

Setting up a Behaviour Change Hub

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Delivering for Croydon

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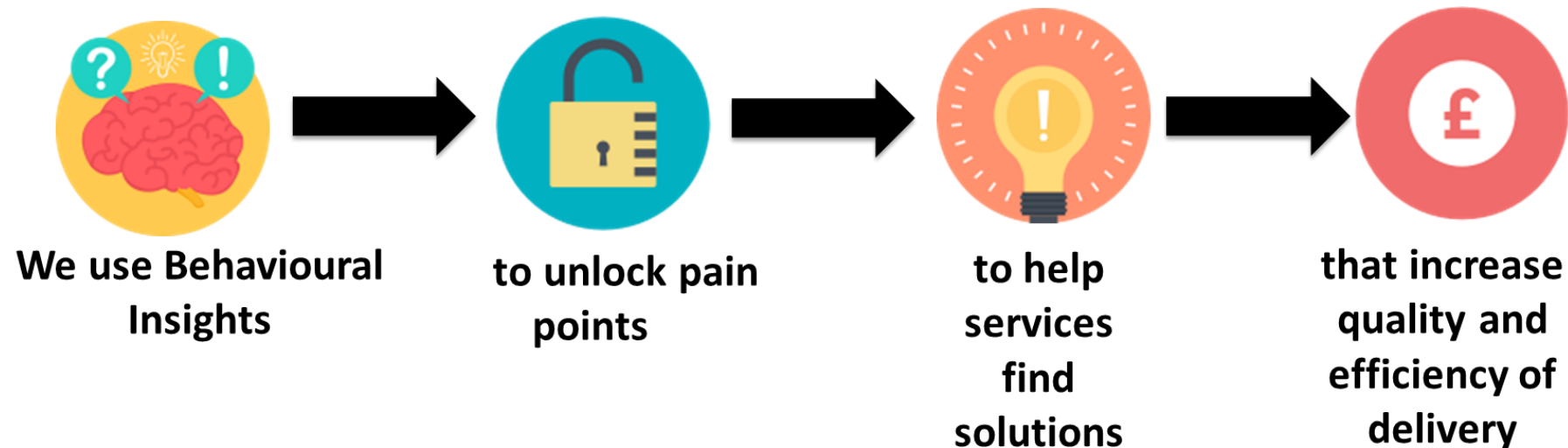
Things to consider

- Why set up a hub? Is it right for your organisation? Is there the appetite?
- What are the skills you already have and what do you need?
- What will the objective/vision of the hub be?
- How will the hub work with the rest of the organisation?
- Who will be your key stakeholders?

What is the Behaviour Change Hub?

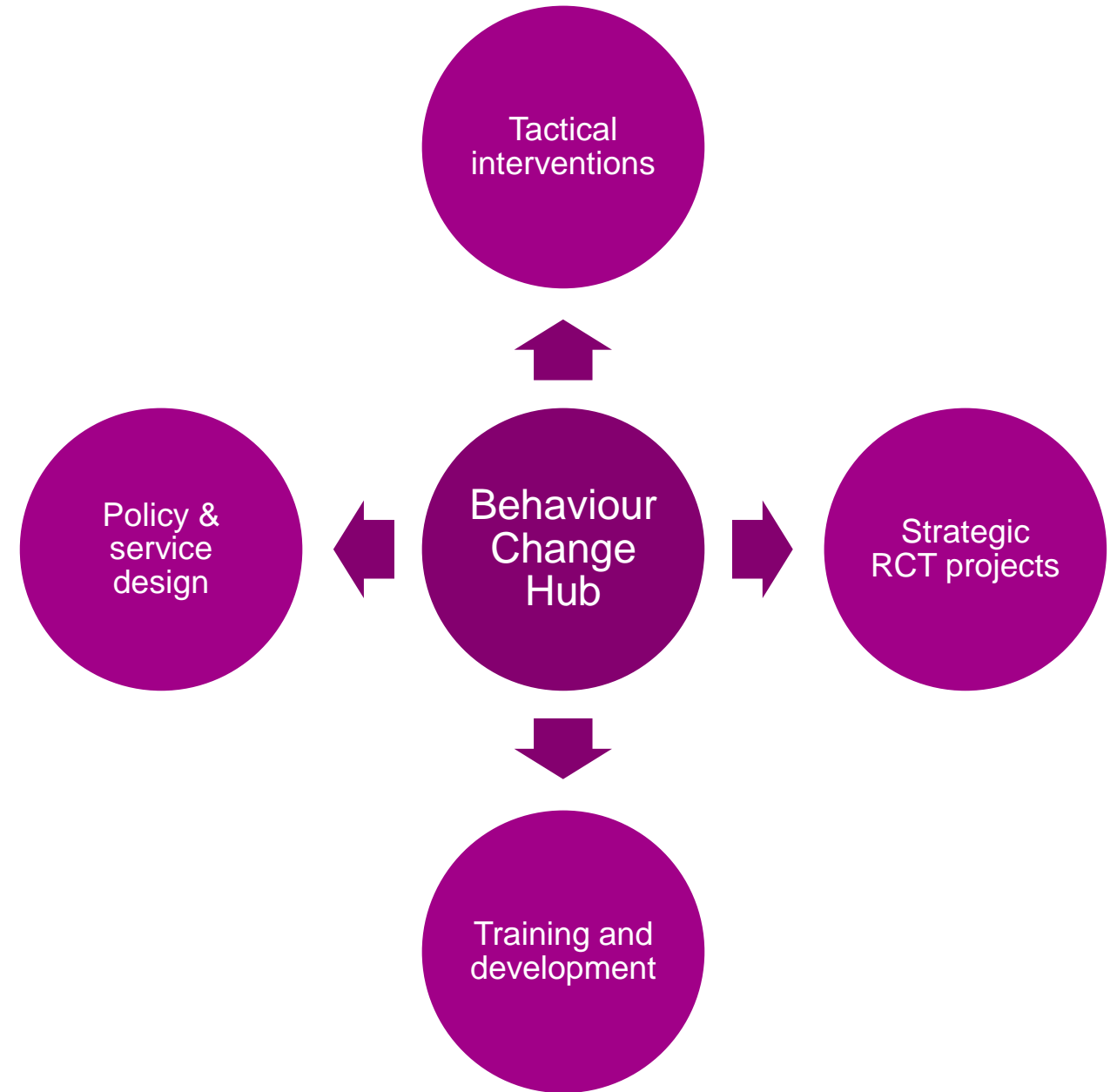
The Behaviour Change Hub comprises a team of behavioural scientists employed by Croydon Council to apply tried & tested behaviour change principles to services across the organisation. By applying these in our communications, processes and strategies in a way that puts the behaviour of the organisation and our customers at the centre, we are improving the customer experience whilst reducing the cost of delivering services.

The ability to tailor and adapt behavioural science principles to a local authority setting has been key to our success.

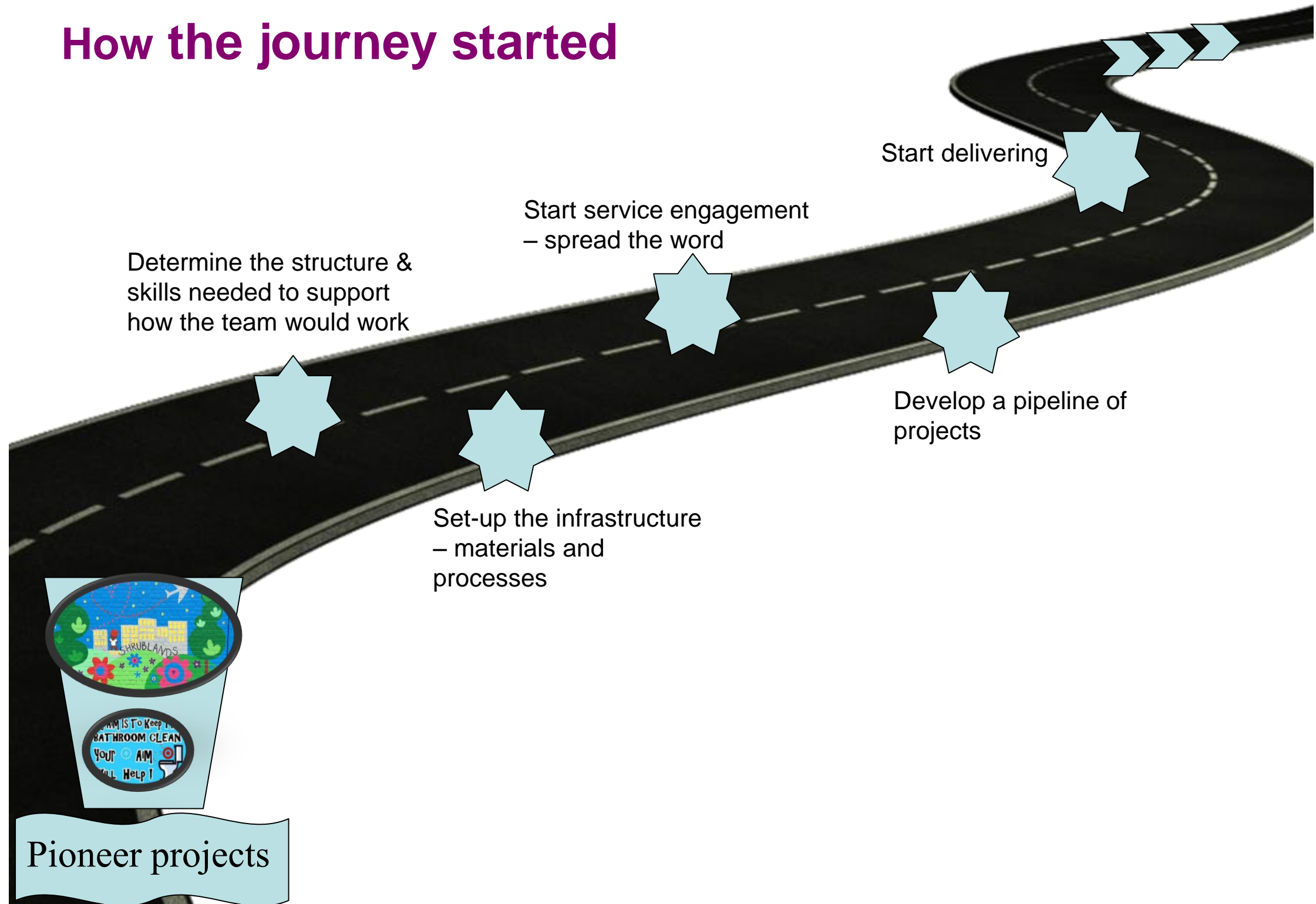


Our aims & objectives

- ✓ Use low-cost interventions to make big impacts
- ✓ Reduce demand on our services and therefore reduce costs
- ✓ Increase demand where we want to (for example to increase income collections or where we provide a chargeable service)
- ✓ Increase customer satisfaction
- ✓ Influence positively the Council/Resident relationship and perceptions
- ✓ Embed behavioural science into the organisation through organisational development and culture change



How the journey started



Headline activities in year 1:



67 projects delivered across all areas of the Council, assisting in the delivery of benefits equating to **£1.3m over 2 years**



Key strategic projects: Income & Debt, Housing end-to-end, SEN Transport, Gateway services, Reducing Anti-social behaviour and MyResources



Key tactical interventions include: Grenfell response to tenants, fire sprinkler installations, healthier eating in the staff café, HR support and school admissions



69 staff upskilled on behaviour change and how it can be applied to their services through workshops



25K funding received from the LGA



2 commercial contracts secured – 1 independently and 1 in collaboration with EY & WBS

What's worked well?

- Defining the objectives and how the hub will deliver them at the outset
- As a new service – actively seeking feedback and working in an iterative way that allowed us to evolve & improve
- True collaborative working with services: co-designing solutions with services owning the changes
- Over 90% repeat business from services
- Combining the delivery of quick, tactical interventions with longer, strategic projects
- Communicating the results—creating a ripple effect
- Focusing on delivery rather than policy



Lessons learnt

- The set-up would have been better done ourselves instead of using a consultancy
- Identified our key influencers across the organisation and built those relationships earlier
- Understanding how to demonstrate the benefits has been a big learning curve.

ACTIVITY

? How could a Behaviour Change Hub work in your organisation?

? What could a BC Hub in your organisation do?

How could a behaviour change hub help my organisation?

List 3 services where behaviour change could be applied

- 1.
- 2.
- 3.

What value would it bring to the organisation?

What capabilities would you need/ exist already?

:

Take one of your services, identify a behaviour that causes high demand and/ or barriers to outcomes

What opportunity is there to influence that behaviour?

How could you make the target behaviour easier to perform?

What would be a measure of success?

Can you think of one quick win to try out and test?

Yes? Then you're half way there! Next steps:

- Get stakeholder buy in
- Bring in expertise/ upskill your team
- Trial and test for proof of concept