

# TIME CREDITS

A national community currency that values giving time



Organisational strategy  
2018–2023

Tempo

# STATEMENT FROM CEO IAN MERRILL



**2018 – and we live in changing times. The pressure on public services continues to grow with voluntary sector organisations and communities being asked to do more with less. But at the same time I believe there is much cause to be optimistic.**

At Tempo, we know that the power and potential of people and communities to bring about real change is as strong as it ever was. And my message to you is that Time Credits are a fantastic way of helping that change to happen.

Every day in our work, we see the fantastic skills and experience that thousands of people share through volunteering and social action, earning Time Credits in return. We also see many people doing this for the first time – unlocking valuable capacity across communities.

Not only does the opportunity to earn Time Credits encourage participation, spending them offers real benefits too. Year on year we see significant quality of life improvements for those earning and spending Time Credits. You can see evidence of this as you read on.

Now, we want to bring Time Credits to many more people across the UK and this five year strategy explains how we will do that. Our roadmap for change will see us work more widely with charities and community organisations to help incentivise and reward their volunteers and the role that they play.

Time Credits are a proven way to draw out and connect people and their assets in communities, helping to address the challenges we face. Through this strategy, Time Credits will benefit many more people across the country – I hope you'll be inspired and come and join us.

# VISION, MISSION AND VALUES



## VISION

Strong, connected communities where everyone's time is valued

## MISSION

Use Time Credits to engage people in communities and in shaping local services, improving health and wellbeing for all

## VALUES

Everyone has something to give

We work best together

People make change happen

# STRATEGIC OBJECTIVE FOR 2018–23

Expand our reach and impact by building a national currency network, with a quarter of a million people involved in their communities and 2.5 million hours given and spent by March 2023.

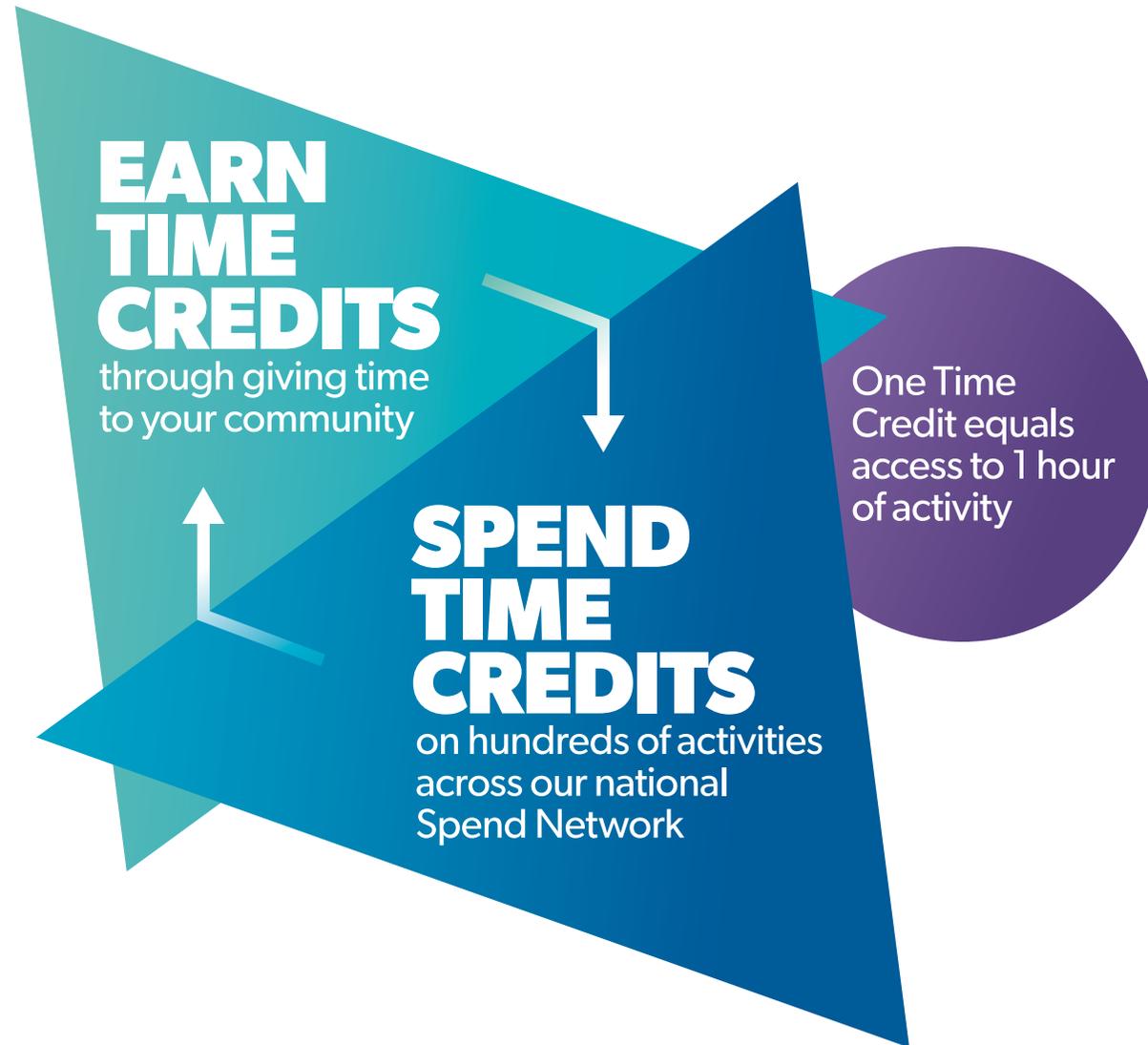
# WHAT ARE TIME CREDITS

## The Time Credits model works simply:

people **earn** Time Credits  
for **time contributed** to  
their community or service.  
These Time Credits can then  
be **spent** on accessing activity  
across our national network,  
such as local attractions,  
training courses or leisure,  
or gifted to others



# THE TIME CREDITS MODEL



# HOW WE WORK

We work **in partnership** with local authorities, Clinical Commissioning Groups, Health Boards, housing providers, health and social care providers, schools, voluntary organisations, businesses and communities to **co-design** and deliver Time Credits programmes. Time Credits **build local connections** by joining up the public, private and voluntary sectors in a community.

Individuals earn Time Credits through a **network of local organisations**, charities and services that we engage and support to **reach new people** and **thank existing volunteers** with Time Credits. We develop spend partnerships with the public, private and voluntary sectors that enable people to **access a wide range of positive activities** with their Time Credits.



**OVER 50,000**

People have earned Time Credits to date

**OVER 700,000**

Time Credits earned across England and Wales

**OVER 100,000**

Time Credits were spent in 2017/18

# 2018 IMPACT



report improved quality of life



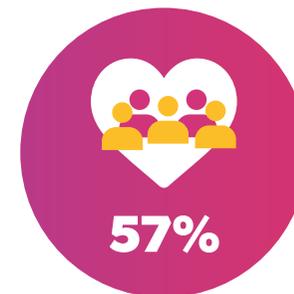
never or rarely gave time before earning Time Credits



feel more able to contribute to the community and other people



can afford to do more things



have developed new friends and acquaintances



shared their skills with others



feel less isolated and lonely



report improved mental health



established a new community group or project



know more about community based services and support available to them



feel more confident



feel more positive about their future

# MEMBERS' STORIES

## LEON, HARINGEY

**Leon first earned Time Credits as a resident in St Mungo's supported accommodation in Tottenham.**

Leon has used his Time Credits to treat his mum to trips out across London, visiting Tower Bridge, Kensington Palace and Keats House.

Leon's life circumstances have changed significantly since getting involved. He has moved out of supported accommodation, but continues to volunteer in the community.

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*"Volunteering has helped me to learn new skills. I've found that I have a hidden talent with gardening!"*

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*"When you earn Time Credits, you feel useful giving back to the community – and treating other people. I can give back to my mother for everything she gave me and help change her life by treating her."*

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# MEMBERS' STORIES

## JESSICA, CARDIFF

**13 year old Jessica began earning Time Credits with her mother through attending local litter pick sessions, held by charity and Time Credits network partner ACE.**

Over four years, Jessica has volunteered for lots of community events, including Ely festival, and has started her own litter picking group to get her friends earning Time Credits too.

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*"I love the fact that I can take my friends to the cinema by using Time Credits that I have earned through volunteering. This gives me a great sense of pride."*

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*"My Mum and I went along to as many things as we could, as Time Credits gave my family opportunities to do things that otherwise we wouldn't have been able to do."*

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# WHAT PEOPLE SAY

*"Time Credits have mobilised whole new groups of people to get involved in their communities and given housing staff a tool that they can use to develop the local community."*

**City of London Corporation**

*"Time Credits bring in new faces to the centre who have never been here before. It helps us to encourage people to stay fit and healthy."*

**Greenwich Leisure Limited**

*"Spice 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."*

**Geoff Mulgan, Nesta CEO**

# WHAT PEOPLE SAY

*"The social prescribing service is excellent, providing a service within primary care that did not previously exist. It has changed patients' lives around."*

**GP Practice Manager,  
Llanelli**

*"We use the Time Credits to enhance intergenerational activities and the amount of families that have been involved in activities has increased. For example, since September, attendance at homework clubs has soared from 5 to 35."*

**Primary School**

*"Their approach has been to genuinely involve service users in their project from planning through to delivery and enable people to share their skills with others."*

**NHS City and Hackney CCG**

# WHO WE ARE

**We were founded as Spice with the aim of supporting and strengthening disconnected and fragmented communities.**

Our Time Credits model was developed in 2008 at The Wales Institute for Community Currencies (WICC), which explored ways that alternative currencies could be used to help rebuild the ex-mining communities of South Wales. Our model builds on the concept of Time Banking, a currency system that uses time as the unit of exchange. This concept was theorised and popularised by human rights lawyer Edgar Cahn in 1986.

We have grown from two founders in 2008 to a team of almost 50 in 2018, delivering across England and Wales and achieving significant impact of which we are very proud. However, while our core mission remains the same, our ambition has grown with us. This strategy builds on our learning and success over the last ten years and seeks to respond to the increasingly challenging contexts in which we work by making an organisational shift. It is time for change; just more of the same won't deliver on our ambition of Time Credits at a national scale, helping to create impact and a fairer society for many more people across the UK.

# A NEW NAME: TEMPO

## **In 2018 we took the decision to rename.**

Since Spice came into being, events have overtaken us and the name has become that of a controversial new psycho-active substance which is causing concerns in many communities across the UK, the very communities where Time Credits are often in use.

After listening to the concerns of commissioners and members we made the decision to replace the name Spice.

Our new name was developed by our staff in a team day. The tempo of a piece of music reflects the speed it is played. It can be set and influenced by the players, but it also unifies them. The tempo can be changed depending on the context and players, and the sound that is produced is reflective of this.

In the same way, a community finds and can be unified by its own tempo or pace, led by members of that community or leaders within it. Building the tempo in a community could be seen as delivering change over a gradual and natural timeframe. Change happens at the speed dictated by each community, so every community tempo is different.

Tempo is also Italian and Portuguese for 'time'. It relates to our core value that everyone has something to give – something we recognise with Time Credits – their time.



Tempo

# OUR JOURNEY

## 2008

### START

Founded at Welsh Institute of Community Currencies

## 2010

### SPICE

registered as a charity

## 2012

### ACHIEVEMENTS

First Time Credits earned in England and in Health and Social Care services

## 2014

### ACHIEVEMENTS

First commissioned Time Credits council contract

16,000 people have earned Time Credits; 45% are new to giving time

## 2016

### ACHIEVEMENTS

250,000 Time Credits have been earned

## 2017

### NEW CEO

Ian Merrill replaces founder Becky Booth as CEO

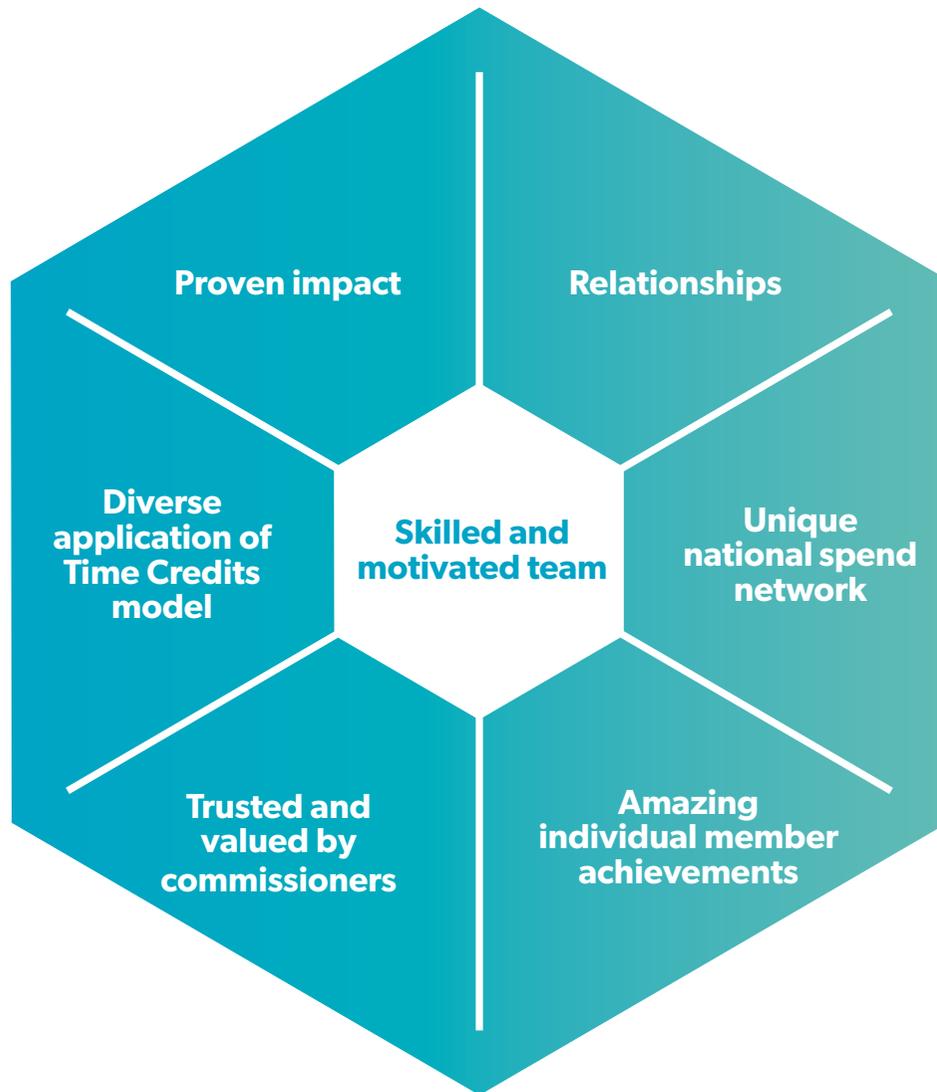
## 2018

### NOW

New strategy launched with national ambition.

Renamed as Tempo

# OUR STRENGTHS



## **Our Challenge:**

### **to take these to a national scale**

This strategy aims to build on our known factors for success to achieve a national scale. We want to retain what we know works, but find a way to deliver in a way that is more cost effective and can have a much greater reach while maintaining impact and quality.

At the heart of our success to date lies a skilled, motivated and committed team who use their creativity and ability to maximise impact. Valuing and enabling our team lies at the core of this strategy.

# BUILDING ON SUCCESS 2018–2023

**We want to expand our reach and impact by building a national currency network, with a quarter of a million more people involved in their communities and 2.5 million hours given and spent by March 2023.**

**Our approach has three strands:**

**1**

## **EVOLVE**

Refine ways of working to enable us to continue to deliver high impact Time Credits programmes that empower communities and individuals, supported by strategic partnerships and an efficient and effective team

**2**

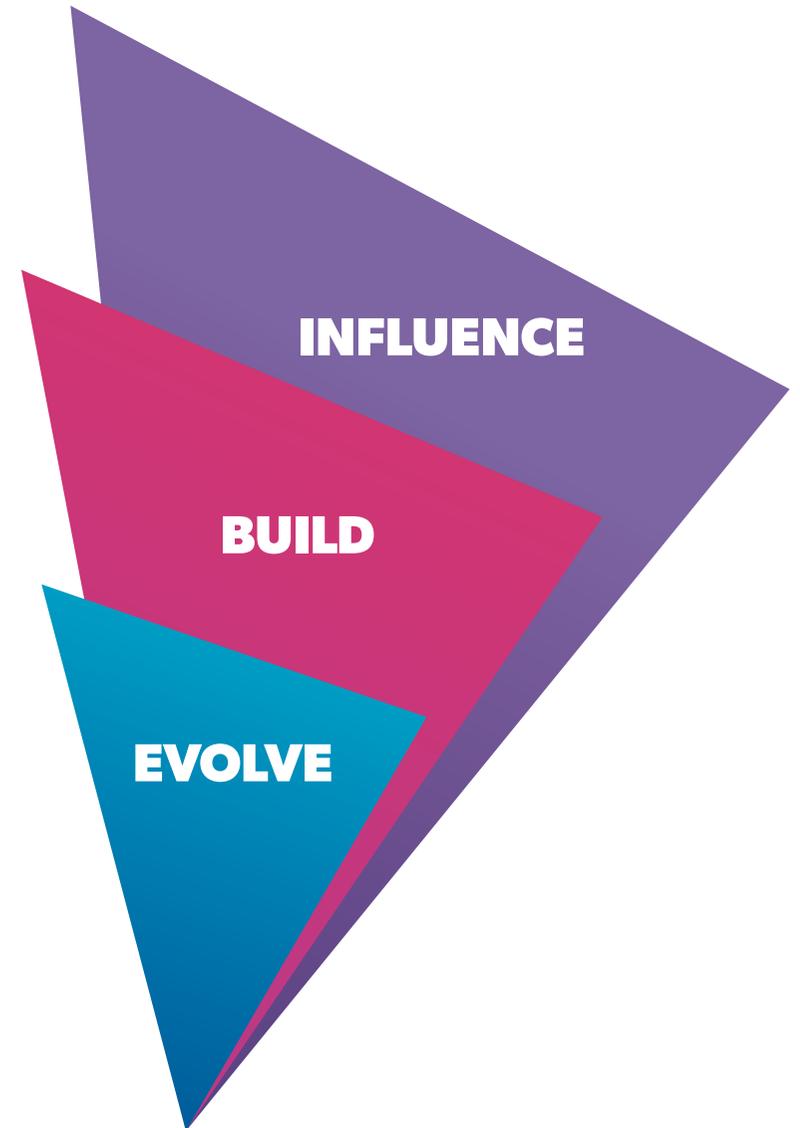
## **BUILD**

Develop a national spend network and offer subscription Time Credits membership to organisations, services and community groups

**3**

## **INFLUENCE**

Shape the conditions in which communities and individuals can thrive



# 1. EVOLVE

**We will continue to deliver and to develop the **place-based, in-depth Time Credits programmes** across England and Wales that have achieved much of our impact to date, while increasing the efficiency and effectiveness of our operating model. Our key funding partners for these programmes are local authorities, CCGs, Health Boards and housing providers.**

We will apply for **grant funding** to test and prove new applications for the Time Credits model.

We will develop **strategic partnerships** with service delivery organisations to enable our programmes to increase their reach and therefore impact. We have started this in 2018 with partnerships with Shaw Trust and Inclusion, supporting delivery of skills & employability and substance use services.



**STRATEGIC  
DELIVERY  
PARTNERSHIPS**

**PLACE BASED,  
IN-DEPTH  
PROGRAMMES**

**GRANT FUNDED  
INNOVATION  
PROGRAMMES**

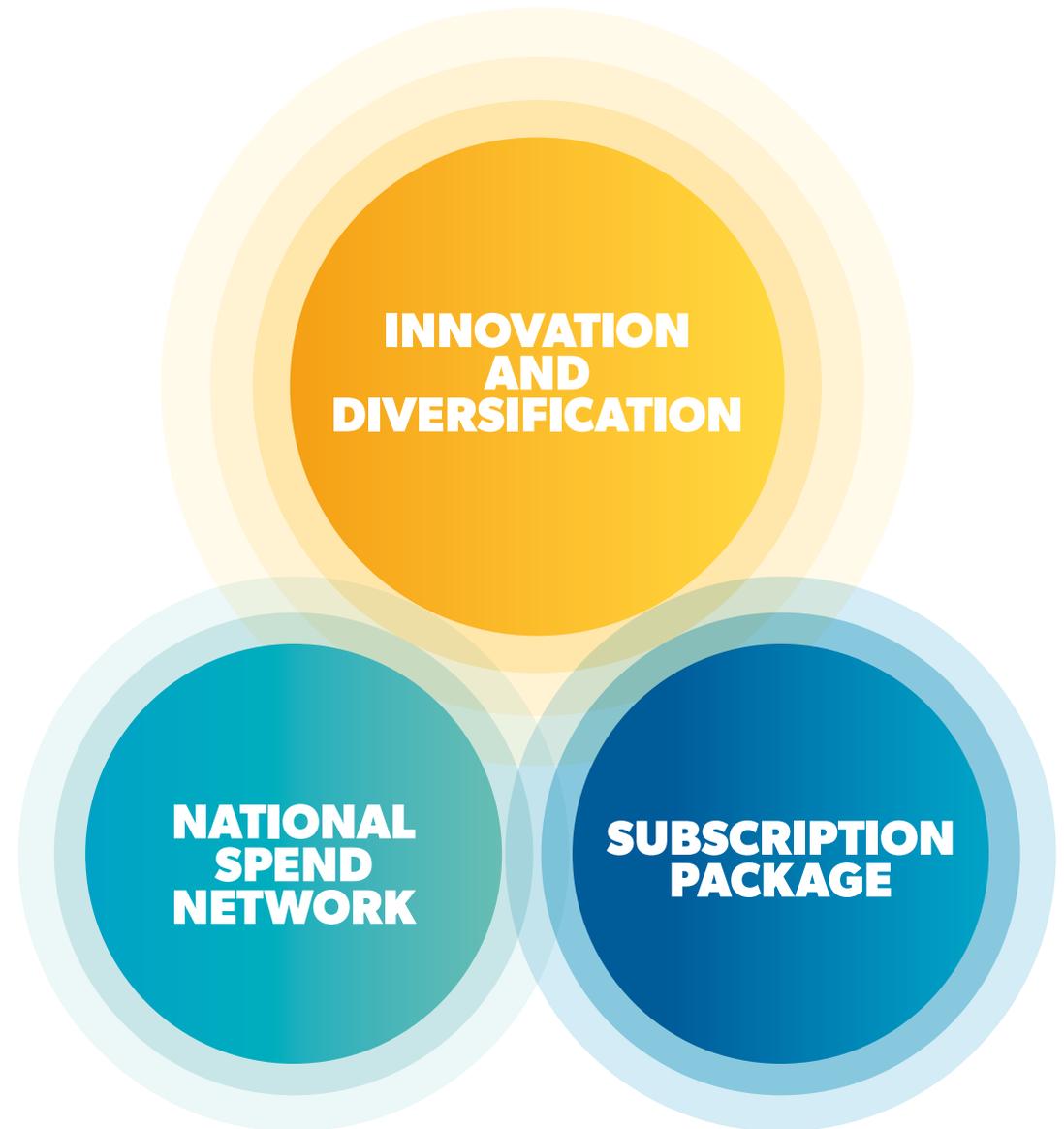
# 2. BUILD

**This delivery strand marks a significant organisational shift, seeking to move beyond our previous regional growth.**

We will develop a **national network of spend partnerships** offering access to opportunities across the UK.

In parallel to this we will develop a **subscription offer**, enabling organisations and community groups to pay for access and support for Time Credits. This will enable access to Time Credits and the national spend network outside place-based programmes, and support sustainability for all programmes.

We will build on these two strands to develop further areas of **innovation and diversification** over the strategy lifetime, such as increased direct engagement with volunteers.



# 3. INFLUENCE

**To maximise the impact of our programmes, we will work to shape the conditions in which Time Credits operate, to ensure that communities and individuals can thrive.**

We will seek to feed into and shape **national policy conversations** in England and Wales, making the case for investment in local communities and co-production of services.

On a local level through our programmes we will **support engagement** of local people and those whose voices can be excluded in conversations about what matters and in **participation in solving local challenges**.

In the organisations and services where we support Time Credits implementation, we will provide **training on coproduction and asset based working**, ensuring Time Credits act as an enabler for everyone to participate.



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**Tempo**