Westminster City Council

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City of Westminster

Westminster Behaviour Change Test

Measurable Outcomes and Auditing

January 2011

How did we get into this?

We need a customer segmentation model

Why?

So we can better understand our customers

Why?

So we can improve our services and drive channel shift

Which services?

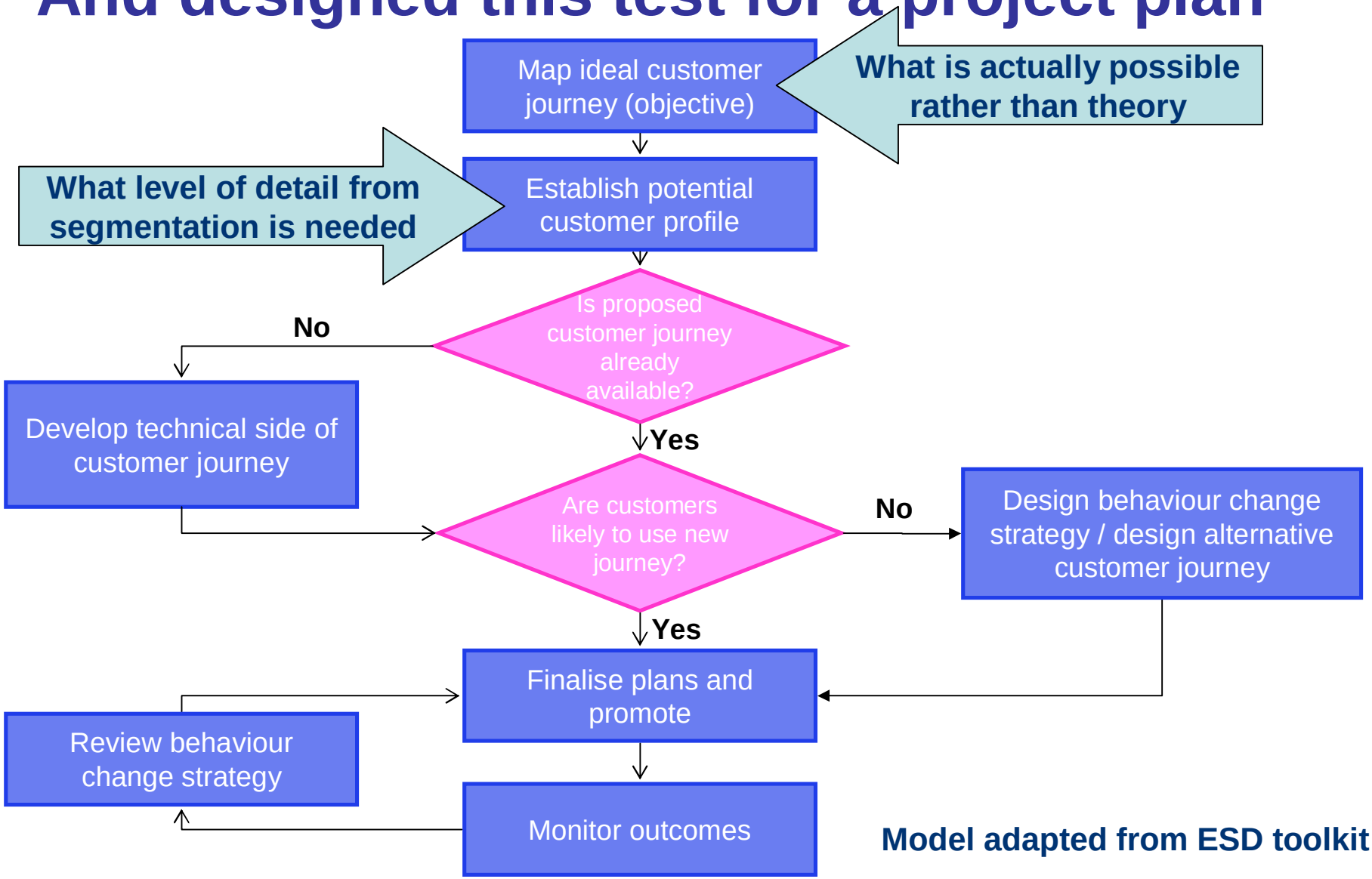
Won’t know until we have done the segmentation

Westminster segmentation model (map)

	Council Tax payers and their families	Visitors	Organisations	Staff
Primary				
Secondary	Social need	Workers	Business	Front line
	Busy workers	Tourists	Resident	Managerial
	Affluent	Proxy resident	Agenda based	
Context	Profile			
	Location			
	Responsibilities			
Attitudes & behaviour	Reputation and Satisfaction (driven by informed levels)			
	Westminster Standard and Channel Shift (driven by customer contact experience)			
	Access to services (driven by existing service use and need)			

Common Objective : Maximise customer satisfaction for minimal expense

And designed this test for a project plan



Model adapted from ESD toolkit

Our objectives for this test

To get staff to think about what was possible in their service and what the real objectives were. Not to expect the data to magically give solutions

To identify quick easy tweaks to services and not assume all problems need grand redesigns

Set out a story for the project which would enable us to identify which aspect of service change led to the behaviour change outcome

We then thought about behaviour change tools

	Type of exchange	Example
Ask	Passive	Ask customer to renew book by self-service
Hope	Passive	Make customer aware of self-service and hope they use it
Influence	Passive	Ask community groups to influence and promote services to local communities
Persuade	Positive	Persuade customer of benefits of renewing by self-service / online
Incentives	Positive	Offer extended loan period for using self-service
Force	Negative	Only allow renewal online or by self-service

We then thought about behaviour change tools

	Type of exchange	Example
Ask	Passive	Ask customer to renew book by self-service
Force	Negative	Only allow renewal online or by self-service

Most councils go straight from Ask to Force – or set the wrong objectives

Alternative week collection of rubbish and recycling

Typical view of residents in focus groups is to see their council as older, white, male, smoking a pipe, playing golf and sitting in comfy chair

Alternative week collection of rubbish and recycling

My service is really good considering the budget and contractual considerations I have to work with. We collect the bins once a week. Job done.

Dear resident. We're going to be fined by the EU if you don't produce less rubbish.

Dear resident. You didn't do anything! So we are going to go to alternate week collections and limit the size of your bins. It's for the best.

The real objective

Alternative week collection is a good way to reduce the cost of the refuse collection service…. so we want residents to ask for alternative week collection

Impossible?

You would have said the same about plastic bags in shops a few years ago

If we had engaged in the same way, by explaining positive aspects of alternative week collections, we might even have people asking for one collection a month by now

We could have at least tried

Alternative week collections

	Type of exchange	Example
Ask	Passive	Ask residents to only put bins out when full/need to go out
Hope	Passive	Suggest only putting bins out when needed as an option
Influence	Passive	Highlight people who only put out rubbish once every two weeks
Persuade	Positive	Persuade residents of benefits of producing less rubbish, make it a challenge
Incentives	Positive	Civic pride, less noisy bin collections, rewards for streets that don't need weekly collections
Force	Negative	Alternate week collection of rubbish

How do we want to approach it?

Behaviour change sounds a really good idea. We want people to behave. They never like change but should do what we tell them to do. We know best

Or

Let's talk to people about the issues involved, listen to their concerns, help them and get them on board. There are probably a few things we can change about our service that aren't too difficult to do if we thought about it

What we are thinking about

- Our family recovery programme is behaviour change
  - Working with partners to help families in regular need and contact with the council address their problems
  - Works on the principle that if you help tackle the root cause of the problem the family will consume less costly support in the future
  - Could we have a civic recovery programme? - Identify council activity that could be reduced if the behaviour of users changed, and work with users to make this change

- Could we just teach staff to use behavioural change principles?
  - Understand how to write improved letters/emails by understanding the power of individual words and impact of presentational style
  - Ensure staff know the outcomes wanted by the council and ask them to use every opportunity to advance them

- What would form a good test? Ideally the smallest tweak in service design leading to a huge return on investment

Our next steps

Working through the model with staff and identifying the end goal and then what behaviours need to change among users (not the other way around)

Making sure any change is auditable. Good pre and post analysis of change using all data available (call centre, opinion data, clear record of date of changed communications)

Engaging openly with users on how these behaviours could change, why change is important and how the council could support, rather than force, change

Report available at:
http://www.westminster.gov.uk/services/councilgovernmentanddemocracy/research-and-customer-insight/

Thank you