

Committee:	Date:
The City Bridge Trust	12 th February 2014
Subject: Strategic Initiative: 'London Time Credits'	Public
Report of: Chief Grants Officer	For Decision
<u>Summary</u>	
<p>This paper proposes that you continue to fund the charity, Spice Innovations, to further develop its innovative model of volunteering in London over the next three years. It sets out the progress made during the past two years of your funding and Spice's plans to roll out the model into other London boroughs over the next three years.</p>	
Recommendation	
<p>That you approve a sum of £385,200 over 3 years (£134,400; £138,400; £112,400) to continue the development of an innovative model of volunteering in London, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.</p>	

Main Report

1.0 Background

- 1.1 For the past two years, you have funded the charity, Spice Innovations, to develop a new model of volunteering in London, as a Strategic Initiative. You approved the sum of £163,980 over one year in May 2011 and in October 2012, you approved the further sum of £164,500 to continue the initiative for a further year.
- 1.2 The model builds on the time banking approach to volunteering (whereby participants 'deposit' their time in the bank through volunteering and then 'withdraw' their time when they themselves need help with something). With this new model, people use their time credits ('Time In' i.e. time spent volunteering) as a 'currency' in exchange for trips, events, entertainment or recreational facilities ('Time Out' activities) or to donate to another as a gift.
- 1.3 In 2011, Spice secured start-up funding of £400,000 from the Office for Civil Society and NESTA (National Endowment for Science, Technology and the Arts), together with £150,000 from two foundations, in order to kick-start the time credit programme in six locations in England and to create a platform for developing time credits nationally. One of the

locations was LB Lewisham and your grant enabled Spice to complement its work there by developing the time credits with three other London authorities – the Cities of London and Westminster as well as LB Tower Hamlets, in order to create four demonstration models that could be rolled out across London.

2.0 Progress in London to date

- 2.1 A full-time Head of Localities, hosted by City of London Corporation's Community and Children's Services, has led on the development of the London Time Credits programme with four London Partners (or 'hosts') – the City of London Corporation, LB Lewisham, Paddington Development Trust (in Westminster) and Look Ahead Housing Association (in 19 sites across London), leading to four models, each with a different focus. She has also recruited, trained and managed the three Localities Facilitators working at the borough level that have also been the subject of your funding.
- 2.2 All partners now have their own time credit currencies, or 'Spice Pounds', with one time credit earned for every hour given. Each partner's currency has its own 'brand' and the notes have been attractively designed.
- 2.4 Spice, together with its four partners, or 'hosts', has been working with the voluntary and community sector and public services to embed time credits as a way to engage people more meaningfully in services. Each locality has a different focus, depending on the local context. By October 2013, 90 organisations and groups were working on the initiative to embed London time credits and over 1,100 people had earned time credits in London. A network of over 60 'Time Spend' partners, where time credits can be used – either locally or London-wide - has been established, including Millwall Football Club, the City Lit Centre for Adult Learning and the Barbican. This forms part of the wider UK network of over 200 'spending' organisations.

3.0 City of London Corporation

- 3.1 Time Credits have been trading in the City of London since June 2012, where the focus has been on developing time credits in the Portsoken Ward. Since then, over 1,700 hours have been given by 180 people. The commissioning team has been trained to involve users in commissioning, designing and delivering services. In addition, training providers (including City Gateway, CSV, Recycling Fusion and Toynbee Hall) have been encouraged to integrate time credits into their services.
- 3.2 Time credits are helping to support community development activity in the City where residents are growing in confidence and are starting to establish community-led groups, such as two gardening groups that have started on the estates and a cookery group.

- 3.3 The Town Clerk is an enthusiastic supporter of time credits and has requested Chief Officers to explore how time credits can be integrated across COLC departments. Most obviously, this could be through opportunities to both earn and spend time credits through the Corporation's libraries and Open Spaces but possibilities for spending time credits could also include obtaining financial or legal advice, for example, from City staff.

4.0 Lewisham

- 4.1 Here, the Localities Facilitator is based within Lewisham Council where the focus has been on health and social care needs. A formal launch event was held in March 2013, hosted by Millwall Football Club, a popular 'spend' partner and opened by the Mayor of Lewisham, Sir Steven Bullock. The event was attended by key partners from the voluntary and community sector, health and social care providers, the local authority and partners from the business community. "Lewisham Time Credits – the movie" was premiered at the event in which a diverse group of participants shared their experience of time credits.
- 4.2 Spice is working with 600 people across 32 organisations in Lewisham. Most recently, time credits have been used across four local authority day centres. Time credits have been incorporated into the day centres' central service user committee where service users' contributions, such as shaping services; planning and organising events; and volunteering in on-site shops; can be recognised.
- 4.3 The Lewisham initiative is also working closely with local conventional Time Banks to integrate time credits into these schemes under a 'Lewisham Time Network'.

5.0 Westminster

- 5.1 Initially, Spice worked in partnership with Paddington Development Trust in Queen's Park where time credits were launched in August 2012. This partnership continues to thrive and more recently, Spice has worked in partnership with Westminster Volunteer Centre and Genesis Housing in order to grow the project into the surrounding wards of North Westminster, Harrow Road, Westbourne Park and Church Street, thereby creating a north Westminster hub.
- 5.2 As at October 2013, there were 17 voluntary and community groups and 204 individuals involved in the initiative, with this number anticipated to expand rapidly over the coming months.
- 5.3 During the past 6 months, Spice has also started to work with more service delivery organisations, including a family centre, where young people are earning time credits for delivering activities, thereby bring time credits to new audiences and settings.

6.0 Look Ahead Housing Association

- 6.1 Spice has worked with the housing and social care provider, Look Ahead, to use time credits to help it in its strategic aim of encouraging co-production within its services for clients with disabilities and/or mental health problems. Service users with high support needs earn time credits for organising and running events; contributing to tenants' meetings and participating in the design of services.
- 6.2 Since May 2012, Spice has enabled time credits to be utilised in 19 of Look Ahead's services in London, benefitting nearly 120 clients. It is now looking at how time credits can be expanded into additional services.

7.0 Other projects

- 7.1 During the summer of 2013, Spice ran a 'Spend with a Friend' campaign to thank existing volunteers and to encourage new ones to come forward, with match funding from the Cabinet Office. This enabled Spice to work in 8 additional London boroughs, in partnership with 71 London organisations, including the Science Museum, the Big Lunch and several local volunteer centre and hospitals. 6,632 people earned time credits as part of the campaign.

8.0 Future Plans

- 8.1 By 2017, Spice plans to be working to support five regional hubs in England (one of which will be London) and two in Wales that will contain a network of four thematic programmes – Communities; Health and Social Care; Social Housing; and Schools and Young People.
- 8.2 Spice will continue to work with its first phase partners in the Cities of London and Westminster, LB Lewisham and with Look Ahead. Having established a pricing structure for participating partners, the time credits model is now fully funded in these localities.
- 8.3 Support over three years from the Trust would enable Spice to expand the London Time Credits programme and build the infrastructure necessary to support the development of the model across London.
- 8.4 Over the next three years, Spice proposes to develop the model in 5 – 6 new London boroughs, in partnership with the local authorities concerned, housing associations, schools and the voluntary sector. In addition to Westminster, considerable interest has already been shown by Hammersmith and Fulham and by Kensington and Chelsea, with further interest shown by Barking and Dagenham, Havering, Hackney, Haringey, Southwark and Waltham Forest.
- 8.5 It is also proposed to expand the range of 'Time Spend' partners to include more high profile, national partners as well as local ones. It is proposed to recruit a London Partnerships Manager to develop relationships with new partners and to roll out a marketing and communications strategy.

8.6 A London Partnerships Manager would also look at what barriers there are to spending time credits and prototype ways to overcome these, for example, by promoting time credits as an opportunity to try new activities and improve health and wellbeing.

8.7 Spice anticipates that 'London Time Credits' will engage an additional 15,000 people over the next three years to volunteer in their local communities, with a particular focus on community groups; health and social care organisations; schools and young people; and housing providers.

9.0 Cost

9.1 The cost of the proposed development of London Time Credits is set out in the table below which also shows the proportion that your funding would represent of the total London budget. The proportion tapers downwards each year as it is anticipated that as the model is established in new localities, funding will be provided by the participating partners.

	Salary	Oncosts	Expense s	Training	Overhead s	Total 2014- 15	Total 2015- 16	Total 2016-17
London Strategic Lead	45,000	8,100	2,400	500	7,000	63,000	64,900	50,100
London Partnership Manager	34,000	6,120	2,400	500	7,000	50,020	51,500	39,800
Head of New Business – 1 day per week	9,600	1,730	480	100	1,400	13,310	13,700	14,000
CEO – 0.5 days per week	6,000	1,080	240	50	700	8,070	8,300	8,500
Total	94,600	17,030	5,520	1,150	16,100	134,400	138,400	112,400
% of total London budget						36%	26%	14%

Total over 3 years: £385,200

10.0 Financial Observations

10.1 Spice's audited accounts for the year ended 31st March 2013 show a deficit of £180,577 (17.6% of turnover) comprising £264,955 on restricted funds, partially offset by a surplus on unrestricted funds of £84,378.

10.2 The trustees of Spice are in the process of drafting a reserves strategy which they say will include a three-year target to hold a minimum of 3 months' worth of annual expenditure. Based on the current year forecast

this would equate to £350,516. At 31st March 2013 free unrestricted reserves amounted to £168,815 which equates to 1.4 months' worth of current year expenditure.

- 10.3 The forecast for the current year 2013/14 shows a surplus of £110,592, comprising £95,951 on unrestricted funds and £14,641 on restricted activity. Total income is expected to be £1,512,658, of which £1,151,587 (76%) had been received as at 31 December 2013. Given the forecast surplus, the organisation is expecting free unrestricted reserves to increase to £258,000 by the end of March 2014 equating to 2.2 months' worth of total expenditure.
- 10.4 The budget for 2014/15 shows confirmed income as at 20 January 2014 of £1,039,956 and total expenditure for the year of £1,233,530 resulting in a deficit of £193,575. A number of applications are currently pending with decisions due shortly which if successful would meet the deficit shortfall. In the event that these applications are not successful, budgeted expenditure for the year would be reduced accordingly.

11.0 Conclusion

- 11.1 The London Time Credits initiative is proving an effective model for shifting a culture of passive receipt of services to active participation and development of co-produced services. It is a ground-breaking initiative that has opened up volunteering to new audiences and enabled people to be more closely engaged with their local communities.
- 11.2 Your support for the past two years has been critical in enabling the model to become sustainably embedded within the Cities of London and Westminster and the boroughs of Lewisham and Tower Hamlets, as well as other Look Ahead locations.
- 11.3 With the model now firmly embedded in these locations, further funding for the next three years will enable Spice to roll out the model to benefit other London areas, as well as increase the range of 'spend' partners.

Recommendation

That you approve a sum of £385,200 over 3 years (£134,400; £138,400; £112,400) to continue the development of a new model of volunteering in London, to be charged against the City Bridge Trust Strategic Initiatives allocation for 2013/14.

Jenny Field, Deputy Chief Grants Officer
020 7332 3715

jenny.field@cityoflondon.gov.uk

Report written: 19th August 2013