

Les "nudges": définition et pratiques à l'étranger

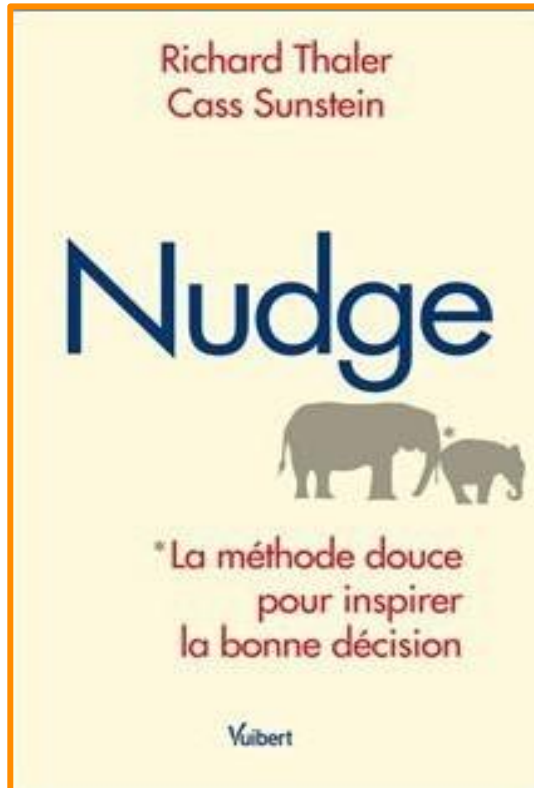
Vendredi 5 mai 2017

Mme Tiina Likki

Les comportements individuels sont au cœur de la plupart des mesures politiques

THE
BEHAVIOURAL
INSIGHTS TEAM





Un nudge: «tout aspect de l'architecture du choix qui modifie de façon prévisible le comportement des gens sans interdire aucune option ou modifier de façon significative les incitations financières»

Les premiers 'nudges'...

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Deux systèmes cognitifs

Systeme 1 - automatique

Non contrôlé, sans effort,
associatif, rapide, inconscient

$2 \times 2 = ?$

Se rendre au bureau

VS

Systeme 2 - réflexif

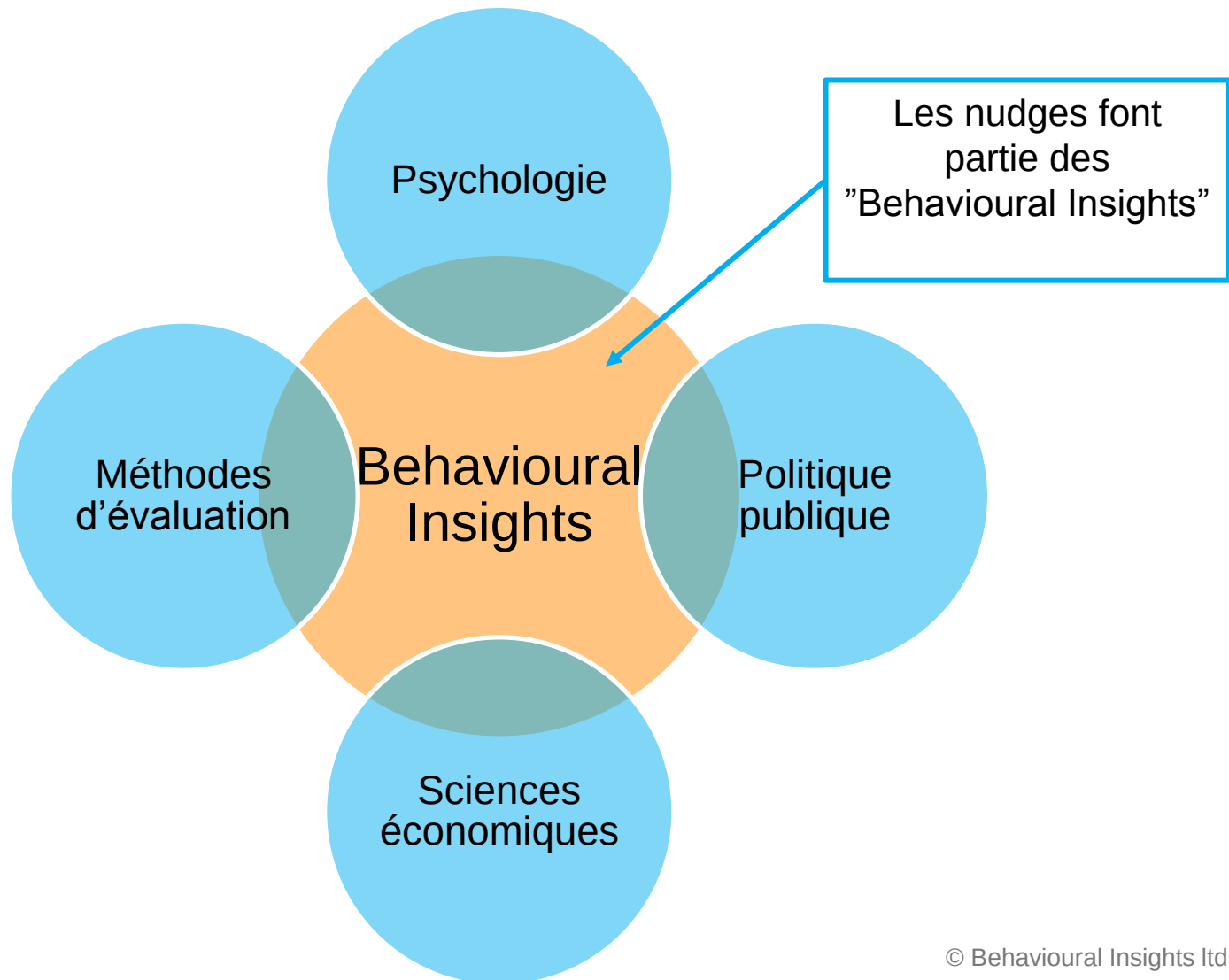
Contrôlé, exige des efforts,
déductif, lent, conscient

$24 \times 17 = ?$

Planifier un voyage à l'étranger

L'approche comportementale ou «Behavioural Insights»^{THE} permet de mieux concevoir des mesures politiques

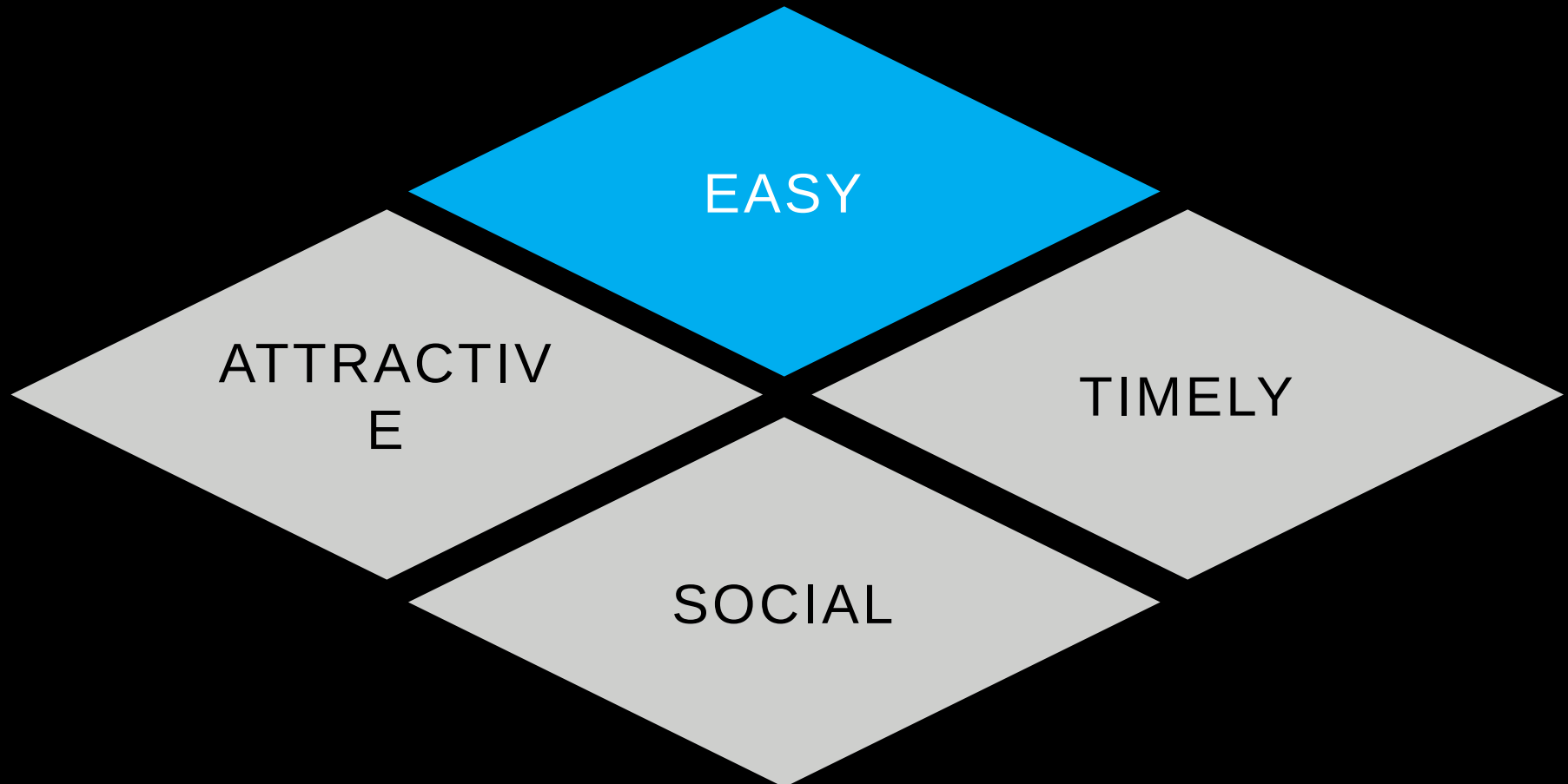
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Behavioural Insights Team (BIT)

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BEHAVIOURAL
INSIGHTS TEAM ♦





Rendre le comportement souhaité facile



Choix par défaut

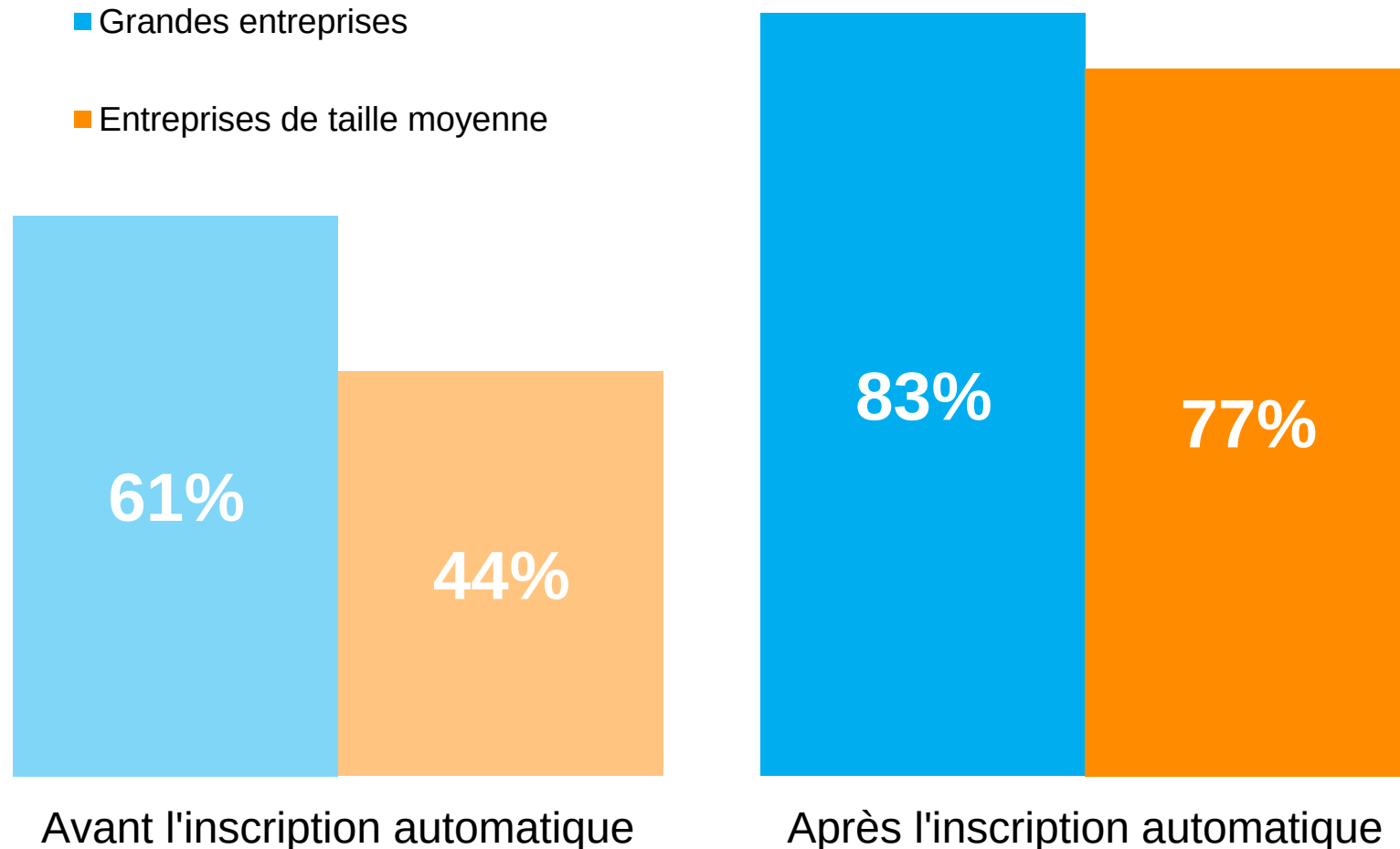


Réduire les coûts liés aux frictions et les efforts nécessaires



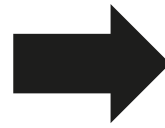
Simplifier les messages

Choix par défaut: augmenter le nombre de personnes ayant un plan d'épargne-retraite

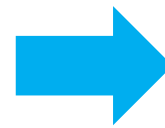


Réduction des frictions - L'effet d'éliminer un clic

Page web



Formulaire



HM Revenue & Customs

HM Revenue & Customs
Tax Return Initiative Team
2nd Floor
Holland House
30 Oxford Road
Bournemouth
BH2 8DZ

Phone 0845 601 8818
Monday to Friday 9am to 5pm

www.hmrc.gov.uk

«CustomerName»
«Address1»
«Address2»
«Address3»
«Address4»
«Postcode»

Date «Date_of_Issue»
Our ref TRI REM11A «Ref»
Your ref Please quote your National Insurance number when you contact us.

Dear «Salutation»

This is your last chance to make sure your tax affairs are up to date before we take action.

To resolve this, visit our website at: www.hmrc.gov.uk/campaigns/tri-form.pdf or contact us on 0845 601 8818.

You are one of the few people who still need to submit their late tax returns for 2009-10 or earlier.

Previously we assumed this was an oversight, but if you fail to send us your outstanding tax return(s) by 2 October 2012, we will treat it as an active choice.

Although I fully expect you to send in your return(s) before 2 October 2012, you may be interested to know what happens to those who decide not to. We may estimate the amount of tax they owe for each year and enforce payment by taking them to court or by asking a debt collection agency to collect it for us. Alternatively we may refer such cases for Criminal Investigation with a view to prosecution.

If you have recently submitted your return(s) you need take no further action.

Yours sincerely
M Wilson
Dr Martin Wilson
Campaign Deputy Director

Information is available in large print, audio and Braille formats.
Text Relay service prefix number – 18001

HMRC2012

HM Revenue & Customs

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Search

Tax agents & advisers

Individuals & employees Employers Businesses & corporations

HMRC campaigns

You are here: Home > HMRC campaigns > Tax Return Initiative

In this section:

- What are HMRC campaigns?
- Direct Selling campaign
- e-marketplaces campaign
- Tax Return Initiative
- Campaign news and updates

Tax Return Initiative

The Tax Return Initiative closed on 2 October. If HM Revenue & Customs (HMRC) have sent you a Self Assessment tax return or notice to complete a return for 2009-10 or earlier and you have not yet taken any action this guide explains what you need to do.

On this page:

- What to do now
 - Completing your tax returns
 - Paying what you owe
 - More useful links

What to do now

The next steps you take will depend on your circumstances.

If you have notified HMRC

You need to complete and submit your outstanding tax returns and pay what you owe or claim any repayment that is due immediately. Any penalty will still be lower than it will be if HMRC comes to you first.

If you haven't notified HMRC

Although the initiative closed on 2 October and it is now too late to take advantage of the terms available, it is still better for you to come forward before HMRC comes to you. Ring the Tax Return Initiative Helpline on Tel 0845 601 8818. Lines are open Monday to Friday 9.00 am to 5.00 pm.

If you decide not to come forward HMRC may:

- estimate the amount of tax you owe for each year
- enforce payment by taking you to court or asking a debt collection agency to collect it
- refer your case for criminal investigation

Tools

- Tax, interest and penalty calculator (up to 5 years) (PDF 45K)
- Interest and penalty calculator (up to 19 years) (PDF 37K)

See also

- Contact us for more information
- Campaigns forms
- Starting up in business
- Tax credits
- Feedback

HM Revenue & Customs

HM Revenue & Customs
Tax Return Initiative Team
2nd Floor
Holland House
30 Oxford Road
Bournemouth
BH2 8DZ

Phone 0845 601 8818
Monday to Friday 9am to 5pm

www.hmrc.gov.uk

«CustomerName»
«Address1»
«Address2»
«Address3»
«Address4»
«Postcode»

Date «Date_of_Issue»
Our ref TRI REM11A «Ref»
Your ref Please quote your National Insurance number when you contact us.

Dear «Salutation»

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M Wilson
Dr Martin Wilson
Campaign Deputy Director

Information is available in large print, audio and Braille formats.
Text Relay service prefix number – 18001

HMRC2012

HM Revenue & Customs

Tax Return Initiative 2009-10 and earlier

How to fill in this form Newcomer users Contents Submit

Contents

- About this form
- Commitment statement
- Contact details
- Tax returns to complete
- Tax HMRC
- What to do now

Commitment statement

I want to register with the Tax Return Initiative and make my commitment to catch up and file my outstanding tax returns.

Please note: Agents can complete the commitment and register on behalf of their clients.

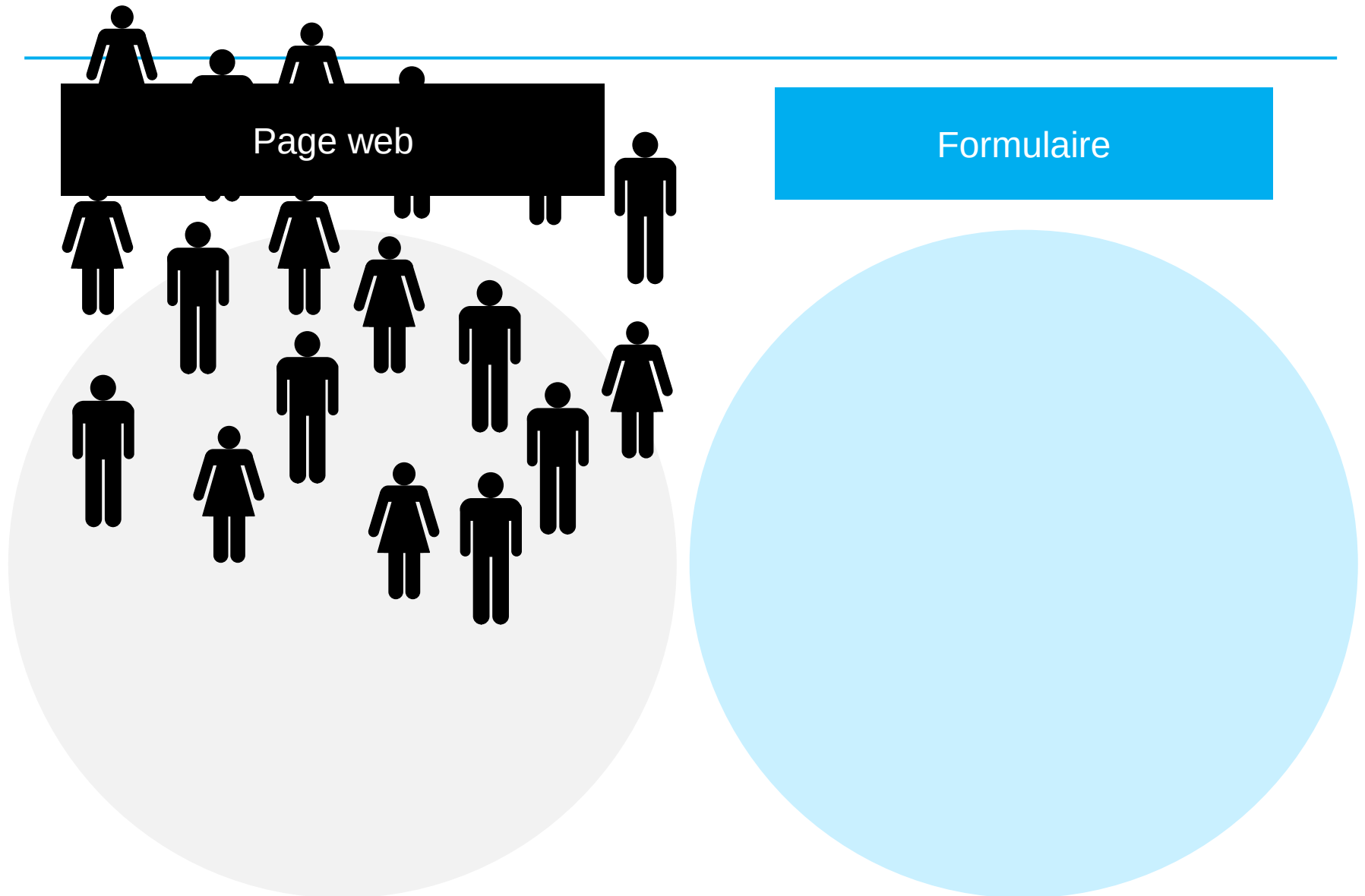
* Indicates required information

☒ I want to register with the Tax Return Initiative

Previous Next

HMRC Terms and Conditions Information we hold about you © Crown Copyright

Allocation aléatoire

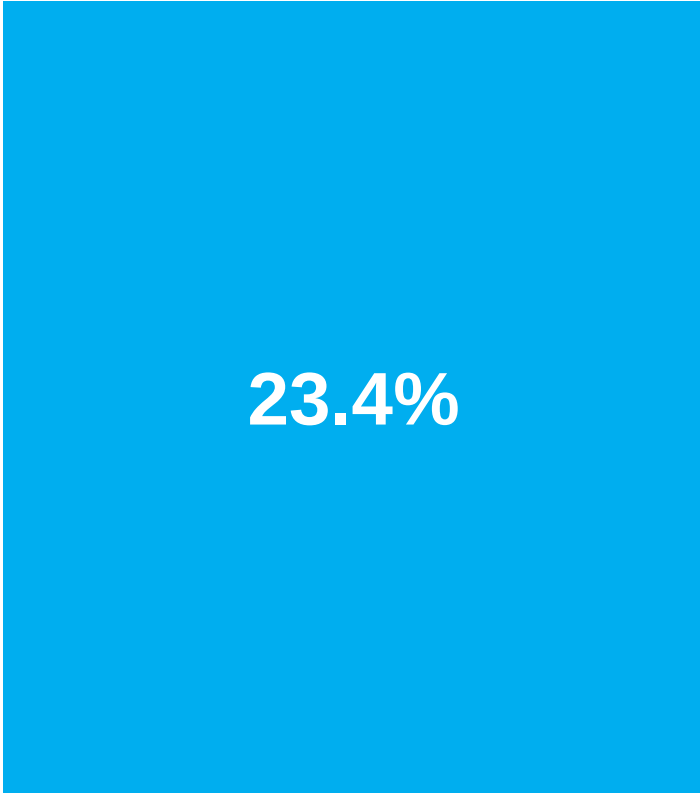


L'élimination d'une petite friction crée une différence disproportionnée



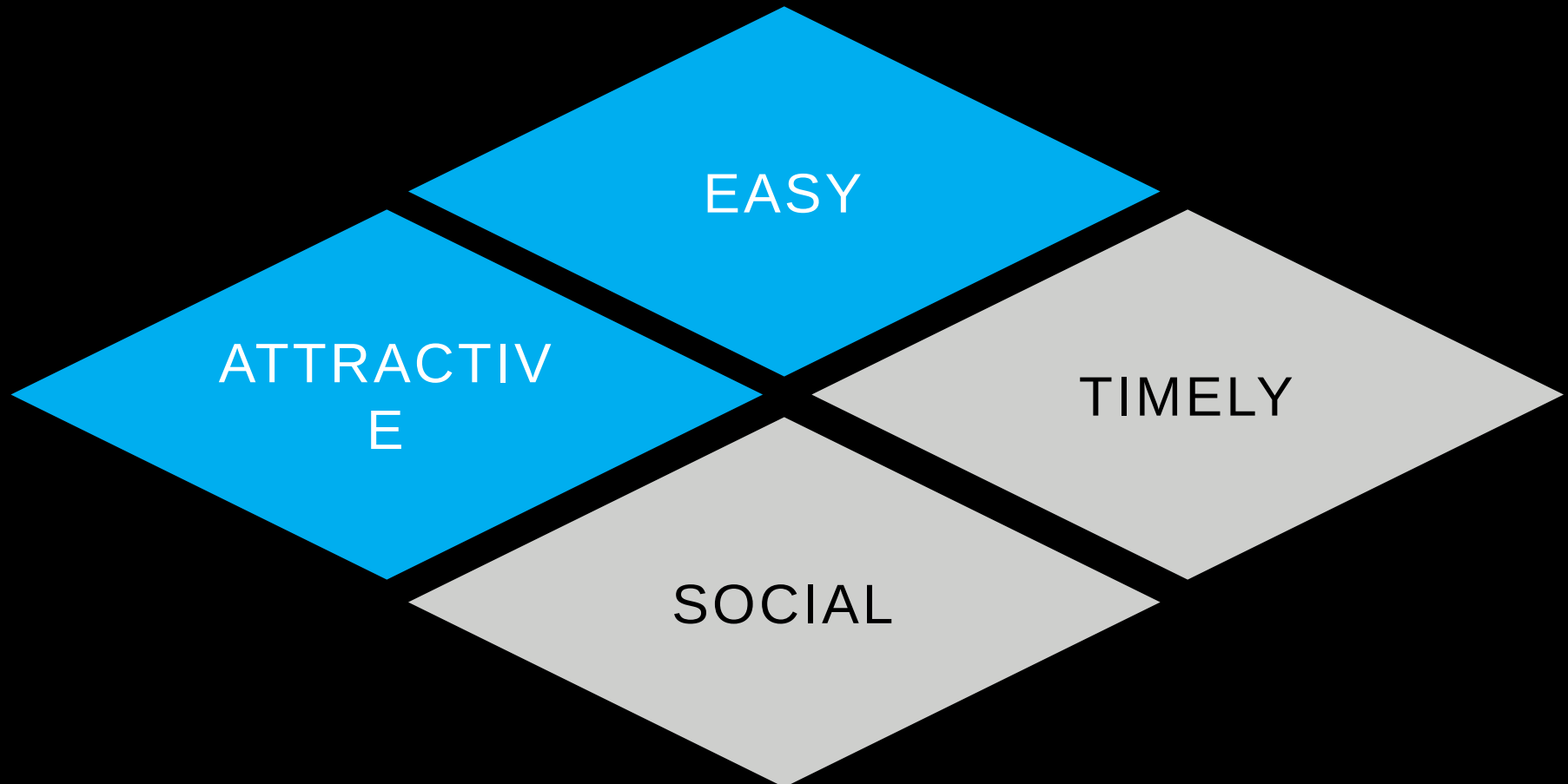
19.2%

Page web



23.4%

Formulaire



Rendre le comportement souhaité attractif



Attirer l'attention



Personnaliser



Récompenser et inciter



Agir sur l'ego et les émotions

Encourager les gens à prendre les escaliers

THE
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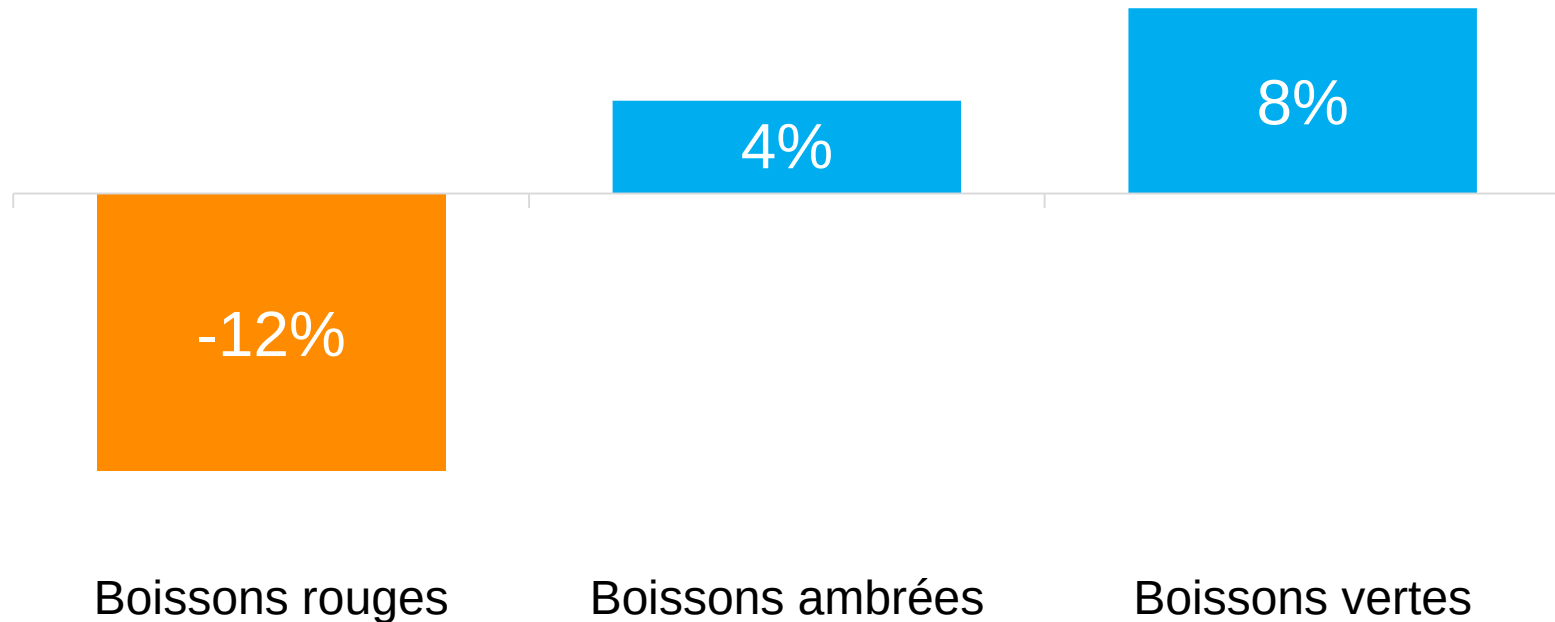
Hors de vue, hors de l'esprit?



Différences 'avant-après' dans les ventes de boissons



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Comment réduire le nombre de rendez-vous médicaux manqués

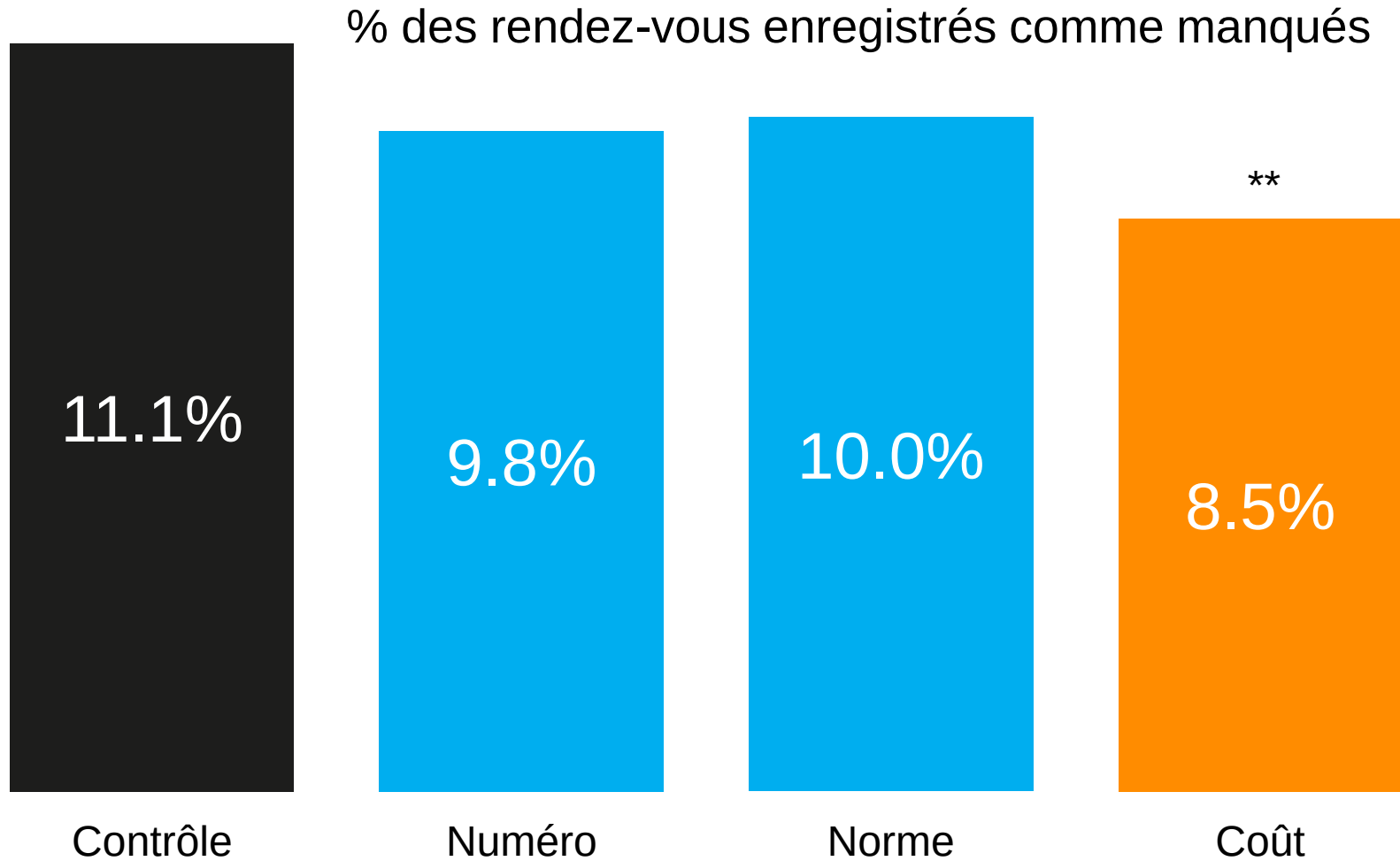


Michael Hallsworth, Dan Berry, Michael Sanders, Anna Sallis, Dominic King, Ivo Vlaev, Ara Darzi (2014)

Quatre messages différents

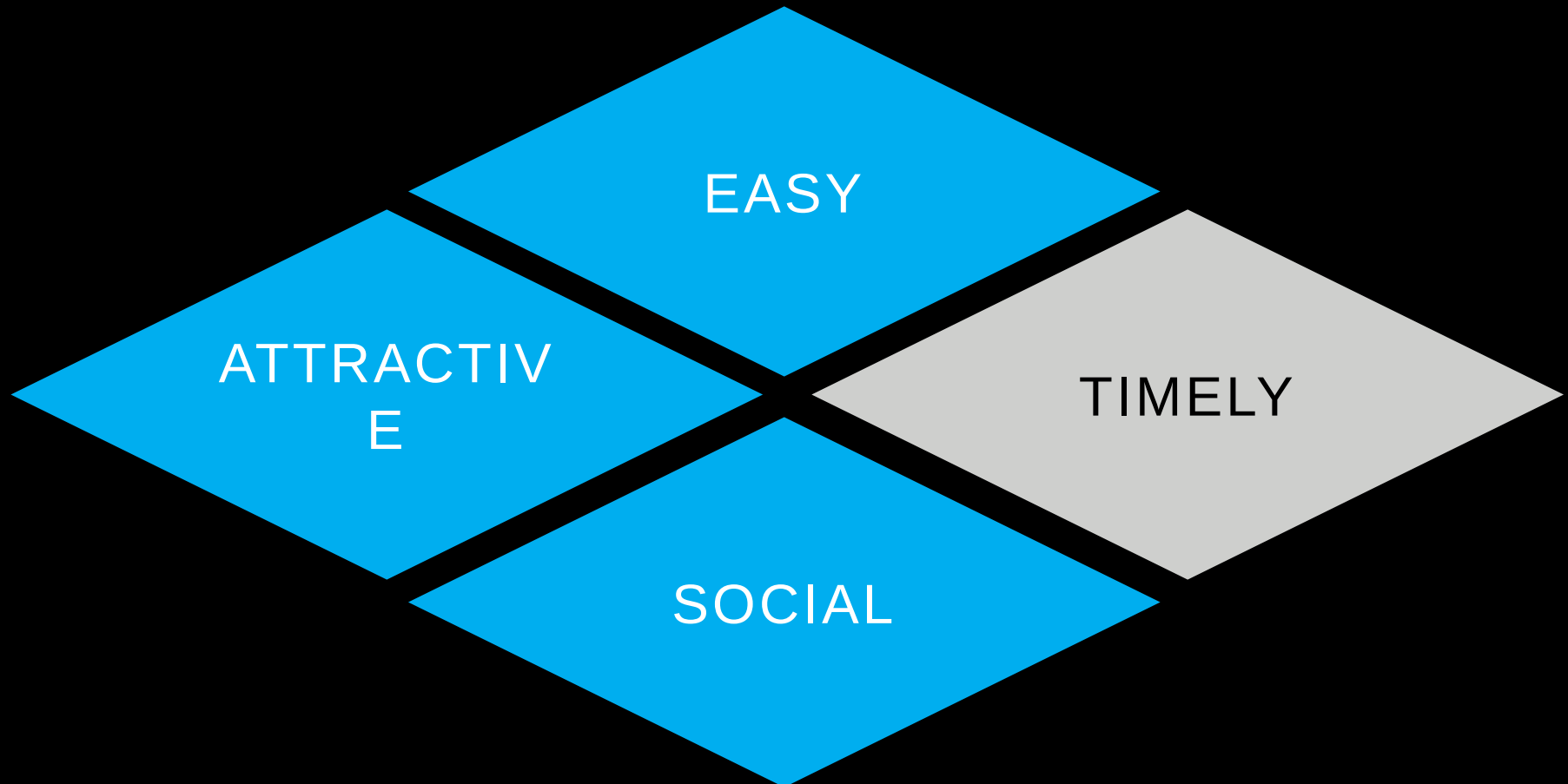
Name	Message
Contrôle	RDV à [l'hôpital] le [16 septembre] à [10:00]. Pour annuler ou réorganiser, appelez le numéro sur votre lettre de rendez-vous.
Numéro	RDV à [l'hôpital] le [16 septembre] à [10:00]. Pour annuler ou réorganiser, appelez le 02077673200 .
Norme	Nous vous attendons à [l'hôpital] le [16 septembre] à [10:00]. 9 personnes sur 10 se rendent à leur RDV. Appelez le 02077673200 si vous devez annuler ou réorganiser.
Coût	Nous vous attendons à [l'hôpital] le [16 septembre] à [10:00]. Chaque RDV manqué coûte à la NHS £160. Appelez le 02077673200 si vous devez annuler ou réorganiser.

Le message le plus efficace a réduit le % de rendez-vous manqués de 25%



Total n = 10,111

* $p < 0.05$, ** $p < 0.01$



Se servir de l'influence sociale



Normes sociales



L'effet du messenger



Réciprocité et engagements

Comment
encourager les
citoyens à payer
leurs impôts à
temps?

	Debt Management & Banking
	Mr R Harding HMRC London South 2nd Floor Southern House Wellesley Grove Croydon Surrey CR9 1WW
	Phone 0845 366 7809 www.hmrc.gov.uk
Dear Sir/Madam	Date of issue 4 August 2011 Reference REFERENCE NUMBER
Please pay £9999999999.99	
Our records show that your Self Assessment tax payment is overdue.	
It is easy to pay. Please call the phone number above to pay by debit card, credit card, or Direct Debit.	

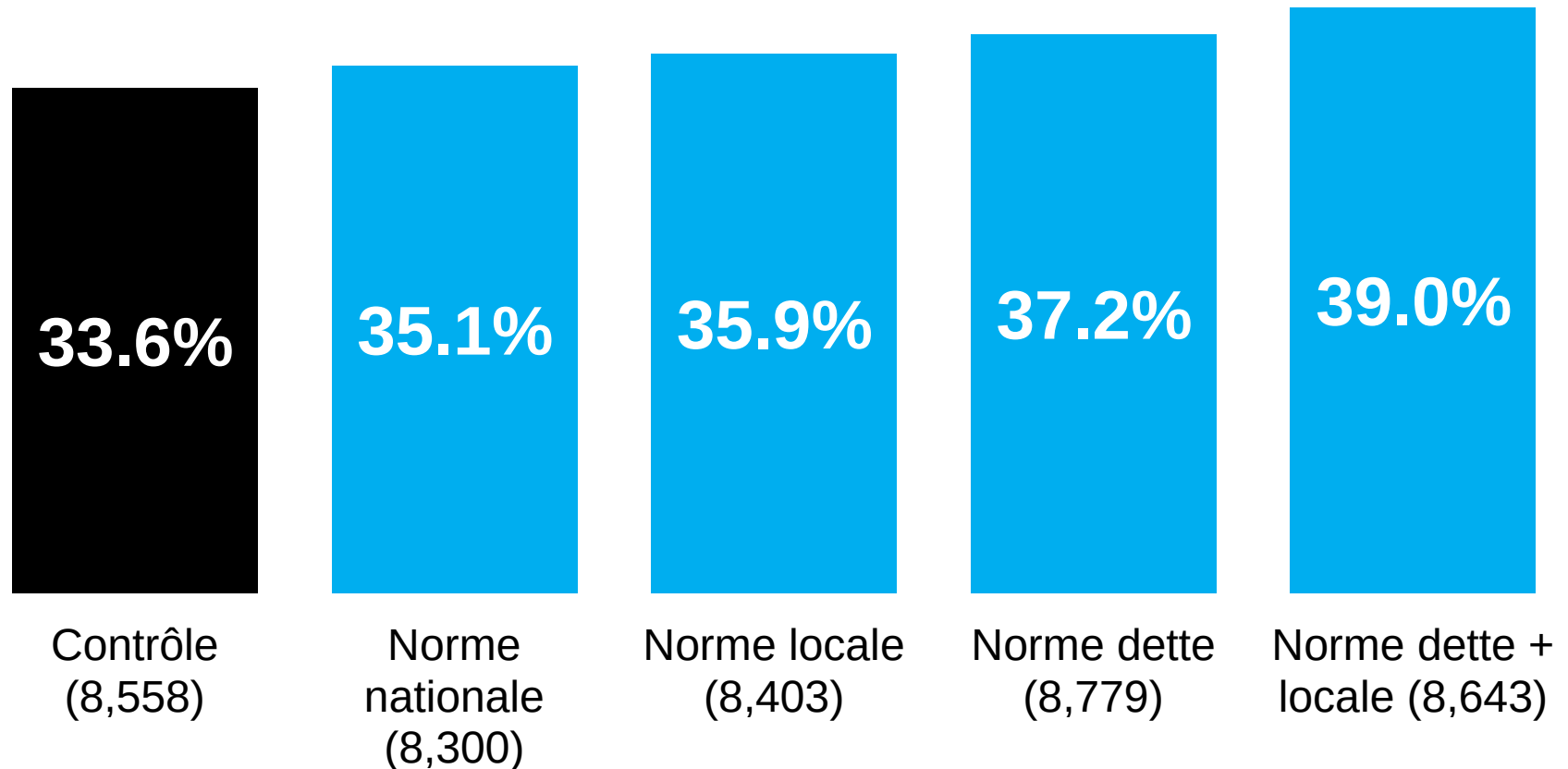
	Debt Management & Banking
	Mr R Harding HMRC London South 2nd Floor Southern House Wellesley Grove Croydon Surrey CR9 1WW
	Phone 0845 366 7809 www.hmrc.gov.uk
Dear Sir/Madam	Date of issue 4 August 2011 Reference REFERENCE NUMBER
Please pay £9999999999.99	
Our records show that your Self Assessment tax payment is overdue.	
Nine out of ten people pay their tax on time.	
It is easy to pay. Please call the phone number above to pay by debit card, credit card, or Direct Debit.	

Neuf personnes sur dix paient leurs impôts à temps

Yours faithfully	
Officer of Revenue and Customs	
IDMS99P	HMRC 10/10

If you have already paid, thank you. If not, please act now.	
Yours faithfully	
Officer of Revenue and Customs	
IDMS99P	HMRC 10/10

Les normes sociales permettent d'avancer le paiement des impôts



Notre approche,
appliquée à la
collecte des
impôts, a permis
d'avancer **£210
millions**, pour
un **coût
marginal de zéro**

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03000000000011.001 000

YVONNE STANYER
ROOM 201
KELSALL HOUSE
STAFFORD COURT
STAFFORD PARK
TELFORD
TF3 3BD

Debt Management & Banking
Mr R Harding
HMRC London South
2nd Floor Southern House
Wellersley Grove
Croydon Surrey
CR9 1WW
Phone 0945 300 7800
www.hmrc.gov.uk
Date of issue: 4 August 2011
Reference: REFERENCE NUMBER

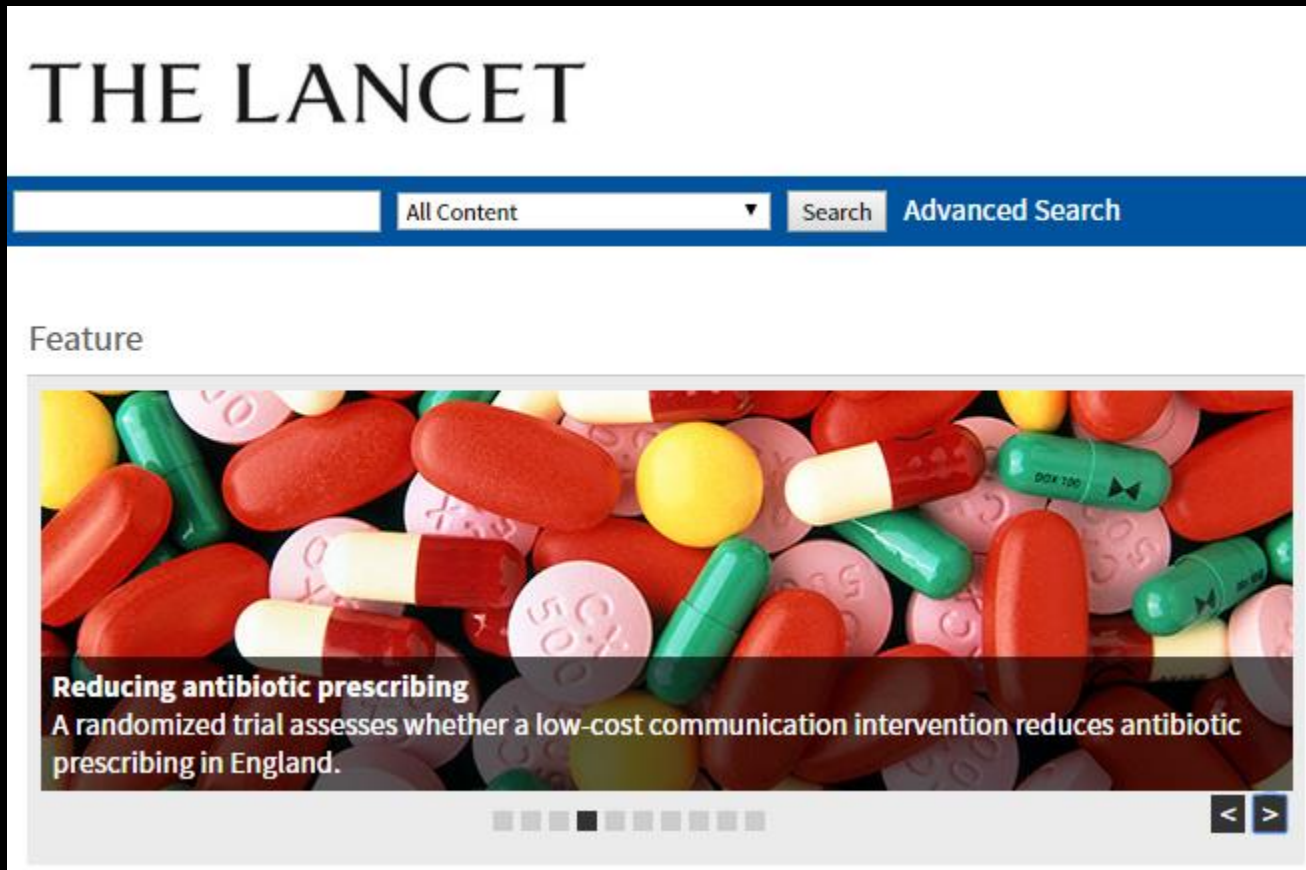
Dear Sir/Madam

Please pay £999999999999.99

Our records show that your Self Assessment tax payment is overdue.
Nine out of ten people pay their tax on time.
It is easy to pay. Please call the phone number above to pay by debit card, credit card, or Direct Debit.
You can also pay using internet and telephone banking. For more information on when and how to pay, go to www.hmrc.gov.uk/payinghmrc.
If you don't believe that this payment is overdue, please contact us on the number above.
If you have already paid, thank you. If not, please act now.

Yours faithfully
Officer of Revenue and Customs

IDM506P HMRC 10/10



Hallsworth, et al. (2016) Provision of social norm feedback to high prescribers of antibiotics in general practice: a pragmatic national randomised controlled trial. *The Lancet*, 387 (10029), 1743-1752.

Les données (agrégées) de prescription sont disponibles en ligne



Public Health
England

THE
BEHAVIOURAL
INSIGHTS TEAM



Health & Social Care
Information Centre

The national provider of information, data and IT systems for health and social care

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[Primary care services \[56\]](#)

Information type:
[Open data \[56\]](#)

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GP Practice Prescribing Presentation-level Data - March 2015

Warning: Large file size (over 1GB). Each monthly data set is large (over 4 million rows), but can be viewed in standard software such as Microsoft WordPad (save by right-clicking on the file name and selecting 'Save Target As', or equivalent on Mac...

GP Practice Prescribing Presentation-level Data - February 2015

Warning: Large file size (over 1GB). Each monthly data set is large (over 4 million rows), but can be viewed in standard software such as Microsoft WordPad (save by right-clicking on the file name and selecting 'Save Target As', or equivalent on Mac...

GP Practice Prescribing Presentation-level Data - January 2015

Related information

[Publications Calendar](#)

[Supporting transparency and open data](#)

[Data quality](#)

You can also [Have Your Say](#) about our statistical publications.

Lettre envoyée à 3,227 médecins



Public Health
England

THE
BEHAVIOURAL
INSIGHTS TEAM



Department
of Health

From the Chief Medical Officer,
Professor Dame Sally C Davies FRS
FMedSci

Richmond House
79 Whitehall
London
SW1A 2NS

T: +44 (0)20 7210 4850
F: +44 (0)20 7210 5407
E: sally.davies@dh.gov.uk
W: www.gov.uk

MR A B SAMPLE
55 Sample Street
Sampleton
Sampleshire
S55 5SS
*0000001 11

30th March 2015

NOTE TO PRACTICE MANAGERS: PLEASE FORWARD IMMEDIATELY TO GP ADDRESSED

Dear Mr Sample

Antibiotic usage in your practice

Antimicrobial resistance is a serious and growing threat to our health. Reducing unnecessary prescriptions in primary care may help prevent a public health catastrophe.

The great majority (80%) of practices in Birmingham & the Black Country prescribe fewer antibiotics per head than yours.*

Many practices are already taking action to reduce antibiotic prescriptions while safeguarding patients' health. Please join them by taking three simple actions:

1. Give patients advice on self-care instead – you can use the leaflet enclosed or search online for the "TARGET antibiotics toolkit".
2. Consider offering a back-up (delayed) prescription instead – this could be post-dated or collected by the patient a few days later if still necessary.
3. Talk to other prescribers in your practice to ensure they are also acting – data on prescribing is recorded at practice level.

I know that prescribers are aware of this problem and that prescribing is not a simple issue. But there are small changes we can all make that will have a big effect on everyone's health.

Please join us in reducing antibiotic use.

Yours,

PROFESSOR DAME SALLY C DAVIES
CHIEF MEDICAL OFFICER

« La grande majorité (80%) des centres médicaux à Londres prescrit moins d'antibiotiques par personne que le vôtre »

Treating your infection



Patient Name			
Your doctor or nurse recommends that you self-care ☐ Back-up antibiotic prescription issued ☐			
Your infection	Usually lasts	How to treat yourself better for these infections, now and next time	When should you get help: Contact your GP practice or contact NHS 111 (England), NHS 24 (Scotland dial 111), or NHS Direct (Wales dial 0845 4647)
☐ Middle-ear infection	4 days	• Have plenty of rest.	1. to 8. are possible signs of serious illness and should be assessed urgently. Phone for advice if you are not sure how urgent the symptoms are.
☐ Sore throat	7 days	• Drink enough fluids to avoid feeling thirsty.	1. If you develop a severe headache and are sick.
☐ Common cold	10 days	• Ask your local pharmacist to recommend medicines to help your symptoms or pain (or both).	2. If your skin is very cold or has a strange colour, or you develop an unusual rash.
☐ Sinusitis	18 days	• Fever is a sign the body is fighting the infection and usually gets better by itself in most cases. You can use paracetamol (or ibuprofen) if you or your child are uncomfortable as a result of a fever.	3. If you feel confused or have slurred speech or are very drowsy.
☐ Cough or bronchitis	21 days	• Other things you can do suggested by GP or nurse:	4. If you have difficulty breathing. Signs can include: - o breathing quickly - o turning blue around the lips and the skin below the mouth - o skin between or above the ribs getting sucked or pulled in with every breath.
☐ Other infection:	 days		5. If you develop chest pain.
			6. If you have difficulty swallowing or are drooling.
			7. If you cough up blood.
			8. If you are feeling a lot worse.
			9. If you are not improving by the time given in the 'Usually lasts' column.
			10. In children with middle-ear infection: if fluid is coming out of their ears or if they have new deafness.
			11. Other
Back-up antibiotic prescription to be collected after ☐ days only if you do not feel better or you feel worse.			
Collect from: ☐ GP reception ☐ GP or nurse ☐ Pharmacy			
• Colds, most coughs, sinusitis, ear infections, sore throats, and other infections often get better without antibiotics, as your body can usually fight these infections on its own.			
• The more we use antibiotics, the greater the chance that bacteria will become resistant to them so that they no longer work on our infections.			
• Antibiotics can cause side effects such as rashes, thrush, stomach pains, diarrhoea, reactions to sunlight, other symptoms, or being sick if you drink alcohol with metronidazole.			

Never share antibiotics and always return any unused antibiotics to a pharmacy for safe disposal

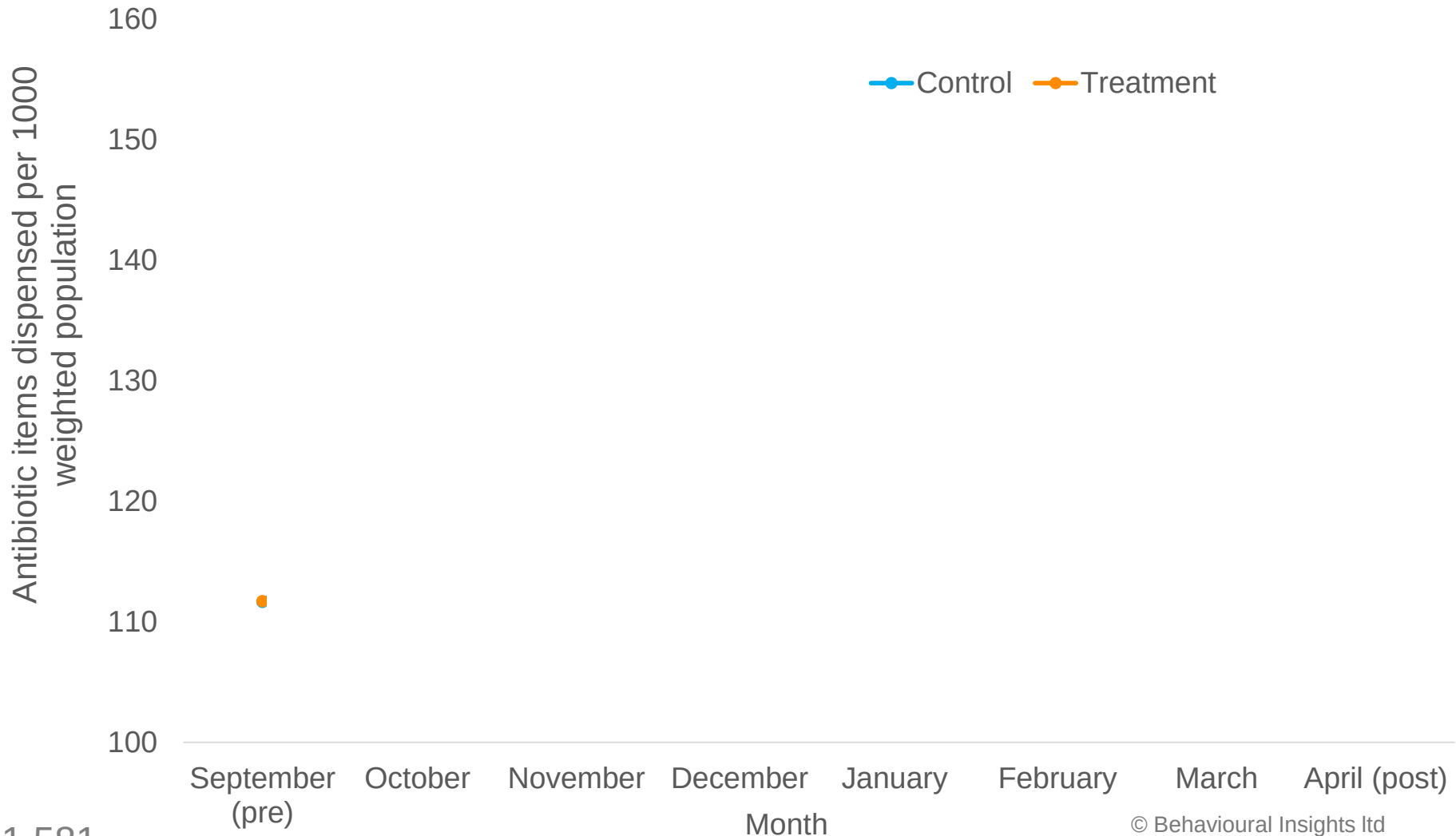


L'effet de la lettre sur la prescription d'antibiotiques, 2014-2015



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L'effet de la lettre sur la prescription d'antibiotiques, 2014-2015



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L'effet a disparu lorsque le groupe de contrôle a également reçu une lettre



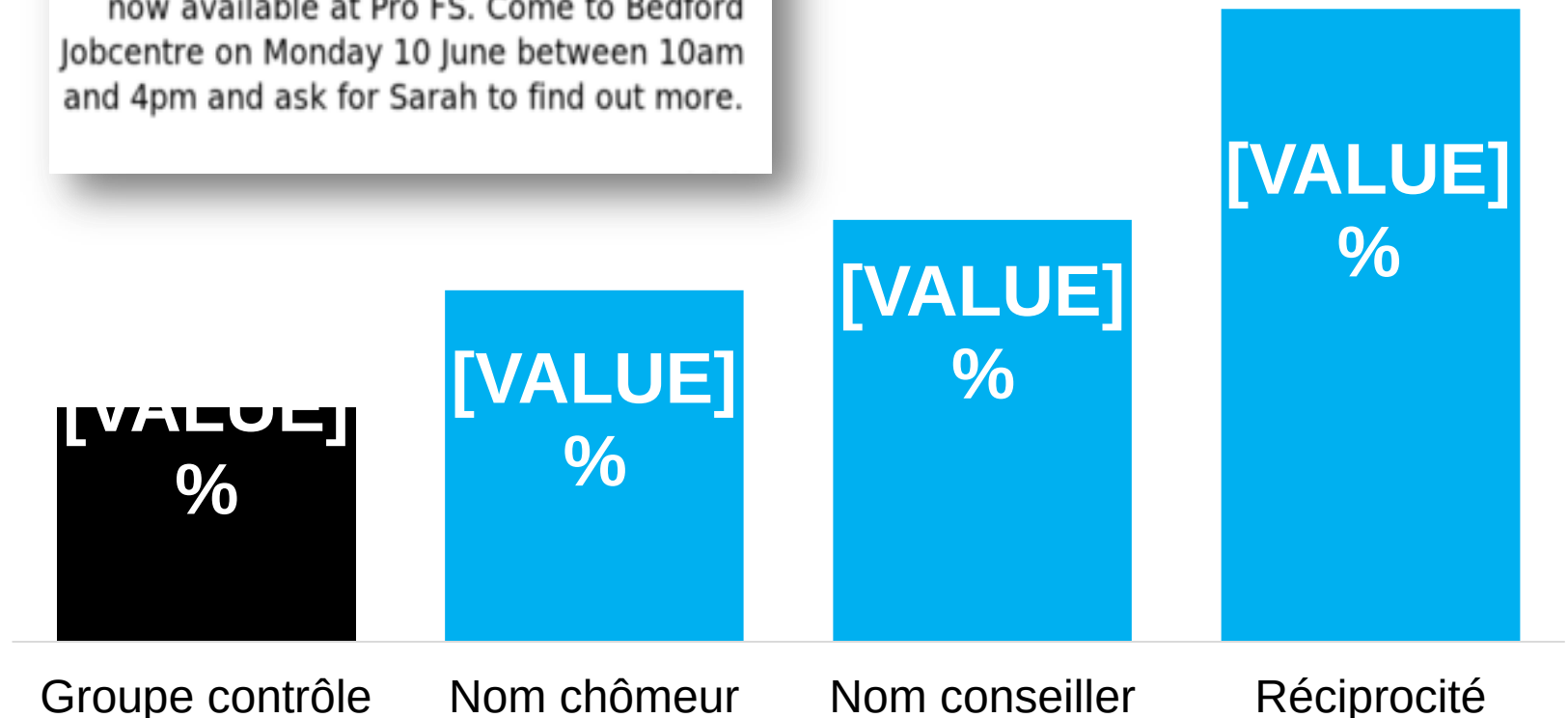
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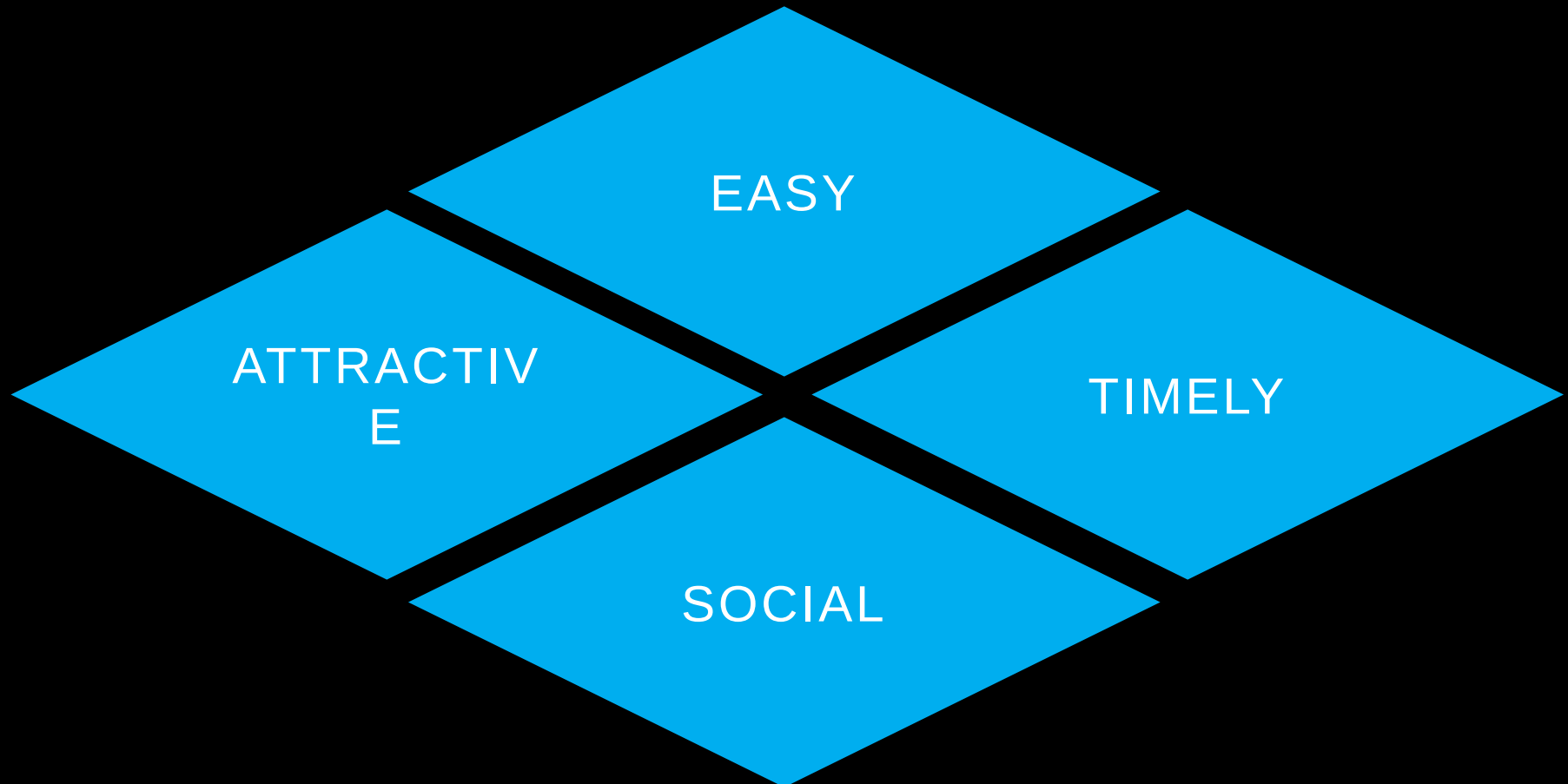


Utiliser la réciprocité pour augmenter le taux de participation aux événements de recrutement

8 new Picker Packer jobs are now available at Pro FS. Come to Bedford Jobcentre on Monday 10 June between 10am and 4pm and ask for Sarah to find out more.



Nombre total de SMS envoyés = 1,224



Rendre le comportement souhaité opportun



Rappels



Planification



Choix intertemporel

Augmentation de la **diversité** des forces de police



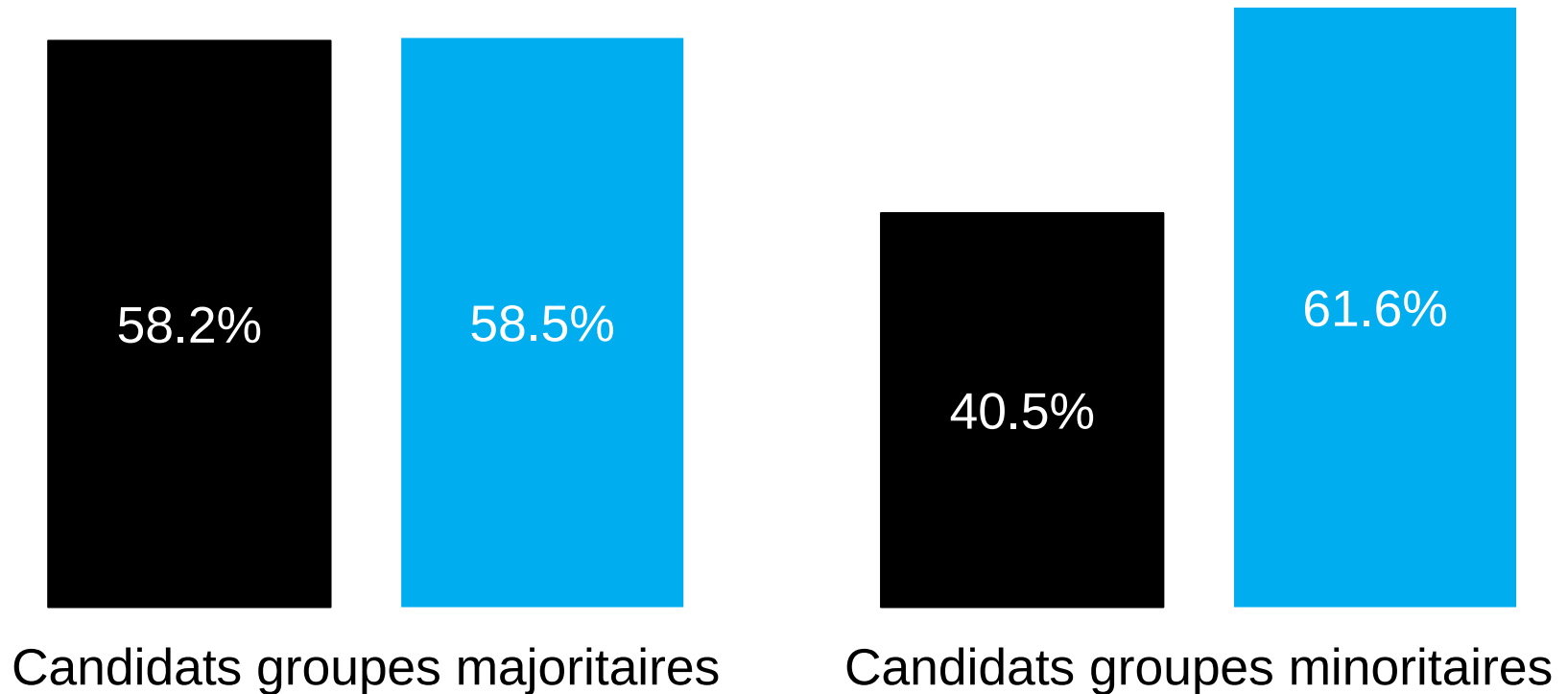
Appartenance sociale comme un antidote à la menace du stéréotype

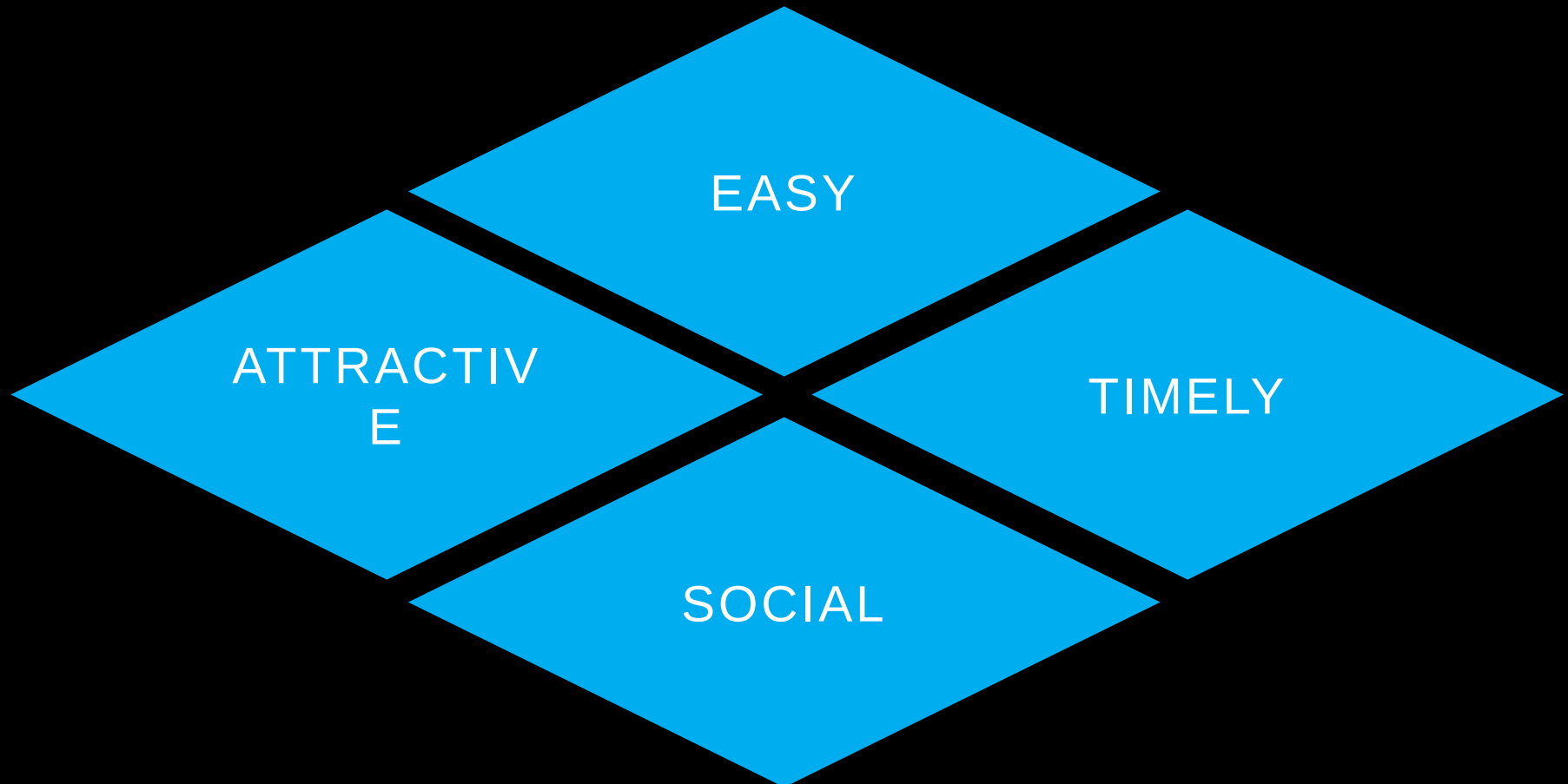
"Avant de commencer le test, j'aimerais que vous preniez un moment pour réfléchir à la raison pour laquelle vous voulez être policier(e). Par exemple, quel aspect du travail de policier signifie le plus pour vous et votre communauté?"

Taux de candidats qui réussissent le test de jugement situationnel en ligne

■ Groupe de contrôle

■ Groupe de traitement





A vous d'essayer!

[Home](#) > [Driving and transport](#) > [Tax discs, car tax and SORN](#)

Renew a tax disc

[Make a SORN declaration](#)

[Apply for an HGV vehicle tax disc](#)

[Calculate vehicle tax rates](#)

Before you start

To apply online you'll need either:

- the 16 digit reference number from your tax disc renewal letter (V11)
- the 11 digit reference number from your log book (V5C)

Apply on the DVLA website:

Apply now >

You will need

Tax disc renewal letter (V11)



Apply using the new service **BETA**

This is a 'beta' service - find out [what this means for you](#).

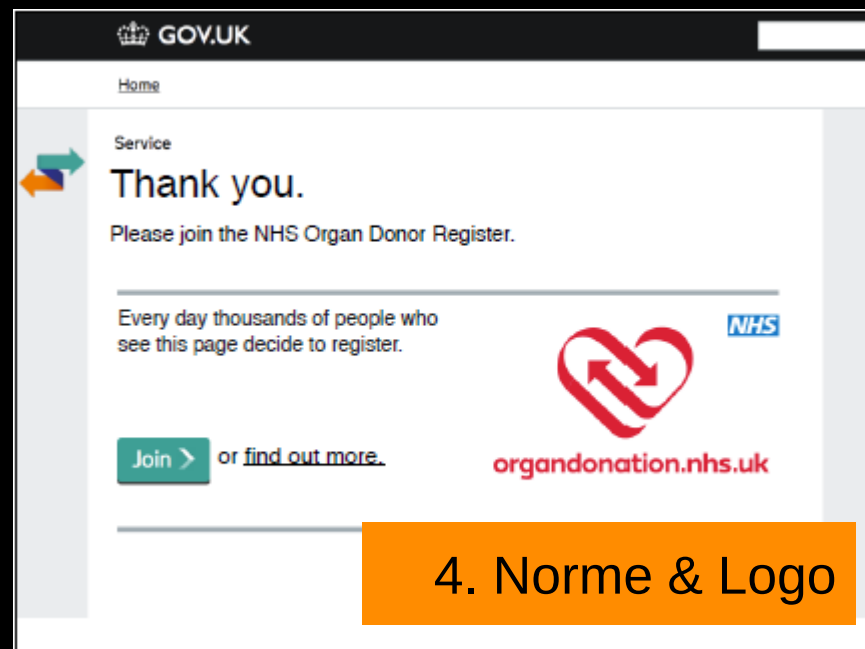
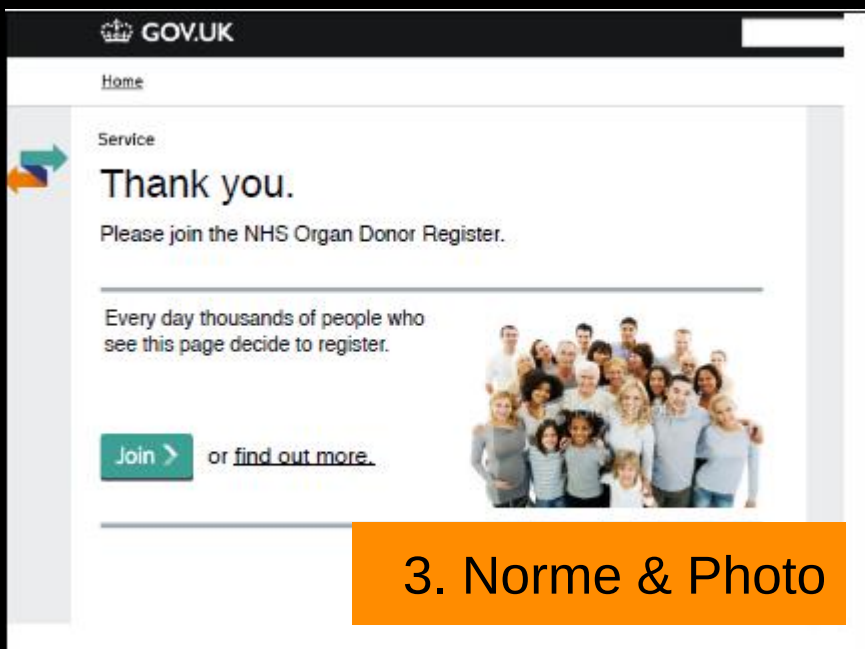
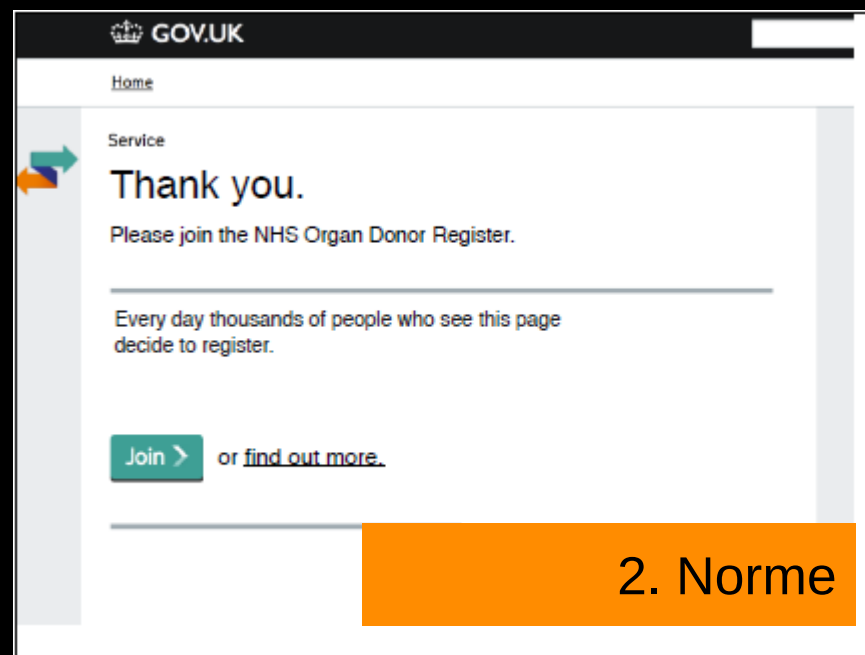
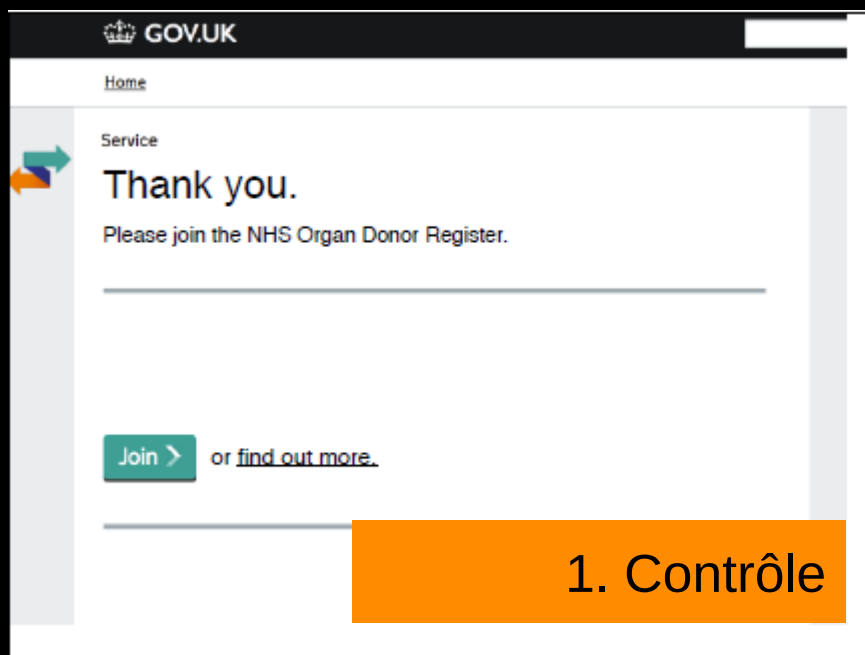
You'll need either:

- the 16 digit reference number from your tax disc renewal letter (V11)
- the 11 digit reference number from your log book (V5C)

Apply now

Other ways to apply

By phone



GOV.UK

Home

Service

Thank you.

Please join the NHS Organ Donor Register.

Three people die every day because there are not enough organ donors.

[Join >](#) or [find out more.](#)

5. Trois meurent

GOV.UK

Home

Service

Thank you.

Please join the NHS Organ Donor Register.

You could save or transform up to 9 lives as an organ donor.

[Join >](#) or [find out more.](#)

6. Neuf vivent

GOV.UK

Home

Service

Thank you.

Please join the NHS Organ Donor Register.

If you needed an organ transplant would you have one? If so please help others.

[Join >](#) or [find out more.](#)

7. Réciprocité

GOV.UK

Home

Service

Thank you.

Please join the NHS Organ Donor Register.

If you support organ donation please turn your support into action.

[Join >](#) or [find out more.](#)

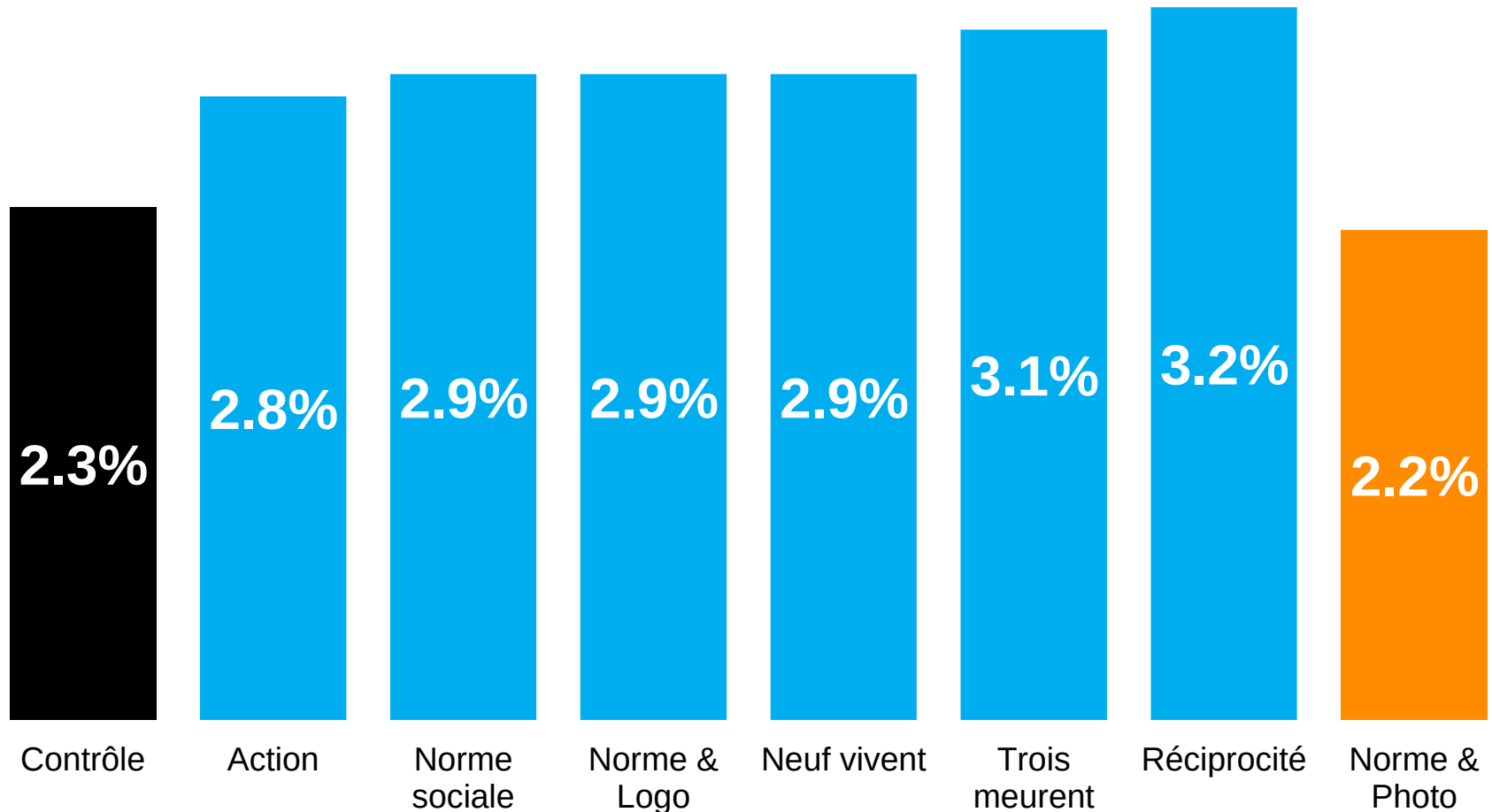
8. Action

Huit messages différents

	Message	Image
1. Contrôle		
2. Norme sociale	Chaque jour, des milliers de personnes qui voient cette page décident de s'inscrire.	
3. Norme & Photo	idem	Group of people
4. Norme & Logo	idem	NHS Logo
5. Trois meurent	Trois personnes meurent chaque jour car il n'y a pas assez de donneurs d'organes.	
6. Neuf vivent	Vous pouvez sauver ou transformer jusqu'à neuf vies en tant que donneur d'organe.	
7. Réciprocité	Si vous aviez besoin d'un don d'organe, en accepteriez-vous un? Si oui, pourquoi pas aider les autres.	
8. Action	Si vous soutenez le don d'organe, transformez votre soutien en action.	

Proportion rejoignant le registre des donneurs d'organes après une simple demande en ligne

THE
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Approche comportementale

- Les mesures politiques sont souvent basées sur des hypothèses sur les motivations des individus et groupes auxquels ils appartiennent
- En nous appuyant sur la recherche académique, nous pouvons créer des politiques plus efficaces et rentables (evidence-based policy)

Evaluation

- Sans évaluer, nous ne pouvons pas savoir ce qui fonctionne (ou non)
- Planifier une évaluation «a priori» est souvent plus simple, et plus rigoureux, qu'une évaluation entreprise «post hoc», ou après-coup



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Tiina Likki

www.behaviouralinsights.co.uk

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Les stratégies traditionnelles pour influencer les comportements des citoyens

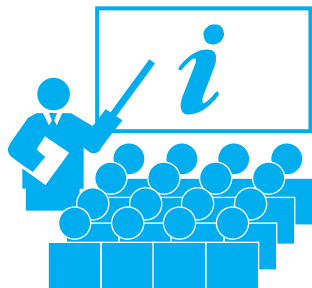
Réglementation



Incitation



Information



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