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# GRANBYFOURSTREETS

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HMS have established new benchmarks in quality and customer service for refurbishment. Granby Four Streets project is a mix of two, three and four bedroom energy efficient refurbished family homes in the heart of a thriving community.

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# An area with character

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The Granby Four Streets are made up of a mix of characterful two and three storey pre-1919 terraces of varying sizes, the vast majority of which stood empty for over 30 years. The homes had fallen into a severe state of disrepair over the years. Some of the homes had been a significant blight on the neighbourhood and the local housing market. Regenerating Granby Four Streets was identified as a key priority for the city of Liverpool and all of its community partners.

Granby is an area of active community involvement. There is a local Granby Four Streets stakeholder Group that brought together landlords, the Community Land Trust, Granby Co-Operative and Granby Somali Women's Group.

This community group played an important role in shaping the project plans to maintain the street scene of the neighbourhood.

The local residents strongly expressed their views about any proposals to demolish properties and desperately wanted to retain the character.

The most economical answer to the problem would have involved mass property clearance and construction of new build properties.



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**“A flagship regeneration project in the heart of Liverpool.”**

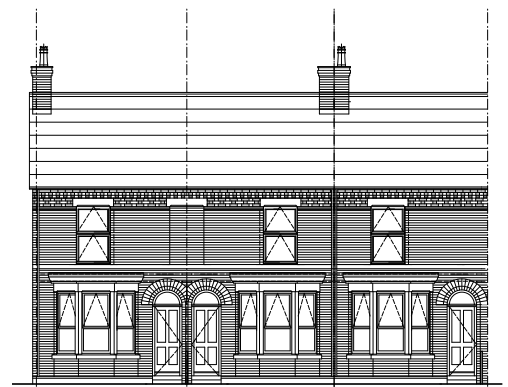
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# An Opportunity to Make a Difference

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The scheme's client LMH was invited by Liverpool City Council to participate in the comprehensive regeneration of an area which had suffered low housing demand, property abandonment and dereliction dating back decades. The project would form part of a wider investment by many partners including Granby Community Land Trust, Granby Co-Operative, other social landlords, businesses and the community at large. This programme, revitalised by investment, aimed to bring over 100 empty homes back into use.

LMH's scheme, which focuses on Jermyn Street and Cairns Street within the Granby Four Streets, comprises 43 units (21 x 2 Bed, 14 x 3 Bed and 8 x 4 Bed Houses). It involved remodelling homes into modern homes, including removal of poor condition outrigger extensions to create garden space and internal layout changes to provide more spacious rooms.



HMS is a north west based construction organisation established in 2011 to make a positive and transformational impact to construction and maintenance activities across the Liverpool city region.

The Granby Street project was a great example of a community regeneration project.



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# Partnership Working

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Prior to the start, the full extent of the degraded nature of the properties could not be appreciated due to lack of access.

On contract commencement, it was discovered that many of the properties were imploded with internal walls and floors collapsed into the basement as they had not had roof coverings for more than 20 years. The properties had been open to the elements and all of the buildings had rotted significantly over the years both internally and externally. Before any works could be carried out the buildings had to be supported throughout. Most of the cross walls, rear elevations and a few party walls were carefully taken down and the foundations grubbed up and completely renewed.

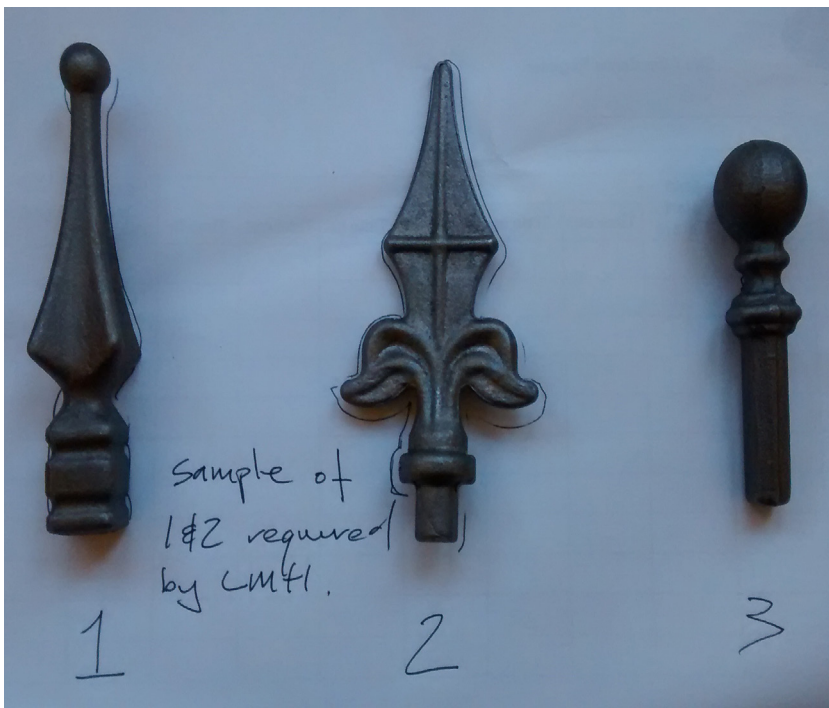
The front elevations to a number of properties were also carefully taken down and rebuilt using existing brick and stone.



## Site Safety

Considerable preparatory and support works had to be undertaken to the structure of each of the properties prior to accessing the site. None of the refurbishment repairs could be carried out until the properties were made structurally sound.

Within the curtilage of the site a number of private residents remained in situ. Our programme and site arrangements had to maintain full access and egress for these residents throughout the project.



# The Project



The project was made up of 21 two-bed, 14 three-bed and 8 four-bed units all for affordable rent. HMS would deliver 60% of the scheme directly and 40% delivered by local contractors. This enabled sufficient resources to be deployed to deliver the programme and manage the level of unforeseen works.

The total cost for 43 units was budgeted at £7.2m, part funded by Empty Homes Funding and LMH Development Plan.

## Client

Liverpool Mutual Homes (LMH),  
The Observatory,  
1 Old Haymarket,  
Liverpool.

## Architect

HLP Architects,  
98 Duke Street, Liverpool.

## Quantity Surveyor

AECOM, Exchange Court,  
1 Dale Street, Liverpool.

## Structural Engineer

Sutcliffe, 18-20 Harrington  
Street, Liverpool.

## Main Contractor

HMS, Electric Avenue,  
Liverpool.



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The scope of works varied from property to property but the general areas of works included:

- Undertake structural repairs to external walls and roofs
- Conversion of flats back into houses
- Insulate properties to reduce heat loss and fuel bills to achieve BREEAM Very Good rating for refurbishment
- New efficient heating systems
- New services to properties i.e. electricity, gas and water
- New high specification windows and doors
- Improved internal layouts, possibly removing existing extensions to create rear garden space
- New kitchens and bathrooms including downstairs WCs
- Improve front garden access which includes steps, walls and railings
- Improve security in line with Secured By Design principles

**Works commenced on site in May 2014 with full completion of all units being achieved in March 2016.**

Many of the properties were inaccessible at the beginning of the project due to risk of collapse meaning it was not possible to survey properties to determine the extent of work required.

As the project progressed the true extent of the work was identified. The scope of works was much greater than originally programmed and as such caused major challenges to the project team.



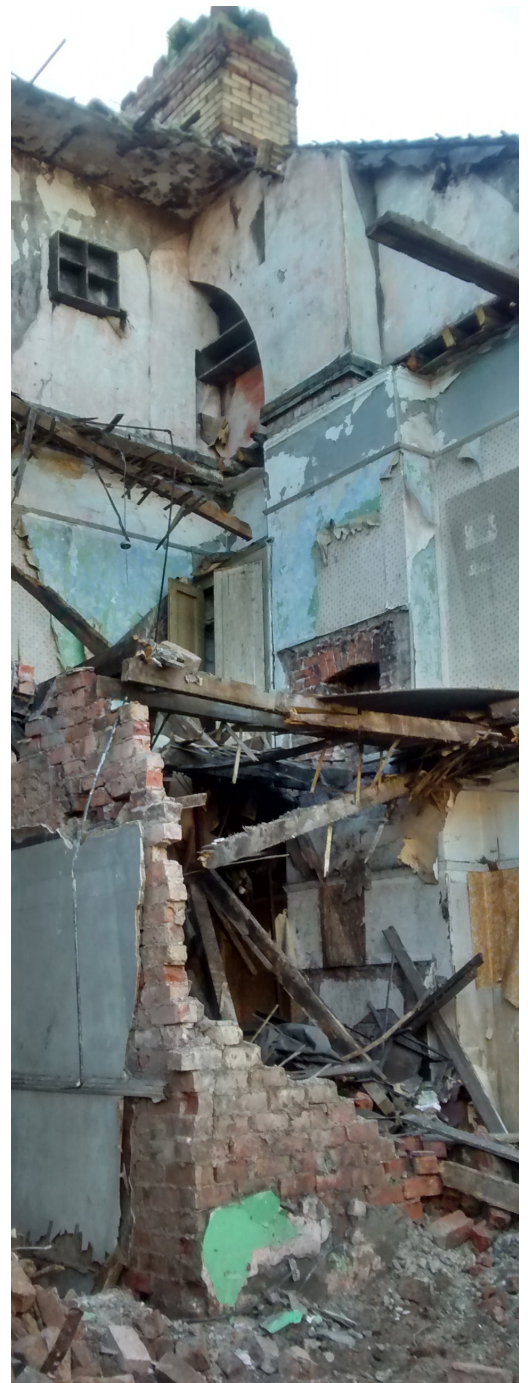
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# Size and Scale of the Challenge

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Prior to project commencement only limited access was available to some properties due to the extensive deterioration of the structure of the properties. This resulted in considerable reprogramming once possession of the site was achieved. The renovation works on site proved extremely demanding, particularly given the condition of some of the worst affected derelict properties. The photographs indicate the extent of the work involved.

Resourcing and reprogramming challenges on the project were extensive due to the sheer number of unknowns and anomalies that only came to light once works within the voids themselves progressed. At the time of agreeing the original scope of works and production of contract documentation, many of the derelict voids were completely inaccessible so a judgement had to be taken on the works required.



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As the scheme moved forward, it was evident that the level of works was significantly more extensive than anyone could have envisaged. As identified previously, the scope of works increased, and included, complete roof overhaul and reconstruction, new large scale steel beams and supports, removal and reinstatement of rear walls and outriggers, extensive underpinning and substructure works and major facade retention. The unforeseen nature of the extent of the works required the design team to continually update drawings as the works progressed.



All of this had an unforeseen impact on the programme. Additional properties were also included within the scope of works as these became available. The team programmed the refurbishment of these properties to coincide with the main programme.



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# Overcoming Challenges

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HMS's primary programme plan did not initially account for the level of structural works required and the extent of temporary and enabling works required to undertake the refurbishment. The temporary works were redesigned in August 2014 and took 4 months to complete due to the temporary works intricacies which included unforeseen facade retentions and large elements of structural propping to facilitate safe working access. Sutcliffe's were appointed by HMS to act as temporary works designers and HMS acted as the temporary works coordinator.

HMS in-house teams completed the temporary works propping systems under the guidance of our experienced in house structural supervisor and in conjunction with Sutcliffe's the temporary works designers. The level of health and safety management was substantially increased including site inspection regimes and robust health and safety governance controls on site. These measures assisted in achieving a low number of accidents, incidents and reported near misses.

A number of properties on the project were subject to grant funding from the HCA and had a target handover deadline of 31st March 2015. In order for these properties to be handed over by the required date, HMS worked with LMH to prioritise these properties out of sequence. Special measures were taken to achieve the required handover dates which included additional resources with abnormal hours on evenings and weekends being worked to assist the task of completion.



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# More than just bricks and mortar

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HMS recognises the significant positive impact the project will make on the local community and the support the development team have given HMS in playing a part and acting as principle contractor in the project.

Granby Street residents were active and engaged in creating a vibrant community atmosphere. HMS was involved in events such as the Summer festival and Granby Street Markets.

HMS was able to employ a number of residents who lived in the area to become part of the site construction team. This had a real and positive impact on the community who could see not only the physical works but the tangible benefits that come from paid work.

Throughout the programme the scheme was regularly visited by the BBC and other national media organisations due to the substantial change in the area and positive community action.

In December 2015 one of the properties designed by London architects assemble won the prestigious Turner Prize.



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