



Granby Four Streets Community Land Trust



Location	Toxteth, Liverpool
Founded	2011
Legal structure	Industrial and provident society
Description of services	Granby Four Streets Community Land Trust (CLT) wants to create a thriving, vibrant mixed community, building on the existing creativity, energy and commitment within the community
Key assets	Granby Four Streets CLT is developing five houses for sale and five for rent, alongside a community garden with attached accommodation rented out using the AirBnB website
Employees	One full-time (18 month fixed-term contract) and one part-time worker
Volunteers	30
Most important skill set(s) to successfully running the business	People skills, social economics and entrepreneurship
Biggest obstacle to success	Lack of access to finance to fund the business
Relationships	<ul style="list-style-type: none"> – Local authority – Third sector funding provider – Community – Other stakeholders working in the area
Notes	<ul style="list-style-type: none"> – Granby Four Streets CLT received a £500,000 interest-free development loan from a private investor from a private investor, which in turn helped to get buy-in from Liverpool City Council – Granby Four Streets CLT benefits from having grant funding that enables it to employ a full-time project manager and community engagement officer. For the 10 House Project, the project manager has been a single point of contact for construction companies renovating the properties



This case study report provides an overview of the Granby Four Streets Community Land Trust (CLT) and describes the factors that are perceived to underpin its success. The findings are drawn from research commissioned by Power to Change and carried out by NatCen Social Research and WPI Economics. More information about the study and additional research reports can be found on the Power to Change website.

Overview of Granby Four Streets

In 2009 a group of local residents took direct action to improve their local living environment. They had been living among a large number of derelict houses that had been left to fall into disrepair and were earmarked for demolition by Liverpool City Council as part of Government's Housing Market Renewal Programme.

The residents did a range of things to improve the local environment, including cleaning the local streets, painting the boarded up houses and planting flowers and plants in the streets and surrounding areas. While doing this they realised that there was appetite among those living in the local area to begin broadening out the direct action, specifically to do something about the empty homes. The community formalised the work they were doing in 2011 and registered as an industrial and provident society within which Granby Four Streets CLT was formed.

Granby Four Streets CLT is formed of a network of projects, one of which is the 10 House Project. This project involved renovating the Victorian houses intended for demolition in an imaginative and unique way but still offering affordable housing. Other projects included a planting project which creates green spaces for the local and wider community to use, and a monthly market for the local community and wider community to use. Liverpool City Council has also agreed in principle to make an asset transfer of the four derelict shops in the area; as yet there are no funds available to renovate these. The CLT is part of a wider group of housing providers who have taken on ownership of a number of derelict houses in the Toxteth area and aim to regenerate these to provide either affordable rented or low-cost home ownership.

The 10 House Project includes the renovation of five properties available for social rent and five properties for sale at affordable prices. A collective of architects called Assemble have worked in partnership with

the CLT to renovate the properties including the establishment of Granby Workshop. In 2015 they were awarded the Turner prize for the work they had done in renovating the 10 homes, this significantly raised the profile of Granby Four Streets CLT and the local area of Toxteth.

The CLT is run by an elected board made up of 12 representatives including local residents, wider community members and stakeholders that include organisations such as Liverpool City Council and local housing associations. Access to funding has enabled the CLT to employ a full-time project manager who is responsible for the day-to-day management of the different projects within the CLT, such as dealing with building contractors. The funding has also allowed the CLT to employ one part-time project officer, whose role focuses on engaging local residents.

Success factors for Granby Four Streets Community Land Trust

This section summarises the key factors that are perceived to influence the success of Granby Four Streets CLT based on interviews with those who are contributing to or benefiting from the work of the CLT. Success factors are grouped according to whether they relate to the business, people involved or the external environment.

Business

Success factors related to the business centred on access to finance and the long-term viability of the business model.

Access to finance

Access to finance is seen as the biggest obstacle to the CLT's success. Initially, Granby Four Streets CLT received a £500,000 interest-free development loan from a private investor who decided to invest in the

local community and support their commitment to improving their living environment. The loan provided Granby Four Streets CLT with financial status that helped get buy-in from Liverpool City Council, who initially were reluctant to support the CLT because of the lack of access to finance.

While Granby Four Streets CLT does not receive annual income from grant or subsidy now, it has benefited from a wide range of grant funding in the past. This supported the setup of the organisation, the successful renovation of the 10 House Project and provided revenue to employ a dedicated project manager and community engagement officer.

Business model

Board members have developed a business plan that reflects the fact that the CLT is a network of projects. Important to the CLT's success is splitting the networks of projects up so that in the long-term each is able to sustain itself. Specifically in relation to the 10 House Project it is anticipated that rent from the five properties will be used to cover running costs, including staff salaries. The business plan is now updated every 6-12 months.

People

Determined and bold community members, who have a wide range of skills is considered important to success. Having paid staff to project manage and liaise with the community and partnerships such as the architecture firm Assemble have also played an important role.

Determined board members

Granby Four Streets CLT has benefited from a determined board and wider community members who have been enterprising in their approach to setting-up and taking on the task of regenerating their local environment through a series of neighbourhood based projects. For example, it was considered bold to approach Liverpool City Council and request the transfer of the derelict houses to the CLT and other housing associations, who were also interested in regenerating the empty homes in the area. Having a number of particularly determined board members with a can-do attitude helped drive the positive

outlook of other board members, and made them believe that their goal of regenerating the derelict housing in the area was a possibility.

Board with a range of skills and expertise

As well as determination, board members also brought with them a range of skills and expertise that helped drive forward the CLT's objectives. These included experience of housing, regeneration and fundraising. As Granby Four Streets CLT has progressed it has attracted new board members who have recently moved back into the area. New knowledge and skills, in art and crafts and entrepreneurship, have been welcomed by the CLT, as well as the perspectives the new members brought to the board. For example, there are younger members of the community who have joined the board and helped establish the voice for young people in the local area.

Shared leadership

The leadership of Granby Four Streets CLT has been taken on by various elected board members, partners and wider community members who are involved in projects outside of the remit of the Granby Four Streets CLT (e.g. external planting groups, and Assemble, their architect partner). For Granby Four Streets CLT leadership is an 'important baton to be shared'; it is felt that the key benefit of this is that different projects are not dependent on one person to drive them forward. In the longer-term this limits the need for succession planning.

Dedicated paid staff

Granby Four Streets CLT benefits from having grant funding that enables it to employ a full-time project manager and community engagement officer. For the 10 House Project, the project manager has been a single point of contact for construction companies renovating the properties. Granby Four Streets CLT previously had a community engagement officer whose role was to be the conduit between the board and the local community living in the area. Residents say that having someone they can share ideas and improvements with as well as from whom they can access regular updates is particularly useful. Two new employees are due to join the CLT soon to continue this important community engagement role.

The three most important skill sets that support the running the CLT are people skills, human resources management skills and financial management skills. These are also perceived to be the three most important skill sets if the business is going to grow.

Community and external environment

Buy-in from Liverpool City Council

Granby Four Streets CLT partnered with a wide number of housing associations and developed a plan that would regenerate all of the derelict houses that were originally earmarked for demolition under the Housing Market Renewal Initiative (HMRI).

HMRI was a government scheme that involved the demolition, refurbishment and new-building of houses in the UK which began in 2002. From the inception of the HMRI pathfinder houses in the Granby Four Streets area were earmarked for demolition. In 2011 the scheme was terminated. Many of the plans for demolition and housing development in the area had not come to fruition because there was not one single housing developer who was willing to take on the scale of house building required after the derelict houses were demolished.

This partnership approach helped convince Liverpool City Council to support the initiative. Having buy-in from one particular councillor whose remit covered housing was considered critical to success as the councillor helped to 'chaperone' the CLT through the process of transferring the houses from the Council to the CLT, which in turn meant grants and loans provided could be used to renovate properties.

Financial information

The following table provides an overview of the Granby Four Streets Community Land Trust's income, expenditure and assets for the period 01/04/2015 to 31/03/2016.

Income*	£83,295
Expenditure	£80,950
Difference between income and expenditure	£2,345
Surplus/(deficit) on ordinary activities before taxation	£2,311
Annual income from grant or subsidy**	£71,179
Fixed Assets	£470,212
Current Assets	
Stocks	£281,378
Debtors	£24
Cash at bank and in hand	£177,834
Total	£459,236
Net Assets	£851,859

Source: Granby Four Streets CLT 2016 Accounts, Mutuals Public Register

*Turnover and additional operating revenue.

**Including grants received, grants released and donations. excluding sundry income.