

2013



## **Evaluation of the NSW Volunteering Strategy 2012-13**

### **Interim Report: *Timebank Trial***

*A joint project by: the University of Newcastle and the University of Wollongong  
Prepared for: The NSW Office of Communities June 2013*

## PREAMBLE

*This document is an interim report prepared for the Office of Communities and its partner organisations on the evaluation of a trial Timebank operating in the Hunter, Newcastle, Lake Macquarie and the Central Coast during 2012 and 2013.*

### WHAT IS A TIMEBANK?

A timebank is an alternate exchange system that is community focused and based on a system of reciprocity among members. In a timebank, the time spent on an activity earns time credits (sometimes called time dollars) and all work undertaken by participants, no matter what type is considered of equal value. Some timebanks have now reached or exceeded ten years of operation.

### THE NATURE OF THE TRIAL

In the trial, the *Timebank* takes the form of a web-based tool that facilitates the reciprocal exchange of volunteer services within the community. The *Timebank* trial has been supported administratively and operationally by the NSW Office of Communities and region's volunteer organisations, the Hunter Volunteering Centre and Central Coast Volunteering.

### NOMENCLATURE

Throughout this report, when referring to the concept of a timebank, it is referenced using the term 'timebank'. The actual trial is referenced '*Timebank*'.

It is commonplace in the literature to use the alternative form 'time bank'. This convention has been followed in sections of the literature review to maintain consistency with the sources used.

## EXECUTIVE SUMMARY

### THE POTENTIAL SCOPE OF THE TIMEBANK

The review of literature undertaken for the preliminary report indicates that timebanks worldwide range from several thousand members to ones that are very small, but typically they tend to average out at fewer than 500 members. A critical mass of recruitment to get a timebank started is about 50-100 members. Once this level is established members tend to recruit others, and the most powerful form of recruitment to date has been shown to be word-of-mouth, and use of personal social networks. Helping others and meeting others, community involvement and neighbourhood improvement are among the strongest motivators for joining a timebank. For viability the number of transactions proves to be as important as the number of members, that is, members need to be active. Timebanks have been found to draw on those least likely to participate in traditional volunteering activity, and generally aim to reach the most vulnerable groups in the community.

Registrations in the *Timebank* trial have accelerated significantly in the last two months although they are still far below expectations. At the time of writing (31 May 2013) there was close to 700 users registered on the trial *Timebank* website. Of these 87% were individuals, 13% (88) were organisations and three were companies. Membership was drawn from across the Hunter, Newcastle, Lake Macquarie and Central Coast regions. Data on potential trades shows that the number of offers to provide services exceed the wants being sought three fold based on the registrations at the time of reporting. However, the system had recorded a total of only 756 hours traded, with only 70 unique users performing these trades.

Popular social media technologies are being used to advertise the opportunities of the *Timebank*. At the time of reporting there were 353 followers on the Facebook page and 91 followers on the Twitter page. Significant scope exists to increase the usage of social media to promote the *Timebank*. It seems clear that linking and engaging other users and directly interacting with them has the potential to create a stronger community of *Timebank* users.

### THE CHALLENGE OF IMPLEMENTATION

The literature on timebank participation indicates significant challenges for governance and implementation during the establishment phase. Supporting the trial *Timebank* is a significant innovation that falls well outside the range of opportunities traditionally supported by the two volunteering centres engaged in the trial. It is self-evident that a trial of a highly innovative concept like a timebank supported by purpose-built web-based technologies will stretch the capacity of community based volunteering agencies, and that their governance capacity will be tested.

The main challenges highlighted in the literature for those managing a timebank are a slow pace of initial recruitment, effecting new recruitment, securing individual understanding of what a timebank

offers, building trust and reaching vulnerable and isolated groups. Both the literature and the experience of the trial indicate that a timebank needs to be visible within the community and easy to access and use. Clear messages and good communication strategies are essential to success. Where possible coordinators need to use local knowledge, local networks and local or micro-communities to build critical mass. Overall, there is greater likelihood of building word-of-mouth and mutual trust around an acknowledged local need.

The literature shows that involvement with volunteering organisations and career expos were the most common ways of finding out about timebank participation. Encouragingly, just over a third of new registrants in the *Timebank* trial stated that they had not volunteered in the past 12 months flagging the potential for a timebank to increase volunteering if these registrants turn into actual system users.

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### PRELIMINARY RECOMMENDATIONS

At this formative stage of the evaluation nine recommendations are emerging from the *Timebank* trial and its evaluation. They are presented here in a putative way in anticipation that they may help guide the further implementation of the trial.

1. The understanding gained through the analysis as the *Timebank* database grows and evaluative information is gathered will better inform decisions on the *Timebank* system and its possible extended roll-out in NSW. It is recommended monitoring and reporting of data on the *Timebank* continues to facilitate success of the trial.
2. It is evident that with an improved understanding of the nature of timebanks have come better targeted recruitment efforts. It is recommended that these efforts continue and be evaluated in terms of their likely success as the *Timebanking* trial progresses.
3. There is additional scope to engage with current registered members – both for promoting the *Timebank* directly to these users, and encouraging existing users to promote the *Timebank* to their family, friends and colleagues. It is recommended that the project gathers information from current inactive registered members about why they have registered but have not performed a trade in the system.
4. It is recommended that efforts to create relationships with organisations who might themselves recruit members to join the *Timebank* should continue, but in the context and recognition that this commitment may be slower to come and harder to secure than originally anticipated.
5. Given that in an international context, the trial *Timebank* is already one of the biggest timebanks in the world, it is appropriate to recommend a review and a re-scoping of the ambitious participation targets for the trial.

6. Further mentoring and formative evaluation is recommended to develop competencies within the auspice agencies in areas of marketing, communication and promotion, to refine and test the concept and strategies to support the implementation of the *Timebank*.
7. It is recommended that the capacity and range of understandings, skills and competencies required by the auspice agencies to manage and govern the trial *Timebank* be systematically mapped, as well as the capacity to bring together multiple roles as both a service provider and program manager strategically and operationally with these agencies.
8. Targeted market research be conducted in four to six large organisations previously approached to join the *Timebanking* trial, to investigate important interests to be addressed, and any barriers to participation.
9. A new initiative being trialled by Hunter Volunteer Centre, linking the *Timebank* to a specific community (Stockton in Newcastle) is one which evidence from the literature suggests has a good chance of success. It is recommended that the Stockton initiative continue and that further micro-trials be considered in areas of more concentrated membership, to evaluate the merits of adopting a multi-nodal model of timebanking across the region.

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## 1 INTRODUCTION AND BACKGROUND

### 1.1 THE OVERALL EVALUATION PROJECT

The Universities of Newcastle and Wollongong have been jointly contracted by the NSW Office of Communities to conduct a formative evaluation of the NSW Volunteering Strategy, with a particular focus on its two early flagship projects: *Bathurst Grows* and the *Timebank* trial in the Hunter and Central Coast.

This evaluation work is designed for three primary audiences:

1. The NSW Government will use the evaluation reporting to monitor and develop the Volunteering Strategy and its key components, with a view to deriving maximum return on investment.
2. The NGOs and partner organisations delivering the projects will use the evaluation to improve their planning and delivery. A central feature of the evaluation process is that it will be constructive and contribute to the ongoing learning process of all involved.
3. The evaluation work will also speak to the researcher and evaluator audience, to build the scholarly literature and to improve the design and evaluation of future volunteering and related activities.

Ethics approval (H-2012-0428) has been obtained to review documentation, observe meetings and conduct interviews relating to the theme of 'governance'. This covers all aspects of project planning, setting of performance expectations, decision-making, monitoring and evaluation, communications and reporting carried out by the various management teams. An important component in this theme is the capture of 'outputs' relating to program promotion, participant enrolment and retention.

The University of Newcastle has taken the lead on evaluating governance issues relating to the *Timebank* trial, with the University of Wollongong playing a similar role with *Bathurst Grows*.

### 1.2 PURPOSE OF REPORT

This is an interim report on the *Timebank* trial project, prepared by project team members Professors Max Smith and Allyson Holbrook; Drs Johanna Macneil, Daniella Forster and Neville Clement from SORTI, and Ms Elizabeth McDonald, from the University of Newcastle; and Dr Mark Freeman from the University of Wollongong. The report provides a snapshot of activity and lessons learned to date, and also proposes some evaluation options for the remainder of 2013.

### 1.3 DEFINITION OF A TIMEBANK

A timebank is an alternate exchange system that is community focused and based on a system of reciprocity among members. The unit of exchange is time. An individual, for example, can perform a service (such as cleaning, or walking a dog) to meet the needs of one member and receive timebank credits of time credits that can be expended at a later date to secure services from another member (a debit). These transactions are recorded within the timebank.

Timebanks have the capacity to build social capital and promote community self-help.

The timebank itself can take the form of an online tool that allows the reciprocal exchange of volunteer service and this is the form being used by volunteer organisations as part of a trial in the Hunter, Newcastle, Lake Macquarie and the Central Coast commencing in late 2012 and extending into 2013, the first phase of the Strategy, with a view to possible later expansion.

## 2 LITERATURE REVIEW

### 2.1 INTRODUCTION TO THE REVIEW AND ITS METHOD

Systematic reviews about timebanks are rare, even though there are many hundreds of published and publically accessible items on the topic. The literature review for this project will provide a definitive mapping of research in the field. This will take place in three stages with stages one and two already completed. The indicative review provided below essentially sets the scene and allows the reader to position the *Timebank* trial in NSW in the context of findings about timebank ventures elsewhere.

The literature review method began with an initial foray into the field to determine better search terms for electronic database searches and to gain some sense of the type of material available (stage one). Stage two, reported here, primarily used one very large database (EBSCO HOST) to test the search strategy, and this yielded about 190 publications that were further assessed. This result is an indicative review of some 40 usable reports and articles of substance, and a number of other items specifically about timebanking in the USA, Canada, UK and NZ.

The third stage will draw on more databases. This is will ensure no key themes are missed and all the high quality research is included. It is anticipated there will be between 70 and 100 selected articles in the final version of the review.

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### 2.1.1 NATURE OF TIMEBANKING

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#### MEANING OF 'COMMUNITY CURRENCY'

Community or complementary currency is a 'generic term' for the range of 'contemporary alternate exchange systems which exist alongside mainstream money' in many countries. Since the 1990s these have been 'springing up' as a response to social, economic and environmental needs. They take the form of 'skills exchange, modern-day barter, green versions of supermarket reward schemes, and even notes and coins.' (Seyfang, 2009, p. 141)

While all community currency systems differ to some extent, each is premised on creating a local currency as a measure of and mechanism for the exchange of services and goods (Collom et al., 2012, p. 8).

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#### TIMEBANKS AS COMMUNITY CURRENCY

A timebank is a variant of bartering (Cahn, 1999). However, a timebank differs from traditional forms of bartering where the exchange reflects the value of the exchange to the individuals involved (Cahn, 2001). Seyfang (2002) identifies timebanks in this way:

Timebanks are a new type of community currency which turn unpaid time into a valuable commodity, and aim to build social capital and promote community self-help through *mutual* volunteering (both giving and receiving help in exchange for time credits). (p. 4)

In a timebank time spent on an activity earns time credits (often called time dollars, where one hour of time earns one time dollar). It is time and not goods that is exchanged. All work undertaken by participants, no matter what the type, is considered of equal value (Collom et al., 2012, p. 12).

Moreover the exchanges do not necessarily occur at the same time. Exchanges can occur as needs arise at different times. Hence, a timebank differs from other forms of community currency because, as identified by Collom, Lasker, & Kyriacou (2012, p.7), it is not based on bilateral exchange but multilateral bartering or *serial reciprocity*. This means that services can be provided from within a network rather than by exchange with a single person.

Timebanks also differs significantly from a similar type of community currency known as Local Exchange Trading Systems (LETS) where an hour is given a basic monetary value. LETS currencies are typically not tax exempt (Collom et al., 2012), whereas timebank exchanges have been made tax-exempt by various governments (Cahn, 2001). In Australia, LETS exchanges are not deemed as income for social services, provided they fall within accepted parameters (BrisLETS, n.d.; Williams, 1996).

Timebanks are seen as more strongly promoting social inclusion and social capital (Seyfang, 2006b, pp. 785, Table 781), and are seen as transcending some of the problems in LETS, particularly in LETS

not realizing its full potential in relation to issues such as coordination, management, negotiating exchange values, publicity and recruitment (Seyfang, 2002, p. 3.f. See also Seyfang, 2004b, p. 60).

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### TIMEBROKERING

Timebanks need some level of coordination. The pivotal roles for a timebroker or coordinator are in the areas of recruitment, planning, monitoring (time auditing), making connections with people, helping members to identify abilities and where they can be used, matching needs and skills, accounting and encouraging (Cahn, 2001, p. 1; Gregory, 2009a, 2010; Ozanne, 2010; Seyfang, 2002, 2004b). A timebroker is considered to be essential to the success of a timebank, and is ideally a fulltime position (Warne & Lawrence, 2009).

The broker might also vet members (Seyfang, 2004b). The facility of brokerage provides a level of credibility and security particularly where those working with children have police checks performed (Seyfang, 2002). The timebroker also provides support to the vulnerable in having someone contact them to assess the best way in which their need(s) can be met. These functions address some of the problems identified with LETS (North, 2003, pp. 269-270).

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### LOCATION WITHIN INSTITUTIONS

Most timebanks are institutionally based (e.g. within social service agencies, churches, schools or hospitals) and typically target groups that are socially excluded (Collom, 2008; Seyfang, 2002). According to Collom et al. (2012) about 50 % of timebanks in the US have their base in organisations like social service agencies, schools, hospitals or churches. The other 50% are community-based, stand-alone organisations.

Despite concerns that embeddedness within another institution may hinder goals, there is evidence timebanks implemented from top down have reached groups considered isolated and marginalised, and have retained sensitivity to the local community and their concerns (Seyfang, 2006b). However there are other challenges as noted by Boyle (see section 2.5.1).

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### FUNDING

Public funding is practically essential for the continuance of timebanks (Cahn, 2001). In particular, funding of brokers is essential if timebanks are to achieve their goals (Seyfang, 2006a, p. 9; 2006c). Nearly forty percent of timebanks in the US have paid staff but external funding and paid staff are factors contributing to timebank success and longevity (Collom et al., 2012).

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### RECIPROCITY AND CO-PRODUCTION IN A TIMEBANK

Reciprocity and co-production are fundamental to a timebank (Cahn, 1997). Reciprocity is the manner in which community is built with people being willing to share and give as well as receive from others and thereby create an atmosphere of trust. Co-production is the sense of community

and mutual support that results from the combined effort of members. The labour that people invest contributes to the creation of community support systems. Cahn says that it requires intentional input from all parties involved. The time dollars function as a means of facilitating the interactions and the building of trust and social capital that result from co-production. There is a sense of building interdependent relationships that extend beyond the offering of assistance (see also Ozanne, 2010). Moreover, the core values of a timebank affirm that each individual can contribute emphasising the need for social networks and for mutual respect (TimeBanks USA, 2012).

A timebank has the potential to establish co-production because of the assets that individuals have in terms of their skills and capacities; the re-definition of work in the wider understanding of the word; reciprocity; and social capital which regards individuals and families as the greatest asset (Drakeford & Gregory, 2010). Reciprocity and community building are seen as outcomes that are more difficult to achieve through traditional volunteering (Mayo, 2001). Reciprocity marks a difference between timebanks and traditional volunteering in the recognition that those who receive help may be able to help others in alternate ways (Cahn, 1992).

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#### THE CONSTITUENCY OF TIMEBANK MEMBERS

Seyfang (2002) reports that the constituency of timebanks includes higher proportions of “women, retired, disabled or sick people, jobless and low-income participants” and the participants are from those who least participate in traditional volunteering (p.6). Three case studies conducted in the US by Collom et al. (2012) identified that on average 64% of membership is female, and was 83% in two of the timebanks studied. Apart from the strong female representation they found diversity in constituent demographics. Warne and Lawrence (2009), from experience in the UK, indicate that their timebanks attract people who are socially excluded including those from low income backgrounds, retirees, women, people with disabling conditions or long-term illnesses, and non-white British ethnic groups.

The proportion of those from low income households involved in timebanks in the UK is almost four times as many as those from low income households who are engaged in traditional volunteering (also Warne & Lawrence, 2009). Furthermore a higher percentage (72%) of persons not in formal employment are involved in timebanks compared with 40% involved in traditional volunteering (Warne & Lawrence, 2009).

A summary of research on motivation for involvement in a timebank is provided by Collom et al. (2012, p. 57). Common reasons are: economic, ecological, social/community, helping others/altruism and combinations thereof. In Rushley Green in the UK motivations were helping others (78%), community involvement (72%) improving the neighbourhood (56%), to meet others/make friends (44%), need for help (44%), and earning time credits (17%) (Seyfang, 2002).

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## 2.1.2 AUSTRALIAN CONTEXT FOR VOLUNTEERING AND THE RELATIONSHIP TO TIMEBANKS

As Ferrier, Roos, and Long (2004) have observed definitions of volunteering in Australia can differ. For example the Australian Bureau of Statistics (ABS, 2012) definition of a volunteer is "someone who willingly gives unpaid help, in the form of time, service or skills, through an organisation or group" (ABS, 2006a)." On the other hand, Volunteering Australia provides the following definition:

Formal volunteering is an activity which takes place through not for profit organisations or projects and is undertaken:

- To be of benefit to the community and the volunteer.
- Of the volunteer's own free will and without coercion.
- For no financial payment.

In designated volunteer positions only. (Volunteering Australia, n.d.)

Volunteering Tasmania also provides further defining features of volunteering:

Volunteering is an activity that can occur in any setting and has the following characteristics:

- It has a direct benefit to the community and the volunteer (whether the benefit is tangible or intangible).
- It is undertaken by choice<sup>1</sup>.
- It is unpaid<sup>2</sup>. However, the volunteer may receive reasonable or appropriate reimbursement for expenses incurred that are associated with the role, and/or may receive a monetary or other incentive/reward<sup>3</sup>.

Unlike traditional volunteer and charity programs, community currency networks empower both providers and receivers of services, broadening the scope of valued services and expanding the proportion of the population that can actively participate in the local economy. (Collom et al., 2012, p. 9)

Also, unlike traditional volunteering, there is an inbuilt reward system in timebanks in that it is a "community currency with an explicit social objective" (Seyfang, 2003, p. 700). Seyfang reports that this addresses an issue where volunteering rates are flagging owing to adverse economic circumstances of individuals.

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<sup>1</sup> Choice is defined as an act of selecting or making a decision when faced with two or more possibilities.

<sup>2</sup> The definition of a paid employee is set out in the Fair Work Act 2009 (Cth).

<sup>3</sup> A direct monetary or other incentive/reward could include a tangible item such as a movie ticket or an enabling amount of money, for example a living allowance.

## 2.2 SIZE AND SCOPE OF TIMEBANKS INTERNATIONALLY

### 2.2.1 DISTRIBUTION

Timebanks are present within 36 countries in the world involving about 160,000 members (Cahn, 2012, July 9). Precise statistics are not available but Collom et al. (2012) suggest there are 128 timebanks in the USA with an estimated membership of 23, 481, while Cahn (2012, July 9) claims 300 timebanks with a membership of 30,000. Additionally Cahn's figures indicate a membership of 30,000 in the UK and 100,000 in a further 34 countries throughout the world. It is important to note that Collom et al. and Cahn appear to draw on different datasets and given a lack of detail on method in the latter, they are not directly comparable.

### RANGE OF SIZE AND SCOPE

Membership of timebanks in the US varies from 3 to 2,400 (Collom et al., 2012). A critical mass is considered to be 50-100 members (Warne & Lawrence, 2009) though figures cited by Collom et al. (2012) suggest that a little over a third of the timebanks in the US function with less than 50 members. Timebanks can have a community focus, for example, juvenile justice or depressed housing estates, or have a focus on a recognisable community (Coote, Ryan-Collins, & Stephens, 2008).

In 2010 Collom et al. (2012) conducted a national survey of coordinators of timebanks in the US with a response rate of 75% (96 out of a possible 128) after accounting for duplication, attrition and false leads. The survey identified that 54% of the 96 timebanks had begun in 2009 and 2010 (23 in 2010 alone); 32% between 2005 and 2008, and 14% before 2005. Size of timebanks in the study ranged from 3 to 2,400 members, with an average size of 203. In terms of membership 39% had fewer than 50 members, 28% between 50 and 149 members, and 33% 150 members or more. Active members (i.e., those who had participated in the quarter prior to the survey) ranged from 0 to 771, and the average number of active members was 60.

A summary of the details of the size and scope of timebanks reported in the literature has been collated and presented in Appendix A.

### REASONABLE TARGETS

While there is no one-size-fits all model, the critical mass for membership of a timebank is considered to be 50-100 members (Warne & Lawrence, 2009). Nonetheless, timebanks have been found to range in membership size from 3 to 2,400 (Collom et al., 2012), with the majority of timebanks having a membership under 500. Collom et al.'s investigation shows that a membership larger than 500 is unusual.

A survey in the UK in 2002 found that the average timebank had fewer than 61 members and had been in operation for less than a year (Seyfang, 2004a, p. 64). The Community Exchange timebank in the US started exchanging in 2000 and membership grew to over 500 by 2011 (Collom et al., 2012).

The size of a timebank appears to differ depending on location, community and focus. At present there are few timebanks orchestrated across wide regions with diverse social experiences and skills (see Coote et al., 2008, pp. 19).

## 2.3 RECRUITMENT

### 2.3.1 TYPICAL MODELS OF RECRUITMENT

Recruitment strategies vary according to the mission of the timebank (Collum et al., 2012).

While the incentive of time credits is perceived as a stimulus for recruitment and retention of members (Cahn 1992), Warne and Lawrence (2009) conclude that people are motivated to join timebanks in order to help others, build social networks, meet people and make friends, and that the accumulation of time credits is the least motivating. The experience of Rushley Green in the UK supports this conclusion, as only 17% of members said that they were motivated to join by the prospect of time credits.

Word of mouth through family friends and neighbours is an important consideration (Collom, 2007), as are existing social ties (Collum, et al., 2012). In one US timebank which is showing an increasing membership, members actively recruit others to join (Collom et al., 2012, p. 40). The Gorbals timebank in the UK actively targets local organisations referred to it alongside a strategy of word of mouth recruitment by local members (Seyfang, 2004a).

It is common for a timebank to be targeted at social groups that are excluded and do not ordinarily participate in formal volunteering such as those not in formal work or who receive social services. (Seyfang, 2002). Seyfang suggests that the fact that each person receives the same time credit is a strong message for the targeted groups that the everyday skills they have are of the same value as those of others (p.4). Targeted recruitment expands resources (community and individual), extending the range of services available, thereby more adequately meeting the range of needs of members. Recruitment also raises the profile and credibility of timebanks in the community (Seyfang, 2002, p. 7).

Social media offer an alternative path of recruitment although this is still largely untested. The Australian Government's (2011) *National Volunteering Strategy* notes the increasing use by volunteering organisations of social media and the need to use that medium to communicate and appeal to the young. Fifteen percent of volunteering groups use virtual volunteering, but that it is underutilised (Volunteering Australia, 2012). International currency networks use social media to maintain contact (Seyfang & Longhurst, in press, 2013). In this it must be borne in mind that many

people still do not use social media. The Cambridge Centre for Housing & Planning Research (2013) reported that 53% of the members involved in the four Cambridgeshire timebanks did not use social media.

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## ISSUES AND PRACTICAL LESSONS LEARNED ABOUT RECRUITMENT

A timebank is a different volunteering model to the traditional one of an individual volunteering their time and/or skills to an organisation or institution; which may make use directly of the contribution, or 'forward' them on to other individuals in need. Instead, in the timebank model, the organisation provides the mechanism to support the exchange of time and/or skills between individuals. This fundamental difference needs to be understood both by the organisation supporting the timebank and by the individuals making the exchange.

In particular:

service users [are required] to consider new and different ways of engaging with services and each other (Gregory, 2009a in Gregory, 2010, p. 10).

It 'takes time and care to establish time banking to ensure that people understand what they are designed to achieve.' (James, 2005 in Gregory, 2010, p. 10)

A national survey of timebank coordinators in the US (Collum et al., 2012) showed that by far the most effective method of recruitment was word of mouth and this was ranked first by 74% of coordinators and second by 14% of coordinators. Other methods in rank order were: newspapers, community events, website, email, flyers, and 'other'. Aggregate first and second preferences for these items ranged between 23% and 9% (p. 78). Ultimately, different types of people join a timebank for different reasons (p. 80).

It was also found that highly visible offices are effective for recruitment (Collum et al., 2012), and being embedded in an agency may provide a recruitment advantage for a timebank (Seyfang, 2002, pp. 88-89).

Warne and Lawrence (2009) suggest that people regarded as socially excluded are the hardest to recruit and suggests that recruitment activity initially focus on recruiting a critical mass (50-100 people), then this critical mass of members are given the task to recruit the target group. Others note that network based recruitment results in homogeneity in the organisation (Collom 2007, p. 58, 2008, p. 431; Collom, et al p. 185).

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## LOCAL INTEREST AND MICRO-COMMUNITIES

There is a theme that runs through the literature that starting small and starting within a community where trust is already established and connections are possible is necessary if the timebank is to meet community needs, recruit successfully and to be sustainable.

One recognised method adopted to build the trust necessary to recruit timebank participants is to

[seek] active groups in the community, to encourage credit earning through activities people were already familiar with. Gradually this [is] built upon to attract a wider range of people and a broader range of activities. (Gregory 2010, p. 11)

Brokers stress the need to keep the focus at street level, working with local community groups and using personnel known and trusted in the community (Seyfang, 2002). Timebanks need to meet local needs (Warne & Lawrence, 2009). This is picked up in the next section as 'start with people not systems'.

## 2.4 WHAT WORKS

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### 2.4.1 FEATURES OF TIMEBANKS THAT WORK:

In their review of the Salford Time Bank in the UK, Warne and Lawrence (2009) appended a survey of secondary literature on timebanks which included the Economic and Social Research Council (ESRC) report on timebanks across the UK and the London Time Bank. From their review and evaluation of the material at hand they synthesised the following list of features that enable timebanks:

- Start with people, not systems.
- Keep bureaucracy to a minimum.
- Encourage members to give time straight away.
- Provide plenty of support.
- Ensure that members feel safe.
- Make sure the Time Bank involves people from all parts of the community.
- Involve all members in the development of the Time Bank and ensure regular communication with members about events and services.
- Put time and energy into marketing to expand the membership and hence the scope of the Time Bank and to build in incentives from local businesses, like discounted goods.
- Integrate Time Banks into mainstream health, education and regeneration agencies to reward people for participation and offer more opportunities for people to give as well as receive.

## 2.5 CHALLENGES

### 2.5.1 MAJOR CHALLENGES

Collom et al.'s (2012) national survey of timebank coordinators in the US resulted in the ranking of the following as major challenges: lack of member involvement (24%), funding (17%), staff and organisational challenges (16%), recruitment of new members (8%) and software (5%) (p. 182, Table 7.1).

The report of the Cambridge Centre for Housing & Planning Research (2013) lists the major challenges as recruitment, particularly people who are older and isolated, getting people to exchange, people identifying what they can exchange, the skill of coordinators in facilitating exchanges, managing exchanges with organisations, and sustainability apart from a paid coordinator (p. 18). Timebanks are referred to in the report as a form of co-production, which is defined as citizen engagement, or 'there is more capacity in an economic system than that simply defined by the market' (Wiley, Ugga & Timebanking UK, 2010). Edgar Cahn (2010) has given an example of co-production during the 1980's recession, where Monsignor Charles Fahey who then headed Catholic Charities declared: "I have good news and bad news that can all be summed up in a single statement: We have no money; all we have is each other" (p. 36).

Boyle (n.d.) lists the greatest challenges to the implementation of co-production in relation to welfare professionals as:

- Some agencies find the idea very hard to grasp.
- There are fears about handing over responsibility.
- Staff sometime object to working particular hours.
- Official targets often ignore co-production outputs.
- Funders sometimes fail to recognize the significance of what they are doing.
- Hierarchical organisations sometimes find it hard to get the best out of co-production.
- Staff can fear that handing over responsibilities to clients makes them vulnerable.
- Staff can fear that co-production will remove their jobs (pp. 12-13).

### RECIPROCITY AND IDENTITY

Preference in giving time over receiving it on the part of members makes them reluctant to ask for help. A limited range of services available owing to the small sizes of timebanks can limit the scope of services offered and so there is a need for recruitment of people who can supply these skills. People who did not regularly contact the group were less likely to engage, thus highlighting the need for good communication between the timebank and the members to encourage a sense of identity and foster greater activity. Social gatherings are said to foster this (Seyfang, 2004a, p. 69).

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## RECRUITMENT

An ongoing challenge is the recruitment of a critical mass of members in order to tap the potential within the network (Collom, 2007, pp. 58-59).

A staff is required to recruit participants, provide orientation, match providers and recipients as needed, track the hours and distribute statements to members. (Collom, 2008, p. 419)

One of the problems faced in recruitment is that the timebank model is not generally understood. Concepts of reciprocity, time exchange and member trust are not widely grasped. Another issue surrounds the quality of the service provided (Collom, et al., p. 184). Furthermore, some recruits find it difficult to decide what skills/abilities to offer and what to request in return (p. 185). A problem with word of mouth recruitment is the law of diminishing returns as member's personal networks are exhausted, and so there is a need for broader strategies (p. 92). Recruitment strategies need continual evaluation (p. 46).

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## RECOGNISING CONCERNS

Busyness, not being called upon for services, contact difficulties, lack of availability of persons to perform a service, lack of desirable services, being uncomfortable to approach unknown people regarding services, and preference to provide only are reasons given for limited participation (Collum et al., 2012, p. 185, Table 7.2).

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## WHAT TO OFFER AS A TRADE

One of the challenges to a timebank is that members can be unsure about what they can offer to trade (Cambridge Centre for Housing & Planning Research, 2013; Collom et al., 2012)

Types of services exchanged include: construction, installation, maintenance, repair, transportation, moving, tutoring, consultation, personal services, cleaning, light tasks, errands, events and program support, food preparation and service, health and wellness, entertainment and social contact, beauty and spa, computers and technology, arts and crafts production, office and administrative support, sales and rentals of items, friendly visiting, assistance with shopping, escort services (e.g., accompanying someone to a doctor's appointment), transportation, telephone reassurance, minor home repairs, reading mail, assistance with paying bills, respite, donation, hospital and nursing home visiting (Collom et al., 2012, p. 91, p. 101, p. 168). The authors note that sometimes services were offered at great sacrifice to the provider.

Additionally, other authors mention the following as among the services exchanged: child care (Cahn, 2012, July 9; Gregory, 2009b; Ozanne, 2010), elder care, carpooling, haircuts, art, dance or language classes (Cahn, 2012, July 9), gardening, access to a trailer, house help (Ozanne, 2010); peer tutoring, mentoring, befriending, envelope-stuffing, meals in local cafe, minibus driving, helping at

community events (Seyfang 2004a); financial literacy (Holliday, 2004); financial assistance, taxation returns, dog grooming, electrical skills (Klatt, 2010); community trash cleanup days (Cunningham & Jones, 2008); telephone counselling, self-help training, waste recycling, homework clubs (Mayo, 2001); clerical assistance, massage, gift wrapping, tickets to event, bulk mailing, sold item, and postering (Collom, 2008).

Debit can be tolerated and even encouraged, though sometimes a member's account is closed if the debt is too big, but debt in the timebanks studied was relatively rare (18% of members in one and 17% in another) and sometimes due to personal constraints such as disability and restrictions in what can be offered as a trade. Over 80% of members have credit or a balanced account. A smaller percentage of people (5% in one timebank and 7% in another) had credits of more than 100 hours (Collom et al., 2012, pp. 104, 113-115, 138, 189).

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### USE OF SOFTWARE

Software can be used to record and track time transactions, credits and debits. Software for this purpose is supplied by Time Banking UK (Rushley Green Time Bank, 2011; Warne & Lawrence, 2009). Software packages e.g. Community Weaver Software and Time and Talents are used or being developed in the US (Klatt, 2010). Slater (2011) lists the issues with software as being: accessibility to implementers, encouragement of good governance, exchange between associations, the need to upgrade older software, and the need to support software innovation. Valek (2012) cites the need for functional and user friendly software to assist with administration. Cahn (2012, July 9) indicates that more user friendly software is becoming available that "documents engagement, reliability, punctuality and trustworthiness" [Web page]. This new software is open source code which individual timebanks can adapt to their own requirements. Cahn (2012) claims that over 200 timebanks are using the software and it will be available for smart phones and tablets.

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### SUSTAINABILITY

Collom et al. (2012, p. 46) claim that their case studies of three timebanks which have been in operation for over 10 years provide indicators of what is required to sustain timebanks. Timebanks started in 2009 or 2010 were less likely to have paid staff and formal budgets. The eight oldest, founded before 2000 have formal budgets and six have paid staff. Collom et al. speculate that in situations of lack of staff and funding it is harder to sustain timebanks.

One key challenge is to sustain public funding (Cahn, 2001; cf. Cambridge Centre for Housing & Planning Research, 2013; Collom et al., 2012; Warne & Lawrence, 2009) or at least reliable funding to support an office, facilities and a timebroker (Warne & Lawrence, 2009, p. 39).

The national survey of timebank coordinators in the US by Collom et al. (2013) yielded the following list of factors valuable to sustaining timebanks:

- Dedicated members and volunteers.

- Effective outreach programs.
- Embeddedness with other organisation.
- Nature of the community where located.
- Exchange software.
- Good staff and funding (p. 187).

Timebanks have closed owing to funding issues and staff burnout (Collom et al., 2012, p. 183).

## 2.6 OUTCOMES

### 2.6.1 SOCIAL INTERACTION AND PERSONAL DEVELOPMENT

Seyfang (2002) reports that timebanks have the capacity to create the opportunity for the growth of friendships, and the building of confidence and trust in people from the local community and their capabilities. This has the important outcome of increased sense of wellbeing and enriches the quality of life as people feel useful and have friends. Furthermore, timebanks have a demonstrated capacity to bridge social groups and generations and break down mutual fears and misconceptions. Timebank membership fosters community involvement through the recognition of the value of unpaid community and social work integral to sustaining the social economy (pp. 6-7). Moreover, timebanks

provide a space for the articulation of values which do not fit into the mainstream economy, they challenge existing values and social structure of work and income, and offer a glimpse of an alternative. (p. 7)

Sixty-five percent of members from the Rushley Green timebank in the UK responded that the timebank had helped them achieve their goals, and 87.3 % responded that the experience was either good or not bad (Seyfang, 2002, p.6).

Collom et al. (2012) cite economic advantages for participating members, particularly those who are unemployed or under employed, participating organisations, and local economies by encouraging the wealth to remain in the system (pp. 19-20). Timebanks can reduce dependence on out of area services (p. 23). Gregory (2009b) also cites economic benefits of a timebank.

### 2.6.2 EMPLOYMENT

Timebanks offer opportunity for productive engagement in work (Seyfang, 2004b, p. 59; Cambridge Centre for Housing & Planning Research, 2013, p. 19). Some have argued that active participation in timebanks can serve as bridges to formal employment (Collom et al., 2012, p.21 citing Williams et al., 2001). In addition “Time Banks also help to accrue economic benefits by freeing up time to go to work” (Warne & Lawrence, 2009, p.34).

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### 2.6.3 HEALTH

Timebanks support improved health and wellbeing as well as independent living (Cambridge Centre for Housing & Planning Research, 2013, p. 19; cf. Collom et al., 2012, p.22; Shapiro, 2012).

Timebanks have been used to improve mental health (Coote et al., 2008, p. 19ff.). Quality of life is a further benefit highlighted by Warne and Lawrence (2009).

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### 2.6.4 SOCIAL CAPITAL

Timebanks can be used by community organisations to increase involvement in their existing activities that are beneficial to the community thus building community capacity (Seyfang, 2004a, p.67; cf Gregory, 2009b; Warne & Lawrence, 2009). Furthermore, they can build community trust and encourage altruism (Collom et al., 2012, p.22). The coordinator of Gorbals timebank in Scotland commented:

The timebank is knitting together community organisations, not just individuals ... It has evolved into a community-led as opposed to a one-to-one exchange time bank. (cited in Seyfang, 2004a, p. 67)

Furthermore timebanks can:

- Address social exclusion through the provision of access to services and engagement in volunteering in the community (Coote et al., 2008).
- Contribute to community development and regeneration and engages young people in community development (Coote et al., 2008).
- Provide resources and alternatives for criminal justice programs (Coote et al., 2008; Gregory, 2012).
- Bring community organisations closer together, provides opportunity for diverse social groupings to mix, delivers service that people would not have received, and provide opportunities for democratic renewal and a way for members to develop visions of a better society (Warne & Lawrence, 2009, pp. 24-25).

## 2.7 CONCLUSION AND FUTURE DIRECTIONS

This interim literature review has focused primarily on the size and operation of timebanks in a number of developed nations to inform the evaluation of the start-up phases of the NSW *Timebank* trial.

A timebank is a form of alternate exchange system that is community focused and based on a system of serial reciprocity. An individual, for example, can perform a service, such as cleaning, to meet the needs of one member and receive timebank credits that can be expended at a later date

to secure services from another member. These transactions are recorded within the bank and both credit and debits are possible.

Timebanks ideally require a time-broker to manage these operations, i.e., ensure recruitment, match needs and wants, and oversee recording of transactions. Many timebanks are based within an existing institutional framework, such as a social service agency, church school or hospital, and cater to particular constituencies.

Timebanks range in size with some established ones extending to two to three thousand members, but this is unusual as most tend to sit within a narrower band ranging from tens of members to several hundred. Internationally the number engaged in timebanks is reported to be about 160,000.

Recruitment is often quite slow to start as one of the most powerful recruitment strategies appears to be word of mouth. A successfully operating timebank maintains momentum and sustains recruitment after the start-up phase. The latter typically depends on a reliable source of funds and good marketing.

Relative to mission, a critical mass of recruits is needed to meet the range of needs of members. A critical mass is considered to be somewhere between 50 and 100 members. Another reason for a slow start is that new members often find it hard to articulate what they can offer.

One of the core values of a timebank is that each individual can contribute, and in fact timebanks have been found to draw on those who would not necessarily volunteer, especially among vulnerable and low income earning groups. Timebanks also attract a greater proportion of female members than male.

Helping others, community involvement, improving the neighbourhood and meeting others are strong motivations for involvement not the time credits themselves.

Trust is fundamental to timebanks if mutual support is to be achieved. The core values of timebanks are that each individual can co-contribute and co-produce to produce community support systems. This tends to explain why drawing on local or micro-communities within a timebank project enhances success because there is a greater likelihood of building word-of-mouth and mutual trust around an acknowledged need and that in such cases the need for the timebank is clear and understandable.

A timebank has to involve people from all parts of the community and involvement needs to be active. Good communication and clear shared understandings between the timebank and its members are essential. Concepts such as reciprocity, time exchange and member trust are not necessarily widely grasped and the need for a shift in perception by staff in agencies and the broader community. This shift must not be underestimated as a challenge.

Other lessons from existing timebanks consolidate around their being visible and easy to interact with, and having minimum bureaucracy and maximum sensitivity to community needs and wants and to potential member concerns.

Timebanks can offer many benefits to the community including social interaction and personal development, well-being, economic benefits, employment and capacity building. How effective they are and how best to establish this will be the focus of the next stage of the literature review.

### 3 DATA EVALUATION

This section of the *Timebank* preliminary evaluation report conducts an initial analysis of the data from:

- Social media (Twitter and Facebook).
- The registration of users to the *Timebank*.
- The use of the *Timebank*.

These three areas of evaluation can be used to understand system current use and also used to further identify ways to increase system use.

#### 3.1 ANALYSIS OF DATA

The majority of the data used for this analysis has been extracted from the *Timebank* system. The figure presents a screen-shot showing the different reports and statistics that can be gathered about system use. In this report the data is analysed longitudinally from the *Timebank's* launch on 24 November 2012 through to 31 May 2013.

##### Statistics and reports available for the *Timebank* application

<a href="#">View</a> <b>Trading Statistics</b> View the real-time trading position of this exchange	<a href="#">View</a> <b>Balance Report</b> View summary of accounts in credit and debit
<a href="#">View</a> <b>Trader Statistics</b> View the real-time statistics about the traders of this exchange	<a href="#">View</a> <b>Balance Report</b> View detailed summary of accounts in credit and debit
<a href="#">View</a> <b>Trading Activity</b> View trading statistics for a selected time period	<a href="#">View</a> <b>Access Details</b> View when users last accessed their accounts
<a href="#">View</a> <b>Trader Activity</b> View user balances and when they last traded	<a href="#">View</a> <b>Login Statistics</b> View number of times users have accessed their accounts
<a href="#">View</a> <b>Trader Balances</b> View balances of all traders of this exchange	<a href="#">View</a> <b>User Statistics</b> View the real-time user statistics of this exchange
<a href="#">View</a> <b>Balance of Trade</b> View "balance of trade" of all exchanges	<a href="#">View</a> <b>User Growth</b> View the real-time growth in the number of users of this exchange
<a href="#">View</a> <b>Balance of Trade</b> View "balance of trade" of all exchanges in this country	<a href="#">View</a> <b>Conversion Rates</b> View the "conversion rates" between the various exchanges
<a href="#">View</a> <b>Transaction Report</b> View trade details for selected period of time	<a href="#">View</a> <b>Registration Question Responses</b> View responses that registrants gave to the registration questions
<a href="#">← Back</a>	

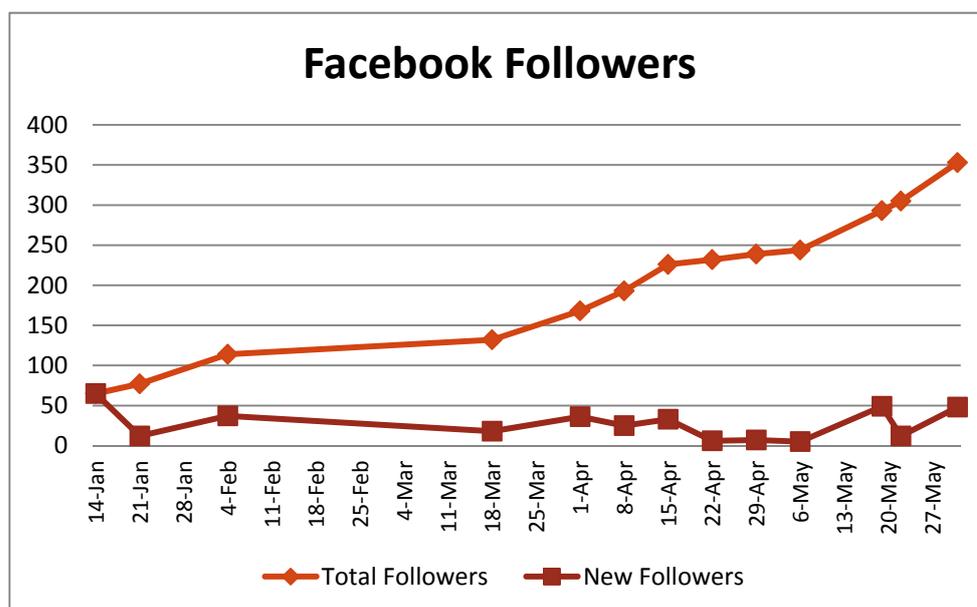
In future reports about the *Timebank* greater analysis of the data available from the system can be used. As the system is diffused further into the test sites and more users interact with the system, detailed statistical analysis can be conducted using time-series data and trends of data use can be developed. This can be used to further understanding of how the system is actually functioning.

### 3.2 SOCIAL MEDIA – MARKETING OF THE TIMEBANK

The initial analysis of the *Timebank* is from external data used to increase public awareness of the system through social media. Data for this analysis is based on data obtained from the Hunter Volunteer Centre and their records of changes to the social media sites for the *Timebank* that they monitor.

#### 3.2.1 FACEBOOK

Facebook has been used as a method to interact with potential users of the *Timebank* since October 2012. As at the 31 May there were 353 followers. While new followers are following the Facebook page the overall level of increase is not substantial. By increasing the number of followers to Facebook greater awareness of the *Timebank* could result in more users.



Facebook should be used as a tool to raise awareness and interest, which can then be converted into participation.

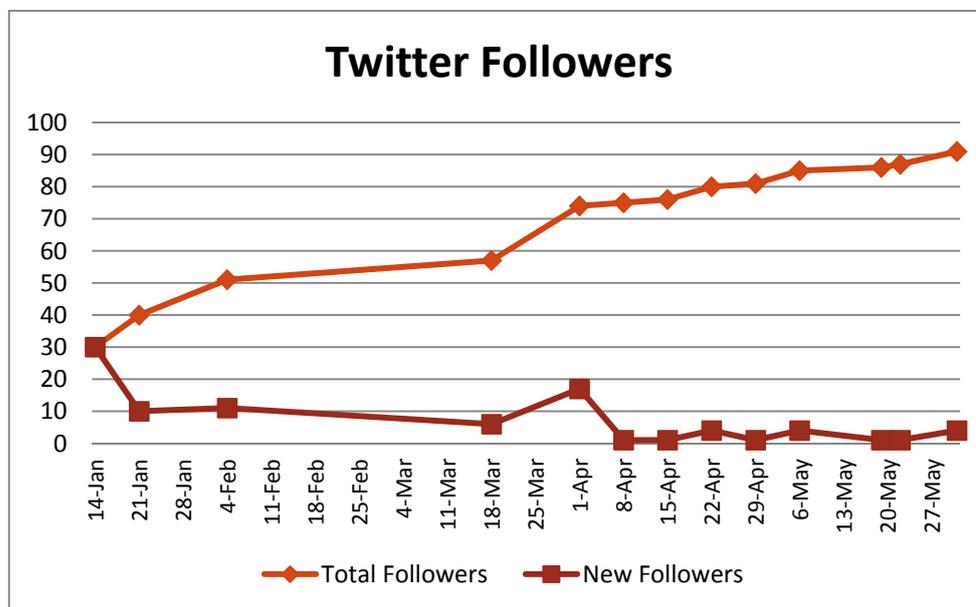
Methods for increasing Facebook followers:

- Consistently tagging all relevant community groups and individuals in posts.
- Cross-promoting other community initiatives.

- Improving community participation through posts that encourage a response (e.g. voting, opinions).
- ‘Sharing’ others’ success stories of using the *Timebank* or related community activities.
- Ask current followers to share the page.

### 3.2.2 TWITTER

Twitter is a social media application designed for dissemination of small messages to followers. Since the launch of the *Timebank* Twitter account 91 followers have started following the account that has *tweeted* 92 messages about the *Timebank*. By increasing the number of followers there is potential for increasing awareness of both the *Timebank* and the services offered. The current cross promotion between Twitter and Facebook will increase awareness of the *Timebank*.

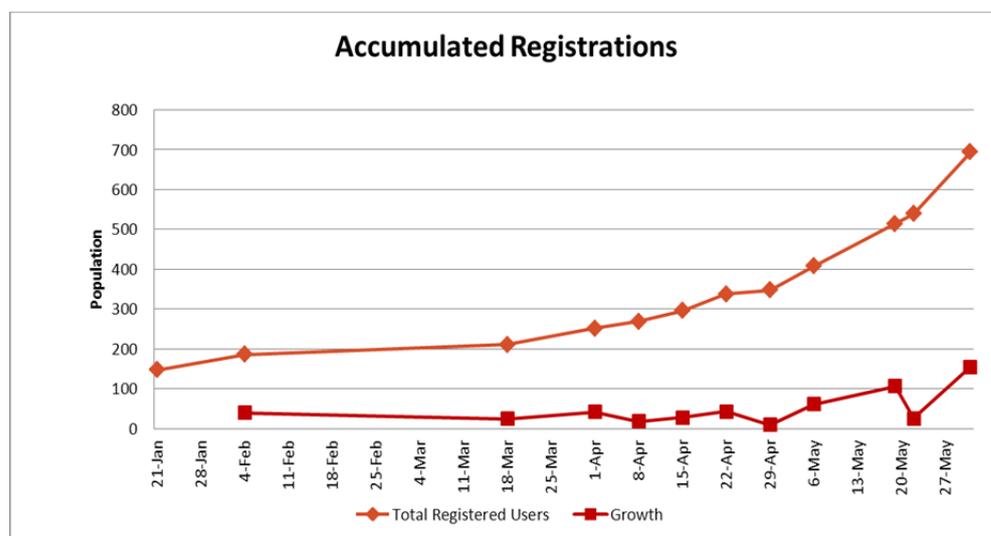


Methods for increasing Twitter followers:

- Use mentions of other Twitter followers in posts.
- Link to other news sources that are publishing articles about the *Timebank*.
- Use Favorite, Retweet and Reply to engage with other Twitter users.

### 3.3 REGISTRATION FORM ANALYSIS

On the 31 May the number of registered users of the *Timebank* system was 694 (including the administration account); with 602 of these users being individuals, 88 organisations and 3 companies. These numbers have been growing steadily since the launch of the system.



During the period 1 April to 31 May an average of approximately 50 new registrations to the *Timebank* system have occurred each week. In the final week of data analysis (23 May to 31 May) 155 new registrations to the *Timebank* system occurred. The potential for increased adoption occurs as more potential users learn about the *Timebank*. Prior innovation literature<sup>4</sup> has identified that the adoption of a product or service can typically be mapped to an S-curve, with the number individual adopters being normally distributed throughout an innovations life-cycle. For a person to register (adopt) to use the *Timebank* system they need to intrinsically perceive benefit. This can be through the five perceived attributes of innovation:

- Relative advantage: the concept that the *Timebank* is better than previous methods.
- Compatibility: the *Timebank* is consistent with the individuals existing values.
- Complexity: the *Timebank* is easy to understand and use.
- Trialability: the *Timebank* can be experienced without overheads.
- Observability: the *Timebank* can be observed as being used by others.

Based on the current data the *Timebank* is currently in a phase where ‘innovators’ are adopting the *Timebank*. These individuals are typically venturesome with their adoption leading from a local circle of peer networks. Initially this process is slow until individuals learn about the system and its benefits. The work being conducted by the volunteering centres is allowing increased knowledge

<sup>4</sup> Rogers, E.M. (2003) *Diffusion of Innovations* 5<sup>th</sup> Edn, Free Press, USA.

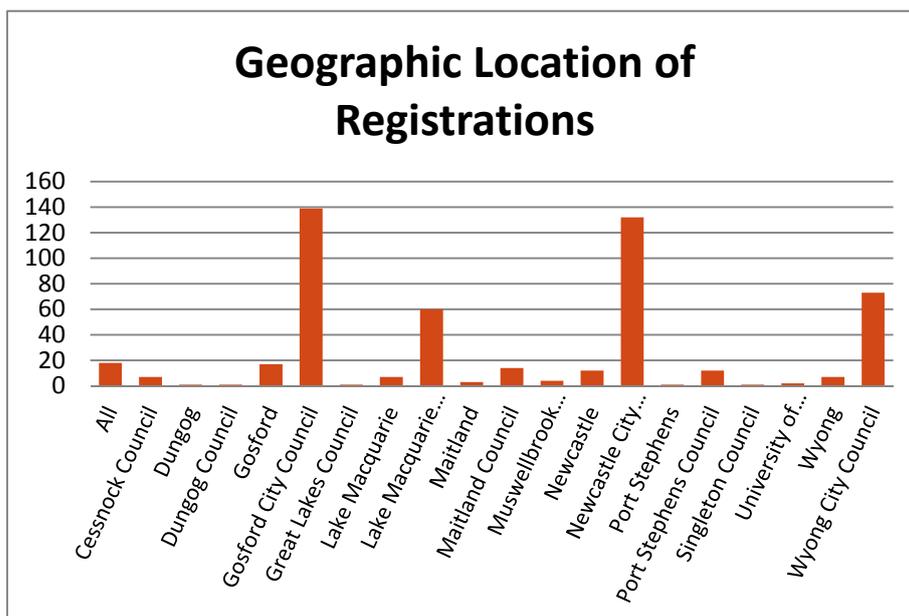
about the system. Also, current registered users potentially allow for an increasing effect of new system users as they discuss the system with their social networks.

### 3.3.1 USER LOCATIONS

Previous reports have indicated that the focus for the *Timebank* trial is in the range of postcodes 2250 – 2339. The table below provides a postcode-by-postcode analysis of where registered members of the *Timebank* are from. It should be noted that 48 registered users have postcodes out of this range (some members identifying overseas addresses). The most common postcode was 2250 (with 66 users) followed by 2259 (with 32 users), 2257 (with 27 users) and 2261 (with 27 users). Understanding where most of the registered users of the system are allows greater focus on targeted promotion within specific communities.

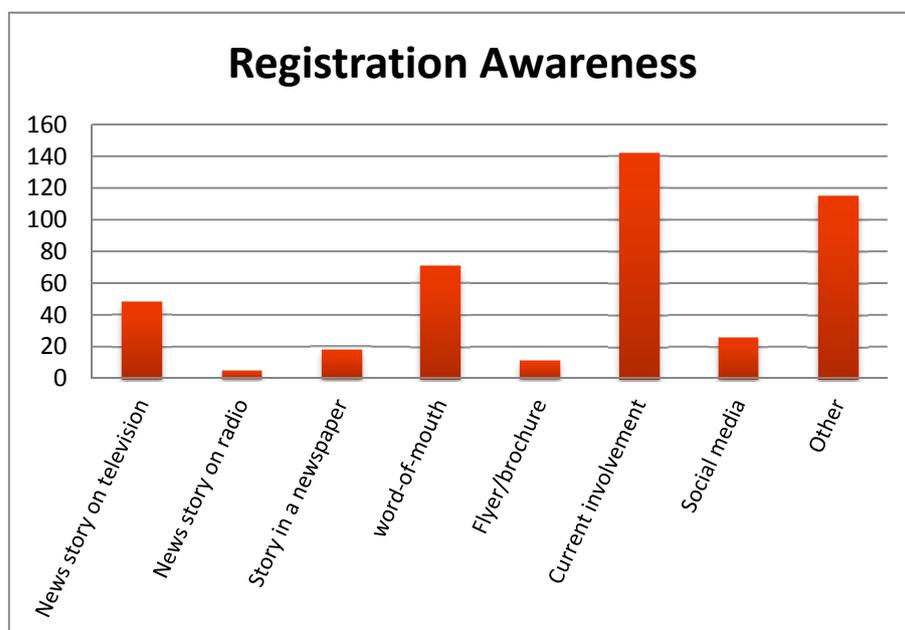
Postcode	Members	Postcode	Members	Postcode	Members	Postcode	Members
2250	66	2280	10	2295	4	2315	1
2251	19	2281	4	2296	2	2316	3
2253	2	2282	12	2297	9	2317	4
2256	15	2283	6	2298	9	2318	3
2257	27	2284	4	2299	10	2319	3
2258	3	2285	17	2300	12	2320	6
2259	32	2286	1	2302	2	2322	5
2260	3	2287	13	2303	12	2323	8
2261	27	2289	4	2304	15	2324	4
2262	13	2290	16	2305	9	2325	3
2263	9	2291	6	2306	2	2326	1
2264	3	2292	4	2307	5	2330	1
2265	1	2293	1	2308	8	2333	4
2267	1	2294	2	2309	1	Other	48

The analysis of the postcode data can be further supported by understanding the region that the users associate themselves with; based on data from the field 'sub-area' in the **user report**. The data extracted from the *Timebank* system has identified that users have been typically associated as being from the Gosford, Newcastle and Wyong Local Government Areas.



### 3.3.2 REGISTRATION ANALYSIS

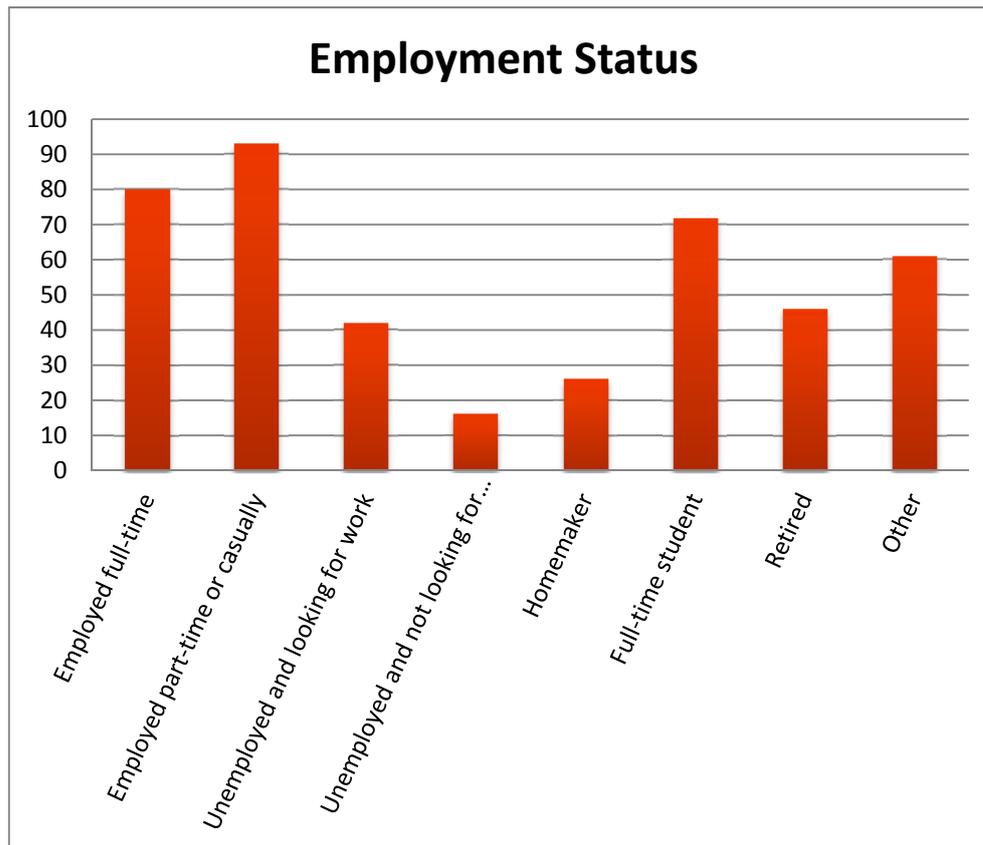
During the registration process questions were asked of users about how they learnt about the *Timebank*. The figure below identifies the responses to the question “How did you first hear about *Timebanking*?”



Analysis identified that the most common response was that users learnt about the *Timebank* “Through an organisation I am currently involved with (e.g. a volunteering organisation)”. 115 users identified ‘other’ as how they learnt about the *Timebank*, with the most common written response being at a “Careers Expo” (53 users).

66% of users during the registration process identified ‘yes’ to the question “*In the last twelve months did you spend any time doing voluntary work through an organisation or group?*” This result indicates that 34% of the users registering to *Timebank* did not consider that they have conducted volunteering activities in the past 12 months.

During the registration process a question was asked about the individual’s employment status. The table below identifies the user responses to the question.



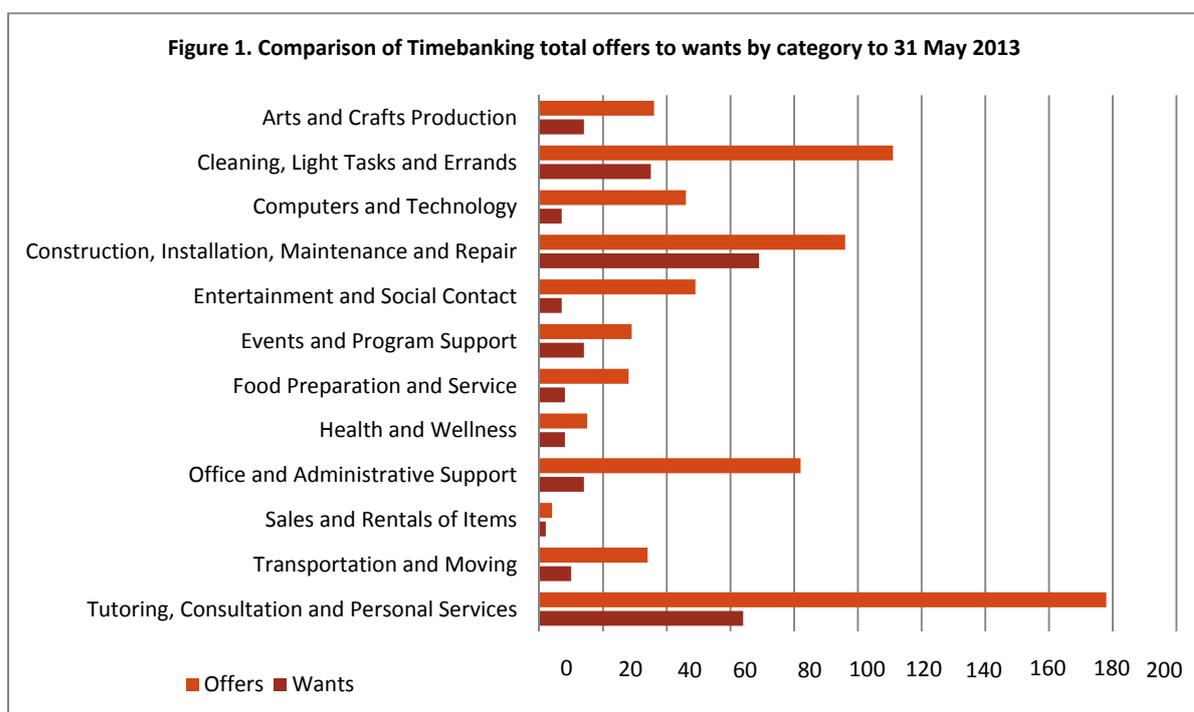
Overall the results from the registration questionnaire identify that the majority of registrations have come from the target region. 34% of the registrations have come from individuals that had not previously volunteered in the past 12 months; this result indicates that there is the potential for an increase in volunteering occurring.

### 3.4 TIMEBANK SYSTEM USE

As at the 31 May there were 718 'offers' and 266 'wants' recorded in the system indicating a greater level of offers by users.

#### 3.4.1 NATURE OF OFFERS AND WANTS

On registration users were queried on the nature of service they desired 'wants', or could provide, 'offers'. These indications were then coded into broad service categories<sup>5</sup> to enable practical comparison. Figure 1 is a bar graph demonstrating the distribution of service types.



One-quarter of total offers appeared in Tutoring, Consultation and Personal Services, while the proportion of wants was highest in Construction, Installation, Maintenance and Repair (26%). Very few offers or wants were desired for Sales or Rentals of Items. The lowest ratio of 'wants' to 'offers' was Construction, Installation, Maintenance and Repair.

*Timebank* members were asked to provide an indication of the kind of volunteering services they were willing to offer or desired. The options were as diverse as art curation and cleaning with

<sup>5</sup> Collom, E. (2012). Key Indicators of Timebanking Participation, *International Journal Of Community Currency Research*. 16 (A), pp. 18-29

organic products, to baby sitting and English speaking conversation classes. A summary of the details of the nature of offers and wants has been collated and presented in Appendix B.

### 3.4.2 TOTAL HOURS TRADED

The number of hours that have been traded in the system are 759, with the figure below identifying a steady increase in the number of hours being traded. 70 users have performed a trade with the system since the launch of the *Timebank*.



## 3.5 FUTURE ANALYSIS

### 3.5.1 FUTURE ANALYSIS AND ADDITIONAL DATA SOURCES

As a greater number of users start trading with the *Timebank* and the system is used for longer, greater analysis of the data can occur. Analysis of benefit for the *Timebank* can include:

- Continued analysis of social media, registrations and hours traded.
- Actual number of users after registration (current data analysis indicates that approximately 54% of users have not accessed the system after they have registered).
- Analysis of users' interactions with the system.
- Mapping trades to determine if *Timebank* activity is clustered or more dispersed in terms of geolocation.
- Time-series analysis of how trades are changing.

In terms of additional data sources, the *Timebank* web environment provides the opportunity to collect evaluative data interactively as users access the site. A small number of questions triggered

by in-built logic to activate on certain cues can be included in the website (e.g. at first logon or eight weeks after joining up). Individuals registered with the system can also be interviewed to identify their perceptions with the system and how the system could be improved for greater use.

#### **Preliminary recommendation one**

The understanding gained through the analysis as the *Timebank* database grows and evaluative information is gathered will better inform decisions on the *Timebank* system and its possible extended roll-out in NSW. It is recommended monitoring and reporting of data on the *Timebank* continues to facilitate success of the trial.

## **4 THE TIMEBANK TRIAL**

The *Timebank* trial commenced in August 2012 and is due for completion in December 2013. Project funding has been provided through the Office of Communities as part of the NSW Government's Volunteering Strategy.

The expected outcomes of the full *Timebank* trial are:

- Effective engagement and recruitment of people to register with *Timebank*, with a particular focus on attraction of new volunteers across the trial region.
- Among *Timebank* users, increasing the volume of hours that they volunteer.
- Positive outcomes for *Timebank* users in relation to social inclusion (primary) and pathways to employment (secondary).

This is an interim evaluation of the *Timebank* trial to the end of May 2013. Particular attention is paid to activities designed to raise awareness of the *Timebank* and engage and recruit participants, since such activities have been central to project activity to date.

### **4.1 OVERSIGHT OF THE TRIAL**

Responsibility for the governance of the *Timebank* trial is shared between a number of organisations and individuals:

- The NSW Office of Communities, the funder of the trial and monitor per the contracts issued to the providers.
- The Hunter Volunteering Centre (HVC) and Volunteering Central Coast (VCC), the providers of the trial in their two regions.
- The Project Director for the Office of Communities, supported by staff including a Project Officer, responsible to the Director of the Office of Communities and in turn to the Minister.

- The Executive Officers of HVC and VCC, the project managers of the trial in their two regions, responsible for planning and management. It is worth noting that both HVC and VCC have their own independent governance committees, to whom these Executive Officers report.
- The Project Coordinators at HVC and VCC, appointed for the purpose of the project, responsible for executing the projects under the direction of their Executive Officers.
- The *Timebank* trial Advisory Committee, with Terms of Reference to (a) support the implementation of the *Timebank* trial, and (b) provide information and advice to the Project Coordinators. The original term for the operation of this Committee was to the end of March 2013.

Apart from contractual arrangements between the Office of Communities and HVC and VCC, expectations for the activities of the various individuals/organisations are laid out in a series of documents, including:

- *Timebank* Trial Charter, 29 August 2012.
- Terms of Reference for *Timebank* Trial Advisory Committee, 29 August 2012, and minutes of their meetings.
- *Timebank* Program Plan, 29 August 2012.

Staff members from HVC and VCC have worked closely together, although they have separate contracts and performance targets. The Office of Communities has also dedicated considerable resources to the project, including a full-time Project Officer who has provided support to and fostered co-ordination between HVC and VCC staff in the implementation of the trial. The Office of Communities Project Director has also taken a very active role in the *Timebank* trial. This activity has intensified since February 2013.

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#### 4.1.1 AWARENESS AND RECRUITMENT ACTIVITIES

A great deal of time and effort has been dedicated to activities to raise awareness of the *Timebank*, and to engage/recruit participants. Section 3 above provides data on social media activity (Section 3.2); the way in which registered users learned about the *Timebank* (Section 3.3.2); some user characteristics (e.g. location, Section 3.3.1 and employment status, Section 3.3.2); and the number of users registered to end of May (Section 3.3).

The minutes of Advisory Committee meetings, along with the *Timebank* Facebook page (<https://www.facebook.com/timebanking.com.au?fref=ts>) provide detailed information on the range of engagement and recruitment activities conducted since October.

Below are some examples of specific activities. A full list would include many hundreds of separate activities to promote the trial.

- *Events*: For example, announcement of the Timebanking Trial by the Minister for Citizenship and Communities on 12 July 2012; and the public launch by the Minister for Environment on 24 November 2012.
- *Community Organisation Briefings*: Briefings to organisations in Newcastle, Hunter Valley and Central Coast regions, usually to groups of 10-15 people at a time. These include organisations such as disability organisations, high schools, health centres, neighbourhood centres, Lions and Rotary Clubs, CWA groups, and Men’s Sheds. Some of these briefings have been in response to requests and others arranged after an approach to the organisations.
- *Direct Recruitment*: HVC volunteers are working through internally generated as well as purchased lists of organisations, to elicit interest in support for *Timebank* participation. These include retirement villages and other community services, arts and cultural, employment support, and social organisations.
- *Media*: In February 2013, a story about the *Timebank* was aired on Channel 7 in Newcastle (which is now used as promotional/educational material); this is supplemented by other news stories (eg *Wyong Chronicle*, May 2013)
- *Expos*: In May, a stall at the Newcastle Lake Macquarie Careers and Training Expo and participation in the Central Coast Volunteer Expo.
- *Social Media*: *Timebank* Facebook page, launched in October 2012 (see data in Section 3.2.1 and also data on *Timebank* Twitter account in 3.2.2), provides a way for members/Facebook friends to learn about *Timebank* activities and events, and hear positive stories about participation.
- *Promotion by the Office Of Communities and Department of Education and Communities (DEC)*: Including promotion of trial participation through DEC and other government departments. There is currently a plan to promote *Timebank* participation to the families of all public school students in the two trial regions.
- *Activities with Organisational Members of the Advisory Committee*: Since February 2013, *Timebank* activities to attract student volunteers from The University of Newcastle have included a presence at Orientation Day, at the Launch of the iLead Program, a *Timebank* BBQ, and engagement with the Teach Outreach Program from the School of Education.

While no general data exists at this stage strong anecdotal evidence from various participants suggests that these activities have been successful in raising awareness of the *Timebank* concept, a critical first step in fostering *Timebank* participation.

#### **Preliminary recommendation two**

It is evident that with an improved understanding of the nature of timebanks have come better targeted recruitment efforts. It is recommended that these efforts continue and be evaluated in terms of their likely success as the trial progresses.

## 5 LESSONS

An important objective in trialing an innovative but relatively untested initiative is surely to understand and implement any lessons that arise. Participation by individuals and organisations in the *Timebank* accelerated significantly in April-May 2013. Nevertheless, the number of registered participants, and their level of timebank activity has not reached targets. There are two major challenges that can be identified from the trial, discussed in more detail below. Current initiatives designed to address these issues are also discussed.

### 5.1 CHALLENGES

Two major challenges have had a significant impact on the recruitment to the *Timebank*, and subsequent activity.

#### 5.1.1 TIME TO UNDERSTAND THE TIMEBANK

The *Timebank* represents a significant change to the traditional volunteering model in Australia. One of the biggest challenges identified by people involved in the trial has been to develop their own understanding of what the *Timebank* is and how it works, a necessary precursor to (a) being able to explain it properly and (b) ensuring that the interests (and concerns) of individuals and organisations about participating in the *Timebank* are addressed. Trial staff members have worked hard to hone and redevelop their message about the *Timebank*, but it has taken time.

For example, in a traditional volunteering model, the volunteer organisation ‘vets’ volunteers and/or supervises their volunteering activity; this process does not occur in a timebank. Potential timebank members have expressed concerns about their own safety and security, particularly if the timebank exchange will occur in someone’s home. Also, in a traditional volunteering model, the volunteer organisation will often ‘structure’ the volunteering ‘offer’ (e.g. be at this place weekly on a Wednesday). In a timebank, members themselves must frame their ‘offer’ – What can I provide that others would find valuable? When and how would they propose to provide it? This is more demanding of participants, particularly those unaccustomed to thinking of their time as ‘valuable’.

#### **Preliminary recommendation three**

There is additional scope to engage with current registered members – both for promoting the *Timebank* directly to these users, and encouraging existing users to promote the *Timebank* to their family, friends and colleagues. It is recommended that the project gathers information from current inactive registered members about why they have registered but have not performed a trade in the system

### 5.1.2 GAINING SUPPORT FROM OTHER ORGANISATIONS

One unexpected challenge of the trial has been gaining the commitment and support of other organisations that were (at the beginning of the trial) expected to actively assist in registration of *Timebank* members.

At the end of May there were 88 organisations and 3 companies registered in the trial. This represents a relatively small minority of the organisations that have been informed about the trial. Both the literature and evidence from people involved in the trial suggests that office-bearers of traditional volunteering and community organisations may view the explicitly reciprocal nature of the *Timebank* as inconsistent with their own volunteering models. They may require time and additional information, to understand and build commitment to the *Timebank*. They may also be waiting to see how well the *Timebank* takes off before committing their organisation to participating. It may be the nature of their decision-making processes are inherently slower and more conservative than originally understood, and this needs to be respected.

Further, once organisations are registered, additional effort is required to register individual members of those organisations, and the take-up within registered organisations has not been as high as hoped. This includes take-up in the two large external organisations represented on the *Timebank* Advisory Committee, one a community organisation, the other a large employer with a significant community of its own.

#### **Preliminary recommendation four**

It is recommended that efforts to create relationships with organisations who might themselves recruit members to join the *Timebank* should continue, but in the context and recognition that this commitment may be slower to come and harder to secure than originally anticipated.

## 5.2 PROMISING INITIATIVES

This section focuses on some of the lessons learned to date that may usefully inform activities from June to December 2013. It is not intended to be a full evaluation of the *Timebank* trial.

### 5.2.1 MEASURING SUCCESS AND MANAGING EXPECTATIONS

Comparisons with timebanks elsewhere provide some important context for performance to date. As discussed in Section 2.2, a recent review of the literature (Cahn 2012) proposed that across the world there are perhaps 160,000 or so timebank members in *total*. This means that if the membership targets for this trial are achieved (i.e. up to 50,000 volunteers by the end of 2013), the Newcastle and the Central Coast *Timebank* would boost the total world membership of timebanks by almost one third.

Moreover, the data shows that the majority of timebanks elsewhere have a membership of 500 or fewer (Collom et al. 2012); by this measure, the NSW trial, with almost 700 members by the end of May, is already one of the largest timebanks in the world.

Nevertheless, the trial has not met milestone membership targets. Despite continued efforts to improve and refine recruitment processes and increase participation, it seems quite unlikely (although not impossible) that overall targets will be met by December 2013. While much more can be expected of the trial in the coming months, and ‘stretch’ targets are helpful in motivating performance, these targets may not be realistic.

#### **Preliminary recommendation five**

Given that in an international context, the trial *Timebank* is already one of the biggest timebanks in the world, it is appropriate to recommend a review and re-scoping of the ambitious participation targets for the trial.

### 5.2.2 IMPROVING THE UNDERSTANDING OF THE TIMEBANK

As discussed in Section 2.2, the *Timebank* is not a traditional volunteering model. In a timebank model, the organisation provides the mechanism to support the exchange of time and/or skills between individuals. Successfully communicating the nature of the model; and developing specific ways to engage different kinds of potential participants has been one of the most significant challenges for the *Timebank* trial. This challenge is consistent with the literature on experiences about what has worked elsewhere (see Section 2.4) and also the general literature on effective management of change and innovation, but the task of understanding and addressing the interests of those involved in the change can easily be underestimated. It is worth noting, too, that staff involved in the trial are not formally trained in change/innovation management.

Nevertheless, the trial staff members have addressed these issues as they have been recognised. For example, HVC staff report success in reducing the safety concerns of individual *Timebank* members. This has been achieved through increasing awareness of the *Timebank*, and the associated comfort that comes with familiarity; through the promotion of ‘good news’ stories e.g. on the Facebook page, which specifically address concerns and how they were allayed; through the brokering process, which has helped to bring ‘offers’ and ‘wants’ together in a more structured way, with a third party involved; and through the direct intervention and education efforts of the Office of Communities staff. Trial staff members have also found that many *Timebank* members need support to frame their ‘offer’; and until they do, they cannot participate in providing time. With this support, participating in exchange has increased.

Another critical change in the recruitment process has been through a change in the *Timebank* registration form. From April, new members are no longer required to frame an ‘offer’ when they

register, but instead provide only their personal details. Once registered, they can view the *Timebank*, look at what other people are offering and wanting and, perhaps with help from *Timebank* staff or volunteers, become more confident about their 'offer'.

Given the lack of existing models elsewhere in the world with such ambitious goals in relation to size and scope, it is to be expected that the trial staff will continue to learn as they go.

#### **Preliminary recommendation six**

Further mentoring and formative evaluation is recommended to develop competencies within the auspice agencies in areas of marketing, communication and promotion, to refine and test the concept of the *Timebank* implementation.

### 5.2.3 EVALUATING NEW INITIATIVES

In order to properly evaluate initiatives to raise awareness, generate recruitment, or increase trading activity, some basic goals and parameters should be established at the beginning of each new initiative. For example, the objectives of each initiative should be established; as should who will take/share responsibility; major activities; the timeline, and the resources required. Records should be kept on how many paid and volunteer hours are allocated to the initiative and (if it is possible to differentiate the data) with what success. This record-keeping should not be onerous, but should provide some data to help inform decision-making, enabling HVC, VCC and the Office of Communities to identify which initiatives are successful, but also which are most cost-effective.

#### **Preliminary recommendation seven**

It is recommended that the capacity and range of understandings, skills and competencies required by the auspice agencies to manage and govern the trial *Timebank* be systematically mapped, as well as the capacity to bring together multiple roles as both a service provider and program manager strategically and operationally with these agencies.

### 5.2.4 ORGANISATIONAL/INSTITUTIONAL RELATIONSHIPS

As discussed above, it has been unexpectedly difficult to recruit organisations to become *Timebank* members, and then to convert those memberships into individual memberships. Over time the people involved in the trial have learned to better understand the barriers to increasing organisational participation, and have introduced changes already mentioned, such as:

- Changing the registration form to making *Timebank* registration faster and easier.
- Continued and active solicitation of potential member organisations.

- Honing and redeveloping the ‘message’ (both the content and the medium) about the nature and benefits of the *Timebank*.
- Collaborating with existing community/volunteering organisations (discussed in Section 2.3.4 below).

Apart from the first point, now done, these efforts are ongoing and continue to receive significant attention and resources. Moreover, the Office of Communities is also using its own organisational resources to drive membership through (for example) the Hunter Institute TAFE NSW and the 300 NSW Public Schools in the larger trial region.

However, the issue of why organisations are not signing up in greater numbers, and/or encouraging their own members to sign up, deserves further investigation. However, reflection on whether the interest/concerns of individuals in registered organisations are the same as those of individuals registering independently may help to provide a stronger foundation for tailoring recruitment strategies.

#### **Preliminary recommendation eight**

Targeted market research be conducted in four to six large organisations previously approached to join the *Timebanking* trial, to investigate important interests to be addressed, and any barriers to participation.

#### **5.2.5 LINKING TO MICRO-COMMUNITIES**

As stated in the literature review, a recognised method adopted to build the trust necessary to recruit timebank participants is to use active community groups, and a more specific, ‘micro’ definition of a community, one based not on regions but suburbs, or centred around particular institutions (such as schools).

HVC are currently trialing this approach, through their initiative in Stockton. Stockton is a suburb separated from the rest of Newcastle by geography (i.e. it is on a peninsular, and reached from Newcastle only by bridge or boat). Drawing on this strong geographic boundary, and linking into existing community groups in Stockton (to provide connections but also local credibility) the HVC group hope to recruit a significant number of new participants and create a *Timebank* micro-community. It is also hoped that the micro-community focus will facilitate an increase in trades, which is a critical measure of whether the *Timebank* is being used and is sustainable.

If successful, this initiative can be rolled out to other micro-communities, probably by suburb or even neighbourhood. Data on User Location (see Section 2.2) identifying participants by postcode will facilitate this process. The most concentrated groups of users to date are in Gosford and the surrounding Central Coast district.

#### **Preliminary recommendation nine**

A new initiative being trialled by Hunter Volunteer Centre, linking the *Timebank* to a specific community (Stockton in Newcastle) is one which evidence from the literature suggests has a good chance of success. It is recommended that the Stockton initiative continue and that further micro-trials be considered in areas of more concentrated membership, to evaluate the merits of adopting a multi-nodal model of timebanking across the region.

#### **5.2.6 CONCLUSION**

While this is an interim evaluation only, it is clear the *Timebank* trial represents a significant challenge and learning opportunity for the people and organisations involved.

While studies in the US suggest that timebanks are often targeted at marginalised social groups, the three largest groups of *Timebank* members recruited *to date* are in full-time employment, casual or part-time employment, or are full-time students. It will be interesting to see if this trend continues and what it might mean for the type of *Timebank* being created and its sustainability. Certainly, it is clear that this *Timebank* trial is creating new pathways in understanding how to make a timebank work successfully in Australia.

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**APPENDIX A DISTRIBUTION, RANGE, TYPE AND SCOPE OF TIMEBANKS**

Place	Size	Hours exchanged (hrs)/Transaction Records (TR)	Scope	Source
USA	30,000 members	NA	300 registered timebanks 15-3,000 members	(Cahn, 2012, July 9)
USA	23,481 estimated	NA	128 timebanks 3-2,400 members (survey figures)	(Collom et al., 2012, p. 28)
UK	30,000 members	NA		(Cahn, 2012, July 9)
Rest of the world	100,000 members	NA	Across 34 countries	(Cahn, 2012, July 9)
Greece, Athens Timebank	NA	NA	Established 2006	(Sotiropoulou, 2011)
New Zealand, Lyttleton	250 members (13% of households 12 organizations)	16,054 hrs	Since its inception in 2005	(Ozanne, 2010, p. 6)
UK, Blaengarw Workman's Hall 'Time Centre'	540	58,000 hrs per year	Began 2005	(Coote et al., 2008, p. 28)
UK, Cambridgeshire	133 members 18 organizations	NA	Across four timebanks. Membership ranges from 12 to 56.	(Cambridge Centre for Housing & Planning Research [CCHPR], 2013)
UK, Cambridgeshire, Cambourne	37 members	389.5 hrs av. 10.5	20 activities exchanged	(CCHPR, 2013, p. 12)
UK, Cambridgeshire, March	28 members	47 hrs av. 1.7 members	5 activities exchanged	(CCHPR, 2013, p. 15)
UK, Cambridgeshire, Littleport	12 members	34.85 hrs av. 3 hrs	5 activities exchanged	(CCHPR, 2013, p. 14)

Place	Size	Hours exchanged (hrs)/Transaction Records (TR)	Scope	Source
UK, Cambridgeshire, Somersham	56 members	468.75 hrs av. 8 hrs	40 activities exchanged	(CCHPR, 2013, p. 13)
UK, Community Health Action Partnership	12? Individuals 1? organization	62 hrs	From start of project in 2008, until May, 2009	(Warne & Lawrence, 2009)
UK, Community Volunteers Time Bank, Bromley	NA	NA	50 different skills available	(Coote et al., 2008, p. 36)
UK, Glyncoch Time 4 Young People project	83	2,229 hrs per year	Disadvantaged community	(Coote et al., 2008, p. 42)
UK, Gorbals	96 Incl. 18 organizations and institutions, and 24 staff from Gorbals Initiative	9.1 hrs av. per member	TB operating 18 months at time of reporting in 2004	(Sefang, 2004a, p. 65)
UK, Her Majesty's Prison Gloucester	NA	3,000 hrsIn 2007		(Coote et al., 2008, p. 50)
UK, Holy Cross Centre Trust and the Kings Cross Time Bank	NA	1,643 hrs	Since 2007 Inner city	(Coote et al., 2008, p. 24)
UK, Rushey Green	240 members in 2011 24 organizations in 2007	24,882 hrs as at 2007	Hors exchanged as at 2007 Hours over three years	(Rushley Green Time Bank, 2011, p. 6) (Coote et al., 2008, p. 33)
UK, South London	708 residents,	over 5,000 hrs	since inception in 2004	(Coote et al., 2008, p. 21)
UK, Taff Housing Association in Cardiff	NA	NA	1000 homes	(Coote et al., 2008, p. 30)

Place	Size	Hours exchanged (hrs)/Transaction Records (TR)	Scope	Source
UK, The London Time Bank	NA	NA	Launched in 2001 Network of 27 Time Banks for London	(Warne & Lawrence, 2009, p. 36ff.)
UK, Whittington Time Exchange	NA	NA	School plus wider community Two timebanks: adult and young people's Across 24 different nationalities	(Coote et al., 2008, p. 44)
USA, Community Exchange (CE), Allentown PA	Over 500 by 2011	34,217 TR	Launched 1999 started exchanging in 2000 Membership increasing	(Collom et al., 2012, pp. 37,40, 47, Table 2.1)
USA, Hour Exchange Portland (HEP), Portland, ME	Over 500 from 2009-2011	37,409 TR	Founded 1998 as Maine Dollar Network	(Collom et al., 2012, pp. 32-34, 47, Table 2.1)
USA, Member to Member (M2M), Brooklyn, NY	100 members active on regular basis	15,000+ hrs per year	Since 1987	(Collom et al., 2012, pp. 41-44, 47, Table 2.1)
USA, Time Dollar Youth Court, Washington, DC	NA	NA		(Coote et al., 2008, p. 48)
USA, Time Dollar Exchange Network, Minneapolis	193	NA	Since 2006?	(Cunningham & Jones, 2008, p. 11)
USA, Unnamed timebank	505	NA		(Collom, 2007)

Place	Size	Hours exchanged (hrs)/Transaction Records (TR)	Scope	Source
USA, Visiting Nurse Service of New York Community Connections Time Bank	NA	NA	Home/ community-based health care	(Coote et al., 2008, p. 39) (Visiting Nurse Service of New York Community Services TimeBank, 2009, December)

## APPENDIX B: TIMEBANKING NATURE OF OFFERS AND WANTS PROVIDED BY SERVICE CATEGORY

SERVICE CATEGORY	EXAMPLES	Total offers to 31 May	EXAMPLES	Total wants to 31 May	EXAMPLES
Arts and Crafts Production	Arts and crafts, artwork	36	Art therapy; book binding; creating a memoir; visual arts curation; music lessons; upholstery; face painting; song writing; sewing; painting; pottery; scriptwriting.	14	Guitar, piano and ukulele lessons; singing lessons; acting; modelling; sewing; reborn doll craft.
Beauty and Spa	Haircut, massage, facial	10	Haircuts; massage; painting nails.	14	Haircuts; massage; organic facial.
Cleaning, Light Tasks and Errands	Cleaning, mending and alterations, errands	111	Car washing; dog walking; ironing; sewing; shopping; making & cleaning with organic products; house cleaning.	35	Car washing; dog walking; ironing; sewing; shopping; making & cleaning with organic products; house cleaning; blind & window cleaning; help with uncluttering; pool & shower cleaning.
Computers and Technology	Computer repair, website design, audio/video production	46	Film, radio, social media & website production; computer skills training; graphic design.	7	Update computer skills; website development; organising pictures; senior's assistance.
Construction, Installation, Maintenance and Repair	Carpentry, painting, yard/garden maintenance	96	Bush regeneration; facilitating Landcare teams; lawn mowing; seedling establishment; home maintenance & repair; gardening; car washing & maintenance; bicycle repair; piano tuning; farm work; metalwork; painting.	69	General gardening; making a vegetable garden; permaculture; plant supply; landscaping; retention walls; lawn mowing; home maintenance & repair; car washing & maintenance; painting; putting in a driveway; fixing a gate.
Entertainment and Social Contact	Companionship, performances, telephone assurance	49	Respite; personal care; exercise companion; reader; companionship; hospital visits; fishing companion & fisher.	7	Respite; personal care; companionship; aged care visits; new to area and want to be shown around.
Events and Program Support	Assistance with project/event, committee meetings	29	Party planning; fundraising; event hosting; BBQs; working bees; project management.	14	Party planning; conference centre assistance; surf boat event assistance; fundraising for the Wetlands Centre; market set-up; working bees; marketing assistance.
Food Preparation and Service	Cooking, catering	28	Baking; cooking in your home; preparing ethnic food; nutritional meal demonstration; lessons; vegan cooking; reorganising kitchen; meals for those in need.	8	Canteen assistance; food preparation; Asian cooking; café assistance; raw dessert preparation; basic cooking lessons.
Health and Wellness	Yoga, acupuncture, meditation	15	Diversional therapy; massage; Reiki; mindfulness meditation; nutrition and fitness; stress management; doula.	8	Massage; nutrition and fitness; yoga; knee injury recovery.
Office and Administrative Support	Clerical help, bulk mailing	82	Recruitment & selection; CV assistance; specialised office support – NFP, sporting clubs, volunteer centres; accounting; strategic & organisational business planning; editing & data entry.	14	Accounting; admin assistance; Excel assistance; filing; editing assessment papers; organisation; business planning.
Sales and Rentals of Items	Purchase of used goods, space rental	4	Market stall assistance.	2	Market stall assistance; work at Lakes Food Care – stocking shelves, helping customers.
Transportation and Moving	Transportation, moving assistance, hauling	34	Driving to the shops or appointments; delivery of goods; trailer available; school pickups; seedling pickup for markets.	10	Driving to the shops or appointments; delivery of goods; house moving; trailer needed.
Tutoring, Consultation and Personal Services	Lessons, tutoring, basic computer assistance, childcare	178	Babysitting – child or animal; tarot and astrology; coaching – life, financial and sport; CVs; ESL; writing; school tutoring; classroom assistance; marketing; mentoring; languages; travel planning; editing; growing seedlings; swimming; setting up an eco-business; public speaking; self defence; AUSLAN.	64	Babysitting – child or animal; Feng shui; numerology; coaching – life, business, financial and sport; ESL; school tutoring; classroom assistance; fishing; mentoring; languages; horse riding; swimming; AUSLAN; driving lessons.
<b>TOTAL</b>		<b>718</b>		<b>266</b>	