



POSITIVE CHANGE IN CHALLENGING TIMES

2016 Report: How Tempo Time Credits are
creating system change

www.wearetempo.org



Tempo

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FOREWORD



Geoff Mulgan, Chief Executive, Nesta

Tempo Time Credits are a window into a possible future. The model is practical, not theoretical. It's shown its usefulness in many places. And it has now reached a point where it deserves to be much more widely known. Community currencies have been with us for decades, even centuries. They are reminders that there is no god-given law which states that only governments or central banks can create monies (even though they do reserve themselves unique powers over what counts as a money).

Throughout history different kinds of money have been created, sometimes by communities, sometimes by companies and sometimes by local governments. Their aim has been to connect different kinds of supply – of time, work or things – to otherwise unmet demands or needs.

There are now thousands of examples globally. Many have thrived when the mainstream economy contracted, as happened in Argentina in the early 2000s or Greece in this decade. But there are also many examples in countries like Germany where they have become an expression of community spirit. Some of these currencies are, like Tempo, explicitly about time. They allow us to exchange hours of our time with others. At their best they work by formally valuing things that the mainstream economy finds hard to understand. That might be the time and skill to care for someone; to cook; or to fix things.

Tempo is a unique, and particularly important, addition to the picture of fertile experiment across the world.

Tempo is a unique, and particularly important, addition to the picture of fertile experiment across the world. Like many other complementary currencies, it is grounded in local communities and institutions. But the model has an unusual potential to spread and scale – and has already proven that through the tens of thousands of people already reached, and the well over a thousand organisations that are partners. From quiet beginnings in the Welsh valleys Tempo has also shown that the model can be effective in addressing many different types of need, from eldercare and schools to drugs and alcohol misuse.

Models like Tempo matter because they address head on what is perhaps the worst feature of the mainstream economy: that it treats as valueless people who obviously have use and value. At a macro scale that failure translates into millions left unemployed or underemployed. At a micro scale it means that many communities simultaneously have unmet needs and underused capacities. Many of our social ills have their roots in this kind of unnecessary uselessness, because people come to internalise the idea that the system's implicit message is that they have nothing valuable to offer.

We sometimes think of citizenship as being about votes and rights. But it's also about what we give, and about being recognised for what we can contribute not just what we take. Tempo helps to remind us of the reciprocity that always holds communities together.

I have had some involvement in complementary currencies over many years, including with earlier generations of Local Exchange Trading systems and Timebanks. But I was excited when I first heard about Tempo in south Wales because it was immediately clear that the model they were developing had the potential to solve some of the weaknesses of others – in particular their tendency to work only on a very small scale.

The potential now is to take these models to a greater scale – to make them part of everyday life, an obvious common sense, and perhaps in time a household name.

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Making that happen will depend on many new partners in civil society and in local government and the health service. But I hope that national government and policy can play their part too in achieving the kinds of system change described in this document. The really big prize will be to replicate some of what happens with money – so that, for example, we could pay some of our local taxes in Time Credits and get partly paid in Time Credits too. If that were to happen we could start to see a very different kind of economy, more human and more relational. That vision may be some way off. But Tempo can help us make progress towards it and achieve a huge amount along the way.

1. INTRODUCTION

Tempo Time Credits are a unique innovation, proven to create a wide range of tangible outcomes for individuals and systems. To date, over 25,000 citizens have earned Time Credits and approximately 450,000 Time Credits have been issued across England and Wales. Tempo is working in partnership with 1200 organisations and services across the private, public and voluntary sectors to create tangible system change in many settings.

This report explains the impact of Time Credits on systems and how they can support the sustainability of public services and communities. Taking a system-level view is enabling us to create a shared framework to tackle complex social issues at their root causes and across organisational silos.

We are living in particularly challenging times, where old certainties on funding and how we respond to need no longer seem so dependable. Inequality, poverty, reduced public sector funding in a time of rising demand and civic disengagement are but a few issues that require us to collaborate institutionally and with citizens, unlocking hidden assets and new collective solutions.

Fundamentally, for us system change is driven by genuine collaboration between citizens and organisations working towards common goals.

Independent evaluation over several years has proven the significant impact of the Tempo model on these and other areas. This report captures how this is achieved and what we've learned in the process. We will explain how Time Credits are supporting complex change and use case studies and our latest evaluation data to show how this change is manifested in a diversity of settings creating a range of outcomes and supporting savings and sustainability of services.

System change is a process and not an end in itself. There are many approaches and definitions that can often be too complex and academic for practical use. For us it is about trying to understand the overall changes in systems of many sizes, when individuals and organisations commit to working with each other in new ways across traditional boundaries.

We believe there are five fundamentals that underpin how we work with partners and communities, and which have enabled us to support and generate system change:

- Working within the existing system
- Valuing people and their time equally
- Facilitating partnership working
- across boundaries
- Engaging the many
- Changing attitudes and building new skills

Furthermore, working with Apteligen, our independent evaluators, we have learned much about the change process specifically linked to Time Credits as a tool. This interconnected process is the practical heart of our work and can be summarised as follows:

Enabling organisational improvement and capacity

Working with individuals to realise their assets

Enabling community and sharing power

Fundamentally for us, system change is driven by genuine collaboration between citizens and organisations working towards common goals. This leads to positive knock-on effects on the wider community, further driving the change process.

Tempo evaluates the impact of its programmes across England and Wales annually in partnership with independent evaluators Apteligen. In 2018, more than 1000 individuals and organisations reported on their experience of Time Credits and the impact they had seen. They represent a range of sectors including health, care, housing and community development.



2. WHAT WE MEAN BY SYSTEM CHANGE

When we talk about system change we are talking about the changes that we see when people are involved in designing and delivering services and community activities in ways which share power and facilitate collaboration. This can have a transformative effect not only on those services and activities, but also on the individuals involved. Over time this can have a cumulative effect with truly systemic consequences.

This type of approach is needed now more than ever as budgets reduce and the need for collaboration and cross-boundary working grows. Also, at a fundamental level people and communities do not fit into neat boxes that match our professional silos. The best way to solve complex problems is to rethink how we work, use resources and collaborate. The five fundamentals of Tempo Time Credits as a system change agent are:

1. Working within the existing system:

We have deliberately chosen to work through existing systems and organisations, and always in partnership. We work from the inside out and the outside in, supporting change in many forms and scales. We also work across boundaries, for example by embedding staff in local host organisations such as a council, integrating Time Credits and coproduction through day-to-day delivery. By doing so we catalyse changes at multiple different levels of that system and over time influence how they work with wider stakeholders and the community.

2. Valuing people and their time equally:

Our model fundamentally challenges existing concepts of value through the issuance of an alternative currency based on time and reciprocal exchange. Time Credits value everyone's time equally, whether given formally or informally, and lead to changes in aspiration and confidence. This enables people to engage with systems in different ways (and often for the first time), providing a tool for professionals to tap into the assets of communities. Time Credits enable concepts such as asset-based community development to become a tangible part and parcel of normal service delivery.

3. Facilitating partnership working across boundaries:

Time Credits work across the private, public and voluntary sectors, creating new networks of collaboration and innovation, and breaking down traditional silos. This ranges from our unique national network of spend partners, who accept Time Credits, to public services and the voluntary sector. Time Credit networks provide a shared platform and language allowing organisations to innovate in practical ways across sectors on a local, regional and national basis.

4. Engaging the many:

Time Credits enable new and different people to come forward and engage within the existing system. They also enable the setup of new activities and groups, which often address needs that the current system does not meet. Almost half of all people who have earned Time Credits are giving time for the first time, while our organisational partners report increased user engagement and service quality.

5. Changing attitudes and building new skills:

Time Credits have been shown to shift both practical delivery and the culture and attitudes that sit behind this. As a core aspect of our delivery we train staff to use asset-based approaches and co-production and support them to change their practice through action learning. The practical act of giving out and taking in Time Credits as an organisation has a powerful effect on practitioners' attitudes and behaviours, as well as creating different expectations from communities, driving further engagement and change.

3. CREATING SYSTEM CHANGE WITH TIME CREDITS:

Time Credits, as a specific approach, support system change through three distinct but highly interconnected series of changes that take place within the lives of the individuals involved, the organisations using the Time Credits system and the wider community. These in turn support the development of a range of outcomes for organisations, individuals and communities that sustain those changes and indicate further shifts that will happen over time.



1. Enabling organisation improvement and capacity

For us the entry point for any change within the larger system is through organisations, such as public services, providers and community groups, who Tempo support to introduce Time Credits into their existing work. Two initial processes take place: new and more diverse people give their time, and existing volunteers feel more valued for the time that they have given. Also, organisations are encouraged to provide opportunities for service beneficiaries to become actively involved in the delivery and design of those services. This shifts the role of professionals from sole deliverers to facilitators.

As organisations begin to make use of the skills and assets of their members, and the services become more responsive and reflective, they are able to make better use of existing resources. This leads to a number of overall changes, including higher quality services, increased capacity and financial sustainability. This change leads to a positive feedback loop, which helps to sustain these changes over time.



2. Working with individuals to realise their assets

In parallel, a number of changes take place for individuals. As new people give time to their community, they become more connected to both the service and other members in that community. This connection leads to deeper involvement, which in turn leads to a higher level of confidence, the development of new skills and building wider and stronger networks. Over time this change leads to involvement becoming the norm for both the individual and their wider network of family and friends. This enables individuals to better engage within the system, as well as fundamentally affecting their outcomes and influencing the system that exists around them. The overarching outcome is increased and improved health, resilience, well-being and quality of life for individuals and communities.

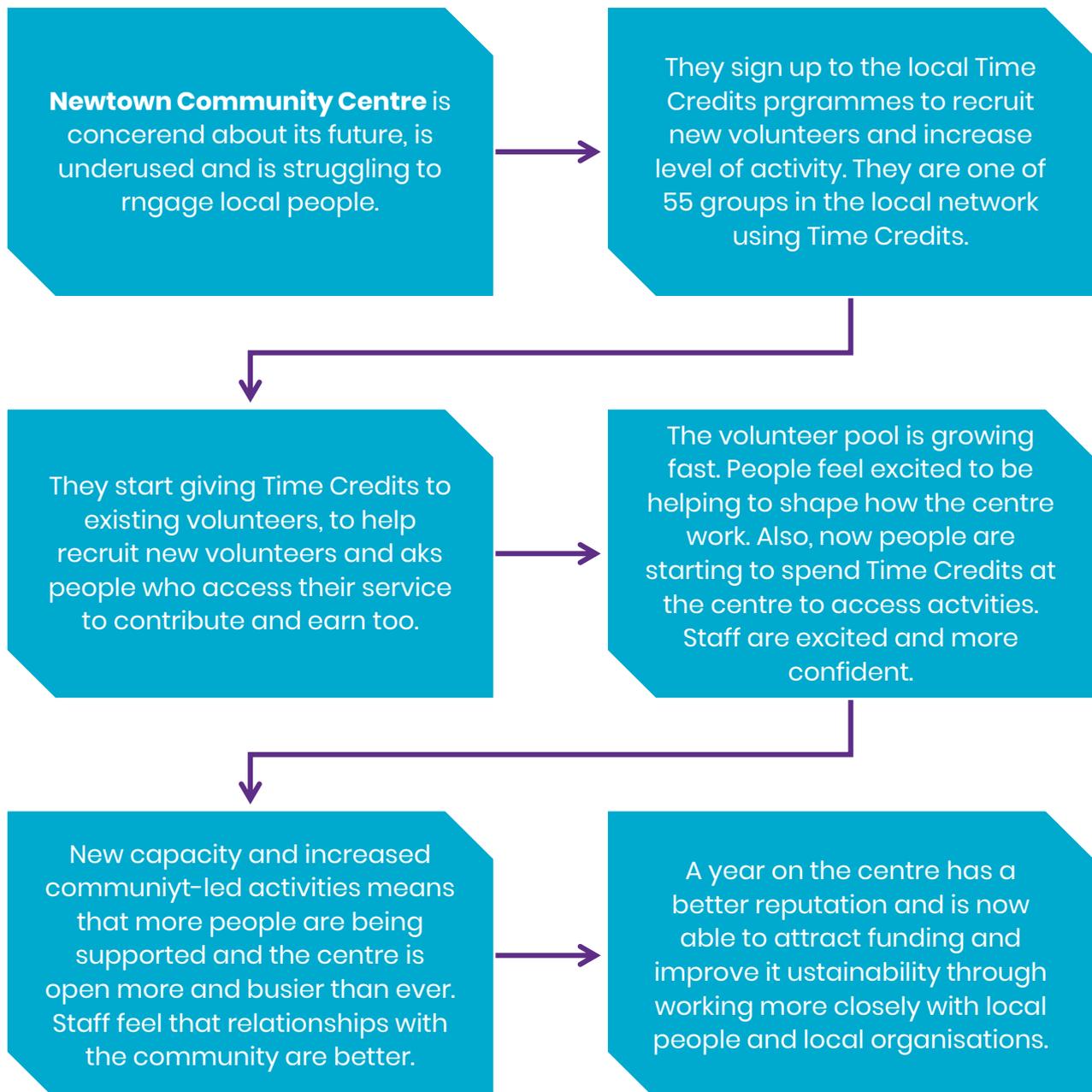


3. Enabling community and sharing power

As the above processes take place we begin to see changes in the wider community. As more people give their time and services become more co-produced, we start to see new initiatives being developed by individuals, and power and impetus shifting away from professionals towards communities. This may be an additional service within an organisation that meets needs as stated by the community or a new community group that forms around self-identified needs or interests. As more groups form, the system begins to support joint initiatives and exchanges between organisations. This new energy in the community leads to stronger networks between individuals, between organisations and between organisations and individuals. This leads to a more connected and resilient community with higher quality services. Time Credits support and sustain this shift over time through growing numbers of transactions, organisations participating and influencing local plans and strategies.

4. ENABLING CHANGE WITH TIME CREDITS

Time Credits help create change at a system level through a range of interconnected changes at an individual, organisational and community level, and which result in cumulative change overtime. This is a typical journey our partners take on their change path using Time Credits.



5. MAKING IT REAL: CASE STUDIES OF CHANGE

The following case studies and data from across our work demonstrate how we are delivering a diverse range of change projects working with individuals, organisations and wider communities.

Each of the case studies looks at system change within a different context, at different scales and with different start points. They demonstrate the complexity of approaches to creating positive change, but also that it is possible with a flexible methodology, which can be tailored to local circumstance.

Each case study is accompanied by 2016 evaluation data from that locality. Comprehensive evaluation data and reports are available on our website. Tempo evaluates the impact of its programmes for individuals and organisations on an Annual basis. In 2016, more than 1000 individuals and organisations reported on their experience of Time Credits and the impact they had seen.



Haringey Recovery Service and St Mungo's Promoting healthy lifestyles and preventing need

The System: Three years ago, Haringey Council embarked on a major reconfiguration of their drug and alcohol treatment and recovery services. They wanted to focus on increasing peer support, social capital and self-management in order to enable more sustainable recovery and reduce longer term need. The service incorporates several specialist delivery partners, clients, their families and the wider community. This network of support is seen as essential to support successful long-term recovery.

The approach:

1. Co-design with staff and users: We used an asset mapping process to surface the skills, opportunities and underutilised resources. We then used this to design how Time Credits could fill gaps and add to existing opportunities.

2. Staff development: We provided training to 74 staff and day-to-day practical support to the wider team and clients on asset-based approaches and how to use Time Credits to make them a reality.

3. Service plans and support planning: We worked with service managers to build Time Credits into key working and support plans. We also worked with commissioners to ensure Time Credits were built into the specification and performance management of the service.

4. Community engagement: Services, through the spend network, are connected with a range of leisure & cultural activities across the area that match people's interests. This is key to engaging people in healthy activity and enabling individuals who earn to spend with family and friends, overcoming financial barriers.

The change we've seen: To date 230 people accessing drug and alcohol treatment and recovery programmes have participated, giving over 7000 hours of time to the service and each other. 47% of these people had never given time before and 61% give time every week. The service is increasingly co-produced, for example much of the training is co-delivered at the Recovery Academy. Individuals are also creating new activities in services and earning Time Credits in the process. Staff view Time Credits as a positive tool to support and enable wider types of support within the service, developing recovery capital faster and more sustainably.

Implications for wider system

change: This programme has shown how Time Credits can play a significant role in specialist services, enabling individuals to self-care and progress through the 'cycle of change' faster and more sustainably. The added value of spending Time Credits is also key to creating positive outcomes and long-term lifestyle and behaviour change. This model of working is a direct challenge to traditional, deficit-based and medical service models in the NHS and social care. The programme has been expanded to include mental health and wellbeing across the borough.



Chorley Peer Support Recovery Group (CPSRG) and Chorley Council Mental wellbeing and peer support

The System: CPSRG is a user led peer support group for people who have experienced mental health problems and are becoming independent from formal services. Gillian is a mum of three and the group's facilitator. She has struggled with mental illness for many years and had previously had unsuccessful interactions with support groups. Tempo has worked with CPSRG as part of a wider partnership with Chorley Council, which works with over 70 voluntary sector organisations to support wellbeing. This incorporates work with the Council and Lancashire Care Foundation Trust to introduce co-production, peer support and asset-based approaches across a range of key public services and neighbourhoods to enable increased self-management and prevention.

The approach:

CPSRG members earn Time Credits for the time they give to support their peers. Gillian had found it a struggle to even get out of bed in the morning, having panic attacks through the day and struggling to want to go on. She first attended CPSRG with the help of her support worker and liked that it was run by peers. She started earning alongside other members and the group began to explore opportunities for them to spend their Time Credits together. The original group has expanded to two groups and they now regularly spend Time Credits as part of

their peer sessions and independently to support their mental wellbeing.

The change we've seen: Gillian earns around 4 Time Credits a week, using them to go to the gym, which has lifted her spirits and gives her an option to get out rather than 'sitting at home watching the TV and talking to the dog'. Her doctor has also reported that it is supporting her to do well in terms of losing weight. It has also opened doors for her in terms of talking to her neighbours, with whom she shares her Time Credits. Gillian progressed to become the group leader and has seen it grow both in terms of members and sessions available.

Gillian says, "I feel I need to be there, because if I am not, I'm letting someone down, someone that might need me". She has become a community leader in her own right and regularly shares her learning and experience with professionals and, most recently, Public Health England as part of a tackling inequalities campaign.

Implications for wider system

change: Gillian's experience demonstrates the way in which Time Credits can support the wellbeing of individuals across a number of the social determinants of health. Across the Chorley programme, 58% of participants report feeling healthier and 29% report visiting the doctor less. If approaches like this are implemented at scale, the implications for NHS and the way in which services are delivered in the future could be considerable.



Carmarthenshire Housing Services and Communities First: Street Buddies

Social action and community building

The System: Street Buddies were developed in Carmarthenshire as a way of tackling anti-social behaviour issues and social isolation on semi-rural housing estates. The project was developed by Tempo with local partners and involved tenants at all stages. Tempo has been working across housing and community services in Carmarthenshire since 2013 and the Street Buddies form part of a wider network of 75 organisations using Time Credits locally.

The approach: The project launched by inviting community members to an event to look at local issues and potential solutions. From this the idea and role of Street Buddies was developed. They were supported throughout and attended three days of community engagement training. The aim of the role is to take a peer-led approach to addressing and identifying community needs, engaging more people and putting on more events and activities at an estate/street level in order to build more connected and supportive communities.

The change we've seen: Of the 12 people who went through the original training 10 have achieved their Level 1 qualification in community

development, 3 people have developed new businesses and 4 community groups have been created. One estate with high levels of antisocial behaviour has seen this reduce dramatically through the work of two Street Buddies. The Buddies have worked with the community to put on whole community fun days, regular safe play sessions, clean up events and are now working together to develop a safe community play space.

"I've become the founder of a community group that is helping to provide much-needed support services for families experiencing mental health issues. My confidence has grown and I am valued for making a difference in my community" Jane Gwynn, Street Buddy.

Implications for wider system change: Reducing isolation and enabling people to be more active are key to sustaining individual health and resilient neighbourhoods. Time Credits have shown particular success in supporting the formation of new groups to tackle local need. They also help build better relationships with local organisations and in Carmarthenshire this has resulted in 43% of people reporting that they have taken part in new activities in their neighbourhoods.



Cambridgeshire County

Council

Sustaining organisations and services

The System: For the Council, finding new and innovative ways to support the voluntary sector is key to its Community Resilience Strategy. They piloted and then scaled up Time Credits as a method to increase capacity and improve financial sustainability. Cambridgeshire Time Credits have been running since 2014 and the network is composed of 53 community groups or services and 42 businesses offering spend opportunities.

The approach: Time Credits have been introduced and grown through an intense process of training, support and capacity building. This has enabled asset-based working to become embedded across participating voluntary sector organisations and public services as well as new forms of collaboration.

“We recognise the inherent strengths within communities, and we are aiming to provide the right environment for local community groups to thrive. These small, locally driven groups are often better at meeting the needs of their own communities and are able to lever other sources of support and funding to add value to their offer.”
Wendy Lansdown, Cambridgeshire County Council.

The change we've seen: To date over 10,000 hours have been given through the programme. 75% of participating organisations report being able to recruit more volunteers, 42% report being able to reach more people in need and 33% have reported saving money since using Time Credits.

“Engaging new volunteers has helped us to sustain core activities during a time of many difficult changes as a staff team. We're part of the Cambridgeshire Network of Time Credits partners, which gives us a practical way to work with other services and improve outcomes.”
Caroline Fisher, Luminus Ferry Project.

Implications for wider system

change: As demand increases and funding is increasingly squeezed the need to enable the voluntary sector to sustain services and grow capacity is vital. This programme proves how the Time Credit network is doing just that and working with the private sector to open new opportunities for individuals and organisations.



Westminster City Council Volunteering and involvement

The System: Westminster City Council launched City for All in 2015 with the ambition to grow volunteering, support social connections and community development. Tempo were commissioned to develop Westminster Time Credits to stimulate social action and volunteering alongside a range of other activities already supporting volunteering, such as volunteering brokerage, sports events, residents' groups and voluntary sector partners, as well as large tourist destinations and leisure provision in the borough.

The approach: Westminster Time Credits was launched in mid-2015 with an engagement campaign, working with local communities to design the Time Credit note and run asset mapping events. Since then Tempo have worked with local groups to train them in co-production and develop action plans. These action plans are designed to embed Time Credits to incentivise more people to come forward and volunteer, and to thank existing volunteers in order to support retention. Time Credits are also being used to encourage participation within Council services, including Sports Development, Parks, Libraries, Housing and Older People's services.

The change we've seen: In the first year 692 people have given nearly 5000 hours to their community. 38% of organisations report being able to

recruit more volunteers and 63% are more able to retain volunteers. 50% of are reporting more of their service users giving time and 50% agree that Time Credits has improved the overall sustainability of their organisation.

“[Time Credits] gives me that extra motivation to get involved... Being out of work is not very nice. Time Credits has given me that boost to say I am going to do this today; that little extra encouragement to get out and meet new people and try new things.” Julie, Team Westminster Ambassador volunteer.

Implications for wider system

change: Time Credits combat some of the key barriers to growing volunteering and involvement in communities and services. Our evidence clearly shows that this approach is supporting a range of key health and wellbeing outcomes for individuals, as well as enabling organisations to reach new people and increase their financial sustainability.

6. CONCLUSION

This report has shown how Tempo Time Credits are creating system change across a range of services and communities enabling collaboration and improving outcomes. Our model explicitly binds the public, private and voluntary sectors together and opens new doors to people who want to contribute and make a difference to their own and other people's lives.

We are excited about the potential to make this happen at an even greater scale and to work with government and civil society to create the conditions for approaches like ours to flourish and become the norm in public services and beyond. The benefits for our health, care, education and housing sectors are enormous. In addition, the benefits to our communities, neighbourhoods and social networks are fundamentally important to shaping the society we want to live in.

There are many current opportunities to scale up these approaches, through the new devolution powers which aim to support local place-based decision-making and the focus on building social movements and volunteering in the NHS, to name but two. This is about creating services, institutions and communities that value people over services and which accept that everyone has something of value to offer.

But we should not just prioritise institutions and organisations to kick start change. Tackling complex problems can start in a range of places, sometimes within formal services, sometimes very organically in the community and sometimes driven by one person or many. We've shown this diversity here, to emphasise that there is no single answer, but that if we use a common framework the answers will emerge.

Our five fundamentals of how we work with partners and three shifts linked to Time Credits encompass both the cultural change and practical work needed to create this deep impact across a system and its silos. Over the past seven years we have shown that Time Credits play a key role in kick starting and sustaining the change process and enabling individuals, organisations and communities to achieve common goals. The challenge going forward is to continue to scale this up creating a more equal playing field and positive future.

This is about creating services, institutions and communities that value people over services and which accept that everyone has something of value to offer.

7. ABOUT TEMPO

Our Time Credits currency helps more people give time to their community and be recognised for it. We co-design and deliver Time Credits networks in partnership with local authorities, health, social care and housing providers, schools, businesses and voluntary sector organisations, inspiring people of all ages and backgrounds to get involved.

Time Credits:

- Support volunteer recruitment
- Grow cross-sector networks
- Develop more co-produced services
- Increase individual wellbeing
- Build community capacity

How Time Credits work

Time Credits operate via a network of participating services, charities, community groups and corporate partners. We support these organisations to develop opportunities to earn and spend Time Credits, embedding asset-based and co-production approaches. Time Credits are spent on activities offered by hundreds of fantastic partners across England & Wales. There are no geographic limitations (people can earn in Wales and spend in London for example) and they can be given to others to spend. Visit timecredits.com for the full range of ways to spend Time Credits.



In numbers:

50,000+

People have earned Time Credits to date

1500+

Partner organisations in our networks

More than

700,000

Time Credits earned across England and Wales

Over 100,000

Time Credits were spent in 2017/18

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