

NatCen International

مؤسسة الأميرة العنود
Princess Alanood Foundation



Executive Workshop

Roadmap for Establishing, Structuring and Running Social Research Centres in
the Kingdom of Saudi Arabia

National Centre for Social Research
Riyadh, Saudi Arabia

تدريب
Tadreeb





Our Speakers



Michael Davis
Chief Executive Officer
National Centre for Social
Research (NatCen)



Pablo Hepworth Lloyd OBE
Founder of Hepworth Lloyd
LLP



Dr Fatima Husain
Head of Business
Development at NatCen



Lovisa Moller Vallgarda
Director of Analysis at
NatCen



Dr Diane Abdallah
Research Director at NatCen



Melanie Reixach-Wong
Senior Researcher at NatCen





Overview: Pathways to Strengthening Social Research in KSA

- The field of social and public policy research has recently witnessed an expansion in the Middle East and North Africa, strengthening social policy and governance.
- Saudi Arabia launched Vision 2030 to strive towards '**a vibrant society**', '**a thriving economy**' and '**an ambitious nation**' guided by Islamic values and heritage.
- Vision 2030 stresses '**providing effective social services**' and '**reinvigorating social development**' across health, education and sustainability.
- Evidence-based social research is the foundation for developing a '**strong social infrastructure**' underpinned by cultural contexts and traditions.
- It is critical that social research organizations are established by drawing on **international best practice** and **tailoring it to the local context and culture**.





Learning Areas, Objectives and Key Questions





Workshop Agenda

Session 1	Introduction to Evidence, Strategy, and the Role of NPOs in Society
Session 2	Setting Vision and Strategic Direction
Session 3	Leadership in the Non-Profit Sector
Session 4	Integrating AI in the Workplace
Session 5	Data and Information Security
Session 6	Recruitment and Human Resources
Session 7	Finance and Business Development
Session 8	Methods and Ethics



Workshop Schedule

Day 1	
10.30 – 11.20	Session 1
11.20 – 11.40	Break
11.40 – 12.30	Session 2
12.30 – 13.20	Lunch
13.20 – 14.10	Session 3
14.10 – 15.00	Session 4
15.00 – 15.45	Session 5
15.45 – 16.00	Wrap-up & Reflections

Day 2	
10.30 – 11.20	Peer Exchange
11.20 – 11.40	Break
11.40 – 12.30	Session 6
12.30 – 13.20	Lunch
13.20 – 14.10	Session 7
14.10 – 15.00	Session 8
15.00 – 15.45	Action Lab
15.45 – 16.00	Closing

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Day 1

Strategic Framing and Sector Readiness

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Session 1: Introduction to Evidence, Strategy, and the Role of NPOs in Society

Michael Davis & Dr. Fatima Husain



How do we define Social Research at NatCen?



- “Social research helps us to understand public opinion, attitudes and behaviour. It uses tried and tested methods that give reliable findings. It provides evidence that government, public bodies, charities and other organisations need to develop policies and make decisions.”

– Social Research Association



- “Research is the collection, use, or analysis of information about individuals or organisations intended to establish facts, acquire knowledge or reach conclusions. It uses techniques of the applied social, behavioural and data sciences, statistical principles and theory, to generate insights and support decision-making by providers of goods and services, governments, non-profit organisations and the general public.”

– Market Research Society





Social research vs. market research

Social Research	Market Research
- Interested in societies, i.e. public opinion, behaviours, policies - Aims to inform policymaking, empower disadvantaged groups, and further international development - Uses quantitative, qualitative and participatory methods, e.g. co-production of evidence with local communities	- Interested in markets, i.e. customer satisfaction, behaviours, strategies - Aims to inform decision-making of corporations, increase their competitiveness and profits - Uses quantitative and qualitative methods, e.g. market surveys





Who are we?

- The National Centre for Social Research (NatCen) is a registered charity and is the largest independent and **not-for-profit social research organisation in the United Kingdom**.
- NatCen was founded in 1969 by Sir Roger Jowell and Gerald Hoinville with the aim of carrying out rigorous social policy research to improve society.
- **NatCen International** is the global arm of NatCen and specialises in international development and global social policy.
- With the launch of **NatCen International Academy**, we deliver tailored and contextualised training courses on our research areas and research methods.

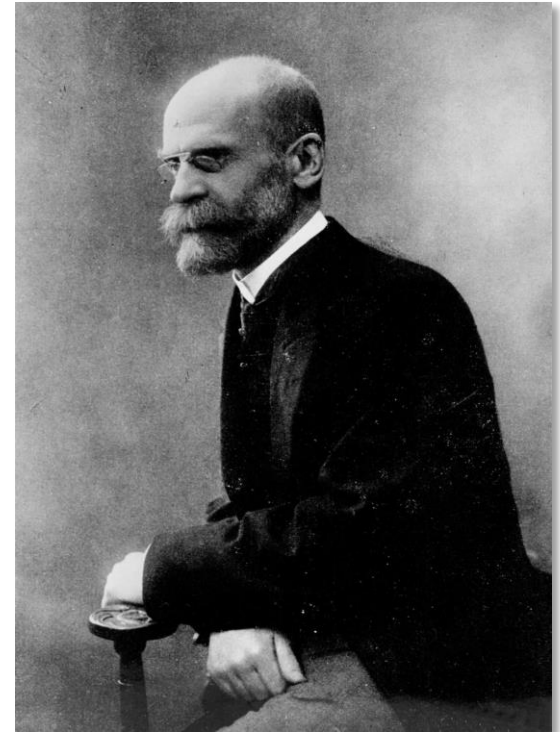
 **National Centre
for Social Research**

**NatCen
International**



Origins of Social Research in the West

- Émile Durkheim (1858–1917)
- French sociologist, one of the three founders of the discipline alongside Max Weber and Karl Marx
- Set up the first sociology department in Europe at the University of Bordeaux, France in 1895
- His seminal work *Suicide* (1897) uses suicide statistics in different police districts across Europe to argue that suicide rates in Catholic communities are lower than that in Protestant ones, because of stronger social controls and integration in the former
- He promotes a positivist approach to statistical sociological research:
- “[O]ur main goal is **to extend scientific rationalism to human conduct**. ... What has been called our positivism is but a consequence of this rationalism.” (The Rules of Sociological Method, 1895)



Origins of the National Centre for Social Research

- Sir Roger Mark Jowell, CBE (1942 – 2011)
- British social statistician from South Africa
- Graduated from the University of Cape Town in 1964
- Worked at Research Services Limited under Mark Abrams, a statistician who pioneered innovative techniques in opinion polling
- Co-founded with his colleague Gerald Hoinville the **Social and Community Planning Research**, now known as NatCen, in 1978
- Founded the Centre for Comparative Social Surveys at City, University of London in 2003
- Served as Deputy Chair of the Board of the UK Statistics Authority
- Established the **British Social Attitudes Survey**, **British Election Study**, International Social Survey and European Social Survey





**The
Guardian**

“ High standards in fieldwork and intellectual precision in the methods of finding out what we think – Jowell’s hallmarks – have given the UK an international reputation for the quality of this field of sociological inquiry.”

Obituary of Sir Roger Jowell, The Guardian



THE TIMES

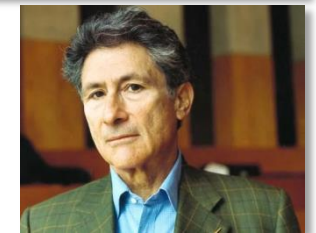
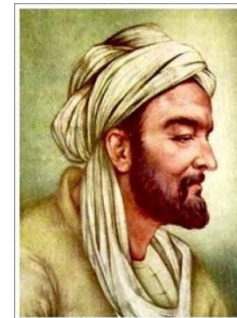
“ He co-founded Britain’s biggest social research institute and advanced the measurement of social and political attitudes from a relatively obscure academic discipline to the point where it became a key aid to the policymaking of political parties.”

Sir Roger Jowell, The Times



The Alternative Foundations of Social Research in the MENA and the Gulf

- **In the MENA Region**
 - Ibn Khaldun (1332-1406, Tunisia) introduced The Muqaddimah which highlights the foundations of sociology, theories of social cohesion, cycles of empire and political economy
 - Anouar Abdel-Malek (1924-2012, Egypt/France) advocated for a sociology rooted in Arab societies
 - Samir Amin (1931-2018, Egypt/Senegal) developed the dependency theory and world systems analysis which are frameworks to understand underdevelopment and global inequality
 - Edward Said (1935-2003, Palestine/USA) wrote Orientalism which is the foundational text for postcolonial studies and sociology of knowledge
- **In the Gulf Region**
 - Abdulkhaleq Abdulla (United Arab Emirates, 1952) was a political scientist; theorised Gulf identity, governance, and regionalism



How does social research inform policymaking?

Example: Typology of Voters in the UK General Election

- Uses data from the British Social Attitudes (BSA) survey to identify groups of voters with shared characteristics

Explore our six voter types for a more nuanced understanding of the dividing lines in British politics.

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**Well-Off
Traditionalists**



**Apolitical
Centrists**



**Middle
Britons**



**Soft-Left
Liberals**



**Left-Behind
Patriots**



**Urban
Progressives**



NatCen identified six voter types with shared characteristics, revealing the dividing lines among the British public

- **Middle Britons** (26% of the electorate): Mostly in the middle ground across issues. Closest to 'typical' voter, no clear political affiliation, hard to win over and not that likely to vote.
- **Well-Off Traditionalists** (12%): Highly politically engaged and likely to vote, many living in rural south-east, with socially conservative views that align with Conservative policies.
- **Apolitical Centrists** (17%): The least politically engaged, generally on the right on economic issues but more centrist on social issues. Relatively young and low income. Many will likely not vote, but those that do will probably choose either Conservative or Labour.
- **Left-Behind Patriots** (15%): Patriotic, mostly voted for Brexit. Opposed to economic inequality but conservative in their social outlook. No strong allegiance to any party but more likely than any group to support Reform.
- **Urban Progressives** (16%): Typically university educated professionals, lean strongly to the left on economic issues and in a liberal direction on social ones. Likely to support Labour or the Greens, and highly likely to vote.
- **Soft-Left Liberals** (14%): University educated, politically engaged, liberal on social issues but more centrist on the economy. Likely to vote – for Labour, Greens or Lib Dems.



Each group had an identifiable tendency to vote for a certain political party in the UK General Election held on 4th July



Source: BSA 2023. Population - all adults. Unweighted base per segment: Conservative = 1313, Labour = 1925, Liberal Democrat = 486, Scottish National Party = 156, Green Party = 376, UK Independence Party (UKIP) = 83, Reform UK (previously known as Brexit party) = 121.



How does social research affect public policymaking?

Example: Asylum-Seeker Decision-Making in Journeys to the UK

- Commissioned by the Home Office and funded by the EU Asylum, Migration and Integration Fund

Rapid Evidence Assessment (REA) of 200 documents & 29 in-depth stakeholder interviews with Home Office officials, academics, and civil society organisations in the UK, the Middle East, and North Africa

- It applies behavioural insight methods to develop a **multidimensional decision-making model**, adding onto existing models such as COM-B and EAST to account for the **complexity and fluidity** of asylum-seekers' decision-making



Complexity Theory recognizes that asylum seekers' decision-making process is complex, non-linear and multidimensional

Conventional Assumptions

- Asylum seekers as **opportunistic individuals** driven by a desire to 'jump the queue'
- **'Good refugees'** wait for resettlement
- **'Bad refugees'** go to destination countries by their own, often irregular and illegal means, e.g. 'coming by boats'

Complexity of Choice

- Asylum seekers make choices **constrained by context, time and rapidly evolving circumstances**
- Their beliefs, expectations, and decision-making **adapt and change dynamically**
- **International law** does not distinguish between 'good' or 'bad' refugees



Complexity Theory suggests a need for policymaking to account for asylum seekers' complex, dynamic and changing decision-making process

1

Policies cannot directly control the number of asylum seekers arriving a destination country. They initiate **positive and negative feedback effects** that can create unforeseen chain reactions, often in conflict with policymakers' intentions and refugees' wellbeing.

2

Policymakers must take into account the **interconnected elements of the social systems asylum seekers operate within**, composed of their family, peers, other individuals, as well as existing, new and changing institutions, and other social, political, and economic forces.

3

Policymakers must also consider the impact of **chance encounters, feedback effects, adaptations, cognitive migration, the role of smugglers and social networks** that influence asylum seekers' complex, non-linear and multi-dimensional decision-making process.

Discussion

- Are there examples of social research projects in KSA that have influenced your policy and programming?
- How is social research similar or different from academic research?
- Is independence from the government necessary for social research to be trusted?
- What are the challenges in using social research to inform social policymaking?

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Any Questions?

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Session 2: Setting Vision and Strategic Direction

Pablo Hepworth Lloyd OBE, Michael Davis & Dr. Fatima Husain

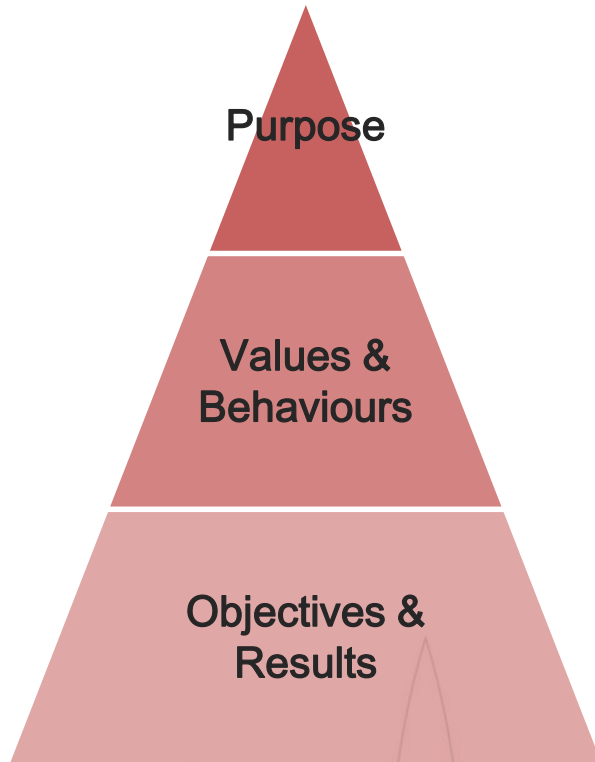


Stakeholders

- NPOs and shareholder-owned businesses face similar challenges...
- ...sound strategic planning aligns the needs of stakeholders to achieve a dynamic balance
- ...for long-term impact



Setting Strategic Direction





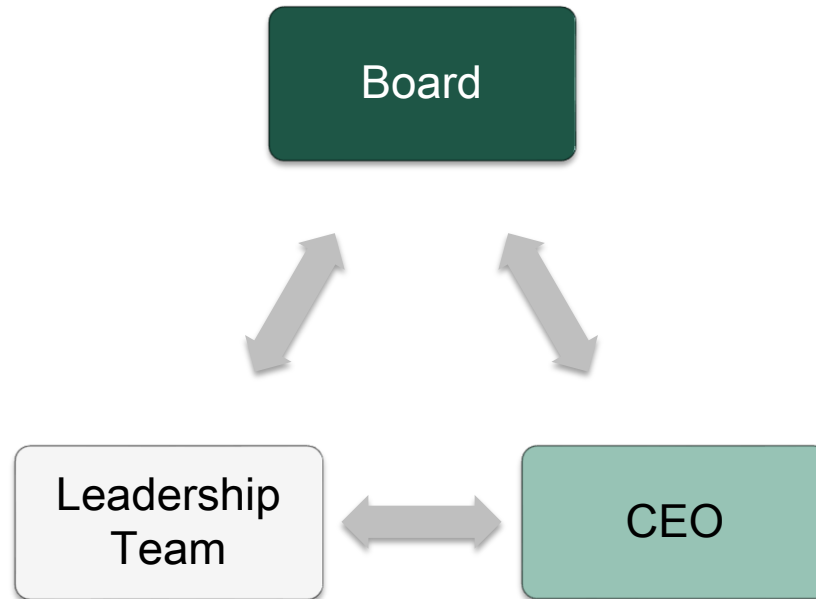
Case Study – NatCen Three Year Strategic Plan

**National Centre
for Social Research**
The power of understanding





Strategic Planning Process





Strategic Planning Overview

The power of understanding **Purpose**

**Values &
Behaviours**

**Objectives,
Plans & Results**

Perspectives
Client
Charitable
Employee
Organisation





The power of understanding

Our Purpose

- Society is always changing – and so are we.
- Through moments of clarity and moments of uncertainty, we help Britain understand itself.
- We show decision makers when society's expectations are shifting – and why it matters.
- We believe that where society stands today shapes where it moves tomorrow.
- That the seeds of the future are already here – in people's attitudes, behaviours, hopes, and values.
- That's why our purpose is simple: the power of understanding.
- Listening to society without an agenda to reveal the issues that matter and solutions that work.



Purpose, Values, Objectives & Behaviours

Our Purpose

Our 'North Star' defining why and how we will make a positive difference in society.

Our Values

The core reasons why we do what we do. We use them when we need to make big decisions for ourselves or with clients.

Our Objectives

These are our objectives for the next three years. They reflect where we will focus our time to drive the delivery of our purpose.

Our Behaviours

How, each day, we all show up, in teams, with clients and with partners.

The power of understanding			
We believe truth matters	We bring clarity to the complexity of life	We take responsibility for the experiences people share	We drive debate and action
The social research partner	Always actionable research	The place to work in social research	Commercial and connected
We are curious	We move with purpose	We act with integrity	

Our Objectives and Key Results

The social research partner	Client Perspective Trusted to meet the needs of clients through collaboration and innovation. 3-Year Key Results Growth overall New and active client Client satisfaction 1-Year Plans, Budgets & Owners	The place to work in social research	Employee Perspective Employees feel respected, trusted and valued and encouraged to grow. 3-Year Key Results Employee satisfaction Performance/development engagement Employee turnover 1-Year Plans, Budgets & Owners
Always actionable research	Charitable Perspective Inclusive, innovative and impactful research. 3-Year Key Results Government citations Awards, recognition and press Co-published reports 1-Year Plans, Budgets & Owners	Commercial and connected	Organisation Perspective Develop commercial capabilities, create competitive advantage. 3-Year Key Results Margin improvement Key financial ratios 1-Year Plans, Budgets & Owners



Transformation Priorities



Survey Delivery Model - best-in-class social survey provider



Blaise 5 - complete key developments of scripting platform



Evolve - attract and retain great interviewers



Commercial Excellence - better and faster commercial decisions



Great Tools Great People - technology-enabled effectiveness



Business Intelligence - real-time internal reporting





What questions do you have?

Do you have suggestions for
NatCen?

Can you apply some of NatCen's
approach?





Session 3: Leadership in the Non-Profit Sector

Pablo Hepworth Lloyd OBE, Michael Davis & Dr. Fatima Husain





What is leadership?

There are as many definitions of leadership as there are leaders...

...leadership frameworks give support and challenge for leaders to learn and improve...

...and help their organizations and colleagues learn and improve

"A great leader takes people where they don't necessarily want to go, but ought to be" Rosalynn Carter

"Vision without a plan is hallucination"
Thomas Edison

"Innovation distinguishes between a leader and a follower"
Steve Jobs

"To handle yourself, use your head; to handle others, use your heart" Eleanor Roosevelt

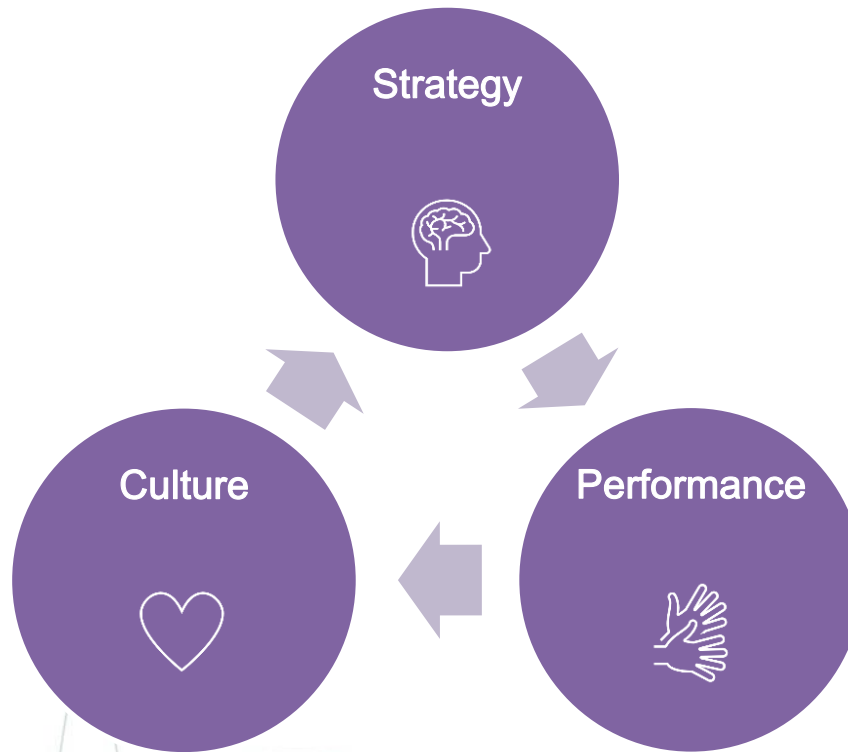
"Great leaders see money as fuel, not a destination"
Simon Sinek

"If you have more than three priorities, you have no priorities" Brené Brown



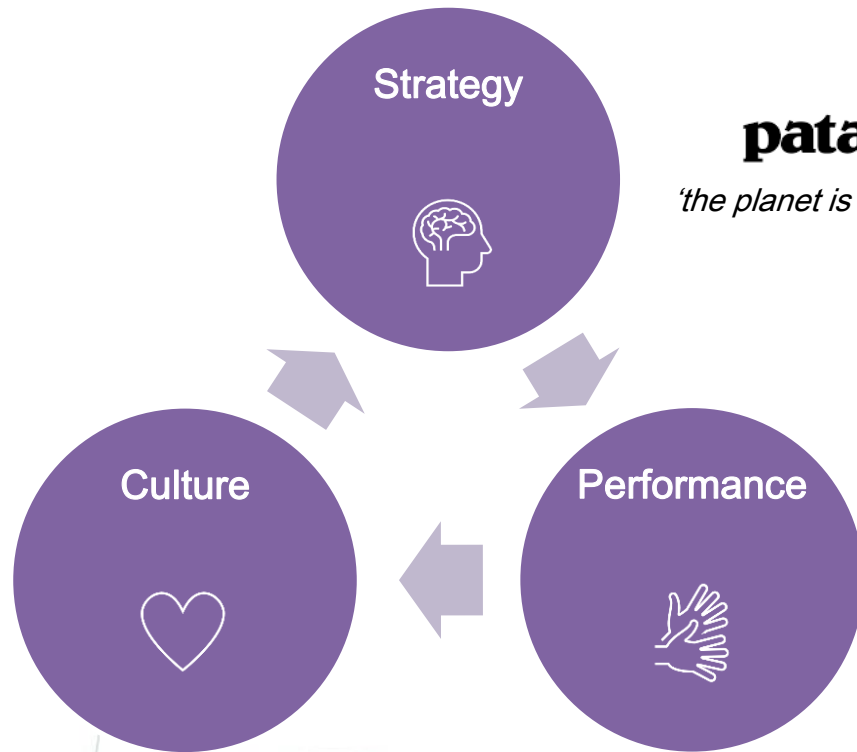


Leadership Framework





Leadership Framework



patagonia®

'the planet is the only shareholder'



ACTIVATE
BUSINESS SCHOOL

*'adopt BMW's
rigour'*

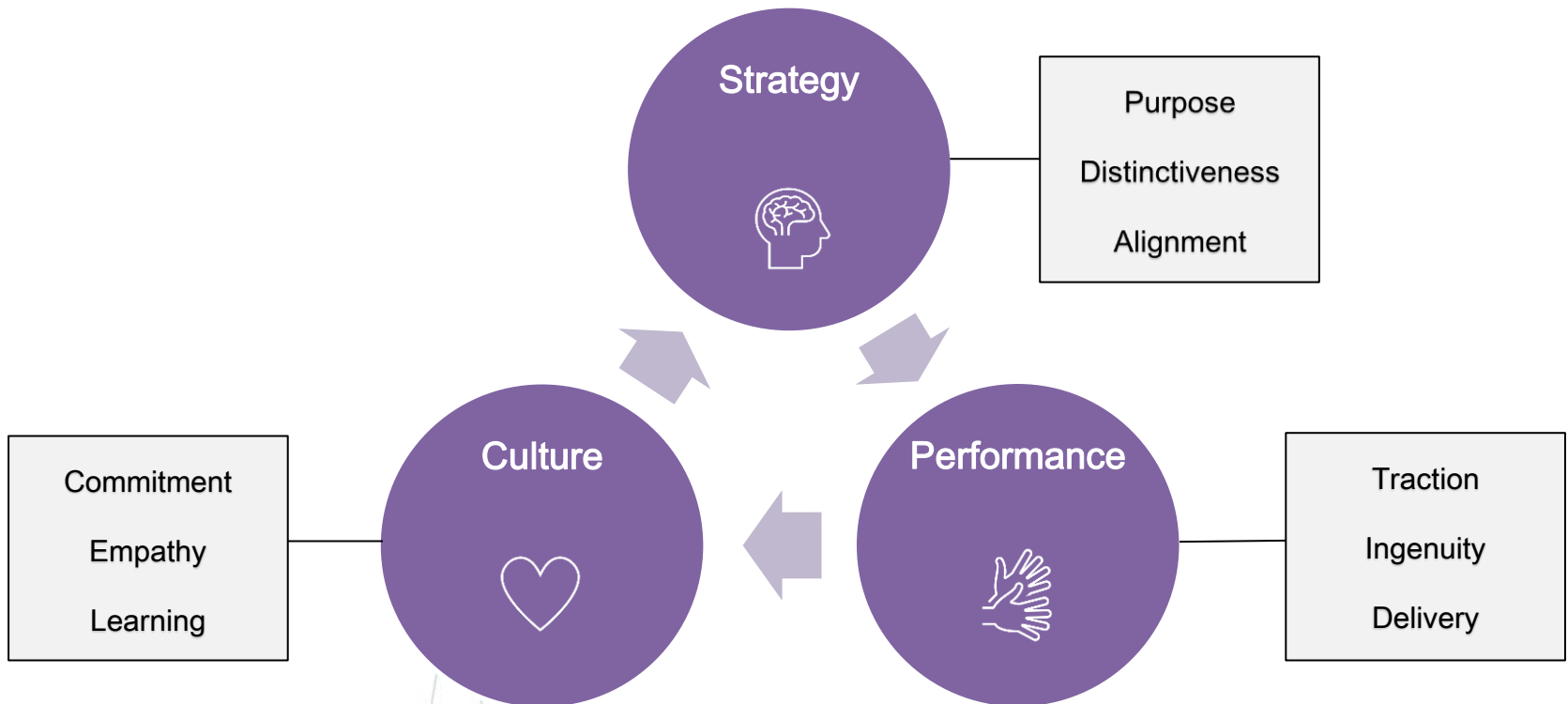
d learndirect™

'transforming adult education'





Leadership Framework





Leadership Framework



Consider both
'you' as a
leader and 'you'
as an
organization

Purpose

- Ambition – what is your purpose (vision/mission/impact) beyond profit?
- Values – what are your values or principles?

Distinctiveness

- Stand out – how do you stand out against alternatives and competitors?
- Value – how do you add economic value?

Alignment

- Business model – how does your business model drive your purpose?
- Stakeholders – how aligned and motivated are your stakeholders?

Example: Patagonia *'the planet is the only shareholder'*

<https://patagonia.com>





Leadership Framework

Performance



Consider both
'you' as a
leader and 'you'
as an
organization

Traction

- Planning – how rigorously do you plan and measure objectives?
- Influence – how motivating is your support, challenge and persuasiveness?

Ingenuity

- Expertise – what depth of expertise and resources do you have?
- Innovation – how well do you solve problems and create opportunities?

Delivery

- Standards – how high and consistent are your standards of delivery?
- Adaptability – how well do you adapt and overcome risk?

Example: Ufi/learndirect '*transforming adult education*'

<https://ufi.co.uk> | <https://www.learndirect.com> | <https://www.goodthingsfoundation.org>





Leadership Framework



Consider both
'you' as a
leader and 'you'
as an
organization

Commitment

- Rules – how does the balance of rules and initiative support your purpose?
- Behaviours – how effectively do you demonstrate your values?

Empathy

- Understanding – how well do you understand your stakeholders?
- Feedback – how do you seek and accept feedback?

Learning

- Development – how motivated are you to learn and develop?
- Improvement – how well do you put learning into practice?

Example: Activate Business School '*adopt BMW's rigour*'

<https://activateapprenticeships.co.uk/activate-business-school/>





What questions do you have?

Are there other areas of leadership we
have not covered?

Can you apply the leadership
framework?





Transformation – High Impact / High Risk

A minority of ‘transformation’ initiatives meet their expectations

[Only 12% according to Harvard Business Review <https://hbr.org/2024/05/transformations-that-work>]

Successful transformations:

- Meet key leadership challenges - motivating internal and external stakeholders
- Deliver in steps - in waves of smaller changes
- Focus on wider impact – as well as short-term objectives
- Adapt - by changing objectives to achieve the impact



Motivating Stakeholders

Leadership is about balancing change and stability.

According to work by Rath and Conchie on *Strengths Based Leadership*, leaders of successful organizations are more likely to provide colleagues with what they need, ie

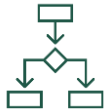
- **Hope** – for a better future, including small changes and larger transformations
- **Compassion** – to understand and act on individual and team needs
- **Stability** – to understand the present situation accurately
- **Trust** – in the leader's integrity and ability to support and challenge when needed



Leadership Skillset



Strategy & Planning



Governing & Decision-Making



Inspiring & Communicating



Delegating & Coaching



Innovating & Improving



Persuading & Negotiating

Few leaders have all these skills, it takes a team to succeed

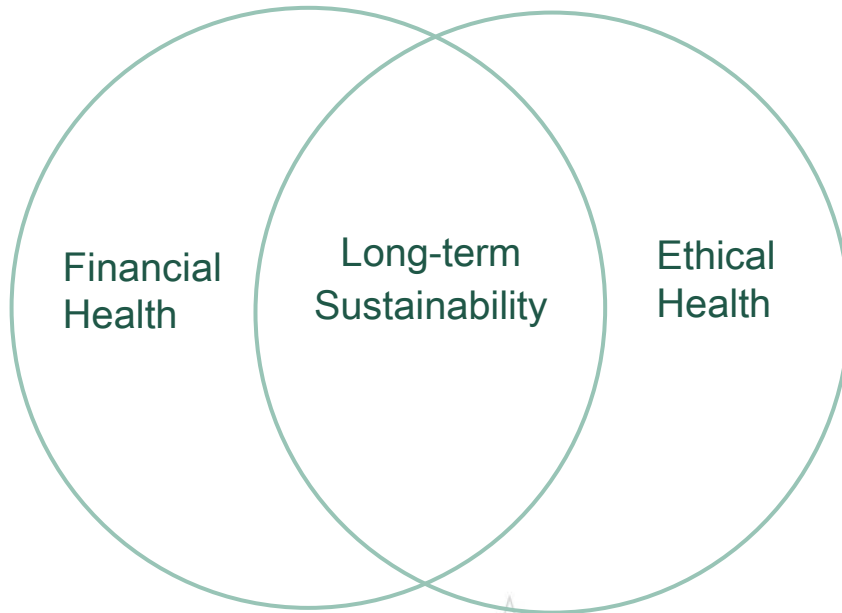


Planning Rigorously – Applying ‘Theory of Change’ Principles

Question	Answer	Key Assumptions
1. What problem are you trying to solve?		
2. What are the root causes?		
3. How do you engage your stakeholders?		
4. What steps are needed to make the change?		
5. What resources are needed to make the change?		
6. What are the measurable effects of each step? Step 1 Step 2...etc		
7. What is the wider benefit/impact of each step? Step 1 Step 2...etc		
8. What is the long-term impact you want to achieve?		



Public, Private and Non-Profit Sector



The public, private and non-profit sectors share the same challenges of maintaining financial and ethical health





Corporate Responsibility – Three Key Challenges

- **The Natural Environment**

How to protect against climate change

- **Social Equity**

How to support and care for communities and colleagues

- **Emerging Technology (including AI)**

How to harness benefits and remove risks of emerging technology

More commercial organisation are defining what they stand for in meeting these challenges, going beyond regulatory obligations and creating impact reports



Corporate Responsibility - Examples

There is growing evidence that visible ethical standards give organisations a competitive advantage, for example:

- Octopus Group *'outbehaving the competition'*
- Patagonia *'the planet is the only shareholder'*
- SSE plc *'doing the right thing'*

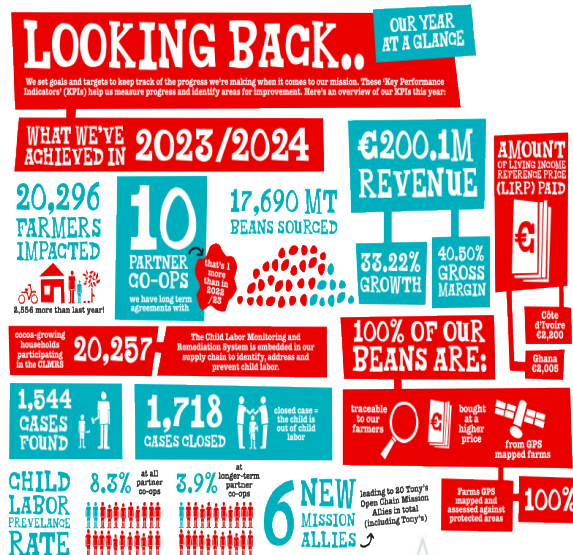
Regulated standards are being challenged in some markets
(eg Environmental, Social and Governance / ESG)



Voluntary standards and impact reporting are growing eg B Corp

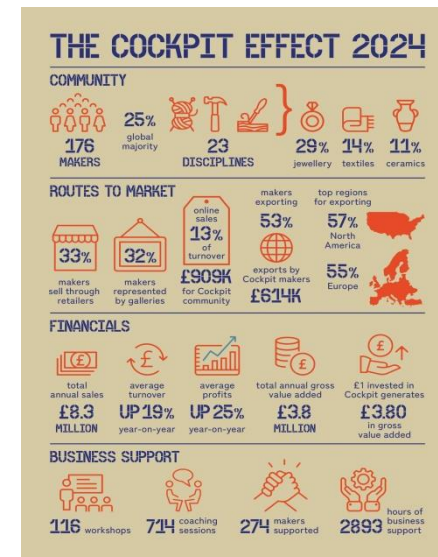
Impact Report Examples

Tony's Chocolonely



<https://us.tonyschocolonely.com/pages/annual-fair-report>

Cockpit Studios (NPO)



<https://cockpitstudios.org/journal/cockpit-effect-2024/>



Session 4: Integrating AI in the Workplace

Michael Davis, Melanie Reixach-Wong & Lovisa Moller





Artificial Intelligence: Strategic Imperative

and Context *Why is AI important and why now?*

Productivity gains

- AI uptake by desk workers has **doubled** from 2024 to mid-2025 with **60%** of workers using AI in some form
- Those who use AI everyday report **64%** higher productivity and **58%** higher focus*

Cost reduction

- AI can enable small not-for-profits to automate labour-intensive and repetitive tasks, enabling staff to spend more time on impactful work

“AI as a multiplier, not a replacement”

- AI primarily can be used to augment and expedite existing tasks and acts as a complement to human skills
- If competitors and other actors are using these tools, they may be seeing profit gains, time savings, and quality improvements

Caveats to consider

Less than 10% of US-based NPOs have AI policies**, 16% of MENA - organisations have Responsible AI policies

Need for technical training and change management

Data security and privacy





AI: Strategic Imperative and Context

Opportunities and uses for NPOs, research organisations, and more

Research: Literature and external evidence screening

Business development: Support in proposal and grant writing

Data analysis: Modelling and scenario analysis

Organisational efficiency: Finance functions, process automation

Communications: Notetaking, stakeholder correspondence, reporting



Broader AI Effort: NatCen as a Case Study



Phase 1: **Readiness & Governance**

Establish trustee buy-in and governance framework

1

Phase 2: **General Chatbot Availability**

Lowers barriers, encourages discovery, and drives awareness

2

Phase 3: **Research Use Cases**

Creates “quick wins” and observable value

3

Phase 4: **AI Trailblazer Frontrunner Programme**

A group of staff that leads further AI exploration grounded in our broader priorities and ways of working

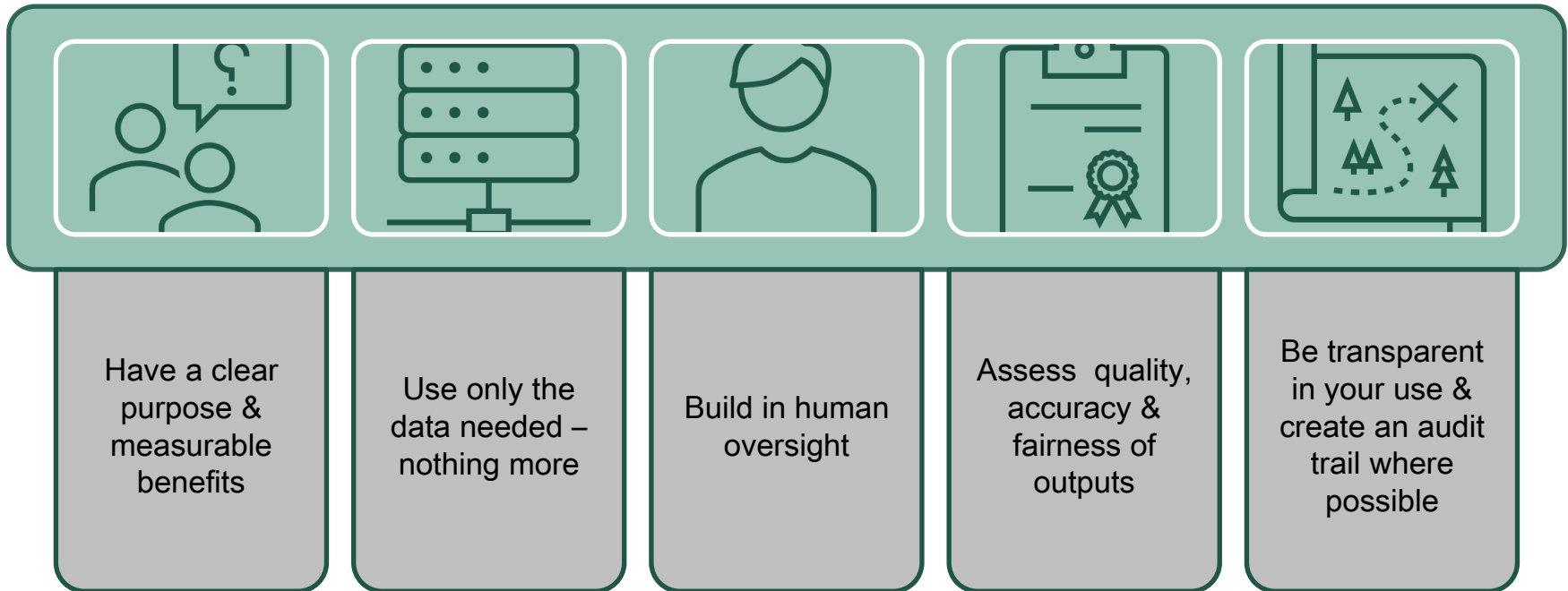
4

Phase 5: **Agentic AI & Automation Assessment**

Once foundational AI literacy and governance mature; address higher-risk/high-reward opportunities

5

Ethical & Responsible Use



Policies and procedures

- Information security policy ✓
- Organisational Responsible AI (RAI) Policy ✓
- Any codes of conduct for research affiliations / accreditations you are part of ✓
- KSA-specific: SDAIA Generative AI guidelines and SDAIA AI Ethics Principles ✓



NatCen's AI Tools in Development

Phase 2: General Chatbot Availability



1. NatCen AI Assistant

Phase 3: Research Use Cases



2. Report Writing



3. Qualitative data analysis



4. Proposal writing



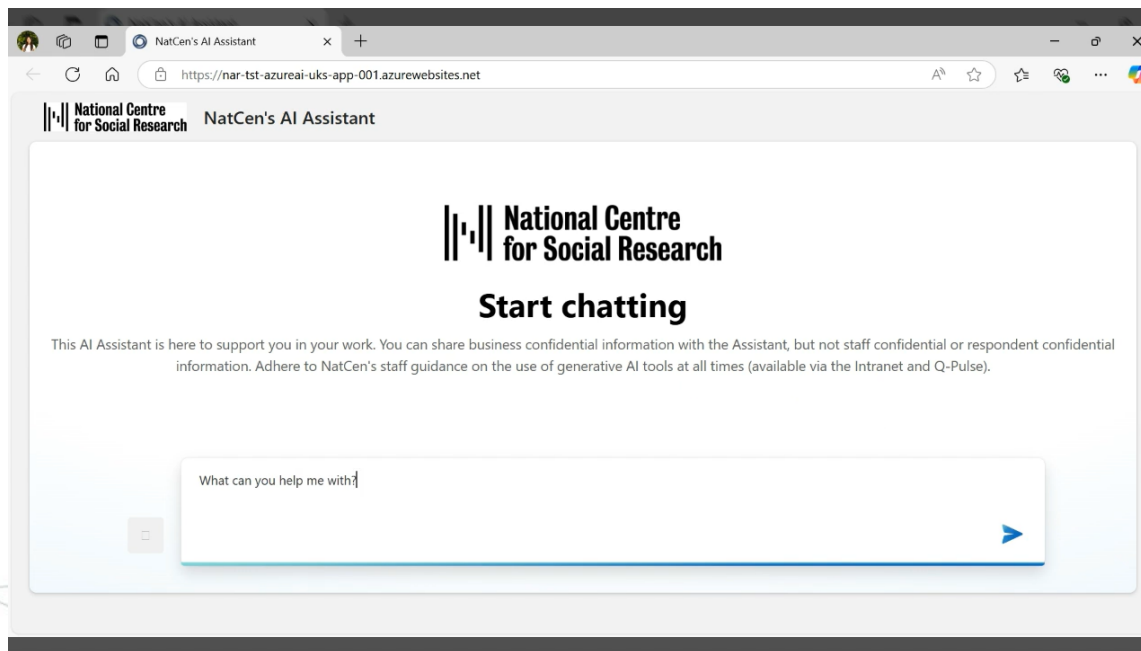
5. Evidence / literature reviews





1. NatCen AI Assistant

What and how? AI assistant custom-made to process NatCen's business confidential data. We have selected Microsoft Azure OpenAI offer to build this assistant.





2. NatCen Report Writing Tool

Why and how?

- To augment and expedite research report writing
- To standardise organisation-wide writing style
- **How:** Add-on to Microsoft Azure OpenAI, system prompts to instruct the AI to propose texts and edits in the right tone directly on Microsoft Word

What?

- NatCen's existing need involves **production of research reports commissioned by research funders or NatCen**
- These may include data summaries, text descriptions, statistical descriptions
- AI tool is being provide support in the Microsoft Word application with wording, summarising, NatCen style when writing reports





3. Qualitative Data Analysis Tool

Why and how?

- Using AI would enable the comparison and contrast between analysis transcripts in a more efficient way, expediting the time-intensive analysis process
- **HOW?** Nvivo has an integrated AI assistant that will summarise documents, explain unfamiliar terms, suggest codes, and explore patterns in data

What?

- NatCen's existing activity involves recording and transcribing interviews before analysing them manually with the support of Nvivo and Excel to organise and code data
- AI tool would use LLM to **automatically identify themes** and quotes across multiple interview transcripts



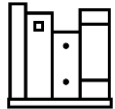
4. NatCen Proposal Writing Tool

Why and how?

- AI tool would increase the volume of previous proposals we can leverage in our proposal writing process, providing efficiency and quality benefits
- **HOW?** Use Retrieval-Augmented Generation (RAG) to retrieve relevant external data and generate a response, thus enhancing the LLM. Chatbot will then process research specifications and summarise key requirements and process proposal archives to support drafting of proposals

What?

- NatCen currently writes proposals and applications in response to specifications issued by research funders
- NatCen is developing an **AI tool to produce research proposals meeting the requirements of requests for proposals** and leveraging past proposal and reporting material



5. NatCen Evidence and Literature Review Tool

What and how? AI assistant using LLMs through API access to answer questions according to user criteria to classify abstracts and full texts for literature screening (grey literature, academic papers, reports etc.)

#	Title	Abstract	Q1	Q2	Q3	Q4	Q5
1	Two-stage procedure for transportation mode detection based on sighting data	The data required for transportation applications can be retrieved from mobile phones without the necessity of additional infrastructure. Thus, we propose a procedure that involves two stages - data preprocessing and	N	N	N	N	N
2	Spatial and Temporal Distribution of Elderly Public Transport Mode Preference	The elderly population is increasing rapidly. Understanding travel behaviour for this group of commuters (in terms of the trip purpose and travel time)	N	N	N	N	Y
3	Modeling the Impact of Weather and Context Data on Transport Mode Choices: A Case Study of GPS Trajectories from Beijing	Over the years, researchers have been studying the effects of weather and context data on transport mode choices. Existing research studies are predominantly designed around travel surveys, but the accuracy of their findings relies on how travelers give accurate and honest answers. The proliferation of smartphones, however, now offers the possibility of utilizing GPS positioning data as an alternative information source, opening the potential to accurately model and better	N	N	N	Y	Y
4	Promoting sustainable mode choice for commuting supported by persuasive strategies	A personalized route planner is elaborated to support commuting, where soft measures are applied to influence the intentions of individual travel behavior. In order to do that a utility function is created, which	Y	Y	Y	Y	Y
5	Transportation mode-based segmentation and classification of movement trajectories	The knowledge of the transportation mode used by humans (e.g. bicycle, on foot, car and train) is critical for travel behaviour research, transport planning and traffic management. Nowadays, new technologies such as the	N	N	N	N	Y

6





NatCen Case Study – Driving AI Uptake

Clear Direction:

Shared understanding among colleagues of which AI use you are endorsing.

Enable Frontrunners:

Encourage staff willing to push ahead, e.g. through increased access, coaching, and community.

Lead by Example:

Senior adoption or explicit interest drives junior uptake.

Foster Safety: Normalise experimentation, questions, and even mistakes to build confidence and trust in AI use.



Activity and Discussion

We invite you to reflect on opportunities for AI use in your organisation.

- 1. Which tasks or activities is your organisation already using AI to complete?**
- 2. What additional tasks or activities could your organisation explore using AI for in the future?**

Discuss for 10 minutes with your neighbour then we will discuss as a group

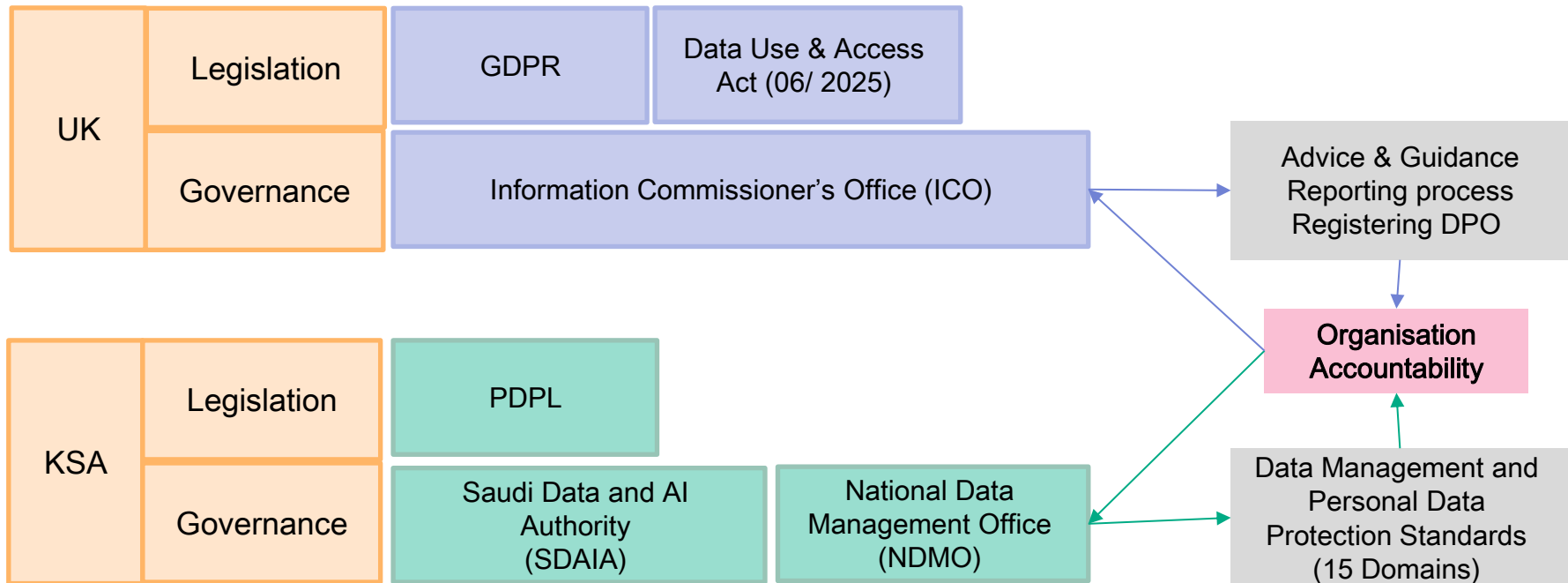


Session 5: Data & Information Security

Dr. Fatima Husain & Pablo Hepworth Lloyd OBE



National Data Ethics Architecture





Data Protection Legislation: Key principles related to personal data

GDPR

Lawfulness, fairness, and transparency

Purpose Limitation

Data Minimisation

Storage Limitation

Integrity and Confidentiality

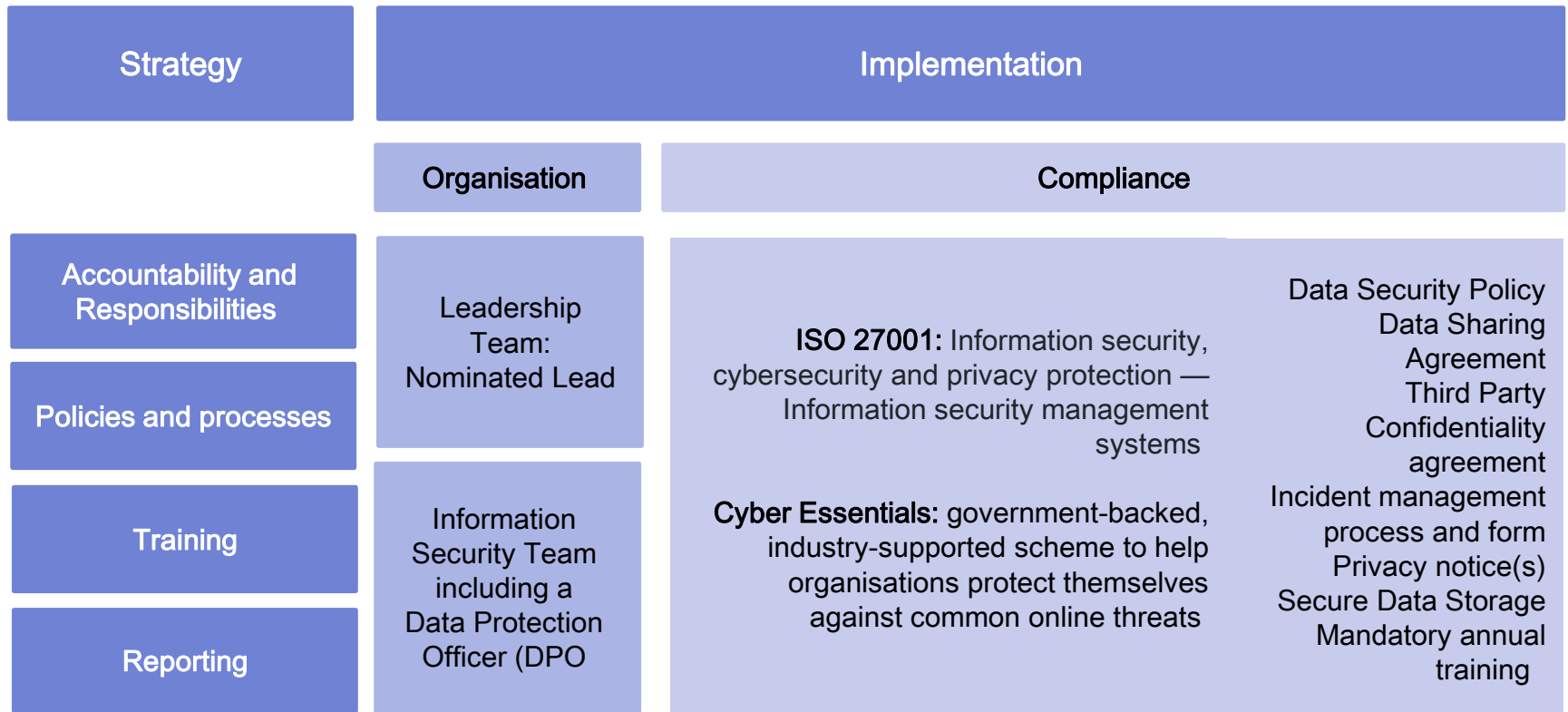
Accuracy

Accountability

PDPL



NatCen Example





Managing Data Security: Responsibility of all staff



Limited access
project folder

Secure sub-folder

Data Security Plan
(DSP)



Pseudonymisation

Separate files for personal
and pseudonymised data

Data archiving &
deletion

Secure data deletion
+ client agreement

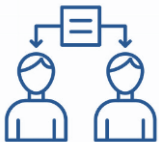


Encryption /
Secure Data
Transfer

Collaborators
compliance

International data
transfers

3rd party Agreement
Data flow
charts/DPIA



Remote working

Internal
communications of
personal data

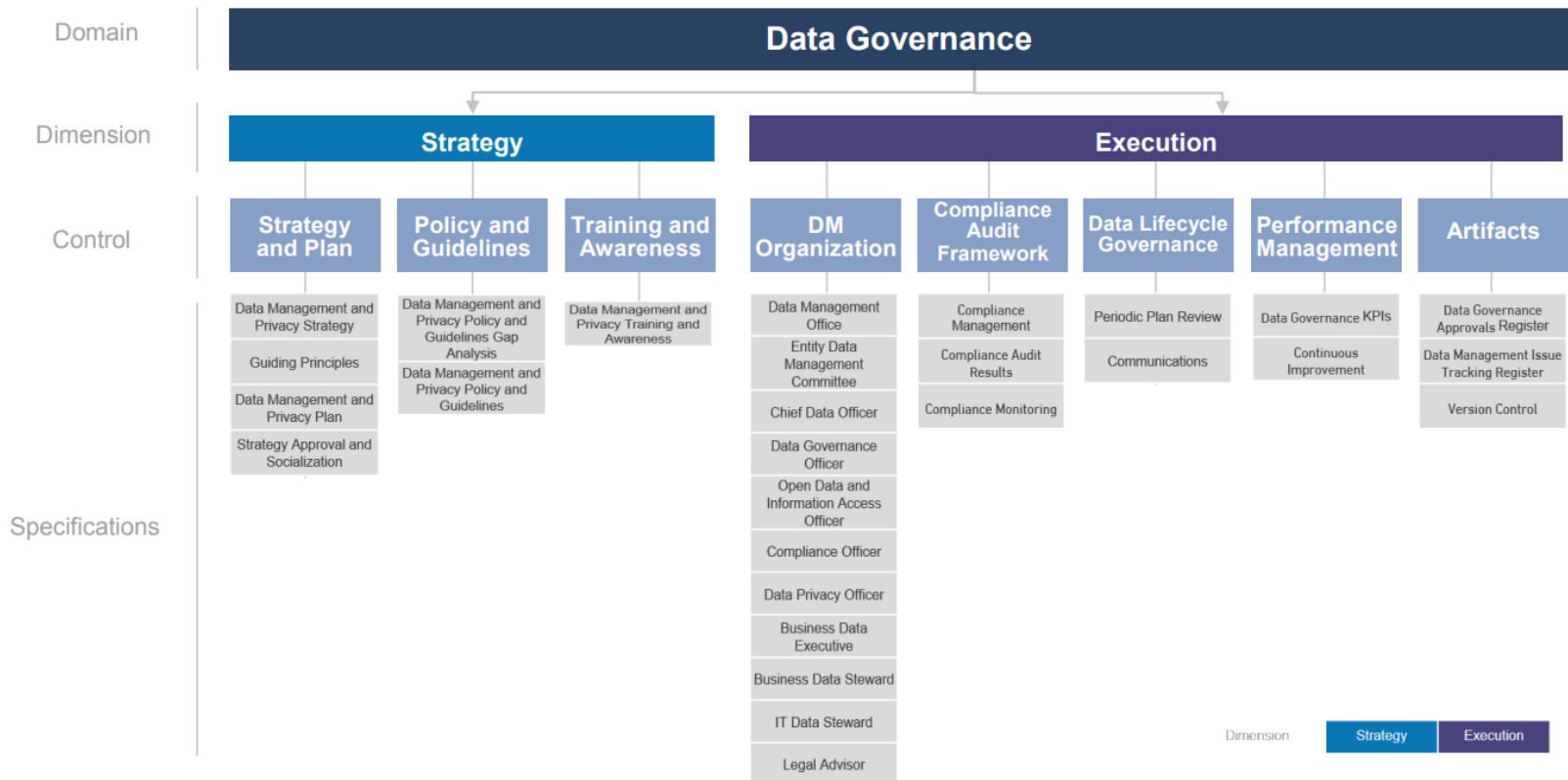
Business Confidential
Staff Confidential
Respondent Confidential

Annual training
Individual
responsibility





NDMO: Data Management and Personal Data Protection Standards



In relation to social research/applied policy research in your organisation:

1. How have the PDPL and the NDMO Standards been implemented?
2. What data protection challenges are there with the use of AI?
3. What does good practice look like?
4. How important is compliance to PDPL and NDMO Guidelines when applying for funding?