

hulme city challenge

Tenant Representatives' Year Two Review: 93/94



"The light at the other end of the tunnel has got to be your own candle."

(Lemn Sissay - Poet, Community Planning Weekend, Nov 92)



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Introduction

When Hulme City Challenge started in April 92, it was heralded as 'A real chance for Change'. Hulme tenant representatives still believe that to be true. Tenant representatives believe that a cross-sector partnership has formed in Hulme that is rapidly learning from the mistakes of the 1960's redevelopment and is now capable of making Hulme and Manchester a city of sustained importance. Tenant representatives believe that Hulme City Challenge can give birth to a new generation of urban community. Hulme can be transformed into the city's green, cultural quarter.

Tenant representatives hope that this review will be useful for several different purposes and audiences including local people, other City Challenge partners and the public at large. This review attempts to summarise,

- ☆ The aims and objectives of Hulme City Challenge,
- ☆ How the management of Hulme City Challenge works
- ☆ How Hulme tenants fit into the management of Hulme City Challenge
- ☆ The priorities of the Hulme Community Planning Weekend Nov 92
- ☆ The progress made by the Hulme partnership during 93/4

This review also attempts to,

- ☆ Highlight concerns, hopes and opportunities as seen by tenant representatives
- ☆ Encourage greater participation and cooperation by all those involved in the Hulme partnership
- ☆ Encourage others to join the Hulme partnership
- ☆ Invite others doing similar work elsewhere to use Hulme City Challenge as a case study

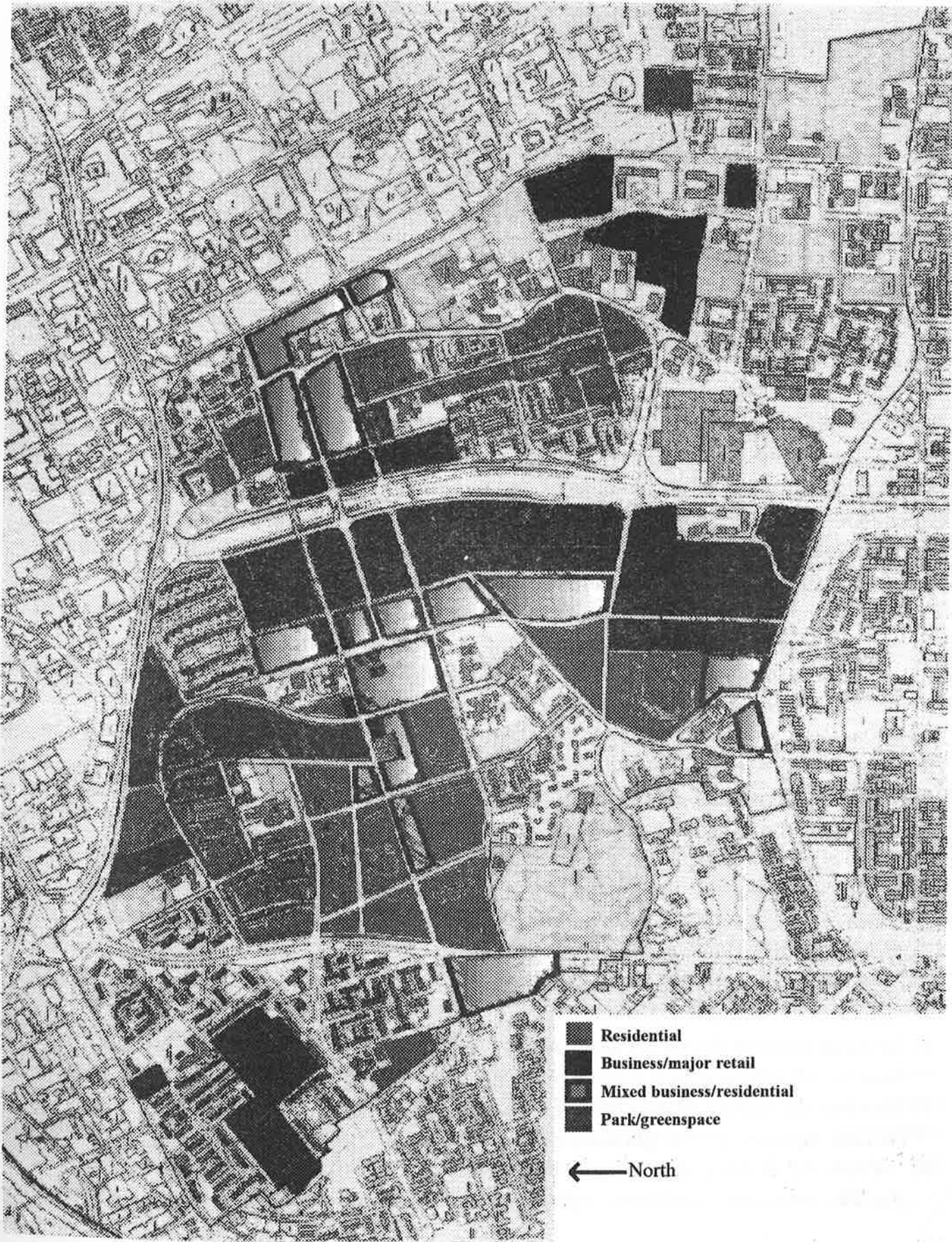
"I am hoping we can encourage the development of 'Urban Villages' in order to reintroduce human scale, intimacy and a vibrant street life. These factors can help to restore to people their sense of belonging and pride in their own particular surroundings"

HRH the Prince of Wales - Launch of 'Urban Villages' Forum 89

"We want somewhere with some dignity ... somewhere we can stand up and say 'I live in Hulme'"

Hulme tenant - Hulme Community Planning Weekend Nov 92

Hulme Regeneration Land Use Map - March 94



Hulme City Challenge Aims and Objectives



Hulme was selected as one of the eleven 'pacemaker' areas for the Government's City Challenge programme. Hulme City Challenge will last from April 92 to April 97. The overall aim of Hulme City Challenge was encapsulated by Graham Stringer, leader of Manchester City Council (MCC) in 'the Vision', Hulme Action Plan 92,

"To bring about the lasting regeneration of Hulme, by providing the framework for a partnership involving the City Council, local residents, the private sector, Government and a range of agencies, to create a community and business mix which is sufficiently diverse to be self-sustaining and which will have strategic significance for the City as a whole."

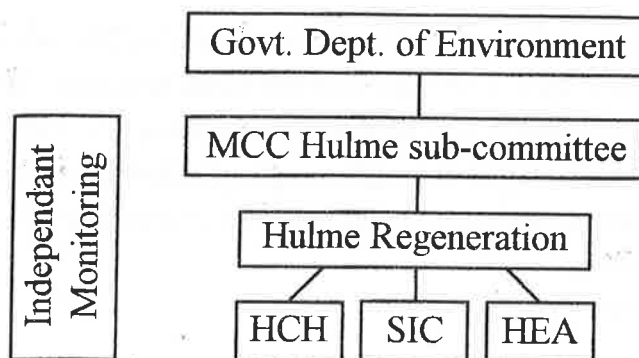
Hulme City Challenge has six strategic objectives, these are,

- 1) Strengthen the local economic base.
(support for small businesses, workspace, squiring development sites, attracting new investment, economic studies etc.)
- 2) Improve access for local people to employment opportunities.
(training, improved transport links etc.)
- 3) Improve the condition of the housing stock.
(demolitions, improvements etc.)
- 4) Increase housing choice for local people.
(new social housing, new private housing, tenant participation etc.)
- 5) Improve the quality of the physical environment.
(streets, squares, parks, gardens, play, sports etc.)
- 6) Sustain and develop the social fabric.
(health, education, childcare, safety, community facilities etc.)

☛ See appendices 1 and 2 for core outputs and finance expected by Hulme Regeneration Ltd.

Management of Hulme City Challenge

The following diagram illustrates the management structure of Hulme City Challenge,



Manchester City Council Hulme sub-committee

This body has overall responsibility for Hulme City Challenge. (within Manchester) It is made up of Labour, Liberal Democrat and Conservative Manchester city councillors.

Hulme Regeneration Ltd. (HRL):

This body has delegated responsibility for the management of Hulme City Challenge. It is set up as a joint venture company and has a board of directors made up of city councillors and officers, representatives of the private sector company AMEC Ltd. and representatives of the Hulme Economic Assembly, the Hulme Social Issues Committee and Hulme Community Homes (M) Ltd.

There are three consultative fora that feed into Hulme Regeneration Ltd.

Hulme Economic Assembly (HEA):

This body is largely made up training and business support agencies. This is the primary decision-making forum for all aspects of economic development within Hulme City Challenge.

Hulme Social Issues Committee (SIC):

This body is largely made up of public and voluntary sector agencies that work in Hulme. This is the primary decision-making forum for all aspects of social development within Hulme City Challenge.

Hulme Community Homes (M) Ltd. (HCH):

This body is made up of City Council, Housing Association and Hulme tenant representatives. It is set up as a non-trading company and has a board of directors made up of six Council representatives, six Housing Association representatives and six elected tenant representatives. This is the primary decision-making forum for all aspects of social housing related development within Hulme City Challenge.

Tenant Participation in the management of Hulme City Challenge

From the start of Hulme City Challenge the City Council has recognised that,

"A balance has to be struck between the achievement of the plan over the five year period of the City Challenge and the need to ensure that the plan achieves the fullest support and active involvement from the local community, the private sector and the wide range of other agencies that have a crucial impact on the quality of life and the definition of choice and opportunity in Hulme."

(City Challenge Hulme Action Plan 92)

To date, tenant involvement has taken place mainly through Hulme Community Homes. In addition to the various tenants and residents associations in Hulme, Hulme Community Homes has developed a system of (unpaid) elected tenant representatives covering all areas. These places are currently occupied as follows,

- St. Wilfrids (Hulme 2)	Mary Moloney	(deputy Frank Daiken)
- Hulme 3 Decks	vacant	
- Hulme 3 Multis	Magaret Sands	
- Hulme 4	Dan Aris	
- Crescents (Hulme 5)	vacant	
- District Centre	Sue Henley	
- Bentley House	Frank Shenoda	(deputy Obuzar Williams)
- Monton St./Cecil St.	Ian Henley	
- St. Georges/Linby St.	vacant	
- Shawgreen	vacant	
- South Hulme	vacant	
- St. Philips	vacant	
- Aquarius	vacant	

From these, six representatives go forward to be directors of Hulme Community Homes. Five of these represent areas where new housing is being built. From the remaining areas, one representative is selected to represent all of Hulme's retained housing. These places are currently occupied as follows,

- St. Wilfrids (Hulme 2)	Mary Moloney	(alternate Frank Daiken)
- Hulme 3 Decks	vacant	
- Hulme 4	Dan Aris	
- Crescents (Hulme 5)	vacant	
- District Centre	Sue Henley	
- Retained housing	Frank Shenoda	

☆ To ensure that Hulme tenant representatives act democratically and accountably, to date, each representative has held a monthly meeting in their area (in sink with the HCH meeting cycle) to report on progress and consult on decisions that need to be taken.

- ☆ In addition to the tenant representatives area meetings, HCH board meetings, pre-board and post-board meetings, tenant representatives have had an active involvement in HCH's sub-group meetings for: Design and Development, Management, Supported Housing and Information.
- ☆ Because Hulme City Challenge also contains economic and social programmes that affect Hulme tenants' lives, HCH representatives have also attempted to represent Hulme residents' views on these issues. Tenant representatives have taken part in various meetings of the Hulme Social Issues Committee, the Hulme Economic Assembly and the Hulme Local Economic Forum.
- ☆ Tenant representatives acknowledge their own weaknesses in terms of engaging, enabling and empowering wider tenant participation in the redevelopment so far.
- ☆ Tenant representatives are currently reviewing their own area boundaries with the aim of catching up with Hulme's changing population distribution and integrating Council Housing Association and private householders into residents associations that can deal with common issues.
- ☆ From April 94, the H.C.H. board changed its meeting cycle from monthly to three monthly. While tenant representatives were not in favour of this decision, they have accepted the majority opinion of the Council and Housing Association representatives. Tenant representatives are very concerned however, that the necessary arrangements are made to maintain good communication and collaborative decision-making between the partners.
- ☆ Recently there has been discussion within Hulme Community Homes on how communication can be improved between Hulme Community Homes, Hulme Social Issues Committee and Hulme Economic Assembly. Tenant representatives welcome this initiative and wish to explore the opportunities it presents.
- ☆ As the company responsible for managing Hulme City Challenge, Hulme Regeneration has faced the task of trying to strike the balance between keeping up the momentum of the programme and achieving the widest possible engagement of Hulme residents in the redevelopment. Credit is due to the staff team of Hulme Regeneration for their hard work and tenant representatives have welcomed the much needed appointments this year of Information and Economic Initiatives officers.
- ☆ Tenant representatives consider however that the optimum balance has not yet been found. On the board of Hulme Regeneration, there are places for two HCH tenant directors to act as Hulme Regeneration tenant director and alternate director. From May 93 until November 93, Hulme tenants instructed their representatives not to take up these places, because the arrangements for tenants' input into Hulme Regeneration were considered to be unacceptable. In an attempt to improve communication between the partners, in November 93 Hulme tenants resolved to put forward two HCH tenant directors to take up the places on the board of Hulme Regeneration. These places are currently occupied by Dan Aris and Mary Moloney. In the light of the changing emphasis of the Hulme City Challenge programme from design and development to management issues, tenant representatives request that in addition to the two existing places, Hulme Regeneration appoint a retained housing tenant director and alternate director. Tenant representatives request that like other City Challenge areas, all elected tenant representatives receive pre-briefing on non-commercially confidential Hulme Regeneration board papers. Tenant representatives also request that elected tenant representatives be allowed access to Hulme Regeneration sub-group meetings.

The Community Planning Weekend Nov 92

The Hulme Community Planning Weekend has spearheaded the partnership approach in Hulme, creating a consensus vision for the 'Heart of Hulme'. Some extracts and quotes from its report provide a snap shot of the situation in Hulme.

"Many older residents remember, a mere twenty years ago, seeing swathes of solid-looking housing being demolished, while buildings that are currently being demolished, sprung up apparently at random leading to lasting doubt whether local residents would ever be able to impart any logic or influence over such major schemes. A significant effort will be required to offset the understandable cynicism that 'It's going to be the same mistakes all over again' and counter remarks like 'At the end of the day, they'll do what they want and that's that'.

During 93 Hulme will consist of three enormous construction sites and four even larger demolition zones, with a great deal of the local population temporarily rehoused outside the area ... It is under these testing circumstances that local residents will have to try to go about their daily lives as normally as they can manage, whilst local shopkeepers, publicans and other traders struggle to make ends meet despite a much reduced local clientele and next to no naturally passing trade.

Helping and nurturing the community through this difficult period of change will increase local confidence that the prolonged difficulties of years of major change will eventually reap rewards for local people, which in-turn will engender a greater feeling of ownership and pride in the development as it is created."

"There's never been a meeting before when the Council, the tenants and the private sector have sat down in the same room and worked things out together!"

"I've never been to anything so positive, there was none of the usual rancour."

"You've got to focus on a heart that can then grow in its own organic way".

"If you're going to start economic regeneration you've got to start with what you've got".

"People say Hulme is for whites and Moss Side is for blacks ... we should be mixed".

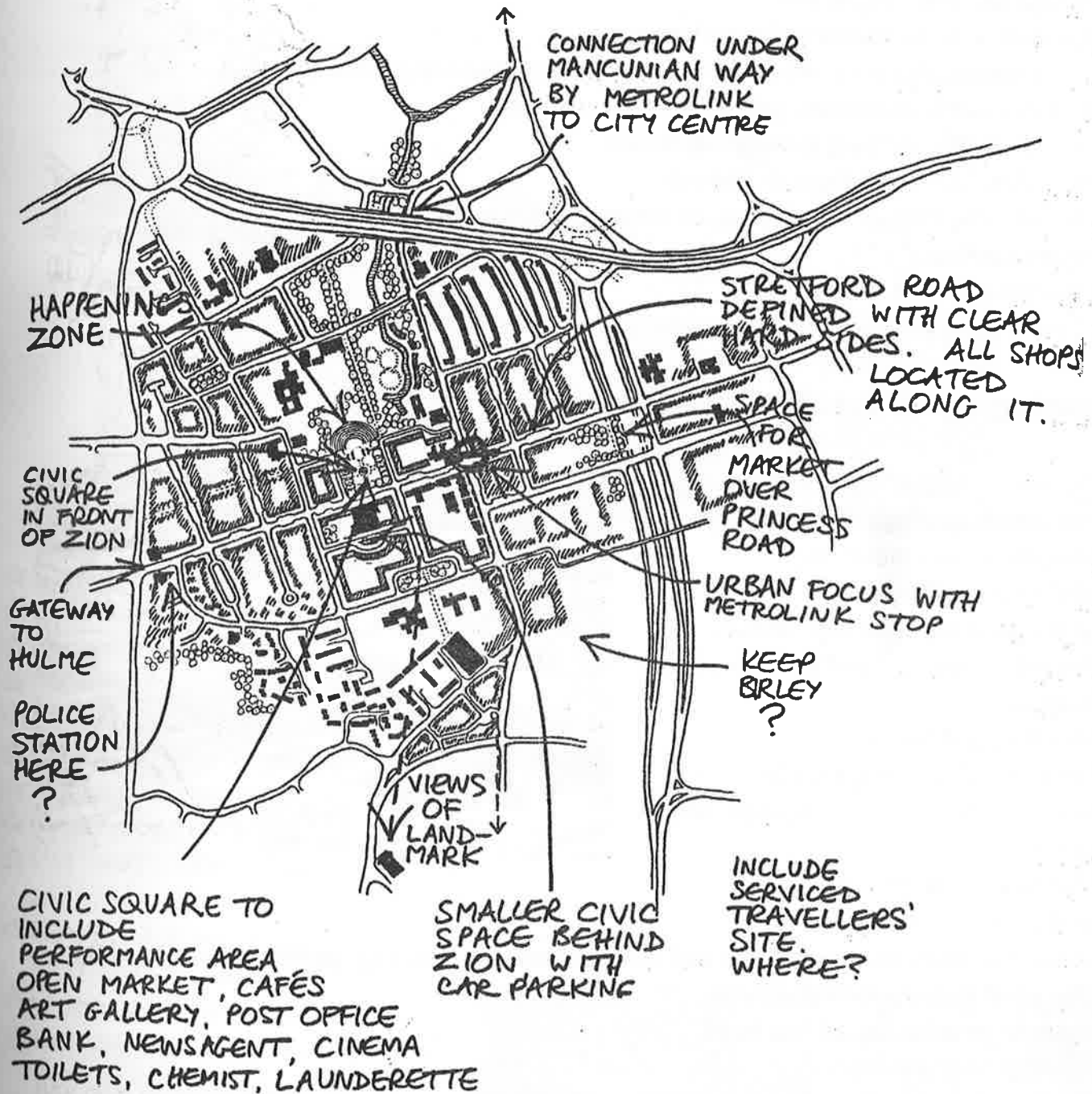
"If it's going to have the buzz we want, the initiative will have to come from the people who want to live, work and play in the area."

"We need to resolve the constraints and remove the stigma. There's been a positive shift through the weekend; it was a great beginning, let's build on it."



Community Planning

Consensus Issues



URBAN DESIGN