



The new wealth of time:

How timebanking helps people
build better public services

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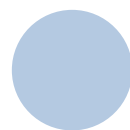
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Foreword

by Martin Simon and David Boyle

Our paths to timebanking started in different places – as a Community Development Advisor in Gloucestershire and a journalist exploring some of the more disreputable and poverty stricken cities and towns of the United States.

But we were both searching for something capable of reviving what Edgar Cahn described later as the 'core economy', those aspects of family and community that underpin everything else. We were searching for a system where everyone could make a contribution and where everyone's contribution was valued equally; a system where local people were offered incentives to reconnect with each other and where the social networks that emerged remained shaped by those people. It was a revelation to discover in the USA how an idea which had seemed so simple could be applied to rehabilitating offenders, improving public housing, rescuing inner city schools and revitalising the youth justice system.

The growth of timebanking in the UK has far exceeded everyone's expectations. We have been particularly successful in engaging those hitherto labelled 'the hard to reach', but equally timebanking draws in people from all backgrounds, as the case studies in this report demonstrate.

What are the reasons for this rapid growth? First, timebanking is a tool that sets in motion a chain reaction that forms bonds between strangers and brings people together in unforeseen and unpredictable alliances. There is an inbuilt 'multiplier effect' as one act of kindness leads to another. Secondly, people find it easier to ask for a favour when they know they can pay it back. And, thirdly, everyone feels more secure knowing there are people around they can trust and can rely on in an emergency.

We were also lucky to seize from the Government so early a promise, not just to waive time credit earnings for tax, but also for state benefits –it is still recommended, however, that those on incapacity benefit tell their local Benefits Office that they are involved in timebanking.

Timebanking is a framework for people who would not normally meet to come together and learn how to exercise both their powers and responsibilities as caring citizens. For the providers of public and third sector services, timebanking is the missing piece in achieving large-scale and enthusiastic participation in the co-production of services that can reach the whole population.

By actively promoting timebanking, our public services can once again bank on the cooperation, local knowledge and skills of local people. By asking people to make a contribution in return for the services they are receiving by helping others, they will give their 'service users' opportunities to grow in self-confidence and to become valued members of their community.

Now, more than ever, we need to understand the transformative power of timebanking, how it turned out to be a means to a much greater end. We need to understand how public services and charities can turn themselves inside out to create sustainable change, how we can unleash the unprecedented surge of volunteering by ordinary people, with problems and without. This is the only way to solve the vast social issues before us. Timebanking UK is thrilled to be leading on the introduction of such a positive social innovation and to be supporting an inspirational national network of time banks.

This report draws examples predominantly from London as a review of the work that has taken place there for the last six years. But timebanking is going on in all sorts of wonderful and different ways across the rest of England, Scotland and Wales. This report marks the first ten years of timebanking in Britain. It looks at the lessons learned, the possibilities for the future, but most of all, how an idea that was little more than a technique is being woven into the fabric of our public services. We hope in the next ten years it will create a revolution as big as the one unleashed by Beveridge six decades ago.

Martin Simon
Chief Executive, Timebanking UK

David Boyle
Author and Fellow, **nef** (the new economics foundation) and Board member,
Timebanking UK

Executive summary

Faith in the money economy and our debt-based banking system is collapsing. As a long and deep recession looms, and credit becomes scarcer, this report describes an alternative means of exchange to keep our communities and public services vibrant: time.

Beyond the market: timebanking as a new form of recession-proof exchange

The report describes how timebanking, as a tool to stimulate co-production, is already helping to create better services across a range of areas, including mental and physical health, services for young people and older people, regeneration, housing and criminal justice.

Co-production is a theory based on the premise that people and societies flourish more readily where relationships are built on reciprocity and equity: enabling people to give freely, yet also facilitating the give-and-take of time, knowledge, skills, compassion and other assets. These are not commodified through allocating them a 'price'. They are abundant, not scarce, in our communities. This is not to say such activities don't have value, however: back in 1998, the total household work done in the USA was valued at \$1.9 trillion, whilst in 2002, the informal care that keeps the elderly out of homes was given a replacement price of \$253 billion.

Timebanking is a practical tool that enables co-production. Unlike the money economy, timebanking values all hours equally: 1 hour of time = 1 time credit, whether you are a surgeon or an unemployed single mother. Timebanking recognises that everyone, even those defined as disadvantaged or vulnerable, has something worthwhile to contribute. Timebanking values relationships that are forged through giving and receiving. As such it adds a new dimension to what Richard Titmuss called the 'gift relationship'.¹

This report shows how timebanking can help give people more control over their lives, prevent needs arising and grow what we call the 'core economy' – our ability to care for and support each other and to engage in mutual and non-materialistic exchanges and civic activity.

Much in the same way that the market economy – unless appropriately regulated – neglects and erodes the ecosystem, so it can also undermine and weaken this core economy. In the same way that the market fails to incorporate the environmental damage caused by production into the cost of goods and services, it also fails to value the contribution of unpaid labour. Currently the core economy is taken for granted by the majority of public service interventions. As globalisation intensifies economic competition, however, people work harder and have less time with families, friends and neighbours and the core economy is weakened. 'Time poverty' leads to community breakdown, mental health problems and distrust.

As market economies across the world are threatening to implode, co-production in the form of timebanking suggests an alternative route by tapping in to abundant but neglected human resources that can help to meet people's needs and promote well-being for all.

'The Rushey Green Timebank informally channels the practice's efforts towards breaking down the institutional aspects that may hamper people's care, making it inviting for patients to access services and seek help.'

Dr Alberto Febles, GP Principal and Trainer, Rushey Green Group Practice

Recommendations: growing the core economy

This report argues that co-production should become a key component of public services, using timebanking as a tool – where appropriate – to achieve that objective. Thus, the values outlined above would inform and shape mainstream public services.

To encourage co-production and grow the core economy, public service leaders and commissioners should **embed networks of exchange, such as timebanking, within public organisations, including doctor's surgeries, hospitals, schools and housing estates**. These institutions should become community hubs, rather than simply service delivery vehicles, as our case studies demonstrate. But to complement this push, a number of other actions are also necessary for different parties involved in public services:

Commissioners and philanthropic funders can:

- Ensure funded programs embed and reward reciprocity, reserving a proportion of payments to enable people who use services to play a role in delivering them.
- Replace output targets with broader measures of what really matters (to service users), to enable practitioners to demonstrate the value of co-production approaches in terms of individual and social well-being (for example using the outcomes star described in Appendix 2).

National Government and local policy-makers can:

- Give higher priority to funding measures, including initiatives such as timebanking, that increase the resilience of individuals and communities, in order to prevent needs arising. This will reduce demand for services and safeguard resources for meeting unavoidable needs.
- Ensure a greater proportion of funding directed at 'meeting needs' is redirected to support preventative measures, such as timebanking, that increases resilience and reduces reliance on more expensive, intensive services.
- Ensure that the personalisation agenda takes a holistic view of people, including their strengths as a key part of the solution, rather than focusing disproportionately on people's weaknesses and problems.
- Recognise that many successful interventions have value across service silos because they engage communities rather than individuals with predefined problems.
- Ensure greater collaboration and sharing of resources between departments as with the agency to agency timebanking model described in Chapter 2.

Regulators and auditing bodies can:

- Ensure systems of assessment and audit take account of how far public services are co-produced – i.e. how far those who provide services treat those who are intended to benefit from them as equal partners, not only listening to and acting on what they say is of value to them, but also involving them actively in planning, designing and delivering the services.
- Carefully examine legislation around risk and confidentiality to ensure it does not block informal systems of mutual care and support such as timebanking.

The third sector and other sectors delivering public services can:

- Avoid the adoption of a top-down, 'service delivery' culture which mimics some public services and defines people as problems.
- Refocus the roles of frontline works as partners, coaches and ultimately catalysts for service users, not 'fixers' of problems.

'Camden's services are all chasing the same profile of people. The timebanking model works because it is uncompetitive – services are not competing with each other for same people but collaborating and sharing resources so we can access the groups who wouldn't normally come to some of these classes and access these services. But now they have these time credits, they feel like they have earned the right to attend these classes and they feel they are part of a wider community. So rather than a service paying for a member of staff to go and put posters up, they use the money to subsidise their services for time bank members and get better attendance. In this way we can all work together with the same client and claim outcomes for them.'

Sam Hopley,
Holy Cross Centre Trust

- Rather than talking about ‘added value’, recognise that co-production, where it occurs, is the critical ingredient in creating better outcomes and recognise the assets of service users and enlist them as co-producers.
- Collaborate and share resources and assets rather than just compete for funding, as illustrated in the case studies of King’s Cross and Rushey Green time banks.

‘The time bank enables us to use our individual skills, so Elspeth does her computer work, I do my poetry, and Ann does her card-making. It is a good therapy. The traditional services don’t do enough to build your confidence back up. The TB gives us the opportunities to help build confidence and grow your abilities.’

Clapham Park Time Bank member

What this report is for: building better public services

The report is for public service leaders and policy-makers, as well as commissioners and providers of services in the public, private and third sectors. It has two objectives:

1. It is an argument for changing the way public services are designed and delivered, to produce better outcomes for those intended to benefit from them.
2. It is also a guide for using a particular tool – timebanking – to help achieve that change.

The challenges are well documented: rates of mental ill-health, chronic diseases and obesity are rapidly rising; the prison population is growing; the population is ageing; the gap widens between rich and poor; and there is now strong evidence that wealth and well-being are disconnected. Public finances are increasingly unstable and future prospects for public spending are insecure. How can these challenges be met?

We suggest the challenge is ensuring sustainable well-being for all. This will involve three key and connected objectives: giving people more control, preventing needs arising, and engaging sustainable resources to maintain effective service provision.

1. *Making people more powerful.* People and communities must play a bigger role in defining their own needs and have more power to do what it takes, individually and collectively, to improve and meet those needs. For this to happen, they must have more control over the processes that shape and deliver services. They must be *co-producers*, with frontline professionals and others, of their own well-being.
2. *Preventing needs arising.* As far as possible, co-produced public services must be geared towards preventing needs arising in the first place, maintaining and improving the quality of people’s lives, and extending the opportunities as well as the capabilities of individuals and communities to look after themselves. This brings a double prize of maintaining well-being and saving money for essential services by not paying to meet avoidable needs.
3. *Engaging sustainable resources.* Public services and support systems that underpin co-production must be robustly and sustainably resourced. We can no longer assume that the economy will grow at a rate that can fund ever-expanding services. It is more sensible to plan for low growth or no growth. So not only must we avoid unnecessary expenditure by giving priority to prevention, we must also look to the human resources that are not priced by the market – the wealth of human relations, time, social networks, and knowledge and skills based on lived experience. These assets are abundant in every community and they don’t ebb and flow with the vagaries of the market – although without them the market economy could not function. They are the operating system that underpins the private and public sectors. As such, they are more than just the ‘non-market’ economy. They are the ‘core economy’, which can be grown for the benefit of all.

‘The recidivism rate for the Washington Time Dollar Youth Court respondents is at 17% compared to the average of 30% recidivism rate for teens going through the regular juvenile system. Nearly twice as many kids take advantage of the second chance that youth court provides to them.’

Time Dollar Youth Court evaluation

Celebrating 10 years of timebanking

Many of these ideas may seem radically new, but in fact timebanking is long established in the UK as a tool for building communities and creating more effective services. As this report goes to press, timebanking is celebrating its 10th anniversary in the UK, with 600,000 hours or 71 years worth of mutual exchange behind it and 109 active timebanks.

Yet its full potential has yet to be realised, particularly in the mainstream of public services. So there is everything to play for, particularly as the economy slows. The case studies included here show how different models of timebanking are currently operating to:

- improve mental ill health;
- regenerate disadvantaged communities;
- reduce isolation and improve the health of older people;
- improve the well-being of young people; and
- create a more effective criminal justice system.

The case studies in this report show how this has been done: how young gang members in inner city Washington can become effective peer jurors; how isolated older people in London can help each other recover from physical illness; how people recovering from mental health problems can co-design and deliver services to fellow users; and how a de-industrialised Welsh mining village can be rejuvenated through collective action.

In every case, timebanking is a way of enlisting the time and resources of service users to help themselves and support each other in the co-production of services, creating better outcomes and more sustainable systems of support.

Timebanking as a flexible tool with core values

There are different ways of using the timebanking tool; public service agencies and communities themselves should adopt models that best suit their circumstances. Several broad approaches to timebanking are described in this report (Chapter 2) and illustrated by the case studies, many of which combine these approaches:

- Person-to-person: reweaving social networks, strengthening communities.
- Person-to-agency: enlisting people to contribute to agencies missions.
- Agency-to-agency: ensuring agencies share existing skills and resources.

The report shows how timebanking works through a range of brokerage, including local community currencies, ledger books and IT programmes. Each of the 11 case studies has unique dynamics, reflecting the uniqueness of the communities in which timebanking has developed.

There is no generic blueprint for timebanking – but there are key steps organisations should take to help them decide what kind of approach to adopt. These include a careful consideration of the mission and aims of the organisation; an understanding of the existing assets within a community, including voluntary and civic activity that is already taking place; and a review of potential allies and partners. Timebanking builds on and engages community networks – as such it cuts across public sector silos and third sector specialisms. It demands joined-up activity and collaboration between agencies, rather than competition.

But while timebanking is a flexible tool, the idea embodies a set of core values. These apply in every case and infuse the broader concept of co-production. In summary, they are about:

- *Recognising people as assets*, because people themselves are the real wealth of society.
- *Valuing work differently*, to recognise all that people do to raise families, look after those who are frail and vulnerable, and maintain healthy communities, social justice and good governance.

'The culture which led to the development of bottom up socialism was based on mutualism. We are trying to remember and reinvent that tradition through Timebanking, reintroducing the notion of membership rather than just being a beneficiary, a client or a consumer.'

Geoff Thomas, Director,
Timebanking Wales

- *Promoting reciprocity* – giving and receiving – because it builds trust between people and fosters mutual respect.
- *Building social networks*– because people’s physical and mental well-being depends on strong, enduring relationships.

As the report goes to press, global financial markets are in turmoil and the UK is entering a recession. Here is a timely antidote. Timebanking **offers a range** of opportunities for growing the core economy. It taps into a complementary currency of abundance, unlocking human resources – relationships, time, energy, knowledge and skills – which can be realised through co-production, helping to foster reciprocity, strengthen social networks and develop sustainable well-being. These resources have long been neglected by a welfare system that veers between treating people as passive recipients of top-down services, and expecting them to behave as customers in a market-place. Now more than ever we need a better option.

1. Introduction: public services, the core economy and co-production

*'No society has the money to buy, at market prices, what it takes to raise children, make a neighbourhood safe, care for the elderly, make democracy work or address systemic injustices... the only way the world is going to address the social problems that are dumped on it is by enlisting the very people who are now classified as 'clients' and 'consumers' and converting them into co-workers, partners and rebuilders of the core economy.'*²

Edgar Cahn, 19 December 2007

This report has two objectives. It is an argument for changing the way public services are designed and delivered to produce better outcomes for people intended to benefit from them. It is also a guide for using a particular tool – timebanking – to help achieve that change. The report is aimed at public service leaders and policy-makers, and commissioners and frontline providers of services in the public, private and third sectors.

The report is laid out in nine chapters. This introduction demonstrates that timebanking and co-production are needed to meet the challenges facing today's public services. Chapter 2 is an introduction to timebanking, showing different approaches that have emerged in the UK and elsewhere.

Chapters 3–7 are inspiring examples of how timebanking has been used as a tool to create more effective public services in five key areas: mental health, community development and regeneration, older people and health, young people, and criminal justice.

Chapter 8 lays out a five-step process for agencies considering adopting timebanking or similar tools. Chapter 9 contains recommendations for policy-makers as to how to create the conditions that will allow timebanking and co-production to flourish.

The challenge

The challenges facing our society and public services are well documented: rates of mental ill-health chronic disease and obesity are rapidly rising; the prison population is growing; the population is ageing; the gap widens between rich and poor; and there is now strong evidence that wealth and well-being are disconnected. Public finances are increasingly unstable and future prospects for public spending are insecure. How can these challenges be met?

We suggest there are three key and connected objectives: making people more powerful, preventing needs arising, and engaging sustainable resources.

First, people and communities must play a bigger role in defining their own needs and have more power to do what it takes, individually and collectively, to improve and meet those needs. For this to happen, they must have more control over the

processes that shape and deliver services. They must be 'co-producers', with professionals and others, of their own well-being.

Secondly, as far as possible, co-produced public services must be geared towards preventing needs arising in the first place, maintaining and improving the quality of people's lives and extending the opportunities as well as the capabilities of individuals and communities to look after themselves. This brings a double prize of maintaining well-being and saving money by not paying for services to meet avoidable needs.³

Thirdly, public services and support systems that underpin co-production must be robustly and sustainably resourced. We can no longer assume that the economy will grow at a rate that can fund expanding services. It is more sensible to plan for low growth or no growth. So we must look to the human resources that are not priced by the market – the wealth of human relations, time, social networks, and knowledge and skills based on lived experience. These assets are abundant in every community and they don't ebb and flow with the vagaries of the market – although without them the market economy could not function. They are the operating system that underpins the private and public sectors. As such, they are more than just the 'non-market' economy. They are the 'core economy', which can be grown for the benefit of all.

The 'core economy' and the limits of the price mechanism

Alvin Toffler, the futurist and regular speaker to chief executives on the future of business, is fond of asking them what the effect on company productivity might be if none of their employees had been toilet trained.

The market economy assigns value through *price*. The 'price mechanism' attaches a high value to abilities and activities that are *scarce relative to demand* or take time to develop, like being a doctor or a web designer. But it attaches no value at all to those capacities that are *abundant* in our society – like the ability to raise children (including toilet training), to care for older people, to protest for social justice and political change, to volunteer for the community, or protect the environment.

Economists have, however, begun to estimate the value of this 'non-market' economy. In 1998, *Redefining Progress*, a nonprofit organisation based in San Francisco, pegged the value of household work at a total of \$1.911 trillion – about one-quarter the size of the US gross domestic product (GDP) that year.⁴ A calculation made in 1992 of the scale of unpaid labour in the United States that keeps seniors out of nursing homes topped \$250 billion dollars – six times what is spent on the market for equivalent service.⁵

As Toffler's refrain reveals, this non-market economy actually underpins and supports the market economy. In the same way that the market is a sub-set of, and dependent on, the Earth's ecosystem for its continued functioning, so it is dependent on the unpaid labour of people and communities. Rather than a non-market economy, these activities are better described as the 'core economy'.⁶

Much in the same way that the market economy – unless appropriately regulated – neglects and erodes the ecosystem, so it can also undermine and weaken this core economy. It fails to incorporate the environmental damage caused by production into the cost of goods and services; it also fails to value the contribution of unpaid labour. Currently the core economy is assumed to exist by the majority of public service interventions. As globalisation intensifies competition for labour and profits, however, people work harder and have less time with families, friends and neighbours. When public services are expected to deliver better 'performance' for less money, they can put pressure on their workforce in much the same way as companies in the market economy.

Beyond price: time as a currency for the core economy

Unlike the market, timebanking values all hours *equally*: **1 hour of time = 1 time credit**, whether you are a surgeon or an unwaged single mother. Timebanking recognises that everyone, even those defined as disadvantaged or vulnerable, has something worthwhile to contribute. It is based on the premise that giving and receiving are simple and fundamental ways of generating trust between people.

It fosters mutual and equitable exchange. Trust, reciprocity and equity are the fundamental building blocks for positive social relationships, strong local networks and healthy communities.

Timebanking is not a single formula. It is a flexible, dynamic model that is used in a variety of ways to achieve a range of related aims. The 11 case studies set out in Chapters 3–7 show powerfully how different applications of timebanking are being used to stimulate co-production and address the challenges of mental ill health, to regenerate disadvantaged communities, to reduce isolation and improve the health of older people, to prevent the criminalisation of young people and to help rehabilitate prisoners.

In every case, timebanking is used as means of enlisting the human resources of service users to support each other in the co-production of better outcomes. Whilst the models are different, the values that inspire co-production and timebanking remain the same.

Co-production and timebanking ‘core values’⁷

Recognising that people are assets

The starting point for timebanking is the recognition that people are the real wealth in any community. Every individual can contribute to his or her own well-being and that of the local community through giving time, sharing knowledge and skills, and providing practical and emotional support.

Redefining work

Activities such as bringing up children, caring for people who are frail or marginalised, keeping communities safe and fighting social injustice have to be recognised, rewarded and counted as valuable work that contributes to a healthy society.

Building reciprocity and mutual exchange

Giving and receiving are the simplest and most fundamental ways of building trust between people. They are the basic building blocks for positive social relationships and healthy communities.

Strengthening and extending social networks

Belonging to a mutually supportive and secure social network brings more meaning to people’s lives and new opportunities to rebuild trust in one another. Social relationships underpin good physical and mental health.

Co-production as a new paradigm for public services

Some policy-makers have begun to consider these values important to the effective functioning of public services. Many have not yet done so. It is more widely recognised that a centralised, top-down model of public service delivery can only go so far in meeting the challenges illustrated in this report, such as rising rates of mental ill-health, community breakdown, and crime. Equally it is becoming clear that a market model of public services, with people viewed as ‘customers’ or ‘consumers’ purchasing services from expert ‘providers’ can be dysfunctional for both service users and professionals.

Both models essentially rely on defining people by their deficits or needs. This can, and often does, create a culture of dependency. The dependency is corrosive and self-fulfilling – it convinces service users that they have nothing worthwhile to offer and undermines any system of mutual or community support that does exist. The message that is sent out is that ‘if you want more attention and more help, come back with another and bigger problem’. No-one should be surprised when people then behave in ways that perpetuate such needs, creating more demand and costing more money.

In contrast, co-production recognises the hidden assets that public service clients represent (people as assets), and makes public services into engines that can release those assets into the neighbourhoods around them. Co-production aims to:⁸

Time bank – giving and receiving

Is it better to give or to receive? In fact you feel of value both when you give and receive. One of the great things about belonging to a time bank is that you don't have to choose. You can experience the pleasure of both.

I have an illness which leaves me very fatigued much of the time and I can't go out often. What could I do for other people in the community one might think? In fact I've been able, at my own pace, to research information for members on the computer. I have also explored the recycling of inkjets and laser jets to raise money. I have also been able to introduce someone to the basics of computer skills. This enabled them to feel more confident about taking a course on the subject.

Timebanking has also enriched my life by providing the opportunity to meet two very interesting people. Although my 'befrienders' are of different ages and lifestyles I have found their company very enjoyable. Furthermore, I have been enabled to visit new places that it would have been impossible to go to without them.

Member of Rushey Green Timebank

- provide mutual support systems that can tackle problems before they become acute, encourage behaviour that will prevent them happening in the first place, and advise people who find themselves in difficulties;
- build social networks that can help to prevent crime, support enterprise and education, keep people healthy and make things happen locally; and
- provide supportive relationships that can help people or families in crisis survive when they cease to receive all-round professional support.

Timebanking is a practical model for the application of co-production values. It challenges the view that people either have needs and therefore have to be related to as 'service users' or consumers, or that they only have something to offer and are therefore 'volunteers'.

The policy imperative: place shaping, community empowerment and personalisation

Government policy increasingly recognises the importance of community and individual empowerment, preventative interventions and the need to strengthen and animate neglected social and community networks and capacities to create more sustainable public services.

In particular, timebanking and co-production speak to the 'place shaping' and 'personalisation' agendas being pursued by local government and the Department of Health.^{9,10,11,12,13} Whilst these agendas may seem to be distinct policy strands, one being area-based and the other people-focused, it is clear that if individuals are empowered to contribute, and to take greater responsibility for their own health and well-being, communities too will become stronger and more sustainable in the future.¹⁴

For example, Case Study 2 demonstrates the way in which timebanking and co-production are helping mental health service users gain the skills and abilities to support fellow users, co-producing better outcomes and increased well-being but also creating a service that is more sustainable and less dependent on statutory or other grant funding.

Statutory changes may also make local services more committed to involving people, and better able to do so. The 'Duty to Involve' local people in key decisions, which will be extended in April 2009 to include police authorities and key arts, sporting, cultural and environmental organisations,¹⁵ and the Sustainable Communities Act, which came in to force in October 2008, will place a stronger obligation on agencies to seek new ways of engaging people, not just as passive service users but as active citizens. Public Housing Associations are also being expected to demonstrate how they are involving tenants in decisions and participatory budgeting. In health and

social care, local involvement networks (LINks) are – in theory if not yet in practice – an example of the policy drive towards wider community engagement.

How far and how effectively local authorities and other agencies involve citizens and service users is increasingly part of their performance assessment – for example, through the new Comprehensive Area Agreement (CAA). More joined-up services and the strategic pooling of budgets, through such means as sustainable community strategies and local area agreements (LAAs), should also increase incentives for commissioners of services to consider area- or community-based interventions that cut across service silos.

The case studies in this report demonstrate how people primarily see themselves and are happier to act as members of communities, rather than ‘types’ of service user. The young people in the Welsh Valleys who used timebanking to help rebuild their community centre (Case Study 8) were interested in making their area look and feel better, not in seeking help from community workers because they felt disadvantaged. By using a co-production approach, stimulated through time credits, both youth workers and young people have exceeded their initial goals.

At a national level, a number of major government policies emphasize the vital importance of active engagement by those who are supposed to benefit from public services – in particular:

- The Wanless report into the future funding of the NHS concluded that the NHS could survive and thrive only if people took more responsibility for their own health.
- Improving the Life Chances of Disabled People (DWP, DH, DfES, ODPM 2005).
- *Our Health, Our Care, Our Say* (Department of Health 2006).
- Local Government and Public Involvement Bill (Department of Communities and Local Government 2007).
- *Supporting people: a guide to user involvement for organisations providing housing related support services* (Office of the Deputy Prime Minister, May 2003).
- *Every child matters: change for children* (Department of Children Schools and Families 2004).

As this report shows, timebanking can be used to help professionals, from the public and third sectors, to co-produce services and grow the core economy. It shows how timebanking enables them to enlist some of the most vulnerable members of society as ‘active citizens’, using their time and other non-market resources to help create better services and stronger communities.

2. Timebanking – different approaches to creating co-production

Timebanking was introduced to the UK in the late 1990s by Martin Simon and David Boyle and has since mushroomed across the country.¹⁶ As this report goes to press, Timebanking is celebrating its 10th anniversary in the UK, with over 600,000 hours or 71 years worth of mutual exchange behind it.

There are currently 109 active time banks in the UK and a further 48 in development, with almost 8,000 active participants according to Timebanking UK, the national umbrella charity linking and supporting time banks across the country.^{17,18} Key policy decisions, such as making credits tax exempt in 2000, have helped the growth of timebanking.¹⁹

The first major evaluation of timebanking in 2002 pointed to its success in engaging people from socially excluded communities who would not normally volunteer, including older people, black and ethnic minority groups, people with disabilities or long-term illness, and people with low incomes.²⁰ The report found that timebanking helped members improve their quality of life through greater participation and social interaction; it improved their economic situation by linking people to other sources of non-financial support within communities and freeing up time for training or work, and increased a sense of active citizenship.

The report also raised challenges, however, including the need to change public perceptions of timebanking as a marginal activity for disadvantaged groups and the importance of encouraging members to accept time as well as giving time. The report also pointed to problems with associated with inadequate, short-term funding.

New approaches to timebanking

The original model of timebanking, created by Edgar Cahn in the 1980s and introduced to the UK in the 1990s, was the person-to-person (P2P) or neighbor-to-neighbour approach, with time bank members exchanging time credits administered by a central 'time broker'.

This approach remains predominant in England and is increasingly recognised by local authorities and other agencies as a means of engaging the hard-to-reach and building community networks. Ten new agency-funded P2P time banks have opened in August and September 2008.

In addition, over the past decade, many communities and agencies have been using the timebanking approach in other, innovative ways to rebuild communities and people's well-being. Public and third sector agencies have discovered that timebanking can complement their existing programmes, by drawing on and strengthening existing social networks.

In South Wales, Timebanking Wales and SPICE have developed an approach where timebanking recognises and underwrites wider community participation and activity. Existing community centres, youth centres, and a range of other voluntary and public sector agencies or programmes have begun to use timebanking as a means of generating what Becky Booth, who helped develop timebanking in Wales, calls 'active citizenship'

Table 1.

Approach	Role of agency	Key outcomes
a) Person-to- Person (P2P)	<ul style="list-style-type: none"> ● Host ● Funder of time bank broker/ administrator ● Individual organisational member 	<ul style="list-style-type: none"> ● Builds social capital and community networks ● Engages hard-to-reach ● Creates multiplier effect of giving and receiving
b) Person-to-agency (P2A)	<ul style="list-style-type: none"> ● Catalyst to engage people in design and delivery of services ● Issuer of credits and creator of rewards with partners 	<ul style="list-style-type: none"> ● Builds social capital and community networks ● Engages hard-to-reach ● Transforms service delivery through co-production ● Sustainable and community-led services
c) Agency- to-agency (A2A)	<ul style="list-style-type: none"> ● Collaboration ● Shared learning ● Shared resources and assets 	<ul style="list-style-type: none"> ● Better services through more efficient use of resources ● Greater efficiency in terms of use of agency assets ● More sustainable future

In the United States, timebanking has been used to complement youth criminal justice and health care programmes in New York City and Washington, DC (case studies 7 and 10).

In London, and across England, timebanking is being used to complement existing public services for disadvantaged groups, including older people, people with mental health problems, refugees, and black and ethnic minority groups.

Here we outline three broad approaches that are being used around the UK and further afield. (See Table 1.)

The case studies in the following chapters illustrate variations on these three approaches and how they can also be successfully combined. There are no right or wrong models in timebanking – agencies should always seek to build on the strengths and assets within the community they are working with and enable their approach to remain flexible and evolve according to these strengths. Timebanking is a dynamic tool, not a static one. New ways of using timebanking are constantly emerging; however, they can always be recognised by their reference to the core principles highlighted earlier.

Three broad approaches to timebanking

1. Person-to-person timebanking

The person-to-person (P2P), sometimes called ‘neighbor-to-neighbour’ model of timebanking is the best known in the UK. Individuals are part of an established timebanking ‘hub’ or centre, often hosted by a third sector or public sector organisation and run by a *time broker*. The role of the time broker or coordinator is very important in the early stages of setting up the time bank to motivate service users to join the time bank and help manage it.

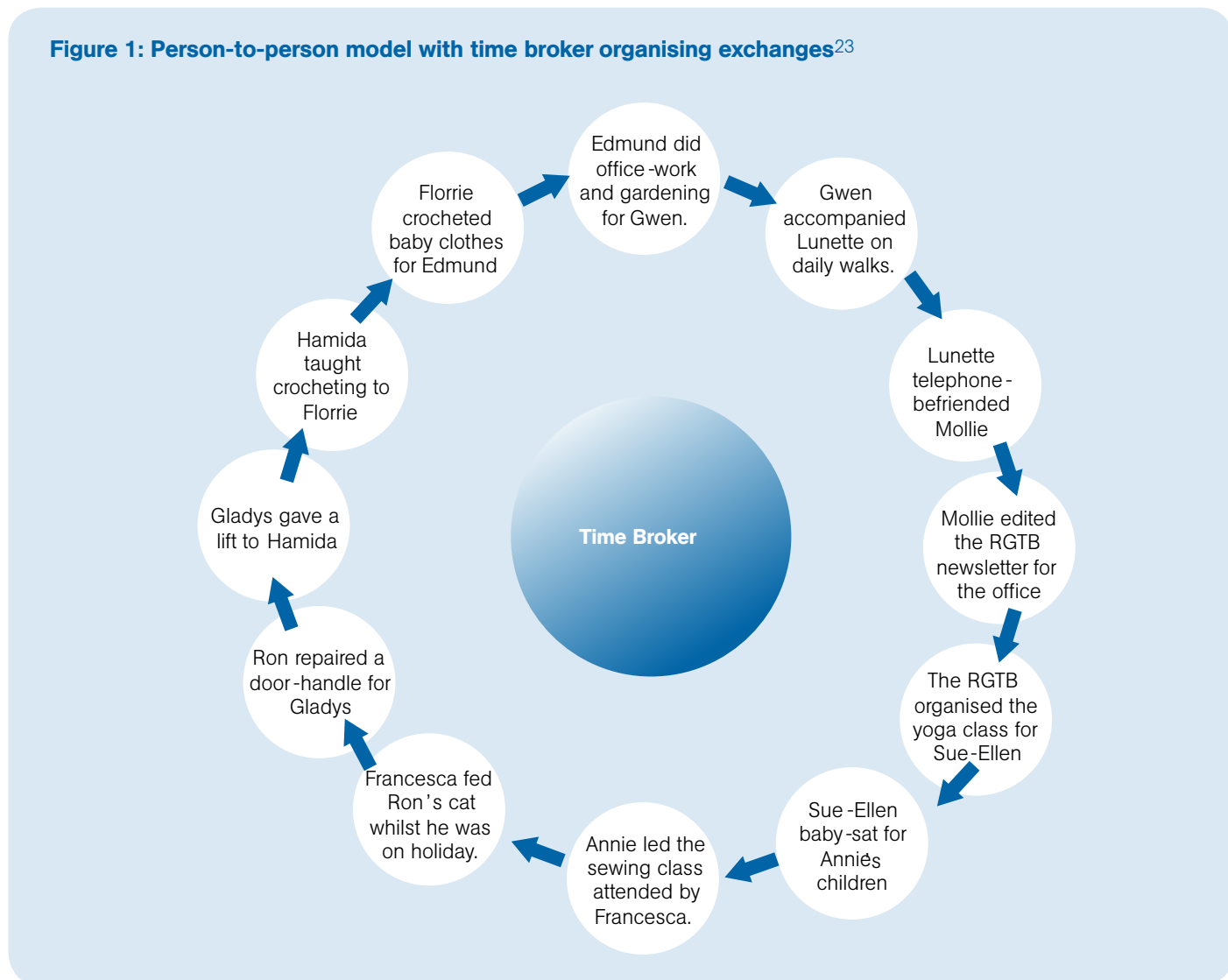
Members exchange *mutual credit* in the form of hours and a time broker tracks these credits. Every unit of currency in this model is created by an agreement and an exchange; each unit is earned back by an equal obligation to ‘pay back’ by the beneficiary of the exchange. According to Martin Simon, Chief Executive of Timebanking UK which has pioneered the P2P model, it ‘creates a chain reaction of giving and receiving as members bring friends and others in to the time bank’.

Members with debits need to be encouraged to do jobs and earn them, whilst those with credits need to be encouraged to spend them in order to increase the circulation of currency. Timebanking UK has issued detailed guidance on the setting up of mutual credit timebanks.^{21,22}

Organisational members

Not only individuals but organisations themselves can exchange time credits in the person-to-person approach. Rushey Green time bank (Case Study 5) has been

Figure 1: Person-to-person model with time broker organising exchanges²³



very active in creating organisational members with whom it exchanges mutual credits. So, for example, some of their members teach crochet at a local school at lunchtime. In return, the school provides its Assembly Hall for Rushey Green's AGM and also writes some articles for Rushey Green's newsletter. Kings' Cross Timebank (Case Study 2) has developed a partnership with Age Concern Camden where it provides Age Concern with its premises (inside a church) in return for access to Age Concern's minibus and driver.

For guidance on implementing P2P models please see www.timebanking.org

2) Person-to-agency timebanking

In person-to-agency approaches, people can earn time credits through their contribution to the aims and goals of an agency or community, whether public or third sector. The agency itself is 'the bank' and issues time credits in recognition of the time and effort given to their goals. The agency also provides a range of options for people to spend these credits. These typically include community-based activities, trips, services and events organised that help to further build social networks and create a sense of collective identity. These are frequently underutilised existing resources, such as sporting facilities, empty rooms or access to IT.

The agency issues credits according to an estimate of the time volunteered by people in a community or the time it projects will be given in future. This model was pioneered by the Timebanking Wales/SPICE in South Wales and is illustrated in case studies 3, 4 and 8. Timebanking Wales/SPICE have developed a simple six-step model for setting up person-to-agency systems to stimulate what it calls 'active citizenship'.²⁴

Figure 2: Person-to-agency timebanking – young people earn credits for their contribution to the community and earn time credits to exchange for trips and events organised by the host agency.



1. Discuss and agree goals with host organisation and the local community.
2. Carry out a baseline audit of existing community activities and levels of active citizenship (a 'time audit').
3. Agree future activities and areas of growth; estimate the numbers of hours of new active citizenship required to achieve the agreed goals.
4. Underwrite the required hours with time currency that is backed by time-based social and cultural events, activities and services. This ensures that there is an equal balance between the number of time credits going out and coming back in.
5. Start accrediting all active citizenship with time credits.
6. Monitor and evaluate.

In person-to-agency models then, time as a currency exists as more than just the exchanges between people; it is a complementary *circulating* currency that can involve a wider set of people and organisations.

For guidance on implementing person-to-agency models, please see www.justaddspice.org or Timebanking Wales, www.timebankingwales.org.uk

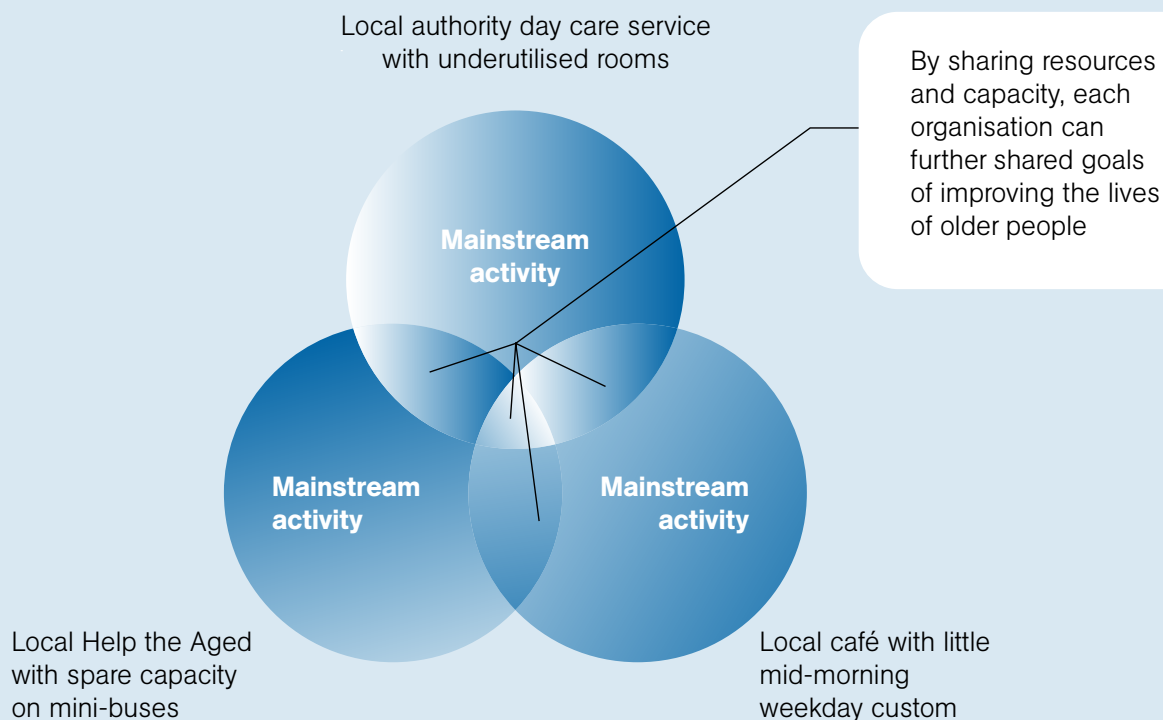
3) Agency-to-agency timebanking

Timebanking is a tool that can help facilitate exchange between organisations with a common purpose as well as between individuals. There are very few organisations, including commercial organisations that fully utilise the assets and staff capacity at their disposal. Empty meeting rooms, stationary mini-buses, 'down-time' when staff or volunteers have little to do, wasted food and energy, old IT equipment: the list is potentially endless. How many organisations consider sharing such underutilised assets?

The 'third sector', as the Government likes to refer to it, is made up of organisations with a social mission or purpose. Their overarching goal is to improve the lives of people or the environment, rather than making profit for shareholders. Given their shared purpose, one might expect such organisations to work together and collaborate. But not enough such collaboration occurs, perhaps because many organisations see themselves as cash-strapped, competing for funding from the same donors and, increasingly, the Government and local authorities in the form of competitively tendered (or 'commissioned') public service contracts.

The drive for competition and accountability can discourage collaboration and fragment the way that public services work. Public services have outputs to meet

Figure 3: Agency-to-agency timebanking



and limited resources with which to meet them. Timebanking is a useful tool to motivate public services to share people and resources, without needing to acquire additional funding in order to do so and still be focused on achieving each organisations targets.

The benefits of the agency-to-agency approach are numerous. As well as access to physical and human assets and resources, the approach benefits staff themselves as they experience a range of different services and share knowledge and expertise across departmental silos.

This kind of approach is well suited to the drive for more holistic and joined-up services, particularly in areas such as social care, mental health and children's services where too often public and even third sector service providers have failed to share knowledge and put the service at the centre of their interventions. Agency-to-agency timebanking could complement more devolved area-based budgeting through the LAAs and improve the performance assessment of local authorities under the new CAA.

For guidance on agency-to-agency models, see www.justaddspice.org

Different forms of brokerage

In some of the case studies, exchanges of time are recorded in ledger books (as with CPTB) or using IT systems and software such as Time Online as used by Timebanking UK which views time credits as 'community loyalty' points. Having a record of the number of hours exchanged and for what activities, is a useful way of tracking the progress of the time bank and planning its future but can also be important in demonstrating to funders and host organisations what activity is taking place. Of course the exchange of hours is only an indicator of improved outcomes – serious evaluation of timebanking programmes should also look at outcome measures, such as those described in Appendix 2.

Time exchanges can also be facilitated by time credits being issued as *printed currency*, which then circulates between organisational members and may even

The Welsh Assembly Government and agency-to-agency timebanking

Agency-to-agency approaches are relatively new but in Wales, the Welsh Assembly Government's Public Service Management Wales (PSMW) programme is currently piloting an agency-to-agency timebanking project supported by the Social Enterprise, SPICE.

The scheme is set up for public services to collaborate and exchange resources easily and fairly. The principle is that every hour, day or week that a public service 'gives' by loaning a staff member to another organisation, is time that is earned and can then be banked as credit and 'spent' when needed.

This timebanking uses a software system called Cyclos, developed by Dutch NGO STRO.²⁵ Public service organisations open a secure online account. Whenever external support is needed, adverts can be posted online via the software's social networking facility. Categories for exchanges include the following:

- Personal development (coaches and mentors)
- Communications
- Equality and diversity
- Professional services
- Training and learning
- Sharing practice

The governance of the timebanking project is determined by each organisation to ensure that the system sits alongside existing governance procedures. For example, the organisation will decide who the most appropriate account holder is and how many hours the organisation would like to commit to the time bank.

be combined with cash depending on the requirements of the organisation. In both Blaengarw (Case Study 3) and Rushey Green (Case Study 5) time credits are used in combination with cash in a local café which belongs to the **organisation**. In Taff Housing (Case Study 4) in Cardiff, members can use their time credits to gain access to leisure services at local sports centres and the local arts centre. The currency serves to enable exchanges and also make the network of participants visible for those involved.

The key point here is that time as a currency embodies very different values from normal currencies such as pounds sterling, which values scarcity through the price mechanism, as discussed in the introduction. From a more practical perspective, using notes rather than tracking exchanges using only an IT system can significantly reduce the administration costs involved in time banking and enable the currency to be free-flowing.

The case studies

The 11 case studies in this report are summarised in Table 2. They have been chosen to illustrate the utility of timebanking as a tool to stimulate co-production across a range of different sectors and in very different areas, from inner city London and Washington in the United States, to the Welsh Valleys and Gloucester. For many more excellent examples of timebanking in the UK, see the Timebanking UK website www.timebanking.org and, for America, see Timebanks USA at www.timebanks.org

Table 2. Case Study summary

No.	Page	The challenge	Name	Approach(es)	Name and role of Agency	Geography
		Mental health				
1	21	Improving mental well-being in a deprived housing estate	Clapham Park Time Bank, South London	P2P public sector	South London and Maudsley NHS Foundation Trust – host	Inner city estate
2	24	Enabling service users to co-produce the design and delivery of a local-authority commissioned mental health day-care service	King's Cross Time Bank, North London	P2A, P2P public and third sector	Holy Cross Centre Trust – host	Inner city, mixed area
		Community development and regeneration				
3	28	Building social networks and regenerating a former mining village	Blaengarw, South Wales Valleys	P2A third sector	Creation Development Trust	Former mining village in Welsh Valleys
4	30	Reducing dependence and increasing community participation amongst vulnerable young women in supported housing	Taff Housing Time Bank, Cardiff, Wales	P2A public sector	Taff Housing Association – host and funder	Cardiff, Wales
		Older people and health				
5	33	Reducing isolation and building social networks for older people	Community Volunteers Time Bank, Bromley, South London	P2P individual and organisational Third sector	Age Concern Bromley - host	Suburban London
6	37	Creating a social support network for patients at a community doctor's surgery in a deprived area	Rushey Green Time Bank, South London	P2P & P2A Organisational & Health	Rushey Green Group Practise	Inner city, deprived area
7	39	Creating a social support network for patients at a community doctor's surgery in a deprived area	Visiting Nurse Services of New York TB	P2P with third sector health provider	VSNY Health Maintenance Organisation	Inner city metropolis (New York)
		Young people				
8	42	Engaging young people in community development in a deprived area	Glyncoch, South Wales Valleys	Agency to client themed	Glyncoch Community Centre (Communities First)	Deprived estate in Welsh Valleys
9	44	Creating a sense of community around a mixed inner city primary school	Whittington Time Bank, Islington, North London	P2P and P2A (school)	Whittington School	Inner city London
		Criminal Justice				
10	48	Preventing the criminalisation of black youth in the inner city	Time Dollar Youth Court, Washington DC, United States	Agency-to-client themed	Washington District Court	Inner city, US city
11	50	Enabling prisoners to give back to their communities	Gloucester Prison Time Bank and Fairshares	P2A	HM Prison Service	Gloucestershire

3. Feeling better: using timebanking to improve mental health

Clinical evidence shows that people's involvement in social networks, their housing and work are just as important as medical treatment in their chances of making a recovery.

The problem: an epidemic of mental ill health

Mental health is one of the most serious challenges facing the NHS and public services generally in the UK. Mental ill health counts for a third of all illness in the UK and some 40 per cent of all disability (physical and mental) is due to mental illness. Ten per cent of the British population suffers from serious depression at any one time and nearly a third of all GP consultations relate to mental health problems. More than 900,000 people are claiming sickness and disability benefits for mental health problems.²⁶

National policy on mental health is moving from a model of diagnosis and cure, towards a social model that values recovery and social inclusion. This recognises that recovery is an ongoing process which enables individuals to take control over how they meet the goals they have set themselves to improve their lives and involve those around them in their choices; it results in clear improvements to mental health. Clinical evidence shows that people's involvement in social networks, their housing and work are just as important as medical treatment in their chances of making a recovery.^{27,28}

As the two examples in this section and many of the other case studies in this report demonstrate, timebanking is an ideal tool for helping people on the path to recovery from mental health problems. Timebanking can provide both new contacts and social networks for people feeling isolated and alone but also the opportunity to give something back, creating a sense of feeling valuable and having meaning in life. Crucially in relation to social inclusion, timebanking has the capacity to bring people who have been 'classified' as having mental health problems together with a diverse range of other residents of a given community – a vital asset in attempts to break down the still strong stigma that exists around mental health.

As the Camden example shows, commissioners of mental health services are increasingly seeking ways of involving service users more actively in the design and delivery of services.²⁹ Timebanking is an ideal tool to stimulate such 'co-production' of services.

Case Study 1: Improving mental well-being in a South London Estate: Clapham Park Time Bank

Summary

Key aims: Improve mental well-being amongst residents of a deprived estate

Timebanking approach: Person-to-person

Host: Clapham Park Estate

Funding: South London and Maudsley NHS Foundation Trust, Clapham Park New Deal for Communities, Government Office of London

Key figures: Since inception in 2004, 708 residents have participated in the activities and over 5000 hours have been exchanged

Context

Clapham Park is an estate in South London with high levels of unemployment and mental ill-health. It is a very diverse in terms of population, with 35 per cent of residents stating that they are White British, 19 per cent White Other, 18 per cent Black African and 12 per cent Black Caribbean. Clapham Park falls within the 10 per cent most deprived areas within Lambeth.

Clapham Park Time Bank (CPTB) was set up by the South London & Maudsley Foundation Trust (SLAM)³⁰ to promote the mental well-being of residents in the area and it is also funded by the Clapham Park New Deal for Communities (NDC) with funding from the Government office of London/Department of Communities and Local Government.

Timebanking in Clapham Park addresses the gaps in provision of statutory services and brings local people, groups and organisations together to improve the mental well-being of residents by:

- Enhancing social networks to address issues of isolation and depression faced by any people living in the area. Clapham Park not only has high levels of unemployment but is a transitory estate with a 30 per cent annual turnover of population.³¹ Both factors make countering feelings of isolation and exclusion key challenges.
- Identifying and building on the positive contributions individuals can make to addressing problems identified in the local community.

'The time bank took me out from being in my home and enabled me to go out and meet other people, attend training courses and meet people who are genuinely in need and appreciate the support I can give also. I look forward to going to the social club Steve has started. And I like earning credits. By earning enough credits I was able to travel to the U.S., get home maintenance, painting, gardening, finding a place to live, got free advice.'

Cypher, time bank member

CPTB is a person-to-person time bank with a membership of 130 people, most of whom live on the Clapham Park Estate and two full-time time brokers and administrators, Funmi and Roz. There is a core group of 50 people who regularly attend sessions and exchange time; 5–10 per cent of members are in full-time employment and 80 per cent are from ethnic minority groups. Clapham Park recruits people mainly by word of mouth and from the local Primary Care Trusts, SLAM and local housing associations.

Since the project started in 2004, 708 residents have participated in activities created by the time bank and a total of 4996 hours have been exchanged.

Timebanking activities

Activities are developed through listening to members and taking notice of how they want support from the time brokers. Popular sessions where credits are exchanged include 'tea and chat', a Friday night social club (initiated and organised by Steve, a time bank member), belly dancing classes, gardening, 'walk and talk' and befriending. Time bank members are encouraged to run their own projects and also help the time brokers to staff the office and take phone-calls. For the tea and chat and social sessions, credits are both earned, because the time bank member is giving support to others, and spent, because the time bank member is also receiving support. Time credits are recorded in ledger books (see below).



Clapham Park time bankers cleaning up the local estate

Timebanking as a complement to traditional mental health treatment

For many of the time bank members, the time bank has been an effective complement to the medical treatment they have been receiving. Members' comments on this issue included:

'I've been in the time bank for six months now and it really helps me because although I do take medicine you also need somewhere to go and people to talk to.'

'The doctors give these care-plans which can be too rigid. Everyone's needs are different and this is recognised by the time bank. The doctors are dealing with so many people and so many problems... with the care coordinator you only have 15 minutes with them and you've got to fit in everything in such a short space of time.'

'And how long do you have to wait to get therapy – and then they only give you six weeks or twelve weeks. The time bank is here all the time, its better therapy.'

'When you see the professionals its very formal. With timebanking it's quite unique, much more open-minded.'

Timebanking and confidence

For CPTB members, one of the key benefits of being part of the time bank is that it has helped them to rebuild their lives and increase their confidence, both by learning new skills and by providing them with a feeling of value and self-worth, as Cypher suggests:

'The time bank enables us to use our individual skills, so Elspeth does her computer work, I do my poetry, and Ann does her card-making. It is a good therapy. The traditional services don't do enough to build your confidence back up. The time bank gives us the opportunities to help build confidence and grow our abilities. And it doesn't interfere with our benefits. Earning time credits is different from having a job. You don't have this fear of crashing out. If you can see that every three months you are earning 50 credits you think to yourself, "well, maybe I could go an earn £50 as well!"'

If you have an emotional problem there is a lot of derision and name calling in the real world. You don't have that kind of stigma in the timebank.



Clapham Park time ledger book where members track hours

Timebanking for young people at risk

Youth crime is a major problem in Lambeth and CPTB also works with vulnerable young people, using timebanking to offer them positive relationships and role models and opportunities to pursue an alternative path, avoiding truancy and petty crime.

Clapham Park outreach

Roz and Funmi and time bank members do a lot of outreach work, attending and speaking at events in the UK and further afield. A group of time bank members recently travelled to the USA to give a presentation to the International Timebanking Conference in Madison, Wisconsin; this was partly paid for through time credits they had earned.

For Roz, the biggest challenges facing CPTB are finding venues for various projects, obtaining outside funding and the diversity and difference of the members who come from a wide variety of cultures.

Future plans

For the longer term, it is envisaged that the time bank is led by local people. The intention will be to coach key leaders with good listening skills and a good knowledge of local support networks within the Clapham Park area, who will then establish links with other organisations in the area to build a more sustainable network of timebanks.

Aran's story

Roz and Funmi, CPTB coordinators, first came into contact with Aran's family when his mother, Anne, was referred to them by the Post Traumatic Stress Disorder Clinic at the Maudsley Hospital. The father in the family had been sectioned and Aran, his 15-year-old son, lived alone at home with his mother.

Anne became a member of the time bank and earned over 100 time credits by offering her gardening skills to other members of the time bank and to a local community garden. She found this immensely enjoyable and fulfilling and it dramatically reduced her hospital re-admissions.

Unfortunately, as his mother's mental health improved and he no longer had to care for her, Aran was getting into trouble with the police and had been excluded from school. He was on a court order and the magistrate had made it clear that this was absolutely his last chance of avoiding custody.

Anne asked the time bank for help and used her time credits to 'buy in' the help of local people. The time bank workers linked up with the Young People in Crisis Project and the Social Services Children and Family Unit. The unit had been attending to Aran but was not having any impact on his drift into antisocial behaviour and truancy.

It was clear to the time bank workers that Aran needed a positive role model and they found a male member of the time bank to become a mentor to support him. The mentor earned time credits for ringing Aran twice a day and seeing him regularly.

The time bank then made an agreement with Aran that he would attend the Young People in Crisis Project and stay out of trouble. In exchange they arranged for a local gym and an ice skating rink, organisational members of the time bank, to let Aran use time credits for sessions instead of paying in cash.

Aran earned his credits by participating in the time bank and holding to his promise of not going out with his mates, by being in home by 9pm and by ringing his mentor. Other time bank members agreed to call by the house every three hours to check he was in.

This reward system worked well and with a local circle of support that he cared about Aran was also able to cope with crises in his life. The first crisis came when Anne had a relapse and had to go into the acute ward for three days and another occurred when she needed a week's respite.

These events could have been catastrophic for Aran if not for the relationships he had built up with other local time bank members. With his permission, two female time bank members looked after Aran while his mother was away on both occasions.

However, the most effective contribution made to Aran's recovery by time bank members and staff was to regularly hold the various agencies in his life accountable to his needs. This was particularly needed with the overworked staff on the Social Inclusion Programme and the Children and Family Team. The time bank workers and some of the participants all contacted the agencies at various points to make sure Aran was not forgotten and that communication channels were kept open.

Aran's friends saw what was going on, liked it and some of them joined the time bank and contributed to the well-being of their local community – one of them has earned over 80 time credits.

Anne applied for a home transfer and she and her son have now moved out of South London to Hastings. Anne has been out of hospital now for two years and Aran is attending college and has continued to stay out of trouble.

By using timebanking, local people were mobilised in both prevention and in crisis intervention and were able to surround Aran with a circle of support he trusted and that extended beyond the 9am–5pm hours provided by statutory services. Everyone worked in his best interests, setting a good example and he responded by changing and becoming aware and sensitive to those around him and his local community.

Other plans include establishing a council-block buddying scheme and a members-led DIY project and extending activities to evening and weekend sessions. The time bank also recently applied for funding from the Home Office's Connected Fund Round 6 to work with young people in Clapham Park who have been or are at risk of becoming involved in gang culture by promoting and encouraging positive attitudes and a healthier lifestyle and participating in community activities. If successful, partnerships will be developed with the Bonneville Christian Centre, the Safer Neighbourhood Teams, the CPP Generation Radio, CPP Neighbourhood Wardens, and Clapham Park Homes to involve the young people in various activities including discussion groups, and creative sessions.

Contact details:

Roz McCarthy or Funmi Olowe – Tel: 020 8671 4809 – Email: funmi@olowe@slam.nhs.uk

Website: http://www.timebanks.co.uk/find_a_timebank_details.asp?id=936

Case Study 2: Timebanking and mental health commissioning – Holy Cross Centre Trust and the King’s Cross time bank

Summary

Key aims: Improve mental well-being and builds social networks amongst residents of Camden

Timebanking approach: Person-to-person and person-to-agency (third sector)

Host: Holy Cross Centre Trust (third sector)

Funding: London Borough of Camden

Key figures: 1643 hours exchanged since inception in November 2007

Background

King’s Cross time bank (KCTB) is based in Camden, an inner city London borough of 220,000 people with high levels of mental ill-health, above-average levels of alcohol addiction and suicide, and large numbers of refugees and asylum seekers.

KCTB is hosted by the Holy Cross Centre Trust (HCCT), established in December 1988 by members of the Holy Cross Church to provide support to the rapidly growing number of homeless people in the King’s Cross area of London. HCCT is now an independent, secular organisation which works alongside over 1400 individuals a year. HCCTs primary work involves supporting mental health recovery and promoting the active participation of the homeless and refugees and asylum seekers within the wider community. Organisations supporting these groups are members of KCTB, as are students from Camden schools and colleges, creating a diverse mixture of people and breaking down stigma around mental health within the Camden community.

Co-production and timebanking are at the heart of the Trust’s approach to services and community development. Its approach focuses on

‘...eliminating the labels and hierarchies that have plagued the third sector, and reasserting the basic need we all have to both give and take. We recognise that the skills, knowledge, and experience our service users, volunteers, and staff possess are assets that should not be wasted. Service users, volunteers and staff all come here to learn, to explore, and ultimately to shape the profile of our projects.’³²

Together with two other locally based organisations, MIND in Camden, a long-standing mental health care provider, and Camden Volunteer Bureau, HCCT formed a consortium to bid successfully for a £2 million tender to provide day-care services to people with mental health problems.

The commissioners of the service formed a consortium with providers and with **nef** to design a service specification and a sustainable commissioning model, which placed a strong emphasis on co-production.^{33,34} This was in keeping with the Department of Health’s ‘recovery’ approach and the Department’s drive for greater social inclusion and service user involvement. For example, under the service ‘vision’, the tender specified that:

‘Co-production requires professionals and service managers to move out of traditional roles as “experts” and “providers” into partnership models that work with “clients” and “communities”... real and lasting changes are possible with approaches that build or strengthen social networks and in turn motivate people to learn about and exercise their powers and their responsibilities as citizens. Networks of friends and families should also be considered positive co-contributors to success in this approach.’

In its response to the tender, the Consortium openly advocated a co-production approach to running the day-care service, led by Holy Cross Centre Trust which has a dedicated co-production and time bank coordinator. In their tender, the Consortium stated that they will:

‘...achieve social inclusion and recovery outcomes according to the aspirations and needs stated by a diverse range of individual services users by:

- enabling service users to take responsibility for achieving their own goals and support other people in achieving theirs through co-production mechanisms like time banks, befriending schemes, mutual support groups, peer support and volunteering; and
- by continuously developing involvement and partnership from diverse communities, mainstream and specialist service providers, thereby increasing the number of stakeholders in mental health day services across the borough.’

Timebanking as key vehicle for co-production

Led by Holy Cross, the Consortium has successfully integrated the existing KCTB into the day services programme, working across three building-based day-care services.

Holy Cross takes a flexible but ambitious approach to timebanking as a tool to help the organisation make its services sustainable and community led. Sam Hopley, Director of HCCT, is very clear that it is not creating a 'mental health time bank' but rather using timebanking as a community development tool to improve the well-being of clients of the day-care centre and integrate them in to a wider Camden community of support:

'The time bank and other activities HCCT carry out are designed to encourage clients to take greater control of their lives and own their service.'

KCTB use the person-to-person timebanking model, with participants earning credits for their engagement with the service and for helping each other. Participants can also build up a stock of credits with the time bank (The agency-to-client model) and use this for various activities or events created by Holy Cross and its partners, for example a regular 'open-mike' night. A total of 1643 hours of time has been earned in this way so far. Current time bank activities include:

- **Biographies:** Time bankers spend their time credits on acquiring the skills to record short films about their lives. A public viewing is being arranged for later in the year where the event organisers will earn time credits for organising the event.
- **Cultural events:** Time bankers earn time credits by developing a co-production model for the local community to take responsibility for the concept, design and execution of 12 events to celebrate the diversity of cultures, languages and histories with the King's Cross and Camden Central Neighbourhood.
- **'YourSpace'** sessions on Wednesdays in all three mental health day centres. Your Space allows people to develop their own priorities rather than simply receiving a system designed by professionals who think they know their needs. There is considerable flexibility as to what activities are adopted provided they are safe and improve people's well-being. Projects which have come out of Your Space vary from a coffee morning, organised by users, to a mental health support group for gay men. The staff act as mentors ensuring that everything runs smoothly but have a hands-off approach. Time bank members earn credits for active participation in these groups.

Using time as a currency to build a sustainable community-driven service

HCCT has developed a time currency and arranged for time bank members to spend their credits on a wide range of services with Holy Cross and other organisational members [see picture]



HCCT's key programme is its 'Flexicare' training programme. This offers a range of opportunities including frontline work experience, City & Guilds certificates in mental health, vocational training, supervision, and the chance to get leadership experience. As a member of this training programme, individuals learn about innovative methods to create sustainable public services, such as timebanking and co-production.



King's Cross time bankers on a trip to Broadstairs bought with eight time credits

HCCT's long-term plan is to make the organisation and its services sustainable by training clients and volunteers (both of whom are members of the time bank) to become 'Support Time and Recovery' workers, recognised by statutory authorities. In this way, even if statutory or philanthropic funding for the service runs out, a local community of self-trained experts in mental health recovery through co-production will be created. In line with this ethos, Holy Cross has also built into staff contracts that 10 per cent of their time should be contributed to KCTB.

Organisational members

KCTB has a fast-growing range of organisational members with whom time credits will be currency for exchange. They include:

- The Camden Active Health Team, funded by Camden council, which is offering exercise classes to members in exchange for time credits (charges are normally £1 or £2 an hour).
- The Camden Older Voices Team, which aims to involve more, older people in neighbourhood renewal and raise the profile of those already involved.
- The Camden Safer Neighbourhoods Team.
- A local Turkish café who, as in the Rushey Green Nexus model, will offer the café at quiet times for members' coffee mornings.
- Age Concern Camden – KCTB organised an older people's lunch club in the Holy Cross Church and in exchange Age Concern provided access to its minibus and driver. Age Concern also offers training to get a large-vehicle license and is looking to offer time bank members the opportunity to purchase the training with time credits.
- Islington and West Euston time banks.
- MIND in Camden and Camden Volunteer Bureau (both of whom are part of the mental health day-care services consortium).
- The BME Alliance.
- Local cinemas, theatres and music venues who are interested in offering tickets in exchange for time-credits during quiet show-times.

Holy Cross is currently organising a steering group of all the above organisational members who will conduct a time audit to establish the number of hours volunteers have already contributed to their respective organisations and then issue time credits to them, as with the Time4Young People model in Wales.

For Sam Hopley, using time credits as a currency with organisational members in this way is a win-win for both his organisation and statutory services:

'Camden's services are all chasing the same profile of people. The timebanking model works because it is uncompetitive – services are not competing with each other for same people but collaborating and sharing resources so we can access the groups who wouldn't normally come to some of these classes and access these services. But now they have these time credits, they feel like they have earned the right to attend these classes and they feel they are part of a wider community. So rather than a service paying for a member of staff to go and put posters up, they use the money to subsidize their services for time bank members and get better attendance. In this way we can all work together with the same client and claim outcomes for them.'



Lunch at Holy Cross Centre Trust



Karaoke is a popular timebanking activity at King's Cross time bank

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4. Community development and regeneration

Billions of pounds of public money are spent every year on regeneration deprived areas in the UK, from central, local and European sources. Yet inequality continues to grow between different areas of the UK whilst social mobility is in decline.^{35,36,37}

The problem: the failure of regeneration policies to engage people

For many decades, regeneration policy in the UK has been focused on attracting large, inward-investment projects, often in the construction of housing, with the assumption that this will automatically create jobs and other benefits for disadvantaged areas. The *physical* community has become the focus of interventions to improve the economy, as opposed to the human community in the area.

The thinking behind this appears to be that if the physical infrastructure is provided, everything else will follow with community development there to deal with social problems. A whole regeneration and community development 'industry' – including the third sector – has grown up around these enormous investments of public money but there is very little evidence that people who actually live in disadvantaged communities have much say in what happens to such funding or benefit in a way which means inequality is addressed through regeneration policies. Regeneration has become something 'done to' rather than 'done with' people and without a change of approach we are likely to see increased polarisation.

In reality, many of these 'trickle-down' projects have resulted in gentrification, rising house prices and costs of living, and considerable out-flows of cash to consultants, developers and skilled workers, none of whom are locally based.

The values underpinning timebanking and co-production – that people are assets and that social networks should be used and strengthened to create better outcomes – apply equally to regeneration. Local people should be at the heart of any regeneration effort and investment should build on their creativity and passion, rather than viewing them as problems for which external solutions should be imposed.³⁸ Real regeneration involves building on existing networks of trust and community as well as investments in construction.

In Wales, Timebanking Wales and SPICE have developed a range of person-to-agency approaches to timebanking which do just this. They are all based on the idea of 'active citizenship', which recognises and values people's contributions to the community. WICC aims to create '...the community. The aim is to create 'a new conversation... social capital.'

Timebanking puts the ethos of mutuality at the centre of this 'new conversation'. Case studies 2 and 3 illustrate the approach to regeneration and community development that is developing in Wales. In both cases, the agency involved – the Creation Development Trust and Taff Housing Association – made a conscious decision to use timebanking to enlist the 'beneficiaries' of their services in improving their services and regenerating their communities.

Case Study 3: Bottom-up community development – Blaengarw Workmen’s Hall ‘Time Centre’

Summary

Key aims: Revitalise a former mining village in South Wales, building social networks and enhancing resident’s well-being

Timebanking approach: Person-to-agency – ‘Time Network’ (third sector)

Host: Blaengarw Workmen’s Hall/Creation Development Trust (third sector)

Funding: Welsh Assembly Government Community First and the Creation Development Trust

Key figures: 540 participants exchange 58,000 hours per year

The community of Blaengarw is a small and isolated former mining village near Bridgend in South Wales. The Blaengarw Workmen’s Hall was built in 1894 and was at the heart of the mining community in the Valley and the centre of educational and social activity; 2500 miners and their families working in the Garw Valley used the Hall on a regular basis. Since the closure of the last six mines in 1984, the Valley has seen a decline in the number of residents, a large increase in unemployment and a slow disappearance of the strong traditions of mutualism and collective community identity centered on the hall.

Now in 2008, as the base for the community work of the Creation Development Trust and its Time Network, the Blaengarw Workmen’s Hall has been revitalised. It is a huge space with numerous smaller rooms and a large central hall, and it acts as host to many local community groups and activities. The Hall is co-funded by the Council.



Blaengarw Workmen’s Hall

The ‘time network’, which officially began in April 2005, enables members of the community to earn time credits by giving their time to help with running of any of the community groups in the area (e.g. youth clubs, rugby club, the hall, festival group, church, residential home, the community café). Members of the time network use their time credits to access social events and activities at the hall or in the other venues in the community (social club or rugby club).

Members of the community are able to access the events on an hour-to-hour exchange; for example, a three-hour pantomime is three time credits. The hall puts on a wide range of events such as bingo, salsa classes, pantomimes, plays, choirs, comedy nights, film clubs or a New Year’s Eve party.

The Hall has two time network staff who co-ordinate the issuing of time credits through the local groups and facilitate the planning and running of the social events and activities.



Rather than tracking hours with a ledger book, the Blaengarw Workman’s Hall Time Centre now issues actual paper currency in denominations of 1 or 2 time credits (see below).

To attend the events in Blaengarw individuals can either pay in cash or with time credits. The time credits are strictly hour-to-hour; whether it is bingo or opera, a three-hour event is always three time credits. The cash amount is always based on the normal market value of the event, so attending bingo would be cheaper in cash than attending the opera.

The Creation café is also an important part of the time network. Members can earn time credits by giving their time to support the paid staff to run the café. Time credits can also be used at the café; for example, an hour on the internet can only be accessed with a time credit.

In this way, Blaengarw has effectively established its own complementary community currency which serves to increase local spend within the community, benefiting the local economy as well as building social networks. Geoff Thomas, who helped set up the time network, believes it represents a return to the traditions of mutualism, self-help and social activism that have declined with the decline of the mining industry:

*'Going back to the history of South Wales, when you look at the chapels and the churches, the relationship was always about give and take – mutuality and fair exchange. People didn't see themselves as 'volunteers' but as members of the chapel. The term 'volunteering' has never taken off in the Valleys. The culture which led to the development of bottom up socialism was based on mutualism. We are trying to remember and reinvent that tradition through Timebanking, reintroducing the notion of membership rather than just being a beneficiary, a client or a consumer. You are part of what we are going to co-produce in the future, just as the old chapels had active constituencies and memberships.'*³⁹



Over the last few years membership of the time network has grown to 500 people who all give their time to the community and access the events and activities. New groups have developed as individual members with similar interests have connected through the time network. Examples include festival groups, the card-making group, the 'knit and natter' group and the sculpture studio group.

The community has also come together to do large community projects; for example, in summer 2007 Blaengarw held its first festival for 21 years.

The community came together and made 200 costumes and earned over 7000 time credits. The day was a huge success and has now become an annual event in the Time Network calendar.



New initiatives in the community have become more sustainable as a result of the time network model. For example, the sculpture studio began with a professional sculptor running a drop-in studio in the village. Slowly members of the community began to work with the sculptor to produce a large piece of public art. The studio is now run by time network members who earn time credits for teaching other members of the community and running classes for young people. Individuals pay in time credits to attend these classes.

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Case Study 4: Building a resident-led housing association – Taff Housing Association in Cardiff

Summary

Key aims: Broaden and deepen tenants' and residents' participation in the design and delivery of services

Timebanking approach: Person-to-agency (public sector)

Host: Taff Housing Association

Funding: Cardiff City Council Housing

Taff Housing is a community-based housing association with over 1000 homes in some of Cardiff City's most disadvantaged housing estates, as well as specialist, supported housing projects for young women. As a 'Support Provider', Taff assists people to obtain and maintain tenancies, and makes a major contribution to the prevention of homelessness.

Working with SPICE, a social enterprise which supports the development of community time banks, Taff has been using timebanking as a tool to incentivise participation and co-production among some of its young, single, female tenants. The aim is to provide opportunities for the young women to become more active in their hostels and challenge the dependence culture that can quickly develop. Taff is now also broadening this programme to all its tenants across its 1000 homes.

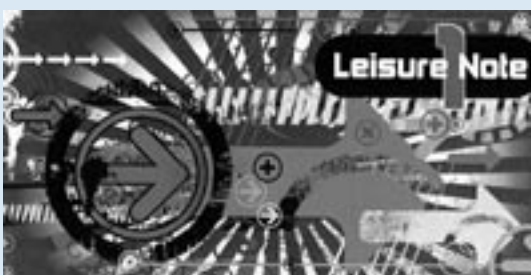
Tenants earn time credits by volunteering their time to assist the Association in developing and improving its services. Tenants are awarded credits for a range of activities including:

- Attending meetings arranged by the Association; for example, focus groups, Tenant Association meetings and steering group meetings.
- Being on interview panels for Taff staff.
- Writing articles for the Taff newsletter.
- Helping to arrange events and trips for tenants.
- Doing jobs that benefit the hostel collectively, for example, communal shopping, watering flowers.
- Creating a new clubs or community events linked with Taff.
- Acting as a tenant board member.

As well as tenants, Taff also awards time credits to external volunteers who help with similar services.

Using time credits to achieve multiple policy objectives

Taff Housing has created a unique partnership with Cardiff Council's Leisure services and the Gate Community Arts Centre who accept time credits earned by Taff's tenants instead of cash for access to their services.



A Leisure note representing one hour of Taff Housing tenant's time invested in improving Taff's services and exchangeable for services in Cardiff Leisure centres and the Gate Arts Centre

A record of time bank members' hours is recorded on Taff's IT system and members can draw down their hours in hard currency notes – 'leisure notes' (Figure 1) which can be used in eight local leisure centres or the Gate Arts Centre. Tenants can also use their notes to access group activities organised by Taff Housing within the hostel that include bowling, picnics, photo shoots and trips out of town.

Cardiff Local Authority has an 'active participation' policy in its leisure centres and as a result is happy to subsidise the costs of accepting the leisure notes. Each of the eight participating leisure centres has a function on its till for accepting the notes, which are treated in much the same way as vouchers. Members can

access gyms, swimming classes and crèche facilities at any time of the day. Taff collects the notes from the leisure centres so they can track usage and then recycle and reissue them for more hours.

The Gate Community Arts Centre accepts leisure notes for arts, music, productions, theatre, purchasing food and drinks at the café bar and for participation in their holiday programmes for children, including African drumming, ballet and toddler music.

Cardiff Blues Rugby Club now accepts time credits for rugby games and events at the club.

Taff Housing previously used to reward people giving time with recycled computers, but Caroline Davies, the Taff Housing timebanking coordinator, thinks the focus on active participation is more beneficial:

'We used to reward people who had saved up time credits with recycled computers. But now we're trying to move away from material rewards to getting people physically and culturally active and building up their confidence and we can do this with our partnerships with other organisations.'

Taff is also in discussion with St David's Hall, the National Concert Hall and Wales Millennium Centre and Glamorgan Cricket Club to develop similar arrangements. To encourage participation of wider range of tenants, in particular younger people, it is in discussions with the Chapter Arts Centre, Cardiff City Football Club and the International pool in Cardiff Bay.

Taff Housing is also negotiating for some of the timebanking members to volunteer with the organisational members, many of whom are keen to offer work experience placements for local people. For Caroline, there are benefits for all parties concerned:

'Every organisation is interested getting work experience from people and the tenants are keen to get vocational experience that may help them get in to education or find work. Many of these organisations also have corporate responsibility objectives to widen access, for example to BME groups, people of a certain age and through us partnering with them they can achieve this. So it's a win-win situation.'

SPICE has also been piloting the Taff model with other housing associations, including Rhondda Housing Association where credits can be used to access personal development training, trips, social events and activities on an hour-for-hour basis. The fiat model of timebanking fits well with the Welsh Assembly Government's National Tenant Participation Strategy⁴⁰ which requires all housing associations to have a tenant-participation strategy in place within the next two years. Some of the funding for this strategy is being used to fund Caroline Davies' position as timebanking coordinator.

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5. Complementary therapy? Reducing isolation and improving the health of older people

“I worked for the Department for International Development (the aid wing of the Foreign Office) for some years and in my late fifties developed severe osteoarthritis in my right hip and leg... Consequently I found myself housebound, which nearly drove me round the bend... Earlier this year I joined the time bank and this changed everything – a lifeline to the community and a situation where one can give and take. Now I find I am part of a vibrant community where the workers, who are so supportive, arrive at new ideas thick and fast. I no longer feel isolated and useless.”

Patricia Maquire, Rushey Green Timebank

The problem: dealing with a rapidly ageing population

The UK is faced with a demographic time bomb. According to most predictions, by 2025 one-third of the population will be over 55 and the baby boomer generation is already nearing retirement. Like many other Western countries, there is widespread angst about pensions and concern that the young population will not be willing to pay for the healthcare of their elders through higher taxation.

But money may be just one of the challenges we face in caring for our elders. Social isolation amongst the elderly is already a major public health issue. According to research published in 2007, 1.4 million older people in the UK feel socially isolated and nearly 300,000 had gone a full month in the last year without speaking to any family or neighbours.⁴¹

Recent government policy strongly emphasizes the link between social contacts and health and the importance of service users being involved in the design and delivery of services.⁴² In February 2008, the National Institute for Clinical Excellence produced guidance on community engagement for those working with and involving communities in decisions on health improvement that affect them. It is for people working in the NHS and other sectors who have a direct or indirect role in – and responsibility for – community engagement. This includes those working in local authorities and the community. The guidance states that:

‘Different levels of community engagement (for example, informing, consulting, delegating power) could directly and indirectly affect health in both the intermediate and longer term. A variety of approaches can contribute to successful community engagement at these different levels. Some approaches used to inform (or consult with) communities – such as a workshop – may have a marginal impact on health. Nevertheless, these activities may have an impact on the appropriateness, accessibility and uptake of service. Approaches that help communities to work as equal partners, or delegate some power to them – or provide them with total control – may lead to more positive health outcomes.’

Case studies 5, 6 and 7 illustrate how timebanking can create new social networks for older people and complement traditional medical services, from London to New York.

Case Study 5: Helping out the Doctor – Rushey Green GP’s Time Bank

Summary

Key aims: Improve the mental and physical health of patients attending Rushey Green Group Practise

Timebanking approach: Person-to-person (public sector)

Host: Rushey Green Time Bank

Funding: Big Lottery, Princes Trust, City Bridge House

Key figures: By the close of 2007 Rushey Green Time Bank had 173 members and 24 organisational members who had traded 24,882 hours (almost 3 years).

Context

The Rushey Green Time Bank (RGTB) was founded in 1999 by the Rushey Green Group Practise, which provides patient-centred holistic care for 7000 patients in Catford, Lewisham in South East London. Lewisham is one of the most disadvantaged areas of London with high levels of unemployment, poverty and ill health.

RGTB was the brainchild of Dr Richard Byng, who saw it as an innovative way to promote well-being and health, social inclusion and social networks locally. Dr Byng was convinced that many of his patients who came to the surgery with symptoms of depression and isolation could be helped by increasing their contact with other people and finding a framework in which they could feel useful to society and needed by others.

How timebanking works at Rushey Green

RGTB allows members to give and receive a wide range of neighbourly support – from lifts to accompanying people to the shops, from companionship to checking up on people after hospital discharge. The scheme generates much-needed social support for isolated older people, as well as families and provides low-level practical help to enable older people to stay in their own homes and remain independent.

‘The time bank provides the patients with support beyond the use of drugs, it provides them with social networks. The evidence shows that patients who visit us don’t visit the doctor as often... Sometimes people come to me and quite literally the only other person they know is the doctor they have just seen. For them, timebanking is a lifeline to the community.’

Maria Mesker, Time Broker, Rushey Green Time Bank



Rushey Green time bankers on a trip to Brighton

RGTB members run several activities such as poetry workshops, a walking group, parents group, a telephone befriending support group, a stop smoking support group, Shiatsu massage, drop-ins, Italian and Spanish classes. The time bank also organises an annual trip to the sea which members pay for with their time credits and visits to local pubs and a café. Members are also free to donate credits to people they know and to the time bank ‘pot’ itself to give to people they don’t know.

Central to Rushey Green’s ethos is that members play an essential role in the running of the time bank. For example: recruiting new members; talking to external organisations about timebanking; organising projects; organising social events and group activities; helping produce the newsletter, helping run the time bank office, as well as providing services for each other.

People can be referred to the time bank by their doctors, nurses or other healthcare workers or by other service providers or they can join directly themselves. A survey of members in 2006/2007 found that 45 per cent of referrals came from the Rushey Green Group Practise; 41 per cent of RGTB members have some sort of disability, including mental health; 47 per cent were from ethnic minority groups and which 27 per cent are Afro-Caribbean, a fair reflection of the local community.

Rushey Green Time Bank's organisational members

RGTB has always seen itself as part of a wider community of organisations seeking to improve the lives of Lewisham's disadvantaged citizens. RGTB currently has 24 members. With the exception of the Nexus Café, all the exchanges described below between organisational members were made with time credits rather than with money.

Rushey Green Group Practice (RGGP)

The practice is RGTB's most important organisational member, hosting the time bank and providing free space, use of telephones and IT equipment. RGTB members provide the practice with a range of administrative and patient support services.

On the administrative side, this includes franking, shredding, filing and photocopying. In terms of patient support, it includes a bespoke telephone befriending services, whereby if a GP feels a patient is isolated, they will fill out a befriending form and ask RGTB to find a member to provide the service. Eighty per cent of the time the member is happy to do so and the conversations will occur every week or month from that point on, with the patient becoming part of the time bank. Time bank members also provide services for housebound patients, including picking up prescriptions or samples (provided the patient joins the time bank).

The practice also designed RGTB's website www.rgtb.org.uk courtesy of one of their employees, Gemila. She designed the site during working hours and the practice itself was credited with her time. So like the time bank, the practice also has a 'pot' of time credits which it can use to staff. Some staff have used their credits to buy massages which time bank members offer.

What the doctor says...

RGTB has a proven record at improving mental and physical well-being amongst our patients by supporting people in their environment, targeting unmet needs, and creating a partnership between patients themselves, health professionals and allied workers. The benefits expand well beyond our patients, for example, to their carers, their relatives, or external agencies.

The benefits of RGTB's presence are mutual. Members support the practice in different ways; for example, arranging mail shots, shredding non-confidential documents, franking, telephoning vulnerable housebound patients, picking up prescriptions, offering lifts to local hospitals, reminding patients of their appointments, etc. The time bank, on the other hand, provides GPs and nurses with a broader array of support options that enhance the care they provide; for example, opening referring opportunities, signposting services such as stop-smoking groups, parents and babies, setting a befriending project, chair based exercises, literacy and language skills.

The plurality of such supporting activities, their tight embodiment within the practices' life and routine, has added and continues to add endless value to the holistic aspirations of the practice. They also contribute to the promotion of the good reputation of the practice, and to the enhancement of its place and role in the local community.

RGTB informally channels the practice's efforts towards breaking down the institutional aspects that may hamper people's care, making it inviting for patients to access services and seek help, particularly the most vulnerable people with mental health problems or the elderly who might struggle with the institutional environment.

Dr Alberto Febles, GP Principal and Trainer,
Rushey Green Group Practice, April 2008



Time bankers at a monthly coffee morning at the M-Eating Place.

- **Lewisham Nexus Services** is a small charity that provides frontline services and supports people with learning disabilities in South East London. Nexus offers supported housing, runs a small community-based day service, provides outreach support and offers supported employment for people with learning disabilities in its not-for-profit community café - the *M-Eating Place*. In an arrangement that has been in place for two years now, Nexus offers its café to RGTB members for the monthly coffee meetings. RGTB pays for the coffee morning in money and credits. It involves an hour-and-a-half session, including coffee, tea and biscuits and fruit at the café between 10.00 and 11.30am, a quiet time for the café.

- **Holbeach Primary School** is based in Lewisham. Since September 2007, RGTB volunteers Hamida and Miss Lucy have been introducing pupils to the art of crochet at the school. Every Monday lunch-time they have worked with Year Six pupils and helped them to discover the joys of the craft. The crochet club has become one of the most popular lunchtime clubs. In return, the School has agreed to write articles for RGTB's quarterly newsletter and also give RGTB its hall for the RGTB AGM, including tables and arranging and clearing the hall.
- **Action for Refugees in Lewisham (AFRIL)** is an independent charity on Lewisham High Street which provides services for Lewisham's many refugees and asylum seekers. RGTB's members help with AFRIL's after-school club, supporting the teacher and also supporting AFRIL's excursions and Saturday club. In return, AFRIL has organised reading skills training for RGTB members through one of its organisational members.
- **Age Concern Lewisham** has a befriending project which has very high demand. To initiate this work RGTB members offered their telephone befriending service for older people on the Age Concern befriending waiting list. In return RGTB received training on befriending from Age Concern.
- **Youth Aid Lewisham (YAL)** has trained some of RGTB's younger members and in return YAL has sent some of its members to have work experience at RGTB, including office administration.
- **Lewisham Toy Library** lends out toys to disadvantaged Lewisham residents for a fee. It has provided RGTB members with toys on time credits in return for an RGTB member helping them clean toys and carry out administrative work at the toy library.
- **Voluntary Action Lewisham (VAL)** supports voluntary and community sector groups in Lewisham and has helped RGTB write a bid for a smoking cessation project.
- **Griot** is a local women's group which RGTB has helped with its events and workshops, including taking the register, welcoming people and making cups of tea. In return Griot is in the process of putting on training for RGTB members, including assertiveness skills and how to write CVs.
- **The 'Time to Grow' project** is perhaps RGTB's most exciting partnership. It plans to team up with a number of the aforementioned organisations to encourage respective members to grow local food and share it between members who work on the allotments. Any surplus food from the market will be given to the Nexus M-Eating Place café. The project will bring together diverse Lewisham-based groups, inspiring them to grow their own vegetables and improving health and well-being through the exercise gardening will offer and the eating of fresh produce. Already signed up to the project are three group members of RGTB, refugees from AFRIL and people with learning disabilities supported by Nexus. RGTB has also been in contact with the Downham Nutrition Partnership which is already running an allotment and there is the possibility of acquiring a disused one that could be turned around together with them and everybody else involved in the project. Holbeach Primary School also plans to contribute to the project.

Other active Rushey Green members include Bromley HOur Bank (Case Study 6), Lewisham Community Support Team, the Calabash Centre, Lewisham Community Transport, Phoebe's Garden Centre, the Tamil Senior Citizens Group, Carers Lewisham, Southbrook Community Mental Health Team, Waterloo Time Bank, My Time Your Time Time Bank, Broadway Theatre, Volunteer Centre Lewisham, Lewisham Talking Newspaper, Lee Fairshares Time Bank and Catford Rangers.

With the support of nef, the Big Lottery, and the City Bridge House Trust, RGTB has succeeded in establishing itself as a national model of best practice for a time bank in a health-care setting. Locally this was reflected in the fact that in 2003, Lewisham Neighbourhood Renewal agreed to support the RGTB as the hub of a new network of time banks across Lewisham and as a means of developing greater resident involvement across the borough as a whole. RGTB gained charitable status in January 2004 and is now managed by a Board of Trustees. The Board has overall control and is made up of time bank members, a doctor from the Rushey Green Group Practice, a previous time bank member of staff, the Chief Executive of Nexus who is the Chair, and other London residents. The Board meets every six weeks to monitor the work of the time bank and to make recommendations on planning and strategy.

By the close of 2007 RGTB had 173 members and 24 organisational members who had traded 24,882 hours. That is the equivalent to almost three years worth of mutual assistance.⁴³ In July of this year, RGTB was one of five winners of the 2008 London Health Commission Awards. Speaking at the award ceremony, Philippe Granger, RGTB's Development Manager, said:

*'This is real recognition of the difference that people can make when working together and sharing skills. The Time Bank Initiative isn't about delivering a service; it is about people helping each other. The transformational impact of the project in terms of creating a sense of belonging and community has delivered real physical and mental health benefits.'*⁴⁴

What the member says...

I worked for the Department for International Development (the aid wing of the Foreign Office) for some years and in my late fifties developed severe osteoarthritis in my right hip and leg. In 2003 I had a hip replacement which left me with muscle and nerve damage. Consequently I found myself housebound, which nearly drove me round the bend. I have a mobility scooter which is wonderful, and use a walking stick for short journeys, for example, to the corner shop.

Earlier this year I joined the time bank and this changed everything – a lifeline to the community and a situation where one can give and take. Now I find I am part of a vibrant community where the workers, who are so supportive, arrive at new ideas thick and fast. I no longer feel isolated and useless.

I train people in basic IT skills. The people I train are mature, usually on courses, but can't keep up with the course, and so I give extra support, one-to-one for an hour at a time. The Poetry Group is important and I attend once a month and read my piece. All my life I have been interested in literature and writing. As part of my attachment to the Poetry Group I carry out some administration work, ring members with dates and news, and send small mail shots after meetings, which include notes of the meeting and a group poem, which we put together for our own interest and amusement. I also carry out odd bits of admin elsewhere.

My daughter, son-in-law and three grandchildren live in Perth, Australia and although we are in contact by email etc., I only see them once in five years or so; consequently Maria has made me an adopted granny to the Mother and Baby group. I sit in on the group from time to time and find the experience enchanting.

I have had my garden fence painted by a stalwart member, lampshades installed by another (high Victorian ceilings in my old Victorian flat). There is a move to remove a monster shrub from my garden. Every month there is a drop- in morning at a café nearby where we all meet and have a chat – everything is provided, coffees, teas, biscuits and all kinds of fruit.

There are other evening social occasions, which seem to be great fun (I have pleasure in seeing the photos which are online) but cannot attend because of my disability.

And so time bank means so much to me: it has added a richness to my life, friends, a community, a feeling of being of use and of all the kindness out there. If I need assistance with anything I have only to ask – time bank is wonderful!

Member of Rushey Green Time Bank
7 October 2007

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Case Study 6: Building social networks amongst older people – Community Volunteers Time Bank, Bromley

Summary

Key aims: Reduce isolation and improve health of older people in Bromley **Main intentions:** to tackle social isolation amongst older people in the London Borough of Bromley, promote intergenerational relationships, and community engagement.

Timebanking approach: Person-to-person

Host: Age Concern Bromley

Funding: Big Lottery, London Borough of Bromley, Age Concern Bromley, The Arts Council

The Community Volunteers Time Bank (CVTB) is part of Age Concern Bromley's services for older people. The CVTB tackles social isolation amongst older people in the London Borough of Bromley, builds communities and promotes intergenerational relationships.

The London Borough of Bromley has a greater proportion of older people than the national average. The 2001 census recorded 63,719 (23 per cent of the population) aged 60 years and over living in the Borough. The number of people aged 75 and over is increasing – 8.22 per cent of the population, 40 per cent of whom live alone.⁴⁵

Age Concern Bromley has worked with timebanking since 2003, running HOur Bank (Big Lottery funded) until 2007. In 2007 it was decided to merge HOur Bank with the mainstream Age Concern Bromley volunteering service to form the CVTB, now funded by Age Concern and Bromley Council. So now everyone who volunteers with Age Concern Bromley is a time bank member and earns time credits.

CVTB is open to people aged 16+ – the youngest member is 19, the eldest is 92. In total there are 408 individual members, 81 per cent of whom are female with the majority White British. Some members have disabilities, including mental health problems and mobility issues.

CVTB has developed two different pathways for members to give time depending on their level of involvement and interest:

- 1. The Skills Swapping Pathway** is for people who want to participate 'as and when' and involves both simple skills swaps with other members on an hour-by-hour basis and/or participation in an interest group including: Art, Craft, Local History, Poetry, Reading or Board Games. Each interest group has a minimum of two CVTB members as group organisers. **Over 50 different skills are available in CVTB ranging from companionship, transportation and IT help to gardening, Scrabble and craft.** Transporting members is particularly popular as Bromley is spread out over a huge area, making transport a major challenge.
- 2. The Services Pathway** is for people who want to volunteer on a regular basis, who can get involved with the Shopping Service, Hospital Aftercare Service, working in one of two Active Age Centres, the Day Centre or in one of two charity shops or offering DIY, general admin or fundraising skills.

Arts focus

CVTB has a strong Arts focus and Arts Council London funded work with nine artists throughout 2007 to offer CVTB members experimental craft workshops, poetry sessions and master-classes, creative writing sessions and singing workshops which members accessed with time credits. CVTB also has an active relationship with Dulwich Picture Gallery who provided an artist and materials for five sessions as part of its programme to work with older people in 2006. This relationship has led to regular invitations to its exhibitions, where it provides a lecture, tea and cake and free entrance to exhibitions.

Donating credits

Time credits earned can be either kept by the individual and used for skills they need; donated to a friend or family member; or donated to the CVTB 'Big Pot' to be then given to an older person in the community who could benefit.

In this way, volunteers with Age Concern become 'time philanthropists' and those who don't feel comfortable receiving services can still have a sense that they are creating a wider impact with their time. CVTB is, for example, presently helping a lady of 100 who needed help with learning to use her laptop by donating Big Pot time credits to one of its members to help her.

Liz Kent, the CVTB coordinator, believes that by integrating timebanking with mainstream Age Concern Bromley volunteering and offering members the opportunity to donate credits, CVTB has achieved a powerful flexibility:

'The radical way that we have developed – by merging all of our volunteering activities also means that when people contact us they instantly get to hear about timebanking and the wider benefits of working in this way. Interestingly many people who choose only the Service Pathway are very happy to feel that the hours that they earn are going towards helping older people in the borough, and a good percentage of people who join CVTB are choosing both pathways to participate in...we agree with Timebanking UK that time credits act as community loyalty points for the time, care and energy people put into helping each other out locally.'

CVTB members play a very active role in the time bank, some becoming member organisers for the interest groups, and as outreach venue organisers for which they earn credits. There is also a time bank reference group made up of a diversity of members who represent the wider membership and help to plan and are consulted with on time bank activities and future plans.

CVTB has five active organisational time bank members, including the Prince George Duke of Kent Court Residential Home (PGDKC) where members exchange Scrabble, companionship, art and IT skills with the residents.

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Case Study 7: Visiting Nurse Service of New York (VNSNY) Community Connections Time Bank

Summary

Key aims: Reduce isolation and improve health of older people

Timebanking approach: Person-to-person

Host: Visiting Nursing Service of New York Health Maintenance Organisation (HMO)

Funding: mixed

VNSNY is a not-for-profit Health Maintenance Organization (HMO) dedicated to home and community-based health care. The agency was established in 1893 by Lillian D. Wald, the founder of public health nursing in the United States and is now the largest not-for-profit healthcare provider in the country. It is now the parent organisation of several not-for-profit companies whose staff provide and coordinate the care of patients residing throughout New York City and in Nassau County.

In the winter of 2006, VNSNY launched the first multi-neighborhood, community-based time bank in the greater metropolitan area of New York. The VNSNY Community Connections Time Bank, which currently serves Washington Heights and Inwood in Upper Manhattan, is open to all residents and requires no membership fee. Members of the VNSNY Time Bank swap 'non-licensed' services that neighbours can safely do for one another. Some typical examples include:

- Language lessons/translation
- Computer lessons
- Alterations
- Cooking/baking
- Assistance with shopping
- Serving as an escort to the doctor's office
- Music lessons
- Social visits
- Minor home repair
- Light housekeeping
- Tutoring

As well as accessing many services at no financial cost and meeting new people from their local neighbourhood, members of the VNSNY Time Bank also enjoy discounts at a dozens of local and online shopping outlets.

The time bank is consistent with a key tenet of VNSNY's mission to provide innovative services that help people to function as independently as possible in the community. 'Time bank is about enabling community members to offer a helping hand to each other,' says Carol Raphael, President and CEO:

'When a person takes an 80-year-old to the doctor or picks up a prescription, it not only adds value to the care system, but it also builds the backbone for a network of support.'

Instead of having one or two people you can rely on, time bank members have hundreds.

As with RGTB (Case Study 5), VNSNY quickly recognised that when home care ends, a patient may have further needs that can be met by others in the community. VNSNY staff and other professionals in the community can refer people to the time bank where they can receive a variety of supportive services. It may be something practical, like finding someone to accompany them to the doctor, or something as valuable as making a new best friend.

The time bank has attracted a diverse membership, with 30 per cent of members under 50 and a youngest member of just 7 and 18 per cent of members earning more than \$50,000 a year. Members speak 13 different languages and Spanish is almost as popular as English; 41 per cent of members live alone and 11 per cent of members have mobility problems. In terms of exchanges, a recent survey showed that:

- Of the 67 per cent of time bank member matches that have greater than a 10-year age differential, 21 per cent have greater than a 30-year age differential.
- Eight-six per cent of the time bank exchanges cross income ranges and 23 per cent of those span from the highest range to the lowest range.
- Sixty-seven of the exchanges cross ethnic backgrounds.

Expansion

VNSNY plans to continue to build on the strong response it has had in Washington Heights/Inwood. In recent months it has been meeting with leaders from organisations on the Lower East Side of New York including community leaders from Chinatown. VNSNY plans to integrate the time bank into three exciting initiatives on the Lower East Side/Chinatown: the Nurse Family Partnership program for first-time moms, the Chinatown Neighborhood Naturally Occurring Retirement Community (NNORC) and Community Center for older adults, and the upcoming Hospice Residence. It has already enrolled its first group of time bank members, including community leaders from the Chinese Community Social Service and Health Council.

VNSNY is planning to launch a third time bank hub in 2008 in Brooklyn or Queens.

Extract from article by Marlenys Villamar, *Manhattan Times*, 4 October 2007

Irma Morales fondly remembers when her grandparents were alive and neighbours dropped by after church to chat like family.

'People got together more often and shared remedies, recipes, and frequently exchanged services,' she recalled. Few elders ended up in nursing homes. Instead they lived among extended families of neighbours and friends.

After 55 years as a nurse in New York, Irma retired at the age of 71. Everything went fine until, after getting cancer, Irma realised she no longer had the strength to do many of the simple things around her home she had previously taken for granted.

'I could bathe, feed myself and walk without help, yet it was no longer possible for me to do simple things like change a light bulb, dust or straighten the book shelf.' This finally led her to hire someone, spending \$800 a month for seven months. She was saddened to have to ask for help after so many years independence and giving to others.

Then she was introduced to the VNSNY time bank: 'Once I understood the time bank philosophy, I realised it was the perfect solution to my problem. It was obvious to me what services I could receive, but it took some time for me to realise what I could offer.'

'In my case, I not only had the good fortune of getting what I needed and avoiding extra expenses, but I also realised that all those years of experience that I had accumulated could be valuable to someone else... Time credits are like money in the bank, but much more valuable since they represent service you can trust.'

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6. Improving the lives of young people using timebanking

'As young people become more active and started to run their own services, the dynamic has changed – from youth workers trying to persuade young people to do things, to young people wanting to earn time credits and push forward the agenda themselves.'

Becky Booth, Glyncoch Time 4 Young People (T4YP) project

The problem: young people feel disconnected from communities

The present Government's focus on children and young people and enormous public investment in them – from smaller classrooms, Surestart to children's tax credits – should be applauded. Yet it does not appear to be having the impact that was hoped for. Targets around child poverty have been missed, youth crime is up, and the UK rates poorly in international and European measures of young people's well-being.^{46,47}

Widespread concerns about the effect of consumerism on children have prompted the Government to launch a panel investigating the effects of commercialisation on childhood.^{48,49} Mental health problems are so prevalent among young people that psychologists have declared it a crisis while the Office of National Statistics says that one in ten children have a 'mental disorder'.⁵⁰ Behavioural problems amongst adolescents have more than doubled over the last 25 years, whilst emotional problems such as depression, anxiety and hyperactivity have increased by 70 per cent.⁵¹

Meanwhile, education reforms, with their strong focus on standards, targets and tests are increasingly being challenged as employers and universities say the quality of school leavers is declining and children lack the skills of team-working, problem solving, creativity and the ability to learn independently.

There is strong recognition within policy that more interventions need to be preventative in nature and that too many children continue to fall through the gap between universal service provision and crisis services. The psychological resources that enable people to cope with adversity – resilience and optimism – are largely determined in childhood^{52,53} and the extent to which they develop depends on factors such as supportive peer and family relationships. Hence, a more transformative process of change is required, where services recognise protective factors and build on *positive* feelings and capacities among children and their families, rather than retaining a focus on reducing deficits, identifying risk and intervening only after children have been identified as 'in need'.⁵⁴

What is perhaps not emphasized enough in the children's and young people's policy narrative is recognition that children and young people's well-being is closely related to their ability to participate actively in society, to feel valued by others and to express their creativity and imagination. The Russell Commission 2005, recognised that there needed to be a step change in volunteering amongst young people to encourage more young people to volunteer and become more involved in their communities. The Commission also highlighted that young people needed to be more actively involved in the design and implementation of volunteering activity.⁵⁵

The following case studies demonstrate how timebanking has been used to capture the imagination and energies of children and young people in disadvantaged areas and how they have been actively involved in improving their community, environment and school.

Case Study 8: Glyncoch Time 4 Young People (T4YP) project

Summary

Key aims: Improve young people's lives in a poor estate in South Wales and reduce antisocial behaviour and crime through greater community engagement.

Timebanking approach: Person-to-agency – T4YP

Funding: Communities First – Welsh Assembly Government regeneration funding

Key figures: 83 members exchanging 2,229 hours per year

The South West Wales Valleys contain some of the most disadvantaged communities in the UK, with high levels of economic inactivity and a legacy of industrial decline following the collapse of heavy industry in the area in the second half of the twentieth century. For young people growing up in the Valleys, relatively isolated still from the cities of Cardiff and Newport, opportunities are limited and drugs and crime are major issues.

Despite this, the Valleys retain a strong sense of community and there are many youth clubs as well as major investments in Youth Services by the Welsh Government and EU Objective One funding. In particular, the Welsh Assembly Government's 'Communities First' programme places a strong emphasis on providing local people with opportunities to play an active role in shaping the future of their communities.

The concept of Time 4 Young People (T4YP) timebanking project is based upon the idea that unleashing young people's own ideas and creativity is the most important step in helping to regenerate their communities from within. By recognising young people's contribution to their local communities with time credits for events and other community-based activities, youth groups and other youth-focused agencies create a culture of 'active citizenship' and mutual respect between young people and their local environment.

According to Becky Booth who has helped set up 16 active T4YP projects across the Valleys, young people grasp the timebanking concept more quickly than most people. In her experience, the T4YP projects quickly create their own dynamics with young people themselves taking on more responsibility for organising activities:

*'As young people become more active and started to run their own services, the dynamic has changed – from youth workers trying to persuade young people to do things, to young people wanting to earn time credits and push forward the agenda themselves.'*⁵⁶

In this way, T4YP also offers youth workers a new way of working, encouraging them to explore with young people how they can play an active part in the life of their community. Having a two-way relationship with opportunities for young people and youth workers to both give and receive has helped rebuild trust, confidence and respect within these disadvantaged communities.

Glyncoch is located on the outskirts of Pontypridd in South Wales. It has a population of nearly 3000 residents many of whom face a range of challenging socio-economic problems including high levels of child poverty, unemployment and low levels of educational attainment. Nevertheless, the community has many active community groups, mostly run by volunteers.

One of Glycoch's youth groups, hosted by the Glyncoch community centre and funded by Communities First, decided to experiment with a time bank using the T4YP approach. The transformation was impressive. In September 2005 there were two paid youth workers and approximately 25 young people attending the centre on a regular basis. Youth provision was limited to one night a week. A time audit of active young citizenship revealed that the youth group was only producing 120 hours per year.

Working with the youth group, Timebanking Wales introduced the concept of timebanking and the young people of Glyncoch embraced it. They designed a logo and agreed the initial community-based projects they would like to do to access time credits. Young people have earned time credits by:

- Helping to run community activities and the community centre.
- Putting on concerts for the community.
- Doing art projects, including a mural for the local primary school.
- Take part in environment clean-ups.

- Planting trees.
- Setting up a new youth organisation – the Glyncoch Youth Action Team (GYAT).
- Helping to run children's play sessions.
- Helping to run youth sessions.

They then agreed on a number of trips and activities to use their time credits, including:

- Quad biking and ice skating.
- *My Fair Lady* theatre trip where the young girls took their mums/aunties.
- A trip to London.
- Trips to the local arts centre.
- A three-day outdoor-pursuit weekend.
- A BBQ and ultimate Frisbee trip.

Following the introduction of the time bank, another time audit showed an increase of almost 100 per cent in active citizenship, from 120 hours to 1020 hours per year. The number of young people actively involved in the community has increased from 25 to 35. As a result of the time bank the young people were supported to set up their own decision-making organisation – GYAT (Glyncoch Youth Action Team). GYAT involves young people running the youth group and making decisions on activities, trips, budgets, **behavioural issues and membership**.

Another significant change has been the increase in the youth team. Youth provision is now facilitated by two sessional and five paid workers, two adult volunteers and five young trainee youth workers who are currently completing a NVQ Level 2 in youth work. The young trainees are responsible for planning and running youth sessions and facilitating GYAT with other young people.

WICC has helped set up 16 T4YP projects in the Valleys and another 8 are currently in development, mostly funded by the Communities First scheme which strongly advocates community-led approaches to regeneration. Right across these projects, youth groups and agencies now ensure that access to trips and events are accessed with time credits, creating a consistent reward for participants.

'Young people get credits if they're doing something active. For instance, if you come in and play pool all night you don't get credits. But if you organise a pool competition you get credits. It's difficult at first as the young people want credits for all sorts. You have to stick to the rules otherwise the credits don't mean anything. Once they get it then they start asking for things to do; they knock my door down asking for jobs to do. It's a really different way of working where before I would have to ask them to take part.'

Jo Dunster, Youth Worker/Time Broker – Bettws⁵⁷

Apart from these additional activities and trips, there are no additional staff costs in running the T4YP time banks. Timebanking Wales is looking to reduce administrative costs further by introducing currencies in the different T4YP communities rather than using pass books. Young people will then be issued with currency according to the number of hours they have earned which they can put towards community-organised trips and activities.

A feasibility and evaluation study of the T4YP programmes in Wales concluded that they 'had the potential to bring about a fundamental shift in the design and delivery of youth service provision across Wales' and were:

*'building positive relationships between young people, widening young people's social networks between the generations, creating healthier communities... [and] 're-engaging young people as productive and valuable members of their communities, instilling values of mutuality, fraternity, equality of opportunity and social justice.'*⁵⁸

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Case Study 9: Creating a school community – Whittington Time Exchange

Summary

Key aims: Improve well-being of pupils and parents of inner city primary school

Timebanking approach: Person-to-person and person-to-agency

Host: Hargrave Park Primary School

Funding: Government Neighbourhood Renewal Fund

The Whittington Time Exchange (WTE) is based in Hargrave Park Extended Community School, a single-form entry primary school serving a diverse and vibrant community in Archway, North London in the Borough of Islington.

WTE was launched in 2002 by the Whittington Agenda 21 Group, which has been based at Hargrave Park School since 1999. The Group works in partnership with other local groups and organisations to develop projects that aim to improve the quality of life in the Whittington neighbourhood. WTE is one of these projects, developed in partnership with the School. WTE was initially developed with funds provided by the Bridge House Estates Trust Fund and IT resources awarded by BT Community Connections. The second stage of the Time Exchange has been developed with funds provided by the Neighbourhood Renewal Fund (NRF) Time Banks in Islington Project and the Institute for Public Policy Research SchoolLets/Time Banks in Schools Project.

WTE's catchment area includes the school plus the wider community, which is mixed both socio-economically and in terms of its ethnic make-up. There are 24 different nationalities represented in the time bank.

WTE operates two different but complementary timebanking models: an *adult time bank* aimed at parents and the wider community and a *young people's time bank* specifically aimed at school pupils.

1. The adults' time bank, established seven years ago, follows a neighbour-to-neighbour model, with a wide range of exchanges including reiki, gardening, painting and decorating, and running a fresh fruit and vegetable stall. Time Exchange members now have a drop-in facility made possible because of space provided by the School, with funds for equipment, building repairs and decoration from the Islington NRF Time Banks Network Project; and contributions in time made by Time Exchange members. The Centre was decorated by one of Whittington's most active members, who is a parent at the school, and who uses her credits on exchanges such as IT tuition and help with web design.

The Café and Resource Centre offers time exchangers a friendly environment where they can meet, chat, and have a snack. They can take part in workshops and events, become involved in projects to improve the quality of life in the area, and obtain written and virtual information on issues that interest them. There are computers with internet access available to members.

Time exchanges that take place regularly include:

- A member who uses her time helping children with their reading or English literacy skills. She uses the credits earned to attend Tai-chi sessions run by another member.
- A member who picks up a child from school every week.
- A member who shares her decoration skills, recently used to brighten the new 'Buddy Bench', and used her credits to get advice from another member offering dance and performance skills.
- Credits have also been earned preparing snacks for events and one member shared her IT skills by running workshops for others.

Members of the time bank are often parents or relatives of the school children; however, the time bank tries to reach out to the broader community. Because Hargrave Park is an extended school, there are a variety of activities taking place throughout the school day, for example healthy eating classes. The time broker connects with these groups to promote timebanking.

The adults' time bank is primarily over age 26, with many young mums. The time bank is more female than male (only 8 men are members from a total of 99) but those men who are members are very active. Thirty-five of the women are very active with the rest being more occasional members. Sixteen young people at City and Islington College recently joined the time bank. As well as swapping skills, members can also put them into a common fund through which credits can be donated to members who find it difficult to earn credits themselves; they can also be offered as match funding for other projects.

2. The young people's time bank was initiated three years ago and follows the person-to-agency approach, with young people undertaking activities specifically attached to the life of the school and achievement of the objectives of the extended school. These activities include lunchtime water monitors, library duty, teaching playground chess, older children reaching out to younger children, responsibility for playground games (resources and teaching), monitoring the prayer room, and monitoring the 'buddy bench'.

The 'Buddy Bench'

A team of year 5 and 6 children selected by their peers on the School Council became playground buddies or lunch-time Story Tellers. They give time to befriend and support children who choose to sit on a specially decorated 'buddy bench' during playtime, showing that they need a buddy's attention because they are unhappy as a result of a playground incident or loneliness. At the end of term the buddies are rewarded with a special outing for giving their time.

The time bank members take full responsibility for organising and managing their tasks, mainly asking for support in terms of replacing/ providing additional materials such as a new record book for the library. Credits are earned throughout the year and then a group reward takes place at the end of the year, before the start of the summer holiday. The types of rewards that the young people have earned include horse-riding, ice-skating and canoeing trips. They have also had group picnics and group walks which have been very popular. The young people enjoy the rewards but their motivation for joining is mainly the opportunity to be involved and to play a role in the school.

The pupil's time bank is made up of children from school years 5 and 6 (age range) with some children from year 4 also applying to join. Participants play a very active role in the young people's time bank; they are virtually self-managing with the young people using a rota to ensure that tasks are completed.

There is an overlap between the two time banks as many of the activities are based in and around the school. Some of the adult activities have been focused on improvements to the fabric of the school (for example, teaching the children how to weave willow fences for the school garden) or the aims of the school (for example, reading support provided to the students).

Governance

The time bank has a management committee made up of time bankers with teachers' representatives also taking part. The time broker is responsible to the management committee and it directs her activity. The school acts as a host and provides free access to resources such as IT and meeting rooms as its support of the time bank.

Role of participants and projects created by WTE

The adults' time bank has regular meetings for the steering group and also for the broader time bank. At these meetings ideas are generated and discussed with people taking responsibility to explore possibilities and practicalities; for example, at a recent meeting it was suggested by a male member of the time bank that it would be helpful to have a fathers' support group set up by the time bank. The idea was discussed at the meeting and a number of timebanking members have taken on particular tasks to enable the idea to be further explored and moved forward.

Developing ideas within this group has been an important part of the time bank and also the school as many of the ideas and practical projects have been 'early warning' or 'catalysts' that have been developed into further, formalised interventions.

- In the early days of the time bank, a project was set up by young mums to support them back into part-time work. The idea came from young mums who were members of the time bank. Initially they gathered and approached local employers to encourage them to pledge to employ part-time mums locally and to promote the strengths of part-time work to working mums. This initiative later became the 'Fresh Start' project, an initiative formalised and supported by the school and the London Borough of Islington.
- The time bank provided readers to support young people who were struggling with their reading, were classified as needing extra support or were at risk of slipping behind. The reading support was provided both in the school – either in the school after classes, in the lunchtime in the sensory garden – or at children's homes after school hours. As this support developed, the school established a dyslexia support unit and now provides formal dyslexia support to children in the school.

- The time banks developed a language group to support refugee mums to practise and improve their spoken and written English. One time bank member is a qualified ESOL teacher and initially provided this support through the time bank. Time bank members also provided conversation and listening support to enable refugee mums for whom English wasn't a first language to practice their English. They also provided companionship. Following on from the popularity of this activity the school has now set up a series of ESOL classes for parents.

Organisational members

WTE has established partnerships with the Chinese Association, local businesses and the London Borough of Islington. The project is also part of the network of Islington timebanks.

Role of WTE in the wider community

For Jonies Henry, WTE's time broker, WTE is providing a very important role at the moment as the school and local community is in a state of change:

'The school has recently been redeveloped and for the last three years has had an Acting Head. The time bank has played an important role in maintaining links between the school and parents. Within the wider community there are many changes taking place, such as a gentrification of the area with more middle class families moving into the area. This is at the same time as a new influx of migrant workers, particularly from Eastern Europe is moving into the area. The time bank provides the opportunity to link and introduce groups who would not previously be in contact with one another. Through membership of the time bank it has gone beyond just "hello" on the street to actually knowing other people locally.'

Jonies is always keen to link the time bank to other activities within the school, such as healthy eating classes or capoeira classes.



Some of the mums who participated in the Communication and ICT course listening to the children singing for them at a School Assembly dedicated to celebrate the end of the course.

Contact details:

Jonies Henry – Tel: 020 7281 5940 – Email: whittington21@gn.apc.org

7. Doing time? Using timebanking to create a more effective criminal justice system

'The Government's decade-long youth justice experiment was a bold attempt to deploy the full force of the youth justice system to tackle problematic and disruptive behaviour by young people. This new research suggests that the experiment has largely failed... As the Government continues to explore ways to control public spending this research suggests that ever growing criminal justice budgets are unlikely to deliver the long-term or sustainable success.'

Richard Garside, Director of the Centre for Crime and Justice Studies, King's College, London

The problem: locking people up doesn't work

Crime remains one of the most pressing challenges facing the UK Government. In the last decade, prison numbers have grown from 66,000 in 2001 to 82,800 by June 2008, the highest per capita in Western Europe. Projections currently suggest that the prison population will reach 102,000 by 2014.⁵⁹ At the same time, the re-conviction rate has grown from about half to about two-thirds. It is perhaps unsurprising to find that more than half the crime in Britain is committed by people who have already been through the criminal justice system.⁶⁰

Despite substantial investment in radically restructuring and expanding the youth justice system, government reforms have had no measurable impact on levels of youth offending according to a recent independent audit.⁶¹

In the UK, recent research by Barnardo's shows that the use of custody for 10–15-year-olds has increased by 550 per cent since 1996.⁶² The cost for this is £185,780 per year per child. Nearly 80 per cent of 10–14-year-olds will re-offend within 12 months of release. However, this research also illustrates that children who offend or are at risk of offending, and their families, respond well to effective early intervention.

The next two case studies show how timebanking can be part of a more effective and tolerant criminal justice system, which, in the case of the youth court example, helps young people pursue an alternative path to criminalisation and, in the case of Gloucester Prison, helps those who have been incarcerated give back something to their communities.

Case Study 10: Preventing the criminalisation of young black males in the Time Dollar Youth Court in Washington DC.

Summary

Key aims: Prevent criminalisation of youth and strengthen community in Washington DC.

Timebanking approach: Person-to-agency

Host: Washington District of Columbia Superior Court B

Funding: Multiple public sector and philanthropic donations

Key figures: In 2007, TDYC received over 778 referrals from its various sources, heard 639 cases during the calendar year and 444 youth have completed the program to date, a 70 per cent completion rate.

Background – youth crime in Washington DC

In 2004 over half the young black males in Washington DC between the ages of 18 and 24 were under court jurisdiction, in prison, on parole, or on probation.⁶³ The juvenile criminal justice system is the entry point for these young people and their journey begins the first time they encounter the law.

The response they receive is key to their future life chances. The typical response, according to Edgar Cahn, who led in the setting up of the Youth Court, is the prosecutor chooses not to prosecute a youth's first couple of offenses, concentrating instead on hardened, repeat offenders. The message young people receive is 'You get three freebies before anyone takes you seriously.'⁶⁴ By the third arrest, a formal juvenile proceeding functions more as a *rite du passage* in to a system from which very few return. According to a recent report, just 9 per cent of black youths make it through high school and college.⁶⁵

The Time Dollar Youth Court (TDYC)

The Time Dollar Youth Court was set up by the Timedollar Institute in 1996 to address the need for an alternative to the mainstream juvenile justice system and to promote the development of strong, healthy communities in DC. TDYC co-produces a new kind of juvenile justice based on peer-to-peer judgements and community engagement.

Young people's juries are given the power to impose a sentence on young offenders. By serving this peer sentence, non-violent young 'respondents' – anyone under 18 who is charged in court – can avoid formal prosecution for their offenses, which commonly include disorderly conduct, simple assault, possession of drugs and truancy.

TDYC takes youths referred from multiple different agencies, including the Metropolitan Police Department, MPD Transit Authority, the DC Public Schools, Attorney General's Office Consent Decrees and the DC Superior Court – Social Service Division. Youths can earn time credits for any additional community service work or jury time they complete in addition to that which was handed out to them as part of their sentence. All jurors earn time dollars for jury duty, mentoring and training. They can redeem these time dollars for a recycled computer.



Washington Youth Court jurors swear an oath before a session commences

TDYC jurors, who have been trained by former youth jurors, question a respondent about what led to their arrest and what activities and situations may have contributed to the problem. Jurors listen to both the respondent and the family for indications that the young person:

1. acknowledges the wrong and the party they played;
2. understands the impact his or her actions may have had on the family, community and victim;
3. recognises the need to change; and
4. is ready and willing to work toward improvement.

TDYC embodies the values of co-production – people as assets, redefining work, reciprocity, social networks and respect – stated in

Chapter 1. Youth are perceived as assets and contributors to the community, as opposed to a punitive approach that focuses on punishment. The mission of youth court, according to its executive director Carolyn Dallas, is to:

'...take a young person's first involvement in the law and to use that as an opportunity for change. Kids get in trouble in DC and they are not really aware of the consequences of the things that happen to them. For the ten weeks that we have them at of youth court we get them to understand that there are consequences to the things they are doing in their lives. And to really stop and think about what they are doing, are they on the right path. Is that what they want to do with their life and if not this is the opportunity to change that in to something different. Our mission is to help them take those opportunities and change them.'

TDYC gives first-time offenders an opportunity to be a change agent for juvenile justice in the District of Columbia. By participating in TDYC and its support programmes that can alter the direction of their lives, youth gain a positive self image and are given an opportunity to participate in positive structured activities. Youth are mandated to participate in all or some of the following:

- Youth Court jury training
- Active participation, counseling, mentoring in drug abuse programmes
- Community service
- Youth developmental workshops
- Peer tutoring
- Life skills training sessions
- Apologies to their own family
- Writing essays on a subject deemed important as it relates to the offence

In addition to any sentence, respondents can be required to serve as jury members for at least eight sessions. The act of being on a jury and judging their peers can be transformational, as Edgar Cahn suggests:

*'So that for eight weeks after they are trained as jurors they are on the other side of the table listening to kids who did just what they did a few months before, telling the same stories that they told that they thought were so unique, complaining about the same hardships and the same situations that they thought were just applicable to them. And they are coming to understand that there is a different way and they are coming to get a sense of being valued because they are helping somewhere else.'*⁶⁶

Outcomes

In 2007, TDYC received over 778 referrals from its various sources, heard 639 cases during the calendar year and 444 youth have completed the program to date, a 70 per cent completion rate. The recidivism rate for youth court respondents is at 17 per cent compared to the average of 30 per cent recidivism rate for teens going through the regular juvenile system. Nearly twice as many kids take advantage of the second chance that TDYC provides to them. Kenneth Toles, the Diversion Program Coordinator, explains the effect of being a juror on young people:

'By them handing out their sentence, it's like they are judging themselves as well as judging the kids... It makes them think about the actions that they took. And they feel a little proud where they know that they are handing out justice to this child and they know that otherwise if they had gone to a regular court, they would have ended up on probation, taking someone's laws, having to deal with probation officers, curfews, coming to youth court we don't have no police here, no real judge here, they are basically handing in their own problems in their own ways and they are giving out justice in their own ways.'

In 2007, 80 per cent of parents surveyed by TDYC after each hearing expressed satisfaction at the outcome of their child's hearings and 90 per cent of the youth spoke positively about the programme and its effect on their lives.

One challenge youth court faces is the 6–12 months following arrest when the positive effects of TDYC wears off for some kids as they return to the same peer group, same neighbourhoods, same schools and the same family settings. TDYC is currently seeking to form additional youth development activities and opportunities to create a new peer setting that builds upon the youth's strengths and provides a clear path to a different future based upon earning access to recognition through time credits, rewarded through trips and event and incentives by helping others, serving the community and having fun by staying out of trouble with the law. TDYC is particularly interested in the Welsh T4YP models in achieving this.

Whatever the drop-off rates, however, there is no doubt that each year TDYC saves the District of Columbia thousands of dollars in court costs and incarceration savings. One of the underlying principles of the youth court concept is to instill in each respondent a sense of their place in the community. Very often sentences imposed include community service opportunities that allow the respondent to give back to others in a way that helps them feel as if they belong. For Edgar Cahn, this message is vital:

'The other message is that you are special, you are valuable, your community needs you. Now they don't take that message seriously at first but when sentenced to community service they get plugged in to a community service, like they are helping feed the homeless at DC kitchen or they are helping tutoring a first- or second-grader who has been playing truant. So they come to know they are needed.'

Contact details:

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Case Study 11: Giving prisoners the opportunity to give back – Timebanking at Her Majesty's Prison Gloucester

Summary

Key aims: Improve well-being of prisoners and allow them to give back to the Gloucester Community

Timebanking approach: Person-to-agency and organisational timebanking

Host: Gloucester Prison

Funding: Fairshares

Key figures: In 2007, 3,000 hours given by prisoners allowing 2,000 assignments to be carried out in the community.

How can prisoners give something back to the communities where they may have committed offences? It feels like a challenging proposition – there is not a lot you can do from behind bars it would seem. But since 2005 inmates at Her Majesty's Prison (HMP) in Gloucester have been earning time credits for voluntary work within the prison and donating their credits to local communities in Gloucestershire.

In 2003, HMP Gloucester formed a partnership with Fairshares,⁶⁷ the Charitable Foundation which helped introduce timebanking to the UK in 1998, to give prisoners membership of the thriving Gloucestershire time bank network. In the last year, over 20,000 hours were exchanged in Gloucestershire, with approximately 3000 coming from the work in HMP Gloucester. The hours from the prisoners allowed around 2000 assignments to be carried out in the community.

Prisoners are currently involved in a number of projects including: a bicycle repairs scheme and also a listening and mentoring scheme. The bicycle repair project is the most successful and long-running. It involves a partnership with Jole Rider, a charity that sends bikes to the developing world. Jole Rider provides donated second-hand bikes to the prison, collects them when repaired and refurbished and ships them to their destination. Each year approximately 200 bicycles are collected from HMP Gloucester involving – 45 prisoners per year. Another charity (Inside Out) was involved in providing the materials to refurbish and repair the bikes; however, unfortunately they closed last year and since then Fair Shares has raised these funds.

Donating credits

Some of the time credits earned by prisoners have been donated to their own families, but the majority of hours have gone to other participant organisations or to a 'good will pot'. This pool of hours is managed by the Fair Shares Gloucestershire Time Bank coordinator to support time bank members who are not as able to give time themselves due to age or disability. These hours have also, on occasion, been used to support victims of crime. Each recipient has to be a member of the time bank and be willing to give their time as and when they can. This means that every hour donated is multiplied within the community.

For Lawrence Hughes of Fair Shares who has been coordinating the work with HMP Gloucester, there is a real sense of achievement for the prisoners.

'The prisoners are also very proud that the bikes are helping people in the developing world. Jole Rider has given them photos of the bikes being distributed. For example, there is one of a health worker with her bike who used to walk 10 miles to work each day... We also give the prisoners a bronze, silver or gold certificate based on the number of hours worked. For many of them the certificate is the only one they have ever received.'

Some prisoners have asked for their time to be donated to specific organisations, such as youth groups or older people projects. Last year the prisoners heard about a young girl that had had her bike stolen and asked if one of the bikes that they had refurbished could be given to her. Time credits are also donated to the Gloucester Family Centre which has enabled further volunteering supporting the prisoners' families. Volunteers funded through time credits have assisted in play-work, provided complimentary therapies, laundry, transport, and catering for families.

The families that have received the time credits have joined the time bank and some have started to earn time credits in their own right. The support that they receive from the time bank members' is as a direct result of the prisoner's decision, helping to maintain family and community links. For HMP Gloucester, timebanking means prisoners are occupied in a meaningful way and they have also been pleased to receive press coverage for the activity in the local press.

Fair Shares is looking to create a partnership with Victim Support Gloucestershire to link the prisoners' activities more directly with victims. It is also meeting with the Police Community Partnership Department. Timebanking UK has a national time credit exchange programme. This can be used to forward time credit to families who are not based in the same location as the prisoner.

The Ministry of Justice has been impressed with the timebanking model used in Gloucester, as a speech made in March 2008 by Secretary of State Jack Straw makes clear:

'One prison, for instance, has been running a scheme whereby the hours of prison work clocked up contributes to a community wide 'time bank'. This 'time bank' is essentially a store of pledged hours of volunteering. In this way the work done in prison – for example, at Gloucester this is repairing bicycles to be sent to developing countries – can benefit the local community. An hour's work from a prisoner on the inside could mean a lift to the shops for an elderly person on the outside, or a hospital visit or time spent by volunteers to clean up the local park. It is a contract between volunteers on the outside and prisoners on the inside.

What I am particularly drawn to with this scheme is the potential for prisoners to make reparation to the victim and the community. This is easily done as part of a community punishment, but less so when the sentence is custodial.

I am asking officials at the Ministry of Justice to look at ways we can develop these time bank schemes and whether they can be extended so that work, skills and training accessed in prison translates into volunteering time that can be accessed directly by victims. Through projects like that at HMP Gloucester, the prison becomes an active part of the community, constructive for the offender and for the community they have wronged.'

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8: Making it happen: using timebanking to achieve your organisation's goals

The case studies in this report demonstrate the transformative potential of timebanking and co-production to create more effective public services. However, timebanking is no magic bullet. There is no simple 'model' that can be imported and imposed upon an organisation or community from reading reports like this.

This chapter provides some guidance to agencies or individuals keen to implement a timebanking approach to meet the challenges faced by their communities and their organisation. It is designed to complement the case studies, but is not a blueprint for how timebanking and co-production should be implemented.

Timebanking will not be suitable for every situation and it is first useful to consider a process that can help decide whether it is the right option (Figure 4).

1. Review mission and values

It is important first to be clear what the *mission and values* of your organisation are or what the problem is you are trying to solve. There is little point using timebanking if the values of your organisation do not align with those of timebanking and co-production – that is, *recognising people as assets, valuing work differently, promoting reciprocity and building social networks*.

2. Review aims and activities

If your mission and values are aligned with timebanking, you then need to consider whether the design and implementation of your activity can be enhanced by using timebanking as a tool to deliver the outcomes you are seeking. So, for example, if you are a community centre and your objective is get more young people involved in activities at the centre and increase volunteering, timebanking might be a useful way of encouraging this. It might be more effective perhaps than paying money to print posters and put them up around the local schools.

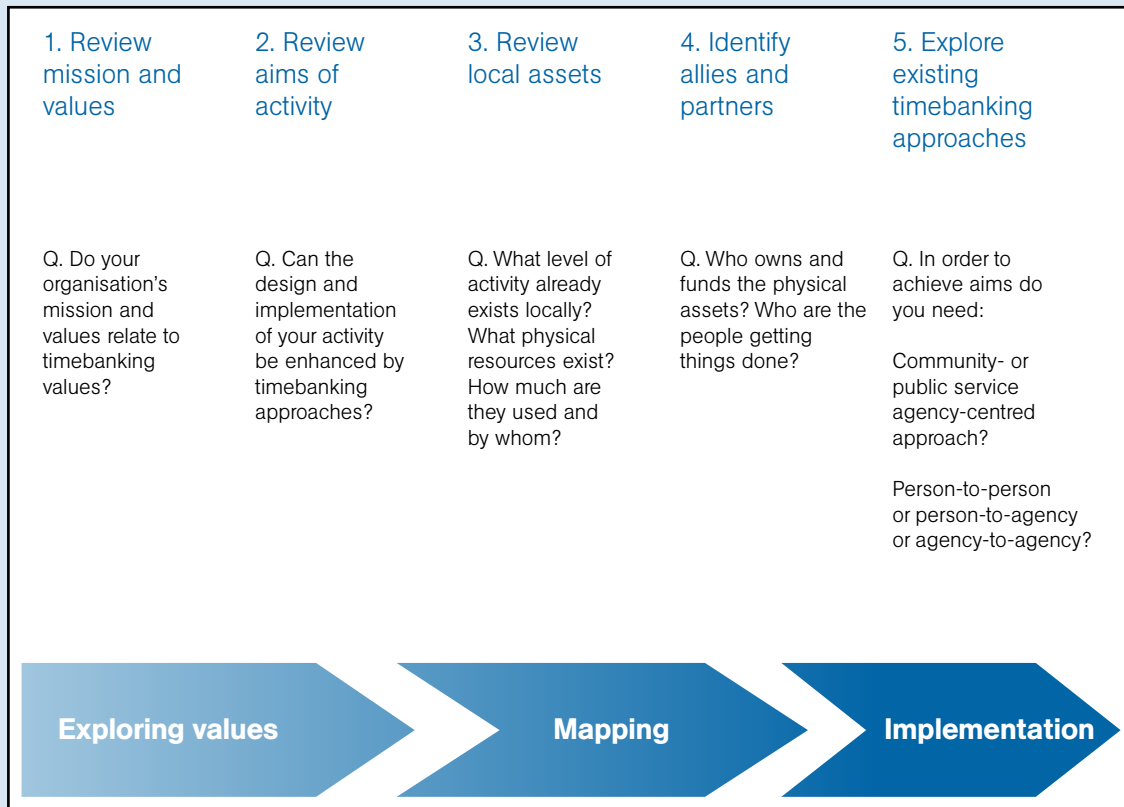
3. Review existing assets

Once you have decided that timebanking will complement your mission and activity, you need to consider carefully what you already have to build upon. If a core value of timebanking is 'people are assets', then it is very important to ensure you already have an understanding of the *existing* assets and resources – both social and physical – in the community your organisation is working with.

Much volunteering and other unpaid time-giving is neglected, ignored or taken for granted within communities, not only by agencies or community groups based there but also by policy-makers at all levels of government. Such activity takes place even in disadvantaged communities with high levels of crime and apparent community breakdown. A recent study by **nef**, for example, found that there was an emerging 'co-production sector' where people regularly gave time to look after others or engaged in civic activity in the disadvantaged communities of Glasgow and the Welsh Valleys.⁶⁸

Agencies whose aim is to rebuild and regenerate communities or improve health and well-being should seek to understand and enlist such activity if they are going to create sustainable, community-driven services. One way of doing this is by conducting a 'time audit'. A time audit is a simple process of measuring the hours that people actively contribute to the life their community. It provides a quantitative baseline of existing human capacity or resource. Timebanking Wales/SPICE have

Figure 4. Steps towards timebanking



developed a time audit methodology which is laid out in Appendix 1 and was used in case studies 4 and 8 in Wales. Once a time audit has been carried out, it can allow agencies to consider how they might build on this capacity to achieve their goals.

4. Review allies and partners

Once you have identified the existing assets, it is important to identify the key allies who can help you achieve your goals. One effective way to introduce timebanking is to find an existing organisation to act as ‘host’ in the area. This might be a community or voluntary agency, a youth club or a public sector organisation, such as a health centre or retirement home.

The time banks featured in this report are mainly hosted by agencies, including public sector agencies such as a doctor’s surgery, in the case of RGTB, or a school in the case of WTE. They can also be hosted by third sector agencies, such as Age Concern in the case of the Community Volunteers Time Bank in Bromley or the VNSNY Time Bank. This organisation can introduce the idea of timebanking to local people and set up the infrastructure to govern and manage it and may employ a coordinator or manager. The host organisation can save a lot of development and marketing time because it should already have good working relationships with other organisations and agencies working in the area.

5. Explore existing timebanking approaches

Once you have identified existing activity and assets and explored potential allies, you should be in a strong position to consider the most appropriate way of using timebanking. The three models set out in Chapter 2 are a useful guide here, as are the case studies themselves, many of which combine elements of these models.

9. Conclusion: creating a policy environment to grow the core economy

*When the Stranger says: “What is the meaning of this city?
Do you huddle close together because you love each other?”
What will you answer? We all dwell together
To make money from each other”? or “This is a community”?
Oh my soul, be prepared for the coming of the Stranger...
Oh my soul, be prepared for the coming of the Stranger.
Be prepared for him who knows how to ask questions.*

T.S. Elliot, Choruses from the Rock

The case studies in this report challenge us all. If we really want to build sustainable well-being, we have to work together to change a system that divides people by income, race, religion, ability and age, making many feel powerless and disinclined to engage with their communities. These are the negative effects of an inadequately constrained market economy, combined with a top-down public service regime that is set up only to respond to problems once they have emerged.

Well-being has many dimensions: it depends on people feeling happy, secure and respected, on being able to contribute and feel connected, and on having a sense of purpose and opportunities for personal growth.⁶⁹ Timebanking is a way of promoting collective and cooperative action – including the co-production of services. It can help to confront social disparities, foster community engagement and promote well-being.

The case studies in this report show how this has been done: how young gang members in inner city Washington can become effective peer jurors, how isolated older people in London can help each other recover from physical illness, how people recovering from mental health problems can co-design and deliver services to fellow users, how a de-industrialised Welsh mining village can be rejuvenated through collective action.

It is now time for public services to embrace and build upon this largely untapped potential. There is much talk in policy circles of ‘service transformation’ but less understanding of what this could mean in practice. Our case studies show how timebanking can help professionals, from the public and third sectors, to enlist people and communities previously defined as problems, so that they become active citizens, using their time and skills to help create better services and stronger communities. This approach will help to build three essential components for effective and sustainable public services:

1. *Make people more powerful*: giving people – individually and collectively – more power in defining and meeting their own needs.
2. *Prevent needs arising*: valuing and empowering people, building self-esteem and a sense of agency that in turn can reduce dependency and contribute to mental and physical well-being.

3. *Engage sustainable resources*: tapping into abundant assets that are not bounded by the market, bringing resources to public services that will help to secure their long term viability.

These objectives, along with the core values that have inspired timebanking and co-production should now become properly integrated into public service development. This is not a demand for a change of direction in policy terms. On the contrary, our argument is consistent with the Government's recent White Paper on Community Empowerment,⁷⁰ which promises to encourage active citizenship, revive civic society and local democracy as well improving local public services by involving local users and consumers.

But however clear the policy may be, there remains a real challenge for agencies: how to make it happen? **In many public agencies, the opportunities offered by recent policy** – for example the 'place shaping' agenda, Sustainable Community Strategies and LAAs – are not being grasped. .

In a recent report, for example, the Audit Commission found little evidence that councils were viewing older people as anything other than a social care responsibility, arguing that 'increased awareness, better engagement and innovation could help many older people without significant expenditure.'⁷¹ Local authorities and Primary Care Trusts (PCTs) need to consider the role of older people in helping to create communities in which all citizens can thrive, and in which their positive contribution is valued – following the example Rushey Green, **Community Volunteers Time Bank in Bromley and the Visiting Nurse Service of New York** (case studies 5, 6 and 7)

Our public services remain largely focused on addressing needs once they have emerged. In essence, over the last 10 years due to increased funding in public service we have improved our capacity to 'pull people out of the river'. This money has improved the lives of many people, but as financial resources are squeezed it becomes vital that we stop people falling in, in the first place. For example, the Government has earmarked £2.3 billion for building 10,000 new prison places.⁷² If just a small proportion of this funding was invested in schemes such as the Washington Youth Court the long-term impact in reducing youth crime and building stronger communities would surely represent a better return on public investment.

To encourage co-production and grow the core economy, public service leaders and commissioners should embed networks of exchange such as timebanking within public service institutions, including doctors' surgeries, hospitals, schools and housing estates. These institutions should become community hubs, rather than simply service delivery vehicles. As our case studies have demonstrated, there are different ways of using the timebanking tool and agencies need to adopt models that best suit their needs.

The core values of timebanking and co-production – recognising people as assets, valuing work differently, promoting reciprocity and building social networks – should become part of mainstream planning across public services. Specifically, we make the following recommendations:

Commissioners and philanthropic funders can:

- Ensure funded programs embed and reward reciprocity, reserving a proportion of payments to enable people who use services to play a role in delivering them.
- Replace output targets with broader measures of what really matters (to service users), to enable practitioners to demonstrate the value of co-production approaches in terms of individual and social well-being (for example using the outcomes star described in Appendix 2).

National government and local policy-makers can:

- Give higher priority to funding measures, including initiatives such as timebanking, that increase the resilience of individuals and communities, in order to prevent needs arising. This will reduce demand for services and safeguard resources for meeting unavoidable needs.

- Ensure a greater proportion of funding directed at 'meeting needs' is redirected to support preventative measures, such as timebanking, that increase individual and community resilience and reduce reliance on more expensive, intensive services.
- Ensure that the personalisation agenda focuses on whole people, including their strengths as a key part of the solution, rather than focusing disproportionately on people's weaknesses and problems.
- Recognise that many successful interventions have value across service silos because they engage communities rather than individuals with predefined problems.
- Ensure greater collaboration and sharing of resources between departments as with the agency-to-agency timebanking model described in Chapter 2.

Regulators and auditing bodies can:

- Ensure systems of assessment and audit take account of how far public services are co-produced – i.e. how far those who provide services treat those who are intended to benefit from them as equal partners, not only listening to and acting on what they say is of value to them, but also involving them actively in planning, designing and delivering the services.
- Carefully examine legislation around risk and confidentiality to ensure it does not block informal systems of mutual care and support such as timebanking.

The third sector and other sectors delivering public services can:

- Avoid the adoption of a top-down, 'service delivery' culture which mimics some public services and defines people as problems.
- Refocus the roles of frontline workers as partners, coaches and ultimately catalysts for service users, not 'fixers' of problems.
- Rather than talking about 'added value', recognise that co-production, where it occurs, is the critical ingredient in creating better outcomes and recognise the assets of service users and enlist them as co-producers.
- Collaborate and share resources and assets rather than just competing for funding, as illustrated in the case studies of King's Cross and Rushey Green time banks.

Whatever the state of the market economy – globally, nationally or locally – timebanking offers a range of opportunities for promoting co-production and growing the core economy. It taps into a complementary currency of abundance, one which unlocks resources, skills and capacities for cooperation and reciprocity. These resources have been neglected for too long. Now is the time to realise their potential.

Appendix 1. Understanding and measuring existing social assets: conducting a 'time audit'

Time audits were first piloted by Timebanking Wales/SPICE as it sought to create a new approach to timebanking that would unleash social energy and what it describes as 'active citizenship'. A time audit is a simple process of measuring the hours that people actively contribute to the life of their community. It provides a quantitative baseline of existing human capacity or resource.

Timebanking Wales/SPICE has developed its own ways of working with host organisations in communities to develop successful community currency systems. It is a simple six-step process which allows community organisations and professional agencies in community development to create a community currency around shared goals and guarantee the participation of local people to achieve them:

A time audit can be carried with members of a specific agency or community group or across a range of such groups within a defined local area. The aim is to establish:

- Background information on all community groups.
- Current activities of such groups.
- Timetable of all activities.
- Current number of beneficiaries of activities and services.
- The number of people that are actively involved in helping to run the group.
- The number of hours of active citizenship.
- The aspirations of the local group for the next three years.
- The number of projected extra participants and hours needed to achieve their aims for the next twelve months.
- The amount of financial investment in the group.
- Any additional training needed to achieve their aims.
- Connections and relationships with other agencies in the community.

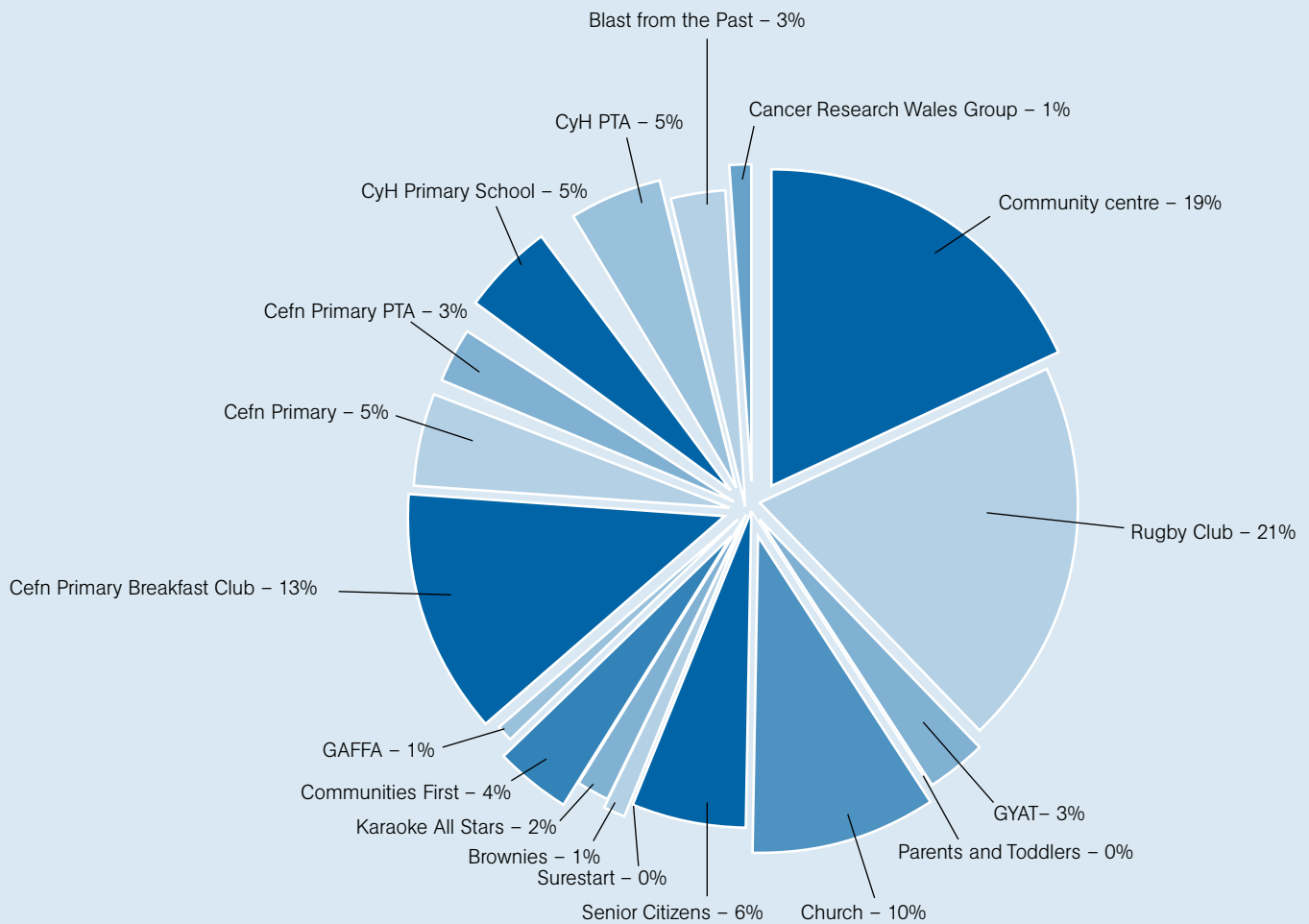
Case Study: Glyncoch time audit of community volunteering

The Glyncoch Estate is located on the outskirts of Pontypridd in South Wales. It has a population of nearly 3000 residents, many of whom face a range of challenging socio-economic problems including high levels of child poverty, unemployment and low levels of educational attainment. Nevertheless, the community has many active community groups, run by volunteers.

Working with Timebanking Wales/SPICE and Communities First, the Welsh Regeneration Agency, an 'active citizenship' audit was carried out on the Glyncoch estate over the summer of 2006. The team met with each of the existing community groups to carry out the audit.

The meetings varied in format. With some groups all key volunteers of the group met together to complete the audit, whilst for others a representative of the group met with the team. In all cases the meetings provided the team with an opportunity to spend quality time with the groups to gather as much information as possible. Rather than go through the form question-by-question, the team structured the meeting as a general discussion about the group, took notes and then completed the form after the meeting.

Figure A1. Time spent at different community organisations in Glyncoch.



The audit revealed that there were 32,971 hours of active citizenship each year. Almost half of these, however, were being done by two main groups in the community: the community centre and the rugby club. Both are run entirely by volunteers and provide regular activities during the week. Similarly they both run on the commitment of a few individuals (Figure A1).

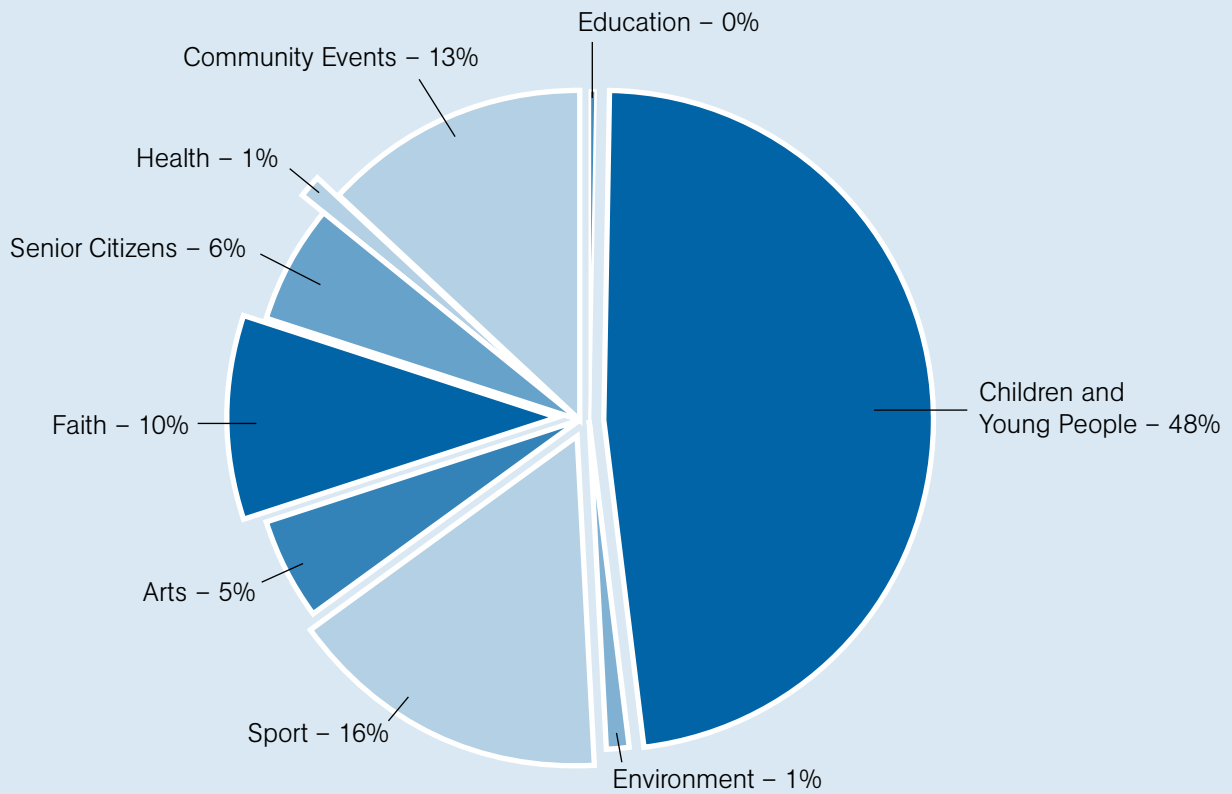
The group's activities were then categorised to highlight the areas that needed more investment of time. The audit demonstrated that there is no correlation between financial investment (from Communities First and other public agencies) and the number of active hours of citizenship being generated. The audit also showed that as the number of staff increased the number of volunteers decreased.

Having taken stock of the key findings from the Active Citizenship audit, the Timebanking Wales/SPICE/Communities First team then introduced time networks as an instrument to increase active citizenship. The time network project accredits all active participation. All community groups are invited to join the time network and one time credit is issued for every hour that a person gives to the community. Participants are then able to use their time credits to access educational, cultural and social events on an hour-to-hour exchange rate.

To evaluate the success of the time network, the team monitored:

- The number of existing and new active citizenship hours being undertaken.
- The number of participants involved in community groups and community projects.
- The number of participants attending the new community events.

Figure A2. Active citizenship by area.



- The number of new groups being established as a result of the time network.
- The number of new community-wide projects.

SPICE is currently developing the time audit as a more sophisticated measurement and mapping tool for voluntary and public service agencies. SPICE now uses time audits as a first step for organisations developing timebanking projects or as a standalone tool for measuring baseline and growth in citizen engagement.

For more information, contact www.justaddspice.org or www.timebankingwales.org.uk

Appendix 2. Measuring timebanking outcomes

If timebanking is to be recognised as a key tool for creating more efficient and effective public services and community and voluntary sector services, it is vital that ways of measuring the outcomes of timebanking are developed. Whilst there is recognition that strict targets and output measures in public services can be counter-productive, there is still a strong demand for providers of services to demonstrate the change they are effecting in people over time.

As our case studies have demonstrated, timebanking is an effective way of improving people's confidence, social networks and general well-being. The individual stories make clear the huge impact timebanking can have on people's lives, but are there other, more objective ways of demonstrating this impact? Below are some innovative measurement strategies and tools that might show the way forward for timebanking in demonstrating the change they have on people and communities.

1. Mental Health Well-being Indicators (Lambeth Council)

In 2006, Lambeth used its Mental and Health and Well-being Impact Assessment (MWIA) tool to assess how CPTB was impacting on the mental health and well-being of its members.

MWIA is a two-part screening toolkit that enables people to consider the potential impacts of a policy, service or programme on mental health and well-being and can lead to the development of stakeholder indicators. The toolkit brings together a tried and tested Health Impact Assessment methodology with the evidence around what promotes and protects mental well-being. Four key areas that promote and protect mental well-being are identified:

1. Enhancing control
2. Reducing anxiety
3. Facilitating participation
4. Promoting inclusion

MWIA helps participants identify key things about a policy, programme or service that impact on feelings of control, anxiety, participation and inclusion and therefore their mental health and well-being. In this way the toolkit enables a causal link to be made between policies, programmes or service and mental well-being, that can then be measured.

'How people feel is not an elusive or abstract concept, but a significant public health indicator; as significant as rates of smoking, obesity and physical activity.'

Department of Health 2001

Using MWIA the stakeholders identified that CPTB could maximise its impact on participants mental well-being through:

- Increasing people's feelings of control by giving people control over influencing things.
- Reducing people's feelings of anxiety by being involved in their community.
- Increasing participation and inclusion by giving access to informal support.

Table A1. Indicators of mental well-being for Clapham Park Time Bank

MWIA area	Increasing control	Reducing anxiety	Participation and inclusion
Key determinant	Control over influencing things	Being involved in your community.	Giving access to informal support – friends, groups.
Activities	Sharing an idea with a group of people	Giving your time and talents	Coffee in any weekly meeting
	Moving it forward yourself	Other people donating their time and talents	Time credit system
	People understand what their skills are worth	'Feeling' wanted Meeting needs.	Open days Outings
Indicator	New members (further afield).	New projects develop within time bank by local people to full capacity	Commitment to the time bank
	Greater partnerships – local, national and international.	Local people's involvement	

2. The outcomes star

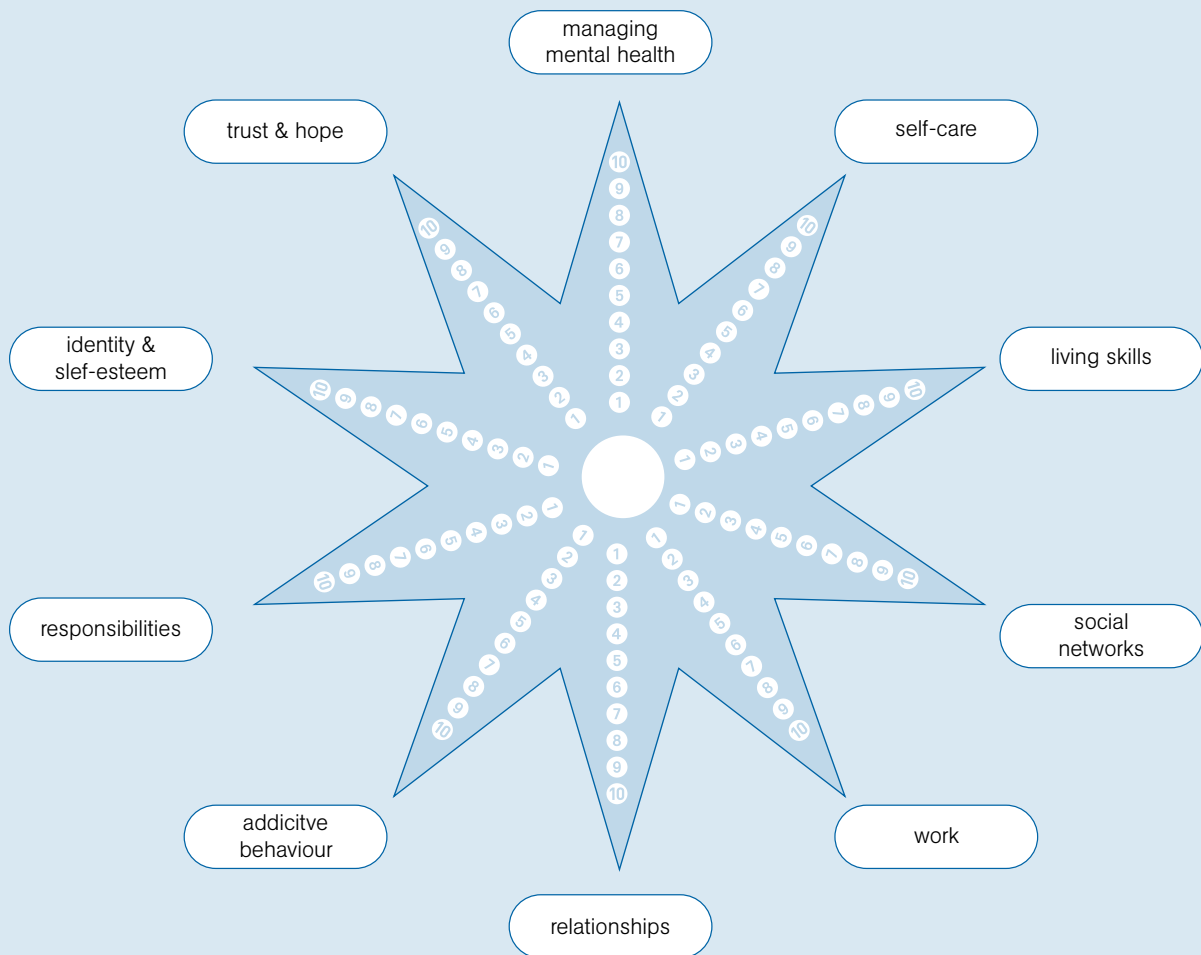
To see change over time, you will need to ask members directly about how their lives have changed. The outcomes star (Figure A3) is a 'distance travelled' tool for supporting and measuring change when working with vulnerable people. Originally developed for use with homeless people by St Mungoes and the London Housing Federation with Triangle Consulting, a new version for people with mental health problems has also recently been created by Triangle in partnership with the Mental Health Providers Forum.⁷³

The outcomes star enables organisations to measure and summarise change across a range of service users and projects. It is also a key work tool which means that it supports the service user's recovery by providing them with a map of the journey to recovery and a way of plotting their progress and planning the actions they need to take. The mental health outcomes star, called the 'Recovery Star' focuses on the ten core areas that have been found to be critical to recovery:

1. Managing mental health
2. Relationships
3. Self-care
4. Addictive behaviour
5. Living skills
6. Responsibilities
7. Social networks
8. Identity and self-esteem
9. Work
10. Trust and hope

The star measures the relationship the service users have with any difficulties they are experiencing in each of these areas and where they are on their journey towards addressing them. The star is based on a five-stage model of the process by which people make changes in areas of their life that are not working for them. The five stages of this model are Stuck, Accepting Help, Believing, Learning and Self-reliance. The outcomes star is underpinned by the assumption that positive growth is a possible and realistic goal for all service users and both tools are designed to support as well as measure this growth by focusing on people's potential rather than their problems.

Figure A3. Recovery star



<http://www.mhpf.org.uk/recoveryStar.asp>

HCCT, together with its consortium partners, is using the outcomes star to measure the impact of its day-care service, which includes timebanking and a strong ethos of co-production as we saw in Case Study 1.

3. The co-production audit

nef, together with the Holy Cross Centre Trust (HCCT) (Case Study 2) and the US Timedollar Institute are currently developing a 'co-production audit' tool designed to help agencies, clients and commissioners better understand how effective a service is in coproducing outcomes.

Evaluation of the success of the day-care service will be an ongoing process undertaken by service users' as a timebanking activity. Space will be provided for people to write up their feedback and suggestions and evaluation will be integrated into regular group activities so that participants can feed into the evaluation process.

Time bankers from the LB Camden Mental Health Day Services will use their experiences to inspire other time bankers by sharing what they have learnt through the Timebanking UK Network.

4. Volunteering Impact Assessment Toolkit

The Volunteering Impact Assessment Toolkit has been developed in Scotland to enable organisations to evaluate volunteering. It provides a comprehensive selection of methods and tools which measure and assess the effects of volunteering. The toolkit measures the impact of volunteering under the following areas: physical, human, economic, social and cultural capital

<http://www.vds.org.uk/tabid/138/Default.aspx>

Appendix 3. Further reading on timebanking and co-production

The following websites are the best places to find out more about time banks:

- Time Banking UK is the national umbrella charity linking and supporting time banks across the country by providing inspiration, guidance and mutual help www.timebanking.org – for a guide to the person-to-person model and information on English timebanks
- Timebanks USA www.timebanks.org – Timebanking in the United States
- Timebanking Wales– www.timebankingwales.org.uk – for person-to-agency models in Wales
- SPICE www.justaddspice.org – for person-to-agency and agency-to-agency models in Wales and the UK, in particular on housing, education and young people
- London Time Bank: www.londontimebank.org.uk – for London time banks
- Timebanking Scotland www.vds.org.uk - for information on timebanking in Scotland
- **nef** (the new economics foundation) www.neweconomics.org
- Core Economy <http://coreeconomy.com/>
- Time Dollar Network Japan www.timedollar.or.jp

Timebanking

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The above three available at <http://www.timebanking.org/publications.htm/>)

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Time Banking UK



Time Banking UK is an umbrella charity linking and supporting time banks across the country by providing inspiration, guidance and mutual help. We help individuals, organisations and communities to set up and run their own time banks and provides support through:

- A time banking handbook, information pack, e-bulletin and website on all aspects of time banking.
- Regional introductory courses on time banking and how to use the Time Online software
- Advice and support to individuals and groups who want to set up a time bank
- Information-sharing discussion groups
- Development of partnerships within the voluntary, statutory and corporate sector to extend time banking practice
- Promotion of best practice and quality standards including health and safety guidelines
- Awareness raising of time banking through press and publicity
- Campaigning at policy level on issues that affect time banks, such as implications for welfare benefits entitlement

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