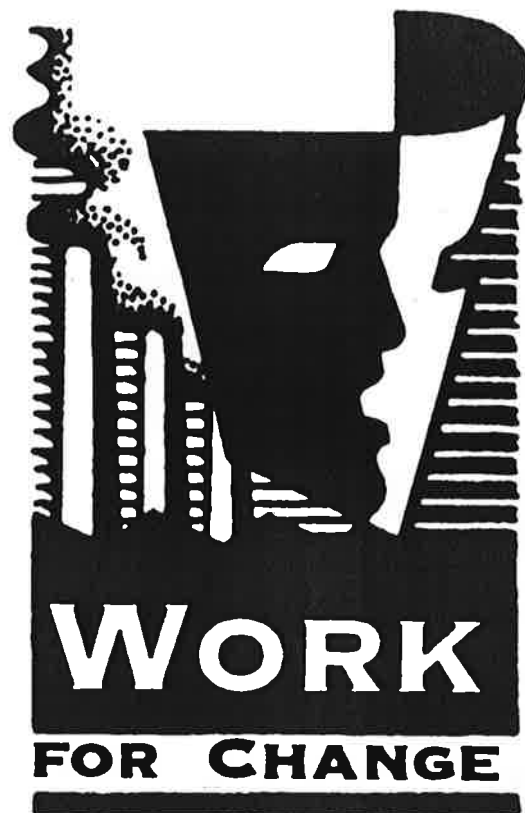


infopack



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CLOSE
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MANCHESTER
M15 5HB

TEL. 0161 232 9801
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what is work for change?

The workspace includes an artists studio and gallery, offices, dark-rooms, recording studio, workshop areas and a theatre/exhibition space. It is sited on Old Birley Street (formerly Chichester Road), the road from the new Hulme High Street to the City Centre.

Work for Change is a company limited by guarantee, registered using ICOM Green Rules. This means that it is owned by the members, who each guarantee to pay £1 if the company goes bankrupt. The workspace will be managed by the members, which reduces rents by removing high management costs.

Decisions are made at General Meetings, which are held every two weeks. Each member businesses can vote according to the size of their unit, with a maximum of three votes.

where is it?

The workspace occupies the ground and first floors of the Old Birley Street and Ormsgill Close sides of 31 Old Birley Street. The upper floors of the building provide housing for the Homes for Change co-operative.

The building has won a "Secure by Design" award, the first in Hulme. Adopting the principles of successful urban development around the world, the building is designed so as to have a robust, secure perimeter, giving safe private space within the block. This will give some secure parking and a large garden, which is overlooked by the workspace.

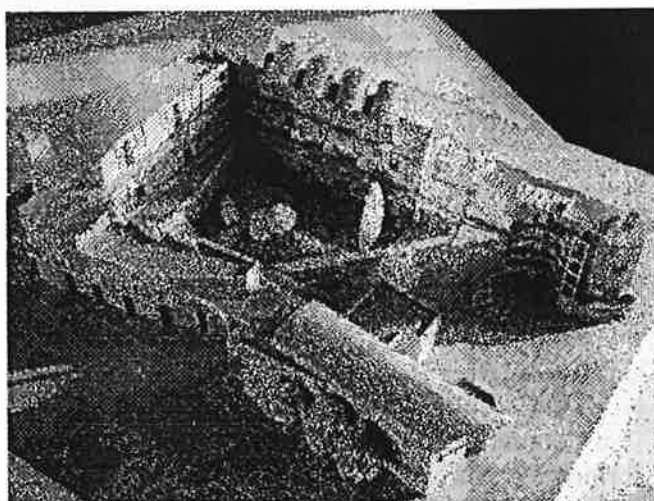
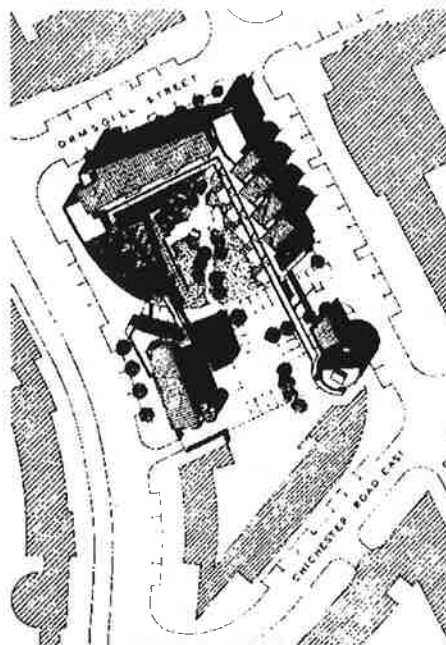
The building has 24hour access and the workspace is overlooked by the housing, which will also increase security by providing casual surveillance throughout the day and night. Many of the members of Work for Change also live above in Homes for Change, avoiding having to deal with rush hour traffic ever again.

Environmental design has also been a priority, resulting in reduced heating bills and the avoidance of materials likely to result in "Sick Building Syndrome". Recycling points will allow businesses to separate waste for reuse.

what facilities are there?

As the workspace is managed by the people who work there you can decide what you need from your workspace. Facilities already available include fax, photocopier and limited access to a computer with a wide range of programmes.

Work for Change members are committed to providing advice and help to new businesses and will help you to test the viability of your businesses proposals.



The workspace is designed to allow business growth, from the first steps of renting a small desk space to larger self-contained units.

There is good access by public transport, with several bus routes passing the building. There are also proposals for a future Metrolink line.

Parking is free. As well as some secure parking within the courtyard, there are also on street parking facilities around the building.

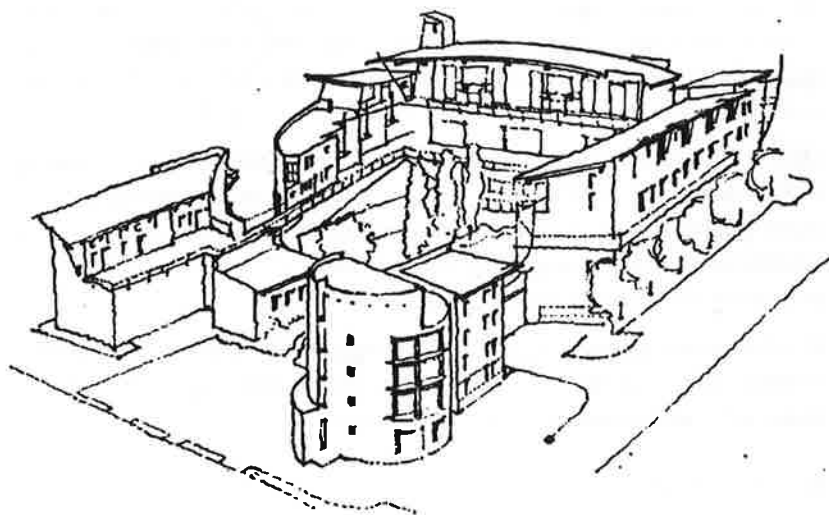
how did it start?

A mixed use scheme was designed for Manchester's first police station in Goulden Street, but this refurbishment proved to be too expensive. Many of the group's members lived in Hulme and enjoyed the tolerant, creative atmosphere of the area and took the opportunity to create a new building provided by the City Challenge redevelopment.

The building is being developed with The Guinness Trust and has been designed by Mills Beaumont Leavey architects in consultation with the members of Homes and Work for Change.

what kind of businesses are involved already?

Member businesses include ECRA publishers, Limited Resources delivering shopping by bicycle, Source Unknown clothing design, Build for Change design and fabrication, Malarky wholefood shop, Global Garden herbal products, Spoof and Hoodwink performers, Weaveworks music productions, Et Cetera gallery & artists promotions, URBED urban and economic development consultants, APS printers (producers of Flexi magazine) and a number of artists including the Venture Arts group.



could I be a work for change member?

Does your business fit into the cultural or ethical sector?

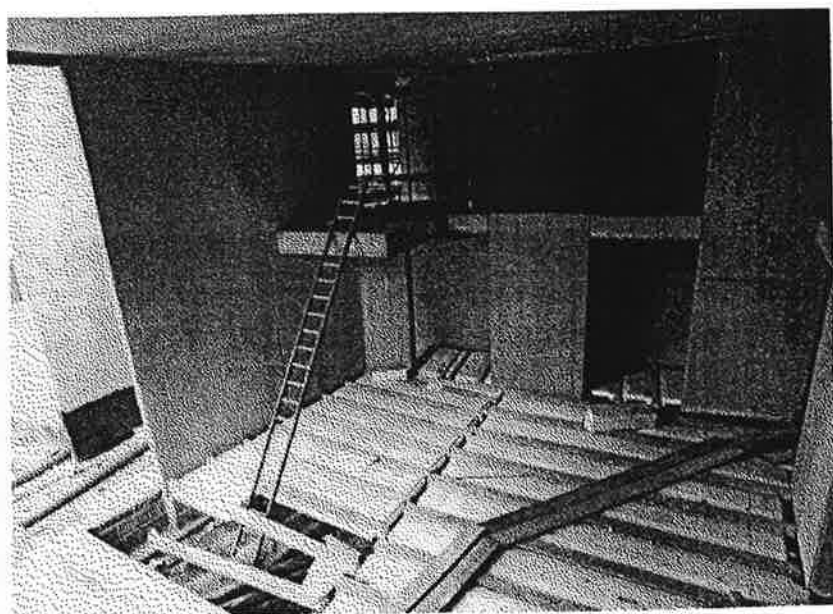
Can you commit yourself to promoting at least one part of the ethical policy and support the other objectives?

Are you able to spend some time (average 2 hours a week) managing the workspace so that you and other members get the facilities you want?

how do I get involved?

Management meetings are held every fortnight on Tuesday evenings. This is a good chance to meet other members, ask questions and find out more about what space is still available.

To become a member, you will need to come to at least 50% of the meetings in a three month period and pay a subscription of 10p per square foot for the space which you would like to reserve. Once this has been done, your workspace will be reserved as long as you maintain your membership.



a view of the theatre under construction

what responsibilities do members have?

Being a co-op member involves a commitment to helping make the management decisions and doing some of the work - for example, you may volunteer to send out the minutes of meetings, give business advice or deal with letting the units or collecting the rent. You should expect to spend about two hours a week on this.

do I have to be a member to rent some space?

There may be space to let to non-members, but they will be charged an extra £1 / sq. ft. per year. Non-members are also unable to reserve their space.

can I get help with moving to Work for Change?

As part of the City Challenge Re-development, Hulme Regeneration Ltd are able to offer grants for the creation of jobs in Hulme. Your business may qualify for help with the costs of relocation or start-up and help with the rent while you settle in. Contact Siddiqua Dodman at Hulme Regeneration on 226 2323 for more details. You will need to prepare a business plan and cashflow.

how is rent paid?

Rent is paid monthly by paying in book or direct debit. Larger units must use direct debit as well as those who forget to pay on time!

what is the LETS system?

A Local Exchange Trading System is being put in place to allow members to pay 10% of their rent in "Work for Change Pounds" which can be earned by trading with other members.

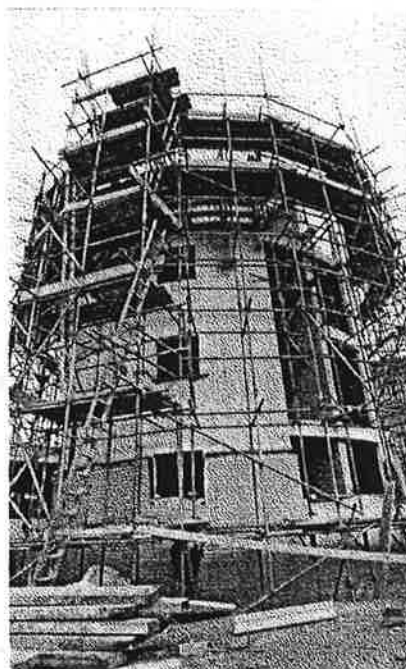
The Work for Change Pounds will then be spent on services provided by members. such as cleaning, decorating, maintenance and repairs. This will allow members with a smaller income, such as some of the artists, to use their skills to pay their rent and at the same time carry out essential services for the workspace.

how is the rent money spent?

Part of the rent is used to pay off a loan from The Co-operative Bank which will pay for the cost of the building. The loan is for fourteen years. Once it is repaid then it will be possible to reduce rents or use the money to provide other services or more units.

The remainder pays for the running costs of the common areas and repairs and maintenance for the units. There is an allowance for an administrator to help co-ordinate the members management work. There are also costs for insurance of the building, waste collection, marketing and professional fees such as accountancy.

Unlike a commercial landlord, no profit is taken by any member of Work for Change and rents will be kept as low as possible while still covering the above costs.



Management Policies

(1) Tenant selection and Allocations

- 1.0 The primary objectives of Work for Change as described in the Memorandum of Association are:
- a) To provide self-managed workspace to local businesses of an ethical or cultural nature.
 - b) To foster and support the principles and concept of co-operation and common ownership in its affairs and in industry and commerce generally and to support the Industrial and Common Ownership Movement.
- 1.1 In pursuance of these objectives, space in the building will be allocated and subsequently let according to the following priorities:
- a) Businesses or individuals who are members of Work for Change, abide by the rules of membership and who have paid their subscription.
 - b) Businesses or individuals, who are not members of the co-operative but who have paid the subscription, support the co-operative principles outlined below and whose businesses do not undermine or conflict with the ethical principles outlined below.
 - c) Those wishing to become members of Work for Change.
- 1.2 Acceptance of subscription constitutes an agreement to the allocation of an area (defined or otherwise), unless the business' or individual's subsequent activities conflict with the conditions defined in article 1(b) above.
- 1.3 We should keep a waiting list, in date order of people who want a space. we should keep them informed as to where they are on the list.
- 1.4 When there are opportunities for new people, we should advertise widely in the local press, adult education centres and among other groups/coops.
- 1.5 The Equal Opportunities policy will apply to tenant selection.

(2) Rules of Membership

- 2.0 Businesses or individuals shall be eligible for membership if they abide by the following rules:
- 2.1 Maintain an active commitment to the Co-operative principles outlined below.
 - 2.2 Conduct businesses that can be defined as having a strong ethical stance, defined as being within the ethical principles outlined below or who pursue a compatible ethical stance through cultural activities as defined below. Being within the ethical principles does not mean embracing *all* of the principles, it means that businesses must in some way be working for social change through the conduct of their businesses. For this reason these ethical principles are intended to include rather than exclude the many different interpretations of this objective.
 - 2.3 Attend at least 50% of the General Meetings in any six month period.
 - 2.4 Subscribe to the Memorandum and Articles of Association of the co-operative
 - 2.5 Provide a business plan and cashflow, where requested by the General Meeting of the Co-op.
 - 2.6 Carry out in full the obligations of the Licence Agreement. Breach of the Licence Agreement will constitute breach of the rules of membership.

(3) Co-operative Principles:

Work for Change is committed to fostering and promoting the internationally recognised co-operative principles:

1) OPEN MEMBERSHIP.

Anyone should be able to become a member, with no discrimination on grounds of race, gender, sexual orientation, class, age, and disability.

2) OWNERSHIP AND CONTROL OF THE COMPANY BY ITS MEMBERS.

The co-operative will be open and democratic.

3) LIMITED RETURN ON CAPITAL.

If money is raised, for example as loans, there will be a fixed interest rate or one linked to prevailing money market rates. Residual profits must not go to those who put up capital, though they may receive some protection against losses.

4) MEMBERS BENEFIT IN PROPORTION TO THEIR PARTICIPATION IN THE COOP.

This is to actively encourage participation in the co-op through financial incentives to member organisations. Participation will include a minimum attendance at meetings, rotation of tasks, nomination of and service as officers.

5) EDUCATIONAL AND SOCIAL OBJECTIVES.

- a) To promote the physical, emotional and mental well-being of the member organisations and their workers through the provision of premises and places of work.
- b) To promote the economic well-being of member organisations through the provision of places of work.
- c) To create a model of co-operation and mutual assistance which will benefit and inspire both the immediate and larger community.
- d) To provide training where possible to members in the pursuit of the objectives of the co-operative

6) CO-OPERATION BETWEEN CO-OPERATIVES.

We will seek to be collaborative rather than competitive, to aid and promote any co-operative or similar organisation whose aims coincide with ours.

(4) Definition of Cultural Activities

- 4.1 Activities which describe, communicate or represent, to inform, entertain or give pleasure..
- 4.2 Activities which create and define a group identity.
- 4.3 Activities which extend our knowledge about ourselves.

(5) Equal opportunities policy

(we need one)...ooooops

(6) Ethical Principles:

Work for Change expects all member businesses to support the principles outlined below and where possible further these principles through their businesses.

- 6.1 The co-op opposes all prejudice and discrimination on grounds of age, race, religion, disability, sexual

orientation, gender or class. It will seek instead to promote a plurality of lifestyles and cultures

- 6.2 The co-operative is actively opposed to all forms of political and cultural repression or discrimination which deny the capabilities and potentials of the individual.
- 6.3 The co-op supports, where appropriate, common ownership of the means of industrial and cultural production and distribution, (housing, education and health) as a move toward non-exploitative ways of working. The principles of equality of opportunity, an egalitarian system of wealth, ownership, and control, and collective and individual rights guide this co-op in its policy.
- 6.4 This co-op believes in a future society in which human beings will be free and other species and the ecology of the planet will be respected. It is committed to the use of sustainable resources, to the conservation of natural resources, habitats and species, and supports appropriate campaigns and movements. To this end the co-operative supports the development of sustainable means of power generation and is opposed to the current use of nuclear power, regarding its production and containment as representing a major and lasting threat to this objective.
- 6.5 The co-op is opposed to the indiscriminate suffering endured by animals in pursuit of profit or pleasure, direct or indirect, and will promote alternative means in the case of medical or scientific research.
- 6.6 The co-op opposes the international, or more local, trade in arms for profit. It also opposes any sale of firearms for profit. The co-op opposes the invention, development, manufacture, sale and use of all weapons be they conventional, nuclear, biological and chemical weapons.
- 6.7 The co-op perceives that the current Western economic system is at the root of the starvation, impoverishment and under-development of many parts of the world and will work, via fair trade systems and organizations, to reduce this influence in the world economy and to promote sustainable development and economic systems, placing that power, wherever possible, in the hands of those at most risk from poverty, unemployment and starvation. The co-op will seek to work with other co-operatives and similar organizations to foster and support the creation of viable economic alternatives.
- 6.8 The co-operative is and will remain independent of all political parties and organisations. Its attitude to any political party will be guided by the extent to which its policies and practices accord with the objectives of the co-operative.
- 6.9 The co-operative supports the principal of democratic accountability in the workplace and will seek to foster those organisations that practice it. The co-op will support, in industrial disputes between employers and employees, those who conform to its principles.
- 6.10 The co-operative perspective will be international. It will aim to increase understanding of all peoples and cultures, particularly those working for participatory democracy.
- 6.11 The co-operative supports the right of self-determination of all peoples, supporting groups of people seeking self-determination and will stand by those whose beliefs coincide with the principles of the co-operative.
- 6.12 The co-op upholds the right of the collective and the individual to self-determination, free from the threat of violence, harassment, theft, extortion and exploitation. To this extent, the co-op will actively support any locally accountable police force. The co-op defends the rights to free speech, free expression, free assembly and freedom to pursue individual and collective goals, insofar as these rights do not impinge on the rights of another.
- 6.13 The co-op opposes the economic, social and sexual oppression of women in present-day Britain. It will promote full employment, appropriate childcare and the social wage, and attempt to assist in eradicating the exploitation of the unpaid servicing and caring work that lies behind the concept of the nuclear family.
- 6.14 The co-op recognizes each human being's right to control their own bodies, including during pregnancy, and in conducting dangerous sports or lifestyles. The co-op will not condemn euthanasia.



(7) Rent/Service charge policy

- 7.1 Non-members will be charged an additional £1/sq.ft per annum. This will become payable if membership lapses for any reason (see Membership Policy).
- 7.2 Rent plus service charge is due one month in advance and a deposit of one months rent.
- 7.3 Rent to be paid directly into Work for Change Rent Account with paying in book or direct debit.
- 7.4 Direct debit is the preferred method. For areas over 500 sq.ft. direct debit is the only method of payment. Smaller units may use a paying in book for rent, however if a person using a paying in book goes into arrears, then direct debit will have to be used in the future.
- 7.3 Rent and service charges will be calculated using the rent matrix (attached) as decided at a General Meeting of the co-op. Complaints will also be dealt with by majority decision at a General Meeting.

(8) Arrears Policy

- 8.1 Payment of rent and service charge is due on the first day of the month.
- 8.2 Bank statement to be received shortly afterwards. If any rent is outstanding, a letter will be sent immediately to the non-payer telling them to pay in full or arrange a payment plan in seven days.
- 8.3 In order to arrange a payment plan, WfC reserves the right to see the accounts of the member business in order to determine the ability to pay. If a payment plan is agreed, no further action will be taken unless it is deviated from. If a payment is missed or not made in full immediate eviction procedures will begin (this sanction to be resolved at GM which deals with the arrears).
- 8.4 The General Meeting will be arranged to fall on a suitable date to deal with anyone who has ignored the seven day warning. If the person does not attend or a payment plan is not agreed then a resolution to being eviction procedures will be passed.
- 8.5 When this resolution is passed, security key to be deprogrammed, padlock unit, telephone disconnected if on a communal system. Any of the tenants possessions may be held by WfC until the debt is repaid.
- 8.6 Payment in full at any point will stop legal proceedings. However WfC will continue to pursue any outstanding debts.

(9) License Agreement

PARTIES

- | | |
|---|--|
| (a) "the co-op":
Work for Change
No 9 Otterburn Close
Hulme
Manchester
M15 5HB | (b) "the licensee"
(name of person and name
trading under) |
|---|--|

Commencement Date :

Rent

Interim service charge :

Unit Number and size :

IT IS HEREBY AGREED AS FOLLOWS-

1. PREMISES, COMMENCEMENT DATE AND RENT

The co-op hereby lets and the licensee hereby takes ('the unit') at W4C, Chichester Road, Hulme, Manchester ('the workspaces') on a license agreement at will commencing on _____ and paying therefore a rent to be calculated at £ _____ pounds sterling per calendar month ('the rent') and payable on demand at such time or times as the co-op sees fit; that is each month by direct debit/ standing order or personal cheque (with cheque guarantee card).

2. INCREASES IN RENT

The co-op shall from time to time be entitled to increase the rent and service charge with a minimum of two months notice to the tenant.

N.B. Tenants are encouraged to become members of Work for Change and rents will fluctuate accordingly. Non-membership will make more rent payable.

3. TERMINATION

This license agreement may be terminated by either party at any time with notice.

The co-op or tenant must give one months notice unless the tenant is in breach of any of the conditions set out herein. (see Allocations and lettings policies also).

4. PERMITTED USE

The tenant shall use the unit solely for the purpose of:-

5. DEPOSIT

On signing the agreement, the tenant shall pay to the co-op a deposit of £

The deposit is returnable, without interest, on termination of the unit by the tenant. However, the co-op shall be entitled to deduct any costs or charges owing and due to the co-op under the terms of this license at will and if the deposit is insufficient the licensee hereby agrees to make good the deficiency.

Disputes Clause

Procedure for breach of license agreement;

Any breach of contract will be dealt with in the following way,

- 5.1 The matter will be discussed at a general meeting and depending on the outcome the licensee will be issued with a warning.
- 5.2 Failure to comply with the license agreement and ignoring a warning will effect eviction

6. LICENSEE'S OBLIGATIONS

The licensee agrees and undertakes as follows:-

- 6.1 Payment: to pay the Rent and service charge in full monthly in advance and at once on notification. Rent to be paid direct to Work for Change Rents Account by Direct Debit/ Standing Order or Personal Cheque (as in Section 1).

N.B. Late Payment: If payment is late, case to be discussed at next co-op meeting, two weeks from rent due date at most. During this time the tenant will be contacted and if the money is paid or an acceptable agreement is arranged at the meeting then no further action will be taken. If the tenant has abandoned the unit/ space or does not attend the meeting or breaks the agreement made then the unit is repossessed and deposit is non returnable. The time scale between non-payment of rent and



repossessing the space will be less than 6 weeks. (see Disputes Clause.)

- 6.3 Not to do anything to invalidate or increase the cost of the co-ops insurance policies without the written agreement of the co-op..
- 6.4 To use the unit for permitted use only and to engage in no activities that undermine the ethical principles of the co-op. (see Workspace Handbook).
- 6.5a To have mind to the proximity of the co-op building and also the tenants of Homes for Change and therefore minimize noise and other disturbances.
- 6.5b To do nothing that will bring the co-op into disrepute.
- 6.6 The licensee shall undertake all internal decoration, repairs and maintenance, however the co-op will undertake certain repairs and maintenance in accordance with our letting policy. The unit/space and communal areas adjacent to the space, should be kept in a neat and tidy condition and free from any fire or health hazard and remove all waste and refuse from the unit, fire exits and communal areas at regular intervals to a recycling collection area designated by the co-op. The tenant will also be responsible for communal areas and corridors adjacent to their space and would be expected to keep these area clean and tidy. The tenant must make best endeavors to recycle any waste or refuse as much as possible.
- 6.7 Not to obstruct any roads, service areas or footpaths surrounding the workspaces. The co-op accepts no responsibility for loss or damage to vehicles parked on or around the workspaces, car park, roads and common areas. **N.B.** Vehicles which need to park longer than 24 hours must seek written permission from the co-op. Vehicles which are not taxed and unroadworthy will be towed away with notice to owner.
- 6.8 To comply at the licensees expense with all Statutory and other regulations pertaining to the licensees use of the unit. In particular the licensee will be solely responsible for safety within the unit of all equipment and process's and for all obligations under the Offices, Shops and Railway Premises Act 1963, the Factory Act 1961 and the Health and Safety at Work Act 1974 and amendments to the same and all subsequent legislation affecting the licensee, the licensee's employees and invitees and to maintain suitable and serviceable fire extinguishers within the unit to the satisfaction of the Fire Authority.
- 6.9 Not to undertake any alterations in the gas, electricity, water or drainage services of the unit/space nor make any structural alterations within the unit/space without prior written consent of the co-op and, if so required by the co-op, on termination of this agreement to make good the unit/space at the cost of the licensee and restore the unit/space to the same condition immediately prior to the making of such alterations. Even if licensee has vacated the building they will still be liable to outstanding charges.
- 6.10 Not to place any undue weight or strain on the structure or services of the unit/space or common areas of the workspace buildings, in particular the internal roof structure and the partitioning system of the units/spaces of the building.
- 6.11 To permit the co-op on prior notice or in emergency, to enter the unit/space to ensure that provisions of this agreement are complied with and the licensee should forthwith remedy any breach of this agreement upon being required to do so in writing by the co-op.
- 6.12 To permit the co-op to enter the unit/space at all reasonable times at reasonable notice (except in cases of emergency) in order to examine, repair or improve the structure and technical services of the workspaces.
- 6.13 Not to bring noxious, explosive or flammable substances into the workspaces without prior written consent of the co-op nor cause damage or blockage to the foul or surface water drains with these corrosive, polluting flammable, explosive or harmful substances e.g. gas bottles, petrol, acids for etching, fireworks etc.
- 6.14 To observe and perform all the conditions, rules and regulations made by the co-op from time to time for the use and management of the workspaces as set down in the Lettings and Allocation Policy documents and in the Workspaces Handbook.

6.15 On vacation of the unit to remove all the licensees property and leave the unit clean and tidy and in a condition no worse than when the agreement commenced and according to the inventory taken on the day of occupation .

6.16 The licensee accepts liability caused by any breach of this agreement.

7. CO-OPERATIVES OBLIGATIONS

The co-op will undertake to pay or provide for the following outgoings of the workspaces ('the operating costs')

7.1 Local Authority Council taxes on the performance space and the common areas only.

7.2 Insurance of the workspace buildings against fire, explosion, storm tempest, flood, damage by aircraft, subsidence and malicious damage..

7.3 Reasonable precautions against theft and damage in and to the workspace common areas (excluding the unit/space and its contents).

7.4 Repairs and maintenance of the building including the unit but excluding its contents and obligations of the licensee under clause 6(6) and 15(6) and to notify licensees of cost of repairs before carrying out the work.

7.5 Establishment of on-site Management committees, lettings officers and maintenance team and necessary administration.

7.6 To enable tenants to use their unit/space as agreed.

7.7 To supply heat and light where applicable.

7.8 To supply service and loading access into the building.

8. LIMIT ON CO-OPERATIVES LIABILITIES.

The co-op and the tenant agree to the extent permitted by the Unfair Contracts Act 1977 that the co-op shall not be liable to the tenant for and the tenant should indemnify the co-op against any actions, claims, demands, losses and expenses which may be brought or made or sustained or incurred by the co-op howsoever arising directly or indirectly out of or in connection with this tenancy and in respect of the following matters:-

8.1 Death of or injury to any person unless arising from the co-ops negligence.

8.2 Any loss of or damage to the tenants property or that of any other person and

8.3 Any consequential or other loss incurred or suffered by the tenant or any other person. Loss includes:-

(i) any loss caused by failure or inadequacy of lighting, power, heating or plumbing in the unit/space or any other part of the workspace and

(ii) any damage to the tenants goods and

(iii) any disruption of the tenants business as a result of any fire or water damage or any other cause.

Signed by:-

Date:-

The Tenant

Signed by:-

Date:-

Co-op representative

(10) Responsibilities

Within our management policy we have allocated a number of different posts or co-operative workers jobs:

1. **Vetting prospective licensees and/or members**
2. **Calculating and collecting rents and service charges**
3. **Action on arrears in accordance with the Arrears Policy**
4. **Maintenance and Cleaning:**

Each licensee is responsible for the cleanliness and safety in their own space. In addition the licensee is responsible for communal areas which will be identified by the co-op e.g., hallways and staircases. The licensee is also expected to respect the building and the tenants of Homes for Change including the outside of the building, courtyard etc.

The responsibility of the Building Care Manager will be to see these rules are adhered to and to publicize any breach of the agreements made by the licensees; The procedure for action on this will be:

- 4.1 To inform the licensee to inform the licensee .
- 4.2 Suitable action to be taken by the licensee.
- 4.3 If action is ignored to take the issue to a general meeting.
- 4.4 If still no improvement the licensee will be issued with a warning.
- 4.5 If still no improvement eviction will then take place.

5 **Licensee advice and support/ Small business support:**

A database will be set up to inform licensees of various information available to them. We will set up networks for artists, craftworkers, designers and small businesses to encourage intertrade and good communication. We are already involved in networking at present.

Small business support will be in effect by liaison with various bodies in and around Manchester e.g., Allied Business Consultants at New Mount Street.

If a crisis occurs the onus is on the licensee to contact the co-op and the co-op will be expected to respond positively to that contact.

We will provide a notice board for relevant information.

6. **Licensees grievances: see license agreement for procedure.**
7. **Public relations and Marketing**

There are several possible means for publicizing our scheme. They include;

Signposts and Billboards, Publicity leaflets and posters, lettings brochures, advertisements, features by the local media, inclusion on property lists, representation at local exhibitions and trade fairs and of course personal recommendations. An appropriate worker will be appointed to take on these tasks

8. **Arranging security precautions/ fire regulations:**

See Workspace Handbook in production.

9. **Future plans, funding and finance:**

The future planning and funding applications will be discussed and agreed at General Meeting. We will appoint appropriate workers to progress with this work. We are in the process of appointing the relevant professional support workers; i.e., accountants, solicitors etc.

10. **General Administration:**

Day to day admin. will be provided by a worker if funding is available, if not we prefer to appoint current co-op members on a rota basis.