



HM Revenue & Customs

Mr Trevor Price

By email:

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Freedom of Information Team

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Our ref: FOI2019/00180

Dear Mr Price

Freedom of Information Act 2000 (FOIA)

Thank you for your request, which was received on 18 January, for the following information:

"Please can you tell me the following, regarding the relationship between HMRC and the 'Behavioural Insight' team also known as the 'Nudge' team:

- 1) in what capacity HMRC have used the 'Behavioural Insight' team also known as the 'Nudge' team
- 2) in which HMRC departments/teams the 'Behavioural Insight' team also known as the 'Nudge' team has been used & in what capacity"

We consider your request is asking about the company called The Behavioural Insights Team (BIT), which is independent from our own internal behaviour research team. On that basis we can confirm information within scope of your request is held as our finance department has identified four payments.

Invoice dates: [7 December 2016](#)* and 21 March 2017

Research and Development on Parents and Childcare Providers for Tax-Free Childcare Programme.

HMRC and the Department for Education jointly commissioned research and testing of messages to maximise the impact of Tax-Free Childcare (TFC) and 30 Hours Free Childcare, with parents and childcare providers.

Both invoices relate to the same work. Payments are for separate financial year costs.

Invoice dates: [31 January 2017](#)* and 6 July 2017

- 1) Civil Service Resourcing Diagnostic Analysis.

BIT were commissioned to support the new Civil Service Workforce Strategy. The first invoice relates to the diagnostic analysis component, which explored ways unconscious bias may be influencing the Senior Civil Servant (SCS) recruitment process.

- 2) Monthly Subscription to Applied platform for Civil Service Resourcing.

This invoice relates to the second component part of this requirement which was to trial BIT's new recruitment platform (Applied) on a number of SCS vacancies, and obtain support to further validate the effectiveness of Applied in generating better outcomes in terms of diversity, efficiency, and predictive validity.

*Please note HMRC spending over £25,000 is published therefore links to datasheets that include these entries have been included.

Finally, HMRC's Behaviour, Insight and Research team commissioned BIT (through the Cabinet Office call off contract) to apply a machine learning model to behavioural trial data, the purpose of which was to try and determine whether there was a more effective way of tailoring messages for customers in Corporation Tax debt. The work was completed in the autumn of 2018 and this was not a capability that HMRC had internally.

If you are not satisfied with this reply you may request a review within two months by emailing foi.review@hmrc.gsi.gov.uk, or by writing to the address at the top right-hand side of this letter.

If you are not content with the outcome of an internal review you can [complain to the Information Commissioner's Office](#)

Yours sincerely,

Freedom of Information Team