

social engine



How can we learn about what's best
for our citizens and customers?

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Ex-London Borough of Lambeth
Now – Social Engine



Today

Using Behavioural Insights
Randomised Controlled Trials
Putting it all into practice
Key learning points



Using Behavioural Insights

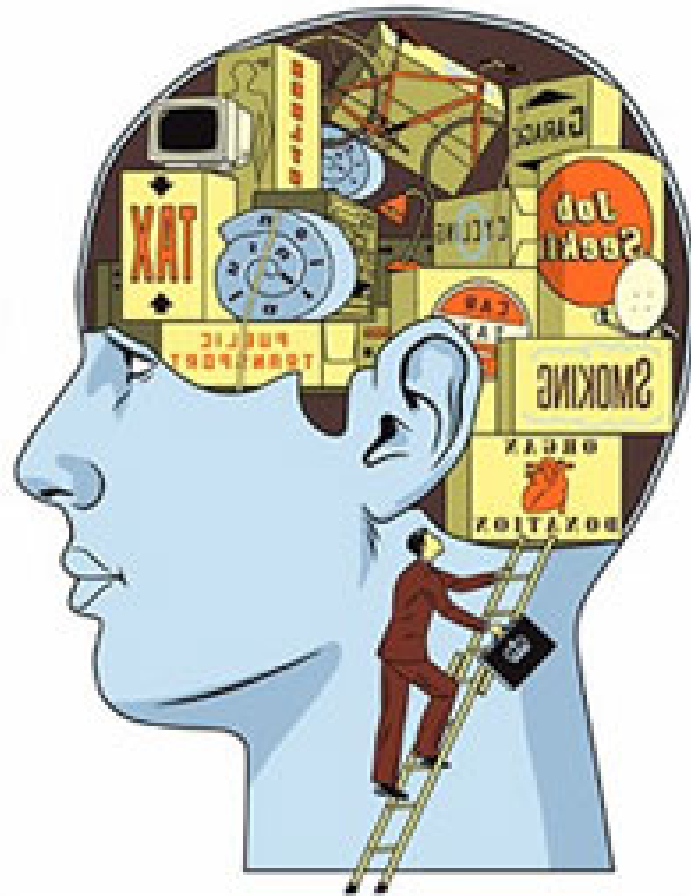
Randomised Controlled Trials

Putting it all into practice

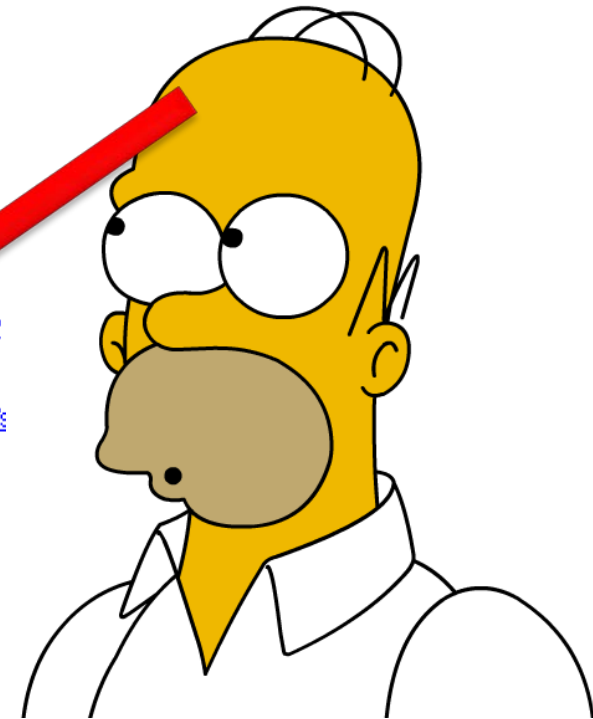
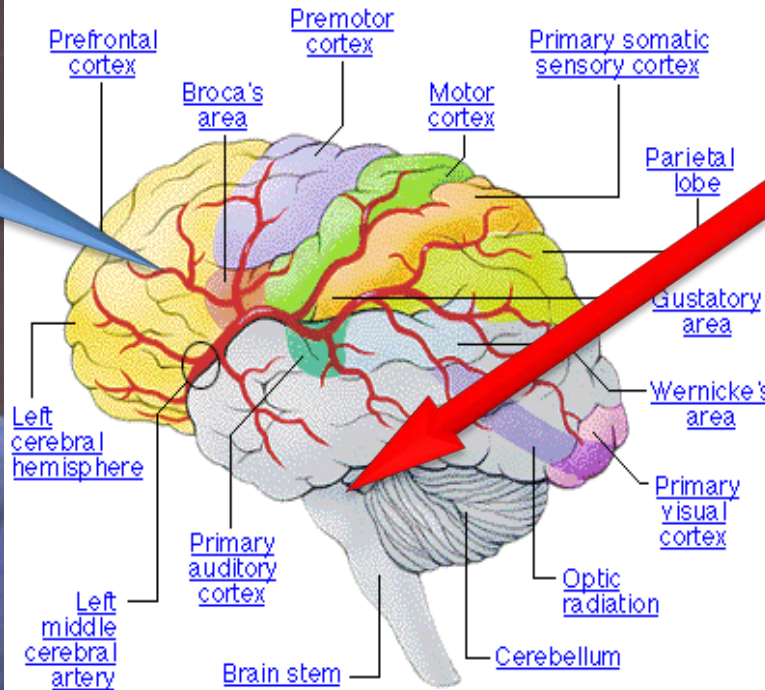
Key learning points

New insights from
economics
psychology, design,
sociology,
evolutionary biology
neuro science,
marketing, etc....





The neural tug of war



How do we choose?





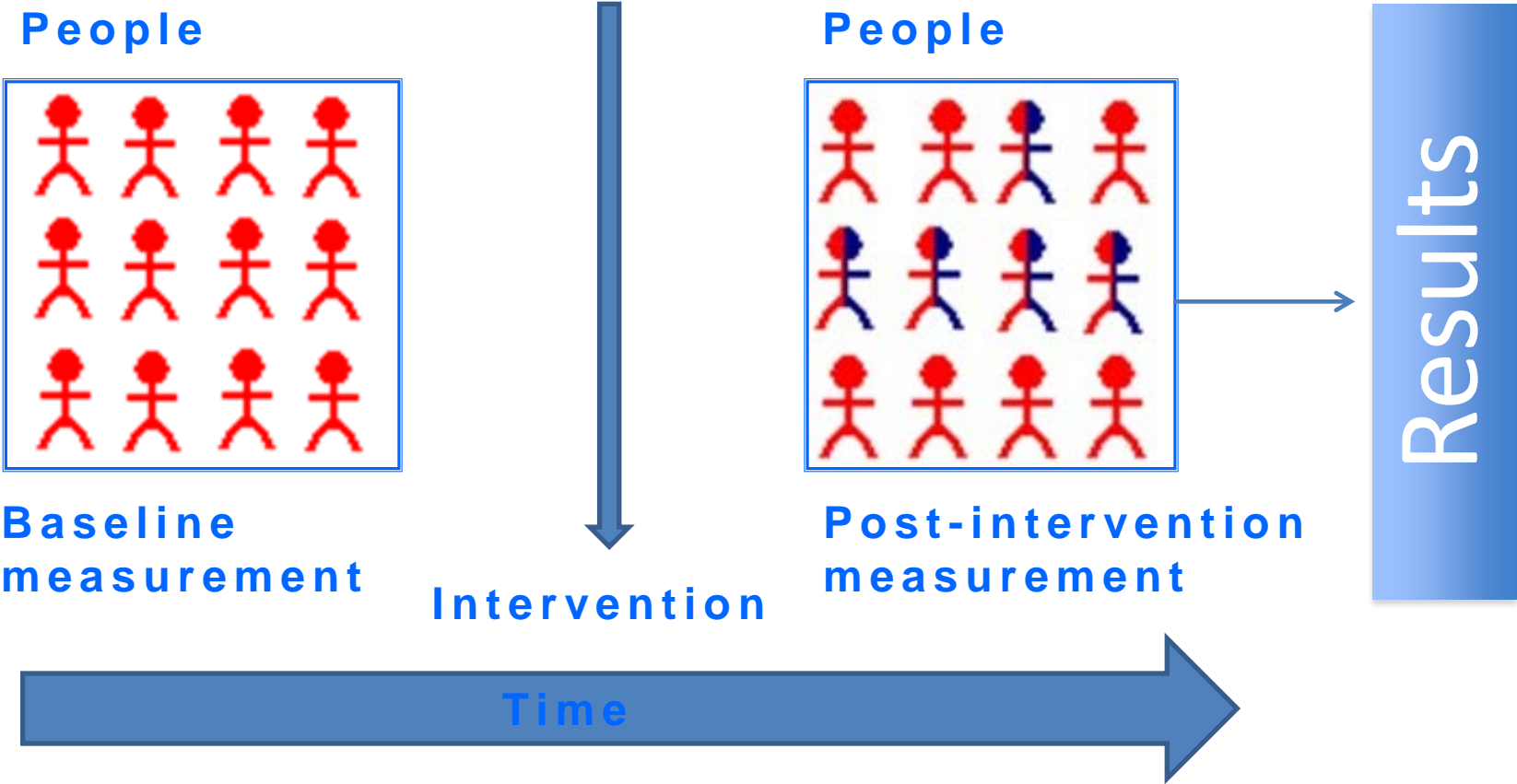
Using Behavioural Insights

Randomised Controlled Trials

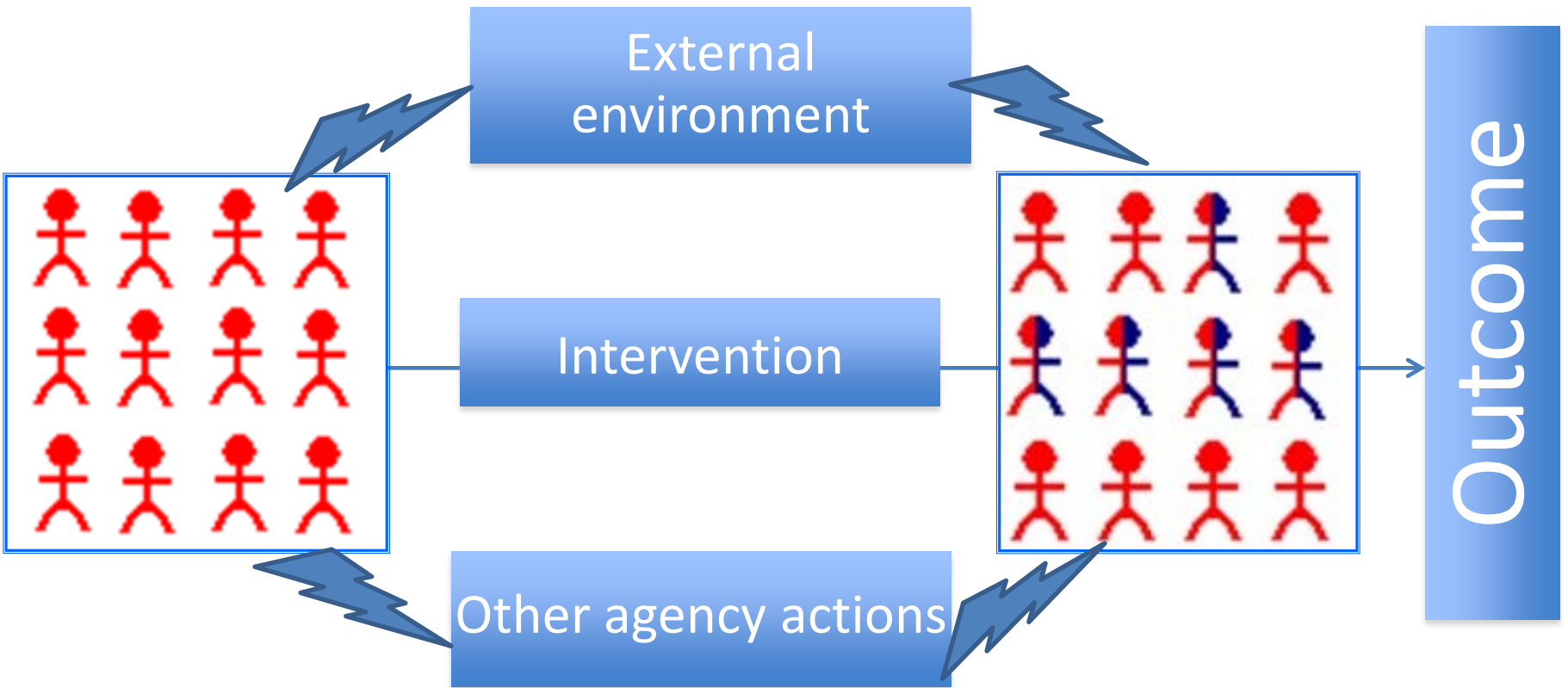
Putting it all into practice

Key learning points

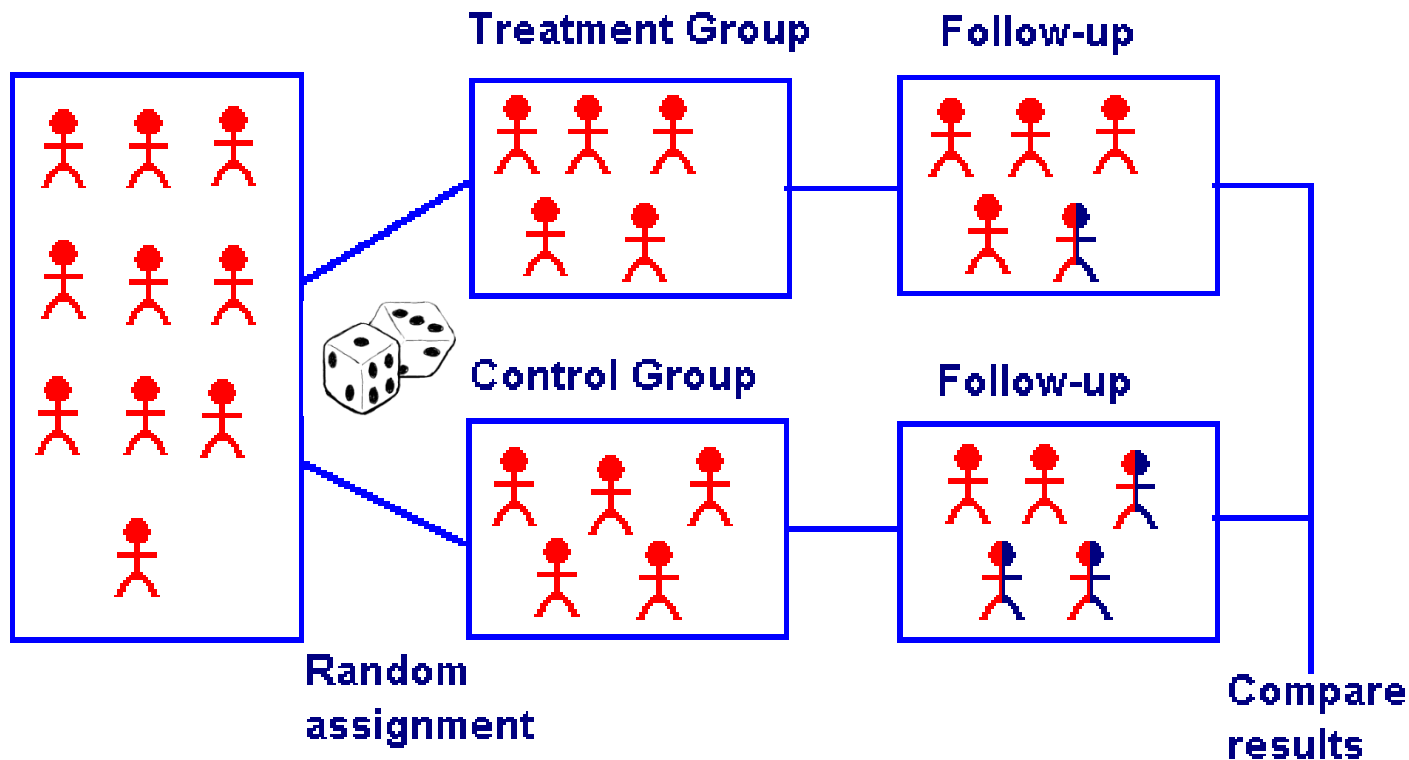
How standard evaluation works

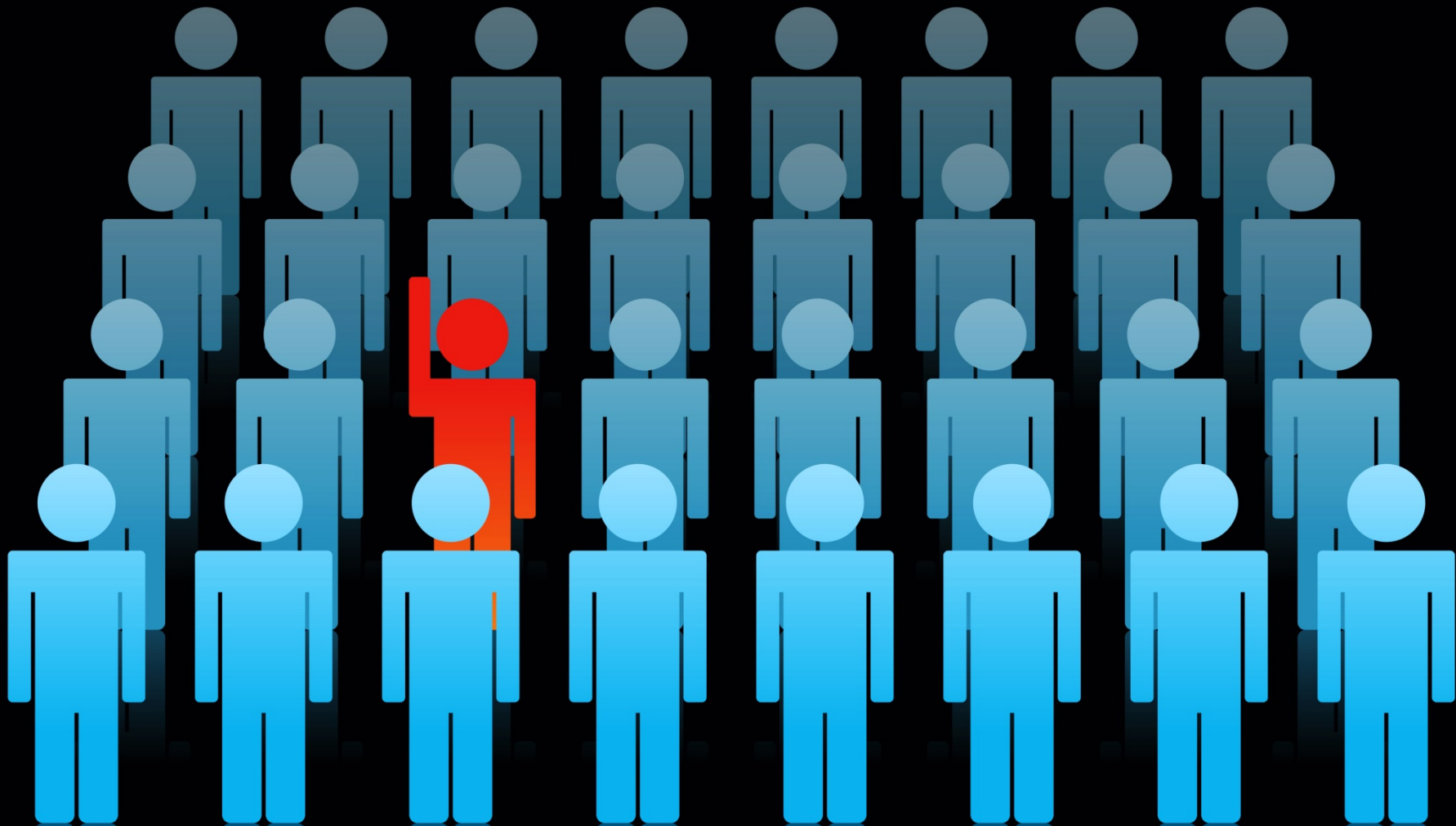


What's really happening?



What's different about an RCT?





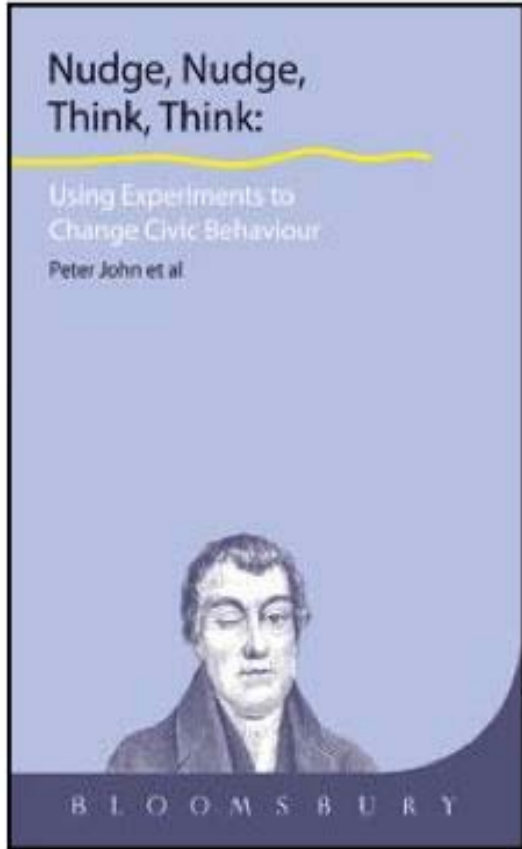


Using Behavioural Insights
Randomised Controlled Trials

Putting it all into practice

Key learning points

We ran a series of trials to:



- ✓ Use behavioural insights to change behaviour
- ✓ Encourage new ways of working
- ✓ Embed the use of RCTs and evidence-based decision making
- ✓ Increase revenue and reduce costs

Putting it into practice 1:

Nudging residents to increase
Council Tax collection



Lambeth

Do small changes to Council Tax bills affect payment levels?

Three treatments tested:-

- ✓ **Simplification** - to encourage compliance.
Design based on 'eye-tracking' research
- ✓ **Social norm** – people strongly influenced by what those around them are doing
- ✓ **Combined** – both simplification and social norm in one treatment

Simplification - eye-tracking research



Running the experiment

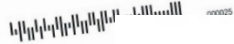
Lambeth
Council Tax
Bill for 2014/15
Your Account number



Key Information

- Pay your council tax now or your bill could go up by £127
- Make your first payment before 1st April 2014
- Tell us now if we have any of your details wrong
- Over 95% of Lambeth Residents pay their council tax

Date:
15 March 2013
Account enquiries:
Call **0345 302 2312**
Property subject to council tax:



Key Information

- Pay your council tax now or your bill could go up by £127
- Make your first payment before 1st April 2014
- Tell us now if we have any of your details wrong
- Over 95% of Lambeth Residents pay their council tax

01.06.2013	£96.00	01.01.2014	£96.00
01.07.2013	£96.00	01.09.2013	£96.00
01.08.2013	£91.34	01.10.2013	£96.00
01.04.2013	£96.00	01.11.2013	£96.00
01.05.2013	£96.00	01.12.2013	£96.00
01.06.2013	£96.00	01.01.2014	£96.00
01.07.2013	£96.00	01.01.2014	£96.00
01.08.2013	£96.00		
01.08.2013	£96.00		

See overleaf for details of how to pay.

MyLambeth
Want an easy way to manage your council tax online? Sign up to MyLambeth, and you'll be able to make online payments, sign up for council tax direct debit, view your balance at home and make enquiries about other council services. It's free to register, easy to use and gives you access to your account from your PC, laptop or mobile device, 24/7. So save time and do it online. Visit www.lambeth.gov.uk/mylambeth for more details.

Need advice on debt, benefits or housing?
one lambeth advice
visit www.onelambethadvice.org.uk

How to Pay and Contact details

Please ensure your payment is received by the date stated overleaf
www.lambeth.gov.uk/counciltax
Direct Debit - 6 monthly dates to choose from - 1, 5, 10, 15, 20 and 25, call 0345 302 2312 to set this up or go to number 7777777, if paying through your bank, please quote our sort code 57-65 07, account number 00000000, followed by your council tax account number
Debit or Credit Card - www.lambeth.gov.uk/counciltax or 24 hour payment line - 020 8280 2080, please quote your account number 77777777, if paying through your bank, please quote our sort code 57-65 07, account number 00000000, followed by your council tax account number
Other Payment Options:
PayPoint - please go to any retailer displaying the PP sign, you will need to leave 3 working days for it to reach your council tax account.
Bank or Post Office - Please take your cheque to any branch of the Post Office, you will need to leave 3 working days for it to reach your council tax account.

barcode to accept your payment, you may be
g hours - Monday - Friday 9am to 4.15pm

! IRD, opening times Monday - Wednesday 9am -
Monday - Friday - 9am-5pm.

ide in accordance with the Data
if you may be used, either within the
also use this information for the
or central customer records in order to
val information can be found at.

in the Council Tax Guide is now
uk/counciltax. If you would like to
: 302 2312.

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's sub-letting their property
unt fraudulently? Or fraud
b like to hear from you. You
' fraud costs us all - last year

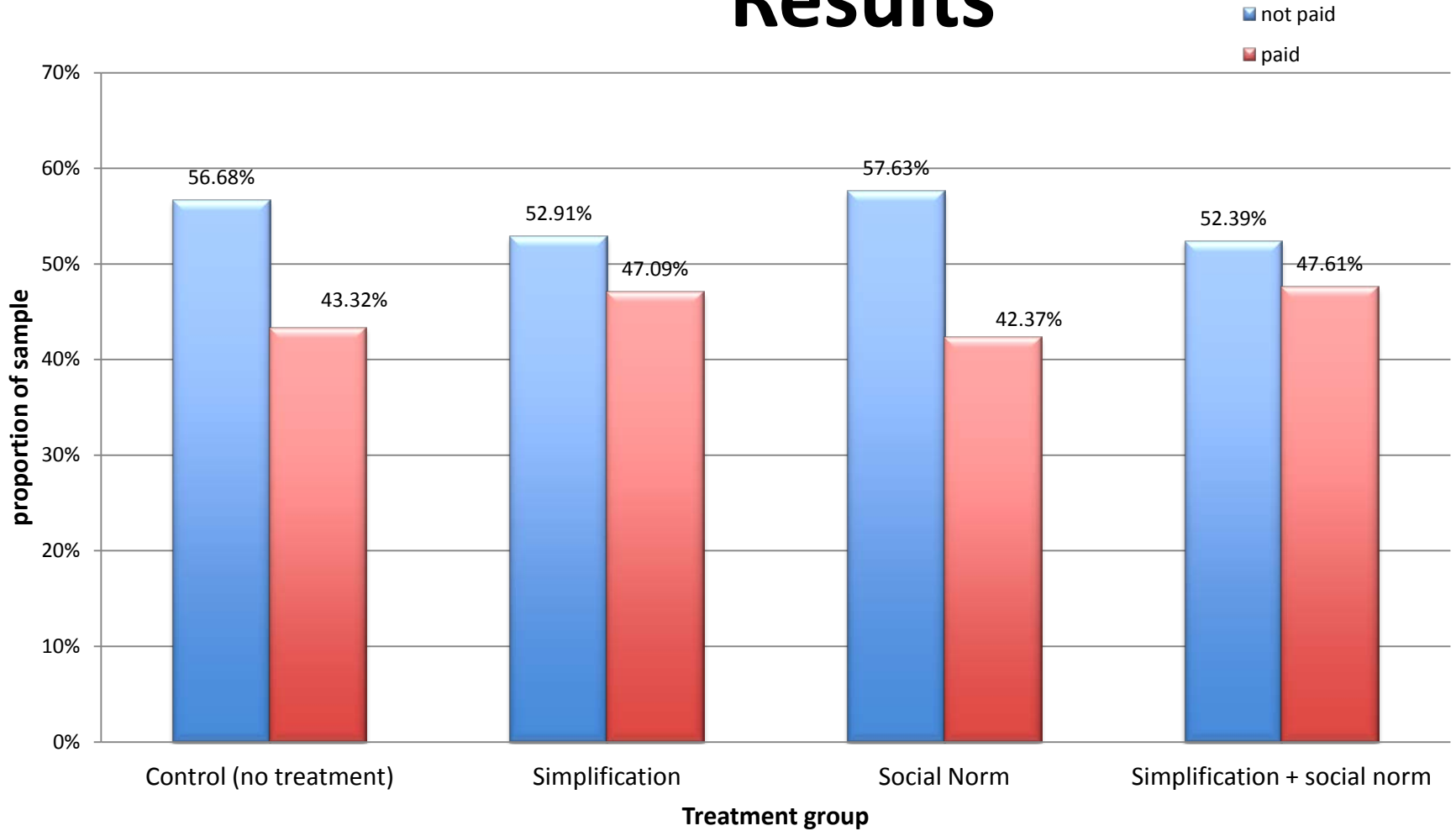
working in partnership with the London Borough of Lambeth to manage the collection of council tax. Registered in England No. 2299747.



Results

- **Simplifying Council Tax bills significantly increased the proportion of people paying by 4 percentage points**
- The effect was consistent across ward, deprivation and council tax band
- **Social Norm did not affect payment levels** although there was variation among council tax band

Results



Putting it into practice 2:

Encouraging channel shift in
Blue Badge renewals

Front - Display this side up

Date of expiry: 21 FEBRUARY 2009

Issued by:

London Borough of Hounslow
Civic Centre
Lampton Road
Hounslow
TW3 4DN
Telephone: 020 8583 3073

Serial No:

Parking Card for Disabled People

Parkeringskort
Κάρτα στάθμευσης
Tarjeta de estacionamiento
Parkausweis
Contrassegno di parcheggio
Parkeerkaart
Cartão de estacionamento
Pysäköintilupa
Parkeringsstillstånd
Carte de stationnement



EUROPEAN COMMUNITIES
MODEL

Trial design

- Can we ‘nudge’ residents to renew their Blue Badge permits online rather than by post – channel shift
- Three types of message were tested for 5,817 Blue Badge permit holders over a period of four months (Dec 2014-Mar 2015)

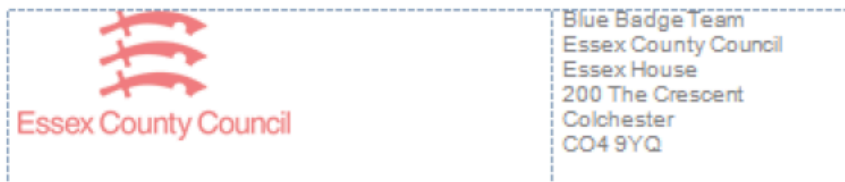
Treatments

We tested:

✓ **Simplification**

✓ **Messenger** – a testimonial from another Blue Badge holder of how they have renewed online and encouraged others to do the same.

✓ **Incentive** - appealing to common good



Your blue badge is due to expire in December 2014

Dear Blue Badge Holder

We are writing to remind you that your Blue Badge is due for renewal.

The good news is that you can now apply for your badge on-line at www.essex.gov.uk/bluebadge

Renewing online will speed up the processing of your application and will save the council money, helping us to protect funding for frontline public services.

Alternatively you could e-mail us at contact@essex.gov.uk or call us on 0845 603 7630 (Option 2) for an application pack.

Changes implemented by Central Government mean that badges take 8-10 weeks to process and are now produced centrally by a company commissioned by the Department for Transport (DfT) and cost £10 for the life of your badge. Payment cannot be taken until the badge has been approved. Please do not send payment with your application.

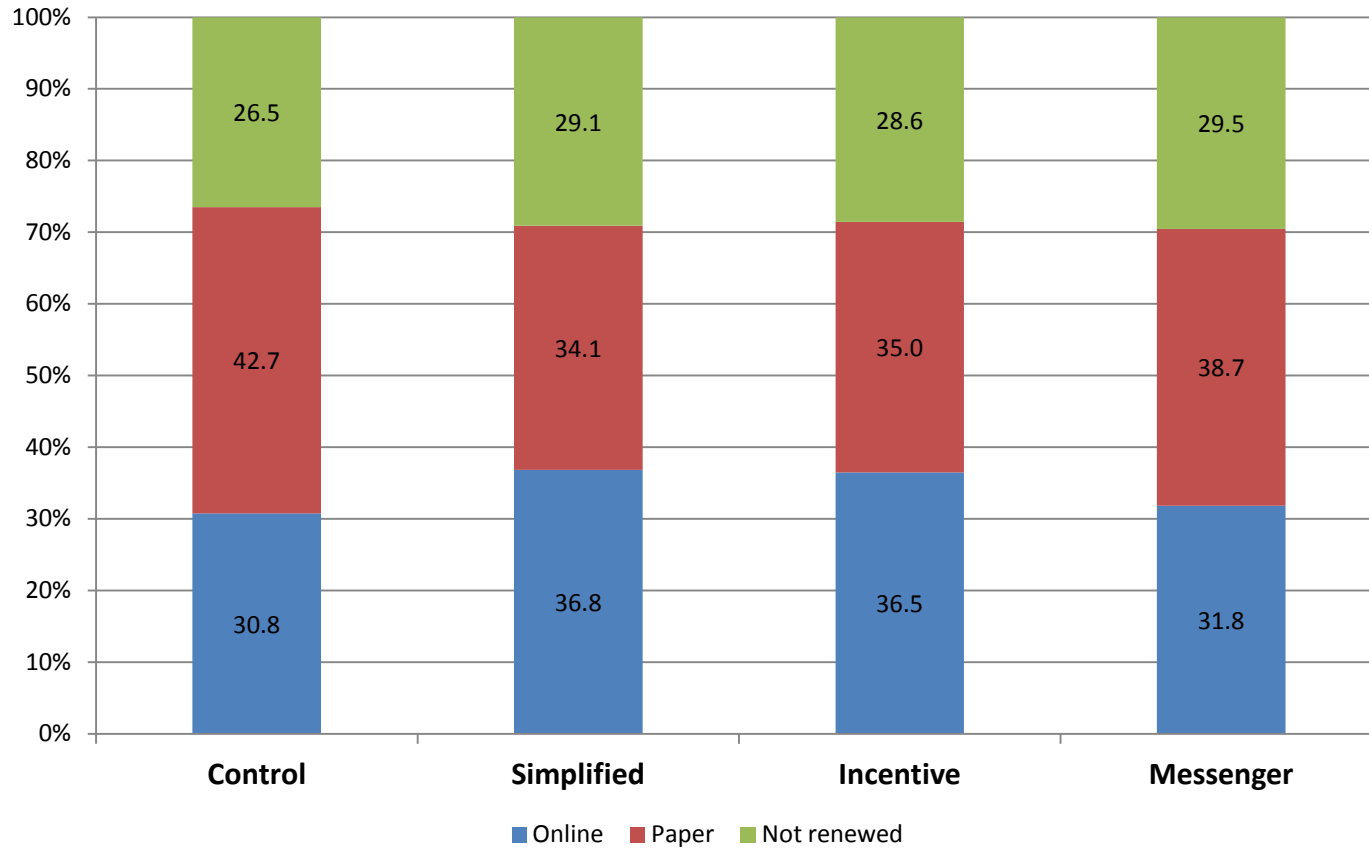
Please note: We are aware of other websites offering on-line blue badge applications for a fee. Essex County Council will not ask for payment when submitting your on-line application.

Renew your Blue Badge at www.essex.gov.uk/bluebadge and check for the red Essex County Council logo.

Results

- **Simplification reduced paper renewals by 8.6 percentage points**
- **An intrinsic incentive reduced paper renewals by 7.7 percentage points.**
- **The use of a peer messenger did not appear to have an effect**
- **These results, if they continue, would translate into cost savings for the Council equivalent to around £20,000 a year, contributing towards existing savings targets.**

Blue Badge RCT treatment effect on renewal



Putting it into practice 3:

Personalising text messages to encourage tax compliance



Lambeth





Lambeth

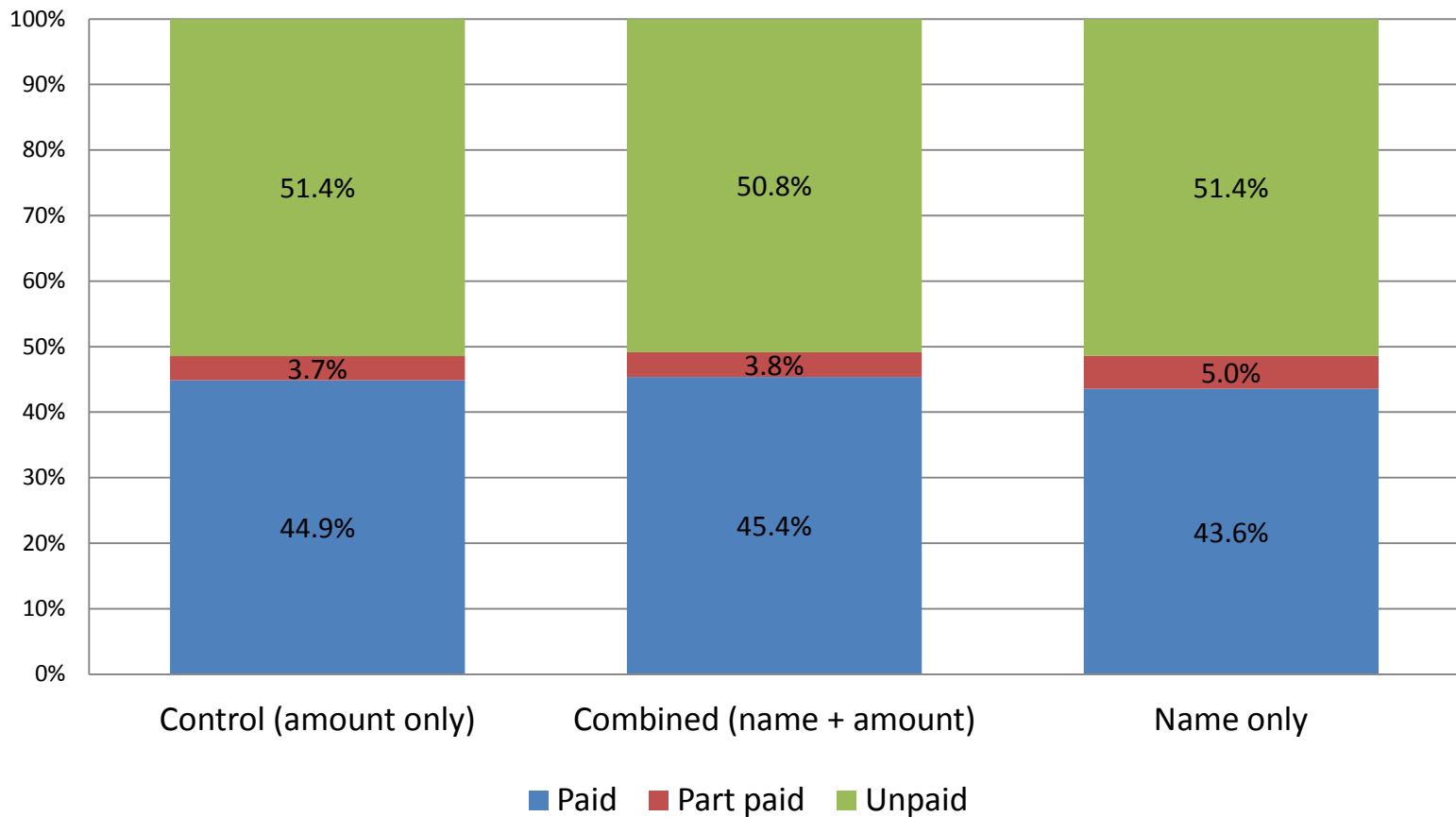
Can personalised text messages encourage people to pay their Council Tax?

- We tested :-
 - ✓ **Amount** of council tax owed
 - ✓ **Name** of the account holder
 - ✓ **Combined** name and amount

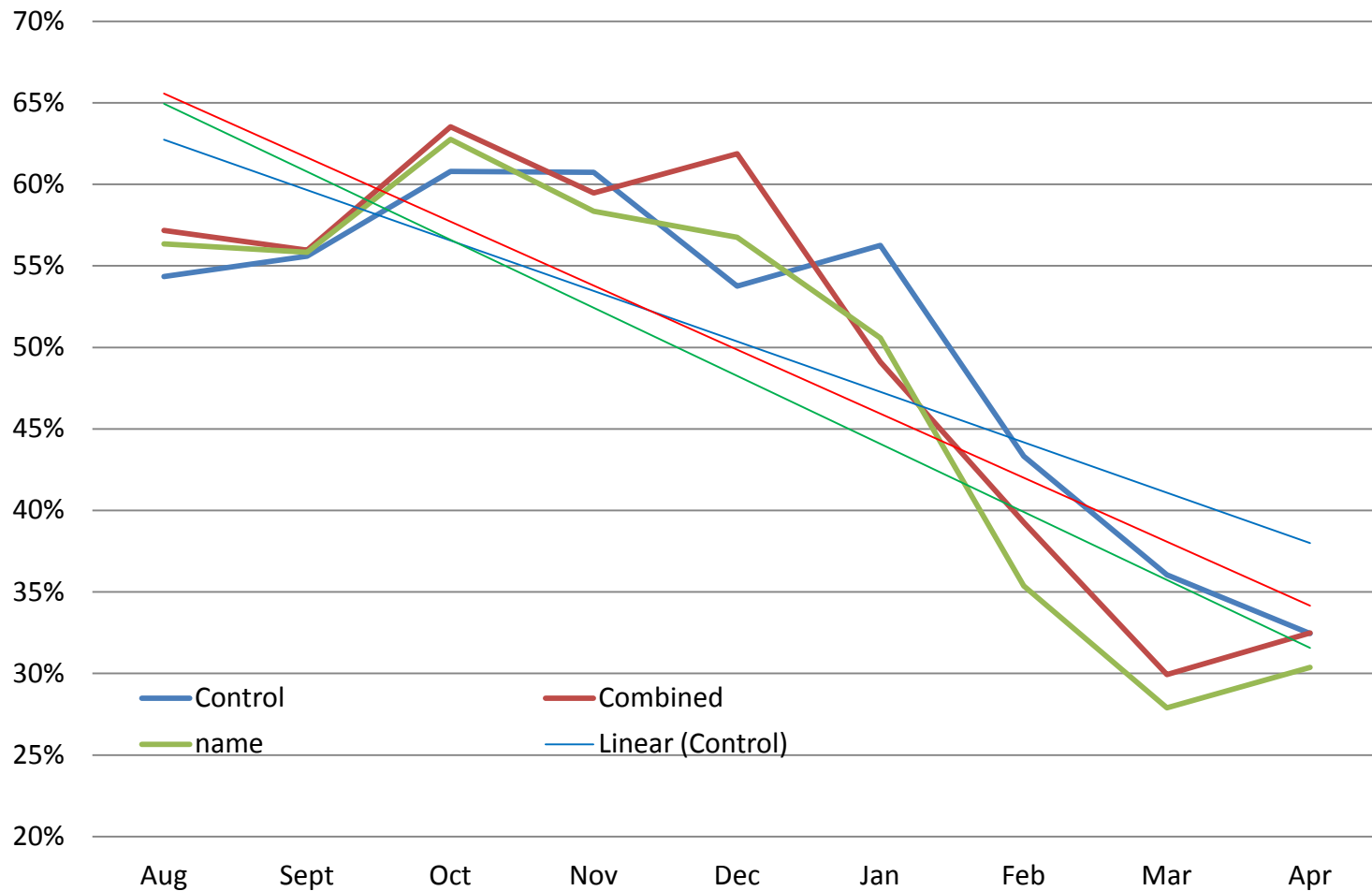


Lambeth

Response by group




Proportion paid by month with linear trend lines





Results

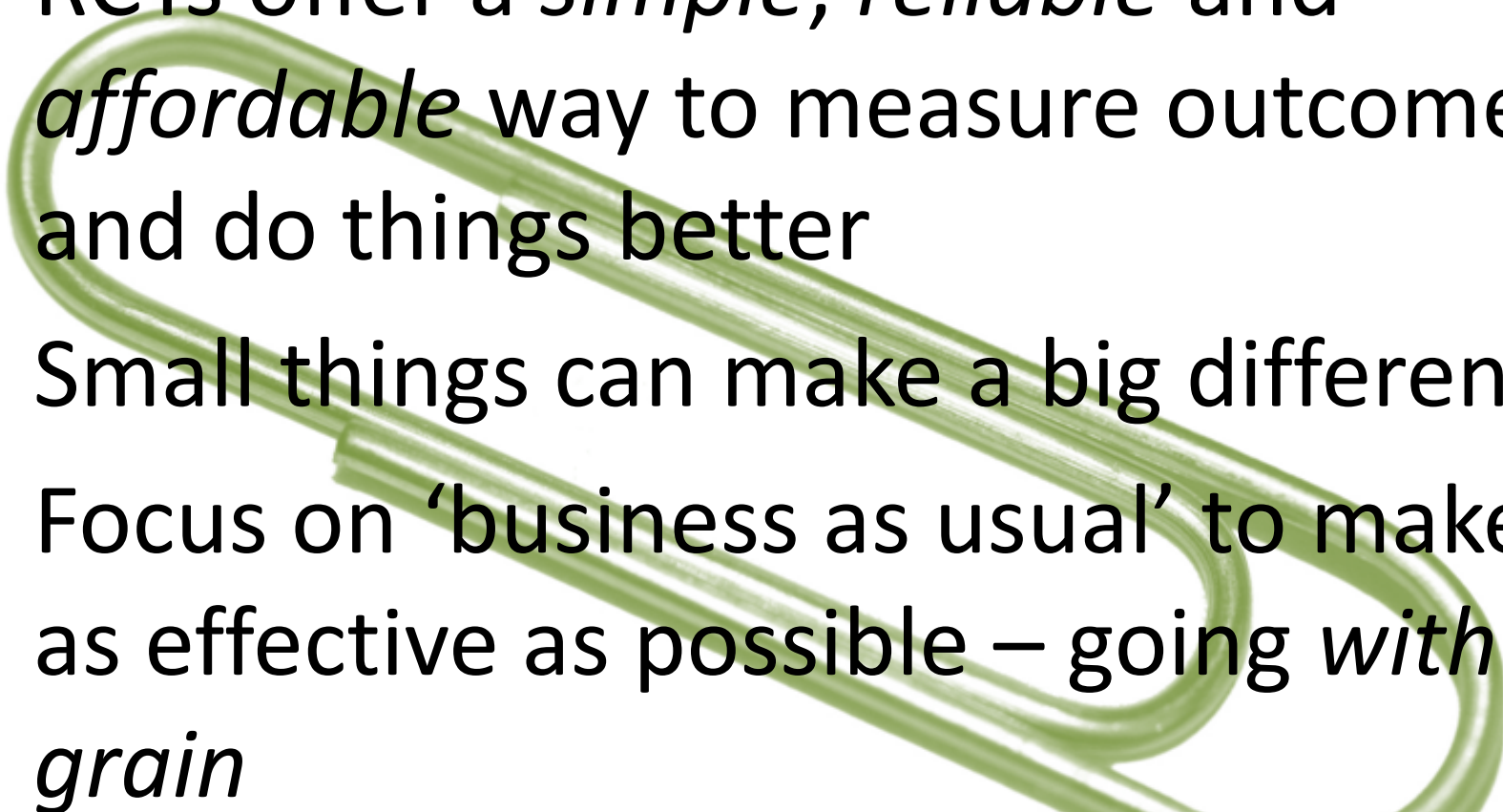
- We found **no statistically significant difference** in encouraging people to pay
- But...
- Name-only treatment encouraged non-payers to part pay
- The effectiveness of (all) text messages degrades over time.
- **Using them in short bursts works best**



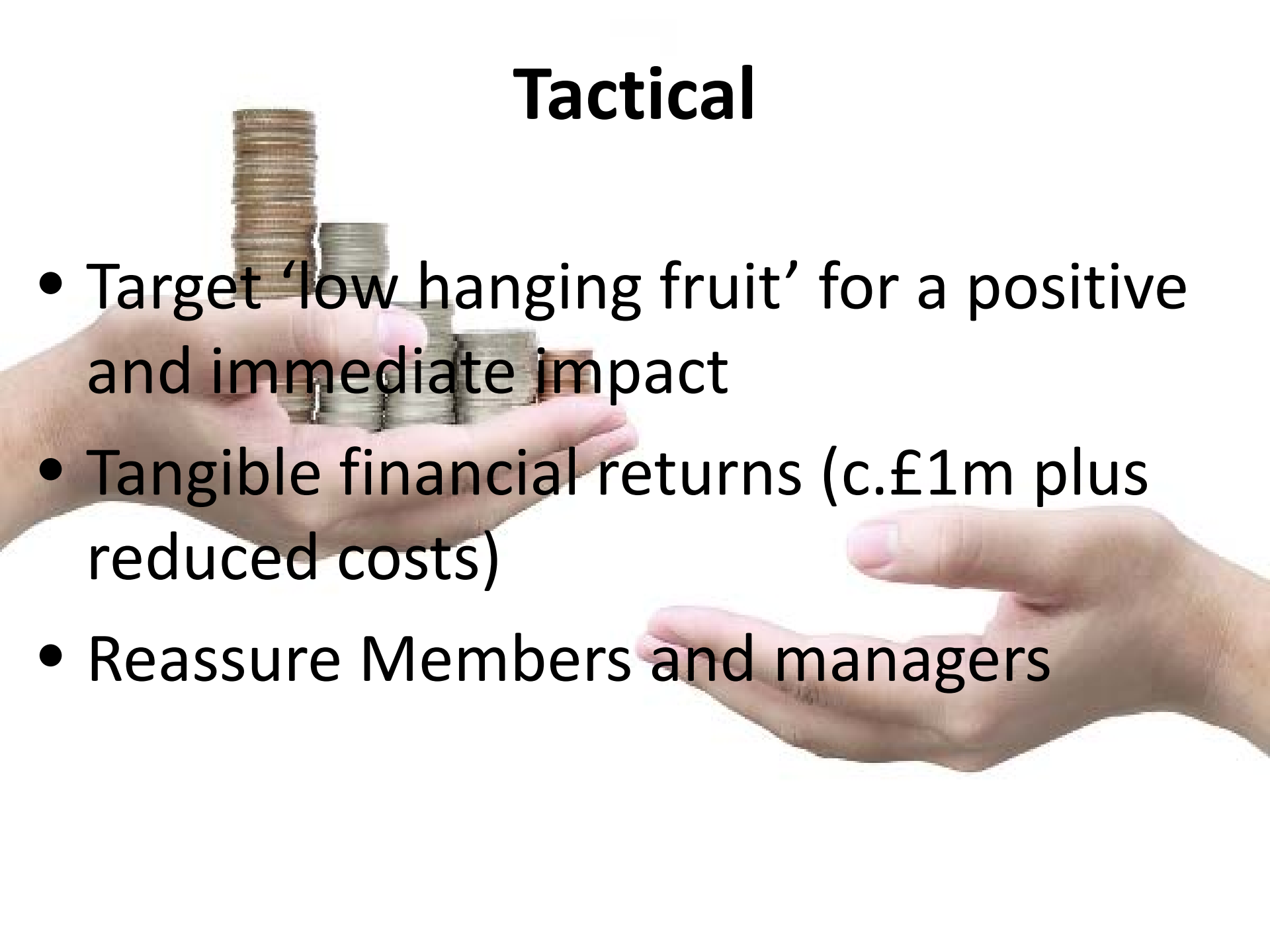
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Key learning points

Simple

- RCTs offer a *simple, reliable* and *affordable* way to measure outcomes and do things better
 - Small things can make a big difference
 - Focus on ‘business as usual’ to make it as effective as possible – going *with the grain*
- 

Tactical

- 
- A hand on the left holds a stack of four coins of varying heights. A second hand on the right is open and reaching towards the coins. The background is plain white.
- Target 'low hanging fruit' for a positive and immediate impact
 - Tangible financial returns (c.£1m plus reduced costs)
 - Reassure Members and managers

Scaleable

- Potential for adoption and adaptation:
 - o revenue and rent collection
 - o demand management
 - o channel shift
 - o waste management
 - o internal systems and procedures...



A culture of experimentation



- Constant improvement – test, learn, adapt
- Delivering tangible outcomes – no more unsubstantiated assumptions
- Managed risk – doing things differently whilst ensuring accountability and VfM

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