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EXECUTIVE SUMMARY AND KEY RECOMMENDATIONS

This evaluation was carried out between March and July 2011, and examined all aspects of Fair Shares Gloucestershire. It assesses the impact that Fair Shares is having on participants, communities, organisations and services, and also looks at the effectiveness of the organisation.

The evaluation showed overwhelmingly that **participants** value and benefit from being part of Fair Shares, both as receivers of support and as volunteers. Participants receive preventative support and care, enabling them to remain independent. Volunteering helps participants achieve dignity through giving back and increases confidence. Fair Shares provides security against possible need, thus reducing anxiety. It provides a social network and social activities, reducing loneliness and improving well-being. It is particularly effective at integrating people normally excluded from volunteering and from social networks, such as older people and people with mental health problems or learning disabilities.

Areas for development and improvement for participants include ensuring more requests for help are generated, and more varied volunteering opportunities offered, improving the balance between skills offered and requests made. Fair Shares need to broaden the diversity of membership, particularly attracting young people, and should recruit more participants through improved marketing.

Fair Shares benefits **communities** by building small, but significant, self-supporting communities of friends within larger communities, building social capital. In rural areas, this is being successfully progressed through the cluster model. In urban areas, Fair Shares is facilitating community cohesion as people help each other across communities. Fair Shares acts as a community development tool, helping community organisations to involve and support residents.

Areas for development and improvement for communities include integrating Fair Shares into community development settings, and developing a plan for how to increase the impact of Fair Shares on communities.

The Evaluation showed that all the **organisations and service providers** interviewed really valued their relationship with Fair Shares and the benefits it brings to their organisation and their clients. Fair Shares is integral to many organisations, helping them to attract and reward volunteers and helping to make organisations viable. It also offers a flexible model of volunteering which helps to deliver service outcomes, particularly for those working with vulnerable clients. Organisations are also able to use their time credits to borrow the Fair Shares minibus – a much-valued benefit. Fair Shares also gains from its work with organisations, reaching out to parts of the community that might not otherwise get involved.

This area of work is also quite complex, with many organisations not understanding the concept of time banking, or seeing it as too challenging or threatening. Areas for development and improvement include increasing the capacity within Fair Shares to undertake development work with organisations and services, improving promotion to organisations and services, and developing organisation-to-organisation time banking. Getting Time banking adopted as a methodology used by other

organisations is important, and Fair Shares could develop a pilot project in a service and also join with other service providers to tender for contracts using time banking to deliver outcomes.

The evaluation looked in depth at the **Fair Shares Prison Project**. This project is extremely successful, and the added value brought by Fair Shares is much valued by all concerned. Outcomes include linking prisoners to their families and the community through time credits and a DVD scheme; developing prisoners' skills and confidence; and reducing re-offending. The project had gained national recognition and is being replicated elsewhere. There is massive potential to develop the relationship between Fair Shares and the Prison Service both through other projects and into other prisons. This will require a clearer relationship between the Prison service and Fair Shares, greater commitment from the 3 Gloucestershire prisons, and closer partnership with other organisations involved with the prisons. Fair Shares also needs to be clearer about how it wants to move forward with this work.

The evaluation also considered **other Fair Shares projects**, though not in any great depth. This showed that the time banking model works well in a variety of settings, and again there is much potential to take it forward in a many areas. For instance, more could be done with young people, older people and through intergenerational work. The capacity of Fair Shares to develop such a diverse range of projects is limited, and it is recommended that, in future, such developments be taken forward in active partnership with organisations and service providers already involved with the specific client groups. An internal review of existing projects is recommended.

The evaluation then considers the effectiveness of the organisation. The **six timebanks** work well, providing good value for money and are much valued. There is room for closer joint working between them, including improvements in monitoring of impact.

The **trustees** were all very committed to the organisation and clear about their role. More trustees need to be recruited who have time to give to the organisation, and here are opportunities for them to play a greater role in developing the organisation.

Finally, the evaluation looks at the **future direction** of the organisation and how Fair Shares and time banking is meeting national and local priorities. It recommends that a new vision and plan for the organisation be developed. It **concludes** that time banking is an excellent tool to strengthen communities, increase self-help and improve well-being, and commends the organisation to funders and policy makers.

1. INTRODUCTION

1.1 ABOUT THE EVALUATION

- 1.1.1 This Evaluation was undertaken between March – July 2011 and looks at all aspects of Fair Shares Gloucestershire. It considers the effectiveness of the six Gloucestershire Timebanks and the various projects run by Fair Shares, as well as of the core management and the Board of Trustees.
- 1.1.2 The purpose was to look at how well Fair Shares is meeting its vision and aims, and whether it is making a difference to the lives of participants, the communities in which they live and to other organisations and services. It therefore considers the impact that Fair Shares has on participants, on communities and on organisations and services. It also considered how well Fair Shares meshes with Government policy and meets the objectives of funders and service providers. The Evaluation identifies areas of strength and areas for improvement and makes recommendations for future development.
- 1.1.3 The Evaluation, although thorough, was restricted by the amount of funding available. As such, it is a snapshot of Fair Shares from various perspectives at a given time, rather than an in-depth study of all aspects of the organisation. In particular, it was not able to undertake a thorough evaluation of some of the projects run by Fair Shares, Despite this, it reveals most of the issues that a more detailed evaluation would have highlighted, and the expenditure on the Evaluation is considered to be in proportion to the size of the organisation.
- 1.1.4 This report briefly describes Fair Shares Gloucestershire and gives some figures to illustrate size and impact. It then goes on to explain the methodology used for the evaluation process. It then reports on the benefits that Fair Shares provides to participants, communities, service providers and partner organisations. It also looks at the impact of the key Fair Shares projects, particularly the Prison Project. The report considers the effectiveness of the organisation, looking at the six timebanks, and the role of trustees. Finally it considers the future direction, of Fair Shares and its relevance to and impact on public sector priorities locally and nationally.
- 1.1.5 Appendix 1 at the end of the report contains a number of additional case studies, based on interviews, which illustrate the outcomes delivered to participants and value of the scheme.

2. FAIR SHARES GLOUCESTERSHIRE AND TIMEBANKING

2.1 DESCRIPTION OF FAIR SHARES GLOUCESTERSHIRE

- 2.1.1 Fair Shares Gloucestershire is a registered charity, which was established in 1997 and which set up the UK's first time bank. Time banks are community based projects which meet everyday needs through the exchange of time, skills and opportunities. For every hour you spend helping someone, you are entitled to an hour's help in return. The time bank creates a mutually supportive network of neighbours helping neighbours and helps turn strangers into friends. The help provided is in many forms – practical tasks such as gardening, befriending, running errands, providing transport or helping someone learn a new skill.
- 2.1.2 Time banking is different to other community and volunteering projects because everyone's time is valued equally and it recognises that everyone has needs and everyone has something to offer. When joining a time bank, people agree to both give to and benefit from the project. Time banking recognises that, given encouragement, support and the opportunity everyone wants to, and can, make a difference.
- 2.1.3 Time banking is a form of co-production. Co-production is when service users are actively involved in designing and delivering the services they require. In a time bank, participants define their own needs, agree with another participant how those need will be met, and also help to meet the needs of others. Thus time banking provides a means for service users to become active participants in their own care and in their community, not just passive recipients. Time banking also provides a way of valuing and rewarding people's input into consultation and involvement processes, helping to design services.
- 2.1.4 Fair Shares has expanded in recent years, and now runs six time banks across the county: in Gloucester, Newent & the Forest of Dean, North Cotswolds, South Cotswolds and Stroud, Stonehouse & Dursley. Each time bank has an office base and employs a/some timebroker/s whose role is to recruit participants, set up assignments, maintain recording and administrative systems and promote time banking to organisations, communities and individuals. They also arrange events to bring together participants, such as regular drop-ins and outings. In addition, they manage and deliver projects.
- 2.1.5 Fair Shares is at present running several discreet projects:
- **Prisoners and Families.** This uses time banking to help prisoners maintain links with their families, help reduce re-offending and improve rehabilitation. Prisoners earn credits by working or volunteering in the prison, for instance by taking part in the bicycle refurbishing workshop in HMP Gloucester. These credits are then used by prisoners in a number of ways: helping their families, saving them for support on release or

donating them to others.

- **Time for Families.** This project, funded by the Barnwood Trust, supports families who have a child with a disability, special needs or who requires additional support in some way
- **Rest Assured.** This project, funded by the Department of Health's Volunteering Fund, guarantees members of the time bank two weeks of support following an accident or unexpected stay in hospital, with other participants running errands, visiting or doing shopping or whatever else is needed.
- **Young People.** Funded by the J P Getty Jr Trust, this project engages Muslim youth, in partnership with the Friendship Café.
- Many Fair Shares projects are just being developed or are in the very initial stages, so these were not considered as part of the Evaluation. One of these is the **Older People's Programme.** This project, funded by Comic Relief, will involve older people in service development and co-production. The **Dementia Programme,** funded by NHS Gloucestershire, will support people with dementia. The **Gardening and DIY Project,** funded by Gloucester City Council, will train participants in skills needed to deal with requests for help. Those learning the skills will then cascade them to other participants. **Other current developments** include: developing a time bank in Cheltenham, with smaller clusters of participants in neighbourhoods or as part of communities of interest; setting up and managing a time bank in Stratford-on-Avon; working with the police to develop a project with young people.

2.2 SOME FACTS AND FIGURES ABOUT FAIR SHARES

2.2.1 Fair Shares is a medium sized organisation. In 2010/11 it had a turnover of £262,113 and employed 14 staff (full and part-time). It has a broad funding base, receiving support from public sector agencies, trusts and charities – at any one time it receives funding from around 30 different sources. Much of this funding is short-term, one-off grants, although a few are more substantial and cover 3 years (e.g. £70,494 from Comic Relief).

2.2.2 In 2010/11 Fair Shares enabled 82,321 hours of activity to be undertaken by 898 participants through 7,539 assignments. Table 1 shows how these were distributed

	Gloucester	F. of Dean	North Cotswold	South Cotswold	Stroud & Stonehouse	Total
Participants	385	87	158	15	253	898
Organisations	90	11	55	3	24	183
Assignments	2,758	916	2,371	3	1,491	7,539

Hours	53,904	7,008	14,050	103	7,256	82,321
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Table 1: Statistics 2010/11

2.2.3 These 82,321 hours represent the equivalent of 46 full-time workers. Volunteering England recommend measuring the economic value of volunteering by multiplying hours by the average hourly wage for the area or region.¹ The Office of National Statistics² states that in 2010, the average (median) weekly earnings in the South West were £468.30. Assuming a 37-hour week, this gives an hourly rate of £12.65. The 82,321 hours of volunteering within Fair Shares is therefore equivalent to £1,041,360 per annum. The added value generated is therefore nearly four times the cost of the project as a whole, representing excellent value for money.

2.2.4 Fair Shares Gloucestershire lists over 130 active partner organisations within Gloucestershire on their website (<http://www.FairShares.org.uk/groups.html>).

3. METHODOLOGY

3.1 This evaluation started with a short e-survey of staff and trustees, to ascertain what knowledge already existed about the outcomes achieved by Fair Shares. The sixteen responses were analysed and used to inform a short workshop session with staff, and a meeting with trustees. From these, key issues were identified for further examination.

3.2 The evaluator also reviewed key documents, including previous evaluations, reports, the web-site, the current Business Plan, grant applications and national reports.

3.3 The principle method used to undertake this evaluation was interviews. 28 interviews were carried out, some with individuals and some with groups, and in total 56 people participated. Interviewees included funders, participants, staff, trustees and partners:

WHO	NUMBERS
Funders	4
Staff	11
Trustees (who are all participants and most are also partners)	6
Participants	28
Partners	8
TOTAL	56

¹

<http://www.volunteering.org.uk/resources/goodpracticebank/Core+Themes/Volunteer+Managers+and+Coordinators/Is+there+any+way+of+measuring+the+economic+value+of+the+work+our+volunteers+are+doing.htm>

² <http://www.ons.gov.uk>

Table 2: Breakdown of people interviewed

A list of all people interviewed is in Appendix 2 of this report. My thanks to all for giving their time so generously.

- 3.4 The information gathered was then collated into this report, and will form the basis of an away-day workshop with staff and trustees in September 2011.

4. IMPACT

4.1 BENEFITS TO PARTICIPANTS

- 4.1.1 The evaluation showed overwhelmingly that participants benefit from being part of Fair Shares. All participants interviewed were extremely positive, and commented on the difference that Fair Shares made to their lives.

Fair Shares is a unique and a new form of volunteering. *'It's a mechanism to share skills and for people of all age groups to contribute – instead of being just takers they can be givers'* (Bill Wragge – Cotswold District Council). This two-way form of volunteering *'provides an incentive for people to help (and) a structure for them to do what they want to do (in which) they can be helped without feeling that they're taking charity'* (Imran Atcha – Friendship Café). It benefits participants both as volunteers and recipients.

Stonehouse Fair Shares – how the help goes around

Stonehouse Fair Shares runs a stall every year at the Stonehouse Goodwill evening, and always get a few new people joining up. That's how Brian joined – he's nicknamed 'the pebble man' because he does DIY. He did some painting for Rebecca who helps with the Life Histories Project, and he did DIY for Hazel who helps with the community centre garden. Brian's 9-year old son has piano lessons from Marianne. She's a former piano teacher who now suffers from arthritis so can no longer play. But she still manages to teach, and Brian's son is now her star pupil. Brian would never have been able to afford to pay for his lessons. Marianne benefits from Fair Shares because she gets help with her garden.

(from drop-in meeting at Stonehouse)

- 4.1.2 Fair Shares participants provide care and support to each other with the little things that can make a real difference to a person's well being. *'It meets their needs very well because it's genuinely led by the needs of participants. It's not about a great sea change but about small things which help people stay in their homes – small things left can mount up to a crisis.'* (Claire Greenhaigh – fundraising consultant). Through the support they receive, participants are able to remain independent and have more control over their lives. The balance of taking and giving promotes dignity. *'We like the self-help aspect and people supporting one another – the concept is good for our client group'* (Gail Rodway -Barnwood Trust)

Supporting independence

Harry is in a wheelchair. He can drive, but needs help getting his wheelchair in and out of his car. He wanted companionship. So now he drives Arthur, who doesn't drive and needs lifts to appointments, trips or social events, but is able to take Harry's wheelchair out of the car for him. So now Harry can go on trips and to events, and so can Arthur. And they've both found a friend.

(Newent Participants)

4.1.3 For many, their involvement acts as security and insurance. *'(Fair Shares is) there for when you need them – you might not use them for 6 months or a year and then you may have a need'*. (Hugo – participant Gloucester). It also provides much needed support to people on low incomes who would otherwise struggle to afford to pay for help. *'It's an excellent scheme. People don't have to pay – normally they would have to pay £10 or £20 for a small job, and people just haven't got the money. Through Fair Shares they get it for free'* (Phoenix Centre). *'As we hit hard times people won't have money but they will have time - so it's a good time to say to them 'convert your time for things you want'.*(Ismail Rhyman – Trustee)

Elvina – participant North Cotswolds

Elvina joined Fair Shares about 5 years ago – she was walking by and saw the information and came in. *I thought 'I'm getting old and might need help'*. She does sewing/alterations, for instance when people are ill and lose weight or when they've put on a lot of weight – she's helped to alter whole wardrobes. In return she has had help with painting and decorating and gardening. When her house was flooded in 2007, she received help, for instance with re-hanging her pictures. *'Odd jobs can be really expensive, that is if you can find someone to do it – no one wants to do small jobs. You have to pay through the nose and people can't afford it, they're economising, and Fair Shares really helps'*.

4.1.4 Fair Shares creates a social network of support. It often starts with a formal assignment but develops into an informal relationship of support. It addresses social isolation and builds a community of friends who then do things for each other. *'The people I've seen get a lot more out of it – a new group of friends who have a bit more time – it's a friendship and support network'* (Hilary Lyon – Village Agent). *'The main benefits to individuals are social factors more than anything especially with older generation – through Fair Shares they can socialise and get some support.'* (Paul Stepney, GL1 Communities & Trustee). *'Regular involvement leads to regular improvement in well-being'* (Newent Timebrokers).

Fair Shares – building social networks

Jean lives on her own and was lonely and depressed and needed a bit of help. Three or four Fair Shares participants now visit her on a weekly basis. They'll ring to see if she needs anything and then go round for a chat. Now Jean has something to look forward to, she enjoys the company and is happier and less lonely. The befrienders also benefit – some of them have their own problems, being nervous and anxious and therefore not having much social contact. Visiting Jean provides them with a focus for their week and a purpose, as well as friendship.

Gloucester participants

4.1.5 Participants particularly value the organised social activities. Most of the Time Banks organise regular drop-in sessions and outings, using the Fair Shares minibus. *'The drop-in supports the core business of Fair Shares – people ask about assignments, staff can identify needs, can identify people who are 'missing' and contact them to see if they're alright.... The drop-in broadens social life – it's a good medicine... we go on trips and outings to places where we wouldn't normally be able to go.'* (Lynn Ashton, Newent participant and Trustee). *'Without the drop-in I'd be sitting at home with nothing to do watching telly and getting bored. It's a reason to get up in the mornings. Life's changed – it makes you look forward to Thursdays. We have a laugh!'* (Newent Participant).

Margaret - Participant

Margaret lives on her own and can't walk far. *'There are certain little things I can't do – I want an occasional hand.'* She is both an active giver and receiver in Fair Shares. Before the monthly drop-in, she is one of a group of participants who spend an hour helping to maintain the community centre garden – in exchange for use of a room for the drop-in session. On one occasion she brought 20 plants that she had grown at home.

Margaret goes on many of the trips and outings organised by Fair Shares *'It's really nice to go out with other people who know me and take care of me. We went on a trip to Moreton last week. We really enjoyed it. I helped take photos'.*

Margaret has to go to Gloucester to the Eye Clinic regularly for appointments. *'Previously I went on the bus, but the consultant was delayed and by the time I'd had my appointment the last bus had gone. So I had to get a taxi back and it cost me £13! Last time I went I got help through Fair Shares with a lift to hospital. And then on another occasion I took Jack to hospital when he needed to go and picked up his prescription'.*

'Fair Shares is a very good idea– going back to old-fashioned 'help your neighbour'. And it's a good idea that no money changes hands – it's all about helping each other.'

Hazel – Participant Stonehouse

Hazel is in her 90s and lives alone. Recently she went one evening with Fair Shares to see the Severn Bore. It was the first time she'd been out in the evening for 8 years. Now she goes on all the trips and it's the only time she gets out. She went with Dorothy and Chris to walk around Cherrington Lake to see the snowdrops. She wouldn't normally go because she walks slowly, but with a small group they all went at her pace. *'It was lovely'.*

- 4.1.6 Fair Shares provides opportunities for volunteering at an informal and accessible level, and it creates a range of significant benefits for volunteers. *'Some do it because it makes them feel good'* (Imran Atcha – Friendship Café). Others learn new skills and get to make good use of existing ones. *'Volunteering does wonders for confidence'* (Phoenix Centre). *'There are quite a few participants in the 30-40 year old group because people are lonelier and don't know who their neighbours are. They might only contact friends through emails and Facebook. They miss face-to-face contact and want to get involved with people.'* (Gloucester Timebrokers). Volunteering for group activities is especially beneficial. *'It's more about collective participation, doing lots of things together like running stalls, helping with newsletters'* (Lynn Ashton – Trustee and participant).
- 4.1.7 In particular, Fair Shares enables people often excluded from volunteering to participate. *'It's really good that Fair Shares involves older people – so many groups don't and you feel stuck on the shelf.'* (Stonehouse Participant). One funder particularly commented on this: *Our advisor was won over and thought it was really reaching people who had slipped under radar and were now getting involved.* (Lavinia Sidgewick – Summerfield Trust.)
- 4.1.8 It is very successful in involving people with mental health problems or learning disabilities in volunteering.

The Phoenix Centre

The Phoenix Centre is a day centre for adults with mental health and /or learning disabilities and Fair Shares is integral to the Centre. Anyone who does volunteering there gets their volunteer hours credited. Volunteers help make tea and coffee, help with the washing up, meet and greet, and run activities. *'The Fair Shares model is very good – it's nice to give something back to volunteers, and to be able to tell them that they can get help and won't have to pay'*. They also support members to join Fair Shares. *'Fair Shares is very understanding of the client group that the Phoenix Centre is dealing with. Volunteering does wonders for confidence'*.

(Hugo – staff member at Phoenix Centre)

Fair Shares and Learning Disabilities

Hugh has learning disabilities and used to live in a group home, but now lives independently supported by Home Farm Trust. Home Farm Trust encouraged him to sign up with Fair Shares, and being a member has changed his life. He now helps regularly with several gardens. *'You have to be with him and tell him what to do but then he's very enthusiastic and a great help'* says Heather, an elderly recipient of his help. He also delivers the monthly Fair Shares magazine and from this experience he was offered his first ever part-time paid job delivering newspapers for the local newsagents. He in turn has received help from Fair Shares, for instance getting a lift to hospital appointments in Oxford, having Reiki sessions and receiving help with decorating his flat. But he gives far more than he takes, and he is massively in credit by 899.5 hours! His volunteering with Fair Shares has brought him out of himself and increased his confidence. He now feels very much part of the community in Moreton, and has met many people and made many friends. He recently wrote *'I can't think of a better life than this'*.

- 4.1.9 Through volunteering with Fair Shares, people are integrated into a strong community. *'(It's) a way of getting unemployed people back into things, instead of them being made redundant and losing confidence.'* (Bill Wragge – Cotswold District Council).

Integrating people with Learning Disabilities

Eastbrook Day Centre is for people with learning disabilities. Users have a range of abilities, and the Fair Shares project is for those who are more able. A group of 5 people go out each week to do gardening in Matson at the rose garden, the Phoenix Centre and the community centre. They do weeding, planting, turfing, sweeping etc. They also do gardening for residents in the community who need help. *'It's important for the participants to be out in community. They get to meet people from the Phoenix club, people in the community, staff and volunteers and they communicate really well with them. The participants get new skills, it develops independence and provides choices of what to do'*.

Raymond Gill – Eastbrook Day Centre

- 4.1.10 The evaluation provided clear evidence that those involved in Fair Shares greatly value it and perceive that it is making a real difference.

Areas for improvement and development - participants

- 4.1.11 Despite these overwhelming benefits for participants, the evaluation showed that there is room for improvement in meeting their needs. Firstly, there can sometimes be a shortage of voluntary opportunities *'Many retired people want something to do and be active, but there are not enough requests to keep them busy – this leads to a sense of disappointment, as when they join they expect to be active'* (North Cotswold Timebrokers).

- 4.1.12 Often people who join offer skills which are not requested, yet there can be a shortage of skills, which are requested most frequently. *'There is an imbalance of skills between what's on offer and what people want. Lots of people want DIY and gardening, whereas people offer befriending or budgeting'* (Stroud Timebroker). *'For certain needs there are lots of requests and not enough people. So it needs the timebrokers to stay on the case and keep in touch with participants so that they don't feel forgotten.'* (Joy Robinson – Trustee). *'Sometimes we have to wait a while for assignments to be carried out'* (Participant – North Cotswolds) *'Often there is a mismatch between needs and skills, for instance at the moment too many people want dog walking and there are not enough volunteers to do it all.'* (Gloucester Timebrokers). *'There are not enough quality opportunities out there... 'A key improvement would be more varied volunteering opportunities for our clients'* (Emma Royer- Independence Trust). Fair Shares is addressing the skills gap through it's new DIY and gardening project, which aims to train a cohort of people over a three-year period, using the City Farm as a focus (and thus benefiting the Farm too), and cascading skills to other participants.
- 4.1.13 Sometimes it's hard getting people to ask for help. Indeed, many participants are 'in credit' and rarely ask for help. This can lead to an imbalance between givers and takers. *'Members just aren't generating assignments - it's hard to get people to use their credits'* (South Cotswold Timebrokers). *'It's a challenge to get people to remember to ask for help.. It may be pride, not wanting to appear needy, not wanting to 'owe' – people feel guilty if they aren't in credit. It's hard for some people to admit vulnerability. So timebrokers need to identify ways in which people can be helped – people don't ask'* (North Cotswold Timebrokers). Time banks are taking action to address the problem. *'The best thing to do is to ask as soon as someone joins up – get them to identify something specific like 'I need my wall painted' and that then pulls them in right away'* (Chris Moore, Timebroker Stroud). Also a 'Good Will Pot' has been set up, partly to address this problem. People can donate their unused credits to the pot, and these are then given as a 'Fair Shares pension' to participants with more needs, who can then ask for more help.
- 4.1.14 Another issue is that participants whose volunteering is organised through another organisation, often do not benefit from using their time credits *'I do believe that our clients have not benefited from the reciprocal nature of Fair Shares'* (Dave Mauler – Eastbrook Day Centre)
- 4.1.15 The demographics of participants could be widened. *'We need younger, fitter men and women who can do jobs for us'* (Newent Participants). *'More women than men join and they tend to offer people skills rather than practical skills'* (Stroud Timebroker). *'A lot of men don't go in for that sort of things and also women live longer so there's more of us around. There are some younger ones – but they just come for a few weeks'* (Margaret – Stonehouse Participant). *'The emphasis has been on older people and we haven't managed to engage younger people'* (Lynn Ashton – trustee and participant) *'We need a time banking model for young people which includes young people being able to 'cash-in' time credits for access to such things as*

sports. (Only) Gymnasion accept time credits'. (Lawrence Hughes – Chief Executive)

4.1.16 Recruiting more participants is also a challenge. *'It would be good to have more participants, but then we would need more staff, as we are working at full capacity. And if the project grew in size, it would affect relationships – we would no longer know all the participants. The project works well because it is based on relationships'*. (Gloucester Timebrokers).

4.1.17 Marketing Fair Shares to potential participants is also not straightforward. *'People find it difficult to understand time banking...Most people need to have the concept explained to them face-to-face. If they just read about it, it remains an aspiration rather than really understanding and getting involved'* (Bill Wragge – Cotswold District Council). *'It could be better (at) helping people to understand what Fair Shares is and how to get involved'*. (Jason Dunsford – Gloucester Works) It is also quite hard to sell the concept of time banking to potential participants. *'It's a big challenge to turn around people's perceptions of volunteering as being a one-way process'*. (Newent Timebrokers).

4.1.18 One of the main restrictions on recruiting more participants is lack of staff time. *'They're all part-time and their role is limited to just keeping the register and finding assignments'* (Imran Atcha – Friendship Café). *'A few more staff would be good – often staff are not in the office that much, you're lucky if you can catch them.'* (Hugo - Phoenix Centre)

Recommendations - Improving benefits to participants

See Appendix 1, Recommendations 1 to 3

4.2 BENEFITS TO COMMUNITIES

4.2.1 Fair Shares aims to help rebuild communities. *'Fair Shares is about re-connecting with the neighbourhood and redressing the media-generated fear of neighbours. It's about community engagement and cohesion, and about proper use of the skills and resources that people have, and a mechanism that encourages it to happen'* (Lawrence Hughes – Chief Executive). How well is this vision being delivered?

4.2.2 The evaluation showed that Fair Shares is building small, but significant, self-supporting communities within the larger community. *'It works to an extent, but for a small sub-set of the community rather than the whole community. Not everyone in the community is getting involved, and it's always going to be something that more heavily involves people who are vulnerable. The original vision of mainstreaming & involving everybody is probably not deliverable. Timebanks fulfil a role that's missing from society. People have moved away from their family and so there are no support networks for times when this matters – for instance when you have young children or are getting older.'*

Timebanking has the potential to re-create something that was quite fundamental. For instance, who notices these days if someone hasn't popped to shops that day? The reality is that perhaps statutory services and families don't provide this level of support anymore and anything that helps fill the gap is a good thing.' (Claire Greenhaigh – Fundraising Consultant)

- 4.2.3 Fair Shares delivers a community of friends and support for people who are isolated. *'It integrates people who wouldn't be involved in the community and brings people together...and gives people a community of interest to link through.'* (Joy Robinson – Trustee). It also builds up social capital. Participants develop skills, confidence and contacts within the community and then go on to use their skills and time supporting other community organisations. *'Lynn brought Rex along to Fair Shares – he was new to the area and didn't know anyone. Now he's involved in loads of different things, such as Newent in Bloom and the Crib Club'.* (Newent Timebrokers)
- 4.2.4 In rural areas, this approach is being developed through the concept of clusters. Fair Shares brings together groups of people with similar needs within a small community – for instance older people, or families with disabled children. *'Clusters in towns and villages ...links well with the District Council who are interested in community engagement and developing community self-supporting, which is what Fair Shares is all about and so it's great to have them operating there already.'* Bill Wragge – Cotswold District Council. *'When I walk around town, I see so many people I know – it gives me a real sense of belonging to the community, it's embedded me into the community and I feel part of it – I've got to know so many people who are now friends. We're creating a village as it should be – haven't got there yet but we're on the way'.* (North Cotswold Timebroker & Participant)
- 4.2.5 In urban areas, Fair Shares is helping to integrate communities. *'There is already lots of volunteering going on in the Muslim community – it's Muslim helping Muslim, helping people they know. But this is more... It's helping people you don't know, across communities. We have contact with a pool of people that we wouldn't have had and vice versa'* (Imran Atcha – Friendship Café).
- 4.2.6 This is particularly evident at the City Farm, recently taken over by the Friendship Café from the City Council. The number of volunteers has increased rapidly, and all volunteers are part of Fair Shares and receive time credits. Based in the most multi-cultural area of Gloucester, the volunteer base reflects the make up of the local community, bringing particularly young people from across all communities together for a common purpose.
- 4.2.7 Fair Shares helps to build communities especially when it is embedded as a methodology within community development organisations such as the Friendship Café and GL1 Communities.

Fair Shares developing communities with community organisations

Within GL Communities, Fair Shares volunteers cover a lot of roles. They provide customer services, do administration and also are a resource for events and activities, for instance doing face painting. Fair Shares helps GL Communities to attract volunteers because they get something back. It gives people more of an incentive because they can benefit, for instance by having their garden done. It also gives them a bit of structure, reliability and continuity. *'People like to have a structure and they like to collect time credits – people like to collect things'*. (Paul Stepney- GL1 Communities)

GL1 Communities runs a neighbourhood project in Podsmead. A Fair Shares participant is providing support as a volunteer receptionist. However, she does not need to use her time credits, so she has donated them for use by local people in the Podsmead community. One elderly resident who has difficulty getting about now receives help from a regular dog walker. And the receptionists' uncle, Derek, is receiving regular support from another participant. He originally requested help with a bit of hoovering, although in reality, he was lonely and wanted company. A Fair Shares participant has been visiting regularly for 6 months or more. She helps out, doing a bit of shopping, and in return he makes her a cup of tea, cooks for her when she's not well and tells her jokes. *'On one occasion he answered the door dressed up as a woman, just to make her laugh!'*(Gloucester Timebrokers). Through incorporating Fair Shares into the organisation GL1 is building communities where people help each other out and act as good neighbours.

Areas for improvement and development – communities

- 4.2.8 The majority of people will never want to get involved in Fair Shares. They have busy lives, their own networks of support or they can afford to buy in the help they need. Notwithstanding this, there is a great deal of potential to increase the impact that Fair Shares has on communities. Fair Shares could be doing more to develop self-help communities, build social networks and develop a sense of neighbourliness. *'We are only scratching the surface ...there are around 10,000 people in Newent but only 80 are members of Fair Shares'* (Newent Timebroker). *'We need to go out to the wider community to get more involved and bring in more skills'*. (Ismail Rhyman – Trustee). Clearly, resources are an issue. Staff are already extremely busy and do not have the capacity to do the work.
- 4.2.9 One way to increase the impact that Fair Shares could have on communities would be to encourage many more community-based organisations to adopt time banking as a way of doing things. This is dealt with in more detail in the next section of this report.
- 4.2.10 Using Fair Shares to develop communities is particularly challenging in rural areas. *'Does timebanking run better in urban settings rather than rural ones? Distance and transport can present difficulties.'* (Bill Wragge – Cotswold District Council). On the other hand, there is tremendous potential for the Fair Shares model to address rural needs and help develop strong

communities. *'The Trust perceives that there are huge numbers of vulnerable people living in rural areas so they are particularly keen to support the North Cotswolds where people are perceived to be wealthy and the needy slip under radar and other grant givers ignore these needs'* (Lavinia Sidgwick – Summerfield Trust). The cluster approach has been developed to address these rural challenges, and could be extended further.

- 4.2.11 There is also potential to use the Fair Shares model as a means of developing community cohesion. *'Particularly now that there's been Local Authority dramatic cuts to services for the youth and the elderly, it's going to be more important to enlist voluntary participation in supporting those two sectors, and we would be very keen to see work being done in this area, especially if it can bring the two together. Older people mixing with teenagers can be extremely beneficial to both sides and Fair Shares could be the perfect introduction to doing that whether individually or in groups'*. (Lavinia Sidgwick – Summerfield Trust)

Recommendations - Improving benefits to communities

See Appendix 1, Recommendations 4 to 5

4.3 BENEFITS TO ORGANISATIONS AND SERVICE PROVIDERS

- 4.3.1 The Evaluation showed that all the organisations and service providers interviewed really valued their relationship with Fair Shares and the benefits it brings to their organisation and their clients.
- 4.3.2 Fair Shares helps participating organisations to attract and reward volunteers. It provides an incentive to volunteers, increasing the number and diversity of volunteers helping the organisation, and assisting to make the organisation viable. *'Fair Shares is integral to the organisation. Anyone who does volunteering gets their volunteer hours credited. The Fair Shares model is very good – it's nice to give something back to volunteers, and to be able to tell them that they can get help and won't have to pay'*. (Hugo – Phoenix Centre). *'Within GL Communities, lots of admin roles are covered by Fair Shares volunteers. They provide customer services...and help at events and activities, for instance by doing face painting. Fair Shares helps GL Communities to attract volunteers because they get something back.'* (Paul Stepney – GL1 Communities and Trustee).
- 4.3.3 Fair Shares can help organisations deliver their outcomes. *'More and more service providers are coming to Fair Shares because they can't meet their clients' needs and Fair Shares can offer a solution.....It's a way of engaging their clients outside formal structures, encouraging them to take responsibility for themselves. Services use Fair Shares as part of a toolbox – appropriate and helpful for some people but not for all.'* (Lawrence Hughes- Chief Executive) *'I thought it a great opportunity, offering what I was looking*

for for my clients. I have around 100 clients on the books and about a fifth of these are involved with Fair Shares' (Emma Royer – Independence Trust)

Fair Shares delivering Mental Health outcomes

The Independence Trust runs 5 well-being centres across the county where they aim to help people become socially included. One of their key outcomes is getting clients into paid or unpaid work, which leads to other outcomes such as improving people's confidence, helping develop new skills, helping them make new friends. *'Fair Shares has helped deliver these outcomes. The beauty of Fair Shares is its flexibility. The client group can have bad days when they couldn't possibly volunteer, and with Fair Shares they can just say no that day, where as with other voluntary opportunities they may have to commit to doing a regular day each week, and that's often not possible'.*

X... has mental health problems and has not worked for a long time. Emma accompanied him to his first Fair Shares assignment, doing some gardening. 'It was the first time he'd done anything like that so he needed support. He thought it was wonderful. It gave him a sense that he can do things when previously he has been told he can't. I tried to help him but he wanted to do it all himself and didn't want help – proving that he could. He is now really keen and confident to do more'.

'Y came to the Independence Trust about a year-and-half ago with very low confidence and self-esteem. Some other clients were finding it hard to access the service because of lack of transport so she started to provide lifts and help to bring them in and earned time credits for that. She almost does too much now, but she wants to, and her confidence has grown tremendously.'

'I think (Fair Shares is) a great organisation and I hope they carry on for many years'

(Emma Royer – Independence Trust)

- 4.3.4 One practical benefit was mentioned by many organisations interviewed: the fact that they can use their time credits to borrow the Fair Shares vehicles. *'One big benefit to the organisation is that we can use the Fair Shares minibus for outings. There are 3 vehicles - a 6-seater and 16-seater plus a Smart Car. We can't afford to have our own minibus. We just (make a donation to cover costs). We take participants on outings about once a month, for instance going for a pub lunch in the community' (Hugo – Phoenix Centre).*
- 4.3.5 Several organisations mentioned that staff were also members of Fair Shares, and they made use of their membership to support their work. *'My volunteering credits will go into a general pot and then when I come across someone who needs help I can give them my time' (Hilary Lyon – Village Agent). 'One Housing Association is considering joining. They want all 120 staff to do half-a-day's volunteering and then bank the hours to give to residents.'* (Newent Timebrokers)
- 4.3.6 Fair Shares itself also benefits from working jointly with other organisations. *'There are close links (between Fair Shares) and the Friendship café, which has close links with the Muslim community and people see it as one and same*

thing. Without the involvement of the Friendship café I do not think a lot of people (from the Muslim community) would have been so enthusiastic to get involved (in Fair Shares). Now that the Friendship Cafe have taken over the City Farm with Fair Shares as a partner there's lots of interest in the community in helping and everyone knows that if they do, it will be through Fair Shares – so Fair Shares is getting a better profile and people can see the merits of Fair Shares.' (Ismail Rhyman – trustee)

4.3.7 In Newent, the close co-operation of Fair Shares with the Chill-Out Zone has increased the use of this community facility, and the joint work with the Village Agents scheme has benefited both organisations. *'It's good running the drop-in at the same time as Fair Shares – piggy backing. I have recruited new members for Fair Shares through the Village Agent drop-in and vice versa. It's been another opportunity (for me) to meet a different group of people – I would have never met the people in Newent without the Fair Shares drop in.'* (Hilary Lyon)

4.3.8 There is a strong case to say that incorporating time banking into the way an organisation works is the best way for Fair Shares to develop. *'Time banking works best where we've managed to integrate it into other activities. For instance at Gateway people know their input will be recognised and that they can get things back and also it's not free-standing so Gateway doesn't have to pay for admin (of the time banking scheme). Time banking allows other things to happen.... (it) is the oil to make the engine work'* (Mark Gale Trustee)

Fair Shares and the Friendship Café

The Friendship Café, in inner city Gloucester, works mainly, but not exclusively, with the Asian community. There are 3 arms to the organisation: the city farm, the community gym and the Friendship café, all using volunteers and working very closely with Fair Shares.

'Fair Shares works closely with the Friendship Café, providing a way of rewarding young people for their voluntary effort. It provides a mechanism for formal awareness of the value of volunteering' (Gloucester Timebrokers).

Many young people are very involved – for instance they are helping to repair and build structures at the City Farm. All volunteers get time credits, which they can use in the gym, or for outings to places that they choose, such as to a Falconry show, or the Three Counties Show. Fair Shares enables these through the use of their minibus. *'If we couldn't use the Fair Shares minibus it would cost more – it saves time and money and is very flexible'*. Young people can also use their time credits to get help for their family. For instance one young person used his credits to get someone to help do his Mum's garden. This meant he felt he was contributing to the family

'Young people use Fair Shares as something to put on their CV. For instance one chap got involved because he wanted to make up for low grades, a couple of kids are doing voluntary work as part of their Duke of Edinburgh awards and two lads from

Afghanistan hope that helping as volunteers will prove that they've been good citizens when their application for permission to stay comes up, plus they're meeting people'.

Fair Shares provides an incentive for people to help. 'Some do it because it makes them feel good. Others can be helped without feeling that they're taking charity. For instance some parents find it hard to pay for residential trips for young people so they help instead – they've got skills, they save us time and money, it would cost us more if we'd had to employ someone to cook food for example.'

Fair Shares also helps to bring diverse communities together. 'We have contact with a pool of people that we wouldn't have had and vice versa'

By integrating Fair Shares into the fabric of the organisation, Friendship Café has been able to achieve an enormous amount. 'Fair Shares brings in skills and hands that you don't have to pay for. If we had to pay for staff you'd be looking at the equivalent of 10 full-time people – we would never be able to afford it.'

Imran Atcha – Co-ordinator, Friendship Café

Areas for improvement and development – organisations and service providers

4.3.9 Within Fair Shares, there was a concern that the organisation could become overwhelmed with requests from service providers to find activities for hard-to-place clients. *'There (needs to be a) balance between those with needs and doers – this could be tipped by overly-close involvement of some services (Gloucester Timebrokers). 'Some (mental health) organisations are besieging us with requests but we receive no funding from (them) or from the Mental Health Together Trust' (Lawrence Hughes – Chief Executive)*

4.3.10 Although Fair Shares has many organisational partners, a lot of these organisations are not members. *'Most organisations that are involved with Fair Shares just refer people to Fair Shares, but don't incorporate time banking into their day-to-day operations' (North Cotswold Timebrokers). 'Getting organisational buy-in is hard. Even champions of Timebanking find they cannot get buy-in from their colleagues and their organisation. Timebanking requires (staff in statutory agencies) to change how they practice and that is challenging'. (Gloucester Timebrokers). 'I have tried to get the Independence Trust to join but they haven't done so yet. This may be because of internal bureaucratic processes and other internal reasons. I'd like all Trust volunteers to benefit – some have joined Fair Shares off their own bat, as have some staff, but the organisation itself hasn't joined.'* (Emma Royer – Independence Trust)

4.3.11 Some organisations see Fair Shares as a competitor rather than as an opportunity. *'Some groups are competing over funding streams and so don't work together ... The problem is Timebanking is seen as an organisation rather than as a way of doing things'. (Bill Wragge – Cotswold District Council). 'The ethos of the market economy/competition makes*

organisations have an individualistic approach rather than collaborating – they don't see the additional value and fear competition'. (North Cotswold Timebrokers)

- 4.3.12 Other organisations are wary. For instance, North Cotswold Fair Shares tried to develop a relationship with their local job centre. *'It's such a great deal, but people just don't get it. It would have been really good for unemployed people, for their mental well-being, providing them with experience, and helping with references and CV.'* (North Cotswold Timebrokers). But, despite that the regional management of Job Centres is encouraging developing these kind of opportunities, and despite repeated approaches, nothing has happened.
- 4.3.13 Getting organisations involved requires development time, and most of the Fair Shares timebrokers do not have the time. *'It's about building relationships to get them to do it. There's not enough time to do development work. And it can take an awful long time for things to develop. For instance Coleford Area Partnership, which is run by volunteers, started being interested about a year ago and it wasn't until yesterday that they agreed to sign up as an organisation, plus all their volunteers plus a luncheon club.'* (Newent Timebrokers) *'Could there be a dedicated worker (in Fair Shares) to work with organisations?'* (North Cotswold Timebrokers)
- 4.3.14 There was a feeling that Fair Shares could promote itself better to organisations. *'Fair Shares does a fantastic job for people who know about them. But they need to be more creative about getting this 'such a good idea' to other people and places and in other agencies to complement what they're doing....Fair Shares has such a fantastic product but if it stays where it is then it's not going anywhere'. (Ismail Rhyman -Trustee) 'They have good marketing for individual exchanges but they need posters for organisation exchanges so that organisations can better understand what it's about.'* (Malcolm Dunn –Gloucester City Council) *'Fair Shares needs to provide bigger incentives– so that organisations can save up for a bike or use of the minibus. The scheme needs incentives to generate more hours'* (Paul Stepney – GL1 Communities and Trustee)
- 4.3.15 In particular, there was a view that Fair Shares should be developing more organisation-to-organisation exchanges. *'Lawrence says that in Gloucester(shire) we've got everything organisations need, it's just about utilising our resources better and Fair Shares can help to do this. ... increasing organisations as members, having more organisation-to-organisation exchanges and building on the marketing of that so as to sell the benefits of Fair Shares and timebanking.....Fair Shares could produce a resource list showing what organisations can offer - skills sharing, equipment – so that they get the message over better to groups who aren't members of Fair Shares yet, so that groups could say 'Oh, I could do with using that room and this is what we have got to offer'* (Malcolm Dunn –Gloucester City Council)
- 4.3.16 Marketing to statutory service providers is also important. Although the Chief Executive is very effective in his promotional role, other opportunities

exist. *'Once GP commissioners are established they may top slice some of their budget for preventive work around health and well being – Fair Shares should be able to meet this need.*

So they should present the case for their role in health and well-being, using anecdotal evidence to GPs'. Bill Wragge – Cotswold District Council)

- 4.3.17 Getting statutory providers to understand and work with Fair Shares was perceived as particularly challenging. *'It's very ambitious to think we can change service providers' culture –it's such a big thing to expect Local Authorities to have a co-production approach'* (Claire Greenhaigh – Fundraising Consultant). Others could see the potential, although they were unable to make it happen. *'I'd like to see them building timebanking as a resource into City Council structures and getting the council to join – we could offer, for example, rooms and we could gain, for example, consultation & engagement – but it needs to be thought through'.* (Malcolm Dunn – Gloucester City Council) *'It would be good if there was a statutory agency that wanted to take timebanking on board in a real way and were really willing to invest – maybe a social landlord or care organisation. If we want a strategic impact we should try and persuade one partner to do it well. We could fundraise for development money to give lead in time to do it'.* (Mark Gale - Chair)
- 4.3.18 The potential of Fair Shares working with other organisations to better access funding was also raised. *'Commissioning needs to be looked at in partnership with others... Fair Shares (could persuade) voluntary and Community Organisations to adopt time banking as an approach'* (Joy Robinson – Trustee). *'Commissioning is a very difficult process to get in on for a small organisation. Only bigger organisations are successful. Fair Shares is not in a position to lead bids and needs people to proactively approach us and pull together a partnership for bids'* (Lawrence Hughes – Chief Executive). In the last few months, joint bids are starting to happen – for instance Fair Shares are part of a partnership bid addressing offender management.
- 4.3.19 The work with organisations and services raises fundamental issues about how Fair Shares views itself and its future direction. *'In St Louis USA time banking was part of a whole organisation – there's a community centre, food bank, services for older people etc – and timebanking made it more valuable and made it better. We in the UK brought over time banking as a stand-alone concept with employed timebrokers, rather than integrated (as part of an organisation). (we should be looking at) embedding Timebanking into other resources – in difficult times it will be the only way to create a critical mass to sustain it'* (Mark Gale – Trustee)

Recommendations - improving benefits to organisations and services

See Appendix 1, Recommendations 6 to 9

4.4 PROJECTS – THE PRISON PROJECT

- 4.4.1 The Prison Project is one of the most innovative projects being run by Fair Shares, and illustrates the potential of using time banking in a variety of settings. Those interviewed about the project were overwhelmingly enthusiastic about it, seeing it as a national example of best practice.
- 4.4.2 Fair Shares is involved in three different activities in Gloucester Prison – the Bike Shop, the Listening and Diversity representatives, and the Independent Monitoring Board.
- 4.4.3 The Bike Shop is a workshop in the prison for restoring bicycles. A charity called Jole Rider collects the bikes through donations, from the police or from waste sites and then donates them to the prison. The workshop can accommodate up to 14 prisoners and the same 14 will work there morning and afternoon throughout the week. Once refurbished, the bikes are returned to Jole Rider who ships the majority to developing countries, particularly to the Gambia, where over 7,500 bikes have been sent. Since Fair Shares became involved, some of the bikes also get donated to individual or group Fair Shares participants in exchange for time credits.
- 4.4.4 Fair Shares became involved in the prison at a time when the existing Bike Shop was under threat of closure because of loss of funding. *'Fair Shares got involved and said 'this is too good to go' so through their involvement it was saved'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). Fair Shares raised grants to contribute funding to pay for the spare parts required, thus making the project viable. But the key benefits that Fair Shares brought were the concept of timebanking and links to the community, which have had a fundamental impact on the ethos of the project. *'The results from the bike shop and Fair Shares working together are phenomenal'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester).
- 4.4.5 Shelley from Fair Shares now goes into the prison once a week to sign up new prisoners to work in the workshop. Each prisoner receives time credits, and every hour is banked and can be donated to the prisoner's family to use, *'for instance Lee donated his time credits to his parents who then got help with their garden'*. (Gloucester Timebrokers). Those prisoners who do not come from Gloucestershire, or whose family does not need support, can donate their credits to the Fair Shares goodwill pot, and so help people in the community. *'It means they can help their family or the community even from within prison.'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending) *'Most of the guys like to think they're putting a little bit back into*

society and the local community. The guys get to know how the community is benefiting because Shelley comes in once a week and tells them. For instance there were a couple of lads who needed bikes because theirs had been stolen or they needed them for work, so Shelley told the guys and they were really keen to find them the best bikes possible and do them up especially' (Rich Hill – HMP Gloucester, Instructional Officer).

- 4.4.6 Prisoners involved with the Bike Shop and Fair Shares really benefit. *'Some guys just can't settle on the wings, maybe they have a personality disorder or other problems, and the bike project gives them responsibility and helps them to build confidence and settle.'* (Rich Hill – HMP Gloucester, Instructional Officer). Fair Shares produces certificates of achievement and the prisoners get rewards if they complete a certain number of hours. There are bronze, silver, gold and platinum certificates, each representing a 30-hour block, and prisoners also have to meet core competencies for each certificate. *'I monitor and put forward people for the awards, and Shelley prints up the award certificates. Quite a few of the guys are not suitable to go to education classes where they would really struggle but they can achieve in the bike shop, and this record of achievement really helps self esteem'.* (Rich Hill – HMP Gloucester, Instructional Officer).

The Prison Bike Shop – Case Study

'The results from the bike shop and Fair Shares working together are phenomenal. Many of the prisoners working there are very difficult characters who present control problem and who have had difficulty with social interaction in the prison. The supervisor in the bike shop is very fair and will give anyone a chance. Once they see they can do something worthwhile they build up confidence and start to interact. One lad had been in mental institutions and prisons most of his life. He had been given an indeterminate public protection sentence. He was totally messed up, he looked awful and his head was covered in tattoos. We managed to persuade him to start working in the bike shop. (Mike Taylor)

He came in and sat in my office saying 'I can't do this - I'm paranoid'. He was not at all confident but within a few months he became one of the best workers we ever had. When he finished his first bike he was so proud he wheeled it into my office and I gave him praise and he went away really chuffed with himself. He told me that nobody in his whole life at ever thanked him or paid him a compliment. I give praise when it's deserved (Rich Hill)

In a month he had turned into a happy bubbly character. Shelley gave him a certificate for helping, and it was the first time he'd ever got anything like that in his life and it totally changed him.' (Mike Taylor)

'This lad got all of his certificates of achievement (from Fair Shares) and went on to do an NVQ in manufacturing operations and he was the first one in the prison to achieve this NVQ and had his photo taken with the governor.' (Rich Hill)

'If you talk to prisoners in the bike shop, they're so proud of what they've done. It really does change them. The certificate and rewards they get through Fair Shares are often the only time in their life that they've been given things like this. It's a fantastic success, and I wish all prisons were doing it. Fair Shares is the best thing that ever happened to the prison.' (Mike Taylor)

Taken from interviews with Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester, and Rich Hill – HMP Gloucester, Instructional Officer.

4.4.7 More recently, Fair Shares have developed a DVD scheme. Prisoners can use their time credits to get help from Fair Shares to make a DVD to send to their family. Fair Shares make up to 2 DVDs a month, using equipment previously donated to them. *'(Quite) a few have participated especially round Christmas time, sending a message to loved ones, and without Fair Shares this is something that would not be available to them at all. It motivates them. One guy got really excited about it all and wrote reams, which I went through with him helping him to cut it down to what was appropriate'*. (Rich Hill – HMP Gloucester, Instructional Officer). *'The DVDs are particularly important for prisoners whose families live far away – for instance one prisoner did one for his daughter who lives in Bournemouth'*. (Gloucester Timebrokers) A prison goodwill pot is being set up so that other prisoners unable to be involved with Fair Shares activity can benefit and have a DVD made.

DVD Case Study

X is a prisoner in Gloucester prison. He helps in the prison's bike project, refurbishing bikes that then get sent to Africa. In this way he has earned enough time credits for Fair Shares to help him make a DVD to send to his family. For his DVD, he read out a letter to his kids. He talked about wanting to be a better Dad and how he wanted to be able to play with them. He didn't want his children to end up like him, and urged them to keep out of trouble and get a good job. He said he wanted to be able to do things with them – he knew his son would like to play football in the garden, but he didn't know what his daughter would like to do – because he had been away from home so long he no longer knew what her interests were. The DVD allowed him to say things to his kids that it would have been hard to say face-to-face. It also provided something tangible connecting him to his children and his children to him.

'The DVDs help prisoners to build relationships with their families' (Claire Greenhaigh – Fundraising Consultant).

4.4.8 The Bike Project is not the only way that Fair Shares is involved in Gloucester Prison. All participants in the Listening Scheme also receive time credits. Representatives are recruited and trained by the Samaritans and then provide a listening ear to other prisoners needing support. Diversity representatives, who are also part of Fair Shares, are trained by the prison staff and help with flagging up issues of racism in the prison. And independent community volunteers, who are part of the Independent

Monitoring Board, are also credited and donate their hours into the goodwill pot. Their role is to visit the prison, have an objective view and report any issues to the Governor.

- 4.4.9 The Fair Shares schemes make a difference to the families of those involved. *'Families benefit from getting the timebanking hours, plus the person in prison comes out a better person. Also Fair Shares helps on family days, and children love those days. Certificates make a difference too.'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). *'Families benefit from the fact that their loved ones in prison are actually doing something and have something to talk about at visiting time rather than just saying 'I sat in my cell and watched telly'.'* (Rich Hill – HMP Gloucester, Instructional Officer)
- 4.4.10 An additional benefit is that Shelley also sits on the discharge board. This enables her to make contact with prisoners before their release, talk to them about the benefits of becoming involved with Fair Shares once they leave, arrange to meet them at the gates if this is required, offer help with, for instance, claiming benefits, and offer to give them references once they've been involved in doing voluntary work.
- 4.4.11 Everyone involved in running the prison project really believes that it helps to deliver better outcomes for prisoners. *'Our aim is about reducing re-offending, and this is achieved by actions such as getting prisoners to take more responsibility, by them earning something to use to help their family and by developing skills. That's what Fair Shares is doing... It teaches them social skills, some of the things most people take for granted.'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending). *'It's been proved that someone who is socially interactive is less likely to re-offend. If there's a strong community hub then prisoners aren't going to re-offend against each other. And Fair Shares also gets them out of the prisoner community and feeling part of the wider community...The prisoners get a real sense of doing good... the benefits of this is not measurable but it affects the prisoner's peace of mind. For some prisoners, it's the first time that they've helped their family'.* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). *'The main outcome is maintaining family relationships on the premise that lots of prisoners lose touch and have difficulties adjusting to being away from their families and if they don't keep in touch it's then much more difficult to settle when they come out'.* (Claire Greenhaigh – Fundraising Consultant)

Evidence of Success

'The bike project increases confidence, builds work skills, gives them knowledge of doing bikes - skills which they're keen to use when they get out to fix their son's/nieces/brother's bike. One prisoner has been here for around 5 years – he does a lot of artwork on bikes. He mixes lots of different colours in milk bottle tops and hand-paints dragons, sharks etc. We entered his work for the Koestler Art Award for

prisoners and he won a silver art award. Photos of his painted bikes are on the walls in the workshop along with a copy of his certificate. We have also had at least 3 prisoners who have either started their own bike repair business or gone to work at a bike shop. Others have gained employment using the skills they have learnt.'
(Rich Hill – HMP Gloucester, Instructional Officer)

4.4.12 Fair Shares staff are seen as a major contributor to this success. *'The project and staff in Gloucester are brilliant. Shelley has so much respect for the prisoners and doesn't judge them. She's a big factor in the success and she really encourages them. Encouragement is more important than reward. Having someone from outside the prison – an independent person - is key' 'Shelley is very good. She's not afraid to talk to prisoners and she does a cracking job. This morning she sat with 5 burly chaps – that takes some doing.'* (Rich Hill – HMP Gloucester, Instructional Officer).

4.4.13 The success of the project is demonstrated by the publicity and high national profile it has achieved, and the fact that it is being replicated elsewhere. *'For instance one woman's prison has set up their own Timebank. The Prison's Minister David Hansen came and looked at the project before the last election and wanted it replicated elsewhere. I've been to Westminster, Birmingham, Weymouth to talk about the project and people think it's great'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). *'The work with prisons is so innovative that most of the trusts approached for funding said yes we'll support this.'* (Claire Greenhaigh – Fundraising Consultant)

4.4.14 *'(Fair Shares is) fantastic. It's the envy of most prisons; most prisons haven't got anything like this. It allows prisoners to support their families, develop life skills, and take responsibility. We'd be lost without it. I couldn't sing Fair Shares praises enough!'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending)

Areas for improvement and development – Prison Project

4.4.15 The project succeeds despite the lack of a clear agreement between the Prison and Fair Shares. *'There's been nothing written since 2008. What's needed is a clear compact about what the prison expects, the prisoner's role, and what Fair Shares should be doing, written down and agreed by all parties. It should cover resources, who do you go to if there are problems and so on. It should be a proper contract with clear direction. It would provide Fair Shares with the credibility necessary for funders.'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). Such clarity would help both partners to better address future development and opportunities.

4.4.16 And many opportunities exist. The most obvious improvement would be to expand the Bike Shop project. At the moment, only 14 prisoners at any one time can benefit from it, but many more would like to. *'It's very popular and there's a long waiting list.'* (Rich Hill – HMP Gloucester, Instructional Officer).

This would require more instructors and investment from the prison service. *'With one more instructor we could employ more prisoners and could stay open if I was away or on leave'* (Rich Hill – HMP Gloucester, Instructional Officer).

- 4.4.17 Making more partners aware of the project would also help. *'We could organise a meeting with magistrates – perhaps go to their monthly meeting – so they can be aware of what Fair Shares is doing and give credit to any work that the prisoner has done'* (Ismail Rhyman – Trustee)
- 4.4.18 Not only could the project be expanded in Gloucester prison – it could be replicated in some form or other in other local prisons. For instance, Leyhill Prison is an open prison, which aims to get prisoners out into the community. *'People going out to help from Leyhill should all be signed up to Fair Shares'*. (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester).
- 4.4.19 Fair Shares volunteers could help families to visit their loved ones in prison. *'When a prisoner comes from the Forest of Dean, their wife and kids need lifts to get to visit. This has to be done correctly but the risk assessments have all already done, it's just about matching up with the right person. This role used to be done by the Church but that's faded away – so Fair Shares could do it and could work across the 3 prisons in Gloucestershire. For instance, Eastwood Park is in the middle of nowhere'*. (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester).
- 4.4.20 Many other projects could be developed using Fair Shares. For instance they could help with the development of the health trainer champion scheme being considered by Gloucester Prison's Strategy Group. *'It's about encouraging prisoners to lead healthy lifestyles both in prison and once they are released, and it's also about giving them skills and linking them into the community. But when they're released it would be very expensive to get into the gym. Through Fair Shares they could (possibly) use Gymnation's gym.'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending).
- 4.4.21 The Fair Shares model would be very effective for developing schemes to link prisoners with the community. *'For instance it would be nice to do a community payback scheme where prisoners do something to help the community but it also needs to be about giving the prisoners some skills. Fair Shares would be able to organise the community payback activity but they would need a supervisor to skill them up.'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending)
- 4.4.22 Another area where the model could be developed further is restorative justice. *'An officer can flag Restorative Justice up internally, but then you need an independent person to make the links to the community. ...the initial contact with victims could be done through Fair Shares. Then the prisoner could earn time credits, which could be given to the victim through Fair*

Shares.... Fair Shares could provide a link to talk as a befriender and not talk about the actual crime'. (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). In fact, Fair Shares has already been involved in the development of Restorative Justice in Gloucestershire. 'The conferences between offender and victim are conducted by volunteers who are Fair Shares Participants. They can also offer into the conference the idea of the offender earning time credits in prison and donating them to the Good Will Pot. Participants that are local to the victim offer them support, "paid" for from the Good Will Pot. We also talk to victims about becoming a participant of Fair Shares which would hopefully make them less vulnerable in future' Lawrence Hughes – Chief Executive).

- 4.4.23 There is clearly much that could be done. *'The prison under-uses Fair Shares – we could use it much more. This prison has got to develop these things more, and Fair Shares can help that process along.'* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending). With so much potential, what is holding things back? Apart from the obvious one of lack of resources within Fair Shares, the prison service itself is facing many difficulties.
- 4.4.24 The prison is having to cut back on resources, and this means that staff are under pressure and have to take on a broader range of tasks, leaving less time to develop Voluntary and Community Sector involvement. *'In the past, the project suffered from the lack of single point of contact within the prison. The prison has to dedicate someone to be that point of contact, but commitments and pressures are a problem. I wasn't given enough time to get the VCS involved even though the Home Office was urging us to work more with them.'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). This leads to a sense that nothing can be done until the time and resources are found to progress things from the prison's side. *'The prison has to do some things first before developing the role of Fair Shares in the prison.* (Nigel Stevens – HMP Gloucester, Head of Reducing Re-offending). This has led to much frustration for Fair Shares. For instance, they spent many months trying to develop links with Eastwood Park, only for the prison to decide that it was not in a position to take the project forward at the moment. *' Sometimes there's not much energy (from the prison) – so you...end up doing lots of work for little return'* (Mark Gale – Gateway Trust and Chair of Fair Shares). Ironically, Fair Shares could help resolve this situation. *'In the current climate it's not easy but if the prison service realised they could save money through Fair Shares who are there to help them then things would be better.'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester).
- 4.4.25 Fair Shares could take more of a lead in breaking the cycle. For instance, many different Voluntary and Community Organisations are involved with the prison service in Gloucestershire, and these organisations could work together better, simplifying arrangements with the service, and providing more of a unified voice. *'Fair Shares could get together with other likeminded charities and organisations and they could have a stronger voice rather than all independently fighting the system. Other organisations include Castlegate, Barnados, the Shannon Trust, PACT, the Samaritans and the Independent*

Monitoring Board. They are in all three prisons and if they got together they would have a bigger voice. We should set up a working party and get everyone in there. Policy makers and the prison should lead on it, but Fair Shares could suggest it along with likeminded groups.' (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester). Another suggestion is that Fair Shares could make more use of connexions both inside and outside the prison – for instance national figures with a local interest - to help move things forward. *'I've got lots of contacts and I want Fair Shares to use them. I represent the prison on the board of trustees and so I provide a way in to working with them'*. (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester)

- 4.4.26 In the first instance, Fair Shares needs to clarify how it wants to take their involvement in the Prison Service forward in order to meet the obvious potential. *'Fair Shares needs a plan of action to develop the work and the commitment from everyone.'* That plan could also address resource issues. *'Organising all of this could be fulltime job for one person and if all 3 prisons funded a bit, it could work. £50k would cover one full-time person plus a vehicle – it would be fantastic.'* (Mike Taylor – HMP Leyhill, Trustee and previous Head of Interventions at HMP Gloucester).

Recommendations – Prison Project

See Appendix 1, Recommendations 10 to 12

4.5 OTHER PROJECTS

- 4.5.1 Fair Shares is delivering several other projects. Some of these involve just one of the six timebanks – for instance Gloucester is delivering the work with Muslim young people, and the Time for Families project – whereas others are being delivered by all six. There was insufficient time within this evaluation to examine these projects in any depth, and this report can only provide an overview of their effectiveness and appropriateness. However it does show that the time banking model works well in a variety of settings, and as such could be used widely to meet need in Gloucestershire.
- 4.5.2 The **Time for Families** project supports families who have a child with a disability, special needs or who requires additional support in some way and takes place primarily within the North Cotswolds. Jean Erskine of Transform3 evaluated this project in 2010, when it was still fairly new. She found that the families using the project valued it and *'feel they know their neighbours much better and the project is very important to them'*. The report made several recommendations including improving outreach and recruitment techniques, tracking and supporting families after the initial contact, producing case studies and offering a starter pack.

- 4.5.3 The evaluation did not ascertain whether these recommendations were acted on, but it seems that the project is still struggling to engage effectively with this client group. *'People feel overwhelmed by their situation and don't want to join – they can't contemplate giving...we need to speak to them and explain that they don't need to do stuff for others at first.'* (North Cotswold Timebroker) It appears also that partner organisations and services could provide more support. *'When we talk to other professionals such as parent support advisors, they're very enthusiastic but no one has been referred through that channel yet'*. (North Cotswold Timebroker). The Chief Executive of Fair Shares went to a partnership meeting to discuss support to families of disabled children in the North Cotswolds, attended by Head teachers, educational psychologists, police etc. and was left with the impression that *'people working in that sector do not want to work with the voluntary sector because we're not 'professionals''*. (Lawrence Hughes – Chief Executive)
- 4.5.4 Those families who are involved in the project really value the help that they get, and there were clear examples of where the project is making a real difference:

Time for Families

'X' family has two children, one of whom is disabled. A Fair Shares participant goes out with them once a month, and the extra pair of hands looking after the non-disabled child makes the outing possible. Without this help they would not be able to go out.

- 4.5.5 This project shows that it is hard for Fair Shares to undertake intense development work on its own. Indeed, their projects work best when they are working closely with other groups and agencies. Although generally partner organisations and services like the idea of the Time for Families project, they were not an integral to its development and delivery and therefore have not helped to deliver it. Sometimes cultural barriers in statutory agencies are hard to overcome. *'They have a statutory duty to meet the needs of this client group, so feel they have the sole responsibility for this area of provision'* (Lawrence Hughes – Chief Executive). Fair Shares are considering changing tack, maybe moving the project to another area of the Cotswolds where disability groups and statutory staff are more enthusiastic about working together.
- 4.5.6 The evaluation was unable to undertake an in-depth analysis of how many families are involved and how, or to assess what participants feel about the scheme. This would be worth undertaking in the future.
- 4.5.7 The **Rest Assured** project, funded by the Department of Health's Volunteering Fund, guarantees members of the time bank two weeks of support following an accident or unexpected stay in hospital, with other participants running errands, visiting or doing shopping or whatever else is needed. This is a new project, which is only just getting off the ground, but

already is making quite an impact.

- 4.5.8 *'The Rest Assured Project sounds like a good initiative as it can pick up on other issues too. It's all about working together, and we're pretty good at that in the Cotswolds'*. (Bill Wragge – Cotswold District Council). *'The Rest Assured project is helping (to recruit new participants). We've signed up 4 new people recently because of it'* (North Cotswold Timebrokers). *'The Rest Assured project ...gets over the chicken and egg problem of having volunteers but no work, or having work but no volunteers'*. (Newent Timebrokers)

Rest Assured Project

The Rest Assured project has helped a lady who'd had a hip replacement operation. When she came out of hospital, although neighbours were helping her, she needed additional help with dog walking. Two Fair Shares participants (a mother and daughter) walked the dog for 3 weeks until she was fit enough to do it herself. Rest Assured has touched a nerve on both sides – both givers and receivers can see the benefits.

- 4.5.9 Gloucester Fair Shares runs a project for **Young People** in partnership with the Friendship Café. The project particularly aims to involve young Muslims in volunteering, but has extended to involving young people from a range of communities and faiths, although the emphasis remains on the Muslim community. The project has been remarkably successful.
- 4.5.10 A recent report on the project 'Engaging with Muslim Youth' written by Timebroker Reyaz Limalia for funder J Paul Getty Jnr Charitable Trust in November 2010, shows some impressive facts and statistics. *'We now have every Muslim group that works with young people in Gloucester involved with the time bank in some way'*. For instance, 25 young people helped to organise an event attended by over 800 other young people, to raise over £3,000 for the Jewish Charity, Israeli Committee Against House Demolition. 2 volunteers lead archery sessions for other young people *'Having a Muslim girl in a Hijab teaching archery in a "white" working class estate challenged some perceptions!'*. Other volunteer activity has included *'attending neighbourhood partnership meetings to discuss youth issues, to an 18-year old girl who is volunteering six hours a week at an elderly day centre...two 15-year old boys have been helping out with the cleaning of the gym. The time they earn...has gone directly to pay for time they can use training at the gym'*.
- 4.5.11 One way that volunteers are rewarded is through formalised recognition. *'Two 12 year old lads....completed 50 hours of volunteering at a youth club. We have contacted their school who will now give them some recognition for their extra curricula activities'*
- 4.5.12 Another way that volunteers can get something back for their time credits is through horse riding. In partnership with Hartpury College, Fair Shares and the Friendship Cafe run 10-week blocks of classes. *'We give priority to volunteers who...pay for their lessons through time banking. Most of the*

young people have already done far more than 20 hours of volunteering needed'.

Fair Shares and Young People

Hi! My name is Raihaan Fadra. I am 18 years old!

Being a teenager I had a useless life except for going to work, college, going out with friends and gym if I could be bothered...but when I heard about voluntary work and how it helps you be a better person in your life and how it shines on your C.V. I decided to do some voluntary work.

Firstly when I started, I did it for the sake of something good to do in my life, but now I really enjoy what I'm doing now!

I am known as an I.T person lol...but I'm just a basic I.T skilled guy, who tries to figure things out and sometimes it does the job! :)

I help out at the Trust Centre with people who need help learning and using computers at an old age. I feel really happy that I'm actually being of some use to help someone, where as before I didn't have no kind of interest in doing things apart from my old boring life.

I think I have changed a little in the past 2-3 months, as I have been doing something useful and something, which is actually going to be worth doing.

Now about the Horse Riding... when I was little I used to go on a horse ride with the guy holding the horse and he just takes us for a walk on the beach. But I always had a wish to ride a horse myself one day.. and when I heard about horse riding from Imran, as I told him I'm really interested and asked him to take me to the farm, he somehow fixed up a day to take me horse riding and also told me that it's 'cause of my voluntary work I have been doing.

I thank Fair Shares and Imran for giving me this opportunity from the bottom of my heart. And Horse Riding is amaaaaziingg LOL

Thanks to all

4.5.13 There are several new or emerging Fair Shares projects that are not yet up and running or delivering, and so were not considered as part of the Evaluation. One of these is the **Older People's Programme**. The idea is to involve older people in informing and affecting service development. The project engages older people in the development, delivery and planning of co-produced time banks in the Forest of Dean. *'We are setting up three new time banks in rural villages (located near Coleford, Cinderford and Lydney), working with older people. They will provide a platform for older people to engage other services, raising awareness of the key issues they face and working with them to co-produce local solutions'*. (Lawrence Hughes – Chief Executive) In each village area the staff are working with a core group of older people who will build networks to create village time banks, engage older people and the local community and help deliver the work. In addition to meeting the individual needs of older people, the time banks will also provide a basis for engaging with other services. *'Once the time bank is established, older people will oversee the delivery and management and use*

the mapping of local needs that it provides as a means of advocating for the needs of older people and the community. The time banks will therefore utilise the skills, resources and experiences of older people and empower them to speak on behalf of their peers and the local community.' (Lawrence Hughes – Chief Executive).

- 4.5.14 Another new initiative is the **Dementia Programme**. This new project, funded by NHS Gloucestershire, will support people with dementia, and already has a strong partnership with dementia organisations.
- 4.5.15 **The Gardening and DIY Project** is funded by Gloucester City Council, and will train participants in skills needed to deal with requests for help with gardening and DIY. The three-year programme will be based at the City Farm, so that those learning can deliver real improvements for the farm, whilst developing skills. During the three years, they will also cascade these to other Fair Shares participants.
- 4.5.16 **Other current developments** include: developing a time bank in Cheltenham, with smaller clusters of participants in neighbourhoods or as part of communities of interest; setting up and managing a time bank in Stratford-on-Avon; working with the police to develop a project with young people

Areas for improvement and development – Other Projects

- 4.5.17 The Evaluation showed that time banking projects work very well in a variety of settings, and can help to improve the well being of a variety of clients.
- 4.5.18 The project with young people is so successful partly because it is a partnership with another organisation whose primary focus is to work with young people in the Muslim community. Friendship Café do all the work to engage young people. This demonstrates a model, which could be replicated when developing and delivering other Fair Shares projects. Fair Shares timebrokers are busy people, recruiting participants and setting up assignments, and have little time available to develop projects from scratch. By working with another organisation that already has contact with, and the trust of the target audience, Fair Shares can concentrate on what they know best – bringing time banking to that audience – and do not have to spend time doing outreach, marketing and recruiting. So, when developing projects, they should start with developing strong partnerships with trusted agencies working with the client group.
- 4.5.19 There is potential to expand the work with young people in other areas. *'We need a time banking model for young people, which includes young people being able to use time credits for access to, for instance sports. Also we could use bikes from the prison project – when a youth group has earned the equivalent credits for the hours put in to restoring a bike, the project can be donated a bike'*. (Lawrence Hughes – Chief Executive)
- 4.5.20 There is lots of potential to develop more projects with partners. *'The District is working on dementia and befriending because there are so many older*

people living alone. (There are lots of befriending schemes and) Fair Shares could be linked better into these schemes.They could help to develop an intergenerational connection..... Timebanking could work as a model for ...dementia and older people's support. I don't think all voluntary groups know about Fair Shares and timebanking operating locally or the whole concept of co production.' (Bill Wragge – Cotswold District Council)

- 4.5.21 Existing projects such as Time for Families and Rest Assured would benefit from an internal review, identifying both strengths and weaknesses, looking at partners and how to involve them more fully, and identifying actions to take the projects forward. The learning from these projects could also help inform new projects.

Recommendations – Other Projects

See Appendix 1, Recommendations 13 to 15

5. EFFECTIVENESS OF ORGANISATION

5.1 EFFECTIVENESS OF THE SIX TIME BANKS

5.1.1 *'As the national pioneer of timebanking, Fair Shares helped establish the vision for timebanking, providing evidence to show people it works in practice'*. (Mark Gale – Chair of Trustees and Gateway Trust). This experience has shown the need for timebrokers to organise assignments. *'Time brokers are needed as there needs to be some sort of structure to support participants'* (Gloucester Timebrokers). And the method developed by Fair Shares to provide this support has been to establish time banking projects at district or sub-district level. This approach has been successful, and has grown rapidly. *'In the last 4 years the project has grown from 4 staff to 14 and (new projects) have opened Stroud and Cirencester.'* (Lawrence Hughes – Chief Executive) There are now six timebanks, working almost as a 'federation'. *'There are six Fair Shares projects in the county which in itself is impressive and must mean people want it and use it.'* (Lavinia Sidgwick – Summerfield Trust).

5.1.2 *'All six projects work quite differently because of location, how they were set up, the people (involved)'* (Joy Robinson – Trustee). Gloucester is the largest, has a very urban feel, and because of the expertise of the staff has developed close links with the Muslim community, young people, with mental health and with the prison service. They work in close partnership with a number of other organisations, with time banking embedded as a methodology into those organisations. Newent and North Cotswolds are quite similar to each other, and both have a very rural feel, working with clusters of participants in small market towns, and mainly with older people. Here the model is more that the time bank does time banking, organising placements in other organisations, drop-ins and outings. Stroud and Stonehouse, although also covering rural areas, feel different, with membership in Stroud itself being largely families, whilst Stonehouse time bank is mainly older people. Drop-ins and outings are supplemented by self-generated projects. Finally, South Cotswolds is still a relatively new project, and at the time of the evaluation, was struggling to build up momentum. *'Critical mass is important – establishing a project is a challenge till you get to the point of getting enough skills. If there are only a few people it's hard to exchange skills – and it needs development capacity to get it going.'* (Mark Gale – Chair of Trustees)

5.1.3 The Evaluation showed high satisfaction from both participants and organisations with staff and with the projects. *'They're very friendly, open and accommodating'*. (Hilary Lyon – Village Agent). *'They're pretty efficient – for instance they usually send someone out to get new people signed up fairly quickly...They send out a regular newsletter to participants'* (Hugo – Phoenix Centre).
'We get ten-star support from the staff who are all happy chappies' (Elvina – participant North Cotswolds)

5.1.4 Sometimes there is a delay in responding to enquiries. This is a feature across all the time banks, but was widely recognised as being a staff resource issue.

'They need to improve their customer services – there should always be someone answering the phone who knows what they're talking about and can give an answer'. (Paul Stepney – GL1 Communities and Trustee). 'The limitation is the amount of staff time' (Imran Atcha – Friendship Café)

- 5.1.5 Job satisfaction amongst staff is overwhelming. *'I love my job!' (Newent Timebroker). The staff in the six time banks mostly manage themselves, and there is a very flat management structure 'There is a severe under capacity at management level. I am both operations and strategic manager covering finance, personal development, fundraising, reporting, supervising all thirteen staff, policy and procedures etc' (Lawrence Hughes – Chief Executive). Lawrence is the only manager within the project and has very little time to support the staff. Timebrokers within each time bank operate without a management hierarchy. 'The flat structure is a real plus because we are able to be as creative as we like. There is lots of trust.' (Newent Timebrokers). The Chief Executive provides overall guidance at arms-length. 'Lawrence provides a good balance of not being over ambitious but helping to develop each Timebank. He always provides a clear answer.' (Claire Greenhaigh – Fundraising consultant)*
- 5.1.6 However, there are downsides to this lack of management. Staff feel a lack of support on a day-to-day basis and information flows could be improved. *'We would like more 'approval' (for our work), and it takes time to get information from Lawrence. It would be good if he had an assistant. He hasn't time to separate out budgets and hand them over to each group. He needs to be able to delegate(to someone).'* (North Cotswold Timebrokers) *'The info flow from Lawrence could be better, ... We've learnt to ask for info rather than wait.'* (Newent Timebrokers). All staff recognise that this is a capacity issue, but they feel that their own needs could be better met. *'We used to have an annual appraisal and miss that – for example, training and development needs are not being addressed.'* (North Cotswold Timebrokers).
- 5.1.7 The model of self-management makes joint working across the time banks a challenge. *'(We) have lots of freedom, which is good, but the downside is that we are doubling up on work and not sharing solutions'.* (Stroud Timebroker). There is a much-valued monthly staff meeting, which helps, but these *'mean a whole day out for the whole team which is a big commitment, and I'm not sure if it's worth doing once a month. We do pick up some useful stuff. However we all do processes very differently and so ideas are often not transferable.'* (Newent Timebrokers). *'There should be more synergy and processes should be discussed at monthly meetings instead of trying to do it all by email. We should be sharing how we work, not just what we're doing.'* (Stroud Timebroker). Making this happen is challenging. *'Everyone could use the same systems – at present each time bank has modified their own. For instance they all have different application forms and they don't want to change because they think their one is best! There are real differences between the projects, and these differences need reflecting'* (North Cotswold Timebrokers). Over the last few months many of these issues have been addressed. There are now common forms for recruiting new participants,

and staff meetings focus on developing common systems.

- 5.1.8 Outside of the monthly staff meeting, it is up to the timebrokers to find ways to work together, which is hard because of lack of staff time. *'All (the time banks are) very different and all funded to do different things and the practicalities of distance make it hard to liase. Also most workers are part-time and have no time to make contact.'* (Newent Timebrokers). *'Everyone is so busy – heads down doing time brokering – and it would take precious time away to do things together. But we know we can always ask for help.'* (North Cotswold Timebrokers)
- 5.1.9 Despite this, there are areas where very good joint working is happening. For instance the web-site is used by all six projects, co-ordinated by one of the timebrokers in North Cotswolds. The information is kept up-to-date and is very accessible. One of the Gloucester timebrokers co-ordinates the bookings for use of the vehicles, again very effectively.
- 5.1.10 One of the areas where joint working could improve is monitoring. *'Monitoring has been frustrating – each timebank has a different (historically-based) system....(and) collects different data. So when I'm trying to monitor, for instance, the number of disabled people supported, each Timebank logs the info differently - some might not have a category for mental health or learning difficulties. So it's difficult to get good monitoring info whereas in theory it should be really easy and is the best project to show volunteering info'*. (Claire Greenhaigh – Fundraising Consultant).
- 5.1.11 The Evaluation found that although there was monitoring of outputs and outcomes, there was very little gathering of evidence about impact. *'Fair Shares need to better demonstrate evidence and evaluate what they are doing.'* (Malcolm Dunn – Gloucester City Council). This again is due to a combination of lack of systems and lack of staff capacity.

Areas for improvement and development – the Six Time Banks

- 5.1.12 The service could be improved through better systems and approaches. Existing good practice could be shared and adopted as standard across all time banks. For instance, better and consistent use of email for contact with participants could reduce pressure on timebrokers. *'I send out regular emails with updates so that people feel involved. I get everyone's email, if they have it, when they first sign up, and use it as much as I can because it reduces work and costs. I have membership lists differentiating those with email and those without so that I can get paper copies to those without. I ask participants who live close by to drop in copies to those who need them'* (Stroud Timebroker).
- 5.1.13 It may also be worth looking at good practice in other time banks around the country.
- 5.1.14 Monthly staff meetings could concentrate on developing joint working, rather than on information sharing, which could be better dealt with through

email and use of the web-site. Particular attention could be given to common processes for recruitment, databases and monitoring. There is a clear need for management leadership to move this joint working forward.

5.1.15 The six projects could also develop systems for capturing evidence of impact to share with partners and funders. Staff at a meeting held as part of the evaluation process, suggested the following:

- Need to find a simple way to record anecdotal evidence
- Need to record meetings with regular participants
- Should record things at meetings with organisations
- Should produce case studies to put on the website

Systems for taking these ideas forward should be discussed at a monthly staff meeting. *'Please try and encourage them to be more regular in their feedback to funders. Even just an annual email newsletter would be really helpful and would show that they're on board, engaged, and haven't forgotten about their funders. It would keep Fair Shares in the public eye. I increasingly don't want glamorous glossies, but a short email would be very valuable'* (Lavinia Sidgwick – Summerfield Trust)

5.1.16 A staff appraisal system could be re-established, taking into account the fact that the Chief Executive does not have the time to provide this effectively for all staff individually. Other solutions need to be found that are realistic and provide adequate staff support. *'We're working on developing a self-appraisal system to help with staff support'*. (Lawrence Hughes – Chief Executive)

5.1.17 Fair Shares staff are clearly stretched and the idea of a Deputy post could in theory resolve some of the issues identified. However, in the present funding climate, it is unlikely that any funding would be found for such a post. Instead, Fair Shares could consider sharing some management tasks around existing staff.

Recommendations – the Six Time Banks

See Appendix 1, Recommendations 16 to 18

5.2 ROLE OF TRUSTEES

5.2.1 The Trustees interviewed were all very committed to Fair Shares, and some of its keenest advocates. They were all clear about their role. *'We need to be there to steer it in the right direction – strategic – and make sure it runs smoothly. And we provide assistance to staff. Accountability of the charity is very important – we make sure it is seen to be working.'* (Ismail Rhyman – Trustee). *'(My role is) to keep the board functioning as well as it can and to provide some oversight and support for the staff team. We have to balance*

keeping a watching brief and giving some direction with recognising that most of the direction and energy come from the staff team' (Mark Gale – Chair)

- 5.2.2 The Trustees bring a good range of skills to be able to manage effectively. *'(The Trustees) represent a good set of skills and experiences and reasonable geographical spread. They're all committed and try to make a contribution.'* (Mark Gale – Chair). *'We have a good chair in Mark Gale. He.. has a clear sense of direction of where we're going and .. he makes sure we do everything according to the book and open to public'* (Ismail Rhyman – Trustee)
- 5.2.3 Trustees provide practical support to the organisation. *'I've reviewed all policies, have helped recruit staff and been on interview panels... Lynn has a background in HR recruitment and helps with this – so we all have different skills.'* (Joy Robinson – Trustee). *'I've been able to do things as a trustee, such as helping at the City Council with getting a charity shop, making it happen'*. (Ismail Rhyman – Trustee)
- 5.2.4 Trustees feel that they have influence on the direction of the organisation. *'When Trustees suggest things they do happen or reasons why not are given.'* (Joy Robinson – Trustee). However, in recent months, several of the meetings have been in-quate, and staff have a sense that *'Trustees rubber stamp rather than meeting their obligations'* (Lawrence Hughes – Chief Executive)
- 5.2.5 Several trustees commented that they would like to do more but did not have the time *'I should be doing more but I haven't got the time because I'm running my own business'*. (Lynn Ashton – Trustee). *'I should be getting to meetings a bit more but it's difficult with work commitments'* (Mike Taylor - Trustee and HMPS).
- 5.2.6 There was a consensus that the Trustees depend to a great extent on the Chief Executive *'We trust and depend on Lawrence'* (Lynn Ashton – Trustee) *'We tend to leave most of it to Lawrence ... Trustees are mostly supporting, helping Lawrence and the staff, supporting development'* (Joy Robinson - Trustee). This dependency, mostly on one person, does represent a risk. And Trustees should be taking more of a lead on issues such as Human Resources, Health and Safety, overseeing Finances. The dependency on staff was evident from the lack of Trustee sub-committees to deal with these issues.

Areas for improvement and development – Trustees

- 5.2.7 There was a general feeling that the board could do with new trustees. *'We need trustees who have time'* (Lynn Ashton – Trustee). *'We need to attract new trustees – new blood – but it's hard to get people to commit'*. (Joy Robinson – Trustee). *'I think trustees with areas of specialism will be required'* (Ismail Rhyman – trustee)
- 5.2.8 All trustees felt that they could be contributing more. *'At the moment trustees do (the development) bit by bit but we could sit down and do it more*

systematically’.(Joy Robinson – Trustee) *‘We should be vocal in what we think should happen instead of staying in our comfort zone. Trustees may have a good idea to give direction and should do so’.* (Ismail Rhyman – Trustee) *‘We should be more outward looking as trustees and go and look at 2 or 3 good examples elsewhere to see what others can teach us. History makes us think we know it all because we were the first, but we can learn from others – and also learn from our staff too – and not be pompous. The trustees need to have a role in taking Fair Shares forward’* (Mark Gale – Chair of Trustees).

Recommendations – Trustees

See Appendix 1, Recommendations 19 to 20

5.3 FUTURE DIRECTION

- 5.3.1 The Evaluation has found that Fair Shares is achieving a great deal, and that it is in a strong position to go forward. *‘ We’re going into new financial year in the black, no jobs at risk, numbers going up and development happening. What we’re doing is pretty good’.* (Joy Robinson –Trustee) *‘In the first years of Fair Shares we felt it was delivering a new vision – showing it could be delivered. Now we know it can work and add benefit, and we’re in a relatively strong strategic position, connected to a lot of disadvantaged and isolated communities, based in nearly all the districts, and with lots of skills – we can take a view of how Timebanking can impact on Gloucestershire.’* (Mark Gale – Chair of Trustees and Gateway Trust)
- 5.3.2 One of the organisation’s strengths is its ability to innovate. *‘They are innovative and because they were the first Timebank in UK, they’ve developed that innovative role, it’s in their dna. This has brought them to the attention of some bigger funders who wouldn’t ordinarily be interested. They are always doing something slightly new to access funding opportunities such as working with a new partner, or taking a new approach, which makes the organisation seem dynamic.’* (Claire Greenhaigh – Fundraising Consultant)
- 5.3.3 Another strength is the close match with Government and local priorities. *‘The Cabinet Member and Director could see that Fair Shares fits in with the Big Society and co-production and with what Gloucester City Council wants to do in future and also how it fitted with other funded projects in which Fair Shares is heavily involved such as GL Communities, Gymnation and the City Farm. They could see the linkages and why it’s important to have Fair Shares there’* (Tessa Liebschner – Gloucester City Council)
- 5.3.4 The organisation’s recent strategy for growth is seen by some as being a successful strategy to continue with. *‘They should continue on the path they’re on. They’re staying true to their core business and not doing something different every week without thinking why are we here, but growing the organisation at the same time in a structured way’.* (Claire

- 5.3.5 So how should the organisation go forward? There is a broad consensus that Fair Shares needs a new plan.

'A new strategy should have a working group of trustees, staff and participants...and has to be practical and deliverable. They need to look more at planning forward, they can't just stay where they are – in the current financial climate you need to have innovative ideas to stay very relevant'. (Ismail Rhyman – Trustee)

'We should take stock of where we are - the evaluation report will help with this. We need to set longer-term targets - we've been living year to year and we should look at 3 years – it would be hard to plan further than that in the current financial climate. So we need to do visioning and how to get there. Having a plan would be good!' (Mark Gale – Chair of Trustees and Gateway Trust)

- 5.3.6 In order to do this, Fair Shares could be clearer about expectations of statutory and funding partners. *'I'm not wholly sure we've heard feedback from statutory bodies about what they want from Timebanking. It would be useful for trustees to hear this'* (Mark Gale – Chair of Trustees)

- 5.3.7 Fair Shares is well placed to take advantage of the opportunities presented by the national and local policy context. *'I think Fair Shares are a fantastic organisation and what they're doing works so well with Government policy – hopefully they'll be very successful in benefiting from this... Fair Shares need to be clearer about where they're going. It's a good time for them to take stock with the Government agenda on localism, handing over to community, social enterprise.'* (Tessa Liebschner – Gloucester City Council). There was a strong feeling that Fair Shares had a lot to offer public agencies in understanding the new agenda in the first place. *'I think that this is rather the other way around! Fair Shares knows well how it operates in the community, it is Central and Local Government that have not yet clarified what their definition of localism is. We are ready and waiting.'* (Lawrence Hughes – Chief Executive). *'Fair Shares could play a very active role if they wanted to in delivering Barnwood Trust's new vision.* (Gail Rodway – Barnwood Trust).

- 5.3.8 Care should be taken in embracing this new agenda, to ensure that it does not create problems. *'The Big Society has created more of a problem than a help. People are wary of 9volunteering) and see it as taking over from people's jobs who've been made redundant'* (Newent Timebrokers). *'The future is so uncertain – the Big Society is a big risk as statutory agencies will look to (volunteers) to fill in the gaps left by cuts. There is pressure to become service providers, which would transform Fair Shares and its values...Fair Shares must keep its integrity and stay as something offering extra to people beyond public services... The potential for Fair Shares in the future is huge – the danger is that they could be overrun'* (Stroud Timebroker). Such fears could be allayed if strong future plans are developed which are clearly grounded in the core values of the organisation.

5.3.9 In conclusion, Fair Shares is in a strong position to move forward and take advantage of opportunities available.

Recommendations – Future Direction

See Appendix 1, Recommendation 21

6. CONCLUSION

6.1 This Evaluation has shown that Fair Shares Gloucestershire is a strong vibrant organisation bringing many benefits to all involved. In summary, Fair Shares can:

- meet unmet needs with unused resources - it can untap people's time as a free resource to address many of the challenges facing individuals, service providers and communities.
- encourage self-help by offering support and rewards to people who volunteer informally or engage with agencies
- help solve intractable problems such as how we can care for an increasing elderly population
- deliver a range of additional outcomes around health and well-being as well as solving specific problems for people
- reduce social isolation and build strong social networks and active communities
- provide an effective way of engaging communities and building social capital
- engage hard-to-reach people
- turn people from passive recipients of services to active participants and co-producers of their own wellbeing
- provide an important low-level intervention to assist people to live independently in their own homes and prevent or reduce demand on services
- support reablement after illness or accidents
- be a cost-effective solution to helping address priorities and concerns of local agencies and deliver outcomes.
- transform service delivery through co-production into sustainable community-led services
- and much more....

6.2 The report highlights areas for development and improvement which, if implemented, will ensure a bright future for this fantastic organisation. It makes the following recommendations:

See Appendix 1

APPENDIX 1: RECOMMENDATIONS

1. Timebrokers should be more proactive in getting participants to ask for help.
2. Clearer guidance is needed for new participants so as not to raise expectations that cannot be met.
3. Fair Shares should develop a central marketing strategy to support the projects to reach new participants and new audiences.
4. Fair Shares should develop a plan to integrate time banking into communities more effectively, so as to impact on community well-being.
5. Fair Shares should concentrate on methods of development, such as clusters in rural areas, which support building cohesive communities.
6. Fair Shares should seek funding to employ a development worker to expand their work with organisations and services.
7. Fair Shares should develop a strategy for informing and engaging organisations and service providers, including encouraging organisation-to-organisation assignments. The strategy should identify incentives for organisations.
8. Fair Shares should seek funding for a pilot project to identify a large service provider with whom to test an approach to integrating time banking into the fabric of the organisation.
9. Fair Shares should continue to seek partners with whom to tender for contracts, by including time banking as a methodology to deliver contract outcomes.
10. Fair Shares and Gloucester Prison should develop a written agreement outlining roles and responsibilities on each side. Both partners could then use this as the basis for further development and sourcing funding.
11. Fair Shares should develop it's own vision for taking the prison work forward, and use this to inform further discussion with HMPS in Gloucestershire.
12. Fair Shares should consider pulling together the other Voluntary and Community Organisations who work with Gloucestershire Prisons to look at areas of joint interest and joint working.
13. Future projects should be developed in closer partnership with other organisations or services who already work with the defined client group that will benefit from the project.
14. Fair Shares should develop guidelines for engaging and working with young

people.

15. Fair Shares should undertake a review of existing projects such as Time for Families and Rest Assured, to capture the learning and build on this to help with taking the projects forward and with developing new projects.
16. Management leadership is needed to develop common systems and processes to deal with recruitment, recording, communications, monitoring, evidencing impact and other areas, drawing on good practice internally and from other time banks.
17. A system for staff appraisal and development should be established.
18. Fair Shares should consider sharing out management tasks more amongst existing staff.
19. Efforts should be made to recruit more trustees with relevant skills.
20. Trustees should play a greater role in supporting the organisation and taking it forward.
21. Fair Shares should use this Evaluation report to help develop a revised vision and plan for future development.

APPENDIX 2 – FURTHER CASE STUDIES

Fair Shares and mental health

Nicky has been a participant of Gloucester Fair Shares for nearly 10 years, since she was 25 years old. She is a bright, enthusiastic young woman, but this was not always so. When she joined she was very unwell. She had been diagnosed with schizophrenia, aged 14, had spent time in institutional care, and had just been moved into her own flat. However, her medication wasn't working and she spent up to 20 hours a day bed-ridden and paralysed by anxiety and depression. She was so alienated from society that she couldn't even watch television as she found it too upsetting.

Nicky was referred to Fair Shares by a social worker. With the help of the Fair Shares Timebroker, she started to volunteer. Over the years she has done all sorts, from gardening and cleaning to administration. But her illness could still be debilitating, and she had periods when she still could not get out of bed.

She found however that she was an expert cake-maker, and she started to bake cakes for events and occasions. This was not about producing the odd cake; it was baking on an industrial scale! She would bake 90 cakes at a time, for a Fair Shares Christmas party, as a thank you to the community mental health team, as a way of fundraising for charities. The process involved military precision, from purchasing ingredients through to getting the finished products delivered on time. Gradually her health improved.

About a year ago she started helping in the kitchens at the Family Haven, a charity that supports homeless families. After 4 weeks, she was going there every day from 9am –3pm, helping with cooking and baking, with stocktaking and with record keeping on the computer. Her confidence grew. *'I felt I had dignity and a feeling of purpose. I was doing something useful. Instead of being the untrustworthy Nicky who couldn't get out of bed, I became the enthusiastic and reliable Nicky who couldn't stay in bed!'* She started to get interested again in the world around her, watching television and following the news. She became motivated to lose weight, and got herself a treadmill. Participants from Fair Shares came around to help her set it up and to get her started, and within a few months she lost 6 stone.

Nicky is now doing a full-time Access Course at Gloucestershire College. She's looking to the future and at what she can do next. *'My illness no longer defines or limits my life. Fair Shares has changed my life – I can't talk highly enough about it'.*

Nicky Charles - Participant

Rob – participant in Newent

Rob is 64 and suffers from depression. This was brought on a few years ago when some very sad events happened in his life. The woman he was living with and planned to marry became ill and died very quickly. Rob had a good relationship with her children, but after her death they went to live with their birth father. Rob's subsequent depression led to him being made redundant and then homeless. The Council re-housed him at Western Way, a supported housing scheme mostly for older people, where Rob is one of the youngest and physically fittest residents.

From this point, Rob's life started to improve. He started supporting the other residents at Western Way. The Village Agents who visit Western Way introduced him to Fair Shares. Between Western Way and Fair Shares Rob is kept really busy, and his depression has reduced. He is a fantastic volunteer having earned between 300 - 400 time credit hours with Fair Shares in less than 2 years. He does such a wide range of things: he gives people lifts to medical appointments; drives them to Fair Shares events (which he never misses) or to visit relatives; does practical building tasks; bakes excellent cakes; cooks whole spreads for Fair Shares events including quiches; helps in every way he can. And all the Fair Shares participants love him.

Fair Shares has given Rob a way of valuing his volunteering. And, although generally he doesn't ask for anything in return, very occasionally he has also benefited himself. For instance, when his car broke down he was able to borrow the Fair Shares Smart Car (this is a car donated to Fair Shares by a trustee who died of cancer). Rob was able to swap some of his time credits for payment of the use of the car, and just had to pay petrol. He was over the moon. And on his birthday, Fair Shares members gave him a lift to his party so that he could have a drink!

Heather – participant North Cotswolds

Heather has been a participant since 2002, when she was a live-in carer. She found out about it at the council offices. She got involved *'because we're in the world to help one another.'* She's done gardening, given lifts, helped with painting and decorating, regularly helps with social events and has baked cakes. Now she is older, she herself needs support. When she got her new computer – *'my puter'* - Fair Shares helped her to get to grips with using it - *'I was confused.dot.com'* - and also to get compensation for a fault- a participant who is a retired solicitor helped her to write three letters. A young man helps with her garden, and another has done some carpentry work.

'Fair Shares provides great satisfaction, company and a chance to meet other people'

Lynn Ashton - Participant and Trustee

Lynn is a keen gardener, so when she moved into to a flat with no garden she joined Fair Shares and offered to garden for others. *'I helped with hundreds of gardens, until I got a full-time job and didn't have time for gardening so I offered to become a trustee instead'*. She still does assignments when she can. Lynn has benefited from Fair Shares too. When she broke her leg, Fair Shares found her participants who provided massage and reflexology, which helped with her recovery; and Fair Shares helped her move house. *'They sent two chaps with muscles and learning difficulties. I fed them and told them what to put where and they did it all'*.

Lynn is definitely 'in credit' but uses her own credits to get Fair Shares support for other organisations she's involved in – for instance getting a Fair Shares member to build a flower tub for Newent in Bloom.

APPENDIX 3 – LIST OF PEOPLE INTERVIEWED

Andi - Timebroker, North Cotswolds & South Cotswolds Fair Shares
Bill Wragge – Cotswold District Council
Claire Greenhaigh – Fundraising Consultant
Chris Moore - Timebroker, Stroud Fair Shares
Emma Royer – Independence Trust
Elvina – participant in North Cotswolds
Gail Rodway – Barnwood Trust
Heather - participant in North Cotswolds
Hilary Lyon – Village Agent for Forest of Dean (Northern area)
Hugo – Phoenix Centre, Matson
Imran Atcha – Friendship Café
Ismail Rhyman - Trustee, Fair Shares Gloucestershire
Jason Dunsford – Gloucester Works
Jo Goldie - Timebroker, North Cotswolds Fair Shares
Josh Freeman - Timebroker, Newent Fair Shares
Joy Robinson – Trustee, Fair Shares Gloucestershire
Lavinia Sidgewick – Summerfield Trust
Lawrence Hughes – Chief Executive, Fair Shares Gloucestershire
Lynn Ashton - Trustee, Fair Shares Gloucestershire
Malcolm Dunn – Gloucester City Council
Margaret – participant in Stonehouse
Mark Gale – Chair of Trustees, Fair Shares, and Gloucestershire Gateway Trust
Michael Taylor – Trustee, Fair Shares Gloucestershire and HMP Leyhill
Newent Fair Shares participants – Wendy, Joy, Sid, Peter, Rob, Brenda
Nicky Charles – participant in Gloucester
Nigel Stevens – Gloucester Prison
Nikki Starkie - Timebroker, Newent Fair Shares
Oliver Stevenson - Timebroker, South Cotswolds Fair Shares
Paul Stepney – Trustee Fair Shares Gloucestershire, and GL1 Communities
Reyaz Limalia – Timebroker, Gloucester Fair Shares
Rich Hill – HMPS Gloucester
Shelley Humpage – Timebroker Gloucester Fair Shares
Stonehouse Participants – 18 in all, including Bill, Eric, Janet, Hazel, Dorothy, Sylvia, Val, Jack, Catherine, Barbara.
Teresa - Timebroker, Newent Fair Shares
Tessa Liebschner – Gloucester City Council

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