

**DEFINING A FRAMEWORK FOR SUSTAINABLE TIME BANKING TO
ASSIST DEVELOPING AND ESTABLISHED TIME BANKS IN
STRENGTHENING THE CORE ECONOMY**

by

Katharine Devitt



Edgar Cahn and Katharine Devitt, Fifth National Timebanking Gathering, Blackpool 2009

Thesis presented in part-fulfillment of the degree of Master of Science in
accordance with the regulations of the University of East Anglia

School of Environmental Sciences
University of East Anglia
University Plain
Norwich
NR4 7TJ

August 2009

© 2009 Katharine Devitt

This copy of the dissertation has been supplied on condition that anyone who consults it is understood to recognize that its copyright rests with the author and that no quotation from the dissertation, nor any information derived therefrom, may be published without the author's prior written consent. Moreover, it is supplied on the understanding that it represents an internal University document and that neither the University nor the author are responsible for the factual or interpretative correctness of the dissertation.

Abstract

Time banking is a community currency that uses time instead of money to change the current discourse in communities and promote active citizenship. Time banks value all time equally, allotting one time credit for every hour of time given. The success of time banks as a tool to improve social capital and create reciprocal relationships using co-production is well researched as part of the community currency movement. However, there is a lack of statistical data for strategies that can assist time banks to create sustainable social networks, receive sufficient funding and remain active within a community. The results from the TBSTFG qualitative questionnaire, distributed to active time banks in the UK in 2007, have been analyzed for this research project using SPSS statistical analyses software to create a recommendations framework for sustainable time banking. The members of the TBSTFG identified five areas for sustainability: community development, time bank participants, time brokers, time bank structures, and funding. The responses from the sustainable time banks were cross tabulated with dependent variables within each section to create a representation of sustainable behavior of time banks in the UK. The resulting framework will hopefully be used by established and developing time banks to design strategies that will improve their chances of successfully achieving their aims and objectives, while creating active social networks within the community. Without such a framework time banks across the UK are re-inventing the wheel and speculating as to what strategies will lead to the most successful outcome. The lessons learned from this project will be invaluable to the initiative and may even assist time banks to receive further funding by acting as evidence for the sustainability of the project.

Table of Contents

Abstract.....	ii
Table of contents.....	iii
List of tables.....	v
List of figures.....	vi
List of abbreviations.....	viii
Acknowledgements	ix
I. Introduction.....	1
<i>i. Time Banking in the UK.....</i>	<i>1</i>
<i>ii. The Core Economy.....</i>	<i>2</i>
<i>iii. Co-Production.....</i>	<i>3</i>
<i>iv. Sustainable Development.....</i>	<i>6</i>
<i>v. Social Welfare.....</i>	<i>8</i>
<i>vi. Sustainable Time Banking.....</i>	<i>8</i>
II. Aims and Objectives.....	12
III. Data and Methods.....	13
IV. Results.....	16
<i>i. UK Time Bank Responses Regarding Sustainable Development Processes.....</i>	<i>17</i>
<i>ii. UK Time Bank Responses Regarding Sustainable Time Bank Participants.....</i>	<i>25</i>
<i>iii. UK Time Bank Responses Regarding Sustainable Time Bank Brokers and Organizers.....</i>	<i>31</i>
<i>iv. UK Time Bank Responses Regarding Sustainable Time Bank Structures.....</i>	<i>33</i>
<i>v. UK Time Bank Responses Regarding Sustainable Time Bank Funding.....</i>	<i>38</i>

V. Discussion.....	44
i. <i>Sustainable Community Development Process.....</i>	44
ii. <i>Sustainable Time Bank Participants.....</i>	47
iii. <i>Sustainable Time Brokers.....</i>	48
iv. <i>Sustainable Time Bank Structures.....</i>	49
v. <i>Sustainable Funding.....</i>	52
VI. Recommendations: A Framework for Sustainable Time Banking.....	54
VII. Conclusion.....	60
References.....	62
Appendix I. Time Banking Sustainability Task and Finishing Group Qualitative Questionnaire.....	66
Appendix II. Follow Up Questionnaire to Determine Sustainability of Responding Time Banks in the UK.....	72
Appendix III. Different Models of Time Banking.....	74
Appendix IV. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Participants.....	77
Appendix V. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Participants.....	78
Appendix VI. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Brokers.....	79
Appendix VII. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Structures.....	80
Appendix VIII. Responses from Twenty-five time banks in the UK regarding Sustainable Funding Practices.....	81

List of Tables

Table 1 Complementary Currencies as a Tool for Sustainable Consumption: Key Findings.....	7
Table 2 Sustainability for Time Banks –Theory into Practice.....	9
Table 3 Sustainable Time Banking.....	10
Table 4 Time Banking Sustainability Model.....	11
Table 5 Responses from UK Time Banks regarding the Details included in their Business Plan.....	22
Table 6 Participants Role when involved in the Management and Development of Sustainable Time Banks.....	25
Table 7 Responses from UK Time Banks regarding Steering Group Activities.....	34
Table 8 A Framework for Sustainable Community Development.....	46
Table 9 A Framework for Sustainable Time Bank Participants.....	48
Table 10 A Framework for Sustainable Time Bank Brokers.....	49
Table 11 A Framework for Sustainable Time Bank Structures.....	52
Table 12 A Framework for Sustainable Time Bank Funding.....	53

List of Figures

Figure 1 Three-Layer Cake with Icing representing productive systems in society.....	3
Figure 2 The Division of Sustainable and Unsustainable Time Banks from the Responding Twenty-Five Time Banks in the UK.....	16
Figure 3 Responses from UK Time Banks when asked if they Pre-Defined the Community Before Establishing the Time Bank.....	17
Figure 4 Responses from UK Time Banks when asked if they Identified the Needs of the Community Before Establishing the Time Bank.....	18
Figure 5 Responses from UK Time Banks when asked if they Identified Other Stakeholders in Addition to the Community Members and Funders.....	19
Figure 6 Responses from UK Time Banks when asked if they Pre-Determined a Time Banking Model.....	19
Figure 7 Responses of UK Time Banks Revealing their Choice of Time Banking Model when Developing their Time Bank.....	20
Figure 8 Responses from the UK Time Banks when asked if Members of the Community were Involved in the Planning Process.....	20
Figure 9 Responses from UK Time Banks when asked whether they Experienced Conflicts with Members of the Community during Planning Process.....	21
Figure 10 Responses from UK Time Banks when asked if they created a Business Plan before establishing the time bank.....	22
Figure 11 Responses from UK Time Banks when asked if they Pre-Established a Means of Measuring Successes and Impacts.....	23
Figure 12 Responses from UK Time Banks when asked if Funders Required a Means of Measuring the Success and Impact of the Time Bank.....	23
Figure 13 Responses from UK Time Banks Revealing the Regularity of Success and Impact Evaluations.....	24
Figure 14 The Integration of Sustainable Time Banks into Already Established Organizations.....	25
Figure 15 Responses from UK Time Banks when asked if Participants were involved in the Management and Development of the Time Bank.....	26

Figure 16 Response from UK Time Banks when asked if Time Bank Participants were involved in Individual Projects.....	26
Figure 17 Responses from UK Time Banks when asked if they had a Strategy for Recruiting Time Bank Participants.....	27
Figure 18 Responses from UK Time Banks when asked if they had a Strategy for Welcoming New Time Bank Participants.....	27
Figure 19 Responses from UK Time Banks when asked if they had a System to Communicate with Participants, Funders and Stakeholders.....	29
Figure 20 Responses from UK Time Banks regarding Tools Used to Communicate with Participants, Funders and Stakeholders.....	29
Figure 21 Responses from UK Time Banks when asked if they Rewarded Time Bank Participants using Reward Schemes in Addition to Time Credits.....	30
Figure 22 Responses from UK Time Banks when asked if they Offered Learning and Training Courses to the Time Bank Participants for Time Credits.....	30
Figure 23 Responses from UK Time Banks when asked if they Hired Paid Time Brokers.....	31
Figure 24 Responses from UK Time Banks when asked if the Paid Time Broker was Full Time or Part Time.....	32
Figure 25 Responses from UK Time Banks when asked if Time Broker's were involved in Planning and Development.....	32
Figure 26 Responses from UK Time Banks when asked if their Steering Group helped Develop, Manage and Govern the Time Bank.....	33
Figure 27 Responses from UK Time Banks when asked if their Steering Group Identified and Encouraged Potential New Projects that Increased the Scope of the Time Bank and Secured Additional Funding.....	34
Figure 28 Responses from UK Time Banks when asked if they had a Constitution.....	35
Figure 29 Time Banks Integrated into Organisations with a Constitution.....	36
Figure 30 Responses from UK Time Banks when asked if they Produce an Annual Report.....	36

Figure 31 Response from UK Time Banks when asked if they Involved Other Community, Voluntary and Statutory Organizations in the Activities of the Time Bank.....	37
Figure 32 Responses from UK Time Banks when asked if they received Regular News Releases.....	37
Figure 33 Responses from UK Time Banks when asked if they had Formal, Written Procedures Regarding the Operations of the Time Bank.....	38
Figure 34 Responses from UK Time Banks when asked if they had a Detailed Budget Before Establishing the Time Bank.....	39
Figure 35 Responses from UK Time Banks when asked if their Original Budgets was Realistic.....	40
Figure 36 Responses from UK Time Banks when asked if they received more than One Year of Funding when the Time Bank was Established.....	40
Figure 37 Responses from UK Time Banks when asked if they Accessed Professional Advice when Preparing the Original Budget.....	41
Figure 38 Responses from UK Time Banks when asked if they Identified Funders before the Time Bank was Established.....	41
Figure 39 Responses from UK Time Banks when asked if they were Required to Provide Reports to Funders.....	42
Figure 40 Responses from UK Time Banks when asked if they could Continue without External Funding.....	42
Figure 41 Responses from UK Time Banks when asked if they Felt Sufficient Time and Resources were Set Aside to Obtain Funding.....	43
Figure 42 Responses from UK Time Banks when asked if the Assistance from Time Banking UK or Another Organization was used to Identify Potential Funders and/or Help Complete Application Forms.....	43

List of Abbreviations

nef	New Economics Foundation
TBSTFG	Time Bank Sustainability Task and Finish Group
TBUK	Timebanking UK
UK	United Kingdom
WICC	Wales Institute for Community Currencies

Acknowledgments

Thank you to my Supervisor, Gill Seyfang, and to Martin Simon, Edgar Cahn and John Rogers for providing me with invaluable information and direction to create the final product.

A special thanks to my parents whose unwavering support has allowed me to fulfill my ambitions and remain confident in my abilities to take on new challenges. And finally thank you to Katie who shared this amazing journey with me.

I. Introduction

Time banking is an initiative designed to promote community engagement and reduce the negative externalities of the market economy by promoting and recognizing the value of the ‘non-market’ economy (Simon, 2006). Time banking involves the exchange of time and skills. “The system is based on equality: one hour of help means one time [credit]” (Boyle, 2001, 6). This is regardless of the form of help offered or received. “Time banking rejects price, valuing all hours equally, because price equates value with scarcity relative to demand” (Cahn, 2008, 2). Exchanges may occur between individuals, organizations, or a combination of both. Unlike traditional volunteering, a time bank is designed to create a ‘give-and-take’ relationship between those who contribute their time and skills. It forms a reciprocal relationship between members of a community and has been shown to create active citizens (Seyfang, 2002). Active citizens implies these members of the community are “engaged with local community life, giving time to maintain, and grow community networks of support through volunteering, and taking part in decision-making processes which can help to shape not only national policy, but local action and service delivery” (Seyfang, 2006b, 433-434). Thus the use of this reciprocal currency that values all individuals equally can promote a desired change in discourse that builds social capital and promotes community self-help (Cahn, 2000; Seyfang, 2002; Seyfang, 2004a; Simon, 2006).

i. Time Banking in the UK

Time banking is a concept developed by Edgar Cahn that has become a growing initiative in the United Kingdom (UK) since the first time bank, Fair Shares in Gloucestershire, was opened in 1998 (Boyle, 2003). It was created to bring isolated older people and local single mothers together. It is still active today with over 56,000 exchanges having occurred between participants (Simon and Schermer, nd; TBUK, nd.c). According to the 2009 statistics from Timebanking UK (TBUK) this has evolved to become 122 active time banks in the UK with 98 in development and over 690855 hours exchanged between participants (TBUK, nd.c). The time banking system values each individual equally and ensures everyone has something to offer by making one hour equal to one time credit (Cahn, 2000). In 2000 TBUK became a “national umbrella” for time banks across the UK (Boyle, 2003; TBUK, nd.b). As the number of time banks grew in the UK the need to research their impact became apparent. In 2002 Gill Seyfang and Karen Smith published *The Time of Our Lives*, which evaluated the impacts of time banks in

the UK and showed that there is an increase in voluntary participants from groups who generally do not take part in volunteering (Seyfang and Smith, 2002; Boyle, 2003). More recently the New Economics Foundation (nef) published *The New Wealth of Time*, which identifies time banks as a present day solution to the problems being exposed in the economic market. It provides real life evidence of the benefits of time banking from case studies from UK time banks (Ryan-Collins et al, 2008). There is substantial evidence available giving more credit to the capabilities of time banks to exceed their expectations and create that paradigmatic shift that so many have been waiting for. However, amongst all the research carried out on time banks there still remains a gap in the theory of sustainable time banking. For this context sustainability is referring to a prolonged existence rather than the commonly used meaning for sustainable environment or social balance. A sustainable time bank is thought to be one that creates active social networks and is able to maintain funding to remain active within a community.

In 2006 the Time Bank Sustainability Task and Finish Group (TBSTFG) was created to assess the activities of time banks in the UK and determine what framework created the most sustainable time banks. The goal was to look at sustainability beyond the ability to receive continuous funding. The results of that research is this paper, which hopes to define the framework for sustainable time banking that can assist established and developing time banks in their decision making processes and encourage funders to have confidence in the sustainability of the initiative.

ii. The Core Economy

The main goal of time banking is to strengthen the core economy. The core economy is not driven by finances, but by the most basic human desires. Community, family, neighborhoods and civil society make up the key components of a core economy (Cahn, 2000; Cahn, 2006). Therefore time banking should not be viewed as an alternative currency to the monetary economy but a complementary currency (Cahn, 2001). In recent years the devaluing of the core economy has been exposed as commonly unpaid tasks are suddenly becoming growing services recognized as ‘work’ in the market economy, for instance child care services (Henderson, 1989). The availability of these services in the market economy offers no increase in productivity since this is labor that has been the basis of the evolution of our species. The truth is “our willingness

to come to each other's rescue, to care for each other, to stand up for what we believe is right" has been the real facilitator for the survival and evolution of the human species (Cahn, 2008, 2). The growing presence of these basic human skills in the market economy has revealed the value of unpaid work and our ignorance for undervaluing the core economy. Hazel Henderson's 'three-layer cake with icing' explores the dimensions of productivity in both the market and core economy revealing how the two economies working in partnership can recognize and value all contributors to society (see Figure 1).

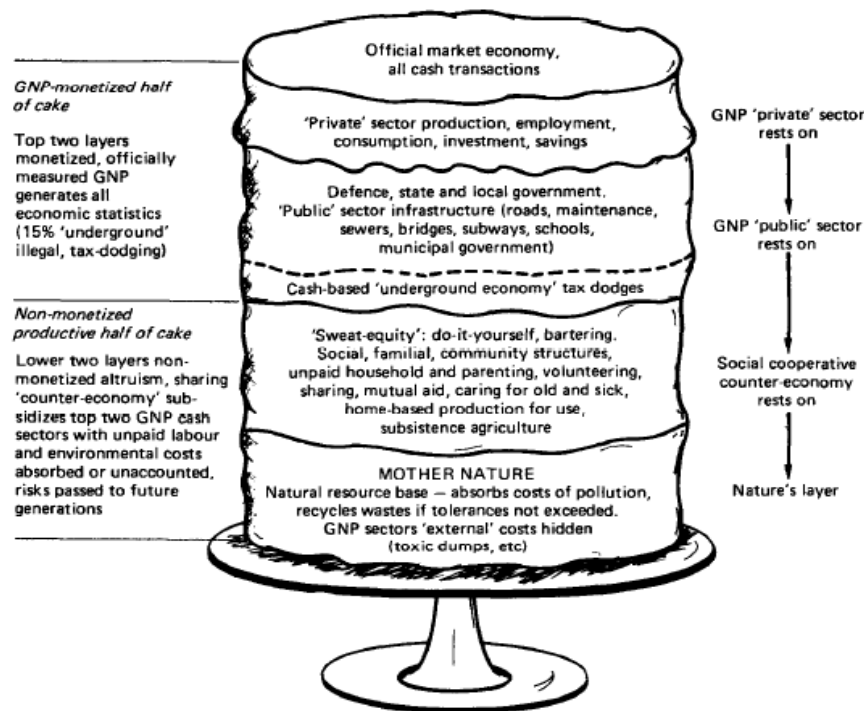
There are social problems that cannot be resolved solely by the monetary economy. The market needs contributions from "the patient, the client, the student" to resolve these issues (Cahn, 2001, 2). The market economy values scarcity and as a result undervalues the contributions of the core economy that are abundant, like caring for the elderly, volunteering for the community or raising children in a stable household (Ryan-Collins et al, 2008). Time banking is a means to bring these two economies together in partnership so contributions of the core economy may be acknowledged and valued (Cahn, 2007). This can be accomplished by using time banks to implement the concept of co-production (Cahn, 2000).

iii. Co-Production

Another important aspect of time banking is the idea of co-production, which encourages reciprocity and equality between individuals. 'Co-production' was first used in this context at the University of Indiana in the 1970s. Professor Elinor Ostrom used the term to explain why the removal of police officers from the beat patrol had resulted in an increase in crime rates (Boyle, 2008a; Boyle, 2008b). Anna Coote used the term in the UK at the King's Fund thinktank to explain the importance of a reciprocal relationship between doctors and patients. Edgar Cahn took the term even further to explain how time banking can rebuild communities and families by creating mutual support systems. (Boyle, 2008a; Boyle, 2008b) It is a concept that understands achieving truly positive and sustainable outcomes from social programmes requires the active involvement of those who are being helped (Simon, 2004). It is a new kind of relationship between people that embodies social justice. "Co-production is really a call for restoring balance – balance between the two economies" (Cahn, 2000, 80). Co-production is a way to achieve to goals and agendas of the market economy without the negative externalities. It allows individuals

and communities to participate in the projects and decisions that influence them. It is about giving some of the control back to non-professionals so people work together as equals with reciprocity driving the change in discourse (Boyle, 2003).

Figure 1: Three-Layer Cake with Icing Representing Productive Systems in Society



Henderson, 1989

Edgar Cahn developed the time banking concept with the objective to strengthen the core economy using co-production, which focuses on the following core values: people are assets, honoring real work, community, respect and reciprocity (Cahn, 2004; Simon, 2004; Cahn, 2006; Seyfang, 2006b; Reed, 2008; Cahn, 2009). “Every hour is unique; every hour is irreplaceable. So in this caring economy, everyone’s time has equal value” (Cahn, 2006, pp. 4). Therefore a time banks currency is based on time. Each participant’s time is worth one time credit per hour, regardless of the service provided (Seyfang, 2006a; Cahn, 2006). As time banks have evolved, they have adapted to create different models of exchange mechanisms (see Appendix III). Exchanges of time credits can occur through: person-to-person, person-to-agency or agency-to-agency. The approach is adaptable, thus depending on the goals and resources of the time bank a

combination of exchanges may be most suitable (Ryan-Collins et al, 2008; TBSTFG, nd.a). As long as the core values are adhered to the concept is flexible making it a very influential tool that can exist in many settings (Simon and Schermer, nd; Ryan-Collins et al, 2008).

Recognizing people as assets is imperative for this new paradigm. “People themselves are the real wealth of society” (Ryan-Collins et al, 2008, 6). There is an untapped infinite resource that has been suppressed and ignored by the market economy. The skills of individuals that may not flourish in the market economy can be invaluable to the core economy. By making each hour equal regardless of the contribution you are letting people know that whatever skill they have to offer means something to someone (Cahn, 2000). A monetary value cannot be placed on things that make the core economy thrive. Companionship, compassion and someone who will listen are just a few examples of assets that the market economy places no value on but can be invaluable to individuals for whom it may not be so abundant. By letting people know they have something of value to offer can give a new meaning to their lives (Cahn, 2000; Ryan-Collins et al., 2008)

Redefining work is the reexamination of the contributions made by members of the core economy and acknowledging its importance to the successful evolution of our species. Activities that include “keeping communities safe and making democracy work have to be rewarded and counted as real work” (Simon, 2004, 22). A monetary value can be placed on these contributions when it is compared to the price that it would have cost in the market economy, without the free service from the core economy. For example, in 2002 the price placed on the non-professional care that was provided by the core economy, which kept the elderly out of homes in the United States of America, was given a value of \$253 billion dollars (Ryan-Collins et al., 2008). It is clear that the present day definition of work is too narrow and should encompass all acts that contribute to the market economy and the core economy. The honoring of real work changes the way people view each other and themselves, by recognizing the value of their work even if it does not produce a paycheck at the end of the day.

The building of social capital embodies the creation of social networks, mutual trust, collective efficacy and the respect for the voice of those to be helped (Simon, 2006). It is

inspired by the idea of an extended family that has everyone in a community making a contribution. This core value acknowledges the interdependence in a community and the importance of having control over our future (Cahn, 2000; Cahn, 2006). Respect requires those with power and wealth to recognize the real value of the contributions made by the core economy. It sends a message promoting a true democratic society where all voices are heard equally (Cahn, 2009). “Social capital is the asset that creates a sustainable habitat for our species” (Cahn, 2000, 178).

Reciprocity is the most essential core value to maintain in the time banking initiative. The elimination of dependency and stopping the positive reinforcement of needy behavior can cause a paradigmatic shift in the way those in need are viewed by professionals and society (Cahn, 2000; Ryan-Collins et al., 2008). Reciprocity allows people to accept help with the understanding that they have something of value to give in return. It is sending a message to people that they are not a burden; they can help themselves by helping others. Reciprocity can rebuild trust between people and organizations when they exchange their time. “Reciprocity is thus simultaneously a core value, a moral imperative, and a fiscal imperative. There can be no co-production without reciprocity” (Cahn, 2000, 151). “Reciprocity affirms the recipient as an equal and empowers the recipient as a contributor” (Cahn, 2006, 8).

Research has established that time banks have the potential to create a paradigmatic shift in a way that most social marketing campaigns have failed. The market economy promotes an over-consuming society that has resulted in negative externalities to human health, biodiversity, and the environment. Time banking is a tool that has the potential to change the discourse of human behavior by promoting environmentally and socially sustainable behavior in the core economy and market economy. “Time banking is a new mechanism for community engagement based on reciprocity and trust, incorporating all the elements of successful co-production” (Simon, 2006, 2).

iv. Sustainable Development

The term sustainable development is widely accepted as meaning “development that meets the needs of the present without compromising the ability of future generations to meet

their needs” (WCED, 1987, 43; Seyfang, 2009, 28). Time banks encourage sustainable development by creating a market that values safe vibrant neighborhoods, community, democracy, and civil society; each is a contributor to the core economy (Cahn, 2006). By strengthening these elements of the human lifestyle, time banks are nurturing aspects of the ‘good life’ that do not involve overconsumption (Crocker and Linden, 1998; Carafo, 2001). Often material goods are consumed as an accessible alternative to the basic human needs that are not nurtured in the present economy (Cushman, 1990). By changing a community’s focus away from consumption and onto social capital and democracy, a more environmentally friendly worldview evolves. Thus the strengthening of the core economy has the potential to bridge the value-action gap of sustainable consumption (Hobson, 2002; Burgess et al, 2003; Seyfang, 2005; Seyfang, 2009).

As part of the complementary currency movement to encourage sustainable consumption, time banks have been shown to be a useful tool in community building, collective action and development of new social and economic institutions (see Table 1). In addition time banks may be used to encourage environmental behaviors by rewarding actions that reduce the ecological footprint of a community (Seyfang, 2006a). These are a few of the priorities that are part of the new economic strategy for sustainable consumption.

Table 1: Complementary Currencies as a Tool for Sustainable Consumption: Key Findings

Sustainable Consumption Indicator	Time Banks
<i>Localization</i>	Community self help is primarily locally-based anyway, so no net localization
<i>Reducing Ecological Footprint</i>	Time banking concentrates on services, not material consumption. Some developments in rewarding recycling etc.
<i>Community Building</i>	Very large social and community benefits: boosting social inclusion and social capital
<i>Collective Action</i>	Promoted by central government to build social capacity in voluntary sector and deliver public services. Could be basis for ‘co-production’ model of public service provision and reward active citizenship
<i>New Social Institutions</i>	Central principle of valuing all types of work equally, rewarding unpaid community efforts. Reciprocity and mutuality.

Seyfang, 2006a; Seyfang, 2009

v. Social Welfare

To date research on communities involved in time banks has shown positive influences on social welfare, especially in deprived areas. Four times as many individuals with an income under £10,000 participated in time banks compared to the traditional one-way volunteering; 72% of time bank participants were found to be without formal employment, versus 40% in traditional volunteering (Davis-Smith, 1998; Seyfang, 2002). Therefore, individuals who generally do not get involved in community volunteer programs are choosing to participate in time banks. Additionally, it was found the main motivations for joining time banks was not to earn time credits, but to help other people and create social networks (Seyfang, 2002). Time banks are proving to actively engage higher percentages of individuals who are: deprived, elderly, young, single parents, disabled, suffering from learning difficulties or mental health histories, and people from black and minority ethnic groups (Simon, 2004; Donnelly, 2006). Older and disabled participants are more attracted to time banking than standard volunteering; 42% of participants in the UK were retired compared to 19% in charity organizations, and 20% of time bank participants were living with a long-term illness or disability compared to a 3% participation rate in traditional organizations (Simon and Schermer, nd). Studies show time banks are successfully initiating interactions between members of a community who do not generally develop relationships, thus strengthening communities through friendships. This concept of mutual volunteering has the ability to engage the socially excluded and facilitate community self-help (Seyfang, 2004b).

vi. Sustainable Time Banking

Presently only theories and recommendations are available to define what makes a time bank successful. TBUK has recommendations available on their website (<http://www.timebanking.org/>) to assist developing time banks with suggestions for encouraging exchanges, steps to take when making assignments and questions to ask along the way (TBUK, nd.a). Research to date reveals only speculation as to what makes a time bank successful, but there has not been a complete analysis of time banking behavior to reveal sustainable strategies. Significant research has gone into understanding why time banks influence the community, but there is little guidance for time banks as to how to maintain or initiate that level of influence. Seyfang and Smith's 2002 report identified areas in which time banks had succeeded and failed

in their goals. They determined time banks were more likely to succeed if: they adapted to their local situations, created a strong local presence, secured adequate funding, were based in a local organization, offered incentives to participants and developed the social side of the project (Seyfang, 2002). The potential of time banks has been proven, but a framework for time bank sustainability will assist in the long-term success of the organization.

Table 2: Sustainability for Time Banks –Theory into Practice

“Making Your Time Bank More Sustainable”
1. Be Passionate: if you believe in what you’re doing, so will others. Enthusiasm is infectious – we can motivate others, they can motivate us.
2. Give your members the opportunity to be fully involved
3. Have a vision – it helps you to focus your ideas
4. Communicate well – in different ways for different audiences. Start where they are (not where you are)
5. Some money is needed so don’t ignore it!
6. Work with others to spread the ideas/the passion/ the time banking messages
7. Know where you’re going and take everyone with you

Lee, 2006

A sustainable time bank not only receives continuous funding and community support, but also successfully creates active social networks (TBSTFG, 2006; Lee, 2006). The entrepreneurs of the time bank initiative in the UK recognized this. Although the primary goal was to nurture the time banks and ensure the movement was successful, there was also the need to evaluate what practices lead to sustainable time banking. In 2006 at the TBUK annual gathering, Chris Lee held a workshop where the sustainability of time banks was discussed with the participants. The group compiled seven guidelines to sustainable time banking (see Table 2).

Although the time banking concept is designed to be flexible and adapt to the needs and resources of communities, it is also important to recognize what makes a time bank vulnerable and what can help a time bank achieve its goals. The outcome of this realization was the creation of TBSTFG. The members were representatives from TBUK, Wales Institute for Community

Currencies, London Time Banks, nef, Lewisham Time Bank Network and a few active time banks. The TBSTFG collaborated to create the key principles of sustainable time banking based on their knowledge and experience (see Table 3). They felt sustainable time banking was created by having a clear design for community development that encouraged local people to articulate their goals. They also thought carrying out a baseline audit to understand the community's resources and needs, before designing the time banks, could improve sustainability. It was also proposed that using one or more of the time bank models (see Appendix III) and using time banking as a tool, rather than a stand alone project, would lead to the creation of sustainable time banks (TBSTFG, nd.a).

Table 3: TBSTFG Key Principles of Sustainable Time Banking

Sustainable Time Banking
<ul style="list-style-type: none"> • Follow community development principles by using a clear design process which encourages local people to articulate their goals: plan, act, evaluate • Carry out a baseline audit of existing community assets, activities and participation levels • Design the time bank around these collectively negotiated goals • Use and promote time banking as a tool and not a standalone project which can be marginalized • Understand that there are a range of models • Acknowledge that the time broker cannot do everything or they will burn out • Analyse and work with the four factors of sustainability: sustainable participants, sustainable coordinators, sustainable structures, sustainable funding.

TBSTFG, nd.a

The TBSTFG agreed that the success or failure of the time banks should be catagorised by active and inactive time banks. It would then be defined in the context of the ability of the time bank to have met its initial goals and to leave an active social network. The outcome was the creation of a Time Banking Sustainability Model (see table 4). This matrix is a means to define time banks as sustainable or unsustainable depending on their ability to build an active social network through the exchanging of time and skills (TBSTFG, 2006). For example, if a time bank were to become inactive, and thus stop recording exchanges and time credits, but

members of the community continued to exchange their skills and follow the core values of time banking, then the time bank should be considered sustainable and successful. Alternatively if a time bank is still active and receiving funding, but creating dependencies and not building a social network, then the time bank should be considered unsustainable and ineffective (TBSTFG, 2006).

The other result was the designing of a qualitative questionnaire that assessed the five aspects of time banking they felt were the key factors for sustainable strategies: community development processes, time bank participants, time bank brokers or organizers¹, time bank structures and funding (TBSTFG, 2006). In 2007 TBUK distributed the questionnaires to each active time bank in the UK. Twenty-five questionnaires were returned for analysis. They have been reviewed to determine common sustainable strategies and to examine decisions made by time banks that have effectively met their aims and objectives, thus having created active social networks in their community.

Table 4: Time Banking Sustainability Model

	ACTIVE TIME BANK	INACTIVE TIME BANK
SUCCESSFUL TIME BANK	<ul style="list-style-type: none"> • Building active social networks through exchanging and recording time 	<ul style="list-style-type: none"> • Leaves an active social network
FAILING TIME BANK	<ul style="list-style-type: none"> • Does not create active social networks • Creates dependencies • No or few exchanges 	<ul style="list-style-type: none"> • Leaves no positive legacy or a negative one

TBSTFG, 2006

¹ From here on in to be referred to solely as a broker but encompassing any organizers

II. Aims and Objectives

The main audience of focus is members of the complementary currency community in the UK, such as TBUK, nef, Timebanking Wales and any active or developing time banks. It is my intention to design a framework that time banking organizations may reference as a guideline for creating a sustainable time bank. For this project a sustainable time bank is one that not only is long-lived or receives long-term funding but also successfully influences the social capital in the defined community. The goal of the framework is to provide recommendations to the time banking community on strategies that may help achieve sustainability. The framework is a creation based on the experiences of representative time banks in the UK.

The resulting framework may also be used as evidence of sustainability research for presentation to potential funders for developing and established time banks. If funders are shown researched strategies to incorporate sustainability in the planning and management of the time bank it could positively influence their decision to provide grants.

The final objective is to create a framework for sustainable time banking using the responses from twenty-five time banks in the UK from a qualitative questionnaire that was distributed in 2007 by the Time Banking Sustainability Task and Finish Group (TBSTFG) (see Appendix I). The data is considered to be representative of the UK time bank culture since each active time bank in 2007 was provided with the opportunity to complete the questionnaire. The responses are complemented with interviews from key players in the time bank initiative, John Rogers and Martin Simon. Martin Simon was previously a Community Development Specialist and is presently the Director of TBUK (TBUK, nd.b). John Rogers directed the Wales Institute for Community Currencies (WICC) at the University of Newport from 2003 to 2007 and is now the founder of *Value for People* which provides training for the use of community currencies in community development (Fair Shares, 2006; Value for People, 2007). Both individuals were members of the TBSTFG. Furthermore, knowledge received from my experience at the 2009 Timebanking Conference in Blackpool and my volunteering experience at the West Euston Time Bank will be used to identify key factors of sustainability within the responses and for the discussion of the results.

III. Data and Methods

The main method of data collection has been through the use of a qualitative questionnaire. TBSTFG was developed to analyze the activity of time banks in the UK and determine what actions led to a sustainable time bank. The TBSTFG was composed of members of the time banking community that collaborated their efforts to identify five areas that were significant to the sustainability of time banks: sustainable community development, sustainable time bank participants, sustainable time brokers, sustainable time bank structures and sustainable funding. TBUK distributed the questionnaire in 2007 to all the active time banks in the UK (see Appendix I).

From the active time banks in the UK in 2007 twenty-five questionnaires were completed and returned to the TBSTFG. Hard copies of the completed questionnaires were provided for analysis to develop a sustainable time banking framework. The content of the responses was analyzed using SPSS statistical analysis software. The responses were categorized in SPSS by the five sections of sustainability identified by the TBSTFG. The elaborate responses from the time banks were consolidated and reviewed for consistencies. Any common criterion was entered into SPSS as a sub-category to the original question. Descriptive statistical frequencies were used to determine the number of time banks that provided each response out of all twenty-five time banks.

In order to determine what actions were able to create a sustainable time bank the twenty-five time banks were split into two independent variables: sustainable time banks versus unsustainable time banks. The classification of each time bank was determined by TBUK. Initially a follow up questionnaire was sent to the twenty-five respondent time banks using Survey Monkey (see Appendix II). The questionnaire was designed to have each time bank identify their level of sustainability with respect to the activity of the time bank since 2007, when the original questionnaire was completed. However, there was a poor response to the questionnaires, only eight were returned. This was insufficient to accurately categorize the time banks for the framework. Therefore an alternative means of categorizing the time banks was required.

Ideally each of the time banks that had yet to reply to the follow up questionnaire would have been contacted over the phone or in person in order to be accurately grouped. Due to time and financial restraints it was impractical to try and follow up with the remaining time banks independently. As an alternative, TBUK was contacted to assist with the categorization of the sustainable and unsustainable time banks. An email was sent to Martin Simon with a request to complete a table with all twenty-five time banks and identify which time banks were sustainable, unsustainable and inactive. Sarah Komnatskaya, Information Manager at TBUK, responded on Martin's behalf with the information in the table completed to the best of her ability. There were a few remaining unknown time banks that she suspected to be inactive. Through email correspondence, with prior time brokers from those time banks, I was able to confirm they were indeed inactive.

It should be noted a more accurate evaluation of time banking sustainability would be to measure the actual benefit within the communities. This would involve: interviews with time broker's and their perception of the time banks influence, a focus group, case studies or a survey conducted with time bank participants. Members of the community that are not active time bank members could also be interviewed to examine their non-biased opinion regarding any impacts of the time bank on the community since it was established. The true impact of the time bank on creating sustainable active social networks is complex and requires intensive evaluation. For this project the identification of sustainable time banks was less in-depth but still appropriate to provide a sufficient understanding of strategies that create sustainable time banks. Sustainable time banks were identified by TBUK based on their ability to: effectively influence their community, maintain and/or increase active participation in the time bank, achieve the goals of the time bank and successfully obtain funding to keep the time bank active.

There is some uncertainty in the categorization of the time banks based on the aforementioned limitations; specifically regarding time banks that are no longer active. These time banks may have successfully influenced the community and met the goals of the time bank, however their inability to obtain further funding to carry on with the project has resulted in their categorization as unsustainable for the purpose of this study. There are also time banks that are designed to be pilot projects that were not intended to be long lasting, but this research study

does not have access to such information. A more in depth research project would be able to determine whether these time banks were indeed sustainable. For this project it is necessary to define the responding time banks that are now inactive as unsustainable.

Once all twenty-five time banks were categorized as sustainable or unsustainable, SPSS descriptive statistical cross tabulation were used to determine the frequency of responses with respect to the dependent variables. These statistics were analyzed to determine the commonality of actions among sustainable time banks. The responses and associations created a representation of decisions that assisted time banks in becoming sustainable. The responses that were found in at least 60% of the sustainable time banks were used to create the framework for sustainable time banking. It was felt that responses in the small majority were not satisfactory to be included in the recommendations for sustainable time banking.

To complement the responses from the sustainable time banks, interviews were conducted with Martin Simon and John Rogers. The contribution of their knowledge and insight into the time banking initiative was invaluable to the successful creation of a sustainable time banking framework. In addition, to improve my capacity to effectively analyze the data I volunteered at the West Euston Time Bank in Camden Town, London. This provided a more tangible understanding of how a time bank functions and the important contributions made by its members. An in-depth understanding of time banking was also enhanced by my presence at the 2009 Timebanking Conference in Blackpool, UK. I had the pleasure of meeting Edgar Cahn and I spent two days learning about a variety of aspects of time banking from those actively involved in the initiative across the UK. Any information gained from these experiences were not be included as part of the analyzed data to create the framework, but served as an educational experience for interpreting the data and discussing the results.

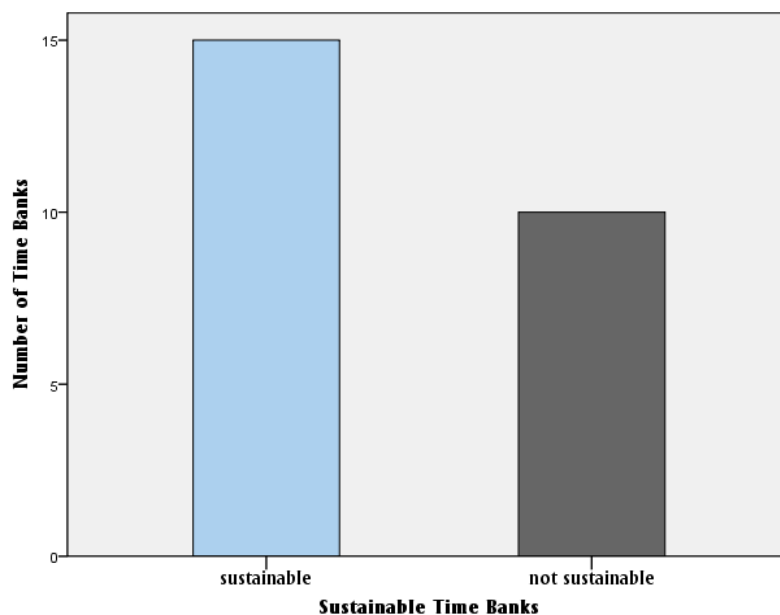
The final framework for sustainable time banking is a comprehensive summary of my recommendations based on the data available for this research project. The framework is designed to create a flow of sustainable approaches from the initial desire to create a time bank to the time it is actively established. Inevitably it will require a passionate and highly motivated

individual or group to make the time bank a success, it is the hope that this framework will help these inspiring individuals achieve their aims and remain motivated.

IV. Results

This section is a review of the responses from all twenty-five responding time banks in the UK. First, the responses have been divided to separate the strategies of the sustainable time banks from the unsustainable time banks. As mentioned previously, sustainability in this context is referring to the prolonged existence of the time bank and its ability to create long-term active social networks within communities. As seen in figure 2 fifteen of the responding time banks have been identified as sustainable. Ten of the time banks were considered unsustainable for this research project. The responses have been broken down into the five sections of sustainability originally identified by the TBSTFG: sustainable community development, sustainable time bank participants, sustainable time brokers, sustainable structures and sustainable funding. Next, the approaches that were dominant in the sustainable time banks have been highlighted in the resulting sustainable time banking framework. This framework is a compilation of strategies that appear to prolong the existence of time banks and improve upon their ability to create active social networks.

Figure 2: The Division of Sustainable and Unsustainable Time Banks from the Responding Twenty-Five Time Banks in the UK



i. UK Time Bank Responses Regarding Sustainable Development Processes

The responses from all responding time banks regarding development strategies have been tabulated to illustrate the frequency and percentage of ‘yes’ responses. The sustainable time bank responses were added to reveal the potential strategies that may assist with the development of sustainable time banking (see Appendix IV).

The responses showed 92.9% of the sustainable time banks identified the community before the time bank was established (see figure 3). The responses also revealed that 85.7% pre-identified the needs of the community (see figure 4). The needs of the community were identified by: holding focus groups, consulting active members of the community, conducting a pilot project and surveying the community.

Figure 3: Responses from UK Time Banks when asked if they Pre-Defined the Community Before Establishing the Time Bank

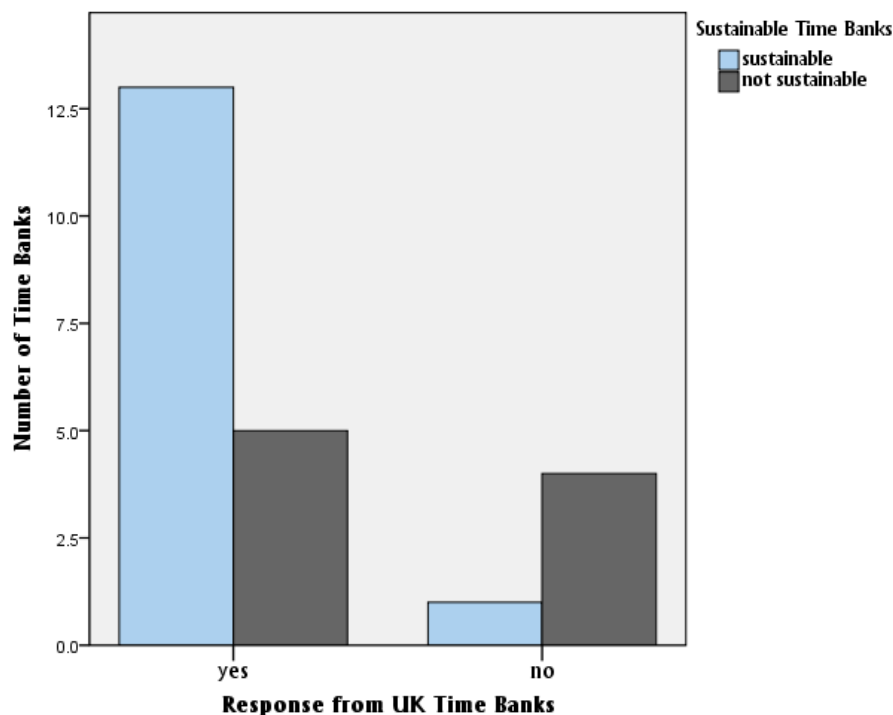
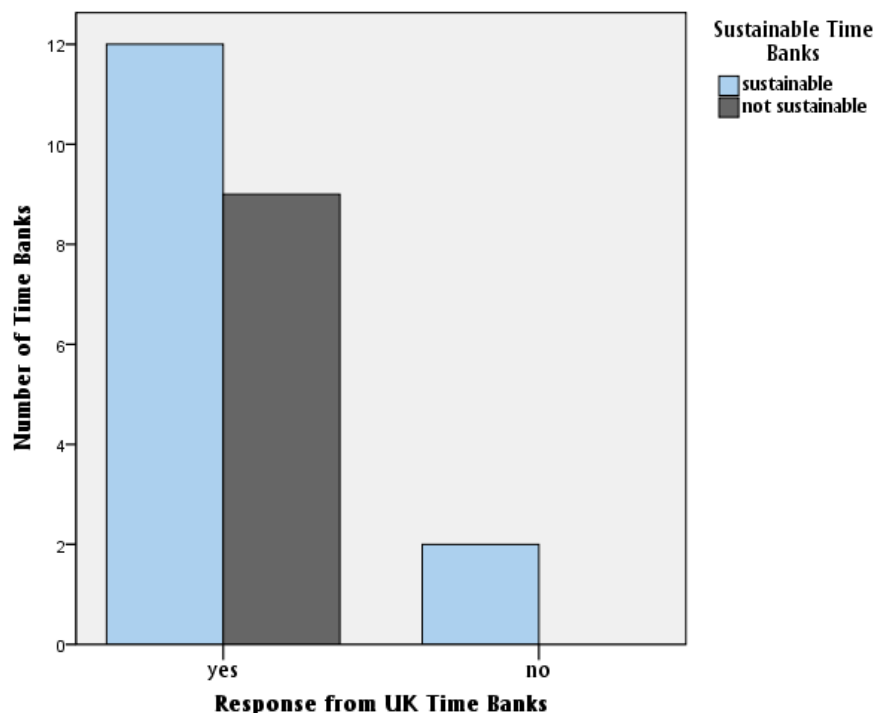


Figure 4: Responses from UK Time Banks when asked if they Identified the Needs of the Community Before Establishing the Time Bank



In addition to seeking out members of the community or funders for the time bank, some time banks attempted to involve other stakeholders, such as local volunteer bureaus, community sports clubs, local authorities, and health care establishments. From the responding sustainable time banks only 40% attempted to identify other stakeholders (see figure 5).

The responses revealed not all time banks were aware of the time banking models at the time of their creation. From the responding time banks considered sustainable, 60% had agreed to an appropriate model before the time bank was established (see figure 6). The majority of the twenty-five responding time banks had chosen the person-to-person model (32%). Other responding time banks created a combination of the models (20%), chose the agency-to-client (8%), or did not implement a model to assist with development (20%) (see figure 7).

Figure 5: Responses from UK Time Banks when asked if they Identified Other Stakeholders in Addition to the Community Members and Funders

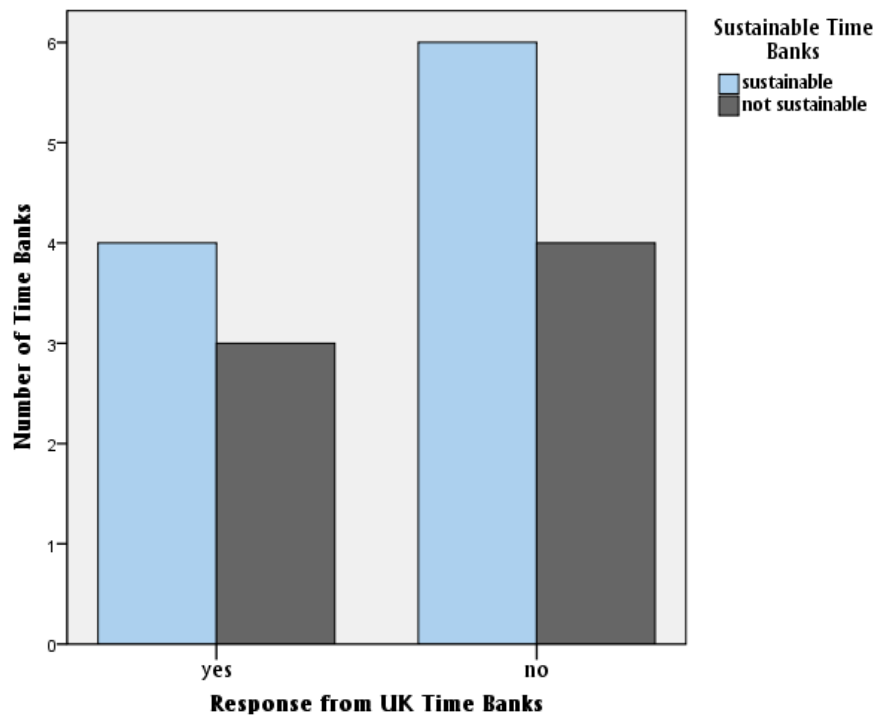


Figure 6: Responses from UK Time Banks when asked if they Pre-Determined a Time Banking Model

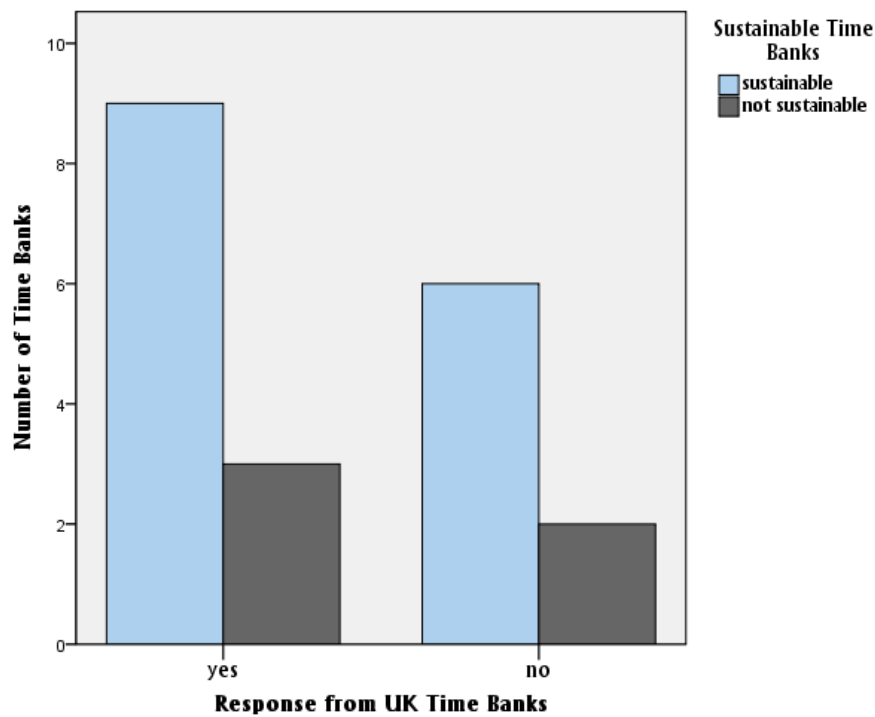


Figure 7: Responses of UK Time Banks Revealing their Choice of Time Banking Model when Developing their Time Bank

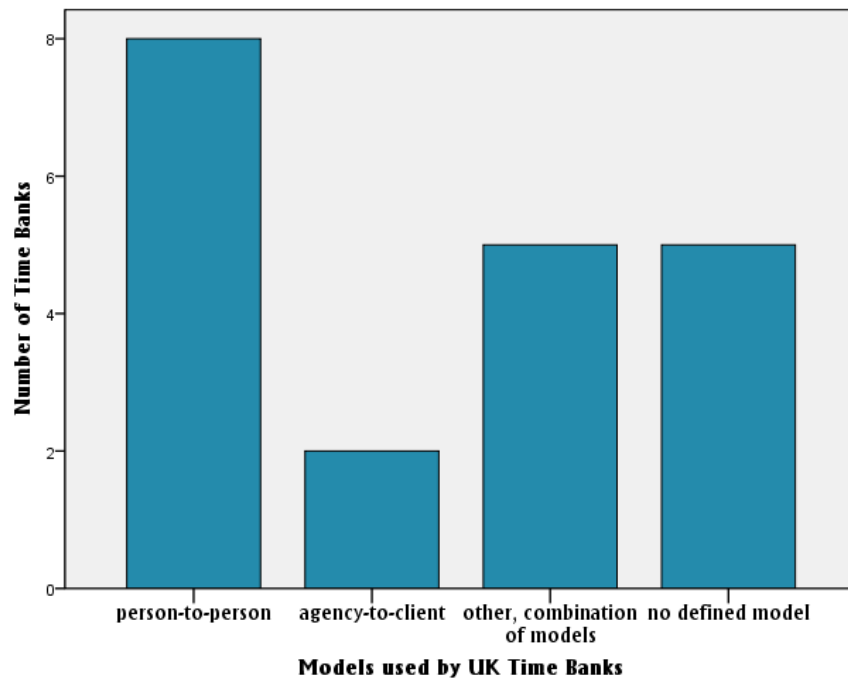


Figure 8: Responses from the UK Time Banks when asked if Members of the Community were Involved in the Planning Process

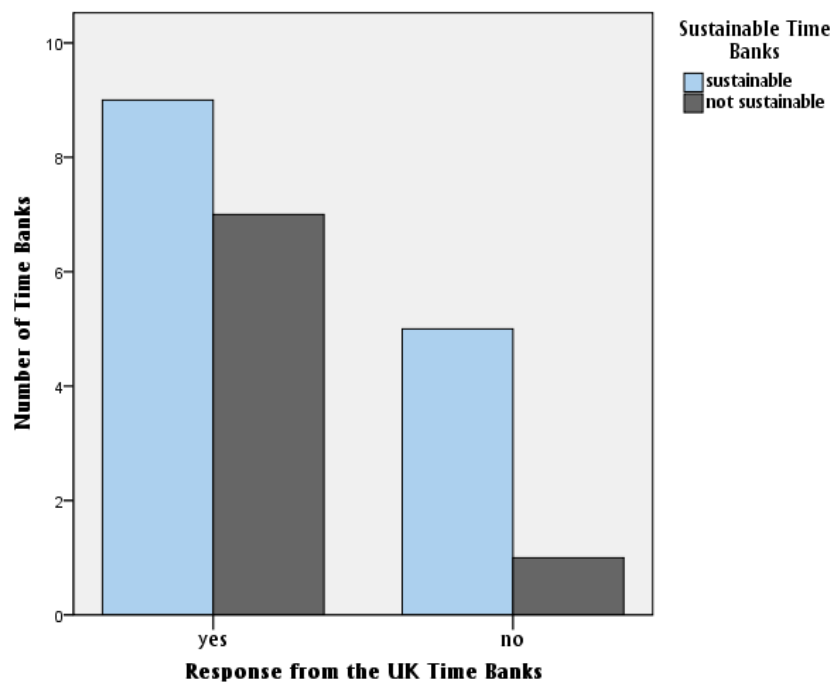
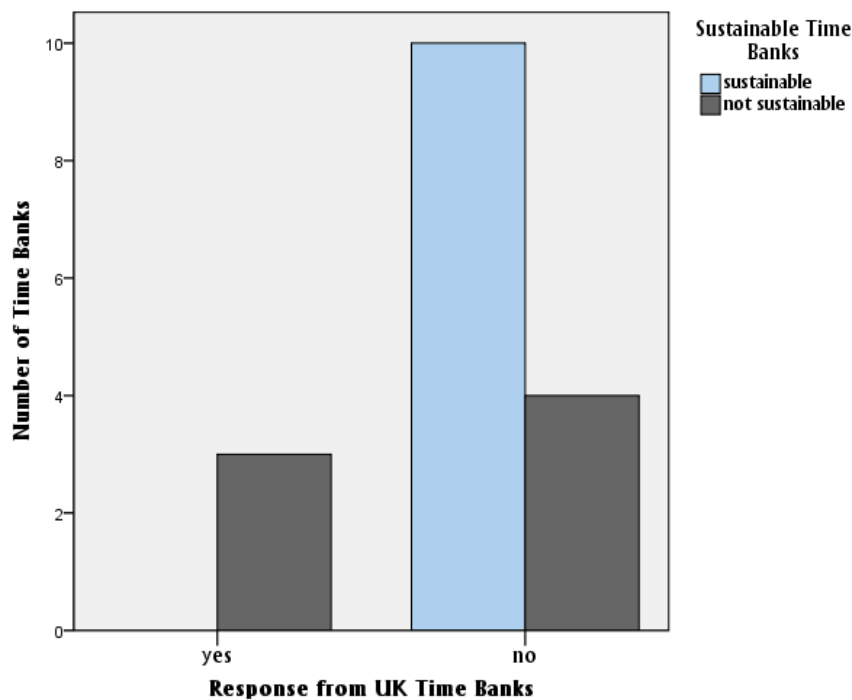


Figure 9: Responses from UK Time Banks when asked if they Experienced Conflicts with Members of the Community during Planning Process



The responses from sustainable time banks revealed that 64.3% involved sectors of the community interested in the time bank in the planning process (see figure 8). They were involved: as members of the steering group, through feasibility studies or through consultations. As a response to their involvement in the planning of the time bank 54.5% of the responding sustainable time banks provided rewards, eg time credits. The responses from the sustainable time banks showed 100% did not have conflicts of interest or differences in approach from sectors of the community involved in the planning process (see figure 9).

The responses from the sustainable time banks showed 57.1% completed a business plan before establishing the time bank (see figure 10). From the sustainable time banks that did complete a business plan 66.7% responded that the plan was sufficiently flexible to deal with last minute or unexpected problems and 71.4% created a realistic business plan for effective management of the time bank. Six sections were identified by the TBSTFG as being a key part of the time banking business plan. The presence of each section varied amongst the time banks. The responses of the time banks have been tabulated (see table 5) to reveal the details in the business plans included by all responding time banks and sustainable time banks.

Figure 10: Responses from UK Time Banks when asked if they created a Business Plan before establishing the time bank

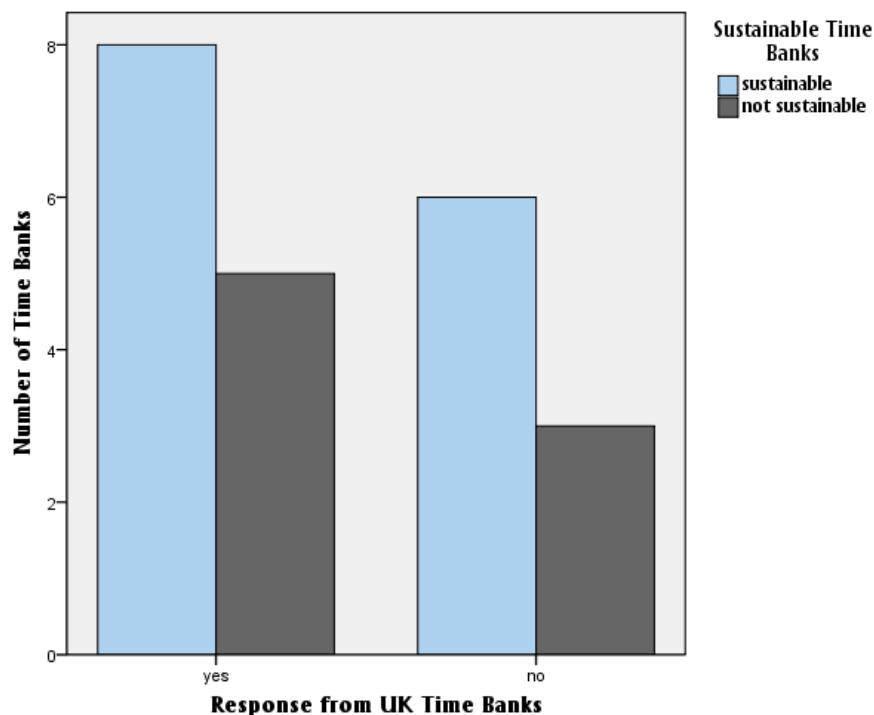


Table 5: Responses from UK Time Banks regarding the Details included in their Business Plan

Details	Percentage from Responding Time Banks (%)	Percentage from Sustainable Time Banks (%)
Start Date	84.6	87.5
Finish Date	53.8	62.5
Aims and Objectives	92.3	100
Budget	92.3	100
Funding Strategy	61.5	75
Exit Strategy	30.8	25

The responses from the sustainable time banks revealed 64.3% pre-established a means of monitoring the successes and impacts of the time bank before activation (see figure 11). 100% of these time banks noted that funders required a process for monitoring and evaluating the time bank (see figure 12). Their responses showed evaluations were conducted monthly, on six week intervals, quarterly, or yearly. The majority (62.5%) of the sustainable time banks conducted their evaluation on a quarterly basis (see figure 13). 50% used the results for promotional purposes and 40% released the results to stakeholders.

Figure 11: Responses from UK Time Banks when asked if they Pre-Established a Means of Measuring Successes and Impacts

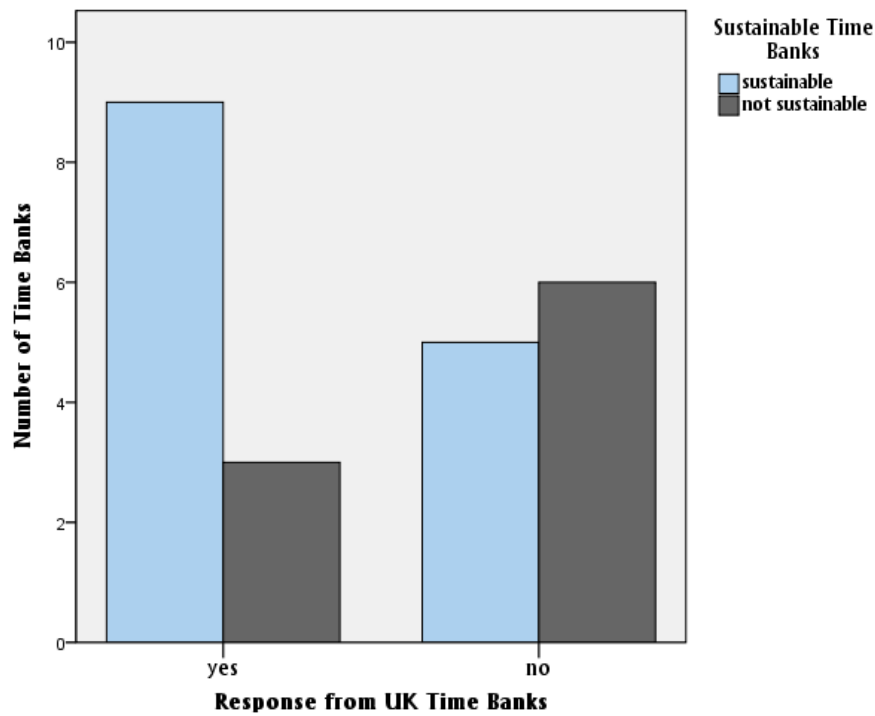


Figure 12: Responses from UK Time Banks when asked if Funders Required a Means of Measuring the Success and Impact of the Time Bank

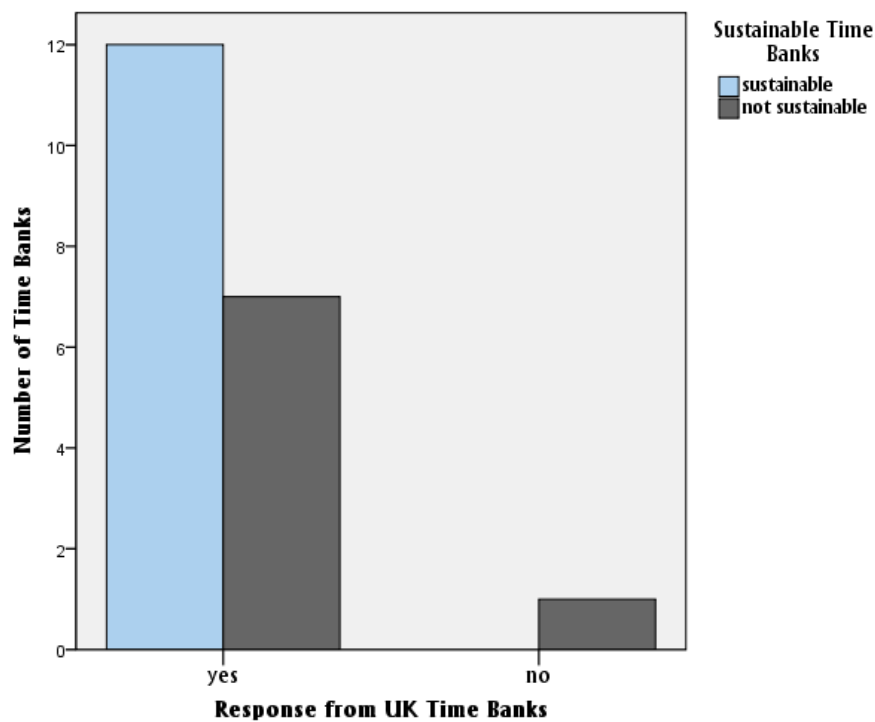


Figure 13: Responses from UK Time Banks Revealing the Regularity of Success and Impact Evaluations

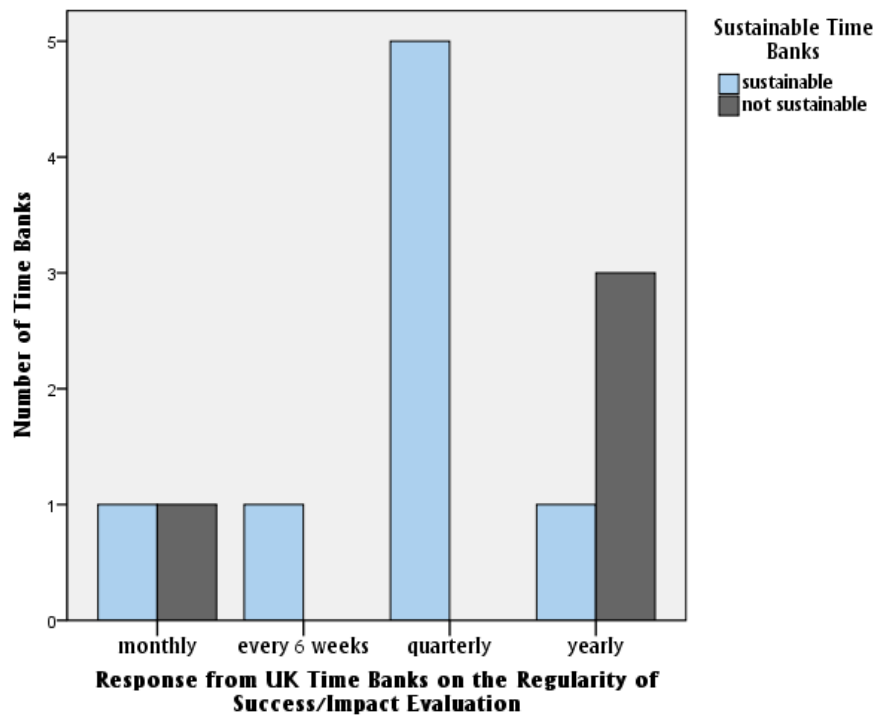
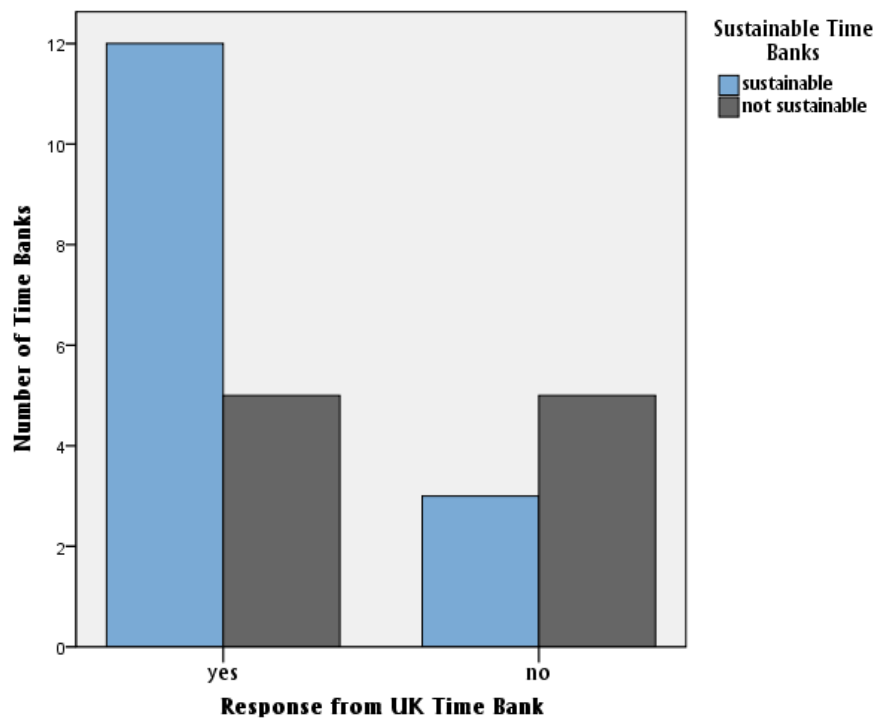


Figure 14: The Integration of Sustainable Time Banks into Already Established Organizations



In addition to the above mentioned development processes, it is suspected that integration of a time bank as a tool into an established organization may increase its sustainability (Seyfang, 2004b; Rogers, 2009; Simon, 2009). The responses from the time banks revealed 80% of the sustainable time banks had integrated themselves into organization that were already established in their community (see figure 14).

ii. UK Time Bank Responses Regarding Sustainable Time Bank Participants

To determine the impact of participants on sustainable time banking the time banks in the UK were asked to identify ways in which their members made contributions and how they interacted with the participants. The responses from all the time banks have been tabulated to reveal the strategies of the time banks in the UK. The sustainable time banks have been identified and their responses have also been tabulated to determine consistent activities that may promote sustainability of time bank participants (see Appendix V).

From the respondent sustainable time banks 80% involved the participants in the management and development of the time bank (see figure 15). Participants were asked to: have a role in the steering group, be part of committees and consultations, assist with fundraising and publicity, and have a role in administration (see table 6). The primary task assigned to time bank members was to have them be involved in individual projects. This was a strategy of 86.7% of the responding sustainable time banks (see figure 16).

Table 6: Participants Role when involved in the Management and Development of Sustainable Time Banks

Time Bank Participant Involvement	Sustainable Time Bank Percentage (%)
Steering Group	41.7
Fundraising	16.7
Administration	50
Publicity	8.3
Committees or Consultations	50
Trustees	8.3
Individual Projects	86.7

Figure 15: Responses from UK Time Banks when asked if Participants were involved in the Management and Development of the Time Bank

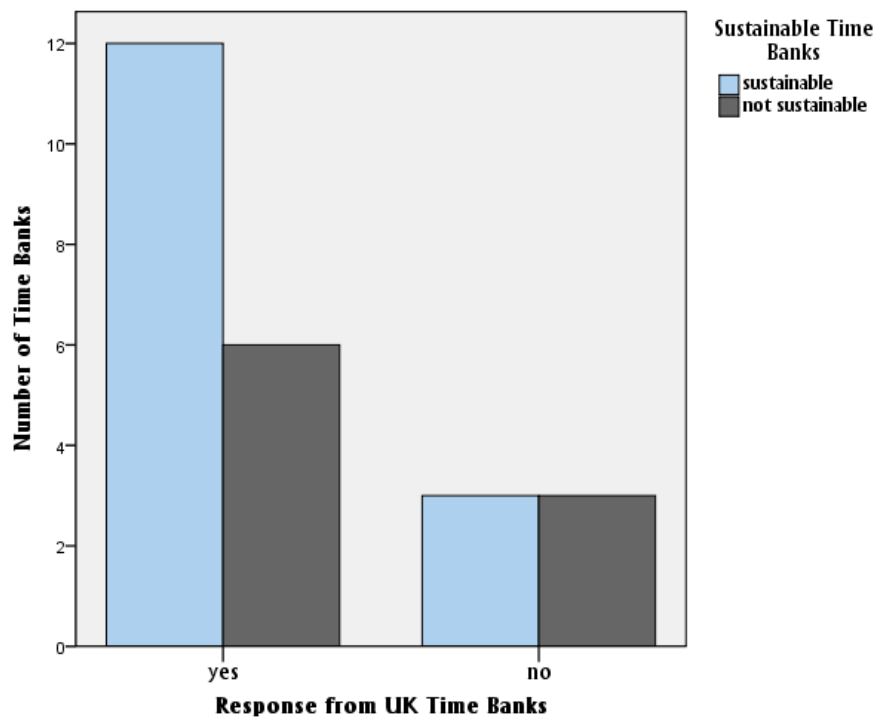


Figure 16: Response from UK Time Banks when asked if Time Bank Participants were involved in Individual Projects

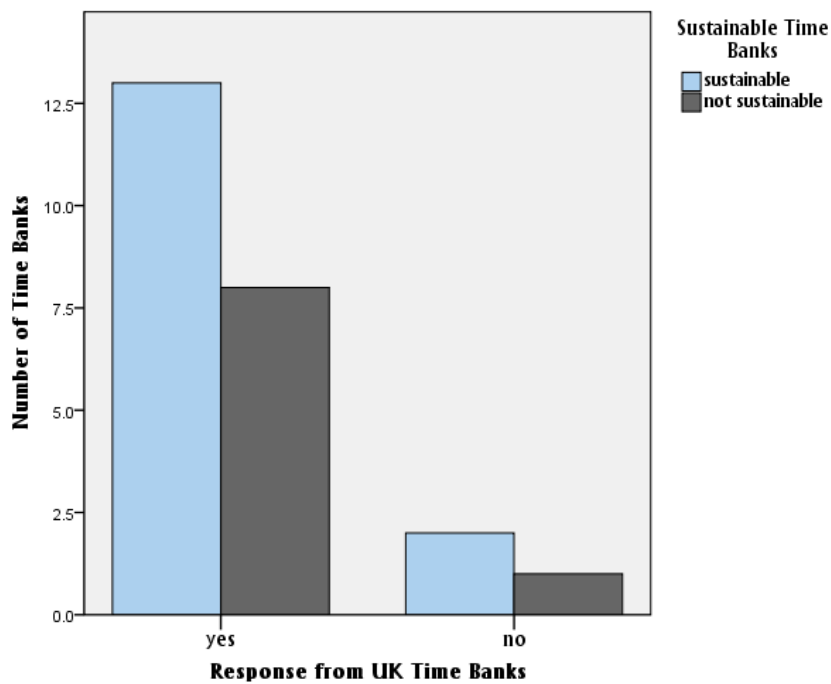


Figure 17: Responses from UK Time Banks when asked if they had a Strategy for Recruiting Time Bank Participants

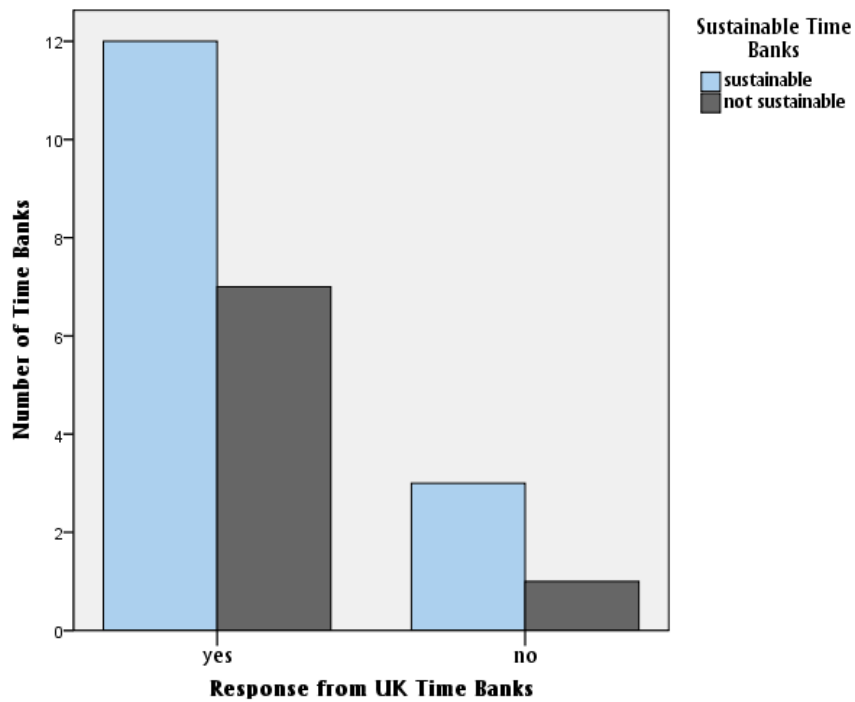
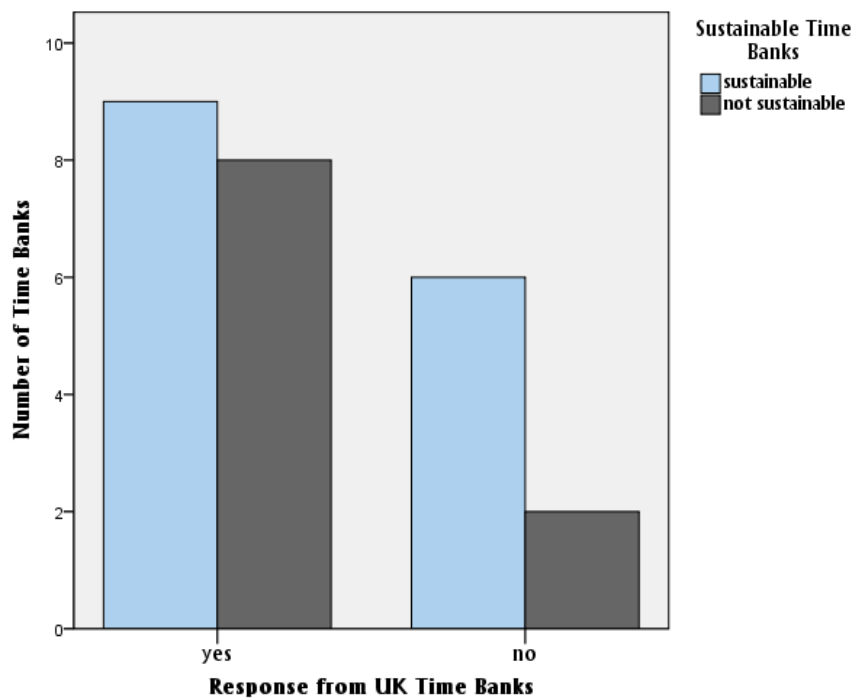


Figure 18: Responses from UK Time Banks when asked if they had a Strategy for Welcoming New Time Bank Participants



It was also found that 80% of the responding sustainable time banks had a system or strategy in place in order to recruit new participants to the time bank (see figure 17) and 60% had a formal process for the welcoming of new participants (see figure 18). Strategies to recruit participants included: outreach programmes and networking; flyers, newsletter and leaflet distribution; promotion at community events or in voluntary organizations; and by targeting certain groups of a community to increase the diversity of the time bank members. Welcoming strategies included visiting participants at their homes, holding meet and greet events, informal interviews, sending out standardized letters or welcome packs, and having new member coffee mornings.

The responses from the sustainable time banks showed 73.3% had a system in place to communicate with participants, funders and other stakeholders (see figure 19). The most commonly used means of communication was a newsletter. From the time banks that had a communication strategy 60% had distributed a newsletter to keep all interested parties informed (see figure 20). Other forms of communication were emails, phone calls, promotional events, status reports, board or steering group meetings, leaflets and use of the local press.

In addition to time credits some time banks have started using reward schemes to promote exchanges in their time bank. The responses from the sustainable time banks showed 73.3% recognized member contributions using the reward scheme (see figure 21). Additionally, learning or training opportunities may be used to promote reciprocal behavior within the time bank. 93.3% of the sustainable responding time banks offered training or learning opportunities to their time bank members (see figure 22). Some of these opportunities included english as a second language, first aid courses, gardening lessons, literacy education sessions, health and safety, dance lessons, and food hygiene courses.

Figure 19: Responses from UK Time Banks when asked if they had a System to Communicate with Participants, Funders and Stakeholders

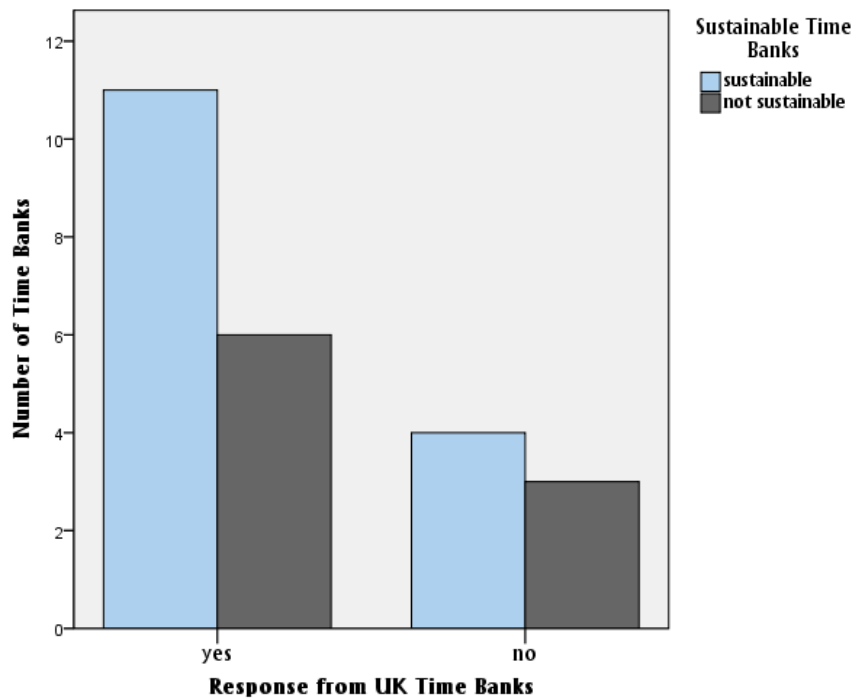


Figure 20: Responses from UK Time Banks regarding Tools Used to Communicate with Participants, Funders and Stakeholders

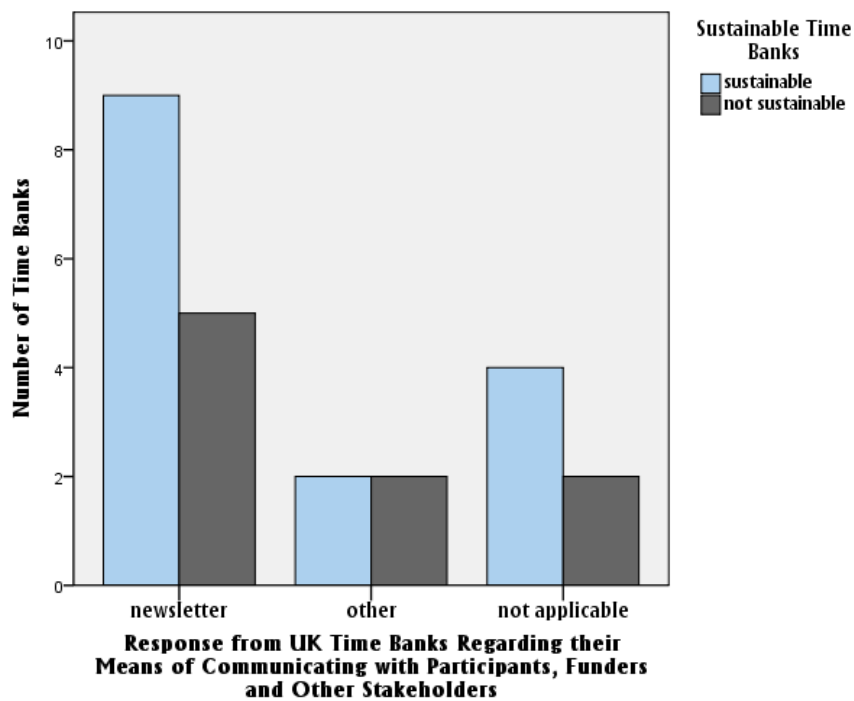


Figure 21: Responses from UK Time Banks when asked if they Rewarded Time Bank Participants using Reward Schemes in Addition to Time Credits

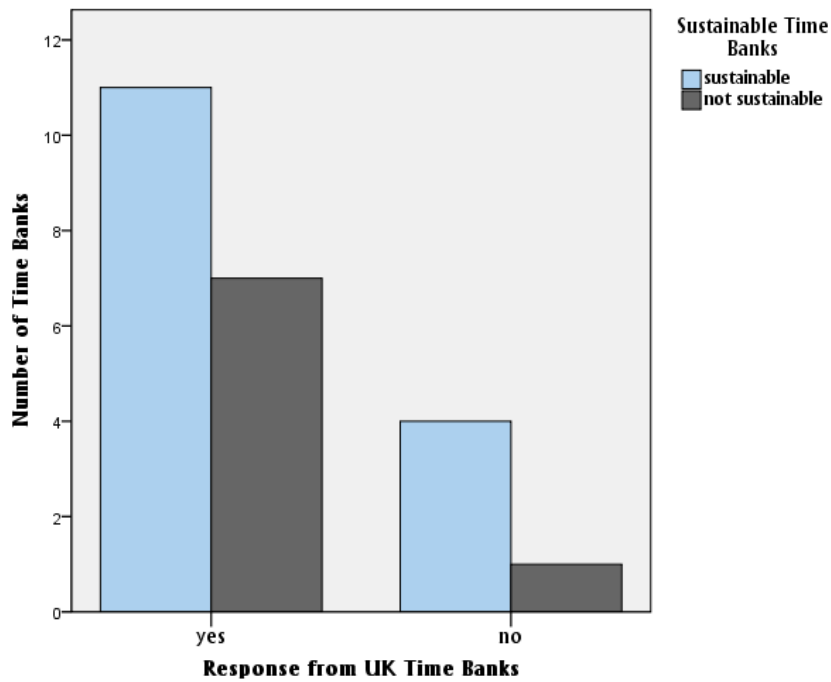
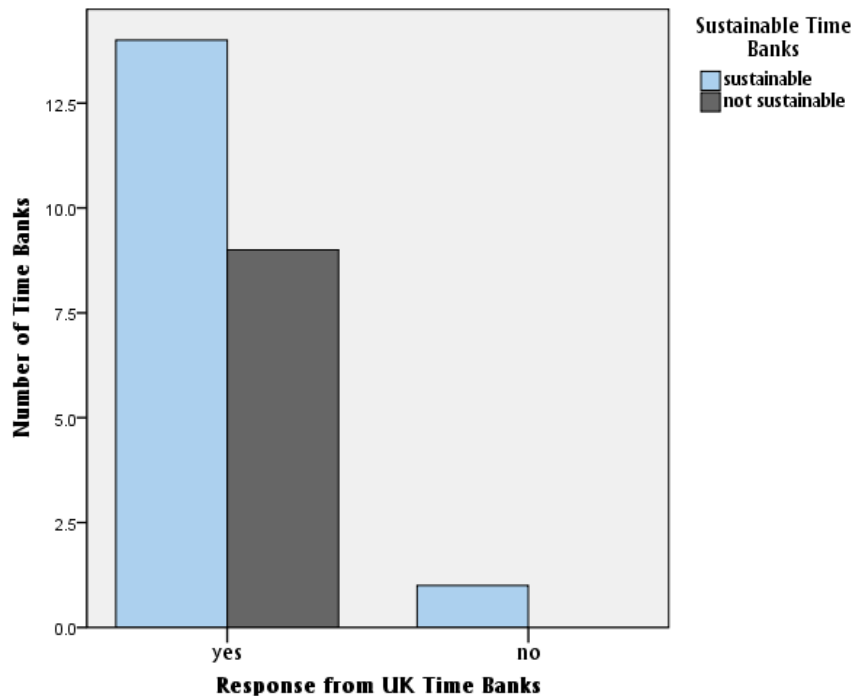


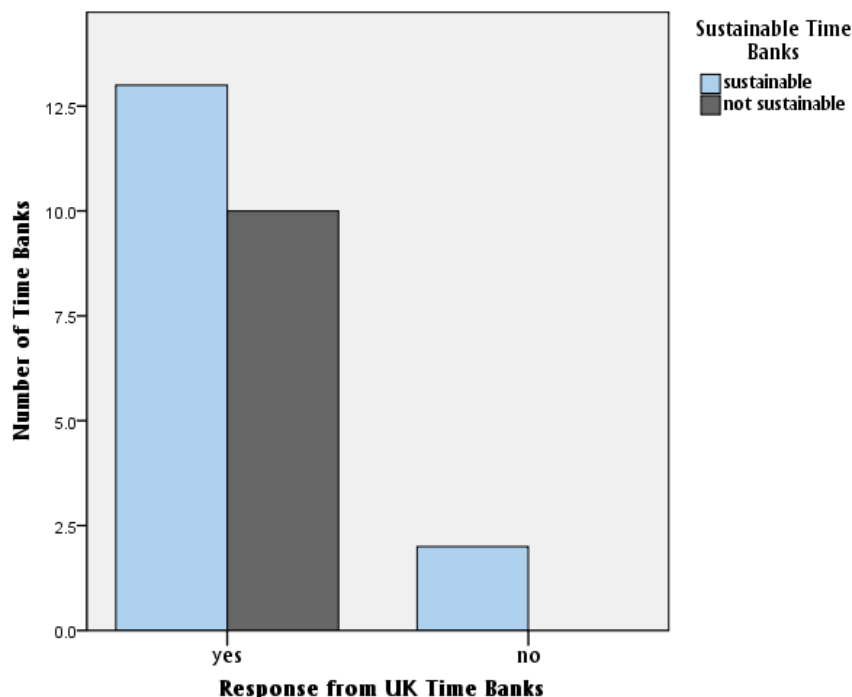
Figure 22: Responses from UK Time Banks when asked if they Offered Learning and Training Courses to the Time Bank Participants for Time Credits



iii. UK Time Bank Responses Regarding Sustainable Time Bank Brokers

The summary of the responses from all time banks on the issue of time brokers is found in Appendix VI. 86.7% of the sustainable time banks had a paid time broker (see figure 23). 53.3% of the sustainable time banks hired a part time broker and 33.3% hired a full time broker. The remaining 13.3% had no paid time broker (see figure 24).

Figure 23: Responses from UK Time Banks when asked if they Hired Paid Time Brokers



100% of the responding sustainable time banks offered training and development programs to the time brokers and encouraged them to network within the time banking community. Time brokers were encouraged to: attend the national conferences, take relevant courses for developing the time bank, complete personal development courses, visit other time banks and TBUK, and attend relevant local meetings. The responses also revealed time restrictions prevented time brokers from participating in the aforementioned opportunities for growth and development. Time brokers were found to represent the time bank at trustee meetings, on strategic steering groups and were consulted in decision-making processes. 86.7% of responding sustainable time banks had enlisted their broker to assist with the planning and development of the time bank (see figure 25).

Figure 24: Responses from UK Time Banks when asked if the Paid Time Broker was Full Time or Part Time

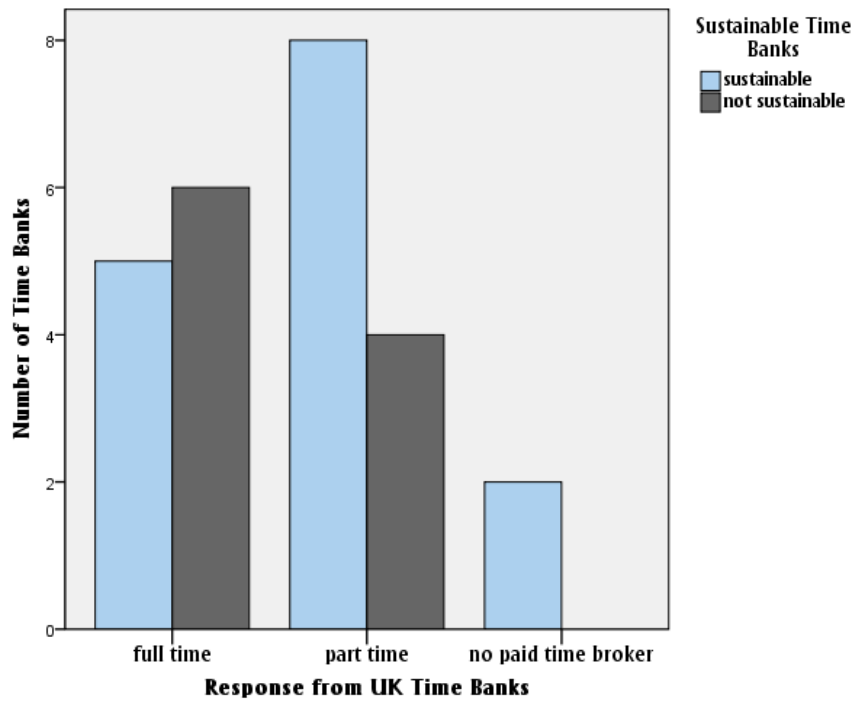
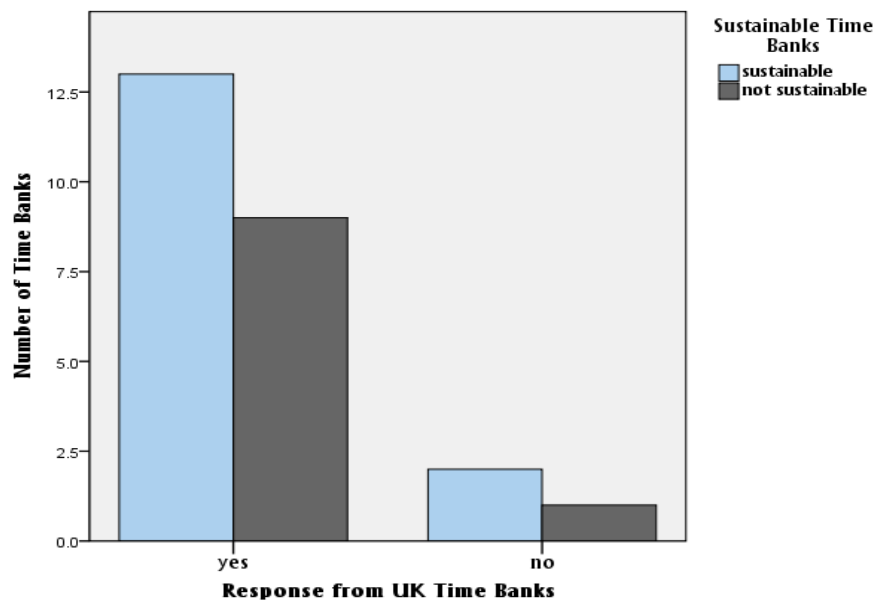


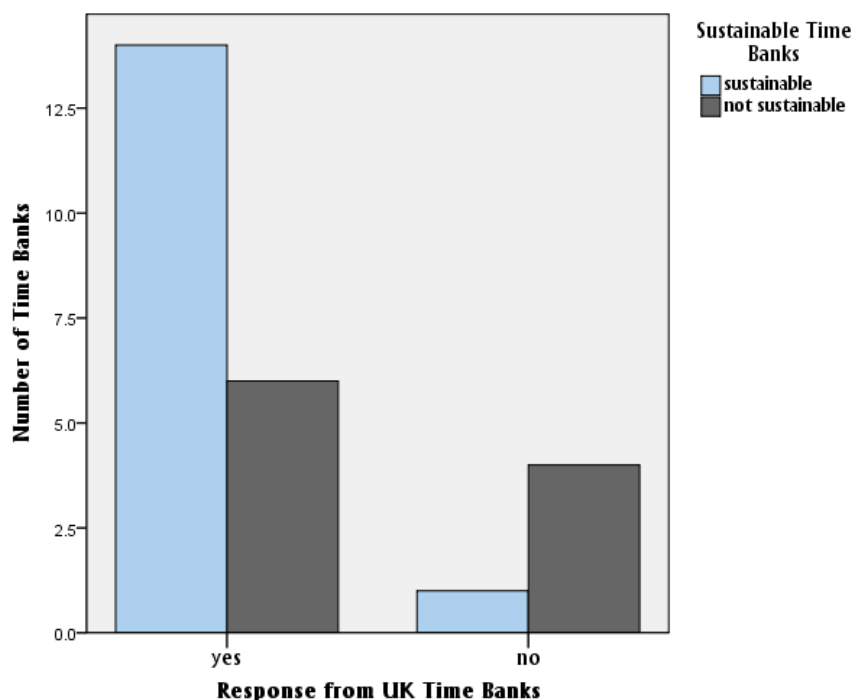
Figure 25: Responses from UK Time Banks when asked if Time Broker's were involved in Planning and Development



iv. UK Time Bank Responses Regarding Sustainable Time Bank Structures

The responses from all twenty-five time banks regarding management have been tabulated along with the sustainable time banks to reveal the overall activity of time banks in the UK (see Appendix VII). From the responding sustainable time banks it was revealed that 93.3% had a steering or organizing group², either created or already established, to develop, govern and manage the time bank (see figure 26). The responding time banks had a wide range of members on the steering group. The number of members varied from as low as 4 to as high as 15 individuals. Meetings took place either monthly, every 6-8 weeks or on a quarterly basis (see table 7)

Figure 26: Responses from UK Time Banks when asked if their Steering Group helped Develop, Manage and Govern the Time Bank



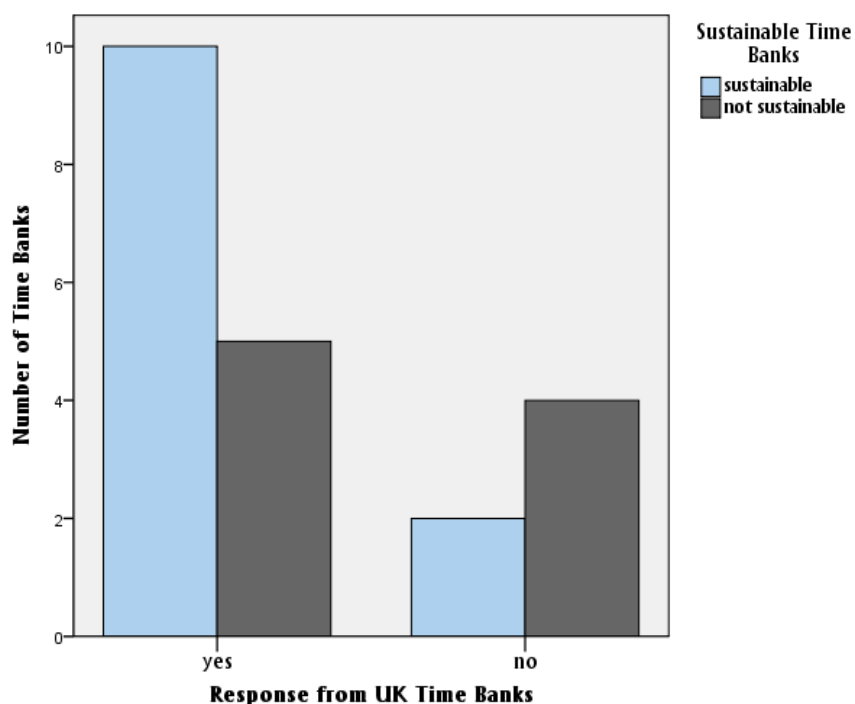
² From here on in this shall be referred to as the steering group but encompassing any similar organizing groups

Table 7: Responses from UK Time Banks regarding Steering Group Activities

Number of Members on the Steering Group	Percentage of Sustainable Time Banks (%)	How Often did the Steering Group Meet	Percentage of Sustainable Time Banks (%)
4-7	37.5	Monthly	28.6
8-11	25	Every 6-8 weeks	57.1
12-15	37.5	Quarterly	14.3

From the responding sustainable time banks 100% said the steering group actively supported and promoted the time bank. Additionally, 83.3% of the sustainable time banks had a steering group that helped to identify and encourage potential new projects that could increase the scope of the time bank and secure additional funding (see figure 27).

Figure 27: Responses from UK Time Banks when asked if their Steering Group Identified and Encouraged Potential New Projects that Increased the Scope of the Time Bank and Secured Additional Funding



When asked about the presence of a constitution only 30.8% of responding sustainable time banks confirmed this was a component of their governing structure (see figure 28). It was found that even if a time bank was integrated into an organization the majority of time banks (80%) were still without a constitution (see figure 29).

It was found that the production of an annual report was only completed by 53.3% of the responding sustainable time banks (see figure 30). For time banks that did not produce a report they advertised their successes and achievements through newsletters, local magazines, leaflets, press releases, stalls at local community events, and promotional events.

When the time banks were new to the community 84.6% of responding sustainable time banks felt they received a positive reaction from community and voluntary groups and 54.4% from statutory bodies. 100% actively sought after involvement from these groups (see figure 31). Support from the community also encompasses local media support. From the responding sustainable time banks 70% issued regular news releases to the media (see figure 32).

Figure 28: Responses from UK Time Banks when asked if they had a Constitution

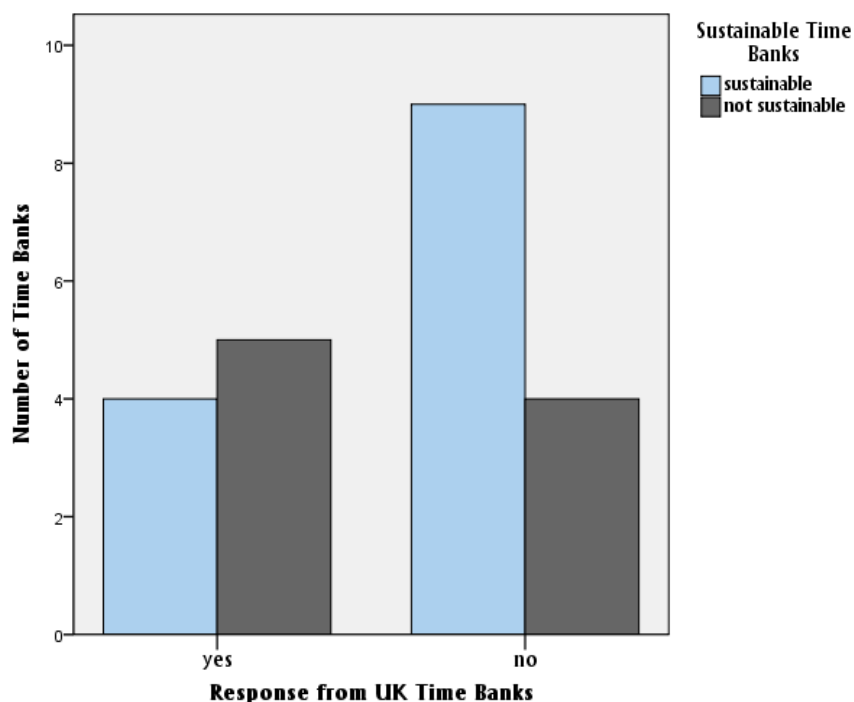


Figure 29: Time Banks Integrated into Organizations with a Constitution

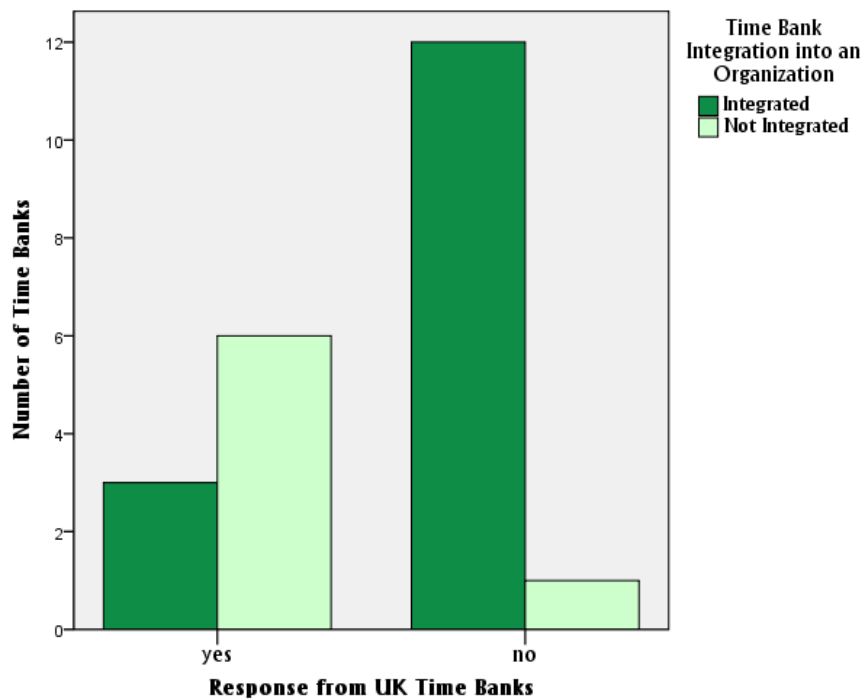


Figure 30: Responses from UK Time Banks when asked if they Produced an Annual Report

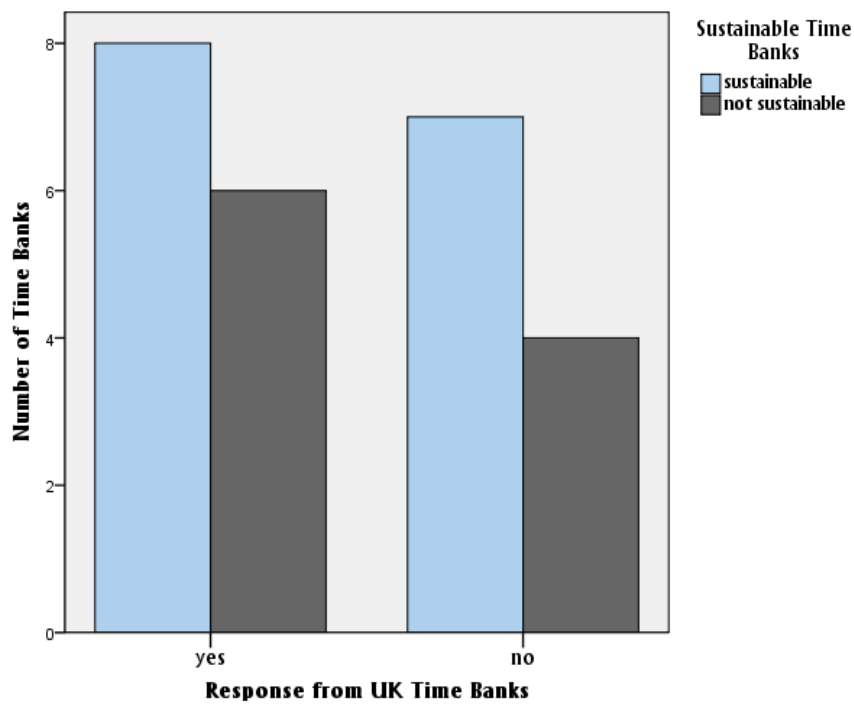


Figure 31: Response from UK Time Banks when asked if they Involved Other Community, Voluntary and Statutory Organizations in the Activities of the Time Bank

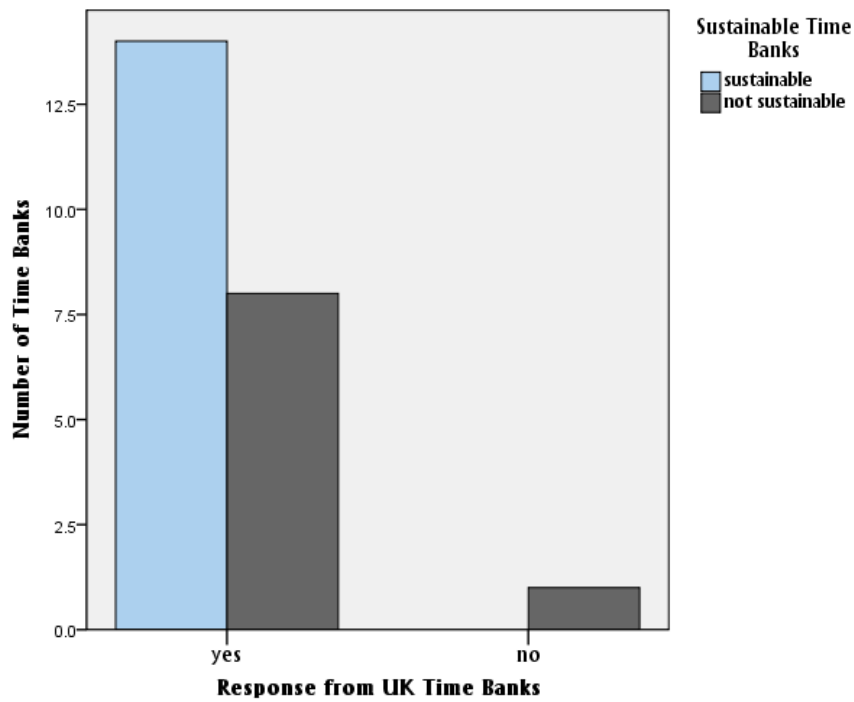
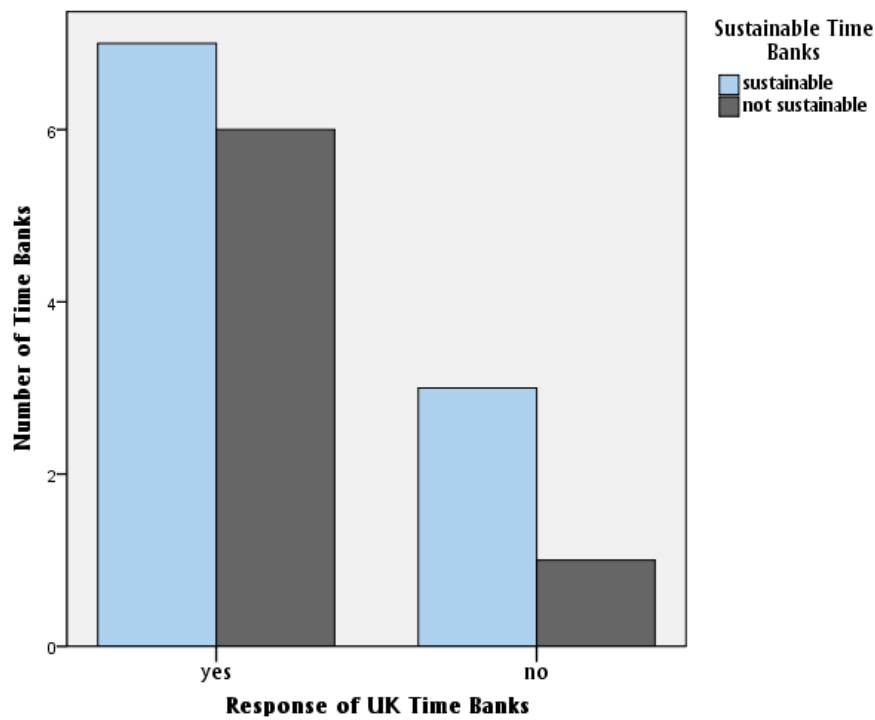
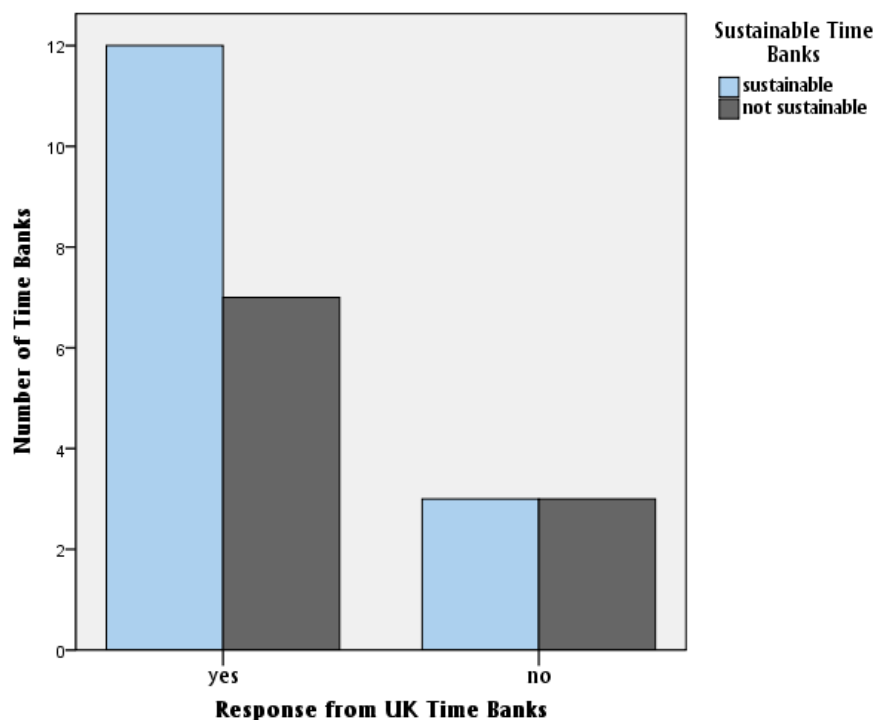


Figure 32: Responses from UK Time Banks when asked if they received Regular News Releases



Standards within a time bank are often set using formal written procedures that can be accessed by staff and volunteers at the time bank. These may consist of steps to take regarding complaints, recruitment, the supervision of staff, health and safety, responsibilities of members, or confidentiality. 80% of the responding sustainable time banks confirmed they had similar formal written procedures in place at their time bank (see figure 33).

Figure 33: Responses from UK Time Banks when asked if they had Formal, Written Procedures Regarding the Operations of the Time Bank



v. UK Time Bank Responses Regarding Sustainable Time Bank Funding

With respect to aspects of funding the responses have been categorized to reveal the frequency of responses from sustainable time banks and the percentage of time banks that confirmed this was indeed a strategy taken while managing the time bank (see Appendix VIII). The responses from the sustainable time banks revealed that 86.7% had created a detailed budget for the time bank before activating (see figure 34). 70% thought their budget had been realistic (see figure 35) and 64.3% had originally received funding for more than one year (see figure 36). When preparing the budget 63.6% of the sustainable time banks utilized professional advice (see

figure 37). This included finance managers, professional accountants, individuals with fundraising experience, financial departments in organizations, and advice from the nef.

From responses it was found 64.3% of the sustainable time banks identified funders before the time bank was established (see figure 38). Where funding was obtained, 92.3% acknowledged funders required reports or information from the time bank (see figure 39). Responses from the sustainable time banks revealed 80% relied entirely on grants from external funders to run the time bank. Only 21.4% of these time banks felt they would be able to continue without external funding (see figure 40).

When asked about time and resources dedicated to obtaining funding, 61.5% of responding sustainable time banks felt this had been sufficiently allocated by their time bank (see figure 41). When seeking funding only 44% of the responding time banks utilized the help from TBUK, or another experienced establishment, to identify potential funders and to help with the completion of funding application forms (see figure 42).

Figure 34: Responses from UK Time Banks when asked if they had a Detailed Budget Before Establishing the Time Bank

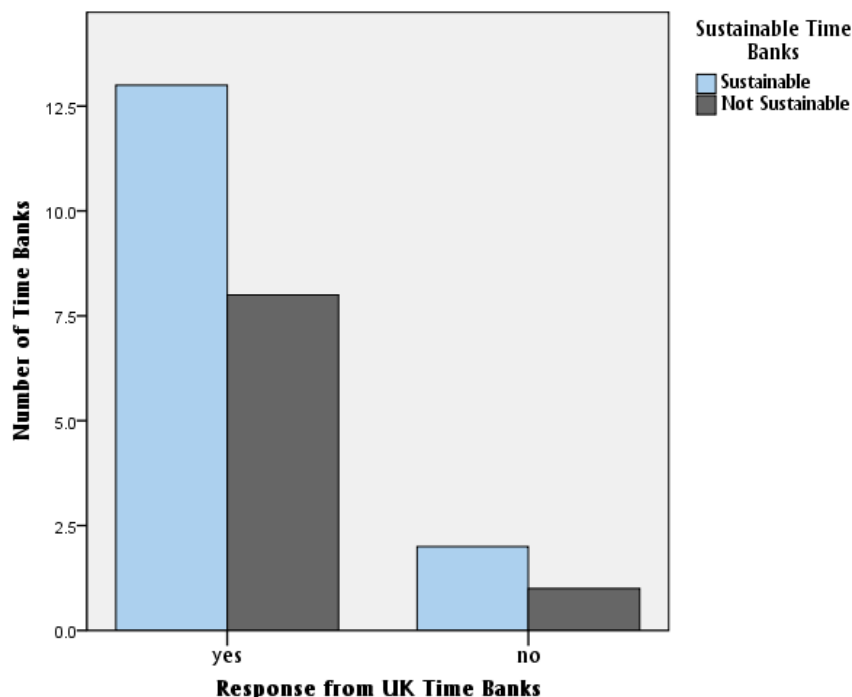


Figure 35: Responses from UK Time Banks when asked if their Original Budget was Realistic

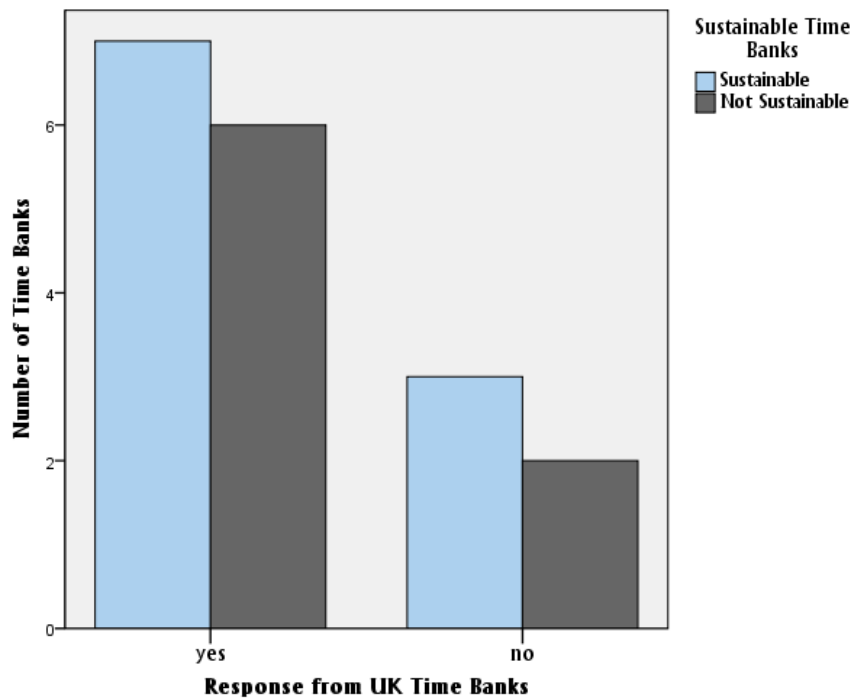


Figure 36: Responses from UK Time Banks when asked if they received more than One Year of Funding when the Time Bank was Established

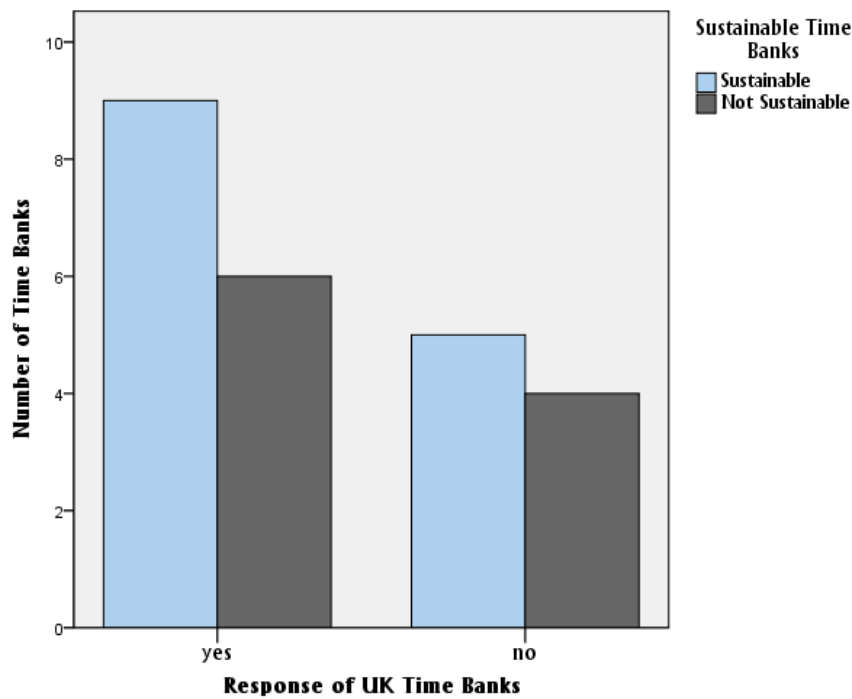


Figure 37: Responses from UK Time Banks when asked if they Accessed Professional Advice when Preparing the Original Budget

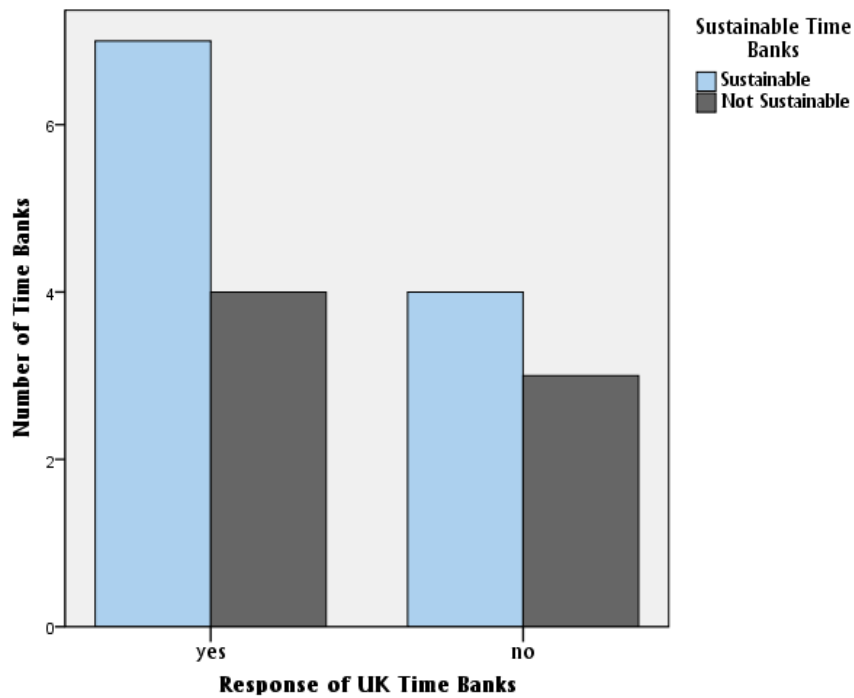


Figure 38: Responses from UK Time Banks when asked if they Identified Funders before the Time Bank was Established

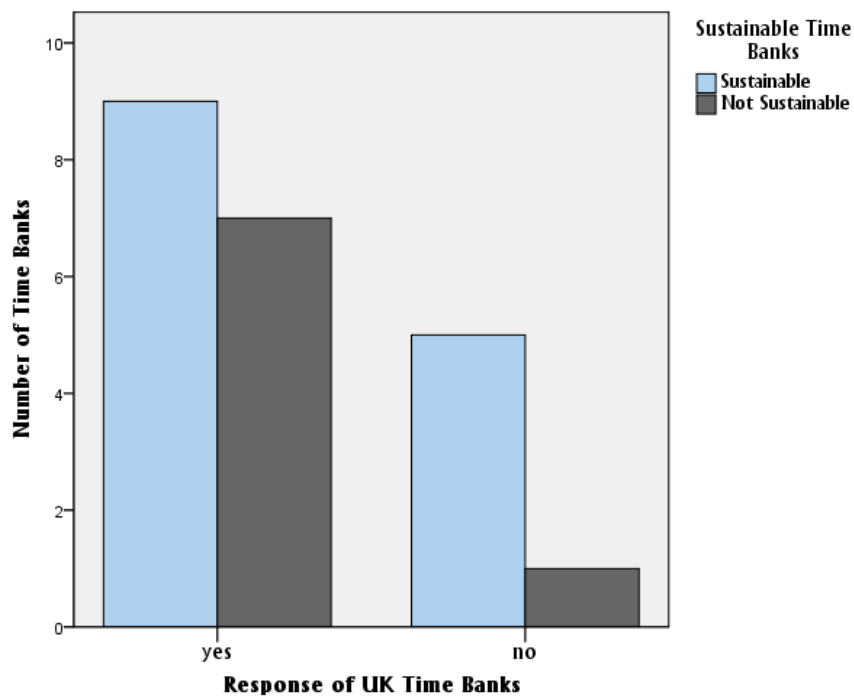


Figure 39: Responses from UK Time Banks when asked if they were Required to Provide Reports to Funders

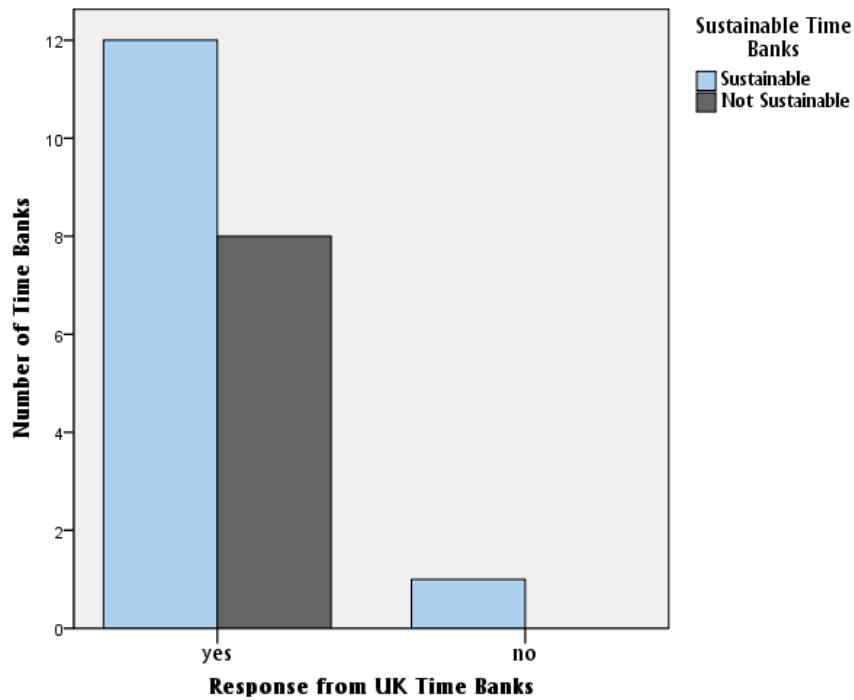


Figure 40: Responses from UK Time Banks when asked if they could Continue without External Funding

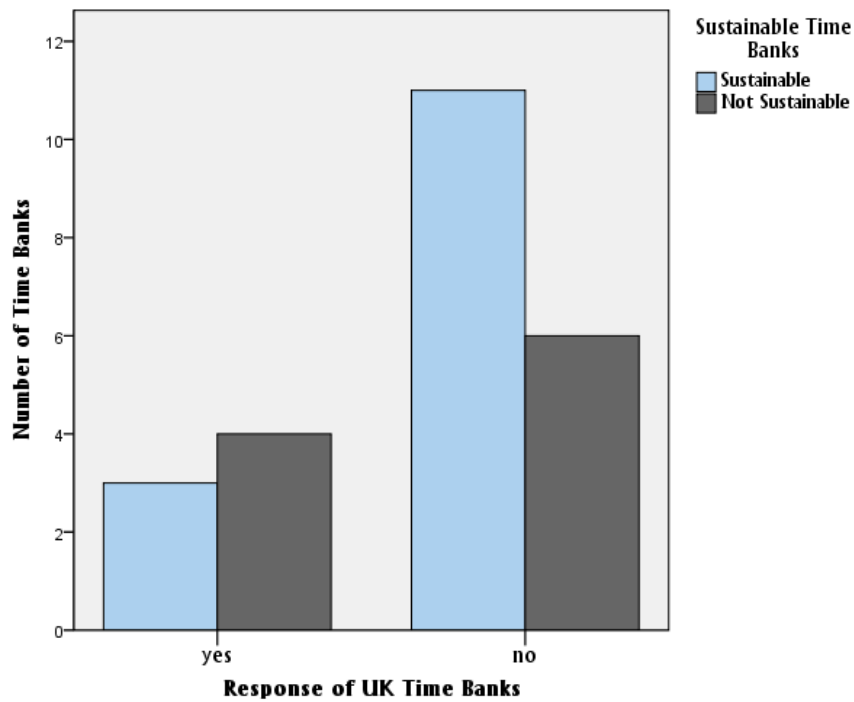


Figure 41: Responses from UK Time Banks when asked if they Felt Sufficient Time and Resources were Set Aside to Obtain Funding

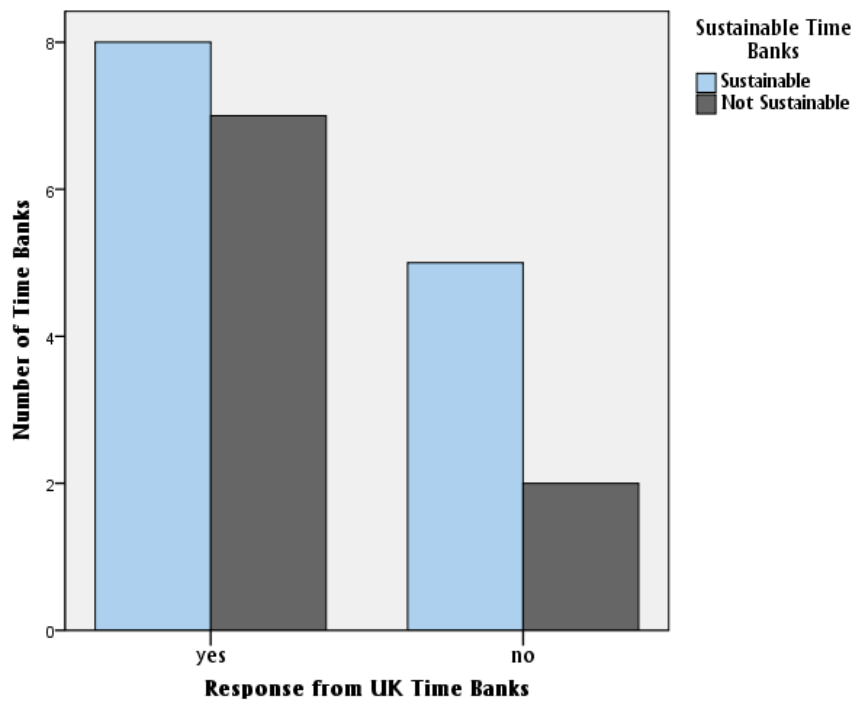
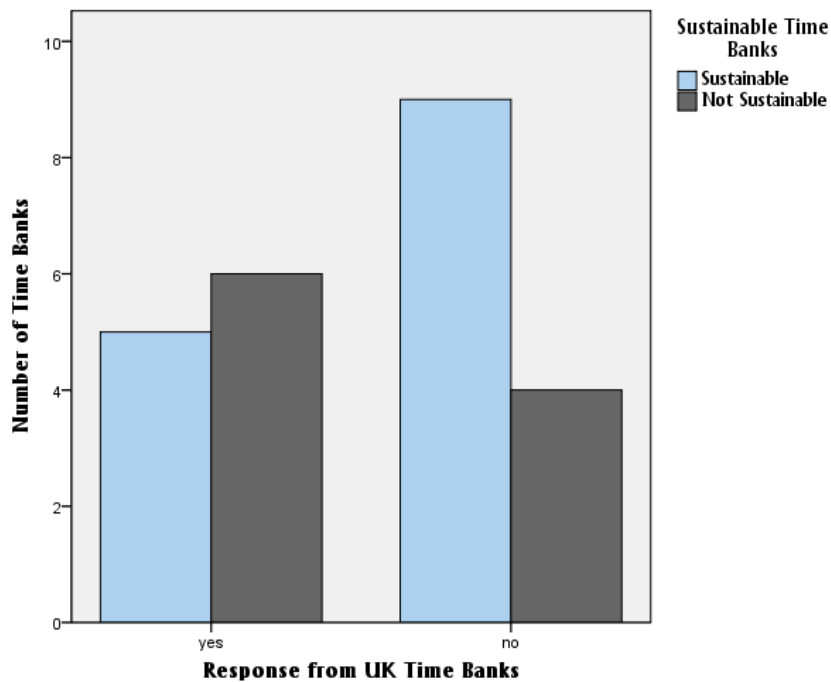


Figure 42: Responses from UK Time Banks when asked if the Assistance from TBUK or Another Organization was used to Identify Potential Funders and/or Help Complete Application Forms



V. Discussion

i. Sustainable Community Development Process

The responses from the sustainable time banks revealed when establishing a time bank first the community must be defined and the needs of its citizens audited. Generally communities are identified when there is evidence of social injustices, poverty or a lack of community involvement by its citizens. The community should identify their own needs. It is important not to tell a community what it is they need and what can be done for them, but rather ask what they think they need. From the responding time banks it was found that those who did pre-identify the wants of the community did so by speaking with members of the community directly to determine what they felt was the best way to meet the goals of the time bank. For instance, some responding communities used time banking as a tool to health care or social services in comparison to others that used it to develop urban greening projects. These strategies appear to be strongly associated with sustainable time banking. It provides a clear vision for the time bank and ensures the time bank is being used appropriately to meet the real needs of the communities.

Identifying other stakeholders for the time bank does not appear to influence the sustainability of the time bank. Less than half of the sustainable time banks used this strategy, suggesting it may be a benefit in certain communities but it is not influential enough to be included in the framework.

One of the strengths of the time bank concept is its adaptability. There are multiple models that allow the time banking concept to conform to the needs and resources of a community. After the needs and boundaries of a community have been identified it appears to be beneficial to sustainability to choose one or more models that would be the most suitable to create the desired outcome; whether it is a need to improve relations between members of a community, or increase training and experience in the work place. As long as the ethos of time banking is abided by, especially reciprocity, then time banking can be an effective tool. See Appendix III for an outline of time bank models. It was apparent in the responses from all twenty-five time banks that at the time of activation some of the time banks were unaware there were different models of time banking available to reference. There were also cases where time

banks let the model evolve based on the needs and wants of the community or organization. Some time banks that pre-defined their model also found that it changed slightly over time as the integration of aspects of different models seemed more appropriate for their context. Therefore having an understanding of all the different models of time banking may be useful when trying to determine how the time bank will function most effectively in the community and with the resources available, thus improving the odds of creating active social networks

Community involvement during the planning process is also a tactic to improve community participation once the time bank is activated. Together decide what can be done about the needs of the community and use time banking as a tool to meet those needs. This is identifying needs using bottom-up top-down decision-making techniques. This was not a strong indicator for sustainability but was believed to be significant enough to include in the framework. A way to promote citizen involvement during the planning process is to reward them using time credits once the time bank is activated. The contributions can also be recognized publicly through the time bank newsletter or acknowledgment at a launch event. However this is a strategy that may be beneficial depending on the community the resources of the time bank. It did not have a considerable response from sustainable time banks to be considered a key aspect of sustainability.

During the development of the time bank there are sometimes issues with conflicting interests or differences in approach by planning members. These issues should be dealt with tastefully by building trust, compromising or educating people as required. Some of the conflicts that were mentioned by the responding time banks involved distrust from the community since they had been disappointed in the past. There was also an instance where community leaders and newer activists had a difference in opinion. This was resolved through constant communication and use of external facilitators. The lack of conflict dominated in the sustainable time banks suggesting this may have a role in the creation of sustainable time banks.

Prior to activating a time bank it seems appropriate to develop a business plan. This is often required by funders but can also be useful to formally identify your aims and objectives. It may also help identify strategies for dealing with budgets, funding and unexpected problems.

However, the responses from the sustainable time banks did not appear to favour the presence of a business plan in order to achieve sustainability. Although the response regarding what items were in the business plan revealed the following items are commonly included by sustainable time banks: start date, finish date, aims and objectives, budget, and funding strategy. However, the responses from sustainable time banks did favour creating a means to measure the success and impacts of the time bank prior to activation. This would be a beneficial tool to ensure the time bank is meeting the needs of the community. It also acts as evidence that the time bank is a useful tool to achieve certain agendas, or that it is effectively creating positive change in the community. The responses from sustainable time banks suggested that evaluation should occur quarterly, but this will vary at each time bank depending on its size, resources and community activities. The results could be used to promote the time bank in newsletters or press releases, however there was no evidence from the responses claiming this led to further sustainability.

It is suspected that a sustainable infrastructure for a time bank can be found by integrating it as a tool into an organization that has already established a presence in the community (Seyfang, 2003b; Rogers, 2009; Simon, 2009; Blackpool, 2009). From the responding time banks that have been identified as a sustainable time bank it appears as though this tactic did sufficiently create an atmosphere of sustainability. This would require further evaluation to clarify the relationship of the time banks with the host organization, and to determine how effectively it is meeting the needs of the community. However, for this study the strategy appears to be significant towards creating a sustainable infrastructure and will therefore be included in the framework. Table 8 is a summary of the key points from the sustainable time banks community development responses that will be used to create the framework.

Table 8: Sustainable Community Development

Community Development: Sustainability Framework	
► Predefine the community and their needs	► Resolve any differences with other sectors from the community
► Determine an appropriate time banking model	► Create a process for monitoring and evaluating successes and impacts before the time bank is established
► During the planning process involve sectors of the community with an interest in the time bank	► Integrate the time bank into an organization that is already established in the community

ii. Sustainable Time Bank Participants

A sustainable time bank also requires sustainable participants in order to create the expected active social networks. They must be encouraged to exchange their time credits and made to feel as though their skills are valued. Their skills, knowledge of local needs and their ability to improve the relationships within communities are all resources readily available that a time bank must utilize. The responses from the sustainable time banks revealed they engaged their participants by involving them in the management and development of the time bank, especially in the overseeing of individual projects. For example, time bank members could earn time credits arranging and chairing focus groups or self-help groups that may be needed in the community. This is a way of using co-production to develop the time bank. The organization is then seen as something from the community for the community. Giving the public a feeling of ownership and control is the key to successfully integrating the time bank into the community. This is believed to be an important strategy to achieve long-term sustainability and to effectively create stable active social networks.

The results suggest that having a strategy to recruit and welcome participants has the ability to assist in the sustainability of the time banks. This allows time banks to target members of the community that can add a variety of skills to the exchange scheme. Especially for one-to-one time bank models, to encourage ongoing exchanges there must be a variety of skills available. Often time banks are lacking in youthful members or those with DIY skills. Actively seeking out these individuals can be helpful to the sustainability of the time bank; be creative, contact local colleges or schools where students are required to invest their time in a certain amount of volunteer hours, or head to the local pubs where working blue collared males tend to gather and introduce them to your time bank (Blackpool, 2009). Welcoming participants encourages immediate participation in the time bank, which increases the likelihood of their long-term membership.

A function of a time broker is to ensure that the members are always kept informed of what the time bank is offering and what they can offer the time bank. This is a vital responsibility, “It would be unfortunate to lose participants because they felt underused” (Simon, 2009). The responses from the sustainable time banks suggest a system should be in place to

communicate with participants, funders and other stakeholders to maintain their interest in the time bank. The most commonly used means of communication was a newsletter. Other alternatives used were phone calls to less active ‘quiet’ members, personal invites to socials, emails or letters, and advertisements in the local press. Regular communication can be essential to ensure members continue to feel part of the time bank (Seyfang, 2003a).

Other than skills exchanging, some time banks are likely to be more sustainable if they also offer incentives to reward participation in the time bank, such as movie theatre tickets or refurbished computers. Alternatively learning or training opportunities are highly suggestive of promoting reciprocal behavior within the time bank. This would vary from time bank to time bank depending on skills, wants and resources, but it is apparent participants should be given a chance to improve upon any skills they wish to develop. Table 9 is a summary of the key aspects from the sustainable time bank responses regarding time bank participants.

Table 9: Sustainable Time Bank Participants

Time Bank Participants: Sustainability Framework	
► Involve the participants in the management, development and individual projects of the time bank	► Agree to a system for communicating with participants, funders and other stakeholders
► Create a strategy to recruit new participants to the time bank	► In addition to time credits recognize contributions made by participants using reward schemes
► Create a strategy to welcome new participants to the time bank	► Offer training and learning opportunities to participants

iii. Sustainable Time Bank Brokers

A strategy for sustainability is to involve the time brokers in the planning and governance of the time bank. It was inconclusive as to whether it was beneficial to hire a time broker part-time or full-time. However, the responses did reveal a broker should be a paid employee to ensure the responsibilities are managed competently. Having a full-time broker in theory would be more effective so they have the time to participate in the networking and educationally advancement. Often time banks have part-time brokers due to the limitations in funding. This can lead to time constraints on the broker that may inhibit their ability to manage the exchanges in addition to the other responsibilities that are thought to create a more sustainable time bank.

It was clear from the responses of sustainable time banks that time brokers should be offered training, development opportunities and they should be encouraged to network. Allowing the time brokers to continually evolve in their role and to learn from more experienced members of the time banking community appears to increase the sustainability of the time bank. In my discussion with Martin Simon he suggested that networking could reduce burn out, prevent time banks from ‘re-inventing the wheel’ and maintain the motivation that attracted the individual to the position in the first place (Simon, 2009). However, as mentioned above, many of the responses regarding the offering of development opportunities noted that the broker was often too busy with their position to attend any of the training programs or networking events.

The time broker plays a key function in the sustainability of the time bank and its ability to influence the community and core economy. They are the primary contact for time bank members, thus having a sustainable time broker, one who is experienced and qualified to run the time bank is ideal. My interview with Martin Simon revealed that a kind individual who genuinely believes in the time bank ethos and initiative, who is a role model for the community and that people trust, is truly the description of a sustainable time broker (Simon, 2009). Table 10 is a summary of the key aspects of the responses from sustainable time banks regarding brokers that will be included in the framework.

Table 10: Sustainable Time Bank Brokers

Time Brokers: Sustainability Framework
► Offer the time broker the opportunity for further training and development
► Involve the time broker in the planning and governance of the time bank
► Employ a paid time broker

iv. Sustainable Time Bank Structures

As the time bank evolves it is beneficial to have enthusiastic individuals from a steering group constantly re-evaluating the time bank to determine what changes may be required to adapt effectively to meet their goals. Additionally, a steering group is an asset that can ensure the time bank abides by the initiatives ethos (Simon, 2009). Having a steering group to assist the time broker is suspected to be the most sustainable route to reduce the burden of overseeing the development and management of the time bank. Additionally it is ideal to have diversity in the

group to maintain democracy and ensure all members of a community are represented. Members of a steering group can include a combination of the following: the time broker, time bank members, stakeholders, community activists, members of a host organization, or managers of the time bank. They can be selected through election or nomination procedures or by allowing it to be open to any interested parties. The number of members on the steering group appears to depend on how many individuals are interested in being a member of the steering group, the size of the community and time bank, and also the resources available to have a steering group, such as space for meetings.

An alternative to a steering group is to hire coordinators and workers who are responsible to oversee the management and governance of the time bank. This may work for some time banks, but can also leave the time bank vulnerable. The fewer individuals who oversee the time bank the less democratic it may become. More importantly if those individuals leave the time bank they take a wealth of information with them. With a group concept information will be able to transition more readily between changes in staff and group members. Additionally, when one or two individuals are responsible for the time bank as a whole they can become burnt out. Governance and management are ideally distributed amongst multiple individuals to maintain motivation and innovation (Simon, 2009)

The steering group may also act as a key supporter and promoter of the time bank. The responses from sustainable time banks showed a significant number felt this behavior was present in their steering group. A strong majority also felt their steering group encouraged the development of the time banks. Thus it seems the behavior of the steering group can also impact the sustainability of the time bank.

The responses from the twenty-five time banks do not provide a clear understanding as to the sustainability contributions of having a constitution. It is often required for funders and many are created solely for that purpose. The responses from the sustainable time banks do not show this as a necessary strategy to create a sustainable time bank, but it may be something that needs to evolve and be reassessed at a later date. In theory having a constitution would help create consistency within the time bank and ensure it follows the goals it has set for itself. Interestingly,

time banks integrated into an organization were not more likely to have a constitution in place. Often the time bank will inherit the constitution of the host organization, but the responses showed most time banks functioned without one. Although the responses did not support the presence of a constitution to improve sustainability, they did support the idea of formal written procedures to establish consistency within the running of the time bank.

The production of an annual report did not reveal a strong influence on the sustainability of time banks. It has therefore not been included in the framework. However, in theory, for funding and promotional purposes it is beneficial to produce an annual or bi-annual report. This would include items such as the number of members and exchanges, activities to date, and an action plan for the upcoming year.

It is commonly thought when creating new community projects that involving members from the community in the development encourages their participation and support once the project is active. All responding sustainable time banks admitted to seeking the involvement of groups within the community. Thus sustainability is improved if the community is made to feel they have some sort of ownership of the time bank and their input is valued. The time banks seemed to receive support from community and volunteer groups, but not so much from statutory bodies. The impact of this on the sustainability of time banks remains unclear with the present data. However, actively seeking support from these groups seems to be significant enough to be included in the framework.

Good quality publicity can be a challenge for time banks. The media are not keen to publicize positive outcomes of time banking without adding some unwelcome flare, or they tend to focus on any negative events surrounding the time bank (Cahn, 2000; Simon, 2009). Getting the word out about time banking is important to create a sustainable time bank. Positive media that accurately educates the public and potential funders about the initiative is an essential part of the evolution of time banking. Table 11 is a summary of the responses from sustainable time banks regarding time bank structures that will be used in the creation of the framework.

Table 11: Sustainable Time Bank Structures

Time Bank Structures: Sustainability Framework	
► Have a steering group involved in the development, management and government of the time bank	► Issue regular news releases to the media
► Actively seek to involve other community, voluntary organizations and statutory bodies	► Construct formal written procedures to guide employees and volunteers at the time bank

v. Sustainable Funding

The primary reason for the closing of time banks over the past eleven years was for financial reasons (Simon, 2009). For most time banks if they cannot maintain a flow of sufficient funding then the time bank will not endure. One option to assist with obtaining long-term funding is to find one or more individuals who are very skilled at acquiring funding and making this their job (Simon, 2009).

According to the responses received some sustainable funding strategies are to create a detailed, realistic budget before the time bank is established, identify potential funders before establishing the time bank, utilize professional advice, and obtain initial funding for more than one year. From the sustainable time bank responses it was also revealed that funders often request information from the time banks, such as statistics, financial reports, achievements and updates on the progress of the time bank. Keeping funders informed of all the positive impacts on the community as a result of the presence of the time bank appears to assist with obtaining renewed funding. This can be done using the annual report or a newsletter. Ideally for the funders something formal would be provided for them to review in order to persuade them aims are being achieved.

Some time banks are not reliant on funding and are managed by time bank members using time credits. However, very few of the responding time banks felt they would be able to continue without external funding. It is unclear as to whether aiming to develop the time bank so that it is no longer reliant on funding is required to achieve sustainability. It may be ideal to be completely self sufficient, but at the same time if the money from funders were more readily accessible this could also have a positive influence on the sustainability of time banks. Money

has the ability to positively influence innovation and development. Therefore reliance on funding in terms of the sustainability of time banks needs further study.

For those time banks completely reliant on funding, sufficient time and resources should be set aside to acquire funding. Accessing available resources to find funders and complete application forms may help time banks in their fight to receive long-term stable funding. TBUK is one of these resources that can be utilized by developing or established time banks. However, this does not appear to play a role in sustainability since less than half of the responding time banks accessed this resource to help identify potential funders or to help with the completion of funding application forms. That isn't to say that it would not be a contributor, it could presently be an underused resource that could potentially increase the sustainability of time banks. Certainly the knowledge and experience they offer would in theory lead to more success obtaining funding. Table 12 is a summary of the responses regarding sustainable funding that will be used to create the framework.

Table 12: Sustainable Time Bank Funding

Funding: Sustainability Framework
► Create a realistic detailed budget before the time bank is established
► Utilize professional advice to prepare budget and identify funders
► Invest sufficient time and resources into obtaining funding

The approaches to achieve sustainability that were commonly found from the responses of the time banks have been consolidated to create a summary of recommendations for sustainable time banking. These recommendations will hopefully improve the sustainability of established time banks and assist developing time banks in their creation of a sustainable time bank.

VI. Recommendations: *A Framework for Sustainable Time Banking*

► Predefine the community and their needs

Before establishing the time bank, predefine the community to be served and conduct an audit to accurately identify the needs and skills available. This will provide the time bank with its primary objectives and a clear vision of what the community needs. Often individuals seek the assistance of time banks in order to create a desired change within a community. It is a proven tool to create active citizens that can improve upon environmental issues, social injustices, inequality, social policies and community living. To use time banking effectively the mission should be clear and the organizers should feel passionate and motivated by their cause.

► Create a realistic detailed budget before the time bank is established

Create a realistic detailed budget before establishing the time bank. If possible, funding should be obtained to cover more than a one-year period.

► Utilize professional advice to prepare budget and identify funders

Make use of available professional advice when preparing the budget and identify potential funders before starting up the time bank.

► During the planning process involve sectors of the community with an interest in the time bank

If there are sectors of the community who wish to partake in the planning and development of the time bank, allow them to assist with their most useful skills and resources. Uniting with community members with the same ethos can be a positive driver for the time bank. For instance members of the community could play a part in the steering group, participate in feasibility studies, or focus groups. As a result the community can help accurately identify the needs and problems in the community. The importance of community development should not be underestimated. It should feel as though the time bank is owned by the community (Rogers, 2009).

► Resolve any differences with other sectors from the community

Any conflicts of interest or differences in approach from other sectors in the community (for example a local volunteer group or church) should be resolved as effectively and thoroughly as possible. This may require increased communication to earn trust. Stay true to the ethos of time banking, remain democratic and transparent.

► Determine an appropriate time banking model

Agree to an appropriate time bank model that is best suited to achieving the goals of the time bank. Refer to Appendix III for the list of different models of the time banking concept. Each model has a slightly different practice for using time banking as a tool. Some models may be ideal for short-term results, such as urban greening or development of community projects.

Whereas certain models are ideal to create lasting social networks that can strengthen a community, building trusting and reciprocal relationships between community members. Models are also adaptable so they can evolve with the time bank and merge together to meet the needs of the communities.

► Integrate the time bank into an organization that is already established in the community

Time banks are more sustainable when they are integrated into already established organizations with the same goals and ethos. By fully integrating into an organization the idea of time banking can be normalized as a mechanism to achieve certain objectives (Rogers, 2009). This can minimize start up fees, resource costs and networking issues. It allows for an ease with which you can reach the first group of members. With the fast paced age we live in it is difficult to find time-rich individuals. Linking with an organization is a great way to find individuals with the time to invest in the running of the time bank or to be active members. In addition, it is often easier to obtain funding for the time bank if it is associated with an established organization.

However, the time bank could be made vulnerable if it does not fully integrate itself into the organization. It could potentially be viewed more as an add-on rather than part of the host organization (Simon, 2009). A great way to reduce the vulnerability of the time bank as an add-on to an already established structure is to have the employees become involved in the time

bank. It can also improve relations between members of the community and the staff at an organization by changing the discourse in which they generally interact (Simon, 2009).

► Employ a paid time broker

Although funding can be a challenge at times, investing in a paid time broker can improve the overall sustainability of the time bank. Often time brokers are part-time due to funding limitations, but this does not appear to decrease the sustainability of the time banks. Regardless of how many hours a time broker is allotted to complete their assigned tasks it is imperative to running a successful time bank that they are not overburdened with too many responsibilities. Distributing the workload not only reduces the stress and pressure on the broker but it spreads the knowledge learned as the time bank evolves. Therefore if the broker leaves the time bank they do not take a wealth of knowledge with them that is not shared with others involved in the time bank (Simon, 2009).

It can be challenging to identify ideal qualities during interviews but designing clear qualifications for a time broker will help the screening process (Rogers, 2009). Key characteristics for sustainable brokers are individuals who are charismatic with strong organizational skills. Genuine kind-hearted individuals with a link to the time bank community are the ideal candidates; someone who can create the feeling of safety and confidence in time banking (Simon, 2009). It is also important that the time broker is not an outsider to the community and is seen by the citizens as one of them. They do not necessarily have to originate from that community, but they should have invested some time in becoming a member of the community (Simon, 2009).

► Create a process for monitoring and evaluating successes and impacts before the time bank is established

To ensure the time bank is meeting its goals it is essential to have processes in place to measure the influence of the time bank. This will also provide documented evidence of successes for funders. The evaluation of the successes and impact should be done regularly, ideally on a quarterly basis, depending on the resources and the size of the time bank.

► Create a strategy to recruit new participants to the time bank

Reciprocity is the key to creating sustainable active social networks. In order to have a wide range of skills to encourage these exchanges actively seek out certain groups, such as individuals with DIY skills.

► Create a strategy to welcome new participants to the time bank

The time bank should be welcoming, comfortable, and supportive of both people and learning. When participants are recruited there should be a welcoming process in place to inform the new member of what the time bank offers and to encourage immediate involvement. Many time banks do informal meet and greets where new participants are provided with information regarding the time bank. This is a great way to answer any remaining questions the participant may have about time banking. Other time banks hold more formal meetings dealing with completion of forms and an interview. Another option is to simply send a welcome package to the new participant's home and encouraging them to join in on the next social event. It is also essential to educate participants on the importance of reciprocity to overcome their reluctance to ask for help (Seyfang, 2003a).

► Construct formal written procedures to guide employees and volunteers at the time bank

Create set guidelines regarding procedures that should take place within the time bank. These may consist of steps to take regarding complaints, recruitment, the supervision of staff, health and safety, responsibilities of members, confidentiality, etc.

► Involve the participants in the management, development and individual projects of the time bank

The use of time bank participants for management and development purposes strengthens the time bank by utilizing the skills, knowledge and experiences already available in the community. "Trust that the skills are there and use them" (Simon, 2009). Participants can be given roles such as: being a member of the steering group, having a role in fundraising, helping with administrative duties, or the promotion of the time bank. Time bank participants should also be trained regarding the various aspects of the time bank so that as roles change there will always be someone with the knowledge and ability to manage the time bank (Simon, 2009). Participants

should also be involved in individual projects, such as organizing social events or specific interest groups. This can create a sense of ownership for the members involved in the time bank and cater the time bank to the needs and wants of the community.

► **Have a steering group involved in the development, management and government of the time bank**

A steering group should be created to oversee the activities of the time bank. It is a way to remain democratic and to combine a diversity of perspectives, to ensure that all members of the community and stakeholders are represented.

The steering group should also be members who actively support and promote the time bank. They are also a key group to identify and encourage new projects that increase the scope of the time bank and to secure ongoing funding.

► **Involve the time broker in the planning and governance of the time bank**

Time brokers should be involved in the strategic planning and governance of the time bank. These responsibilities should be spread out amongst many individuals, such as a steering group and any committees, but the broker should remain actively involved.

► **In addition to time credits recognize contributions made by participants using reward schemes**

Participants can be motivated to exchange their time credits by offering additional incentives that reward and recognize their contributions. Reward schemes can involve movie theatre tickets, dance lessons, cinema tickets, recycled computers or discounts at local pizza places. These are all added incentives in addition to one-to-one exchanges that can increase the flow of time credits through the community. This ensures all members have a satisfactory way in which they can use their time credits.

There are often plenty of underused resources in communities and businesses; it is a matter of finding them and creatively finding a way to use them effectively to create win-win situations. Incentives can be provided to organizations or companies to contribute these rewards, you just

need to be creative and find a way in which the time bank can help their business. An example of such an agreement is a local cinema that is not busy on a Wednesday night may be willing to provide tickets in exchange for time credits, as this will boost their Wednesday night sales at the concession stand (Blackpool, 2009).

Although the reward scheme is useful to promote the circulation of time credits it is imperative that reciprocity between members and or groups still occurs in order to achieve the desired outcomes. “The main focus has to be absolutely people freely interacting with each other, exchanging, sharing skills with each other. That is how those circles grow. You got to be careful it does not get watered down into rewarding volunteering” (Simon, 2009).

► Offer training and learning opportunities to participants

An alternative to motivate exchanges between participants, in addition to reward schemes, is to offer training programmes or learning opportunities. For instance, courses teaching english as a second language, dance lessons, or health and safety encourage the exchange of time credits while giving the time bank members something valuable to help integrate themselves into the market economy or to improve their daily lives.

► Agree to a system for communicating with participants, funders and other stakeholders

There should be a strategy to communicate effectively and regularly with participants, funders and stakeholders. Newsletters are most commonly used, but staying in touch through email and the telephone can also keep everyone informed and motivated. This builds a relationship between interested members of the community and the time bank. Ideally one or more individuals in the time bank would be responsible for staying in touch with the involved parties (Simon, 2009). For some time banks part of this role may be given to the more active gregarious participants to earn time credits, this alleviates some of the responsibility on the time broker to maintain motivated participants.

► Offer the time broker the opportunity for further training and development (including the opportunity to visit other time banks and network with other brokers)

Training and development programs should be offered to the time brokers so they have the opportunity to grow in their role. It is important to allow them to strengthen their skills.

Networking between time brokers from different time banks should be encouraged. Networking is especially beneficial as it allows a release of stress by sharing their burdens with others in the same role. It also prevents the issue of ‘re-inventing the wheel’ (Simon, 2009). Many time banks are trying to resolve issues that have already been dealt with successfully by other time banks.

► Actively seek to involve other community, voluntary organizations and statutory bodies

A sustainable time bank involves more than just getting buy in from funders and stakeholders. For a paradigmatic change the time bank should be viewed as a positive addition to a community. This can be achieved by actively seeking to involve other community groups, voluntary organizations and statutory bodies.

► Issue regular news releases to the media

Although it can be challenging to get positive and accurate publicity, the promotion of the time banks by media sources can improve its sustainability.

► Invest sufficient time and resources into obtaining funding

Invest time into seeking out funding, be creative in your investigations and don’t rely solely on one individual to obtain funding. A detailed report with clear aims and objectives of the time bank should be made available to funders. A needs analysis of the community and expected outcomes should also be included in the report. Once the time bank is active the number of community groups, existing participants and exchanges that have taken place to date should be made available to funders.

VII. Conclusion

Researching the concept of time banking, the core economy and co-production the following anecdote was one that stood out an excellent way to really understand what it means when it is said that time banking can create a paradigmatic shift in the way we live in our world.

The captain then called to the signalman, "Signal that ship: We are on a collision course, advise you change course 20 degrees."

Back came a signal: "Advisable for you to change course 20 degrees."

The captain said, "Send, I'm a captain, change course 20 degrees."

"I'm a seaman second class," came the reply. "You had better change course 20 degrees."

By that time, the captain was furious. He spat out, "Send, I'm a battleship. Change course 20 degrees."

Back came the flashing light, "I'm a lighthouse."

We changed course

(Covey, S, 1989, 33; Cahn, 2000, 157)

Many troubling issues have been exposed in the last generation and as a response community groups are stepping forward to try and find ways to alter our course. Time banking is one of the most promising strategies for improving the quality of life for people of all races, in all income ranges, in every community. It is an economic exchange where everyone has something to give and something they need. The creation of sustainable time banks will be the next step forward in making this initiative a more stable integrated part of community living. The result of this research project has revealed many of the strategies for sustainable time banking theorized by the TBSTFG were indeed correct. There is definitely room for further analysis to understand the complex nature of creating a sustainable time bank. Hopefully this framework will suffice until further analysis is completed and assist all those in the time banking initiative to create that paradigmatic shift that will leave the world a better place for the next generation.

References

Blackpool, 2009. Fifth National Timebanking Gathering, Blackpool: All the Time in the World. Integrating Time Banks into Organizations Workshop, by Becky Booth.

Boyle, D. (2001). *Time Banks: A Radical Manifesto for the UK*. London: New Economics Foundation.

Boyle, D. (2003). The New Mutualism and the Meaning of Time Banks. *Local Economy*, 18 (3), pp 253-270.

Boyle, D. (2008a). *How Co-Production Can Rebuild our Communities: Assets that can't be Bought*. London: New Economics Foundation, available at, <http://neweconomics.org/gen/howweccanrebuildourcommunities.aspx>, last accessed July 30, 2009.

Boyle, D. (2008b). *Co-production: A Manifesto for Growing the Core Economy*. New Economics Foundation, available at, <http://www.neweconomics.org/gen/uploads/wyifkx552bjzvjkumj2zcnyq11072008194321.pdf>, last accessed July 30, 2009.

Burgess, J., Bedford, T., Hobson, K., Davies, G., and Harrison, C. (2003). '(Un)sustainable Consumption', In: Berkhout, F., Leach, M., and Scoones, I. (Eds.), *Negotiating Environmental Change: New Perspective from Social Science*, pp. 261-291. Cheltenham: Edward Elgar.

Cahn, E. (2000). *No More Throw Away People: The Co-production Imperative*. Washington D.C: Essential Books.

Cahn, E. (2001). On LETS and Time Dollars. *International Journal of Community Currency Research*, 5, available at, [http://www.uea.ac.uk/env/ijccr/abstracts/vol5\(2\)cahn.html](http://www.uea.ac.uk/env/ijccr/abstracts/vol5(2)cahn.html), last accessed June 29, 2009.

Cahn, E. (2006). *Priceless Money: Banking Time for Changing Times*. Cheltenham: In2print, available at, <http://www.timebanking.org/files-list-publications.asp>, last accessed June 29, 2009.

Cahn, E. (2007). Building and Transforming Communities. *Public Service Management Wales*, Autumn (8), pp 4-5.

Cahn, E. (2008). Foreword, in Boyle, D. *Co-production: A Manifesto for Growing the Core Economy*. London: New Economics Foundation.

Cahn, E. (2009). Co-Production 2.0: Retrofitting Human Service Programs to Tap the Renewable Energy of Community, forthcoming.

Carafo, P. (2001). Economic Consumption, Pleasure, and the Good Life. *Journal of Social Philosophy*, 32 (4), pp 471-486.

- Covey, S. R. (1989). The 7 Habits of Highly Effective People. *Proceedings Magazine*, pp 33.
- Crocker, D.A. and Linden, T. (1998). Introduction, in Crocker, D.A. and Linden, T. (Eds.), *Ethics of Consumption: The Good Life, Ethics and Global Stewardship*, pp 1-18. Lanham, MD/Oxford, UK: Rowman and Littlefield.
- Cushman, P. (1990). Why Self is Empty: Toward a Historically Situated Psychology. *American Psychological Association, Inc.* 45(5), pp 599-611.
- Davis-Smith, J. (1998). *The 1997 National Survey of Volunteering*. London: National Center for Volunteering.
- Donnelly, S. (2006). Trading Favors for Charity: ‘Time Dollar’ programs let participants give and receive. *The Chronicle of Philanthropy: Managing*, available at, <http://www.timebanking.org/documents/Publications/Chronicle.pdf>, last accessed June 3, 2009.
- Fair Shares. (2006). *Fair Shares It's About Time: History*, available at, <http://www.fairshares.org.uk/timebanking.php#history>, last accessed July 14, 2009.
- Henderson, H. (1989). Towards Holistic Human Relationships. *Futures*, 21 (1), pp 6-12.
- Hobson, K. (2002). Competing Discourses of Sustainable Consumption: Does the ‘Rationalisation of Lifestyles’ Make Sense? *Environmental Politics*, 11 (2), pp 95-120.
- Lee, C. (2006). *Talking About Time Banking Sustainability*. Notes from a one-hour workshop led by Chris Lee at Time Banks UK Annual Gathering, available at <http://www.timebanking.org/files-list-setup.asp>, last accessed July 7, 2009.
- Reed, Z. (2008). Co-Production, Time Banks and Mental Health. *A Life in the Day*, 12 (2), pp 8-11.
- Rogers, J. (2009). Personal communication telephone interview May 19, 2009.
- Ryan-Collins, J. Stephens, L., and Coote, A. (2008). *The New Wealth of Time: How Time Banking Helps People Build Better Public Services*. London: New Economics Foundation.
- Seyfang, G. (2002). Tackling Social Exclusion with Community Currencies: Learning from LETS to Time Banks. *International Journal of Community Currency Research*, 6, available at, [http://www.uea.ac.uk/env/ijccr/pdfs/IJCCR%20Vol%206%20\(2002\)%203%20Seyfang.pdf](http://www.uea.ac.uk/env/ijccr/pdfs/IJCCR%20Vol%206%20(2002)%203%20Seyfang.pdf), last accessed June 29, 2009.
- Seyfang, G (2003a). With a Little Help From My Friends. Evaluating Time Banks as a Tool for Community Self-Help. *Local Economy*, 18, pp 257-264.

Seyfang, G. (2003b). Growing Cohesive Communities One Favor at a Time: Social Exclusion, Active Citizenship and Time Banks. *International Journal of Urban and Regional Research*, 27(3), pp 699-706.

Seyfang, G. (2004a). Working Outside the Box: Community Currencies, Time Banks and Social Inclusion. *Journal of Social Policy*, 33 (1), pp 49-71.

Seyfang, G. (2004b). Time Banks: Rewarding Community Self-help in the Inner City? *Community Development Journal*, 49 (1), pp 62-71.

Seyfang, G. (2005). Shopping for Sustainability: Can Sustainable Consumption Promote Ecological Citizenship? *Environmental Politics*, 14 (2), pp 290-306.

Seyfang, G. (2006a). Sustainable Consumption, the New Economics and Community Currencies: Developing New Institutions for Environmental Governance. *Regional Studies*, 40 (7), pp 781-791.

Seyfang, G. (2006b). Harnessing the potential of the social economy? Time Banks and UK Public Policy. *International Journal of Sociology and Social Policy*. 26 (9/10), pp 430-443.

Seyfang, G. (2009). *The New Economics of Sustainable Consumption: Seeds of Change*. Great Britain: Palgrave MacMillan.

Seyfang, G., and Smith, K. (2002). *The Time of our Lives: Using Time Banking for Neighborhood Renewal and Community Capacity Building*. London: New Economics Foundation.

Simon, M. (2004). Volunteering: Banks of time. *ADSS Inform*, pp 22-23, available at, <http://www.timebanking.org/files-list-publications.asp>, last accessed May 3, 2009.

Simon, M. (2006). *Bowling Together*. TimeBanking UK, available at, <http://www.timebanking.org/files-list-publications.asp>, last accessed June 23, 2009.

Simon, M. (2009). Personal Communication Live Interview June 19, 2009.

Simon, M., and Schermer, D. (nd). A Bridge to Tomorrow: Time Banking for 'Baby Boomers'. TimeBanking UK, available at, [http://www.timebanking.org/documents/Publications/Bridge-to-Tomorrow\(8MB\).pdf](http://www.timebanking.org/documents/Publications/Bridge-to-Tomorrow(8MB).pdf), last accessed April 26, 2009.

TBSTFG. (Time Banking Sustainability Task and Finish Group). (2006). *Framework for Sustainable Time Banking*. A brief from meeting of TBSTFG members.

TBSTFG. (Time Banking Sustainability Task and Finish Group). (nd.a). *Sustainable Time Banking*. A brief from meeting of TBSTFG members.

TBSTFG. (Time Banking Sustainability Task and Finish Group). (nd.b). *Time Banking Sustainability Task and Finish Group Questionnaire*, Wales Institute for Community Currencies, Wales.

TBUK. (Time Banking UK). (nd.a). Helpful Tips and Forms, available at, http://www.timebanking.org.uk/checklist_for_exchange.asp, last accessed February 25, 2009.

TBUK. (Time Banking UK). (nd.b). History, available at, <http://www.timebanking.org/history.html>, last accessed August 1, 2009.

TBUK. (Time Banking UK). (nd.c). Cultivating an Environment for Time Banking to Flourish, available at, <http://www.timebanking.org/about.asp>, last accessed August 1, 2009.

Value for People. (2007). *Value for People: Staff*, available at, <http://www.valueforpeople.co.uk/people/staff>, last accessed July 3, 2009.

WCED. World Commission on Environment and Development. (1987). *Our Common Future*. Oxford: Oxford University Press.

Appendix I: Time Banking Sustainability Task and Finishing Group Qualitative Questionnaire

Section 2: Sustainable Community Development Process (methodology for setting up Time Bank)

2.1 Was the community to be served by the time bank defined before the time bank was established?

If yes, who defined the community and what process was followed?

Were there any factors that needed to be considered when defining the community

Excluding the community and funders were any other stakeholders identified? Who were they and did they take an active part in the running of the time bank?

2.2 Did you identify the needs of the community before the time bank was established?

If yes, what were those needs?

2.3 Did the organizers/steering group agree the most appropriate model for the time bank?

Which, if any, models were used?

What factors led to this model being adopted?

2.4 Were sectors of the community with an interest in the time bank involved during the planning process?

How were they involved?

2.5 Were they rewarded for their involvement in the planning process?

If yes, how were they rewarded/was their involvement recognized?

2.6 Were there any conflicts of interest and/or differences in approach with those sectors of community?

If yes, what were those conflicts and/or differences and how were they resolved?

2.7 Was a detailed business plan prepared before the time bank was established?

If yes, please indicate which of the following topic were included: Start date, Finish date, Aims and objectives, Budget, Funding strategy, Exit strategy

How many years did the business plan cover? How often was it reviewed and who was involved in the review?

Was the business plan realistic?

Was the business plan sufficiently flexible to deal with last minute/unexpected problems?

Was the business plan used to secure funding? How was it received by potential funders?

If no, what planning took place?

2.8 Was a process for monitoring and evaluating the success/impact of the time bank agreed before the time bank was established?

How did you measure the success/impact?

Who was involved in the process?

Was it required by any of the funders?

Were the results of the process given to stakeholders or used for promotional purposes? If so, please give details.

Section 3: Sustainable Time Bank Participants

3.1 Are the participants involved in the management and development of the time bank?

If yes, please indicate in what role (eg. Preparing accounts, governance)?

3.2 Has a strategy for motivating and retaining the participants of the time bank been agreed?

3.3 Have participants been involved in the development of individual projects within the time bank?

If yes, please give details (eg setting up parent and toddler group)

3.4 Does your time bank have a system or strategy for recruiting new participants?

If yes, please give brief details

3.5 Is there a formal process in place for welcoming new participants?

If yes, please give brief details

3.6 In addition to time credits, are there any ways in which the contributions made by participants is recognized (eg offering cinema tickets in exchange for time credits)?

If yes, please give brief details

3.7 Does your time bank have a system or strategy in place for motivating and retaining participants?

If yes, please outline the main aspects

3.8 Has a system for communicating with participants, funders and other stakeholders been agreed?

If yes, please outline the main aspects

3.9 Are training or learning opportunities offered to participants?

If yes, please give details

If yes, do they share training and learning opportunities with others? Please give details

Section 4: Sustainable Time Bank Brokers/Organisers

4.1 Is a paid time broker employed?

If yes, full or part time?

If no, why not?

If a participant(s) undertook this role, what problems (if any) were experienced?

4.2 Are training and development opportunities offered to the time broker (including opportunities to visit other time banks)?

Please list

4.3 Is the time broker encouraged to meet other time brokers and attend network meetings?

If not, why not?

4.4 Is the time broker involved in the strategic planning and governance of the time bank?

If yes, how?

Section 5: Sustainable Time Bank Structures

5.1 Was an organising or steering group specifically set up to develop, manage and govern the time bank?

If yes, how many members, how were they selected and who did they represent?

If no, who set up and ran the time bank?

5.2 Does the time bank have its own constitution?

If no, why not?

5.3 Does the time bank actively seek to involve other community, voluntary and statutory organizations?

What was the reaction from:

1) Community and voluntary groups

2) Statutory bodies (eg health authorities, GPs Social Services, schools, colleges, probation services)

5.4 Does the time bank produce an annual report of past activities?

If yes, is the report distributed to stakeholders and other interested parties? If so, please give details.

If no, how does the time bank advertise its successes and achievements?

Are regular news releases issued to the media and what is the relationship with the media (eg excellent, good, no interest)

5.5 Have there been any significant changes among the organising or steering group that had an impact on the future of the time bank or morale of staff and participants?

What were those changes?

5.6 Does the organising or steering group actively support and promote the time bank?

If not, why not?

5.7 Does the time bank have formal, written procedures for the recruitment of participants; processing complaints; recruitment and supervision of staff etc?

If yes, please give details (in bullet format)

Is there a process for reviewing those procedures on a regular basis (please give brief details)

5.8 Does the organising or steering group identify and encourage potential new projects that might increase the scope of the time bank and secure additional funding?

If yes, please give brief details

Section 6: Sustainable Funding

6.1 Was a detailed budget agreed before the time bank was established?

Was the budget realistic? If not, why not?

Did the budget cover more than one year? If so, how many years did it cover?

Did the organisers/steering group have access to professional financial advice when preparing the budget?
If not, would such advice have been helpful when setting the budget?

6.2 Were potential funders identified before the time bank was established?

How were potential funders identified?

Were potential funders matched to specific projects within the time bank? If so, please give examples.

What information was required by potential funders (whether or not the application was successful)?

6.3 In those cases where funding was obtained, did the funders require reports or information from the time bank?

What reports or information and how frequently?

6.4 Was more than one years funding obtained when the time bank was established?

How many years did the funding cover?

If no, why not?

6.5 Did the time bank rely entirely on grants from external funders?

If not, how did the time bank generate additional funding?

6.6 Was sufficient time and resources set aside to obtain initial and continuation funding?

If no, why not?

6.7 Could the time bank continue without external funding?

If yes, how would this be achieved?

6.8 Did TBUK or any other organization help identify potential funders and/or help complete application forms?

If yes, please provide brief details

Appendix II: Follow Up Questionnaire to Determine Sustainability of Responding Time Banks in the UK

1. Has your time bank met the identified needs of the community? (Please bold your answer)

Yes

No

Partially

Unknown

Not Applicable

2. How many new community projects have been established over the last 2 years as a result of the presence of your time bank? (For example, urban gardening or specific support groups)

3. Over the last 2 years how has the number of participants who attend community inspired events changed? Please rate this in comparison to your position in 2007 where -5 is a significant decrease in the number of participants who attend the community events and +5 is a dramatic increase in the number of participants attending the community events.

(Please bold your answer)

-5 -4 -3 -2 -1 Your Time Bank in 2007 +1 +2 +3 +4 +5 N/A

4. Over the last 2 years has the rate of enrollment into the time bank increased? (Please bold your answer)

Yes

No, decreased

No, remained about the same

Unknown

5. Over the last 2 years has the number of exchanges occurring between participants of the time bank changed? Please rate this in comparison to your position in 2007 where -5 is a significant decrease in exchanges between participants and +5 is a dramatic increase in exchanges between participants.

(Please bold your answer)

-5 -4 -3 -2 -1 Your Time Bank in 2007 +1 +2 +3 +4 +5 N/A

**6. Over the last 2 years has your time bank employed the same time broker/organizer?
(Please bold your answer)**

Yes

No

Unknown

Not Applicable

7. If you have had a change in time brokers or organizers, how many individuals have filled this position over the last 2 years?

8. On the following scale please identify approximately how sustainable you feel your time bank is with respect to your position in 2007. Where +5 is very sustainable therefore the time bank is meeting the needs of the community plus the goals it has set for itself and -5 is not very sustainable where you are struggling to keep the community involved and to meet the goals of the time bank.

(Please bold your answer)

-5 -4 -3 -2 -1 Your Time Bank in 2007 +1 +2 +3 +4 +5 N/A

Appendix III: Different Models of Time Banking

Time Bank Model	Theory	Practice
Person to Person Model (One to One Exchanges)	<ul style="list-style-type: none"> ▪ A mutual credit system³ where credit only exists between individuals ▪ Exchanges take place between individuals initially set up by a central hub ▪ Facilitates acts of neighborliness between individuals 	<ul style="list-style-type: none"> ▪ Time bank often established as a project within 'host' organization ▪ When an individual joins the bank they are asked to list the skills they can share and the skills they would like to receive ▪ Exchanges are co-ordinated and recorded by a broker ▪ Type of exchanges is governed by skills available within the membership ▪ Project is evaluated by number of time bank members and the number of exchanges taking place
Agency to Client Model (Specialist Time Banking)	<ul style="list-style-type: none"> ▪ A mutual credit system, where credit exists between agency/organization and person ▪ Activity is themed, based around specialist skills of agency leading the time bank ▪ Time banking embedded within an existing organization, community, voluntary or statutory 	<ul style="list-style-type: none"> ▪ Members earn credits for active engagement in community activities ▪ Type of activity undertaken is linked to the organization running the time bank (eg Groundwork running environmental clean-ups) ▪ Credits can be cashed in for rewards, which are decided by group ▪ Rewards reinforce the theme of the activity and make it possible for future learning and activity ▪ Rewards are themed to compliment focus of work (eg. Groundwork's focus on environmental work means that rewards might be a trip to Kew Gardens)
Organizational Time Banking	<ul style="list-style-type: none"> ▪ A mutual credit system where credit exists between agencies ▪ Used to facilitate exchanges between organizations for mutual benefit and enhance use of scarce or under utilized resources. 	<ul style="list-style-type: none"> ▪ Time bank can be established within an existing 'hub' or to set up a new network of organizations (may be based around a geographical area or a specific skill/activity) ▪ When an organization joins the bank they list resources and services they have available and the type of help they would like to receive ▪ Exchanges are recorded by a 'broker' or network co-ordinator ▪ Type of exchanges is governed by what is available within the membership but likely to be both resources (eg an underused minibus) and skills (eg help with writing a funding proposal)

³ A mutual credit system is one where the individual paying the time credit has earned it by using their skills to earn time credits

Time Bank Model	Theory	Practice
Institutional Time Bank	<ul style="list-style-type: none"> ▪ A mutual credit system where credit exists between agency/organization and person ▪ Time bank is situated within an employment setting, with membership of the time bank open to employees, staff, students etc. ▪ Activity may be themed around particular needs of agency leading the time bank or may be more focused on meeting personal needs of staff/employees ▪ Using time banking tool to create learning organizations 	<ul style="list-style-type: none"> ▪ To develop a pool of staff who can recognize and develop a wider range of skills than those required directly for their job role ▪ The time banking tool is a mechanism for creating 'learning organizations' by creating a framework that enables individuals to enhance their professional and personal development and build social and professional networks ▪ A broker works with individuals and organizations to identify skills and resources that they have, and those they need access to or wish to develop for themselves
Agency to Client	<ul style="list-style-type: none"> ▪ A fiat credit system⁴, with credits originating from the 'bank' ▪ Initial time audit establishes current level of active community involvement ▪ Number of time credits available is based in time audit and projections for future involvement 	<ul style="list-style-type: none"> ▪ Members earn credits for active engagement in community activities ▪ Credits can be cashed in for rewards ▪ Rewards are themed to compliment focus on work (eg Groundwork's focus on environmental work means that rewards might be exchanged for garden tools or trips to Kew gardens) ▪ The awards reinforce the theme of activity and make it possible for future learning and activity ▪ Aim is to look at community holistically, not to draw artificial distinctions between community and individual. Therefore a group engaged in communal environmental work would earn credits to be spent on own garden.

⁴ A fiat credit system is one where time credits are distributed using a host organization or 'bank' to reward certain behaviors

Time Bank Model	Theory	Practice
Time Centre	<ul style="list-style-type: none"> ▪ A fiat credit system, with credits originating from the 'bank' ▪ The time banking tool addresses problems of under capacity and ensures that those people taking part are actively involved 	<ul style="list-style-type: none"> ▪ The time bank is based within an existing community centre ▪ Requires an initial time audit of centre and all activities that take place ▪ Centre is able to introduce a dual finance system with people able to pay in time credits or cash for activities that they take part in (eg music concerts, theatre) ▪ Community members are encouraged to earn time credits in a variety of ways including assisting with the running and management of existing activities or developing their own community building projects ▪ Value assigned to activities is based on number of hours they take (eg theatrical performance is 2 hours long so costs 2 credits)
Time Network	<ul style="list-style-type: none"> ▪ A fiat credit system, with credits originating from the 'bank' ▪ All local service providers, voluntary and statutory use time banking as their currency to recognize and reward community involvement 	<ul style="list-style-type: none"> ▪ The time bank is based within an existing time centre but develops to incorporate service providers in the wider area ▪ Requires an initial time audit ▪ Creates local consistency so that local residents see their contribution valued in the same way no matter which activity or service they are interacting with

TBSTFG, nd.b; TBUK, nd.a

Appendix IV. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Participants

Qualitative Questions from Section 2 of the TBSTFG Questionnaire	Frequency of 'yes' responses from Responding Time Banks	Percentage of 'yes' responses from Responding Time Banks	Frequency of 'yes' responses from Responding Sustainable Time Banks	Percentage of 'yes' responses from Responding Sustainable Time Banks
Sustainable Community Development Processes				
Was the community to be served by the time bank defined before the time bank was established?	18	72	13	92.9
Excluding the community and funders were any other stakeholders identified?	7	28	4	40
Did you identify the needs of the community before the time bank was established?	21	84	12	85.7
Did the organizers/steering group agree the most appropriate model for the time bank?	12	48	9	60
Were sectors of the community with an interest in the time bank involved during the planning process?	16	64	9	64.3
Were they rewarded for their involvement in the planning process?	11	44	6	54.5
Were there any conflicts of interest and/or differences in approach with those sectors of community?	3	12	0	0
Was a detailed business plan prepared before the time bank was established?	13	52	8	57.1
Was the business plan realistic?	8	32	5	71.4
Was the business plan sufficiently flexible to deal with last minute/unexpected problems?	7	28	4	66.7
Was the business plan used to secure funding?	4	16	2	40
Was a process for monitoring and evaluating the success/impact of the time bank agreed before the time bank was established?	12	48	9	64.3
Was it required by any of the funders?	19	76	12	100
Were the results of the process given to stakeholders?	11	44	4	40
Were the results of the process used for promotional purposes?	10	40	5	50

Appendix V. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Participants

Qualitative Questions from Section 3 of the TBSTFG Questionnaire	Frequency of 'yes' responses from Responding Time Banks	Percentage of 'yes' responses from Responding Time Banks	Frequency of 'yes' responses from Responding Sustainable Time Banks	Percentage of 'yes' responses from Responding Sustainable Time Banks
Sustainable Time Bank Participants				
Are the participants involved in the management and development of the time bank?	18	72	12	80
Has a strategy for motivating and retaining the participants of the time bank been agreed?	11	44	7	46.7
Have participants been involved in the development of individual projects within the time bank?	21	84	13	86.7
Does your time bank have a system or strategy for recruiting new participants?	19	76	12	80
Is there a formal process in place for welcoming new participants?	17	68	9	60
In addition to time credits, are there any ways in which the contributions made by participants is recognized (eg offering cinema tickets in exchange for time credits)?	18	72	11	73.3
Has a system for communicating with participants, funders and other stakeholders been agreed?	17	68	11	73.3
Are training or learning opportunities offered to participants?	23	92	14	93.3

Appendix VI. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Brokers

Qualitative Questions from Section 4 of the TBSTFG Questionnaire	Frequency of 'yes' responses from Responding Time Banks	Percentage of 'yes' responses from Responding Time Banks	Frequency of 'yes' responses from Responding Sustainable Time Banks	Percentage of 'yes' responses from Responding Sustainable Time Banks
Sustainable Time Brokers				
Is a paid time broker employed?	23	92	13	86.7
Are training and development opportunities offered to the time broker (including opportunities to visit other time banks)?	24	96	14	100
Is the time broker encouraged to meet other time brokers and attend network meetings?	25	100	15	100
Is the time broker involved in the strategic planning and governance of the time bank?	22	88	13	86.7

Appendix VII. Responses from Twenty-five time banks in the UK regarding Sustainable Time Bank Structures

Qualitative Questions from Section 5 of the TBSTFG Questionnaire	Frequency of 'yes' responses from Responding Time Banks	Percentage of 'yes' responses from Responding Time Banks	Frequency of 'yes' responses from Responding Sustainable Time Banks	Percentage of 'yes' responses from Responding Sustainable Time Banks
Sustainable Time Banks Structures				
Was an organizing or steering group set up to develop, manage and govern the time bank?	20	80	14	93.3
Does the time bank have its own constitution?	9	36	4	30.8
Does the time bank actively seek to involve other community, voluntary and statutory organizations?	22	88	14	100
Does the time bank produce an annual report of past activities?	14	56	8	53.3
Are regular news releases issued to the media?	13	52	7	70
Have there been any significant changes among the organizing or steering group that had an impact on the future of the time bank or morale of staff and participants?	8	32	5	33.3
Does the organizing or steering group actively support and promote the time bank?	20	80	13	100
Does the time bank have formal, written procedures for the recruitment of participants; processing complaints; recruitment and supervision of staff etc?	18	72	12	80
Does the organizing or steering group identify and encourage potential new projects that might increase the scope of the time bank and secure additional funding?	15	60	10	83.3

Appendix VIII. Responses from Twenty-five time banks in the UK regarding Sustainable Funding Practices

Qualitative Questions from Section 6 of the TBSTFG Questionnaire	Frequency of 'yes' responses from Responding Time Banks	Percentage of 'yes' responses from Responding Time Banks	Frequency of 'yes' responses from Responding Sustainable Time Banks	Percentage of 'yes' responses from Responding Sustainable Time Banks
Sustainable Funding				
Was a detailed budget agreed before the time bank was established?	21	84	13	86.7
Was the budget realistic?	13	52	7	70
Did the organisers/steering group have access to professional financial advice when preparing the budget?	11	44	7	63.6
Were potential funders identified before the time bank was established?	16	64	9	64.3
Were potential funders matched to specific projects within the time bank?	4	16	2	50
In those cases where funding was obtained, did the funders require reports or information from the time bank?	20	80	12	92.3
Was more than one years funding obtained when the time bank was established?	15	60	9	64.3
Did the time bank rely entirely on grants from external funders?	22	88	12	80
Was sufficient time and resources set aside to obtain initial and continuation funding?	15	60	8	61.5
Could the time bank continue without external funding?	7	28	3	21.4
Did TBUK or any other organization help identify potential funders and/or help complete application forms?	11	44	5	35.7