, how satisfied or dissatisfied have you been with the way in which WAG of

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	195.698	29	6.748	12.182	2.35994E-32
Residual	127.965	231	0.554		
Total	323.663	260			

Figure G4: Regression outputs – Economy & Transport

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.080	0.506		4.113	7.51821E-05		
F4 Factor 4: Valuing relationships	0.315	0.067	0.285	4.676	8.27324E-06	0.726	1.377
r15 Q.15 In the last 12 months, do you think the way in which WAG officials have worked with and involved other organisations has got better, worse, or has there been no change?	0.338	0.080	0.265	4.243	4.58978E-05	0.688	1.453
F3 Factor 3: Strategic management and delivery	0.260	0.073	0.227	3.544	0.00058	0.653	1.531
F5 Factor 5: Open and accessible	0.250	0.075	0.219	3.343	0.00113	0.625	1.601
F1 Factor 1: Responsive and efficient	0.227	0.068	0.217	3.323	0.00121	0.633	1.580
q17_9 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government website	-0.561	0.203	-0.194	-2.760	0.00677	0.546	1.830
q17_3 Q.17 What are the main methods you use to interact with WAG officials? Opportunities to submit reports/proposals/consultation responses or other written documents	0.423	0.191	0.171	2.218	0.02862	0.454	2.202
Academic Institutions	0.331	0.158	0.207	2.102	0.03780	0.278	3.598
r23 Q.23 In general, how easy or difficult is it to obtain information from WAG officials?	0.153	0.074	0.155	2.060	0.04174	0.474	2.109
Third Sector	-0.225	0.151	-0.149	-1.510	0.13387	0.276	3.624
North East Wales	-0.370	0.270	-0.084	-1.370	0.17346	0.709	1.411
q17_8 Q.17 What are the main methods you use to interact with WAG officials? Conferences/ events	-0.191	0.142	-0.087	-1.348	0.18054	0.652	1.534
Public Sector or Private Sector Partnership	-0.176	0.132	-0.124	-1.333	0.18528	0.311	3.218
q17_5 Q.17 What are the main methods you use to interact with WAG officials? Personalised emails	0.215	0.170	0.078	1.265	0.20838	0.713	1.402
Pembrokeshire Haven	0.267	0.260	0.061	1.026	0.30724	0.763	1.310
North West Wales	-0.205	0.218	-0.061	-0.950	0.34418	0.657	1.522
q17_2 Q.17 What are the main methods you use to interact with WAG officials? Letters	-0.138	0.159	-0.057	-0.868	0.38721	0.619	1.615
Public Sector	0.074	0.096	0.052	0.770	0.44274	0.592	1.688
F7 Factor 7: Encourages competition between public bodies	0.038	0.061	0.035	0.635	0.52671	0.873	1.146
Swansea Bay	0.097	0.234	0.024	0.413	0.68020	0.781	1.281
F2 Factor 2: Working with Wales	0.020	0.065	0.018	0.303	0.76258	0.753	1.328
q17_1 Q.17 What are the main methods you use to interact with WAG officials? Face to face meetings	0.051	0.170	0.018	0.302	0.76332	0.708	1.413
F6 Factor 6: National over local focus	0.016	0.062	0.015	0.254	0.79963	0.797	1.254
q17_6 Q.17 What are the main methods you use to interact with WAG officials? Other emails	0.030	0.142	0.013	0.212	0.83226	0.748	1.336
r20 Q.20 In the last 12 months, how regularly have you had dealings with WAG officials as a representative of your organisation?	0.007	0.069	0.006	0.089	0.92104	0.743	1.345
q17_4 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government e-newsletters	0.020	0.271	0.005	0.075	0.94048	0.638	1.565
South East Wales	0.008	0.150	0.004	0.057	0.95475	0.556	1.798
q17_7 Q.17 What are the main methods you use to interact with WAG officials? Telephone conversations	0.007	0.166	0.003	0.045	0.96456	0.623	1.606
r7 Q.7 How long have you been in your organisation?	-0.003	0.081	-0.002	-0.036	0.97137	0.832	1.202
Central Wales	0.005	0.257	0.001	0.019	0.98465	0.708	1.410

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.837	0.701	0.623	0.660	2.065

Dependent Variable: d14 Q.14 In the last 12 months, how satisfied or dissatisfied have you been with the way in which WAG of

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	113.455	29	3.912	8.990	5.35157E-18
Residual	48.304	111	0.435		
Total	161.759	140			

Figure G5: Regression outputs – Health and Social Services

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.839	0.610		6.294	4.08957E-09		
F5 Factor 5: Open and accessible	0.438	0.081	0.439	5.411	2.80317E-07	0.547	1.828
F3 Factor 3: Strategic management and delivery	0.324	0.072	0.308	4.528	1.30166E-05	0.778	1.285
F1 Factor 1: Responsive and efficient	0.320	0.092	0.285	3.495	0.00064	0.625	1.600
F4 Factor 4: Valuing relationships	0.232	0.075	0.212	3.088	0.00245	0.762	1.312
F2 Factor 2: Working with Wales	0.179	0.070	0.178	2.556	0.01170	0.740	1.352
F6 Factor 6: National over local focus	-0.126	0.067	-0.125	-1.887	0.06128	0.822	1.216
q17_7 Q.17 What are the main methods you use to interact with WAG officials? Telephone conversations	0.276	0.169	0.121	1.630	0.10549	0.655	1.526
North West Wales	-0.381	0.272	-0.104	-1.399	0.16400	0.647	1.546
South East Wales	-0.242	0.174	-0.114	-1.389	0.16719	0.534	1.871
q17_9 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government website	0.276	0.200	0.102	1.383	0.16895	0.668	1.498
Pembrokeshire Haven	0.524	0.398	0.101	1.321	0.18879	0.620	1.613
Academic Institutions	0.300	0.256	0.169	1.209	0.22896	0.184	5.449
r23 Q.23 In general, how easy or difficult is it to obtain information from WAG officials?	-0.110	0.092	-0.109	-1.189	0.23651	0.430	2.327
q17_8 Q.17 What are the main methods you use to interact with WAG officials? Conferences/ events	-0.179	0.153	-0.084	-1.167	0.24508	0.700	1.428
r15 Q.15 In the last 12 months, do you think the way in which WAG officials have worked with and involved other organisations has got better, worse, or has there been no change?	0.106	0.091	0.084	1.161	0.24767	0.691	1.446
r20 Q.20 In the last 12 months, how regularly have you had dealings with WAG officials as a representative of your organisation?	0.089	0.081	0.079	1.084	0.27597	0.698	1.432
Public Sector	-0.158	0.145	-0.081	-1.087	0.27881	0.655	1.527
r7 Q.7 How long have you been in your organisation?	-0.082	0.081	-0.067	-1.005	0.31657	0.818	1.223
Swansea Bay	-0.233	0.253	-0.071	-0.922	0.35823	0.607	1.648
q17_2 Q.17 What are the main methods you use to interact with WAG officials? Letters	-0.123	0.145	-0.057	-0.846	0.39927	0.787	1.271
Third Sector	-0.127	0.169	-0.098	-0.751	0.45404	0.210	4.763
q17_5 Q.17 What are the main methods you use to interact with WAG officials? Personalised emails	0.145	0.200	0.050	0.727	0.46851	0.773	1.294
q17_4 Q.17 What are the main methods you use to interact with WAG officials? Welsh Assembly Government e-newsletters	-0.151	0.257	-0.040	-0.588	0.55744	0.773	1.293
q17_3 Q.17 What are the main methods you use to interact with WAG officials? Opportunities to submit reports/proposals/consultation responses or other written documents	0.093	0.164	0.044	0.570	0.56988	0.601	1.664
q17_1 Q.17 What are the main methods you use to interact with WAG officials? Face to face meetings	0.086	0.184	0.033	0.467	0.64135	0.700	1.429
Central Wales	-0.102	0.248	-0.030	-0.412	0.68112	0.665	1.504
North East Wales	-0.104	0.257	-0.029	-0.404	0.68689	0.684	1.463
F7 Factor 7: Encourages competition between public bodies	-0.006	0.065	-0.006	-0.094	0.92563	0.779	1.284
q17_6 Q.17 What are the main methods you use to interact with WAG officials? Other emails	-0.014	0.151	-0.006	-0.092	0.92654	0.856	1.168
Public Sector or Private Sector Partnership	-0.025	0.306	-0.013	-0.081	0.93533	0.147	6.799

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.720	0.518	0.414	0.808	1.797

Dependent Variable: d14 Q.14 In the last 12 months, how satisfied or dissatisfied have you been with the way in which WAG of

ANOVA

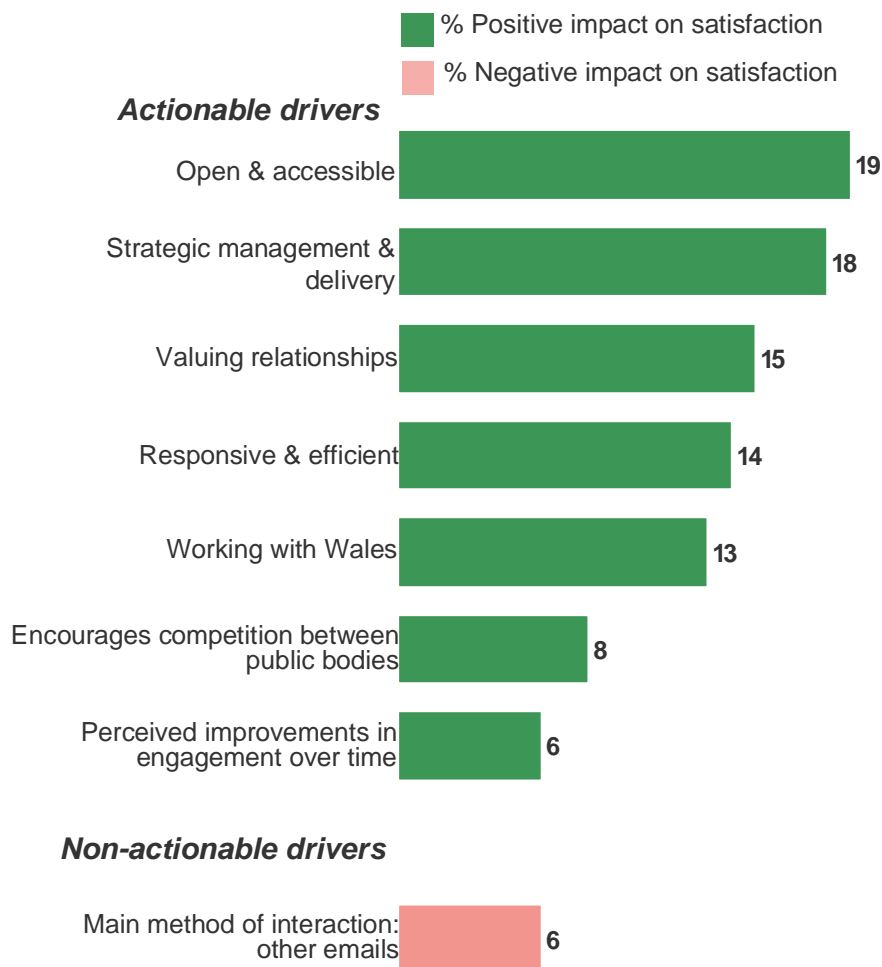
	Sum of Squares	df	Mean Square	F	Sig.
Regression	94.006	29	3.242	4.963	7.66718E-11
Residual	87.525	134	0.653		
Total	181.530	163			

APPENDIX H. KEY DRIVER ANALYSIS - FINDINGS BY DEPARTMENT

H.1 This appendix provides details of the key driver analysis results for the Director General areas Children, Education, Lifelong Learning and Skills, Economy and Transport and Health and Social Services. Small sample sizes for the rest of the Assembly Government areas precluded this type of analysis.

Children, Education, Lifelong Learning and Skills results

Figure H1: Key drivers of satisfaction and impact on satisfaction – Children, Education, Lifelong Learning and Skills



56% of satisfaction explained by model

Figure H2: Reported performance of officials in Children, Education, Lifelong Learning and Skills on actionable key drivers of satisfaction

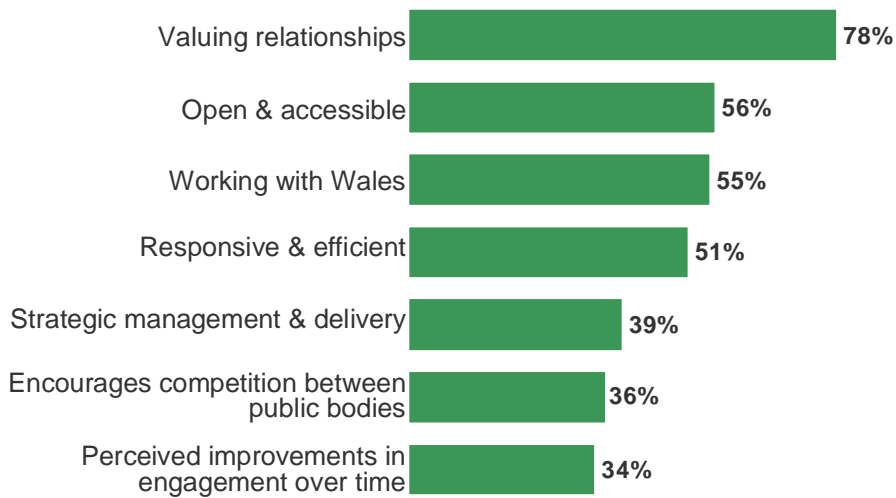
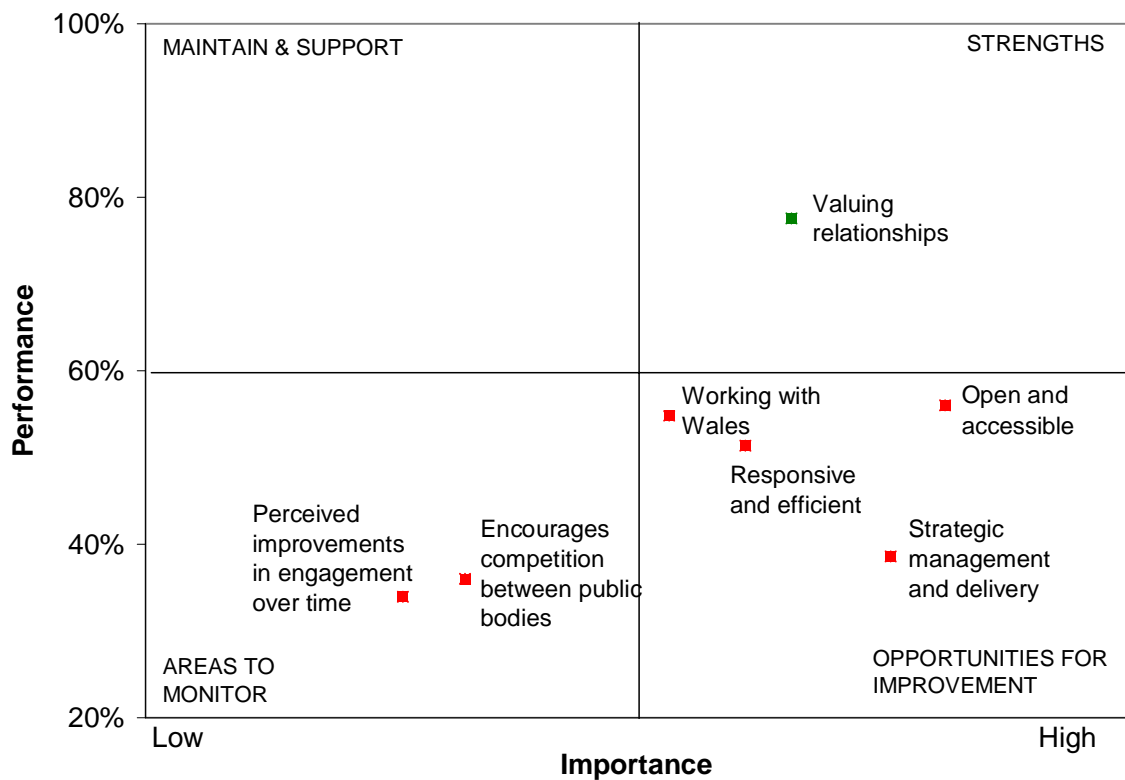


Figure H3: Strategic priorities for the Children, Education, Lifelong Learning and Skills Director General area – importance versus performance on actionable key drivers



Economy and Transport results

Figure H4: Key drivers of satisfaction and impact on satisfaction – Economy and Transport

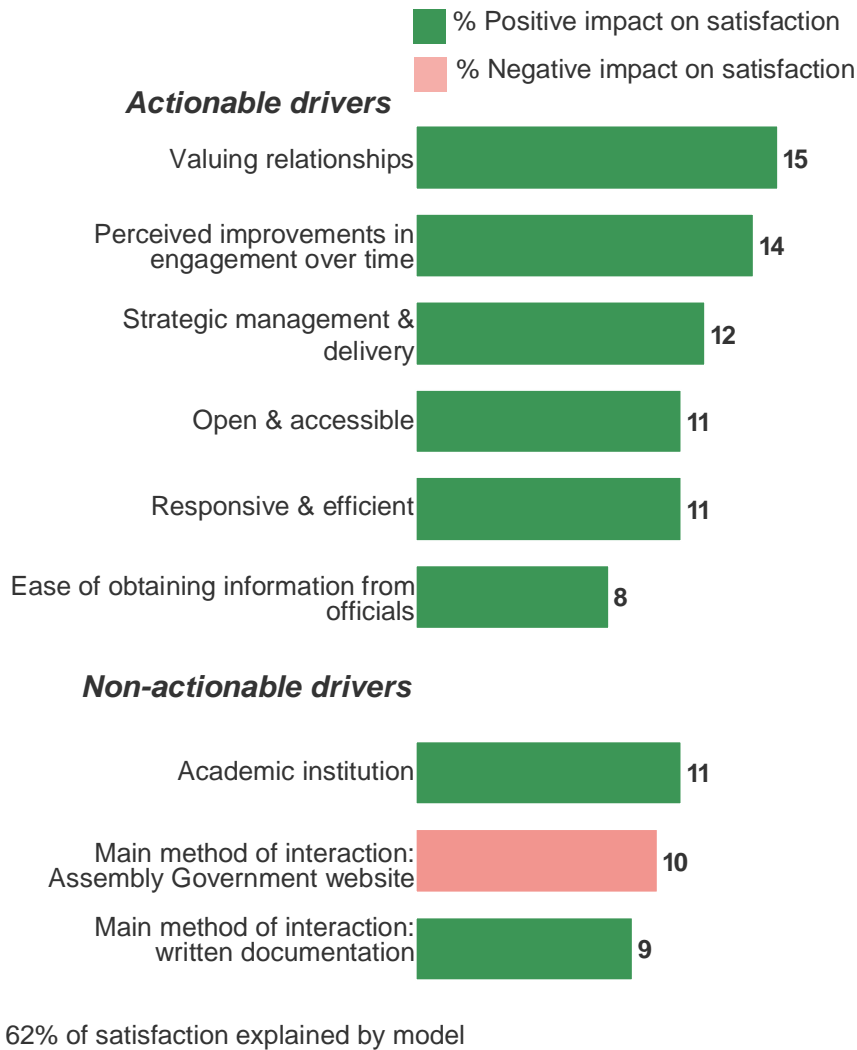


Figure H5: Reported performance of officials in Economy and Transport on actionable key drivers of satisfaction

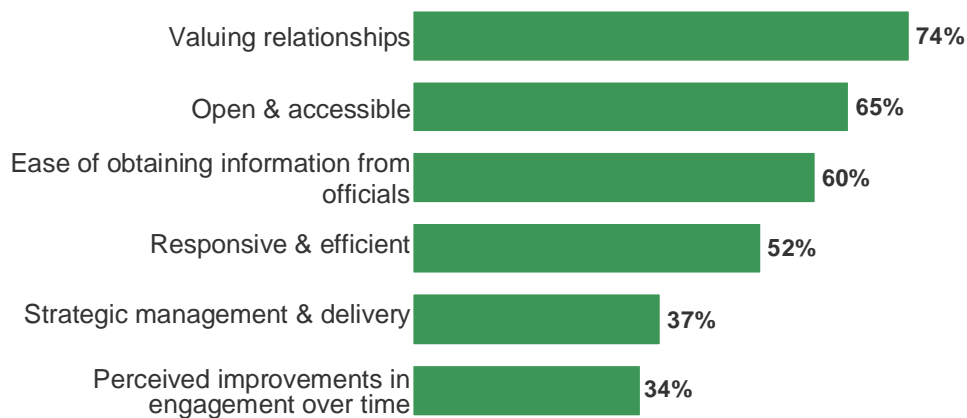
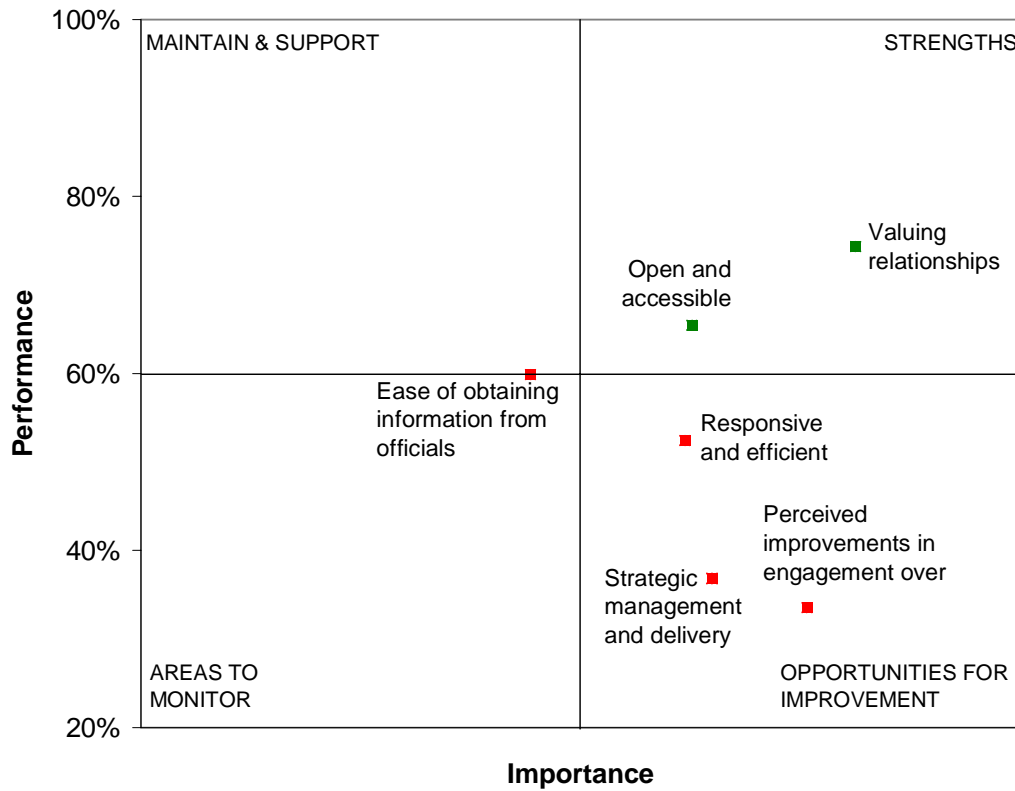
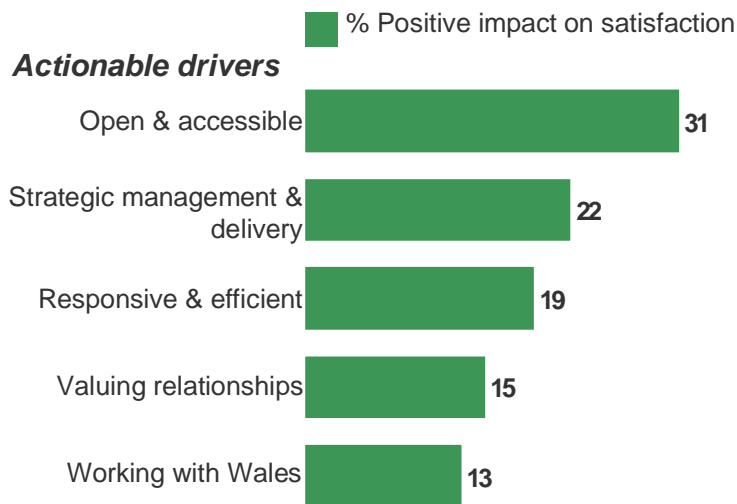


Figure H6: Strategic priorities for the Economy and Transport Director General area – importance versus performance on ‘actionable’ key drivers



Health and Social Services results

Figure H7: Key drivers of satisfaction and impact on satisfaction – Health and Social Services



41% of satisfaction explained by model

Figure H8: Reported performance of officials in Health and Social Services on actionable key drivers of satisfaction

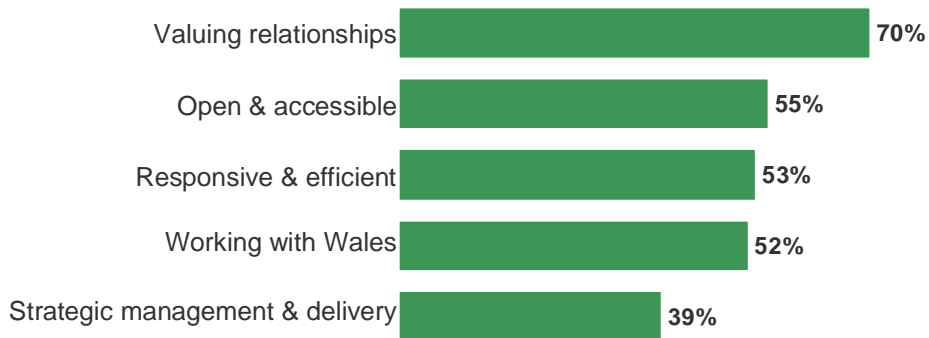
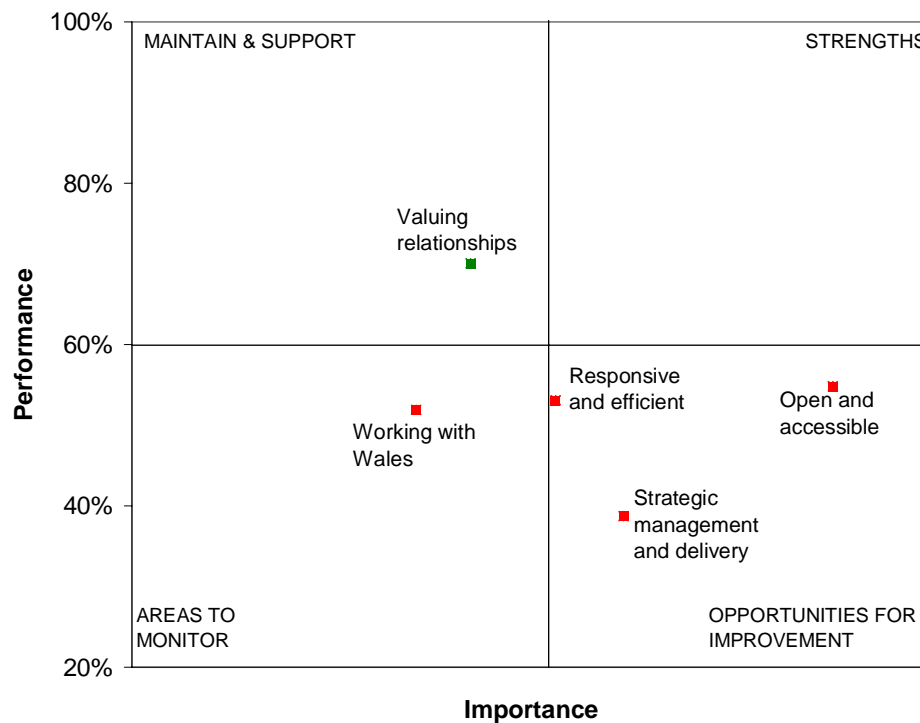


Figure H9: Strategic priorities for the Health and Social Services Director General area – importance versus performance on ‘actionable’ key drivers



APPENDIX I. ADVANCE LETTERS

Two of the four versions of the advance letter have been provided in this appendix. The first letter included was sent to those where both an email and telephone number were available from the sample frame. The second letter appended was sent to those where a telephone number but no email address was available.



February 2010

Dear colleague

Stakeholder Survey 2010

I am writing to seek your participation in our 2010 Stakeholder Survey to help further enhance the Welsh Assembly Government's working relationship with your organisation and other key stakeholders.

The Welsh Assembly Government is committed to working with a wide range of stakeholders in policy development, implementation and delivery. Strong working relationships between Welsh Assembly Government Officials and stakeholders are key to supporting the improvement of public services for the people of Wales.

The last Stakeholder Survey in 2008 provided invaluable information about how Welsh Assembly Government officials engage with stakeholders and allowed us to look at how our performance has changed over time from the first comprehensive Stakeholder Survey undertaken in 2006.

To ensure that working relationships are as effective as possible, it is important for us to continue to obtain stakeholder feedback. We have now commissioned Ipsos MORI to undertake a further comprehensive survey of our stakeholders.

The survey is around 20 minutes in length and can be completed either online or by telephone. To complete the online version, simply click on the link in the email which has been sent to you by Ipsos MORI. The survey will run until **8 March 2010**. Alternatively, just wait and an Ipsos MORI interviewer will call you and invite you to participate in an interview. You will be able to participate in the survey in either English or Welsh.



Thank you for your contribution, both through your engagement with Welsh Assembly Government staff and your participation in this survey.

If you would prefer not to participate in this survey, or if you would like to discuss anything further, I would be grateful if you could contact Guto Hunkin at Ipsos MORI on 020 7347 3339 or by email at guto.hunkin@ipsos.com.

Thank you for your assistance and your continuing engagement with the Welsh Assembly Government.

Yours Sincerely

A handwritten signature in cursive script that reads "Gill Morgan". The ink is dark and the signature is fluid and connected.

GILL MORGAN



February 2010

Dear colleague

Stakeholder Survey 2010

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The survey is around 20 minutes in length and can be completed either online or by telephone. An Ipsos MORI interviewer will call you and invite you to participate in an interview. Alternatively, if you would prefer to complete the survey online, we would be grateful if you could provide Ipsos MORI with an appropriate email address [please see the contact details below]. The survey will run until **8 March 2010**. You will be able to participate in the survey in either English or Welsh.



Thank you for your contribution, both through your engagement with Welsh Assembly Government staff and your participation in this survey.

If you would prefer not to participate in this survey, or if you would like to discuss anything further, I would be grateful if you could contact Guto Hunkin at Ipsos MORI on 020 7347 3339 or by email at guto.hunkin@ipsos.com.

Thank you for your assistance and your continuing engagement with the Welsh Assembly Government.

Yours Sincerely

A handwritten signature in black ink that reads "Gill Morgan". The signature is written in a cursive, flowing style.

GILL MORGAN