

Behavioural Trials in London Borough of Ealing



3 The Revelation

The Ealing/iMPOWER trials had a number of revelation moments where the impacts of the trials became real and when people started to become believers in the project.

The design of the trials based on the new evidence of how users were actually behaving, the first data returns showing the start of a shift in actual behaviour on the ground, the first savings to be measured, the first realisation of the wider application of this thinking... these were all examples of the revelations - the 'lights on moments' - that we experienced together.

1 The Spark

This project was the result of a great relationship and a real understanding of the emerging needs of our client.

iMPOWER and Ealing Council were already working together on a demand management programme that had been successful. The logical next step was to ask each other how we could take this further.

In Ealing we had a partner who was prepared to think boldly and be radical and together we identified our first two trials; housing repairs and commercial fly tipping.

2 The Chemistry

There is a science to great consultancy.

The fundamentals to getting the chemistry right on this project were knowing where to look and what to look for; finding the right balance between approaches; and understanding the reactions that these will create.

Together we used a blend of old and new data analysis, iMPOWER consulting methods, Ealing's community intelligence and our tested insights in demand and behaviour change work to craft a set of trials.

4 The Results

We achieved big things together.

The tangible results for some of the interventions have been spectacular, with services seeing up to an 80% reduction in high cost/no value behaviours.

Specifically we achieved an 83% reduction in missed housing repairs appointments, a 47% reduction in calls through to the contact centre and a 45% reduction in commercial fly tipping. When combined with the 15% increase in commercial waste contracts sold the council is now confident that this totals £1.8 million of recurring annual benefits.

5 The Change

The design and trial approach worked so effectively in Ealing that the council now has even greater ambitions for the role of behavioural interventions and demand management.

This way of working - of asking different questions and actively seeking the answers within our communities and workforces - represents a change of mindset that traditional programmes just cannot replicate.

We create new value with our clients and in doing so we believe that our work can help organisations change the way they see the world.

THE iMPOWER APPROACH

iMPOWER develops solutions to complex social problems that are bespoke to each client. However, our approach and our values, remain constant.

PEOPLE who have first-hand experience in their field

Using **BEHAVIOURAL** insight

SUSTAINABLE change

IMPACT; improving practice, managing demand, saving money

OPENNESS; sharing our emergent thinking

Understand the **WHOLE** system

Seeing the problem **DIFFERENTLY**

Always **CO-DESIGNED** with staff

Clients better **EQUIPPED** to tackle the challenges of 21st Century public services



Project starts
January 2015

Two trials designed:
Environmental waste and housing repairs

12 demand generating behaviours targeted

Specific communications nudges resulted in 83% decrease in missed appointments

Demonstrating changes in behaviours on the ground, with tangible results

54% ↓ in council repairs
45% ↓ in fly tipping
47% ↓ calls to contact centre

Project ends
May 2015

Roll out of approach to other council services