



Department  
for Environment  
Food & Rural Affairs

**CONTRACT CHANGE NOTE**

<b>Contract Change Note Number</b>	<b>One</b>
<b>Contract Reference Number and Title</b>	<b>ECM 50929 Monitor of Engagement with the Natural Environment (MENE)</b>
<b>Variation Title</b>	<b>Increase requirement and extension</b>
<b>Number of Pages</b>	48

Whereas TNS uk LTD (trading as Kantar TNS) and the Authority entered into a contract for the provision of Monitor of Engagement with the Natural Environment (MENE) dated 21/11/2017 (the "Original Contract") and now wish to amend the Original Contract.

It is agreed as follows:

1. With effect from 20/10/2018 the Original Contract shall be amended as set out in this Contract/Framework Change Note:

<b>Change Requestor / Originator</b>	[REDACTED]
<b>Summary of Change</b>	Due to matters beyond the control of the contractor the original work on this project has not been completed within the timeframe envisaged, partly because of delays with the MENE consultation. The final report from the project is required to incorporate findings from the consultation, the contract extension needed for the additional work will also be sufficient for delivery of the final report based on the original specification.
<b>Reason for Change</b>	Additional work has been identified to feed into the MENE strategic review, to support transition of the Monitor of Engagement with the Natural Environment (MENE) survey from face to face to online. This work is integrated with and builds on work undertaken as part of the current project with KTNS, developing the approach and analysis in some cases using data that they have already collected. Additional work identified:

	<p>1. Interactive mapping: to develop further and present detailed options on how to maximise the accuracy of destination data from the future online survey, using and integrating interactive mapping to build on the current gazeteer based approach.</p> <p>2. Social media analytics: to develop the social media analytics component of the new survey, including: a) further analysis of existing data collected as part of the current study to improve understanding of the benefits of visits to the natural environment; b) further analysis to understand 'moments of engagement' and more detailed profile analysis.</p> <p>3. Survey harmonisation: further analysis and development of options to improve understanding of comparability between MENE and the new survey.</p>	
<b>Revised Contract Price</b>	Original Contract Value	£145,110
	Previous Contract Changes	£0
	Contract Change Note One	£52,800
	New Contract Value	£197,910
<b>Revised Payment Schedule</b>	Additional payment of £52,800 on contract completion, original contract value to be paid as per schedule in contract dated 21/11/2017.	
<b>Revised Specification (see Annex 1)</b>	See Below, first sixteen pages cover new requirement.	
<b>Revised Contract Period</b>	01/11/2017 to 31/03/2019	

2. Save as herein amended all other terms and conditions of the Original Contract shall remain in full force and effect.

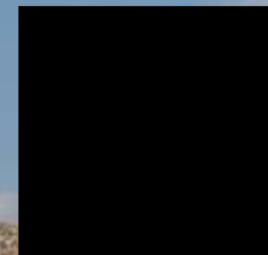
Execution of the Contract Change Note is carried out in accordance with EU Directive 99/93 (Community framework for electronic signatures) and the Electronic Communications Act 2000. The revised Contract is formed on the date on which both Parties communicate acceptance of its terms on the Authority's electronic contract management system ("Bravo").

**KANTAR TNS**

## **MENE review**

# **Options for further analysis and testing**

3 December 2018



# The review has provided a view on the best approaches to follow in the MENE replacement study but also raised some new questions

- 1 Would incorporation of an interactive map in the new survey provide the accuracy of destination data needed?
- 2 How to get the most from social data?
- 3 How to harmonise key measures from MENE and the new survey to allow comparisons?

This proposal provides our recommendations on how best to answer each of these follow up questions. This includes a number of alternative options and details of the associated costs and timescales.

**1. Would incorporation of an interactive map in the new survey provide the accuracy of destination data needed?**

# Would incorporation of an interactive map in the new survey provide the accuracy of destination data needed?

It is critical that the new survey records accurate data on the location of visit destinations.

## The current MENE approach

In the current survey respondents are asked by the interviewer to describe the place visited and this information is recorded in detail.

Where needed the interviewer will probe the respondent for more details to ensure that as many responses as possible can subsequently be allocated a geocode.

Post fieldwork the information collected is reviewed manually by a specialist team at Kantar TNS and around 80% of visits can be given a geocode.

Given the manual approach taken to geocode visits, it is time consuming so comes with relatively high cost. While the c.80% level of success is acceptable there is a desire to improve this 'strike rate' to nearer 100%.

## Piloting in an online survey

In the pilot work undertaken in 2018, an approach similar to that used in the current MENE survey was used in an online survey.

With no interviewer involvement, the level of information volunteered by respondents was often less detailed than in MENE. As a result a lower level of geocoding success was achieved with a success 'strike rate' of 66%.

## Developing and testing further options

Given the importance of obtaining accurate destination information from as many respondents as possible, there is a need to establish how to design an improved approach to capture destination location details.

Experience from a small number of other studies which collect similar geographic data (most notably ongoing work by University of Exeter) suggests that the provision on interactive map within the survey questionnaire can result in much higher levels of response. However more evaluation is required to understand the accuracy of this data so that we can be certain of the benefits of this approach.

# Option 1 - Detailed review and evaluation of existing surveys which use an interactive map

While the initial review identified very few surveys using interactive maps, there would be merit in taking time to widen this search to identify any other relevant examples and to find out more about the success of the surveys that have been found.

In particular, while initial conversations with University of Exeter in August 2018 suggested that the approach used in their surveys had been a success, with nearly all respondents providing destination information, detailed analysis of the survey results was ongoing so the validity of the data was still be tested.

It would be valuable to have further conversations with the University of Exeter and others who have operated interactive maps in surveys (including colleagues in Kantar who manage Transport for London studies and NE staff who use mapping approaches in their work).

These conversations would uncover more details on the success of interactive maps, potential pitfalls and any wider consideration for the future survey design.

This feedback would provide more clarity on the likely levels of success of an interactive mapping approach and other valuable information to support the future survey design.

To conduct this review we would propose undertaking a series of **telephone or Skype consultations with up to 6 individuals** using a topic guide which would be agreed in advance.

The outcomes of these interviews would then be discussed with the Defra and NE group and key findings and recommendations incorporated into the final report (or as a stand alone annex).

## Option 2 – developing and testing an interactive map

While learnings from equivalent studies are undoubtedly valuable and will help to identify the best direction for the new survey, the most full proof way of predicting how well an interactive map will work in the new survey is to develop a beta version and test this with a sample of the population.

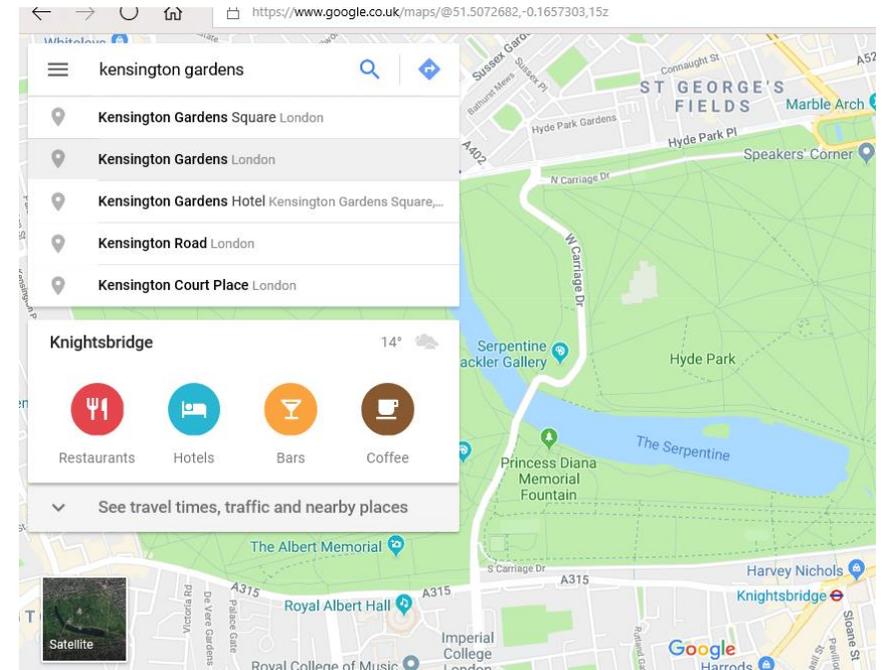
As we are testing the user experience and the quality/accuracy of data provided, it would be important for the test version to be as close as possible to the likely final version.

As such the development work required will be fairly significant, as much as would be needed to implement a map into a live survey.

We would use Google Maps as a base and use software (code libraries) that enable the maps to work on as many devices as possible and provide the right level of functionality required for the survey.

The interactive map tool will be designed so that the user can either:

- type in the place visited and, as they start typing potential place names will appear and the map will zoom to this place for verification.
- search the map for the place and zoom in and click on the location once found.



## Option 2 – developing and testing an interactive map

Once the interactive map tool has been developed we would recommend testing it to assess the user experience and obtain a measure of the quality and accuracy of the data recorded.

We propose undertaking around [REDACTED] interviews over [REDACTED] testing. Interviews would be undertaken by members of the KTNS study review team.

To reduce costs we propose that the testing takes place in our London Bridge office where there is a high throughput of pedestrians available to be recruited.

To maximise the number of interviews possible there would be no fixed demographic quotas, instead recruiters would aim for a spread of demographics.

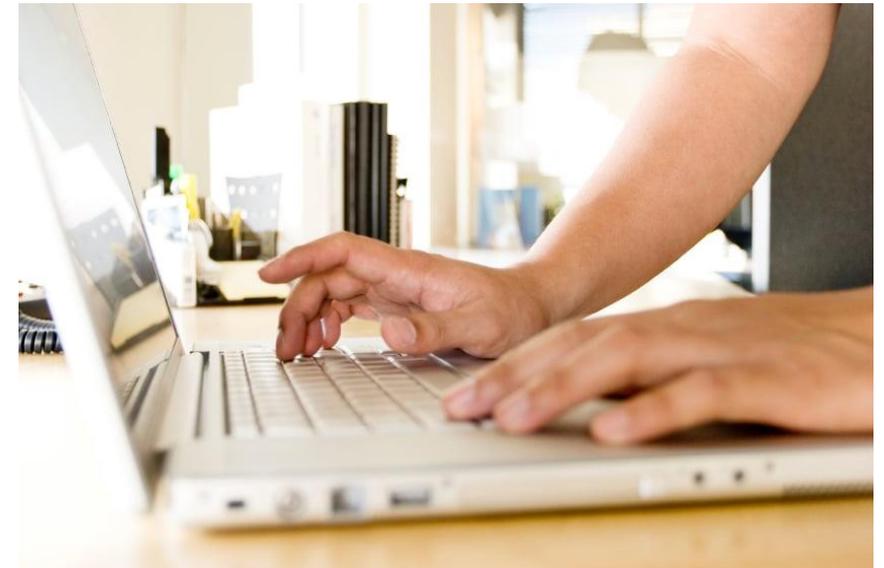
The interview process would involve respondents testing the interactive map on either a PC, tablet or smart phone (one device per interview, rotated between interviews).

After an initial introduction respondents would be asked to record the destination for a recent visit to the outdoors.

The user experience would be measured through a mix of both observation (e.g. time taken) and subsequent questioning (probing how the map was to use, how it could be improved, etc.).

Accuracy will be measured by asking respondents to subsequently confirm the exact place visited. We will then compare this with the place recorded on the interactive map.

The outcomes of the interviews will be shared and discussed with the group and key findings and recommendations will be incorporated into the final report.



## **2. How to get the most from social data?**

# How to get the most from social data?

The social pilot undertaken as part of the main review demonstrated how social data could provide valuable insights regarding visits to the natural environment and attitudes towards protecting nature.

However you have further questions on the representativeness of the data, how it can be used effectively alongside other data and whether deeper insights may be obtained in relation to a number of specific areas of interest.

To address these questions we have provided recommendations for further work, splitting these into the following three areas:

## **Further input within scope of current contract:**

In the final report we can provide further recommendations on how the findings from social analytics can be reported and integrated into the findings from other elements and examples of how this has been done successfully in other studies. The final report can also provide some further details on the general profile of social media users versus the wider population helping you to understand how representative this data source can be.

## **Additional analytics using the social data already extracted:**

Building on the analysis done based on social data for the 6 months to March 2018. This analysis would explore in more depth how the social data can be used to help improve understanding of the benefits of visits to the natural environment.

## **Additional analytics requiring further social data to be extracted:**

This option would require more significant work but could help to illustrate how social analytics can provide more detail understanding of moments of engagement with nature and/or more information on the routes and paths used during visits.

**Further details on these options are provided on the next 2 pages.**

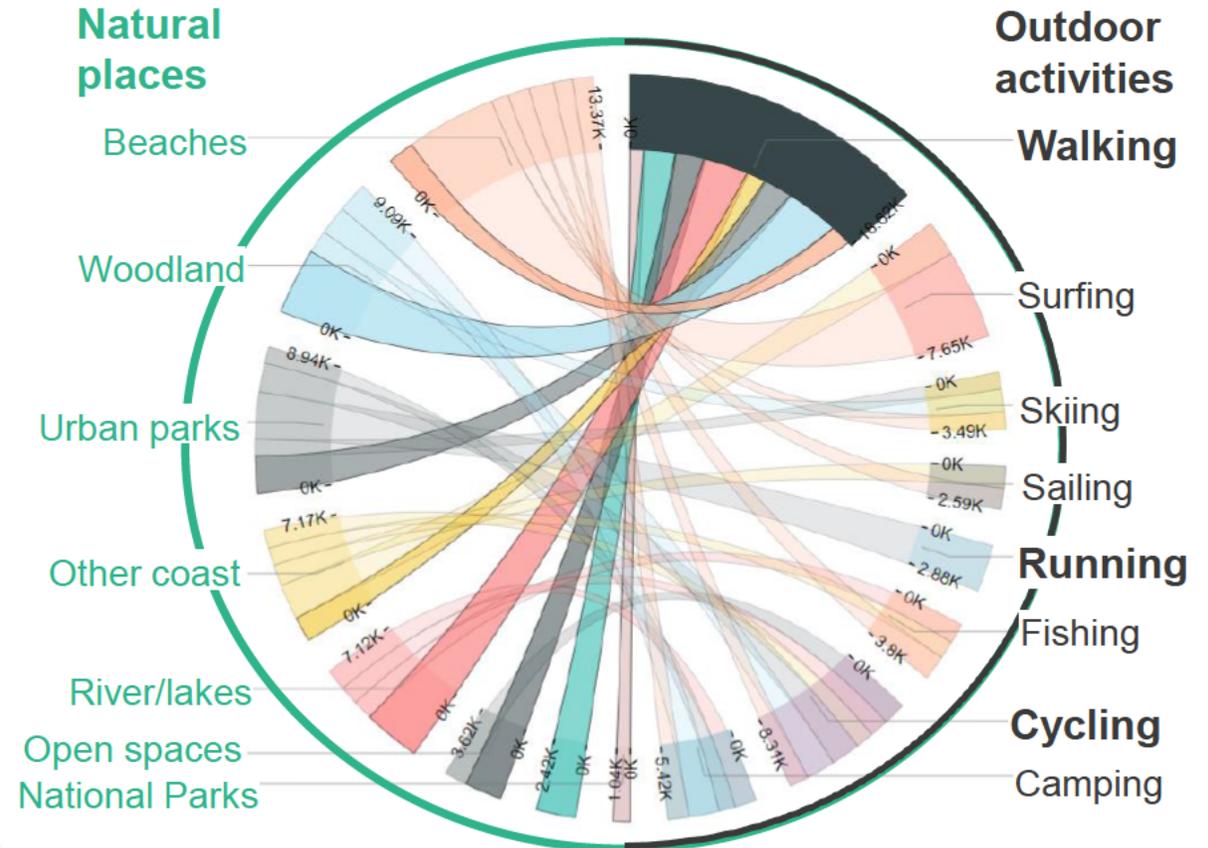
# Additional analytics using the social data extracted already

Following this option we would spend additional time undertaking further analysis of the social data already extracted for the 6 months to March 2018.

This additional analysis time would allow for us to re-shape the existing analysis to focus more on benefits of visits to the natural environment, and re-work and deliver the report to focus on these findings.

We will revisit our analysis to dive-deeper into the benefits of visiting the natural environment, and re-shape our report to include key learnings on this topic. In order to maximise the relevance and power of this analysis, we would review and align on the existing taxonomy together to ensure that we are including required lenses. Stages involved would be as follows:

- Meeting or Skype call to confirm requirements
- Detailed discussion of Taxonomy to ensure alignment on the topics of focus.
- New analytics undertaken by social analytics team.
- Provision of updated report and integration of learnings and implications for future monitoring in final review report.



# Additional analytics requiring further social data to be extracted

## Capturing 'moments of engagement' with natural environments

- Photographs posted online can provide us with a fantastic source of information to uncover how people are interacting with the natural environment in the moment.
- Social Analytics, and the application of our AI toolkit can uncover these images and include them in our analytics engine to build further learnings and recommendations. This is not something we have built into the current design, and does involve us sourcing and organising these images (leveraging our existing taxonomy), and analysing the outcome to uncover relevant insights.

## Uncovering deeper insights on our audience

- Using social to provide evidence about the routes / paths that people follow is challenging, as we would only pick this up if people were referencing this online. This is something we could review within our current data set, but would need to understand the routes / paths that people may be talking about to explore volumes of mentions, and as a result, if we could conduct any further analysis to uncover detail on this.
- To uncover deeper insights on those people visiting and engaging with natural environments online, we are able to run some more detailed profiling analysis leveraging Twitter data. This approach – Typologies Enrichment - enables us to mine Twitter data to uncover segments based on digital footprints, and understand our audiences personality and behaviour to help guide activation. This insight can move social from helping unpicking consumers interaction with natural environments to helping drive activation strategy.

**3. How to harmonise key measures from MENE and the new survey to allow comparisons?**

# How to harmonise key measures from MENE and the new survey to allow comparisons?

The proposed change in method between MENE and the new survey (from face to face interviews to online self-completion) and changes to the questionnaire design will result in a lack of comparability between the surveys.

However, there is demand from some stakeholders to be able to make comparisons between the old and new, particularly in relation to key measures.

The draft report from the review has already shown the likely level of change between the old and new surveys and commented on the main reasons for this change.

Further input for our Marketing Sciences team, led by Director [REDACTED], would allow us to offer further expert consultancy and advice on the issues and implications of transitioning survey methodology with a focus on the following topics:

- Assessment of the likely changes and impacts on trend capabilities (based on prior experience and public domain information)
- Overview of potential remedial methods to calibrate scores (incl. discussion on the merits of a “parallel run” when the new survey goes live)
- The projected scope & limitations of calibration methods (incl. risks & performance diagnostics)
- Estimated budget & timings for various options
- Focus on key measures where harmonisation would be desirable i.e. visit frequency measures (volumes), Q1, Q17, Location, Activity, Duration, Motivation, Benefits, £ spend.

This exercise would involve initial discussion between KTNS and the study group and interim discussions following the production of an annual report/. We assume up to 3 meetings/ teleconferences as part of this process involving [REDACTED] and [REDACTED].

The results of the exercise would be provided as a written report (approx. 5000-7000 words). Costs include one stakeholder review round.



**Timings and budget**

# Timings

We note that all of the work must be completed by the end of March 2019. Indicative timings for each of the proposed elements are as follows. (Note that no work could commence until a PO number is provided):

## Interactive map

- Initial set up meeting w/b 17/12/18 or 7/1/19
- Review of existing surveys which use maps:
  - [REDACTED]
  - [REDACTED]
- [REDACTED] testing of interactive map for new survey:
  - Build of interactive map – January 2019
  - [REDACTED] February 2019
  - Production of report by end February.

## Social analytics

- Initial set up meeting w/b 17/12/18 or 7/1/19
- Additional analysis of existing data with a focus on benefits – undertaken during January 2019 and reported by end of month.
- Other options requiring new social data extraction – could be completed by end of February 2019.

## Harmonising MENE and the new survey

- Initial set up meeting w/b 17/12/18 or 7/1/19
- Draft report submitted by end January 2019
- Teleconference to discuss with Defra group early/mid February
- Final report submitted by end February 2019

# Cost options

Costs to undertake the work described in this proposal would be as follows. Note that these costs exclude VAT.

## Interactive map

- Review of existing surveys which use maps - [REDACTED]
- Development and testing of interactive map for new survey:
  - Build of interactive map – [REDACTED]
  - Public interviews [REDACTED], including reporting time – [REDACTED]

## Social analytics

- Additional analysis of existing data with a focus on benefits - [REDACTED]
- Other options requiring new social data – dependant on exact requirements TBC – indicative cost of [REDACTED] per area:

Capturing 'moments of engagement' with natural environments - [REDACTED]

Uncovering deeper insights on our audience - [REDACTED]

Subtotal for Social analytics - [REDACTED].

## Harmonising MENE and the new survey

[REDACTED]

## Grand total for:

Interactive map  
Social analytics  
Harmonising MENE and the new survey

**£52,800**

## 1. SERVICES REQUIREMENTS (Original Specification 21 Nov 2017)

### (1.1) Services Required:

NB This specification should be read in conjunction with the offer from Kantar TNS attached as Annexes to this Order form, See below Annexes A, B, C & D.

#### Background

The Authority is the United Kingdom (UK) Government Department responsible for the environment, food and farming and rural affairs. The Authority's priorities are to secure a healthy natural environment; a sustainable, low-carbon economy; a thriving farming sector and a sustainable, healthy and secure food supply. Further information on the Authority can be found at:

<https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs>

#### Context

The Monitor of Engagement with the Natural Environment (MENE) survey

Natural England, Defra and the Forestry Commission commissioned the MENE survey for the first time in 2009.

The data enables Natural England, its partners and data users to:

- Understand how people use, enjoy and are motivated to protect the natural environment
- Monitor changes in use of the natural environment over time, at a range of different spatial scales and for key groups within the population
- Inform on-the-ground initiatives to help them link more closely to people's needs
- Evaluate the impact and effectiveness of related policy and initiatives
- Measure the impact of and inform policy relating to the natural environment

Full details of the MENE survey including all annual and headline reports produced since 2009 are available via the MENE pages on GOV.UK<sup>1</sup>.

Further reports based on MENE data can be found on Natural England's publications pages for monitoring use and enjoyment of the natural environment<sup>2</sup>.

A review of the MENE survey was undertaken by Natural England and published in 2014<sup>3</sup>.

#### Current Survey methods

At present, the survey involves weekly waves of interviewing on the Kantar TNS in-home Omnibus Survey with respondents asked about visits taken in the seven days preceding the interview. In each wave, interviews are undertaken with a representative sample of the English adult population (aged 16 and over) with a sample of at least [REDACTED] sample points.

Full details of the survey methods are provided in the MENE survey technical reports. The latest technical report covering the 2009-2016 surveys was published in May 2017

#### MENE Strategic Review

In April 2017, Defra and Natural England started a review of MENE to explore options to transition the survey to a more sustainable, cost-effective approach, while continuing to provide

high quality data and allow recent developments in survey methodology and technology to flourish.

The review examined:

- **Current impact:** how MENE supports policy, delivery and evidence & analytical requirements
- **Priority future requirements:** for data on time spent in, attitudes towards and action for the natural environment, in line with Government priorities for people's engagement with the natural environment
- **The data landscape:** scope of existing surveys that provide related data; developments in data collection, reporting methodologies and innovation, including the use of new technologies
- **Options for the future:** how priority data requirements can be delivered and managed cost-effectively and sustainably in future

### Research Aims and Objectives

This project aims to support decision-making and innovation on the possible transition of the Monitor of Engagement with the Natural Environment (MENE) survey from the current face-to-face method of data collection to a largely online format and help ensure the survey meets future data requirements in a flexible, cost-effective manner.

The objectives of this work are to:

#### Phase 1

- Review Defra/Natural England requirements from the new version of the survey, including:
  - Maintenance of a broad range of questions, covering visits to the natural environment, environmental attitudes and pro-environmental behaviours
  - High quality survey design, implementation and data
  - An appropriate sample size
  - The need to secure cost savings possibly through online data collection

Detailed draft requirements for specific types of data are set out in separate document Annex 1. We would welcome any comments on these requirements in proposals, and expect to discuss them further with the successful Tenderer in the early stages of the project

- Assess the appropriate sample size to meet requirements and advise on any trade-offs between sample size and cost effectiveness
- Review other surveys and administrative data with opportunities for improved linkage with MENE data. The project should consider the potential of other surveys and administrative data to meet some of our data needs, and the added value of possible linkages between MENE and other survey and administrative datasets. Other relevant surveys include:

- Sport England's Active Lives Survey<sup>5</sup>

- Visit Britain's Great Britain Tourism Survey and Great Britain Day Visits Survey<sup>6</sup>
- Department for Culture, Media and Sport's Taking Part Survey<sup>7</sup>

- Review other surveys, data sources and evidence from the UK and internationally to identify innovations that could be implemented in the new survey, or with potential in the short or medium term, with which the new survey should be compatible. For example:
  - Technological and wider societal changes mean that alternative data sources (e.g., automatic traffic and visitor counts; mobile phone data; social media data) are increasingly available for some of the purposes for which MENE was intended, or offer promise for the future
  - Linkage with other data sources may mean that engagement with the natural environment at local level and for some types of visits or environments can be modelled using robust national data, rather than through samples that are large enough to be reliable at these scales directly
  - The study should assess the role of other digital innovation, such as the use of apps
- Review findings from the MENE online pilot undertaken in October 2016.
- Identify and examine particular methodological issues which need to be taken into account in the new survey, which may be particularly relevant when transitioning from face-to-face to a largely online format, including:
  - Sampling and recruitment options, including panels
  - Use of incentives
  - Questionnaire length, design and flexibility, e.g., in relation to flexibility, the ability to add and remove modules of questions on different topics
  - Design of questions to elicit the precise location of visits to the natural environment, e.g., using online maps
  - The potential of a possible new longitudinal element to meet particular policy and evidence requirements
  - Options for analysing, reporting on and disseminating the data, cost effectively and to meet a range of users' needs
  - Resource requirements for managing the survey
- Working closely with the Defra/Natural England MENE Strategic Review Technical Project Team, identify and develop the most appropriate overall methods for the new survey, including the core online component and any top-ups or supplementary methods (e.g., telephone or face-to-face interviews, push-to-online and/or use of apps) which could be used for particular demographic groups, questions sub-sets, or for other reasons.
- Present initial findings and key options for further testing in an interim report and to the Defra/Natural England MENE Strategic Review Technical Project Team, to agree the focus for the next phase of work. The presentation and interim report should provide cost estimates and identify risks for all key options

## Phase 2

- Undertake comprehensive testing of the new survey as agreed to ensure a robust approach, including cognitive testing of key question wording
- Assess differences in results obtained using face-to-face and new data collection methods, building on the MENE online pilot report, in order to understand differences between the existing and proposed new surveys, and maximise as far as possible the compatibility and comparability of the data
- Identify a preferred option and make recommendations for a draft methodology for the whole survey, and present these in a draft research report, including draft questionnaires for all key components. Cost estimates for the preferred option should also be included. In addition to the preferred option, the draft report should identify a small number of additional and/or alternative options, and specify the advantages and disadvantages of these, including any cost implications. Following the draft report, Defra/NE expect to consider the recommendations, determine their preferred option and consult widely on this option.
- Following wider consultation, incorporate the consultation findings in the final research report, as appropriate and working closely with the Defra/NE MENE Strategic Review Technical Project Team

At each stage, high quality outputs are required to communicate findings to policy, delivery, evidence and wider audiences.

Although many issues considered as part of the project may relate to specific online panels, this contract is intended to make general recommendations. It is not expected to make recommendations about any specific online panel to use for the new survey.

Following consultation and successful completion of this contract, Defra/Natural England expect to consider the final recommendations and determine our preferred methods for the new survey. It is our intention to let a further contract to finalise plans and implement the new survey from March 2019.

## **Scope**

The scope of the Contract encompasses working closely with the Defra/Natural England Strategic Review Technical Project Team to review the possible transition of MENE from current face to face data collection to an online format.

The project is expected to last 12 months, from November 2017 to October 2018.

- An interim report is required after approximately four months in January 2018.
- A draft research report is required in May 2018.
- Following a wider consultation, the final report is required in October 2018.

Kantar TNS will fulfil the aims and objectives requirements as set out in below of this Specification.

It is a requirement that all surveys undertaken by or on behalf of Defra and Natural England must obtain clearance from the Department's Survey Control Liaison Unit (SCLU). Tenderers must make allowance for SCLU clearance which typically takes up to four weeks.

### **Outputs and Reporting**

The project is expected to start in November 2017 and be completed by October 2018.

Kantar TNS will produce an interim report and a presentation to Defra/Natural England by 26<sup>th</sup> January 2018 which will include detail of emerging findings. The timing of the interim report has some flexibility to be moved.

Kantar TNS will produce a draft research report by 25<sup>th</sup> May 2018 detailing their findings, which will enable Defra/Natural England to go out to wider consultation..

Kantar TNS will deliver a final research report and a presentation to Defra/Natural England by 19<sup>th</sup> October 2018. It is important that the October 2018 deadline of the project is met to allow final planning for implementation of the new survey from March 2019.

Kantar TNS will be required to seek approval in advance from the Authority's Project Officer for any press release, presentation or publication related to this project prior to publication of the final report.

It is Defra policy to publish all final project reports. Defra reserves the right to determine if and how the results will be published. After publication of the final report, Kantar TNS will keep the Authority's Project Officer informed of any further use of data and/or findings from the project.

Kantar TNS must comply with all data protection and information security legislation, as detailed within the overarching UKSBS Framework agreement

### **Milestones**

The milestones are set out below

<b>Report Type</b>	<b>Date Required By</b>
Interim report submitted to the Authority	26 <sup>th</sup> January 2018
Draft research report submitted to the Authority	25 <sup>th</sup> May 2018
Final research report submitted to the Authority	19 <sup>th</sup> October 2018

- 20.1 The Authority shall reserve the final payment instalment until completion of the project. The project will be deemed to be complete once the final report and presentation have been received by the Authority.

# E01 – Understanding of the Policy, Delivery and Evidence Requirements

## 1.1 Introduction

Kantar TNS, in partnership with our sister company Kantar Public, are delighted to have this opportunity to submit a proposal for supporting the transition of the Monitor of Engagement with the Natural Environment (MENE) from a face-to-face to online approach.

Our connection to the survey goes all the way back to its inception in 2008 when Kantar TNS (then TNS) undertook the initial scoping and piloting projects which established the key requirements for the survey and the best approaches to use.

We have since gone on to successfully manage and develop MENE over the last nine years and we are very keen to continue this relationship, helping Defra and Natural England (NE) to transition to a new, future proof approach. Our considerable knowledge and expertise stand us in excellent stead to assist you and the many other stakeholders who use MENE through this transition period.

## 1.2 Setting the survey in context

It is important to consider this important transition project in the context of MENE's overall objectives.

Defra and NE aim to secure and deliver a healthy, sustainable natural environment for people to enjoy, both now and in the future, for the prosperity and wellbeing of everyone in the country. MENE provides the vital insights needed to inform the actions taken to achieve this ambition and to track success.

Accordingly, over the past 9 years, the survey has been used to inform the work undertaken by a wide variety of organisations including national and local government, public sector agencies, academics, wildlife trusts, charities and voluntary bodies by feeding into

Government white papers, KPIs and national indicators (e.g. Biodiversity 2020 and the National Ecosystem assessment on cultural ecosystem services).

One of the core requirements driving this transition is the desire to develop a more integrated approach among the different organisations/ bodies to better utilise resources whilst widening the scope of the insight gathered.

To do this, it is important that the new survey uses up-to-date techniques for data collection, is easily accessible, is flexible and can easily adapt for any future policy and data needs. Using evidence based research and opening up the data across organisations and departments will reduce duplication and will empower others to support public engagement with the natural environment.

In summary, there is a desire to more fully understand the value of the environment and measure engagement with the natural environment, and to use the new survey as the basis to better manage and improve decision making in the sector.

## 1.3 Understanding your requirements

Below we summarise the key requirements of this transition project.

### 1.3.1 Develop a flexible survey vehicle that delivers relevant insights now and into the future

One of the core requirements driving this project is the transition of the current MENE survey vehicle to a place where it utilises modern techniques, is flexible enough to adapt in future and will not only meet current but also anticipated (and even as yet unknown) data needs.

To do so requires consideration of three key areas:



### **What needs to be done to transition MENE from a face-to-face to an online survey approach?**

- Establishing the information currently collected that should continue to be gathered to meet ongoing data needs, e.g. precise visit location data
- Selecting the optimum sampling approach
- Understanding data changes likely as a result of a new survey method
- Considering the necessary trade-offs between data requirements, sample sizes, flexibility and cost effectiveness
- Guiding external users through the changes and implications of transitioning a survey such as this



### **How can the model adapt to meet current, anticipated and future data requirements?**

- Evolving MENE so that it accommodates a shifting emphasis towards broader environmental attitudes and behaviours
- Exploring the steps needed to accommodate a more diverse range of data needs within a single survey
- Designing a survey vehicle with the in-built flexibility to adapt to changes in data needs and policy priorities in the future



### **What existing and new data sources and techniques can be utilised to reduce costs, supplement understanding and add context to the survey data?**

- Identifying existing data/ surveys that can be utilised to meet requirements in place of or alongside MENE

- Examining if there is scope to model data below the national level thus reducing sample size requirements
- Considering all technological advances/ innovative survey methods that could be utilised in the future

## **1.4 Proposal summary**

Subsequent sections of this proposal provide the level of detail that a project of this scope warrants, detailing how we can meet the requirements outlined in the brief. However, we are aware that there may be readers who prefer an overview and as such, we have summarised the key details of our proposal below.

### **1.4.1 Approach, Methodology and Outputs**

We will approach this transition project from the standpoint of your requirements (see earlier) so that the project and in turn, the deliverables, will be designed to meet those needs. We very much see this as a collaborative study, working in close partnership with Defra/ NE and we will be keen to discuss the requirements and potential solutions further.

#### **Phase 1**

##### *Reviewing MENE and other sources*

We will begin with a desk research and consultation stage that focuses on Defra/ NE's requirements. Key sources will include the 2014 and 2017 MENE consultations, past data requests and a scoping workshop with Defra/ NE (we have also provided costs for the option of additional stakeholder telephone consultations).

This will lead on to an examination of other data sources and survey vehicles, assessing these to see if they can supplement MENE, reducing survey length, avoiding duplication and offering costs savings. We have first-hand knowledge of several pertinent studies including the Great Britain Tourism Survey, Great Britain Day Visits Survey, Active Lives, Taking Part and Community Life. We will assess details including the survey method,

scope and definitions used, their suitability for Defra/ NE's requirements and any compromises that would be needed to use the data.

#### *Assessing possible data innovations*

At Kantar, we are constantly working to consider how fresh thinking can be applied to research projects to deliver clearly discernible benefits to our clients. We will consider a range of potential innovative solutions assessing their potential benefit for MENE including:

- Social media analytics
- Weather data
- Behavioural data (usage of mobile devices etc.)

#### *Evaluating methodological considerations*

We will assess the suitability of various sampling approaches and methods (e.g. quota vs random probability vs panel based sampling, Omnibus vs bespoke survey vehicle etc.), informed by the desk research stage but also drawing on the expertise of our marketing analytics team.

Questionnaire length and wording will also be critical in ensuring that Defra/ NE's requirements will be met, not least the requirement to collect precise visit location data.

Moving any survey between survey methods naturally leads on to a need to consider the effects on data comparability. We will review such considerations in view of our recent experiences undertaking the two MENE online pilot studies and the experiences of our Kantar Public and marketing analytics colleagues who transitioned the Community Life Survey to an online approach.

We will also establish how best to collect the data on children's visits and attitudes, evaluating how this can be done online within industry and data protection guidelines.

Finally, we will ensure that our recommendations include an assessment of the likely resource that will be needed for the

piloting stage and also, the full survey when commissioned.

#### *Working with Defra/ NE*

Defra/ NE will be kept informed of our progress, recommendations and will have the opportunity to provide input throughout the process. We propose that the monthly and quarterly meetings are the core means of providing this input, supplemented by calls and emails as required. Our costs include telephone attendance at the monthly meetings and attendance at the quarterly sessions (one in person, others by telephone).

#### **Phase 2**

In Phase 2 the survey method(s) identified as most appropriate in Phase 1 will be evaluated to ensure that they meet your requirements. While Phase 1 will be needed to definitively inform the method(s) to be tested in Phase 2, this is likely to involve an online approach so we have provided costs on this basis.

#### *Cognitive interviews*

Once the survey questions have been drafted, we recommend that these are tested and refined through a series of in-depth cognitive interviews. We will undertake 20 such detailed interviews in total (covering London and a smaller town/ city in England) to evaluate how participants understand, process and respond to the questions. This will allow further refinement as needed before the pilot surveys are undertaken.

#### *A full quantitative pilot*

While the details will depend on the outcomes of Phase 1, we anticipate that some form of nationally representative online approach will be part of the solution. We propose to undertake the piloting through parallel tests of the questionnaire on our online and face-to-face Omnibus surveys. We have provided costs to test the new questions face-to-face to enable thorough comparison but are happy to discuss whether this is needed with you if commissioned.

The piloting will inform decisions on the most robust approaches to use in the new survey and the effects of conducting a new survey online.

The analysis and interpretation undertaken at this stage will be led by experts from our marketing analytics team and will evaluate:

- The size and nature of any shifts/ differences between online and face to face and how they can be minimised
- The evidence needed for stakeholders to make an informed evaluation of our recommendations
- The need to calibrate the data for meaningful comparisons with historic data

Kantar TNS has extensive experience of transitioning major tracking surveys, increasingly for government departments and other public sector bodies, including the development of MENE and calibration for comparisons with the previous equivalent ELVS.

#### *Testing other methods*

Given the wide range of possibilities, it is difficult at this point to provide any definitive proposals on how we would pilot alternative/ additional approaches (and any associated costs). However, we will discuss how to proceed further with Defra/ NE as and when alternative approaches are identified as viable options for a pilot.

#### **Reporting and deliverables**

Our approach will always be to work with Defra/ NE to ensure that the project outputs are both engaging and useful, delivering on the project objectives and facilitating the transition of MENE into its future form.

We will provide all of the outputs specified in the brief, ensuring that all reports cater for both those who require more of an overview of the findings and those who require detailed, technical explanations. The outputs will be:

- *Progress updates* – at the monthly meetings and in advance of the quarterly sessions, with written confirmation provided
- *Full reports* – 2 interim and one final (with input from the Defra./ NE consultation included in the latter)
- *Presentations* – 1 interim and 1 final delivered face-to-face with time after the findings have been presented for discussion

Further details on these can be found in section E02.

#### **1.4.2 Expertise, Experience and Project Management**

The team members selected for this study bring a high level of research experience, specifically in relation to MENE, leisure research, environmental research, Governmental/ policy studies and methodological expertise.

We recognise the need to involve experienced researchers at all stages of the project. The contract will be led by Duncan Stewart, a highly experienced Director at Kantar TNS with overall responsibility for the current MENE contract. He will be supported by project manager, [REDACTED], as well as [REDACTED] and [REDACTED], all of whom are very knowledgeable about the current survey. Experts in methodology and questionnaire evaluation from our sister company Kantar Public are also in the team, as is Russell Bradshaw an analyst with an in-depth knowledge of analysing data but more importantly, of MENE. These team members will be supported by our in-house operations and data innovations teams.

At Kantar TNS/ Public, our approach is always to work with our clients, with regular contact and a partnership approach. Other key components of our project management approach will be:

- Active involvement of the Project Director at all stages of the project

- Regular monitoring of delivery against the project KPIs
- A detailed workplan managed via our project management system
- Regular progress reporting and prompt response to any emerging issues
- Appropriate resourcing, sharing of knowledge and formal succession planning procedures

Further information on our team and project management approach can be found in E03 and the accompanying appendix.

#### **1.4.3 Quality Assurance, Risk Management and Mitigation**

Kantar is committed to quality in our service to clients and in the way we manage our people and our business. Our aim is to deliver a high quality service and we wish to do so within the parameters of KPIs that Defra and NE are comfortable with:

*Project management KPI* - on commission, this project will be added to our resource spreadsheet with progress assessed weekly to identify additional resource if needed. We will utilise and monitor our established project management systems to assist in the delivery of this project.

*Quality standards KPI* – we will follow all of the quality steps outlined in section E04 including Director level involvement and sign-off of reports and presentations, quality checking of electronic questionnaires and data outputs by our dedicated team, internal peer reviewing of the project findings and recommendations, plus the expert input of our [REDACTED]

Kantar TNS is certified to ISO 9001 (the international standard for quality management systems) and ISO 20252 (the international standard for market research). We also abide by the Market Research Society (MRS) code of conduct, as well as other industry standards. We are registered under the Data Protection Act 1998.

Kantar TNS takes risk management very seriously and operates a formal business continuity plan to enable the business to continue in the event of ‘disasters’ that render the business premises and facilities unavailable and/or destroy IT systems or documents. Risks are identified in advance and categorised into low, medium or high and mitigating actions are built into the project plan to minimise the likelihood they will occur.

A risk and mitigation table for this project, along with further details on quality and risk management can be found in E04.

#### **1.4.4 Costs**

As requested, we have provided an indication of costs and have tried to itemise these on the pricing table as far as possible. Our methods are not set in stone and we will be keen to discuss these further with Defra/ NE and to provide amended quotes as needed depending on your specific requirements.

#### **1.5 Our commitment**

In summary, we believe that we are ideally placed to assist Defra and NE to transition this important study on to the next phase of its lifecycle. Kantar are fully committed to providing a high level of service and expertise. If we are commissioned to undertake this exciting contract, we will work hard to develop the survey so that it is fit for purpose now and into the future.

# E02 – Approach, Methodology and Outputs

In this section, we outline our recommended approaches for the two main phases of this important transition study, followed by the deliverables.

We very much see this as a collaborative study, working in close partnership with Defra/Natural England (NE) and we will be keen to discuss the requirements and potential solutions further.

## 1.1 Working closely with Defra/ NE

We will value the input of the Defra/ NE MENE Strategic Review Technical Project team throughout this transition study. It is vital that you are kept informed of our progress, recommendations and that you have the opportunity to provide input as you wish throughout the process.

We propose that the meetings specified in the brief represent the core means of updating the client survey team with information. Our costs include attendance by telephone at monthly survey calls and also quarterly steering group meetings (one in person). These meetings will be supplemented by email confirmation of notes we have taken during the sessions, as well as notification in advance of any relevant agenda items and a written progress update one week in advance of the quarterly meetings.

Further details on our approach to project management and working with clients can be found in our submission for E03.



## Phase 1 – Scoping and piloting recommendations

### 1.2 Review of Defra/ NE requirements

While our significant experience in scoping and delivering MENE will be of considerable benefit, we are not fixed in our ideas as to how the survey should develop.

We will approach this transition project as we would any study, from the standpoint of your

requirements (current and those anticipated for the future) – see Figure 1 overleaf. A thorough understanding of how you plan to use the research findings means that the survey and in turn, the deliverables, will be designed to meet those needs.

For example, the brief highlights a likely shift in emphasis towards broader attitudinal and wider environmental behaviours topics – a wider scope than is currently delivered through MENE where the focus is largely on outdoor recreation.

Our experience of undertaking MENE means that we will be able to evaluate which elements of the current approach will continue to have a valid place in the transitioned survey and where the model needs to evolve.

### 1.2.1 Understanding insight requirements for the future

We will begin the transition study with a desk research and consultation stage that focuses on Defra/ NE's requirements.

A review of external data sources, methods and innovations will form an important part of the Phase 1 work, however, the usefulness of such sources/ vehicles will be determined by their relationship to your data requirements.

Key sources that will be used in this review stage are likely to include:

#### *The 2014 MENE consultation*

This broadly focused on MENE's value, impact and areas for future development/ growth. It highlighted the considerable value placed on and uses of MENE which underline the importance of a considered transition.

#### *The 2017 MENE strategic review*

While the results of this consultation are not yet publicly available, it will be a vital source of reference as we look at:

- The current impact of MENE

- Future priorities for Defra, NE and wider Governmental policy
- Opportunities to use existing data sources and innovations

- Delivering current requirements through a flexible and future focused survey

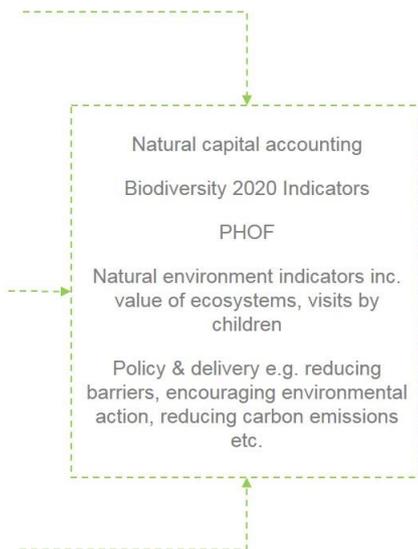
**Figure 1 – Summary of Defra/NE requirements for the new survey**

**Adapted to meet Defra/ NE’s requirements:**

- ✓ Expanded survey focus: greater emphasis on broader environmental attitudes and behaviours
- ✓ Greater detail for current measures including visit behaviour, motivations, barriers, valuing the outdoors and children’s visits

**New areas of interest (summary):**

 <b>Active travel</b> Walking/ cycling for travel	 <b>Awareness</b> Role of outdoors for health & wellbeing Importance of environmental action	 <b>Specific issues</b> Climate change Environmental priorities for government	 <b>Social action</b> Volunteering Participation e.g. petitions, campaigning Charitable donations Green travel & consumerism
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**With the ability to:**

- Coordinate with other surveys
- Focus on visits of particular interest as needed
- Better represent higher value visits (e.g. longer distance/ overnight stays)
- To allow for other data requirements, analysis and qualitative research as needed

**Data requests/ enquiries received as part of the current MENE study**

These will highlight the appetite for and past uses of the data, as well as requests that could not be fully met within the current scope.

**Defra/ NE workshop**

While we have reviewed the future data requirements (as summarised in Figure 1), we believe there would be value in exploring these further with the Defra/ NE team through a scoping workshop.

This forum will be invaluable in allowing us to understand in Defra/ NE’s own words what your priorities are for the transitioned survey.

We understand from previous MENE reviews (2014 and 2017) and the insight requirements in the brief, that a considerable amount of external consultation has already been

undertaken by Defra/ NE. However, it may be that the review stage of Phase 1 highlights the need for further consultation and clarification - as such, we have provided costs for an optional 5 telephone consultations with key stakeholders should this be of interest.

**1.3 Review of wider data sources and evidence**

The previous stage will naturally lead on to an examination of other data sources and survey vehicles that could be of relevance.

Key advantages of supplementing surveys with insights from external data sources include a reduction in survey length, avoidance of duplication and offering cost savings.

Our review will consider these advantages along with any limitations of supplementing MENE with external data (e.g. the inability to

cross-analyse with other survey data, differences in definitions used, question wording etc.) so that we can present balanced recommendations to the Defra/ NE team.

There are several existing surveys that collect data highlighted as being of interest to Defra/ NE, including:

- The Great Britain Tourism Survey (GBTS)
- The Great Britain Day Visits Survey (GBDVS)
- Active Lives Survey (formerly Active People)

- Taking Part
- Community Life

Kantar TNS and our sister company Kantar Public have first-hand knowledge of all of these surveys, either undertaking or having previously undertaken them. This first-hand experience means we are very well placed to undertake this element of the evaluation with a close knowledge of the survey approaches, data collected and client requirements. It will be important to evaluate each of these and any other potential data sources with regards to factors including those shown in Figure 2 below:

Figure 2 – Criteria for evaluating external data sources



**Survey method** including sample make up and sizes, frequency, question wording, methodology



**Survey scope and definitions** e.g. what constitutes a visit or a trip?



**Suitability** – which Defra/NE requirement(s) could the survey meet?



**Compromises** – what would need to be taken account/ what specific requirements would need to be adapted to use the data

The example below provides a very broad example of what we will consider as part of our review. We will review these sources in a lot more detail if commissioned.



#### Potential data source: Great Britain Day Visits Survey

Overview: A weekly online survey of GB residents with c. 35,000 interviews per year

Defra/ NE data requirement: Better representation of higher value visits

Considerations:

Differences in visit definition including:

- Must involve participation in 1 of 15 specified activities including taking part in outdoor activities
- Must be 3 hours or more in duration (including travel)
- Must not involve an activity that is undertaken regularly
- The destination must be outside of the respondent's normal place of residence

### 1.3.1 Data advances and innovation

Research is changing and changing fast. At Kantar, we are constantly working with our local and global network of experts to review and consider how fresh thinking can be applied to research projects, not just for the sake of being innovative but in terms of delivering clearly discernible benefits to our clients, including:

- Making surveys shorter and more engaging for better response rates and higher quality data
- The use of mobile surveys for accurate, 'in the moment' feedback (see example below)

- Adopting a data agnostic approach to answering business questions
- Combining surveys with best practice social media analytics

Kantar Public regularly hold methodological seminars for clients, often with a focus on innovation, technological development and public value. Past seminars include the feasibility of undertaking probability sample surveys using online and mobile technology for government research. Individual clients often request that we repeat these seminars with their teams (as recently done for the Scottish Government and the Home Office).



#### Mobile data case study: Forest Enterprise England & EE

A pilot project was undertaken to explore the potential use of mobile data as an alternative/ supplement to traditional data collection in an outdoor recreation context. The pilot was undertaken at two sites in England looking at unique visits, their distribution by day, how long visitors spent on site, visit origins and demographic information (age, gender and region). Counts were scaled up to be representative of the UK population.

Analysis possibilities include reviewing back data for trends (up to 12 months data is held) and combining visitor insights with data on app usage before, during and after visits. This approach offers benefits for analysing visits to particular spatial areas and destinations of interest.

Limitations may include the level of mobile coverage for more remote destinations and the fact that mobile data may not be available for all visits taken. While this method is a valuable tool, it is likely to be recommended as a supplement to surveying where greater detail and attitudinal data can be collected.

### 1.3.2 Social media analytics

Advances in social media analytics and other technological innovations mean that the toolkit the researcher can use to find insights has expanded way beyond the survey.

By analysing conversations on Facebook, Twitter and other social media, we can report on:

- The levels of online discussion in a specific area e.g. climate change
- The direction of discussion – who is initiating and who is responding?

- Key themes that are emerging
- Assessments of tone (positive/ negative)

While this solution will not meet all of your requirements, we will explore and present the possibilities to Defra/ NE and if of interest, we can provide costs for a pilot.

Illustrating our expertise in this area Kantar TNS were recently awarded the MRS Grand Prix award for social media analytics for a project undertaken for the Scottish Government which combined the use of social media and survey data.

### 1.3.3 Other possibilities

Other avenues that would be explored as part of the initial phase include behavioural data (mobile device usage e.g. sites visited, apps downloaded etc.) and linking social media analysis with weather data (e.g. to correlate with and explain preferences/ opinions expressed on social media).

## 1.4 Evaluating the methodological considerations of transitioning MENE

MENE must be evaluated in light of current requirements rather than those from the original commission. A timely document that is likely to feed into this review is the MENE Year 8 thematic report, which will focus on why MENE was commissioned, how it has been used, what has worked well and what could have been done better/ differently.

### 1.4.1 Specific survey considerations

#### *Data collection method and sample design*

We will assess the suitability of various sampling approaches that are available for MENE (e.g. quota vs random probability vs panel based sampling, Omnibus vs bespoke survey vehicle etc.), ensuring that those we recommend will provide a robust sample whilst being as cost-effective as possible. Our Marketing Analytics team will provide expert advice, which will be shared with Defra/NE in a clear, user friendly manner.

Investigation of the merits of incentives for this survey will also be explored, with input from our Kantar Public team who have experience in undertaking several large scale surveys and in testing the possible use of incentives for the Active People Survey (now Active Lives).

The experience of our colleagues in Kantar Public will also be of considerable advantage when assessing the potential for a new longitudinal strand to MENE. This approach was implemented for the Taking Part survey and The Longitudinal Study of Young People in England, both of which were conducted by colleagues at Kantar Public.

#### *Questionnaire*

Data quality is paramount, with surveys over 15 minutes in length proven to have a detrimental effect on this. As such we will examine whether some of the data requirements could be served by a modular rather than continuous approach.

A central data requirement that will be reviewed at this stage will be ways in which the precise visit location data should be collected. We will evaluate the advantages and limitations of the current approach alongside other potential solutions (such as maps) as well as the online pilot findings in order to present recommendations for testing in Phase 2.

#### *Comparability of trends*

It will be important at this stage of the process to consider comparability of results between the existing MENE survey and the new survey.

Our experience, in particular in undertaking the recent parallel MENE data pilots, means that we understand some of the potential variations in the data, for example, the large shift in the proportion of respondents claiming to have taken a visit in the last 7 days. We also understand factors that are likely to influence how questions are answered and how these may impact on the survey results.

We will review any potential implications and will make recommendations on how to minimise (as far as possible) the potential impact of effects caused by the change in survey approach.

As part of this process we will use the Kantar Public Questionnaire Appraisal Framework to assess the questions and any mode related considerations including instructions, question wording, length, response options and effects on comparability

We will also review how other comparable studies have moved from an interviewer administered to online approach and the lessons we can learn.

It may be possible to calibrate online survey results to estimate how they are likely to have

performed using the previous approach. We will explore the possibilities for any comparison/ calibration factors for MENE with our Marketing Analytics colleagues

This approach was undertaken by Kantar Public for the Community Life Survey, a survey of adults in England that tracks trends

across areas that are key to encouraging social action and empowering communities.

We have provided an example from the Community Life report below and will be happy to provide further details on this work should this be of interest.

**Figure 3 – Average rating of Wellbeing; face-to-face and online/ paper estimates, 2001 to 2016-17 (Community Life Survey)**



**Researching children**

At present, a small number of questions are asked of children as part of MENE where consent is obtained from both the child and the parent/ guardian, who remains with the child during the interview. It will be important to establish whether this data can be collected online within industry guidelines relating to researching children. A possibility that could be explored to pilot any questions to be asked of children is the Kantar TNS online children’s Omnibus survey, which interviews children aged 7-19 every week.

We have provided indicative costs for a children’s pilot but will be keen to discuss this further with you and to provide firmer costs if required.

**Appropriate resource to manage the survey**

The Kantar TNS/ Public team proposed for this study is outlined in more detail in section E03. We will address in our review all of the resources needed to manage the pilot and the full survey, including operations teams (online panel/ survey managers, data analysts etc.) to ensure that both the client

team and the agency eventually responsible for undertaking the online survey are fully informed as to the level of management and resource this project is likely to require.



## **Phase 2: Piloting, scoping and final recommendations**

In Phase 2, the survey method(s) identified as most appropriate will be evaluated to:

- Ensure that they meet the requirements/scope defined in the initial phase
- Test that robust insight is generated
- Identify any 'fine tuning' need for the full survey approach
- Understand the effects of any changes in mode

While the exact method(s) to be piloted will be confirmed after Phase 1, it is likely that the core method tested will be an online survey. Our proposals are provided on this basis.

### **1.5 Cognitive test interviews**

An initial series of survey questions will be drafted following Phase 1. We propose that the wording, format and layout of these are tested and refined through a series of cognitive test interviews.

These will explore how participants understand, process and respond to the presented material, identifying where problems are experienced within this process, including their suitability for inclusion in an online survey.

Cognitive testing may uncover several interpretations of questions that on reflection appear entirely reasonable and that point to the need for some modification and clarification. For example, as part of the original MENE scoping work, we found that individuals responded differently to words such as 'outdoors' and 'trip'. This feedback was used to refine the visit definition presented to respondents in the full survey.

#### **1.5.1 Cognitive techniques**

A detailed guide for these sessions will be shared with Defra/ NE in advance and is

likely to involve the respondent completing the draft questionnaire, followed by a discussion of their understanding, interpretations etc.

Through training and practical experience, our researchers are able to draw upon a number of specialised cognitive techniques, such as:

- *Verbal probing*: used to examine respondent understanding.
- *Think aloud interviewing*: exploring how participants decide how to respond to questions
- *Observation of non-verbal behaviours*: such as hesitation, puzzlement, missing out instructions and so on.
- *Respondent paraphrasing*: demonstrating whether the intended comprehension has taken place.

We will be happy to provide further details on cognitive techniques as required.

#### **1.5.2 Recommended approach**

We propose to undertake 2 days of cognitive test interviews, undertaking a total of 20 interviews of 30 minutes each. To ensure a range of demographics and types of people are included, we recommend that these interviews are undertaken in two locations (e.g. London and small town) and our approach will ensure that a range of people in different age groups and social grades are recruited.

Respondents will be recruited on-street in London and pre-recruited for the small town location. Interviews will take place in a nearby, with a gift card incentive as a thank you for their time.

#### **1.6 Quantitative parallel testing**

The next stage will be a full quantitative pilot to provide the following information:

- Levels of response – overall, by individual question and by sub-groups
- Interview completion times – overall and by individual question

- Comparison of responses between the existing MENE survey and the new survey
- An examination of mode effects

As shown in Figure 4 below, we recommend that ideally the new survey is piloted simultaneously on our online omnibus and face to face omnibus, providing us with the ability to understand how the new set of questions are answered using these alternative methods, and therefore the effects of running the survey using the online approach. While costed, we are happy to discuss if this is required and to re-cost accordingly if this is not needed.

At the same time fieldwork for the existing MENE survey will continue to run, allowing us to compare the results from this survey with the results from both the online and face to

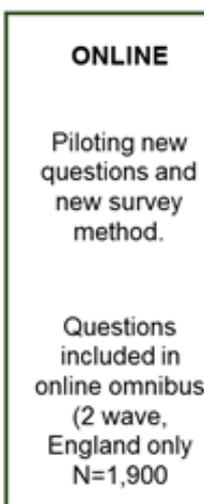
face pilots. This comparison will inform us of impacts of questionnaire changes and the overall ‘net’ impact of the move from old the new approach.

### 1.6.1 Using Kantar TNS Omnibus

While specific details on methods for the new survey will depend somewhat on the findings of the first phase of the project, we anticipate that some form of nationally representative online approach will be part of the solution.

The Kantar TNS omnibus surveys provide ideal, flexible and cost effective vehicles for this stage that will simultaneously test questions online and via the face-to-face method used in the existing MENE survey. This testing will run alongside the ongoing MENE surveying, allowing further comparisons between the old and new methods, alternative question wordings, etc.

Figure 4 – Phase 2 piloting and evaluation approach



We have provided costs to test the survey using both of these Kantar TNS omnibus surveys for interviews of up to 10 minutes in length. Key details on our Omnibus surveys follow here we would be happy to provide more details if needed.

#### Online

The Kantar TNS **OnlineBus** samples 1,200 online respondents twice each week using

Computer Assisted Web Interviewing (CAWI) technology. The sample is designed to be representative of the GB population, with those invited part of a panel of households who have agreed to take part in online research (quota targets are based on age and gender). Around 80% live in England (960) so would be included in the piloting. We propose including questions in two

concurrent waves to increase the sample size to around 1,900.

Should the Phase 1 review recommend a modular approach to the data collection, the sample could potentially be split, with each asked a core set of MENE questions and then different modules of questions to allow more areas of interest to be tested in advance of the full survey.

#### *Face-to-face*

Kantar TNS also operate two **face to face omnibus** surveys per week. One is used every week for the ongoing MENE survey while the other would be 'available' to use in any face to face parallel testing needed as part of this piloting. The Postcode Address File (PAF) is used and cross referenced to the latest Census data. Within each selected postcode sector, interviewers are issued with a random sample of addresses from which to obtain their target number of interviews with adults aged 16 or over.

Both of these surveys use identical methods with random location sampling providing data on 2,000 GB adults per week. Of these 2,000 respondents around 80% live in England (1,600) so eligible to include in the piloting.

To ensure a balanced sample within the contacted addresses, quotas are set by sex, presence of children and working status.

#### **1.7 Using the parallel test data to inform the transition**

The piloting will inform decisions on the most robust approaches to use in the new survey, as well as any modal differences in comparing the old and new approaches. The analysis and interpretation undertaken at this stage will be led by experts from our Marketing Analytics team with the following key objectives:

1. To highlight the size and nature of any shifts and to help minimise any shifts that are within our control

2. To provide evidence for stakeholders that enables an informed evaluation of the recommendations we make
3. To assess the need for calibration and inform calibration factors for meaningful comparisons with historic data

Kantar TNS has extensive experience of transitioning major tracking surveys, increasingly for government departments and other public sector bodies (see E03 and appended CVs). This experience includes work done in the development of MENE to allow comparisons of results from the new MENE survey with the previous equivalent study ELVS.

To understand the impact of the change in approach we propose a number of main areas of focus for the parallel testing, allowing us to separately isolate the changes to data caused by sample changes and those caused by data collection mode changes.

We expect that sample differences are likely to be minimal and either eliminated to a certain extent through weighting or of little consequence to the findings.

However, as seen in the previous piloting, online modal differences will be more sizable for a variety of known and predictable reasons such as the absence of an interviewer and having more time to complete the interview. Each of these effects and biases could modify the response pattern of some questions, for understandable reasons.

We will compare the data on a question by question basis and may find that need to modify the answer distributions of one bring it in line with the other, either forward backward calibrating the survey data as required by Defra/ NE. We will be happy to provide more detail on this as part of the tender process or if commissioned.

#### **1.8 Options to test other methods**

Our proposals above are based on the assumption that an online survey method will be proposed and will need to be tested. However, we will also consider and review

other methods as part of the scoping stages – for example, making greater use of other existing survey data and/or using the more innovative sources of data described previously such as mobile or social data.

Given the wide range of possibilities, it is difficult at this point to provide any definitive proposals on how we would pilot these approaches (and any associated costs) at this stage. We will discuss how to proceed further with Defra/ NE as and when alternative approaches are identified as viable options for a pilot.



### Reporting and deliverables

The outputs from this study will require different levels of explanation for different audiences. Some will prefer the detailed technical explanations and others more of an overview of conclusions and what they mean for the future of the survey. In addition to the necessary detail, we propose to include an executive summary in each of the survey reports and progress updates to cater for each audience.

The outputs delivered as part of this study will be:

*Progress updates* - provided at each of the monthly calls and in advance of the quarterly steering group meetings. We will also keep in regular contact with the Defra/ NE project team via email and telephone.

*Phase 2 data* – We will provide data outputs including, as appropriate, SPSS files, data tables (in Excel or PDF formats) and any outputs from additional options piloted

*Reports* – delivered as follows:

- An interim report in January 2018 which will include details of the desk research and scoping reviews, along with methodological considerations and recommendations for piloting in Phase 2
- An interim report in May 2018 containing full details of Phase 1 plus

comprehensive analysis of the pilot testing and our recommendations for the full survey. This will enable Defra/ NE to circulate this document for wider consultation.

- A final report in October 2018 which updates the previous report with feedback from the consultation as appropriate (we will liaise with the Defra/ NE client team on this). Included will be our final recommendations for the full transitioned survey and accompanying materials such as a questionnaire and sample design plan.

These reports are the main external outputs from the survey so it will be vital that the content and look and feel is appropriate. Kantar TNS has worked closely with NE to develop the style and content of MENE outputs and we will apply the same approach to this project. Reports will be peer reviewed by our Kantar Project experts before being sent to the client team for review.

### *Presentations*

As well as the monthly and quarterly sessions, the presentations will allow Kantar TNS to explain in person our findings and will facilitate debate and questions around our findings and recommendations.

We will be keen to make the best use of these occasions. For this study, there will be merit in running these sessions as interactive workshops, with an initial presentation of results followed by a discussion of the implications of the findings and what they mean for Defra, NE and other relevant stakeholders.

Our approach will always be to work with Defra/ NE to ensure that the project outputs are both engaging and useful, delivering on the project objectives and facilitating the transition of MENE into its future form.

# E03 – Expertise, Experience and Project Management

## 1.1 Kantar TNS Team structure

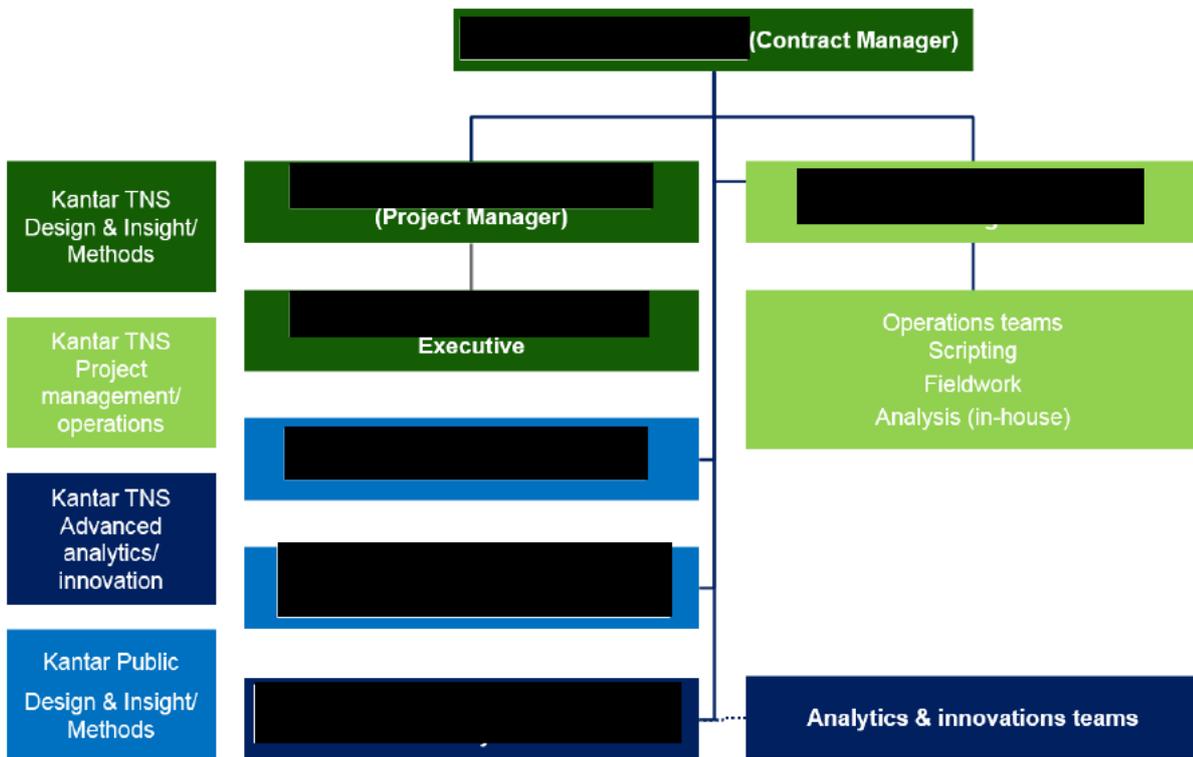
Our work on MENE and other related studies for Natural England and partner organisations has equipped us with an unparalleled understanding of the issues you face and the ability to deliver insight that helps you achieve your strategic objectives.

The team members selected for this study bring a high level of research experience, specifically in relation to MENE, leisure

research, environmental research, Governmental/ policy studies and methodological expertise.

We recognise the need to involve experienced researchers at all stages of the project. Below is an organogram of the team, followed by a summary of roles, responsibilities and relevant experience. Further detail can be found in the appended CVs.

Figure 3 – Kantar TNS/ Public team organogram



[Redacted] is a Director at Kantar TNS with over 20 years research experience in working on public sector studies, particularly in the outdoor recreation, tourism and environment sector fields. He was involved in leading [Redacted] surveying ever since. He also managed similar studies undertaken to develop and put

in place other comparable studies including the Wales Outdoor Recreation Survey and Scottish Recreation Survey.

[Redacted] and is part of the team who are leading the transition of the [Redacted] from face-to-face to an online

approach. He was also the lead on [REDACTED]  
[REDACTED]

[REDACTED] will have overall responsibility for all aspects of delivery of the project and will be involved at all stages. He will be present at the set-up workshop, as well as the interim and final presentations.

[REDACTED] of research experience including in the public sector, both in the outdoor recreation, leisure and tourism fields but also in recent years, in campaign evaluation studies on behalf of the Scottish Government that feed into policy KPI measurement.

[REDACTED] and has been responsible for the day-to-day management of the survey for the last 2 years. Experience includes responsibility for the [REDACTED]  
[REDACTED]

[REDACTED] responsible for the day-to-day delivery of all aspects of this project, as well as for liaising with our Kantar Public experts, analytics and innovation teams. She will be present at the set-up workshop, as well as the interim and final presentations. Attendance at the monthly and quarterly meetings will be shared between [REDACTED]  
[REDACTED] (see later).

[REDACTED] research experience. In that time, she has quickly gained a breadth of knowledge having worked on and been the key contact for campaign evaluations on behalf of the Scottish Government, as well as audience research for the National Galleries of Scotland. [REDACTED] since 2014 having become increasingly involved in the analysis and reporting over that time.

[REDACTED] across all aspects of the study including the desk research, pilot design, analysis and reporting. She will also

attend the set-up workshop, interim and final presentations and will be involved in the regular progress reports as needed.

[REDACTED] at Kantar TNS for 8 years. In that time, [REDACTED] has amassed considerable experience in project management, including on large multi-national trackers. Most recently, [REDACTED]  
[REDACTED] develop survey methodologies that will allow them to report on their KPIs.

[REDACTED] will be responsible for the day-to-day management of this study, ensuring that deadlines are met and quality deliverables are submitted. She will liaise with all internal teams. Attendance at the monthly and quarterly meetings will be shared between [REDACTED].

[REDACTED]. He has a great deal of experience in questionnaire design and testing. Tim jointly designed Kantar Public's bespoke Questionnaire Appraisal Framework and leads a team that regularly test questionnaire design. He also runs training courses for the Market Research Society on questionnaire design.

[REDACTED]

[REDACTED] will be involved in the evaluation of the current and proposed MENE questionnaires, providing expert input into the unique factors that need to be considered when running the surveys on the face-face and online approaches.

[REDACTED] 15 years of

experience in social policy research to this study. He specialises in sample design and weighting, mixed-mode studies, online interviewing, questionnaire design and longitudinal studies. He has played a central role in several high-profile population and business surveys including [REDACTED]

[REDACTED] for the reports, survey design and questionnaires for this study, with specific input into the proposed pilot and full survey design recommendations.

[REDACTED] research and data analytics. He is highly experienced in a range of sophisticated analysis techniques and is able to pitch his explanations of methods and results appropriately to a range of audiences.

[REDACTED] across a variety of sectors and project types, from the private sector as well as various government departments and the Office for National Statistics. Of particular relevance to this project is [REDACTED]

[REDACTED] including multivariate analysis of

the potential link between visiting and valuing the natural environment.

[REDACTED] be invaluable in reviewing the pilot test data, advising on potential future approaches and on the feasibility of incorporating external survey data. He will also act as liaison with experts in analytics and innovative research techniques as needed.

The individual team members proposed for this study will also be supported by our **Kantar Operations** department, as well as the Kantar **TNS marketing analytics & innovation** teams. As a full-service agency, we will be able to manage all aspects of this project. Our operations teams have vast experience in undertaking research across a wide range of methodologies while our analytics and innovations teams are skilled in data analysis and statistical methods but also in keeping up-to-date with the latest thinking and approaches in innovative research. As a global company, we have access to a network of experts and expertise, meaning that we are ideally placed to undertake a study of this nature.

## 1.2 Time allocation for project team

As requested in the brief, Table 1 below shows the amount of time (in days) that has been allocated to key individuals in the team.

**Table 1 – Kantar TNS/ Public team member time allocations for different elements**

	[REDACTED] analytics team						
Phase 1 review inc. reporting & presentations	4	6	6	3	1	1	
All monthly/ quarterly meetings		1.5		0.5			
Cognitive testing	1	3	3	2.3			
Piloting, analysis & reporting	3	6	6	3	2	3	7

### 1.3 Project Management

At Kantar TNS/ Public, our approach is always to work with our clients, with regular contact and a partnership approach. Key components of our approach will be:

- Active involvement of the Project Director at all stages of the project
- Regular and open communication with clients and colleagues
- Regular monitoring of our delivery against the KPIs set out in the brief (see E04)
- Partnership working with clients
- A detailed workplan managed via an efficient, well-documented project management system
- Regular progress reporting and prompt response to any emerging issues
- Appropriate resourcing, sharing of knowledge and formal succession planning procedures

We will hold internal set-up meetings between research and operations teams to agree specifications, timings and responsibilities. Our research teams meet regularly to review project progress and ensure adequate resourcing is available.

#### 1.3.1 Project Management System

Across Kantar TNS, we ensure timely delivery of projects through an in-house electronic project management system, Kantar Project. Kantar Project brings three facets of project management together – document management, project contacts and scheduling, including a record of tasks completed and outstanding.

We also use a range of formal and informal communications to plan and manage projects in close collaboration with our clients.

Once the project plan and detailed stage plans have been agreed between Kantar TNS and the Defra/NE, dates and milestones are added to the schedules in Kantar Project and

circulated to all relevant operations departments for approval. By approving each stage schedule, the departments involved confirm that they have committed their resources to the survey and have allocated specific team member's time to individual tasks. See E04 for more detail.

#### 1.3.2 Communication

Critical to successful delivery is to develop a close working partnership with the Defra/ NE project team based on regular and open communication and with clear lines of responsibility.

Most communication will be through the [REDACTED] with other team members involved as appropriate. Any issues will be communicated to [REDACTED] and will be escalated if needed.

Our exact approach to working with you can be agreed during the set-up phase, but we envisage it including some or all of the following:

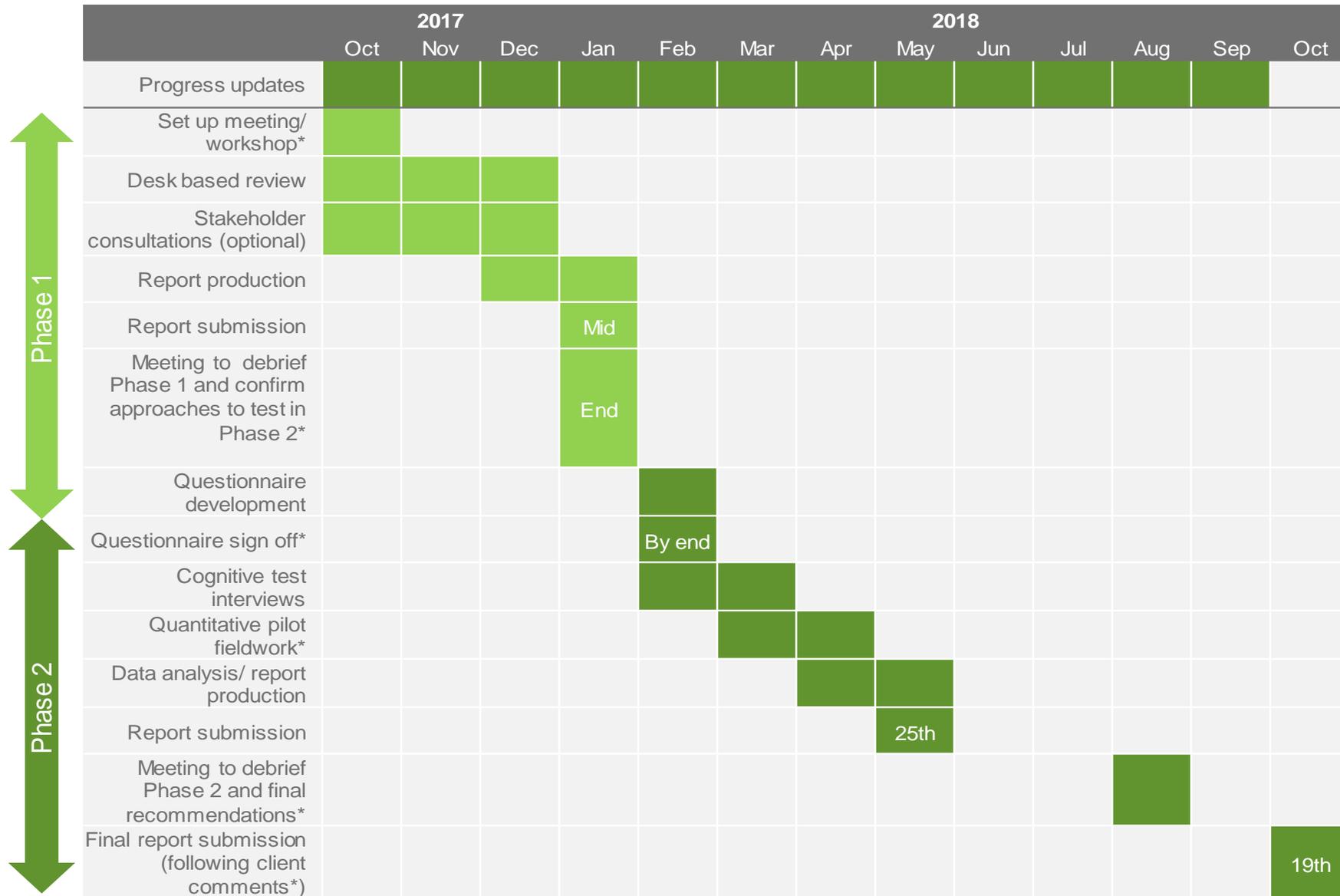
- *Monthly project progress calls*, which will highlight progress in the previous month and any upcoming actions/sign-offs for the following month, any risks and our management of these.
- *Quarterly steering group meetings*, which will highlight progress in the previous quarter any upcoming actions/sign-offs for the following quarter, any risks and our management of these (with written updates or progress at least one week in advance of the meeting).

We will also maintain regular telephone and email contact throughout.

### 1.4 Project milestones

Figure 4 overleaf outlines the key timings and milestones for the project. The stages with an asterisk are have the potential to impact on subsequent timings. We will be happy to discuss timings with Defra/ NE if commissioned.

Figure 4 – Gantt chart of key milestones and interdependencies



# E04 – Quality Assurance, Risk Management and Mitigation

## 1.1 Overall quality assurance

Kantar are committed to continual improvement. Quality issues may be identified via our client feedback process, our internal and external audit programmes, or directly via client complaints. We aim to be a customer-led organisation and, as such, need to identify, understand and action where and how, if we fail to meet our clients' expectations.

Kantar are committed to quality in our service to clients and in the way we manage our people and our business. Kantar TNS is certified to ISO 9001 (the international standard for quality management systems) and ISO 20252 (the international standard for market research). This verifies that we meet the set standards for quality assurance, project management, data collection, preparation and processing.

We also abide by the code of conduct of the Market Research Society (MRS), the quality commitment of the MRS Company Partner Service and the code of Marketing & Social Research Practice of the International Chamber of Commerce/European Society for Opinion and Market Research (ESOMAR).

Kantar TNS is registered under the Data Protection Act 1998 as a market research company with all the relevant legal responsibilities as far as confidentiality is concerned.

### 1.1.1 Quality in the project process

We only take on work that we are confident we can deliver to the required standards and timescales. If we are successful in this proposal, we will construct a dedicated account team that has an overall

We have a fully defined and documented project process which includes all key activities, checks and senior sign-off points. All questionnaires and data outputs are checked by our in-house checking team, while reports require Director level sign off before being sent to clients.

Kantar TNS takes risk management very seriously and operates a formal business continuity plan to enable the business to continue in the event of 'disasters' that render the business premises and facilities unavailable and/or destroy IT systems or documents. Risks are identified in advance and categorised into low, medium or high and mitigating actions are built into the project plan to minimise the likelihood they will occur.

We have business continuity plans in place to cover IT provision, data storage and staff communication, which we can share more on if required.

## 1.2 Quality, risk and the MENE transition project

### 1.2.1 Key Performance Indicators

Our aim is to deliver a high quality service and we wish to do so within the parameters of KPIs that Defra and NE are comfortable with.

We agree that discussion of such KPIs should form part of the initial set up workshop. We also propose to update the client project team on our progress in the monthly and quarterly project meetings. Should the client team feel that these are not being met, we will take your feedback on board and will provide written assurances of our plans to ensure that you are happy with our management and delivery of this project.

We appreciate that these KPIs may change but in summary, the brief sets out the following two KPIs:



*Project management* – milestones and deliverables are completed on time and all outputs are achieved



*Quality standards* – reports received must indicate that research analysis

Here we outline our approach to meeting these KPIs before moving on to risk identification and mitigation.



### **Project management**

On commission, this project will be added to our resource spreadsheet. Weekly resourcing meetings will be used to assess progress and to identify additional resource in plenty of time should this be needed. We will utilise our established project management systems to assist in the delivery of this project.

Specific steps that we will take in the delivery of this important study will include:

- Active involvement of a senior Director at all stages of the project
- Regular and open communication within the team and with Defra/ NE, [REDACTED]
- Partnership working with clients to ensure successful delivery
- Internal set-up meeting(s) will be held at appropriate points in the study (e.g. at the start of the piloting work in phase 2) to agree specifications, timings and responsibilities [REDACTED]
- Regular review and refinement of the risk register and communication of risks as needed
- Regular progress reporting and prompt response to any emerging issues
- The development of a detailed work plan outlining roles and responsibilities, which will be timetabled, recorded and monitored via our project management system

- Our dedicated fieldwork managers and management system will be employed to ensure that all piloting undertaken runs smoothly and to time. We will uphold strict quality standards and the research team will receive regular updates on progress



### **Quality standards**

We will follow all of the general quality processes and guidelines outlined earlier in this section with specific steps for this project and in particular the KPI reporting, to include:

- Our dedicated quality checking team will review any electronic questionnaires used and analysis outputs to ensure the highest data quality is delivered before they are delivered to the research team for further checks. All amendments will be documented and will require internal sign off before the deliverables are sent to the client team
- All analysis conclusions and recommendations will be shared, agreed upon and peer reviewed by the Kantar TNS/ Public team before being presented to the client team for comment
- In particular, any methodological conclusions, guidance and recommendations will be reviewed [REDACTED]
- As well as executive summaries in all reports, we will provide all of the technical detail required to explain all research approaches and findings
- [REDACTED] overall responsibility for the study, will review and sign off all reports and presentations before they are sent to the client team
- When submitting reports, we will seek feedback and make amendments to the outputs to ensure that they meet your requirements

### 1.3 Risk assessment

The table below outlines risks we have identified for this project. We will continue to review this table throughout the project and will be happy to add any additional points that Defra/ NE feel should be included.

**Table 2: Risk assessment**

Risk	Probability	Impact	Overall Risk	Mitigating action	Risk Owner
<b>Timetable:</b> Research commissioning delayed due to extended post-tender negotiation or a delay in contract sign-off	Low	Low	Low	We will incorporate any delays in our detailed project timetable, noting the requirement for report deadlines outlined in the brief to be met.  Should the delay be such that it significantly impacts on the possibility of delivering on time, we will consult with the client team immediately and will present a plan showing what can be delivered and how the project can get back on track.	Kantar TNS/ Public  Defra/ NE
<b>Commercial:</b> Changes to the specification or budgetary constraints affect the viability of costs for Defra/ NE	Medium	Medium	Medium	We will advise of the approaches that will best meet the requirements in the most cost-effective way possible. Any changes necessary to comply with amended budgets will be communicated for mutual agreement, with a focus on delivering as much as possible within this.	Kantar TNS/ Public
<b>Technical:</b> Questionnaire changes are not signed off in time to meet pilot fieldwork schedule	Low	Medium	Low	Kantar TNS will advise of any amendments needed to fieldwork dates, ensuring that these are kept to a minimum and will amend the workplan accordingly to meet reporting deadlines. Defra/NE will be advised ahead of time should any delay	Kantar TNS Defra/ NE

				impact on the feasibility of meeting the final deadline	
<b>Technical:</b> Clearance not given by the SCLU	Low	High	Low	Kantar TNS will take on board any feedback and will revise our approach as necessary, in consultation with the Defra/NE client team.	Kantar TNS
<b>Timetable:</b> Inability to deliver fieldwork within the agreed timings (e.g. due to interviewer illness, server issues etc.)	Low	High	Low	Kantar TNS will reallocate resource/ sample to make up for any delays and will advise the client team of any issues that are likely to delay the end of fieldwork. Internal deadlines and resource will be revised to ensure that client outputs are delivered as agreed.	Kantar TNS
<b>Stakeholder:</b> Kantar TNS/ Public are judged not to be meeting/ in danger of not meeting these	Low	Medium	Low	Progress will be reviewed at the regular meetings. Any concerns or complaints raised will initially reviewed by the project Director and escalated as required. Additional resource will be allocated to ensure that the required standards are met.	Kantar TNS/ Public
<b>Timetable:</b> Failure to meet deadline	Low	High	Low	We will monitor progress through our regular resourcing meetings and will allocate additional resource as necessary.	Kantar TNS/ Public
<b>Stakeholder:</b> Outputs deemed unsuitable for intended audiences	Low	Low	Low	Kantar TNS will revise our approach and report content in response to client feedback.	Kantar TNS/ Public
<b>Personnel:</b> Non-availability of survey team members due to sickness,	Medium	Medium	Medium	Project knowledge and tasks will be shared within the team. Additional resource will be identified as necessary.	Kantar TNS/ Public

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annual leave, or an individual leaving

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**Commercial:** Disruption to project through inability to access office workspaces or due to unforeseen events or emergency, including fire, flood or other local disaster

Low

High

Low

All members of the study team can access the TNS servers, project management systems and email systems remotely to allow for home working.

TNS and our sister WPP companies have numerous sites across the UK. This is a significant strength when considering disaster recovery with members of the survey team able to work from different sites and data stored and backed up across multiple locations.

Kantar TNS/  
Public

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