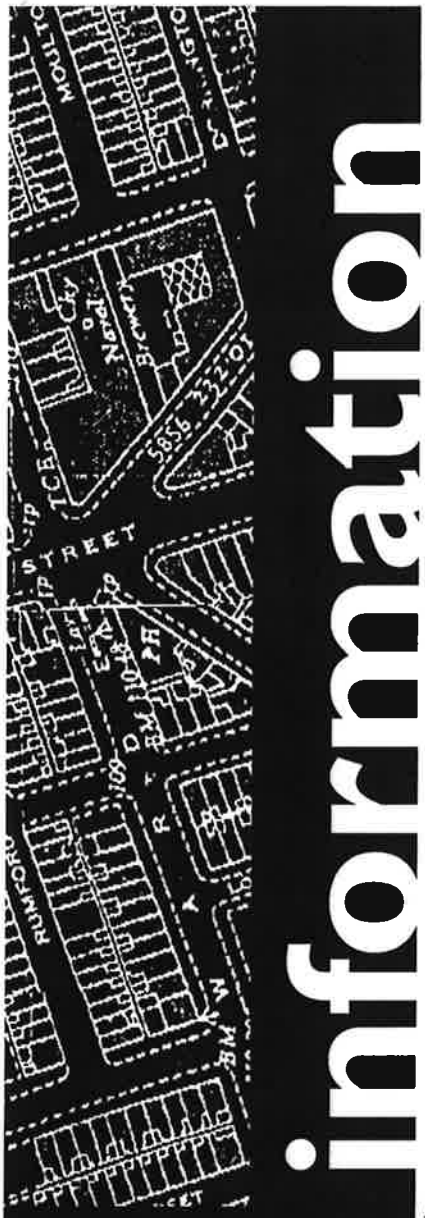


scheme information

1955

HULME

MANCHESTER

M15

1995

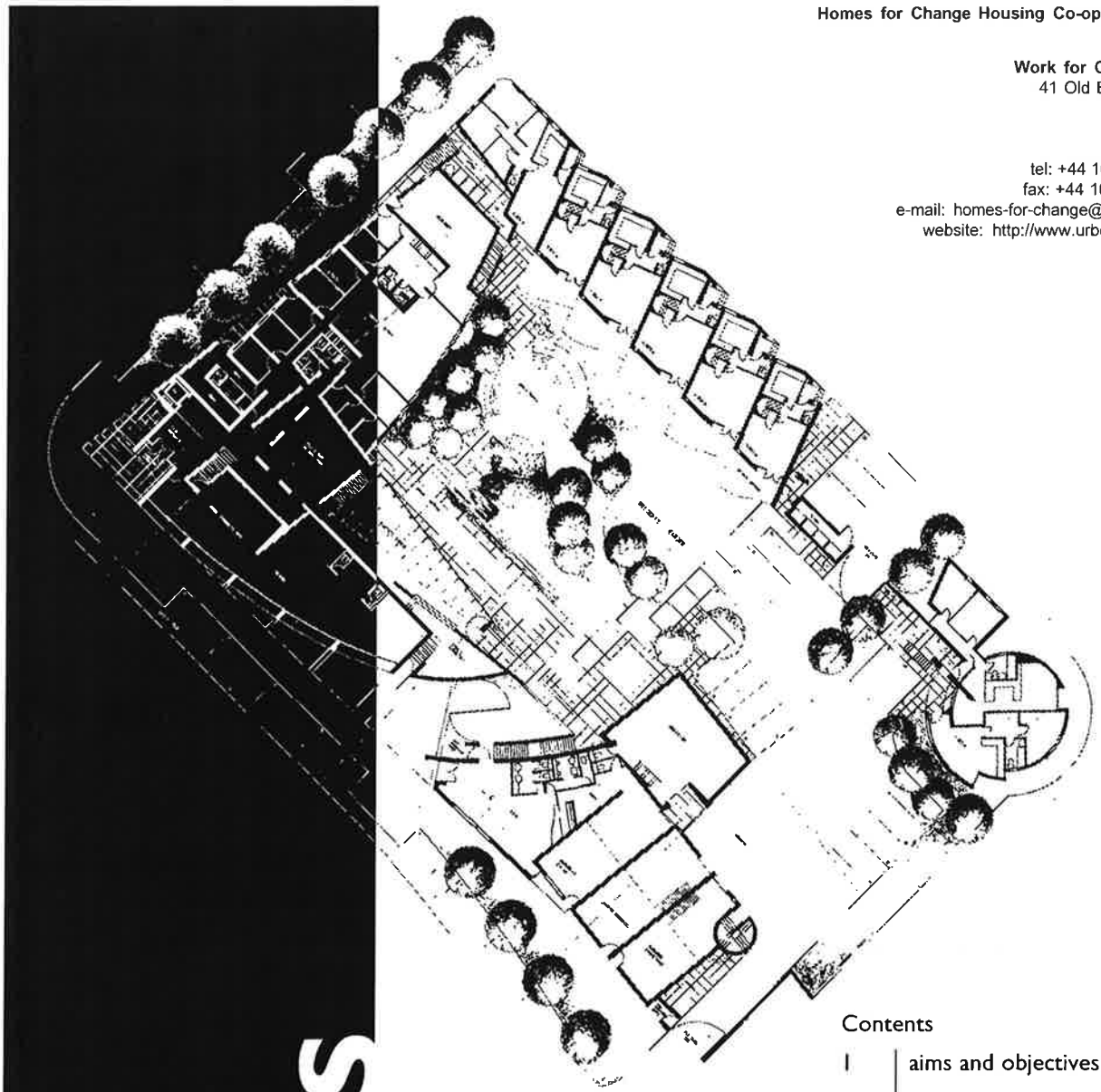
2015

Homes for Change

Work for Change

Submission for the World Habitat Awards

Homes for Change Housing Co-operative Ltd.
&
Work for Change Ltd.
41 Old Birley Street,
Hulme,
Manchester
M15 5RF
tel: +44 161 232 9801
fax: +44 161 226 7307
e-mail: homes-for-change@urbed.co.uk
website: http://www.urbed.co.uk/sun



contents

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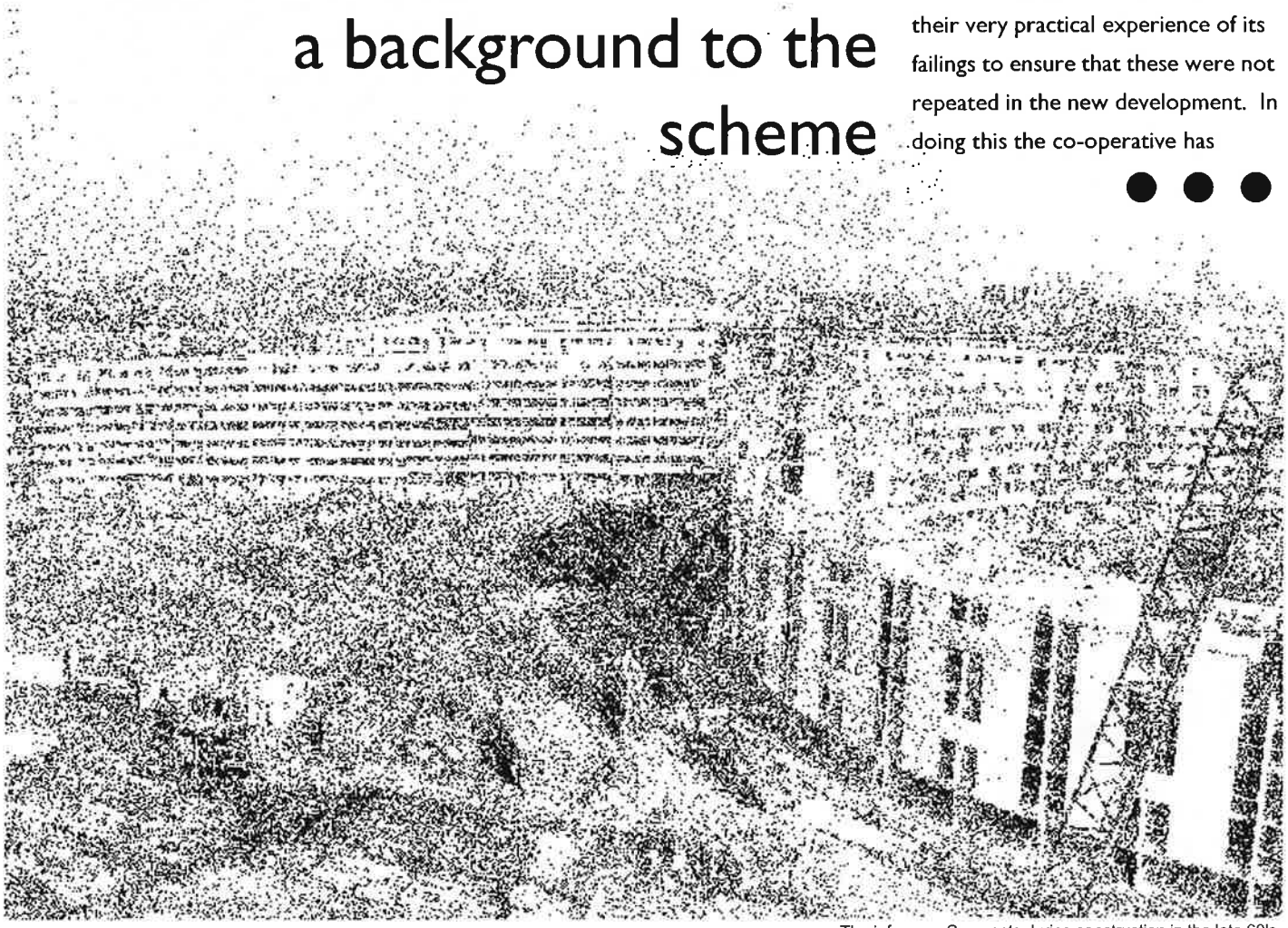
Homes for Change

aims and objectives

a background to the scheme

THE HOMES FOR CHANGE HOUSING COOPERATIVE is a product of its environment. Its first development, which was opened in September this year, is a physical embodiment of the character of the community that created it. The building dominates the heart of Hulme in Manchester, a district which until a few years ago was one of the largest deck access estates in Europe. Homes for Change is a symbol of the rebirth of Hulme.

At the same time it is based on a recognition that, whilst the Hulme built in the 1960's may have failed, it nevertheless nurtured a strong if unconventional community. What is more this community quite liked the old Hulme, the proximity to the city centre, the size of the flats, the tolerance of local people and the close networks of neighbours which developed on many of the walkways. With the launch of the Government funded redevelopment of Hulme through a scheme called City Challenge, Homes for Change was conceived as a lifeboat to preserve a small part of the local community. The co-op sought not to reject the past but to build upon it by rescuing the best points of the of the old estate. At the same time they used their very practical experience of its failings to ensure that these were not repeated in the new development. In doing this the co-operative has



The infamous Crescents during construction in the late 60's

The site in the 1930s when it was occupied by a brewery which produced rum for the Navy

created a potential model for the regeneration of British cities and an alternative to the creeping suburbia which is colonising not only the countryside but also the very heart of our urban areas.

The relevance of the Homes for Change model is not so much the architecture of the building, striking as this is, but the process by which it was built. It illustrates that when local people are given a full and informed choice over their environment, the result need not be the blandness which has characterised so much community architecture. It has been suggested that the development is the result of a unique combination of circumstances and people which cannot be repeated. But the membership of Homes for Change is not untypical. They may be young and largely childless but so are 40% of UK households and more than 80% of the 4.4 million extra households predicted by the government in the next twenty years will be single people. Given a choice such people may not create another Homes for Change but they are likely to opt for something very different to the current product of most mass housebuilders.

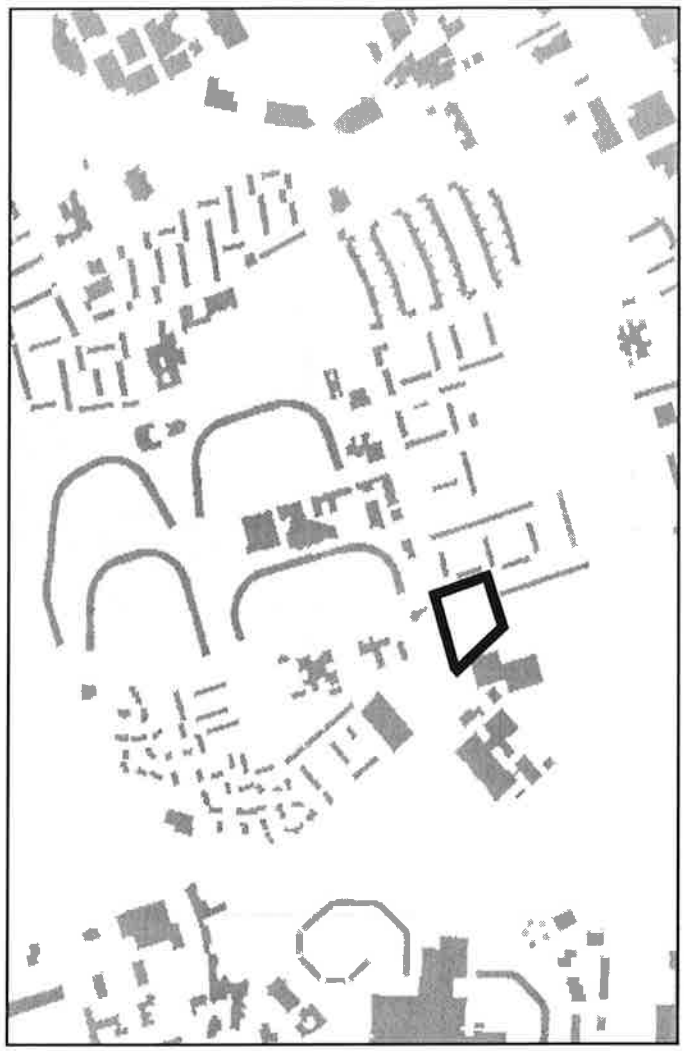
THE DEVELOPMENT OF THE SCHEME

The Homes for Change co-operative emerged from Hulme in the late 1980's. Its members spent almost five years working on a scheme to convert a former police station in Central Manchester. Whilst this project did not happen, it did give the co-op a huge amount of experience. Crucially the co-op was registered with the Housing Corporation (the UK Government's social housing agency), something which few groups have achieved since 1988. When it was announced that Hulme was to be redeveloped through the government sponsored City Challenge programme, Homes for Change was able to turn its attention to its home territory as an established and recognised co-operative.

Homes for Change was accepted as one of the social housing developers in Hulme and following lengthy negotiations was allocated funding for

- ☐ To create model for **urban development** appropriate to the rebuilding of British cities
- ☐ To develop a building with a **mix of uses** which would be active throughout the day
- ☐ To maximise **community control** over the design and management of the building
- ☐ To create a **community owned asset** as the basis for future developments
- ☐ To produce a **secure environment** which overcomes the problems of crime which affect the surrounding area
- ☐ To ensure that the development os **environmentally sustainable** by incorporating current best practice in green building
- ☐ To promote **radical design** and to demonstrate that social housing can be architecturally exciting
- ☐ To create a **beacon of hope** for the local community
- ☐ To ensure that **rents are affordable** to local people
- ☐ To provide a **supportive environment for local business** to stimulate local economic activity and employment
- ☐ To support the **non-traditional lifestyles** which have traditionally thrived in the area
- ☐ To actively support more **vulnerable sections of the community**

75 flats and a site in the heart of the area. However the Housing Corporation made it clear that an untried co-operative could not take on what was to become a £3.8 million development. The members therefore selected a major and long established housing association, The Guinness Trust as their development partner. Under the terms of the partnership agreement Guinness was to undertake the development for the co-op whilst co-op members were given the right to be involved in all decisions and to take on ownership on completion if they could raise the necessary finance. This arrangement has led to inevitable tensions. However to Guinness's credit, they have given the co-op real control as witnessed by the fact that the building is radically different to anything that a mainstream housing association would have developed.

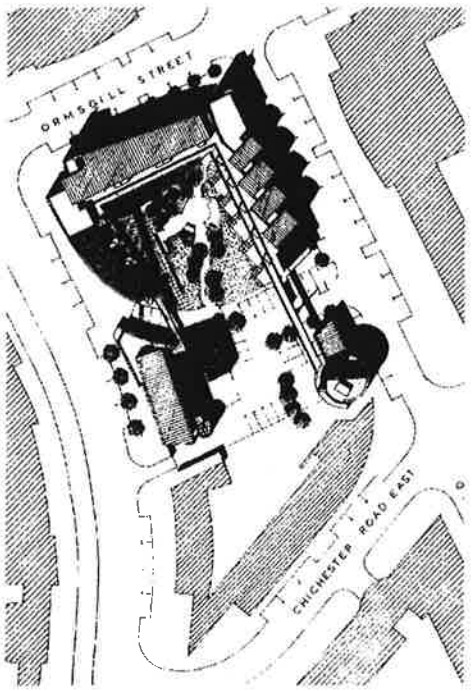


Left: A figure ground plan of the Hulme built in the 1960s. The Homes for Change site is marked with the dark line

Below: The sketch layout of the Homes for Change scheme

CREATING A MIX OF USES

From the start the co-op's vision has been of an urban mixed-use building. This was entirely in line with the strategy for Hulme but was particularly important for co-op members, many of whom were used to working from home and had developed businesses in the space provided by the old Hulme flats. There was a risk that these businesses would be destroyed by redevelopment unless affordable workspace could be provided. Homes for Change therefore planned to incorporate 1,500m^2 of workspace into the scheme and established a sister co-op, Work for Change to develop and manage this space. Work for Change is organised like a housing co-operative and is managed by its member businesses. It has developed a concept of "self-managed workspace" so that businesses put time into managing the space in return for a reduction in service charges. A feasibility study for the workspace was commissioned from consultants URBED, and funding was secured from City Challenge, the Moss Side and Hulme Task Force - a government regenera-



Press coverage of the building being opened by co-op members storming the gates

tion agency - and the European Regional Development Fund. As with the housing, there was also a borrowing requirement which is to be provided by The Guinness Trust until Work for Change is able to raise its own finance. Because the tenants of Work for Change have been members of the group for some time, the workspace is almost unique in being fully let the day it opened.

THE DESIGN PROCESS

After the appointment of The Guinness Trust, the most important decision was the selection of architects. Whilst the co-op wanted a building which was both "green" and collectively designed, they took the unusual decision of appointing architects who were specialists in neither of these areas, and indeed were not even recognised housing architects. MBLC Architects were appointed for their design flair and because of their attitude to the co-op, not as a group to be consulted, but as a multi-headed client. The co-op were confident that they knew how they wanted to be involved and we concerned to find consultants who shared their vision and would not be constrained by conventional wisdom.

The design process which followed was one of the most participatory to have been undertaken in recent years. Day- long workshops took place every month for more than a year. In the early workshops members visited schemes across the country and plundered architectural journals to make up style sheets to illustrate the sort of building that they wanted. They made 1:50 Plasticine models of the scheme to explore building forms and worked with larger models to understand the space. The group even made up full-scale models of the flat interiors in a local church hall. Hours were spent pondering brick types, colour schemes, door handles and windows. Throughout there were disagreements, Guinness, for example objected to the grass roofs and deck access walkways both of which were subsequently incorporated into the scheme. These disagreements were, however, resolved through informed

Design workshops where co-op members were in control of the building design

The scheme was a demonstration project for the 21st Century Homes research funded by the Joseph Rowntree Foundation

debate within the partnership which took account of costs and management implications. This meant that when members had to drop elements they understood the reasons and in most cases took the decision themselves.

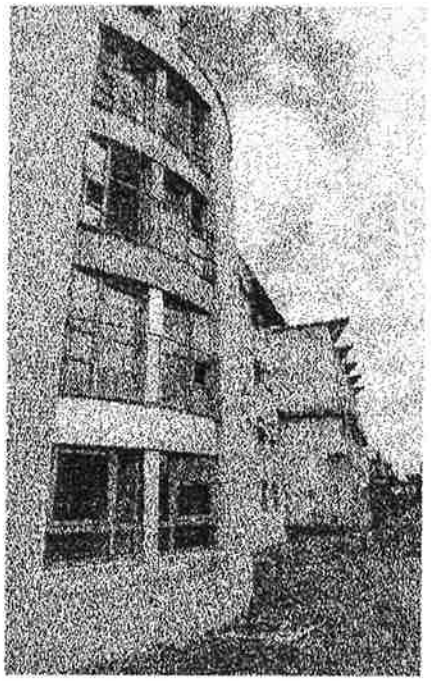
ENVIRONMENTAL DESIGN

Co-op members were also concerned that the building should incorporate best practice in environmental design. The development became a demonstration project as part of URBED's 21st Century Homes research for the Joseph Rowntree Foundation. This provided some funds to engage ECD as environmental consultants. Workshops were held to draw up a range of environmental targets ranging from CO_2 emission to sustainable materials and waste recycling which were monitored through the development process. Seventeen of the targets were met in full and only two: embodied energy and water saving were not achieved. The scheme will be followed up a year after completion to see whether the predicted benefits, such as heating bills of £1 per week, have been achieved in practice.

THE PERILS OF INNOVATION

The Homes for Change scheme innovates on many levels. It is innovative in its layout and design, the co-operative way in which is was built and will be managed, the mix of uses and the way in which the workspace is being managed. Innovation is always a risk and, when undertaken on this scale, is something that organisations with more experience probably would not attempt. There have indeed been problems, the tenders to build the scheme came in well over budget and savings had to be made quickly by the co-op. There have been a range of problems on site and the scheme was completed over budget and behind schedule. There is always a cost to innovation and everyone involved has paid it heavily. To some this may reinforce the view that the scheme is a one-off. However innovation is only justified if it leads to lessons being learnt. If this is done, there is no reason why this building, and particularly the process by which it was built, could not provide a model and an inspiration for urban communities elsewhere.

A view of the artists stdio with flats abovefrom inside the courtyard.



View of the drum block on the south east corner

THE HOMES FOR CHANGE AND WORK FOR CHANGE scheme has rediscovered old ground while breaking new. The scheme retrieves principles of urban design and housing layout that have been lost for most of this century while creating one of the greenest housing developments in Europe.

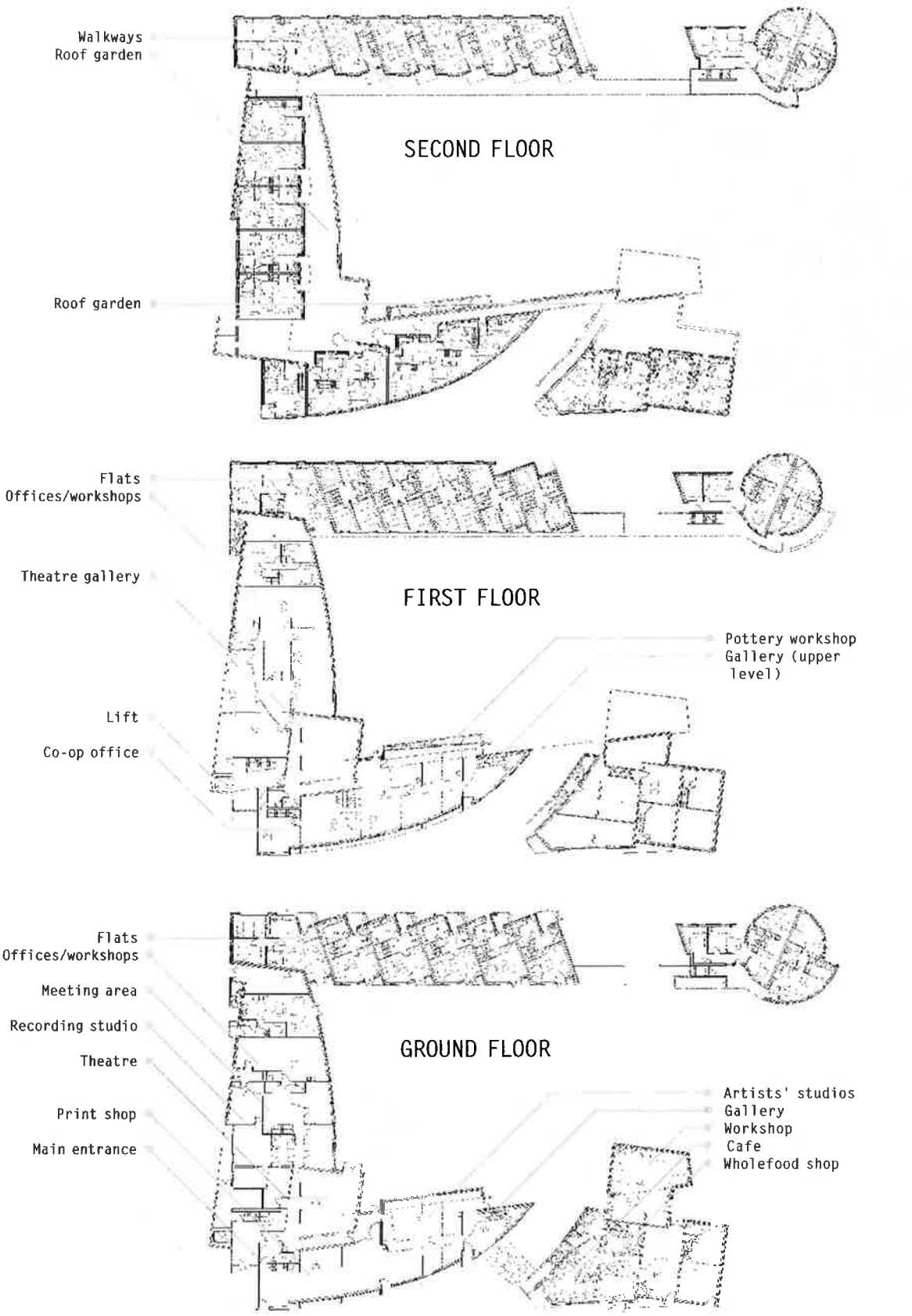
the building

a new urban model

The scheme comprises 50 flats and maisonettes on top of 1500 sq.m. of workspace stories around a communal courtyard. Phase 1 creates 3 sides between 4 and 6 stories high of the courtyard, phase 2 will complete the block.

The basis of the block layout is to create a truly urban city block, the most appropriate form of development for a site only 20 minutes walk from the city centre of Manchester. The public faces of the building rise up from the back of the pavement maximising useable space within the scheme while minimising ill-defined, loitering spaces outside and creating a strong sense of enclosure to the street. The interior of the block is far

View of the whole scheme nearing completion, the city centre is just visible behind the condemned flats


Walkways
Roof garden
SECOND FLOOR
Roof garden
Flats
Offices/workshops
Theatre gallery
FIRST FLOOR
Pottery workshop
Gallery (upper level)
Lift
Co-op office
Flats
Offices/workshops
Meeting area
Recording studio
Theatre
GROUND FLOOR
Artists' studios
Gallery
Workshop
Cafe
Wholefood shop
Print shop
Main entrance

View of the main entrance and lift shaft

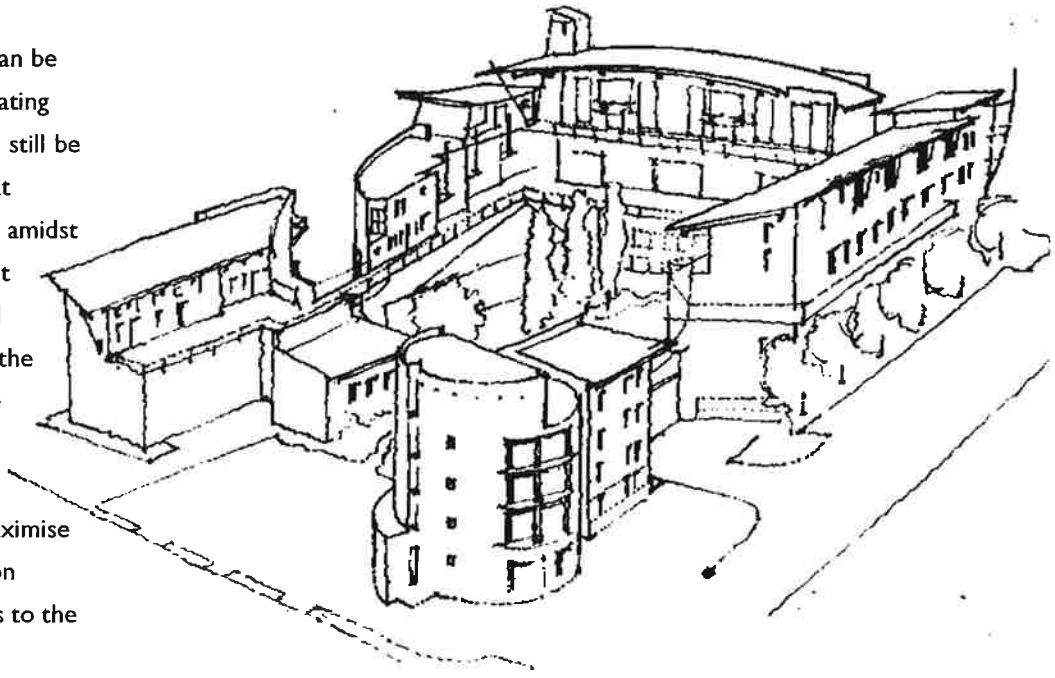
friendlier, as befits the communal area of the scheme. The scheme is mixed use not simply on one site but in the same building, an approach that is rarely done in housing schemes outside London except for student housing. The scheme only occupies 1 acre of land creating a density unseen outside city centres without creating a feeling of over-crowding. This provides a fertile environment for the social ties that create and fortify communities.

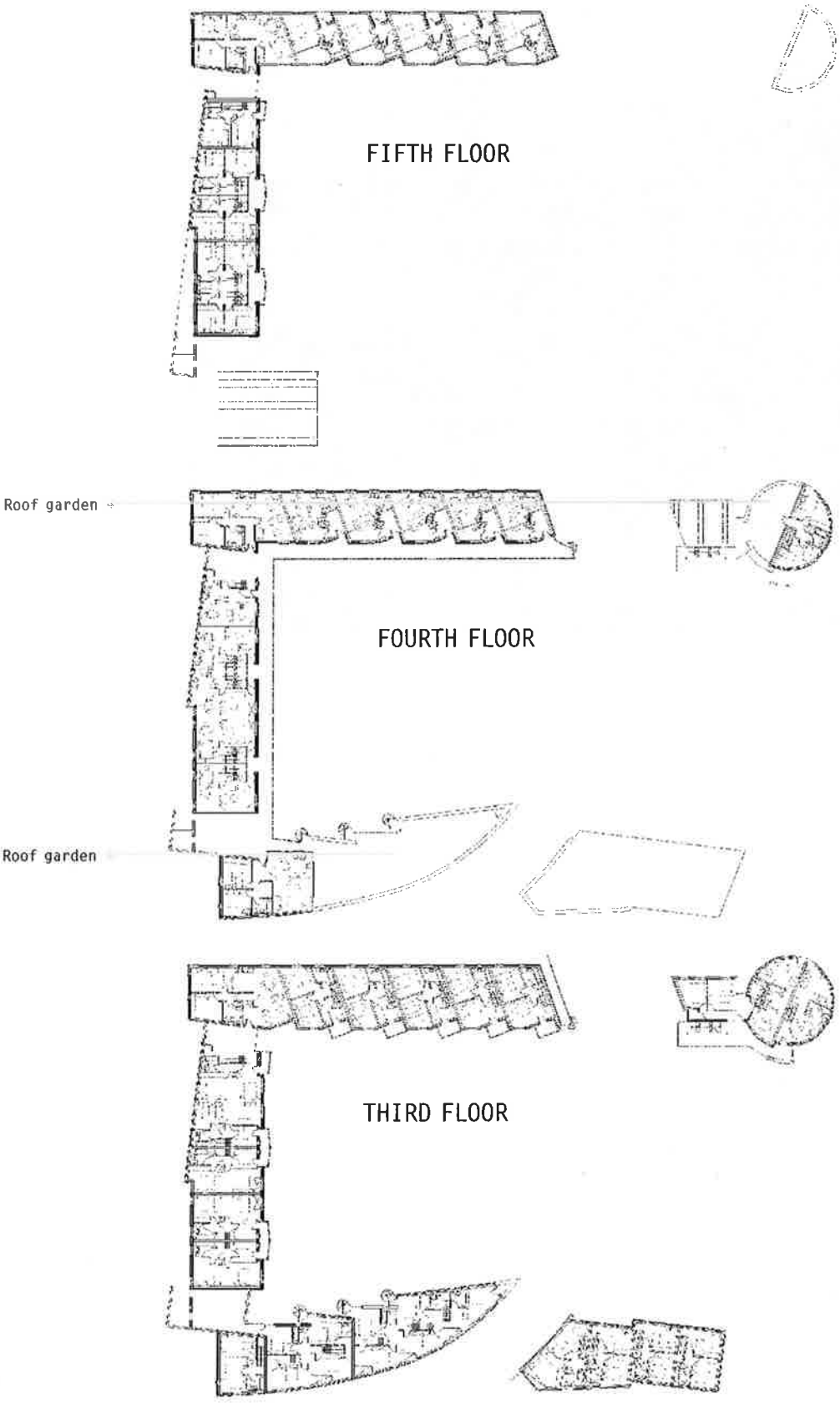
This pattern of development can be seen in urban developments dating back to ancient Persia and can still be seen in the successful ones that survive today but was rejected amidst a rush towards the system built segregation of housing from all other uses which started after the war, reaching its apogee in the 1970's.

The building is arranged to maximise the opportunities for interaction between the occupants. Access to the flats is via galleries or decks looking over the courtyard, each one forming part of the roof of the dwelling below so that the decks step back instead of being stacked one over the other. This improves passive solar gain into the homes as well as allowing conversation vertically around the building as well as horizontally. The terraced effect breaks up the mass of the building as well as creating an appropriate distribution of flat types. Large family-sized maisonettes with entrances onto the street form the ground floor of the building on the east face. The first deck is at second floor level and gives access to mainly 2 bedroom dwellings with some 3 bedroom ones giving onto the first area of turf over the workspaces and theatre. The top deck at fourth floor level gives access to one and two bedroom dwellings with a large turf roof overlooking the main street.

The courtyard is both a service area providing access to the workspaces and limited car parking for those residents that need it and the communal garden for the scheme. The courtyard is closed off by large gates designed and built by Build for Change a design and fabrication co-operative set up to allow local people to carry out building work on the scheme. These gates are high enough to deter intruders but designed so as not to look oppressive. The ground floor large flats have french windows opening onto the garden providing a secure but very generous play area for the children with the gates controlled by en electronic security system so that the kids cannot stray.

In order to cater for a variety of different lifestyles the blocks which make up the overall mass each have different design features, culminating in the drum block which forms the south east corner and creates a dramatic landmark to people driving into the city from the south. There are actually 28 different flat types





Floor plans of the building

The Development Team

Development Partners:	**Homes for Change**
	Work for Change
	The Guinness Trust
Architects:	**Mills Beaumont Leavey Channon**
Quantity Surveyors:	**Tweeds**
Structural Engineers:	**YRM Anthony Hunt Associates**
Service Engineers:	**Steven Hunt Associates**
Environmental Consultants:	**ECD**
Development consultants:	**URBED**
Builders:	**Amey Building Ltd**
	(incl. ***Build for Change*** *as subcontractors)*
Funders:	**Housing Corporation**
	Hulme Regeneration Ltd
	European Regional Development Fund
	Moss Side & Hulme Task Force
Legal:	**Malcolm Lynch, Solicitors**
Accountant:	**Slade & Cooper**

in the scheme, ranging from traditional layouts of kitchen dining rooms separate from living rooms with self contained bedrooms above to fully open plan layouts, with spiral staircase leading to sleeping overlooking the living areas below. This block is joined to the rest of the building by a dramatic steel bridge spanning the gap over the rear entrance. The main road elevation is also broken into two halves allowing views into the scheme, again this is bridged to ensure that the dwellings have access to the lift. The whole building bar only 4 flats is wheelchair accessible.

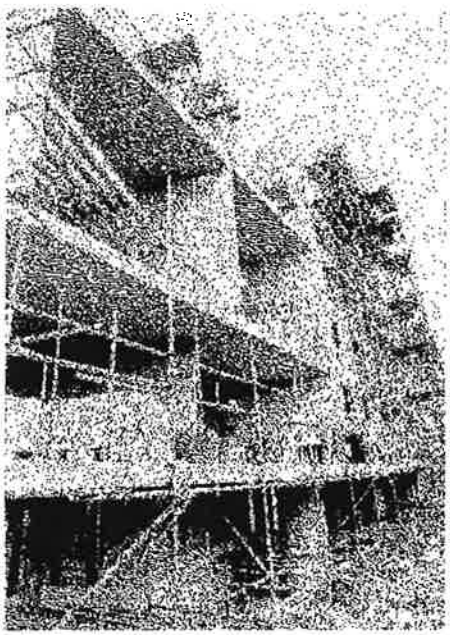
The workspace is arranged on two floors on the north and west wings with a theatre space at the corner opening into the entrance foyer as well as out into the courtyard. This space acts as the focus for the community providing space for meetings both inside and outside Homes and Work for Change as well as rehearsals, exhibitions and performances both musical and theatrical. The workspace has been planned by many of the businesses occupying it, it boasts self-contained street front units, a workshop, artists studios, a darkroom, music recording suite. All the businesses are local, the rents are such that someone just starting a business can find a space for £10 per week then grow into a larger unit.

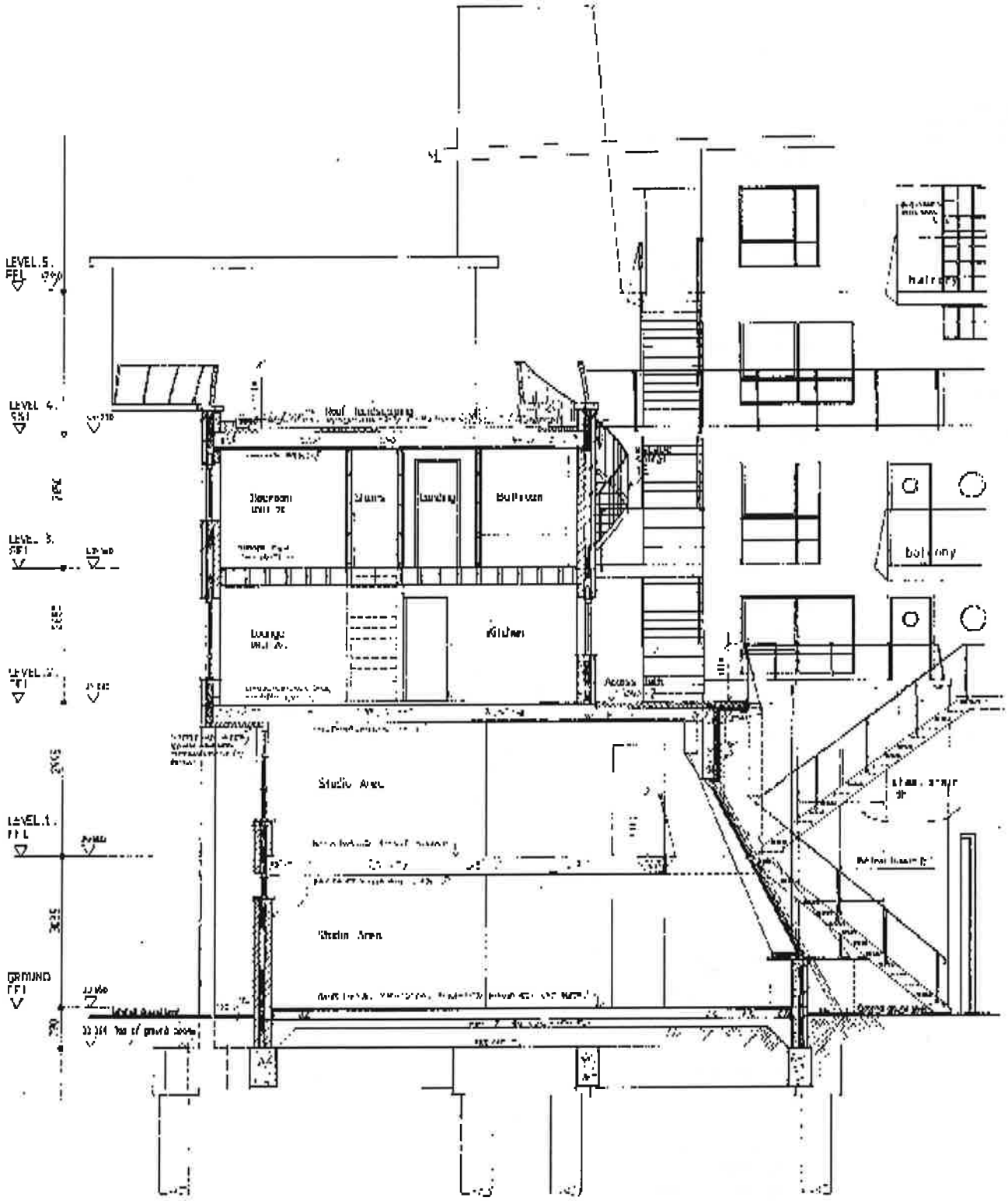
The external faces of the scheme are clad in a yellow brick fired by the heat from a waste incineration plant, punctuated by areas self-coloured render and entrances surrounded by grey polished concrete blocks, the internal faces are a mixture of the same with the addition of large areas of shiplap boarding in Western Red Cedar, a timber which requires no preservative of surface treatment and patinates to a silver grey once left in the weather for a couple of years.

The masonry of the building is further broken down by the balconies, walkways and bridges all in galvanised steel in a variety of shapes.

The roofs are a mixture of standing seam aluminium on the top and flat roofs of either paving slabs or turf. The aluminium roof was the only part of the scheme where we had to compromise the green brief - aluminium takes huge amounts of energy to produce - however the roof has an estimated 80 year life so overall the net effect is minimised.

The structure of the building is concrete, this not only has a low embodied energy content and is made with pulverised fuel ash recycled from prower stations, but also provides excellent acoustic insulation





section drawing through the western block showing two floor flat with spiral stair onto the roof garden, over the artists studio with canted glazed screen onto courtyard

OBJECTIVE	TARGET	HOMES FOR CHANGE
GLOBAL ISSUES		
Halving Carbon Dioxide emissions	36-45 Kg/sqm/yr compared to 71-90 Kg/sqm/yr for a comparable Building Regulations house	Estimated 39 Kg/sqm/yr for a typical 3 bed maisonette
Avoiding CFCs and HCFCs	Total omission	Avoided except for an area of walkway where exposure of insulation to water meant HCFC unavoidable
Using Sustainable Materials	Avoiding materials which are unsustainable or which harm the environment in their production, extraction use or disposal	This has been largely achieved with the use of brick and concrete containing PFA
ENERGY USE		
Reducing Embodied Energy This proved very difficult to measure because of the lack of authoritative embodied energy table	Achieving reductions of to 60% of typical values	It is estimated it that has slightly higher embodied energy than a typical house because of development form
Maximising Passive Solar gain	Meeting 25% of space heating demands from passive solar gain Typical value estimated as 120W	Estimated 231W Solar gain in south facing flat - Target met
Heat recovery	To explore the possibility of heat from ventilation and grey water	Not incorporated
Maximising internal daylightLow energy lighting	No target measurable	Excellent internal daylight and low energy compact fluorescent lighting throughout
Achieving super insulation	0.55-0.6 W/m3K volumetric heat loss Fabric U Values: 0.2-0.4 W/m2K Glazing U Values of 2.0 W/m2K Air leakage of 3-4 ac/h @ 50pa	U Values: Walls 0.3 W/m2K Roof 0.25 W/m2K, Glazing 2 W/m2K Estimated that air leakage rates have been met
Minimising space heating costs	Space heating costs of £1/week	Estimated at £65/year for a 3 bed flat £1.25/Week
WATER AND WASTE		
Reducing water consumption	Water consumption less than 75% of a typical house	This has not been achieved - Grey water recycling dropped/spray taps and showers not included (tenant preference) 7.5l flush toilets (NWWA requirement)
Minimising collection of unsegregated Waste	Less than 50% of a typical household	Full provision for segregated collection in kitchens and bin stores - Target achieved
Exploring grey water recycling and minimising surface run off	No target	Grey water restoration explored - would have cost £2/week and saved 90p/week Courtyard permeable to run off
HEALTHY BUILDINGS		
Use of Controlled ventilation	No target	Passive stack explored and rejected due to problems with capacity of service ducts. Humidity controlled extract fans and trickle vents
Avoiding harmful materials	Avoiding formaldehyde, harmful wood preservatives and paint, coal tar and man made fibre insulation	Achieved
LAYOUT/INFRASTRUCTURE		
Minimising vehicle infrastructure	Different targets were set for each scheme	Parking provision reduced to 50% for housing and 1 space/600sqft for workspace in line with target
Promoting cycle use	Provision of secure storage	Incorporated
Considering the environmental implications of layout	This only related to the Honddu Place scheme	NA
MISCELLANEOUS		
Involvement of residents	Maximising the involvement of residents in the design of the housing	Residents involved as a joint client through Homes for Change Housing Co-operative
Maximising Flora and Fauna	To preserve and enhance site ecology	Site initially of no value, incorporation of grass roofs, bird boxes, courtyard to be landscaped by residents with natural species and transplanted trees

Scheme environmental targets and the extent to which they have been achieved

and thermal mass. The system used was a pre-cast concrete product arriving on site in the form of thin slabs with reinforcing bars protruding from the back of them. These were erected back to back vertically, then in-situ concrete was poured between them to create the structural walls, single slabs were laid across these and concrete poured over them to create floors. This gives us the advantage of the smooth flat finish of pre-cast but without the gaps between that create fissures for water or vermin to move between dwellings. Indeed part way through construction the building bore a striking similarity to the adjacent blocks which were being demolished.

The interior of the flats boast proper timber floors, low energy lightbulbs and large south facing windows glazed with a special glass that renders the double glazing as efficient as triple.

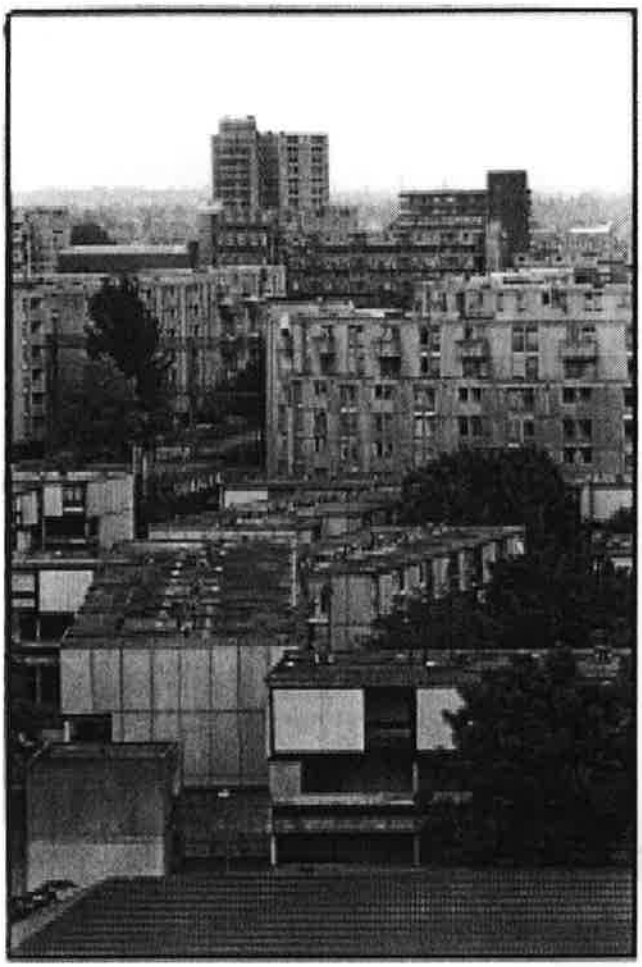
As the architects admitted, if it were not for the level the building would not have come out like this. A strong consensus across the membership has created a richness and variety impossible if the imaginations and hopes of so many people had not been harnessed into this venture. Yet the scheme is not deadened by the problems of design by committee but instead has created a piece of architecture of international significance, a model which we hope will enable communities all over Europe to create stable self-sustaining environments for themselves and those that follow them.

life after demolition

rebuilding a community

HOMES FOR CHANGE IS A FULLY MUTUAL HOUSING CO-OPERATIVE: every tenant is a member and all members are tenants, or prospective tenants. The social composition reflects that of the old municipal housing estates in Hulme, whose demolition created the chance for council tenants to design, develop and manage their own housing. Beacuse of its proximity to the universities in Manchester Hulme was an area of contrasts, 35% of the population had no qualifications at all whilst 25% had degrees or diplomas. A stable community born and raised in the area lived alongside a another population who would not have found housing elsewhere many of whom made the area their home. Its reputation for a strong, tolerant and open community attracted many different groups of people from a Jesuit group to an expressive gay community. Hulme tenants were drawn from virtually all of the ethnic groups in Europe both indigenous and immigrant.

View of Hulme's deck access flats prior to demolition



Tenants in Hulme having been disenfranchised for years and with long experience of poor housing developed an unprecedented level of tenant activity with over 13 active tenants associations in the area. The Homes for Change Co-operative grew out of this tradition. When the area was being redeveloped its members were determined to control their own environment and to provide a lifeboat for a part of the local community which risked being dispersed. This attitude is refelected in both the design of the building and the way that the group is run.

Control and openness is maintained by governing the co-operative by monthly general meeting, rather than by committee. This protects against creeping autocracy, and has provided a firm base for participation by members in all major decisions, whether strategic or day-to-day. It has led to a high degree of commitment to the goals of the scheme which include: The total participation and control over design with the architects: The combination of living and working space and green design. It has also led to a demonstrable level of social responsibility - in particular, to housing people with disabilities, and a number (currently 4) of flats reserved for young people registered as homeless and receiving social service support.

The members' determination to pursue this vision has not just created a radical building but a thriving community at the heart of one of Britain's most deprived urban quarters. This is a direct result of the participative and democratic organisation of the co-op. Work is undertaken through a range of 13 working groups (such as rents or repairs), to which every member makes a regular contribution so that control and information is disseminated throughout the group.

A WORKING COMMUNITY

Work for Change, which manages the shops, offices and workshops in the building is also organised as a co-operative whose members are all businesses. Like Homes for Change it is managed by general meeting rather than by committee and its work is carried out by volunteers. The member businesses are all local enterprises, in the small-medium range, mostly sole traders, partnerships or co-operatives, and have evolved an ethical and cultural focus, set out in a number of ethical principles for environmental and

social responsibility which no member business can undermine. There are currently 75 people employed in the 29 member businesses in Work for Change.

The mix of businesses adds another constituency to the life of the building complimenting the residential community. Dynamic experienced businesses operate side by side with new starts. It provides a place to consolidate some of the most innovative businesses in the Manchester whilst maximising interaction and the opportunity for collaboration between member businesses.

Affordable rents are achieved through member contributions to the running of the organisation as well as by the flexibility of the building so that potential tenants have been able to tailor their spaces and the communal facilities to their precise requirements.

The scheme creates a street frontage for indigenous economic activity. Many areas like Hulme have an informal economy that goes on in houses as well as other less orthodox locations. Creating a continuous street frontage shows both the rest of the area as well as those visiting that it is possible to make a living in Hulme. It also helps to prevent the migration of business innovators and the money they generate to other parts of the city.

Participation in a scheme this ambitious has allowed members to acquire and pass on a wide variety of skills to a professional standard in fields like finance, housing development and management, building design, computing and presentation. These skills have helped many members find employment. The structure of the organisations has promoted the skills of the individual within a context of collective and co-operative working. Training has maximised the exchange of skills between members. This has been so successful that some of our members, who 3 years ago knew very little, are now providing targeted training to another housing co-operative in the area.

Homes for Change
working groups

COMPLAINTS

Responsible for dealing with neighbour disputes and complaints arising from the co-op members.

DESIGN & DEVELOPMENT

Responsible for organising and overseeing the design and development process.

EQUAL OPPORTUNITIES

Responsible for fair procedures and policies, targeting of under-represented groups and monitoring of activities.

FINANCE

Responsible for long term financial planning.

GARDENING & CARETAKING

Responsible for the up-keep of the gardens and communal areas.

LEGAL & CONSTITUTIONAL

Responsible for issues such as tenancy and other legal agreements and the rules of the co-operative.

MEMBERSHIP & ALLOCATIONS

Responsible for membership issues and procedures and the allocation of housing.

PUBLICITY & INFORMATION

Responsible for sending information and newsletters to existing and potential members.

RENTS

Responsible for rent collection and management of arrears.

REPAIRS & MAINTENANCE

Responsible for organising the maintenance of the scheme.

SECRETARIAL

Responsible for day to day correspondence and for dealings with the Housing Corporation, and other external bodies.
The secretary is also responsible for maintaining a full set of chronological files for use as part of the annual audit and accounts.

TREASURY

Responsible for day to day financial management and control, book keeping, budget setting and the audited accounts.

TRAINING & EVENTS

Responsible for training to enable members to carry out work within the co-operative.

WORKER MANAGEMENT

Responsible for organising employment of paid workers.

finance

funding the scheme

The British government subsidises social housing - housing at affordable rent - via a one-off grant, rated as a percentage of the typical cost of building a standard home. This has now been reduced as low as 55%. Higher grant rates are given to homes for people with disabilities to cover the additional costs of modifications, and funding for housing 'supported housing' tenants (those who receive support from social service agencies, in our instance the vulnerable young) is rated at 100%.

This grant is never repaid. Instead, municipal authorities may allocate homes in grant-funded schemes to those people on their waiting lists for housing, and these 'nomination rights' exist in perpetuity. The co-operative has to raise the remaining third of the capital costs from a private lender, such as a bank.

On-going financial support on the revenue side is paid in respect of those tenants in 'supported housing', called special needs management allowance. This pays both for the extra cost of managing those homes, and for the social services agency.

No on-going support is paid in respect of 92% of the apartments, although a level of housing 'benefit' is paid to those in receipt of social security payments, for example the unemployed and the long-term sick; this pays for most of their rent. The co-operative must meet its own running costs, and service its bank loan, from its rents. It must also build up surpluses to pay for major repairs, refurbishment, and even redevelopment, as well as for covering voids and rent arrears.

Funding for the development of the workspace was assembled piece by piece from local municipal, national and European grants over a lengthy period. The scheme was eligible for funding to re-locate existing businesses whose premises were demolished during redevelopment of the Hulme district, and to increase commercial and industrial capacity in a mostly residential zone with very high rates of unemployment - creating new jobs in the inner city.

As with Homes for Change, Work for Change had to match its grant funds with a proportion of private sector finance. The businesses must repay this debt, and meet all revenue costs, from rent. The capital grants, and the relocation allowances paid to many tenants to fit out their new premises, are not repayable; but no on-going subsidy is paid beyond these funds.

	Cost	%
Forecast Total Works Cost	£3,645,000	
On-costs	£590,000	16.2%
Forecast Total scheme cost	**£4,235,000**	
homes for change		
Total Cost	**£3,274,000**	77.3%
financed by:		
Housing Corporation Grant	£2,040,000	62.3%
Tudor Trust	£55,000	1.7%
Total Grant aid to Homes for Change		64.0%
work for change		
Total Cost	**£961,000**	£0
financed by:		
Hulme Regeneration Grant	£275,000	28.6%
ERDF	£360,000	37.5%
Moss Side & Hulme Task Force	£40,000	4.2%
Total Grant aid to Work for Change		70.2%
Co-operative Bank Loan	£1,065,000	25.1%
Guinness Trust Loan	£400,000	9.4%
Total Private Finance	£1,465,000	34.6%

elemental cost analysis

Gross Internal Floor Area **5633 sq.m.**

	cost		% of total		cost/sq.m.
Substructure	£300,800		8.3%		£53.40 /sq.m.
sub-total		£300,800		8.3%	£53.40 /sq.m.
Frame	£6,100		0.2%		£1.08 /sq.m.
Upper Floors	£358,100		9.8%		£63.57 /sq.m.
Roof	£274,800		7.5%		£48.78 /sq.m.
Staircases	£77,300		2.1%		£13.72 /sq.m.
External Walls	£540,100		14.8%		£95.88 /sq.m.
Windows Ext. Doors	£168,900		4.6%		£29.98 /sq.m.
Internal Walls	£131,000		3.6%		£23.26 /sq.m.
Internal Doors	£90,900		2.5%		£16.14 /sq.m.
sub-total		£1,647,200		45.2%	£292.42 /sq.m.
Wall Finishings	£74,300		2.0%		£13.19 /sq.m.
Floor Finishings	£24,000		0.7%		£4.26 /sq.m.
Ceiling Finishings	£28,800		0.8%		£5.11 /sq.m.
sub-total		£127,100		3.5%	£22.56 /sq.m.
Fittings	£61,500		1.7%		£10.92 /sq.m.
sub-total		£61,500		1.7%	£10.92 /sq.m.
Sanitary Appliances	£55,700		1.5%		£9.89 /sq.m.
Disposal Installation	£28,900		0.8%		£5.13 /sq.m.
Heat Source	£173,800		4.8%		£30.85 /sq.m.
Ventilation	£22,100		0.6%		£3.92 /sq.m.
Electrical Inst.	£164,500		4.5%		£29.20 /sq.m.
Lift	£36,900		1.0%		£6.55 /sq.m.
Protective Inst.	£59,100		1.6%		£10.49 /sq.m.
Communication Inst.	£17,700		0.5%		£3.14 /sq.m.
Builders Work in connection	£35,400		1.0%		£6.28 /sq.m.
sub-total		£594,100		16.3%	£105.47 /sq.m.
Site Works	£181,100		5.0%		£32.15 /sq.m.
Drainage	£74,400		2.0%		£13.21 /sq.m.
External Services	£59,100		1.6%		£10.49 /sq.m.
sub-total		£314,600		8.6%	£55.85 /sq.m.
Preliminaries	£599,500		16.4%		£106.43
Total	**£3,645,000**		100.0%		**£647.08** /sq.m.
					£60.14 /sq.ft

☐ GRASS ROOTS CO-OPERATIVE STRUCTURE

Both organisations are run, not by management committees, but by monthly general meetings of the entire membership all of whom are members of working groups focusing on the different aspects of management such as rents, maintenance and the like. This minimises the fall-off in particiaption often responsible for the demise of many co-operatives of this kind.

☐ FULL PARTICIPATION IN THE DESIGN AND PROCUREMENT

The architecture of this scheme is the result of an intensive particiaption process at every level of the design. From the block layout, arrived at through scaled volumes of plasticine laid on a site plan, up to the flat layouts modelled at full scale in sheets of cardboard in a local church hall. The involvement continued through the construction process ensuring a further transfer of knowledge and expertise.

☐ MIXED USE

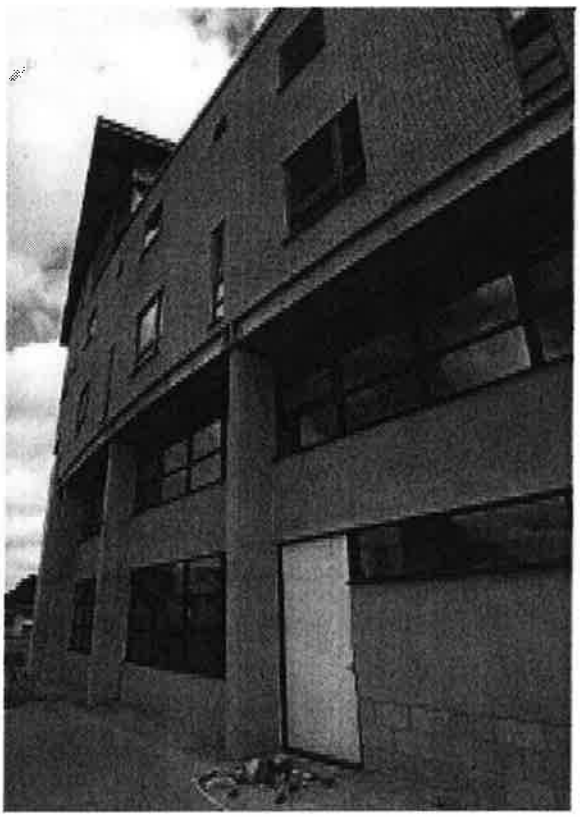
Housing and Workspace in the same building ensures 24 hour occupancy of the building, increasing security for the occupants and their property day and night. The mixed use, especially cultural uses, also ensures that Homes for Change does not become too insular, but instead ensures the involvement of the wider community.

☐ A GREEN BUILDING

The scheme incorporates additional insulation, some of it from recycled paper, special low emission glazing, condensing boilers iin the workspace, turf roofs at every level, power station fuel ash used as aggregate in the concrete, bricks from kilns fired by a waste incineration plant, all specified timber was from sustainable resources, no chipboard was used (to minimise formaldehyde emissions) and we've gone so far in recycling other people's waste that all our WC pans were salvaged from the Crescent flats. We also went all the way to tender stage with passive stack ventilation and a grey water recycling system, but a combination of inflexible regulations and budget prevented their final inclusion.

☐ URBAN IN NATURE AND FORM

The building has departed from traditional forms of British social housing development. Sustainable urban development requires that the space between buildings, the streets, squares and parks is safe, secure and sociable; places people want to use. New developments have a responsibility to make a positive contribution to their neighbourhood. Our scheme has a clearly defined private space as well as making a positive contribution to the street, the public realm outside. It has a sense of place and acts as a landmark for the surrounding area. Entrances and windows onto the street maximise the opportunity for casual surveillance. The back of pavement nature of the scheme ensures maximum use of space as well as minimising places for people to lurk in the shadows..



View of the workspace on the main street