

# Behaviour Change

IRRV

North and Mid Wales  
December 2017

**Andrew Stevens - EK Services**



## Whitehall won't be 'nudged', finds National Audit Office

David Cameron's "Behavioural Insight Team" – billed as the answer to achieving social change without resorting to regulation – has failed to convince a single Whitehall department to make use of its services, a National Audit Office report reveals.

News » [Politics](#)

# Cameron's 'nudge unit' should be given the elbow, says Labour MP

Yet the news that David Cameron has a [Behavioural Insight Team inside Downing Street](#), and what's more that it is increasingly influential within the Lib-Con coalition, has been treated as if were a perfectly normal, even admirable thing. Have we lost our minds?

The unit was criticised by Labour MP Luciana Berger when it emerged last year that staff had spent about £750 a month on travel. Calling the scheme the "prime minister's vanity project", Ms Berger said: "It is hard to see how ministers can justify this extravagance when they are cutting spending for our police and schools."

## A message to the illiberal Nudge Industry: push off

# Behaviour Change: MINDSPACE

**MINDSPACE** neatly summarises these nine key nudge techniques in behaviour change as it is used in public policy

**Messenger** - We are influenced by who communicates information

**Incentives** - People tend to avoid losses rather than seek gains

**Norms** - We are strongly influenced by what others do

**Defaults** - People will tend to go with the flow

**Salience** - We act on information that seems novel and relevant to us

**Priming** - Using sub-conscious cues to influence decisions

**Affects** - Emotions strongly influence decisions

**Commitments** - Public commitments are more likely to be honoured

**Ego** - People do things that make them feel good

# ABOUT BEHAVIOUR CHANGE: MESSENGER (I)

Messenger suggests we are influenced by who communicates information

Example scenario:

The Budget recently took place!

Who did you trust more on the impact to your own finances?



# ABOUT BEHAVIOUR CHANGE: MESSENGER (II)



# ABOUT BEHAVIOUR CHANGE: INCENTIVES

Incentives is the idea that people tend to avoid losses rather than seek gains

Example scenario:

- Our responses to incentives are shaped by predictable mental shortcuts, such as strongly avoiding losses.

**Pay before  
31<sup>st</sup> March  
to receive  
a 10%  
discount**

**The BIG sale**  
**The BIG sale**  
The BIG sale  
...ends friday



# INCENTIVES (II) - The power of the anchor !

T96 07939717123.  
**Sales Promotion  
Summary**  
Mr. Philip Newell

**Summary Quotation**

This quotation is subject to contract and it relates to products and services agreed between the Customer and Sales Person.

*Aluminium Entrance Doors & Windows*

GROSS LIST PRICE inclusive of VAT	<input type="text" value="£11637"/>
SCRAPPAGE	<input type="text" value="£300"/>
NET BALANCE	<input type="text" value="£11337"/>
LESS QUANTITY DISCOUNT	<input type="text" value="£3401"/>
NET PRICE inclusive of VAT	<input type="text" value="£7936"/>
LESS 10% HOME ACCOUNT	<input type="text" value="£793"/>
SUB BALANCE	<input type="text" value="£7143"/>
LESS 10% IMMEDIATE ORDER DISCOUNT*	<input type="text" value="£714"/>
Must phone Head Office for Authorisation No*	
<b>TOTAL DISCOUNT PRICE CASH PRICE</b>	<input type="text" value="£7143"/> H/A <input type="text" value="£6429"/>
LESS DEPOSIT	<input type="text" value="£1755"/> H/A <input type="text" value="£642"/>
Home Account Document Fee	<input type="text" value="£110"/>
<b>ACCOUNT BALANCE</b>	<input type="text" value="£5897"/>

**EVEREST HOME ACCOUNT EXAMPLE**  
Balance x 120 monthly payments - maximum period Home Account can be used for

120 month minimum payment	<input type="text" value="£123.17"/>
To clear 24 month accelerated payment	<input type="text" value="£306.87"/>
To clear 36 month accelerated payment	<input type="text" value="£226.20"/>

AMOUNT YOU WILL BE SAVING BY ORDERING TODAY =

CASH BACK DISCOUNT   
A further 10% cashback dividend will be paid after 6 payments have been made.

Representative's signature *[Signature]* Date *4th January 2011*

HTB004 (Rev 12/10)

 **SUPPORT MY CHALLENGE**

My fundraising target: £

**My challenge and why I'm taking part:**

**Your donation powers research**  
Heart research drives without warning, leaving families devastated. As with our support we can put their struggles

<b>£5</b> pay for 125 microarray slides required for our research into coronary artery disease	<b>£10</b> pay for a research fee, covering all the materials, fluids, blood and glass to test if heart attack researchers will use in a lab	<b>£25</b> pay for one hour of research by our early career scientists to learn what's best for diagnosis, prevention and heart health research
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**Challenge participant details**

Full name:  (Name printed on back of £)

Name of challenge:  Date:

Address:  (Include only your own home address)  
British Heart Foundation Events Team  
London Place  
20th Century Road  
Sharncliffe B38 3JH

Postcode:  Phone:

Email:  (Many cheques payable to British Heart Foundation. Please don't send cash or cheques)

**Collect donations online**  
Having online access to your challenge is essential for keeping track of your progress, for managing your fundraising and for keeping track of your cash and so on. You will be able to see how much you have raised and how much you need to reach your target.

**Take every £1 raised into £0.25 through BHF**  
If you donate an £1 to support your challenge, we'll match it with a further 25p from BHF. So for every £1 you donate, we'll give you a further 25p. This means that for every £1 you donate, we'll give you a total of £1.25. This is a fantastic way to support your challenge and to help us raise money for heart research.

Need another form? You can photocopy this form as many times as you like

**FIGHT FOR EVERY HEARTBEAT**  
bhf.org.uk

# ABOUT BEHAVIOUR CHANGE: INCENTIVES (III)

## The Speed Camera Lottery - The Fun Theory - YouTube





# ABOUT BEHAVIOUR CHANGE: NORMS

Norms mean that we are strongly influenced by what others do

## Example scenario:

- A hotel chain was encouraging visitors to re-use their towel to save the environment. They tried three interventions.
- Placed a sign up in the bathroom asking visitors to re-use their towel. 35% of visitors did so.
- When using *norms* they changed their sign to read 'most guests re-use their towel'. This increased the number to 44% of visitors who did so.
- The third intervention was rewording their sign again to say 'most previous occupants of this room re-used their towel during their stay' the numbers rose to 49% compliance.



# ABOUT BEHAVIOUR CHANGE: NORMS (II)

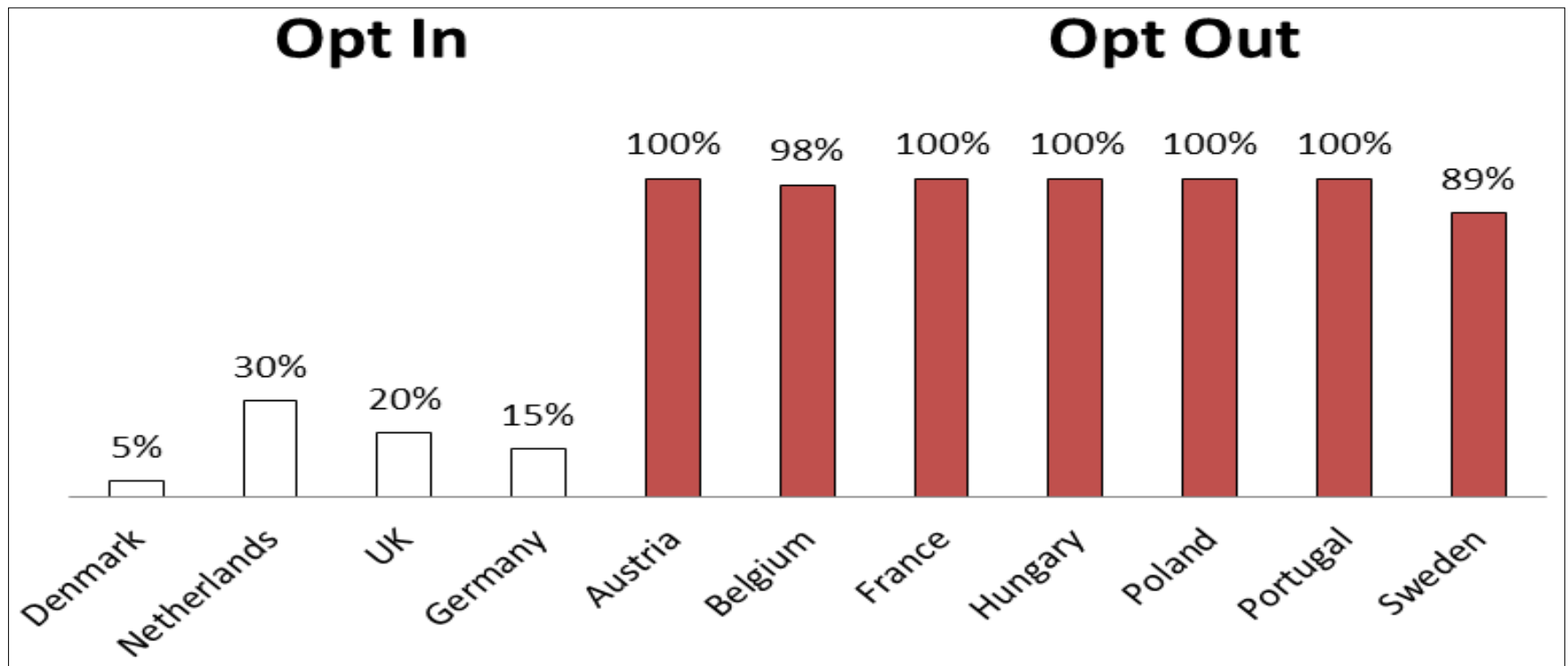


# ABOUT BEHAVIOUR CHANGE: DEFAULTS

Defaults suggest that people tend to go with the flow

Example scenario:

- This can be as simple as making people 'opt out' instead of 'opt in'.
- An example is comparing the Organ Donor Register from different countries that use opt in and opt out:



# ABOUT BEHAVIOUR CHANGE: DEFAULTS (II)



## Is car insurance auto-renewal the best option?

Well, that depends on what you mean by 'best'. If you're relying on auto-renewal to take away the irritation of searching for car insurance, then yes – it probably is the best option; but sitting back and doing nothing could be costing you £289\*\* that you could save by comparing.

**Aarrgghh! We're wasting £2.37 billion a year\* by 'auto-renewing' our car insurance**

# ABOUT BEHAVIOUR CHANGE: SALIENCE

Salience is the principle that we act on information that seems novel and relevant to us

## Example scenario:

- Sutton council wanted to reduce litter in the borough
- The council embarked on a campaign which included a high impact public event to raise awareness of the issue
- For the event a team from the council created an 11 tonne pile of litter, representing 1 day's worth of dropped litter in Sutton, in the middle of High Street
- Over the course of the anti litter campaign the amount of litter dropped on Sutton's streets fell by 8% during the campaign - a saving of £80,000



# ABOUT BEHAVIOUR CHANGE: SALIENCE (II)





# ABOUT BEHAVIOUR CHANGE: SALIENCE (III)



# ABOUT BEHAVIOUR CHANGE: PRIMING

Priming means using sub-conscious cues, like sights, words and smells, to influence decisions

## Example scenarios:

**Sights** - the flashing lights of the emergency services instantly hit our sub-conscious cues. We always move out of the way to let them through.



**Words** - sale signs in shop windows entice more shoppers if they put the percentage of the saving on the sign compared to the actual figure.



e.g. 30% off compared to £10 off.

**Smells** - freshly baked bread put out at lunchtime in a supermarket will entice shoppers further in to the shop and fill their baskets.



## ABOUT BEHAVIOUR CHANGE: PRIMING (II)



# ABOUT BEHAVIOUR CHANGE: PRIMING (III)



# ABOUT BEHAVIOUR CHANGE: AFFECTS

Affects suggests that emotional associations strongly influence decisions

## Example scenario:

Emotions can powerfully shape our behaviour.

A road sign to warn of workers in the road is expected to remind drivers to take care as they pass.





# ABOUT BEHAVIOUR CHANGE: AFFECTS (II)





# ABOUT BEHAVIOUR CHANGE: COMMITMENTS

Commitments means that public commitments are more likely to be honoured

## Example scenario:

An innovative commitment product has been used to help smokers quit.

Individuals were offered a savings account in which they deposited funds for six months, after which they took a test for nicotine.

If they passed the test (no presence of nicotine) then the money was returned to them, otherwise their money was forfeited.

Surprise tests at 12 months showed an effect on lasting cessation: the savings account commitment increased the likelihood of smoking cessation by 30%\*.



# ABOUT BEHAVIOUR CHANGE: COMMITMENTS (II)



# ABOUT BEHAVIOUR CHANGE: EGO

Ego is the idea that people do things that make them feel good

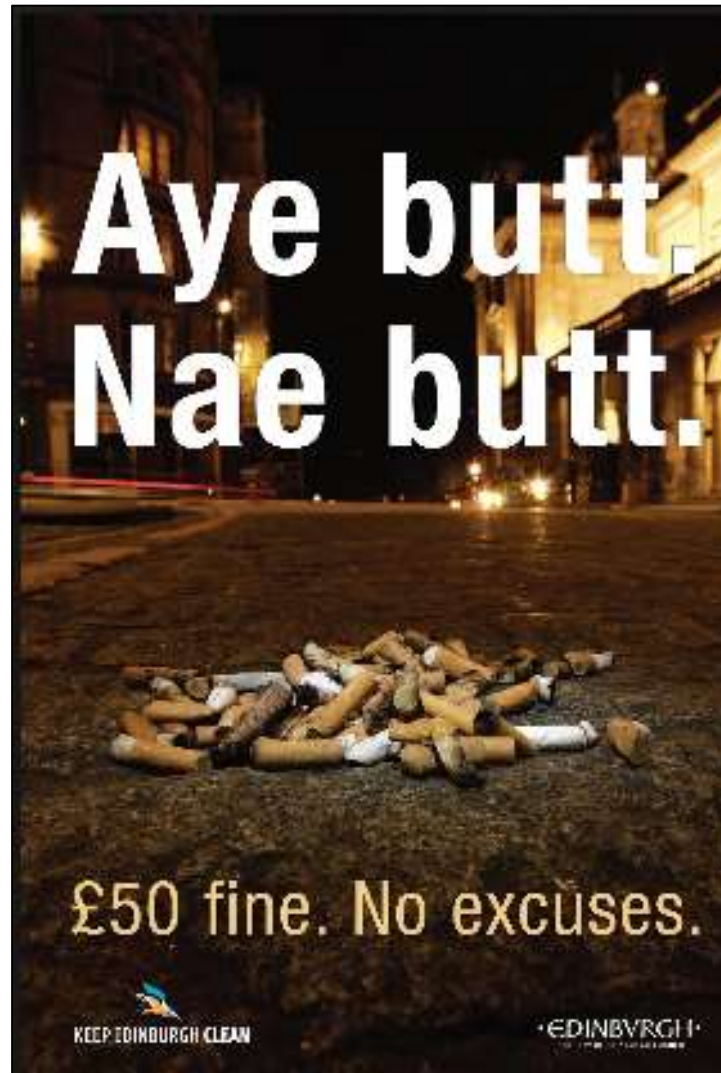
## Example scenario:

- We all have a tendency to associate ourselves with things we like, and disassociate ourselves from things we dislike
- Take football fans, for example. An experiment was carried out, calling up fans after their team had played a match. What they said was interesting
  - When their team had won, fans were happy, naturally, and told the interviewer - we were brilliant, or we played really well
  - When their teams had lost, however, their language was different - they were rubbish, they threw it away, etc.
- This understanding of how people define themselves influences choice. This is why brands try to create an image of success, so people can feel a personal connection to abstract ideas

## ABOUT BEHAVIOUR CHANGE: EGO (II)



What do you think of this message?





What do you think of this message?





STOP **INFECTION**  
IN ITS TRACKS

EVERY PATIENT  
CONTACT NEEDS  
**CLEAN HANDS**

MOST HEALTHCARE STAFF CLEAN  
THEIR HANDS **LESS THAN HALF** THE  
NUMBER OF TIMES THEY SHOULD

WHO Guidelines on Hand Hygiene in Health-Care (Updated Draft) April 2005



clean**your**hands®  
campaign



NHS Supply Chain

B. BRAUN

ECOLAB

gojo



EVERY CAN YOU RECYCLE  
SAVES ENOUGH ENERGY TO  
POWER A TV FOR 3 HOURS



recycle

[westernriverside.org.uk](http://westernriverside.org.uk)

**I see you like to recycle...**

(wow, you drink a lot)

**How much is too much?**

Find out for yourself at [drinkaware.co.uk](http://drinkaware.co.uk)







[Piano stairs - TheFunTheory.com](#) -  
[Rolighetsteorin.se](#) - YouTube





# More stairs !















must add, "In which endeavour, the geo-tagging facility on Instagram will aid you greatly."

8

## **DOWN** **Air New Zealand**



This week, in a sad day for feminism, Air New Zealand introduced new safety videos for their flights that include models in bikinis. It was an attempt to get passengers to pay attention to the much-neglected yadda yadda just get the plane moving already I want a drink.





# Apotek | Hair-Raising Subway Ad | Wind Train Arrives | Swedish Pharmacy Commercial Trains Billboard



# CASE STUDY 1 - COUNCIL TAX PILOT

# COUNCIL TAX PILOT: CHANNEL SHIFT

Channel shift is based on the premise that online transactions are cheaper for the council than phone, post and face to face

Channel	Industry Standard Cost*
Face to Face (F2F)	£8.62
Phone	£2.83
Web	£0.15
Post	£15.00

- By encouraging customers to contact the Council online, the Council can save money
- During times of economic constraint, this type of cost saving can allow the Council to allocate resources elsewhere thereby preserving valuable front line services
- Council tax was chosen for the pilot because it is an area which generates high contact levels and is a good area for us to target with the behaviour change pilot

\*Source: SOCITM. Cost to serve figures, except Post which is based on EKS experience



# COUNCIL TAX PILOT: INTERVENTIONS

We suggested the following interventions:

1. Reduce the prominence of telephone numbers on correspondence and the Council website
2. Remove the prominence of email addresses on outward bound council tax correspondence and on the council tax pages of the website
3. Simplify the content, structure and layout of:
  - a) Council tax web pages
  - b) Outward bound correspondence
4. Change phone scripting for both the automated payment line and contact centre scripts to use the behaviour change technique of positive reinforcement
5. Send a Direct Debit application form in the post with every cheque receipt sent out

# COUNCIL TAX PILOT: INTERVENTION

EK Services carried out an exercise to rewrite the content of their council tax correspondence

## Further information to help you

### Making your payment

**Direct Debit** – You can choose from five instalment dates either 1st, 7th, 15th, 20th or 26th of the month. At you have to do is call us on 01227 862 300 and we can make all the necessary arrangements while you are on the phone. Your bank or building society will make your payments each month, year on year. You will get at least 10 days notice of any change to your instalments. There is nothing more for you to do. Any refund can be paid directly into your account.

**Credit/Debit Card by phone or by internet** – We accept Maestro, Delta, Mastercard and Visa. Use our automated payment line 24 hours a day, 7 days a week by telephoning 0845 200 1784 or log on to [www.canterbury.gov.uk](http://www.canterbury.gov.uk). You will need your Credit/Debit card and your Council Tax account number. There will be a charge for payments made by Credit card.

**At a PayPoint outlet** – Use your plastic payment card to pay at any local shop displaying the PayPoint symbol. If you would like a payment card, please contact us on 01227 862 300.

**Cash** – If you wish to pay in person by cash you will need to use your plastic payment card at a local shop or Post Office. Payments over £200 should be made at a Post Office. If you would like a payment card, please contact us on 01227 862 300.

**At the Post Office** – Please use your plastic payment card to pay at the Post Office. If you would like a payment card please contact us on 01227 862 300.

**Bank** – To make payment by Standing Order you must arrange this directly with your bank. You will need the following details to set up a Standing Order.

Council's Bank: National Westminster Bank PLC

Sort Code: 62-13-48

Bank account number: 00000000

Payee: Canterbury City Council Head Office Collection Account – Please quote your Council Tax account number.

**By Post** – Make your cheque payable to 'Canterbury City Council', write your Council Tax account number, name and address on the reverse and send it to Canterbury City Council, Military Road, Canterbury, CT1 1YW. If you would like a receipt, please enclose a stamped addressed envelope.

### Are you having difficulty making your payments?

If you need advice about making payment, it is important that you contact us immediately on 01227 862 300. The Council's officers are there to help you – we can discuss your circumstances with you and find suitable arrangements to pay any amounts owed.

If you are on a low income you may be entitled to Council Tax Support, more information can be found on our website [www.canterbury.gov.uk](http://www.canterbury.gov.uk)

If you are of working age and in receipt of Council Tax Support, from 1 April 2013 you will have to pay something towards your Council Tax bill. If you are having difficulty meeting your instalments, please contact us.

### Valuation Bands

If you think that your property band is wrong, you need to contact the Valuation Office Agency (VOA) and ask to have your band reviewed. Your local office can be contacted at [csouth@voa.gov.uk](mailto:csouth@voa.gov.uk) or by phone on 03000 501 501.

### Appealing against liability

If you do not think that you should be billed for Council Tax, or the Council has made a mistake in calculating your bill, you can appeal. Appeals should initially be made in writing to the Council. The Council will look at your appeal first and try to resolve any issues. If you are not happy with our answer, we will provide you with details of how to appeal to the Valuation Tribunal Service who are independent from the Council. You should keep paying your bill even if you have appealed.

### How to contact us

By telephone – 01227 862 300

By email – [council.tax@canterbury.gov.uk](mailto:council.tax@canterbury.gov.uk)

Online – [www.canterbury.gov.uk](http://www.canterbury.gov.uk)

In writing – to Council Tax, Canterbury City Council, Military Road, Canterbury CT1 1YW

In person – at the Council's enquiry offices as detailed on your bill.

## How to pay your Council Tax

### Direct debit

Over 40,000 of our residents pay their Council Tax by direct debit. It's safe, secure and the easiest way to pay.

- ✓ Safe
- ✓ Secure
- ✓ Easy



All you need to do is fill in the form sent with this letter and send it back to us. We will set up your direct debit. You don't need to do anything else.

### Online or by phone

You can pay online or by phone 24 hours a day, 7 days a week.

You will need your card details and your Council Tax account number ready. There is a 1.5% charge for credit card payments which will be automatically added to your payments.

To pay online using our secure payment system please go to [www.canterbury.gov.uk/counciltax](http://www.canterbury.gov.uk/counciltax)

To pay by phone please call our automated payment line on 0845 200 1784

### If you can't pay by direct debit, online or by phone

If you can't pay any other way you can pay by cheque or cash. Please note these methods can be very slow and you need to make your payment up to a week before your instalment date.

Please make cheques payable to 'Canterbury City Council' and send to Military Road, Canterbury, CT1 1YW. You will need to write your account number, name and address on the back.

To pay by cash you need to take your payment card to any Post Office or shop displaying the PayPoint symbol

### Appeals

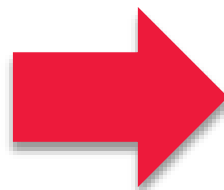
If you disagree with the Council Tax band that your property is in, you need to contact the Valuation Office Agency, not the council. Your local office can be contacted at [csouth@voa.gov.uk](mailto:csouth@voa.gov.uk) or by phone on 03000 501 501.

If you think you shouldn't be billed for Council Tax, or that we have made a mistake in calculating your bill, you can appeal. This must be done in writing. Please see our website for more information [www.canterbury.gov.uk/counciltax](http://www.canterbury.gov.uk/counciltax)

### Are you having difficulty paying your Council Tax?

If you owe Council Tax, you may be able to set up a special payment arrangement. If we agree a payment arrangement with you and you stick to it, we won't take further recovery action. To request a payment arrangement, please fill in the online form on our website [www.canterbury.gov.uk/counciltax](http://www.canterbury.gov.uk/counciltax)

If you are on a low income you may be entitled to Council Tax Support. More information can be found at [www.canterbury.gov.uk/taxcredits](http://www.canterbury.gov.uk/taxcredits). If you don't have access to the internet you can phone us 01227 862 300.



Over 40,000 people in the district pay their Council Tax by direct debit. Why not join them?

It's safe, secure and the easiest way to pay.

III

<%ISSUE\_DATE%>

Council Tax Account No:  
<%ACC\_NUMBER%>

<%ADDRESSEE%>  
<%CORRES\_LINE1%>  
<%CORRES\_LINE2%>  
<%CORRES\_LINE3%>  
<%CORRES\_LINE4%>  
<%CORRES\_LINE5%>

Property Address:  
<%PROP\_LINE1%>  
<%PROP\_LINE2%>  
<%PROP\_LINE3%>  
<%PROP\_LINE4%>  
<%PROP\_LINE5%>

### COUNCIL TAX REMINDER NOTICE

Issued under Regulation 23 of The Council Tax (Administration and Enforcement) Regulations 1992 (as amended)

It appears from my records that as at <%ISSUE\_DATE%> your monthly instalments for your current Council Tax Account are unpaid by £<%AMOUNT\_DUE%>.  
This includes any instalments due within the next 7 days, as permitted by Council Tax Regulations.

If you have not already made the appropriate payment then you must do so within 7 days of the date of this notice to avoid further action. If you think the amount is wrong, or your circumstances have changed, please let us know within seven days.

#### **IMPORTANT INFORMATION – PLEASE READ**

If you do not pay within 7 days, we may issue a summons for the whole sum due, which is detailed below.

If this happens, costs will be added and the total balance will be payable straightaway.  
(This is the whole of the balance that remains to be paid by instalments, and excludes any amount due for earlier periods that may be subject to separate action).

Billing Year	Outstanding Debt
<%YEAR_MULTI_ROW%>	<%DEBT_OS_MULTI_ROW%>

If this is your second reminder and you pay the amount overdue now, but do not pay on a THIRD occasion, the whole balance becomes payable straightaway.

Please note that payments are only included up to the date the notice was prepared. If you make your payment through a bank or post office, please remember to allow sufficient time before the due date to ensure that your payment can be processed to arrive on your account on time. It can take up to four working days for your payment to reach us.

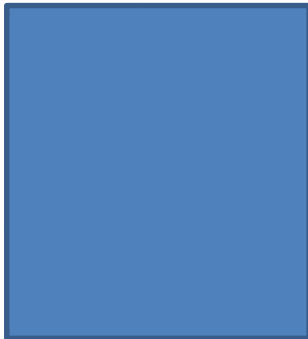
**Please read the information overleaf**

III

Date of Issue  
28-NOV-2013

## Council Tax

Council Tax Account No:  
10039452



### COUNCIL TAX REMINDER NOTICE

You have not paid your monthly Council Tax instalment and you now owe **£6.00**. This amount includes any instalments due in the next 7 days.

Sometimes payments are received late. If you have paid your Council Tax and it is up to date please ignore this letter. It may be worth paying a little earlier to avoid these letters being sent or choose a date that is more convenient for you by paying by direct debit using the attached form.

If you haven't paid your latest instalment please do so within 7 days to avoid further action being taken. If you don't do this we will send you a court summons which will add extra costs of up to £100 to your account.

We will only send you two reminders in any one financial year. If you pay late a third time we will ask you to pay the rest of this year's Council Tax in one go.

*Issued under the Council Tax (Administration and Enforcement) Regulations 1992 (as amended).*



**We understand that many people prefer to do as much as possible online so from now on you'll receive your bills directly into your email box like most of the other companies you may deal with. If you would prefer to wait for a paper bill please phone our contact centre and we will return you to the old style scheme.**

**Thank you for helping us save you time, money and paper.**

9. If the prize winner owes Council Tax or other debt to one of the councils running the draw this sum will be deducted from the £1000 prize and only the balance will be issued.

**Your chance  
to win £1,000.**



**Say hello  
to your new  
filing cabinet...**

Join the 25,000 others who have signed up to receive their council tax bill online.

The prize draw is being jointly run across Canterbury, Dover and Thanet councils and only one winner will be selected. Terms and conditions apply.

Visit **[canterbury.gov.uk/paperless](https://canterbury.gov.uk/paperless)** today



# COUNCIL TAX PILOT: RESULTS

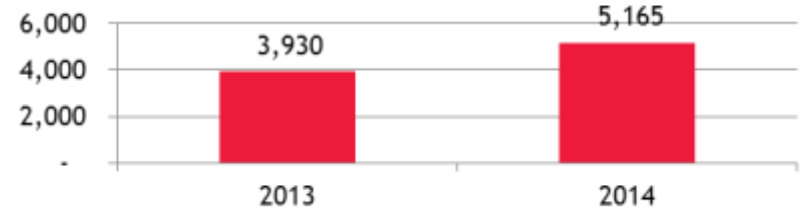
We used Messenger, Defaults and Ego to encourage customers to pay online

1

Promoted online as the best way to contact the council on their correspondence



Number of online payments made over pilot period

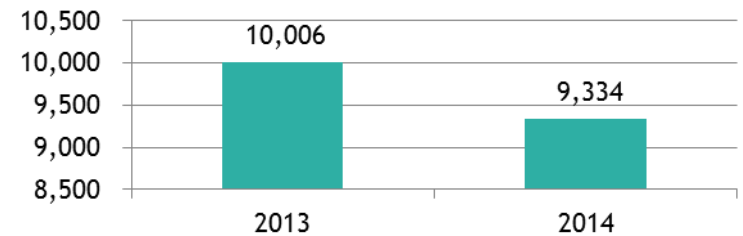


2

Provided telephone numbers only to customers having difficulty paying CT, or without internet access



Number of Phone Contacts over pilot period

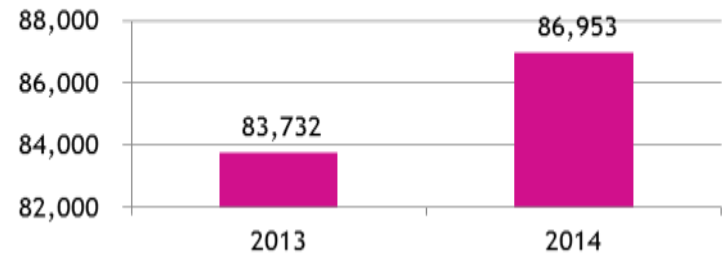


3

Changed phone scripting to promote direct debit as the main way to pay



Number of direct debit payments made over pilot period



# COUNCIL TAX PILOT: OVERVIEW OF RESULTS

As a result of all the changes we saw an increase in direct debit take up, an increased use of online forms and an increase in the number of payments made online.

- **DIRECT DEBIT:** The most effective interventions were around direct debit - we succeeded more here in increasing revenue
- **ONLINE:** The work done to promote online forms and payment was also successful - we increased both the use of online forms and the number of online payments
- **PHONE & POST:** The results for phone and post were less clear:
  - We saw this channel fall in the number of contacts made
  - Incoming post increased slightly

# CASE STUDY 2 - REDUCING “DNAs” IN A BEDFORDSHIRE GP SURGERY

# BEDFORDSHIRE GP SURGERY: THE ISSUE

Behaviour change techniques, if used appropriately, can have a major impact on the implementation of policy and initiatives

A study\* was carried out with NHS Bedfordshire to try to reduce the number of patients that failed to turn up for an appointment (Did Not Attend, or DNAs)

- Over 6 million DNAs a year across the NHS
- Estimated direct cost to the NHS of £789m
- Contribute to lengthened waiting times, increased accident and emergency admissions and increased costs through the need to hire locum GPs

To try and tackle the problem, two GP surgeries tried to reduce DNA rate.

\*Source: BDO.co.uk NHS Bedfordshire Study 2011



# BEDFORDSHIRE GP SURGERY: INTERVENTION 1

In the case study example, a number of different interventions were used, each with a rationale for why it might have an impact.

## Intervention 1

- Reception staff were to ask patients to write down a four digit code to bring to their appointment.

## Rationale:

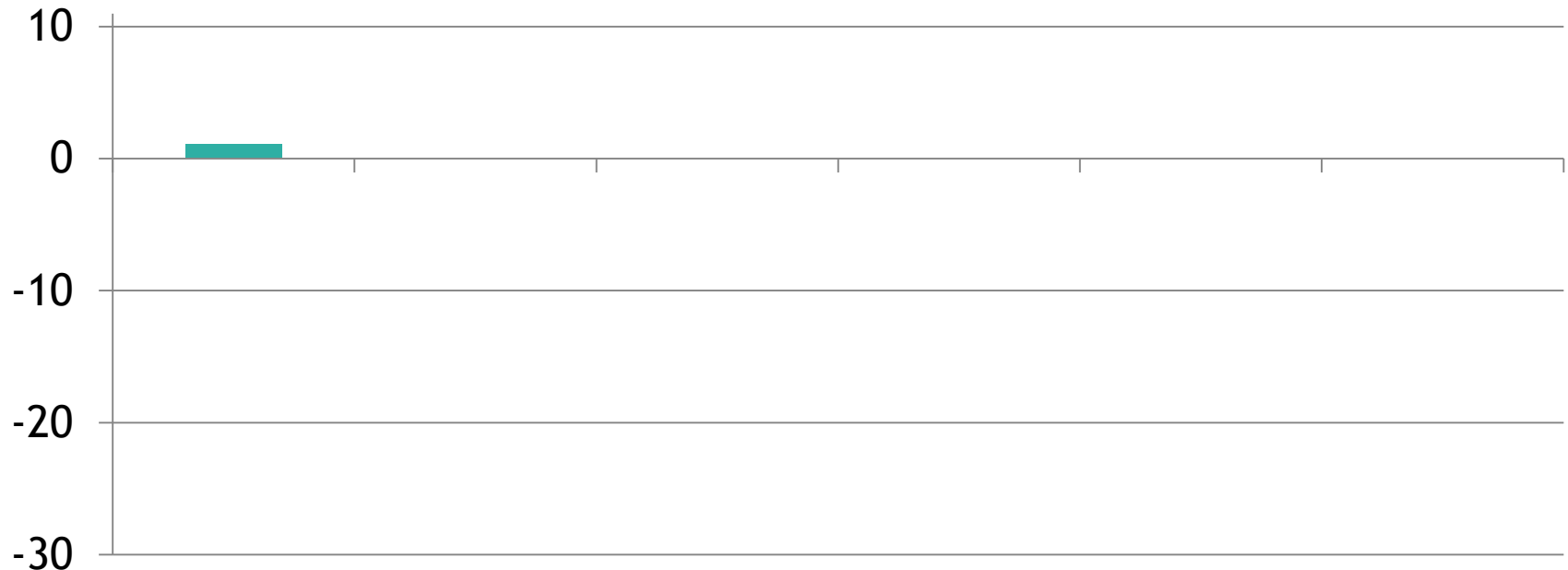
- **Salience** - it is new, and unexpected. Patient won't remember the number, but will remember the appointment
- **Commitment** - by involving the patient in noting down the appointment they are involved in making the commitment, so are more likely to attend

# BEDFORDSHIRE GP SURGERY: IMPACT

Not all of the interventions may work and that it is why it is really important to have a carefully controlled and monitored pilot.

## Intervention 1 - Effect

➤ **1.1% increase in DNA rate**



# BEDFORDSHIRE GP SURGERY: INTERVENTION 2

The interventions need to be specific and implemented effectively...

## Intervention 2

- Patients were asked to verbally repeat back the time of their appointment.

## Rationale:

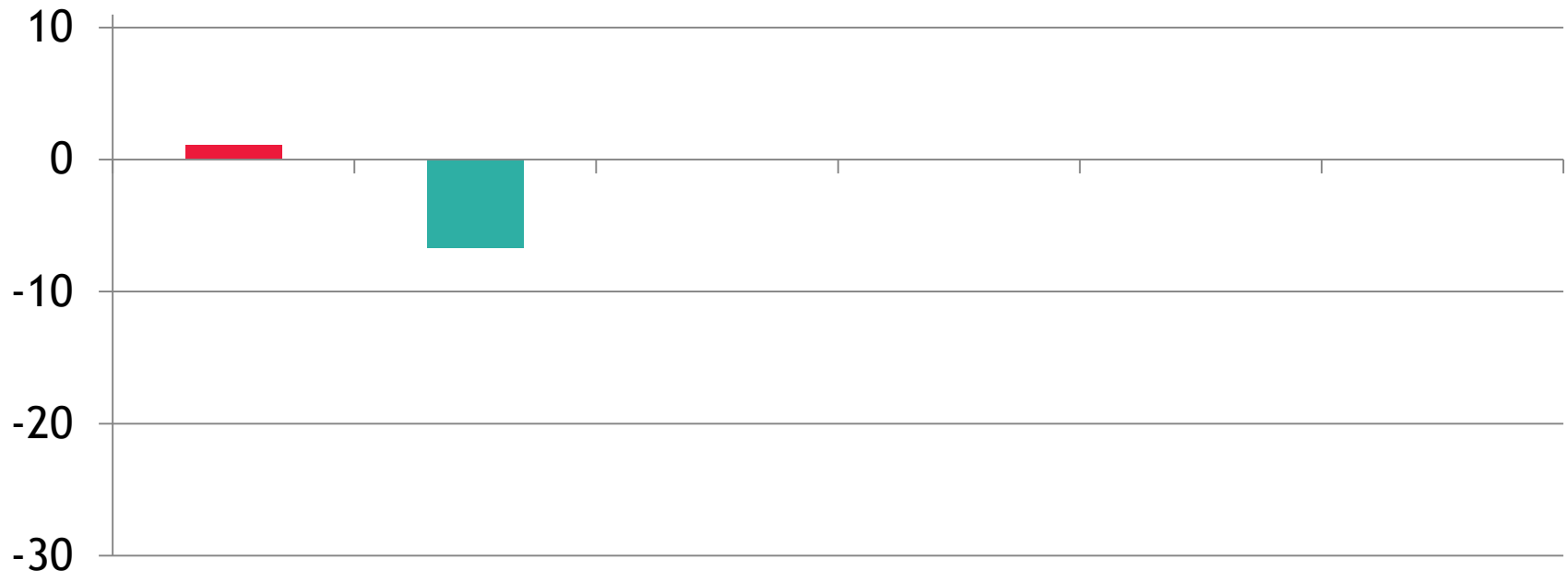
- Salience - people are more likely to remember having stated this out loud
- Commitment - stating appointment time aloud acts as a public commitment, which acts as a strong psychological motive to follow through on that commitment

# BEDFORDSHIRE GP SURGERY: IMPACT

...and then monitored and tracked so that you are able to isolate the intervention that has had the desired impact

## Intervention 2 - Effect

➤ 6.7% decrease in DNA rate



# BEDFORDSHIRE GP SURGERY: INTERVENTION 3

Different interventions will have different levels of impact...

## Intervention 3

- Get patients to write appointment cards themselves

## Rationale:

- Salience - people are more likely to remember things they have written
- Commitment - contract with the surgery

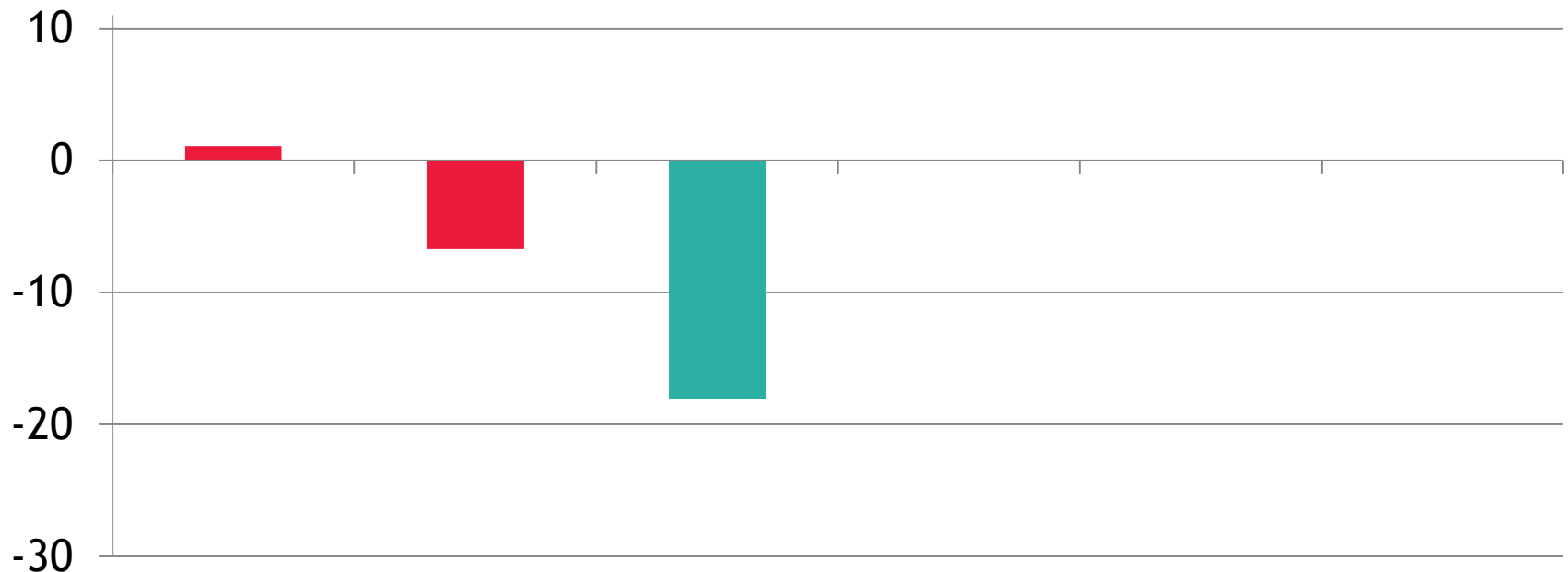


# BEDFORDSHIRE GP SURGERY: IMPACT

...by analysing this it is possible to identify which intervention has the most positive impact for the least effort or cost

## Intervention 3 - Effect

➤ 18% decrease in DNA rate



# BEDFORDSHIRE GP SURGERY: TRIAL & ERROR

This sign was displayed in the waiting room. What is wrong with it?

**114 people did not turn  
up for their  
appointments last  
month**

# BEDFORDSHIRE GP SURGERY: INTERVENTION 4

You can also implement more than one intervention at the same time to see whether it has a cumulative effect...

## Intervention 4

- Message changed to reinforce good behaviour, showing the true number of patients who did turn up for appointments on time

## Rationale:

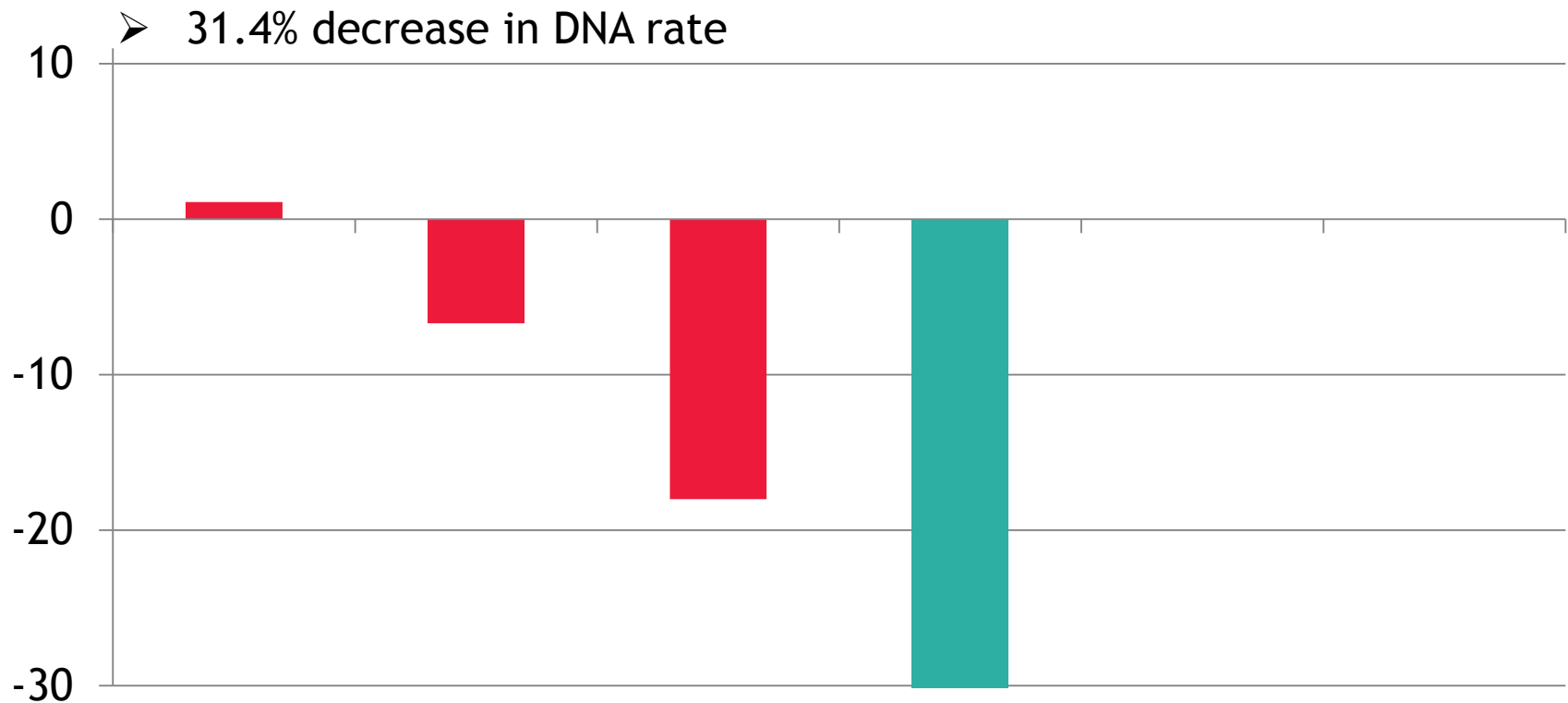
- Norms - Reinforcing good behaviour

This was run in addition to the first two interventions, so all three were in place simultaneously.

# BEDFORDSHIRE GP SURGERY: IMPACT

...this “norm” intervention had exactly that effect

## Intervention 4 - Effect



# Eye Tracking





Which image was male and female  
results – I will take your votes...



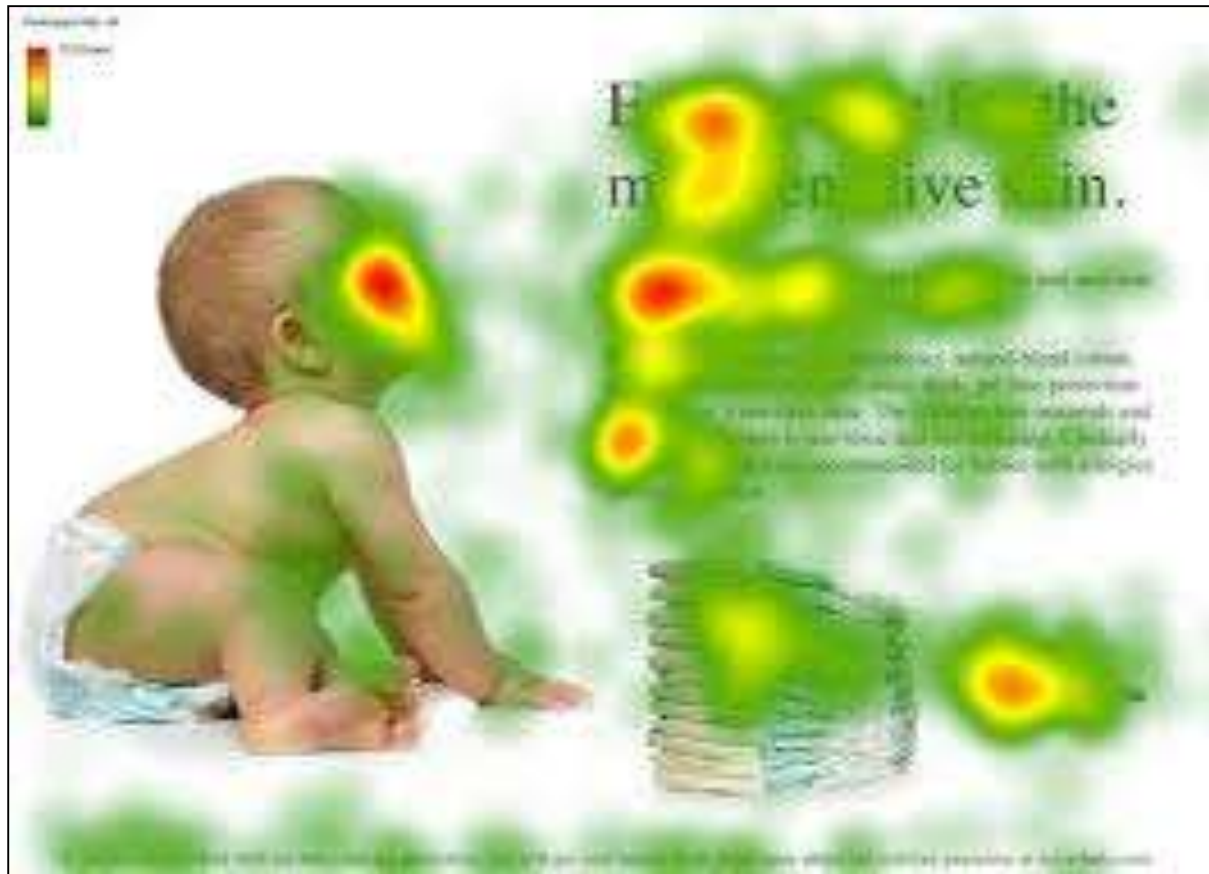
# And your votes again..?



# Check out the results of this ad...



Now look at the different results – why do you think this is?







5

Benefits Payments Service  
White Cliffs Business Park  
Dover  
Kent CT16 3P2

Telephone: 01304 872188  
Fax: 01304 872188  
DN: 8252  
Minimum: 01304 820115  
Website: [www.dover.gov.uk](http://www.dover.gov.uk)

Contact: Customer Services  
Direct Dial: 01304 872188  
e-mail: [revenue@dover.gov.uk](mailto:revenue@dover.gov.uk)  
Date: 08th March 2017

Dear

**Advice on for Council Tax Support**

I have checked your details for Council Tax Support and suggest that you may now be entitled to Council Tax Support.

If you want to apply for Council Tax Support, please read and complete the enclosed form.

When you have filled in the form, return it to us as soon as possible. If you delay in returning the form, it will affect the date that your Council Tax Support starts from and you may lose entitlement.

If you have any queries, please contact Customer Services.

Yours sincerely,

On behalf of

Senior Payments Officer



Date: 15 December 2015  
Your ref: 1804455667  
Ref for: Council Tax

Direct deb: 01304 672 199

Mr J Tester  
Flat 202  
75 Tack Road  
Dover  
Kent  
CT16 3PZ

Dear Mr J Tester

Account number: 1804455667  
Balance overdue: £1250.00

### A SUMMONS IS ABOUT TO BE ISSUED FOR THIS DEBT

To save having extra costs added to your account please pay this amount immediately.

If you don't pay we will send you a summons to attend court and add £30 costs to your account. If you don't pay then grant a liability order at court, we will add further costs of £30 to your account.

If you want to pay your debt card, please phone 01304 672 199 or go online to our website [www.dover.gov.uk](http://www.dover.gov.uk)

Yours sincerely

Max M Bates  
Senior Council Tax Officer

Revenues & Benefits Service  
Director of Shared Services  
Doreen Whelan

Email: [council.tax@dover.gov.uk](mailto:council.tax@dover.gov.uk)  
Fax: 01304 672 199

Telephone calls may be monitored [www.dover.gov.uk](http://www.dover.gov.uk)

Dover District Council  
White Cliffs Business Park  
Dover  
Kent  
CT16 3PZ

01304 672 199



COUNCIL TAX BILL  
2016-2017

P.O. Box 8  
Cecil Street, Margate  
Kent CT9 1XZ



For contact details please see eventcard

Date issued: 26 February 2016

Mr A Test  
1 Test Road  
Test Town  
Test County  
AB1 2CD

Address of property giving rise to charge  
 Tax Road  
 Tax Town  
 Tax County  
 Adt 200

### Property Valuation Band: A

Account Reference: 3734967890

Property Reference: 113406744

### Case 1: The National Property's Valuation Band

Net		E712.44
Net	Revenue for Kent	E36.19
Net	Revenue Authority	E126.88
Net		E46.20
Net	The... Trust... except supports total	E78.30
Net	...for the ... Town Council.	
Net	... ..	

E712.44

CAME 12

£9.26 1988

54820

1998-2001

100

Council Tax for period 1<sup>st</sup> April 2014 to 31<sup>st</sup> March 2015

Discount (37%) Unimproved and Furnished Property

**Figure 1**

(12) *2004*

Amount Payable by year

實業部核准註冊

Your payments should be made as follows:

07 April 2014 £104.11	07 August 2014 £101.00	07 December 2014 £101.00
07 May 2014 £101.00	07 September 2014 £101.00	07 January 2015 £101.00
07 June 2014 £101.00	07 October 2014 £101.00	
07 July 2014 £101.00	07 November 2014 £101.00	

The Council Tax Information leaflet and notes will no longer be included with your council tax bill. This information can now be found on our website at [www.thames.gov.uk/counciltax](http://www.thames.gov.uk/counciltax). A paper copy is available upon request free of charge.

This bill includes payments and amendments to your account up to 18th February 2014

Reason for Bill: New Year Billing

## COUNCIL TAX BILL 2016/2017

Thanet District Council  
Council Offices,  
P.O. Box 9  
Cast Street, Margate,  
Kent CT9 1XZ



For contact details please see overleaf

Date issued: 29 February 2016

Mr A. Test  
1 Test Road  
Test Town  
Test County  
AB1 2CD

Address of property giving rise to charge  
1 Test Road  
Test Town  
Test County  
AB1 2CD

Property Valuation Band: A

Account Reference: 123456789

Property Reference: 123456789

Council Tax for your Property's Valuation Band		
North County Council	£712.44	+2.0
The Police and Crime Commissioner for Kent	£95.19	+2.0
Thanet District Council	£138.96	+0.0
Kent & Medway Fire & Rescue Authority	£45.20	+2.0
Ramsgate Town Council	£19.30	+0.0
The above Parish Charter Trustees precept supports total spending of £201,637.00 for Ramsgate Town Council.		
Annual Charge for your Property	£1,813.11	+1.7
Council Tax for period 1 <sup>st</sup> April 2014 to 31 <sup>st</sup> March 2015	£1,813.11	
Discount (0%) Unoccupied and Furnished Property	£0.00CR	

Amount Payable by you: £1,813.11

Your payments should be made as follows:

07 April 2014 £104.11	07 August 2014 £101.00	07 December 2014 £101.00
07 May 2014 £101.00	07 September 2014 £101.00	07 January 2015 £101.00
07 June 2014 £101.00	07 October 2014 £101.00	
07 July 2014 £101.00	07 November 2014 £101.00	

The Council Tax information leaflet and notes will no longer be included with your council tax bill. This information can now be found on our website at [www.thanet.gov.uk/counciltax](http://www.thanet.gov.uk/counciltax) & paper only is available upon request free of charge.

This bill includes payments and amendments to your account up to 19th February 2016

Date issued: 29 February 2016  
Reason for Bill: New Year Billing

Thanet District Council  
PO Box 9, Cast Street  
Margate CT9 1XZ



Mr A. Test  
1 Test Road  
Test Town  
Test County  
AB1 2CD

## Council Tax Bill 2016/2017

Address of property charge relates to: 1 Test Road, Test Town, Test County, AB1 2CD  
Property Valuation Band: A

Account Reference: 123456789

Property Reference: 123456789

### Council Tax for period 1 April 2015 to 31 March 2017

Thank you for paying by Direct Debit. Your payments will be taken as follows:

07/04/2015	£104.11	07/09/2015	£101.00	07/06/2016	£101.00
07/07/2015	£101.00	07/08/2016	£101.00	07/09/2016	£101.00
07/10/2015	£101.00	07/11/2016	£101.00	07/04/2017	£101.00

Amount payable by you: £1013.11

### How is this bill made up?

Council Tax for your Property's Valuation Band		%Change
North County Council	£712.44	+2.0
Adult Social Care Precept*	£16.94	
The Police and Crime Commissioner for Kent	£95.19	+2.0
Thanet District Council	£138.96	+0.0
Kent & Medway Fire & Rescue Authority	£45.20	+2.0
Ramsgate Town Council	£19.30	+0.0
The above Parish Charter Trustees precept supports total spending of £201,637.00 for Ramsgate Town Council.		
Annual Charge for your Property	£1,813.11	+1.7
Discount (0%) Unoccupied and Furnished Property	£0.00CR	
Amount payable by you:	£1013.11	

\*The council tax attribute to Kent County Council  
(includes a precept to fund adult social care)

The Council Tax information leaflet and notes will no longer be included with your council tax bill. This information can now be found on our website at [www.thanet.gov.uk/counciltax](http://www.thanet.gov.uk/counciltax) & paper only is available upon request free of charge.

And here is a video of how the eye fixates on certain words/areas...



EK Services examples (2).avi

## Whitehall won't be 'nudged', finds National Audit Office

David Cameron's "Behavioural Insight Team" – billed as the answer to achieving social change without resorting to regulation – has failed to convince a single Whitehall department to make use of its services, a National Audit Office report reveals.

News » [Politics](#)

# Cameron's 'nudge unit' should be given the elbow, says Labour MP

Yet the news that David Cameron has a [Behavioural Insight Team inside Downing Street](#), and what's more that it is increasingly influential within the Lib-Con coalition, has been treated as if were a perfectly normal, even admirable thing. Have we lost our minds?

The unit was criticised by Labour MP Luciana Berger when it emerged last year that staff had spent about £750 a month on travel. Calling the scheme the "prime minister's vanity project", Ms Berger said: "It is hard to see how ministers can justify this extravagance when they are cutting spending for our police and schools."

## A message to the illiberal Nudge Industry: push off



Wednesday 12 October 2011

# The Telegraph

HOME NEWS SPORT FINANCE COMMENT BLOGS

Columnists Personal View Telegraph View Letters

Boris Johnson Peter Osborne Benedict Brogan Charles Moore

Masdar Palmer

David Cameron is nudging us in the right direction

September 15, 2011 12:11 am

## PM's nudgers score notable successes

By George Parker, Political Editor

### Nudge unit praised

There is an opportunity for health and protection. Effective things can come from silly places. Even if you're wrong about how something works, it might still work.

## Cameron Nudges people to do right thing

By George Parker, Political Editor

### Give us a nudge and we'll behave ourselves

Daniel Finkelstein

UNCLASSIFIED

The Government's new 'nudge' unit to change people's behaviour rather than legislation has been first report on its work. The unit's successes include organ donation and Financial Times reports.

OPINION

# Simple 'nudges' in the UK have had notably positive effects on people's lives

The private sector is increasingly enlisting behavioural insights and saving people money while improving health in the process

27 OCTOBER 2017 - 05:44 by CASS SUNSTEIN

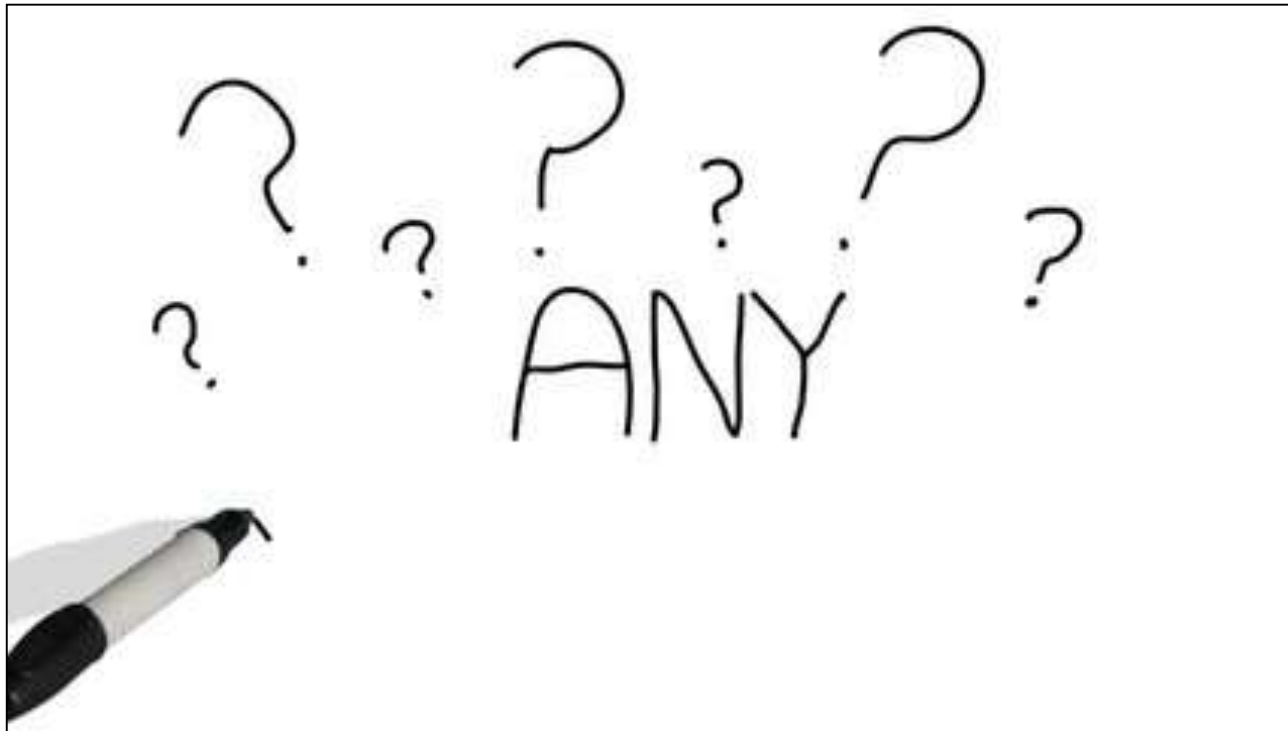


Picture: REUTERS

Just a few days after Richard Thaler won the Nobel Prize in economics earlier in October, the UK's Behavioural Insights Team released its annual report. What good timing — Thaler helped inspire the creation of the Behavioural Insights Team in 2010, not only with his academic work, but also by numerous (and continuing) discussions with the team.

Behavioural science is the future of effective policy-making. Although it is being increasingly adopted by countries, faith in this science remains small. Developing countries are yet to realise its potential, but more and more success stories and coverage by think-tanks will make positive reinforcements worldwide.

The strong social media presence of almost all nudge networks makes the outreach easier and more interesting. Success or full-scale utilization of behavioural science will also be dependent upon participation; more scholars and scientists who dedicate their research to behavioural science are needed. It is likely that behavioural science will be one of the fastest-growing academic trends of the decade.



[Andrew.stevens@ekservices.org](mailto:Andrew.stevens@ekservices.org)