

**Street Weapons Commission – Liverpool**

**Cathy Elliot**

**Dave Murray**

**Cathy Elliot**

Hello.

**Dave Murray**

Hello.

**Cherie Booth**

Hello, Cathy.

**Cherie Booth**

Well, Cathy Elliot, Assistant Chief Executive of Community Foundation for Merseyside, and Dave Murray of the Glaciere Project.

**Dave Murray**

That's correct.

**Cherie Booth**

Cathy, the Community Foundation for Merseyside has really made a difference in this area, but why did you think that violent crime was a particular area you wanted to target?

**Cathy Elliot**

Well we had run an 18-month pilot with the support of Merseyside Police, and we managed over that period of time to engage with round about 10,000 young people through a number of projects. And particularly what we saw was a reduction in anti-social behaviour. We gave out grants to local community groups and they gave us information back to let us know what they achieved. We then worked with the police over the crime figures and we saw a reduction in crime, well anti-social behaviour. And we felt based on this we had something to create Merseyside Young Transformers Programme, which we launched in November last year.

**Cherie Booth**

Well I've seen some of the posters and the activities around there and it's been, I think it's fair to say, pretty successful.

**Cathy Elliot**

Yes!

**Cherie Booth**

Can you tell us a little bit about why?

**Cathy Elliot**

We've been running Merseyside Young Transformers for about six months now. Community Foundation have led it, but the approach that we've taken is that we've brought a number of partners together who have the expertise. So we are working with Merseyside Police, who are directing us in the right areas to give out those grants, the right geographical areas, the right age ranges. We're also working with the Liverpool Echo newspaper through the Liverpool Unites campaign. So they're helping us advertise the availability of grants and the success that those groups have had. And I think the main thing which is what the strength of any community foundation is listening to community leaders and understanding what's going on at the grass roots level. So, that's worked very well for us.

**Cherie Booth**

Well I think Mark, who's someone who's probably had more experience than most of us – the sort of young people you're talking about, has some questions for you.

**Mark Johnson**

I just wanted to ask which programmes do you see being most successful in Liverpool, the ones that you deal with, and why?

**Cathy Elliot**

We have run a three-month pilot for Merseyside Young Transformers Programme. We secured some funding from the Home Office. We funded seven programmes, and particularly the ones that were successful were the ones where they were giving constructive training opportunities for young people, and particularly in Dave's case actually encouraging young people into employment. So there were ... I think – and we don't want to be mistaken for rewarding bad behaviour – the community projects that worked the best were actually about training, building confidence and self-esteem, and transforming young people's lives, particularly if they were deemed at risk or actually some of the young people that Dave's worked with are actually repeat offenders.

**Cherie Booth**

Well, Dave, perhaps you could tell us a bit more about the sort of young people you're dealing with and why you think you've made a difference with them?

**Dave Murray**

I don't categorise the young people I work with. For me everyone's exactly the same. Everyone's got two hands and two legs and I don't see any different whatsoever.

**Cherie Booth**

And hopefully a brain.

**Dave Murray**

Sorry?

**Cherie Booth**

And hopefully a brain.

**Dave Murray**

Yeah. Well, I think they're all exactly the same. And we talk about brains and we can say how much brains they've got, but for me everyone's an equal. I run my project on four core rules: I don't allow anyone to swear, I don't allow anyone to smoke onboard the boat, and

they must say please and thank you for everything and they have to show respect for themselves. And that's our four core rules. And if they wanna come to me and adhere to those rules then I'm quite happy to teach them to sail and to dive, and I'll take them away sailing and I'll make them into diving instructors. I've taken two people now, last year, up to commercial divers. One who was homeless from the YMCA. He's now earning £800 a week. And another young guy who was getting himself into trouble who's now earning £500 a week as commercial divers. And all I try to do is show them a different focus. People say to me, "Well why does sailing and diving do it?" It's just a discipline, that's all. And if they're prepared to come and sit in our project and play our rules then I'm happy to talk to them. I had a great conversation with Mark, didn't we, last year when Mark come...

**Mark Johnson**

I come and visited. Yeah.

**Dave Murray**

...he come and visited me. And it was great cos he sat there for five hours and never swore either, [LAUGHTER] so it was great. So, you know it just shows that...

**Commissioner**

[INAUDIBLE] boat this morning.

**Dave Murray**

As I say no problem, I have no problem and he knows I would have thrown him out had he had done, so it's not a problem. And it's that discipline that we teach and for me I just love seeing the kids change. I've got a deep rooted reason for doing it and that is that I started in private school. My mother owned a shop in Liverpool and she put me into [Tewer] Primary School, which was the best school in Liverpool you know 50 years ago. And she died when I was nine and my father couldn't continue to fund the schooling. So he put me into Sefton Park

School, which was the roughest school in Liverpool. So very quickly I learnt about drugs and fighting and alcohol, 'til I got expelled from school at 13. So I know what some of the kids go through and I know

why they go through it. So for me to get kids back of the streets now and show them that there is something different and that sailing and diving isn't a rich man's sport; it's a sport for anyone with two hands and two legs. So for me they're all absolutely equal, you know we can all get on together. So, that's why I do it and...

### **Cherie Booth**

But how do you actually reach out to these kids, the kids that...?

### **Dave Murray**

We fill in endless amount of forms and people like Cathy eventually pick them up and say, "Here's this same form come in again." You know and we go out to people and constantly say, "Here's our project." We've been very fortunate that we got the support of Liverpool Marina. They supported us and they've give us a base there, which was a massive overhead for us. And for them to

let us park the boats there and use the boats from there means that we can bring youths to come and share in the programme you know.

### **Fay Selvyn**

Interesting that you talk a lot about, well not a lot, but you've mentioned a few times discipline. And is that because you think that's something that's missing and why, what do you actually do and why do you think that's important and relate that to perhaps [INAUDIBLE]?

### **Dave Murray**

I think that the big thing for me and discipline is mind control. And if you can focus your mind to sit in a conversation without swearing and are able to say please and thank you, for me it's the first step to going to an interview and conducting yourself in a manner that might end up getting you a job. And that's all I try to do to the kids and I say to them, "Look, to come diving you

have to show discipline. If you don't listen and you get it wrong and you don't show respect

for yourself and others then you're gonna kill yourself if you go diving." And it's the same when you're sailing. If you can't respect the sea and the weather and what it's doing then you're gonna end up in trouble. So I try and use those examples through sailing and diving to take them and just

try and show them that yeah, you can spend a day without swearing. I get no end of young people come to me and say, "It's the first day of my life I've never swore all day you know?" And I say, "Yeah, it's great. It's really good that you've done it. Try and put that mindset into an interview." And that's what I do with it. People said to me when we first started the Glaciere

Project, "Why do you wanna go and get kids off the street and teach them to sail and dive?" I don't, I wanna teach them some discipline. And by giving them a reward that they want for me works, that's all.

**Fay Selvyn**

Mmm. We're smiling cos we're gonna have a debate about youth work, are we, Howard?

**Professor Howard Williamson**

Well I like the model and I think what you're doing is very good. I have two questions really: one to Cathy, which is about this recurrent irritating use of the word self-esteem, cos I don't know what it means and I'd like you to tell me as it's certainly in the paperwork I've read.

**Cathy Elliot**

Mmm.

**Professor Howard Williamson**

And to you, Dave, really about evaluating the impact of this. You know I like what you're talking about but it's early days.

**Cathy Elliot**

Mmm hmm.

**Professor Howard Williamson**

And there's, you know we've been talking amongst ourselves about evaluation and all these

short-term things – after three months they were like this. Well, no surprise! You've shown a lot of interest in them. Where are they in two years time?

**Cathy Elliot**

Mmm.

**Professor Howard Williamson**

So I think that's...

**Dave Murray**

What question's for me?

**Cathy Elliot**

I can answer that one as well.

**Professor Howard Williamson**

The second one was a question for you, the first one is to Cathy.

**Cherie Booth**

Well let's start with Cathy then.

**Dave Murray**

Okay, Cathy, go for it.

**Professor Howard Williamson**

Self-esteem.

**Cathy Elliot**

Okay. I think with self-esteem I mean what we, what we do is we've listened to the community leaders that have been involved in the project, and very much what comes through on the application forms is about building young people's self-esteem, and that's why we've called the programme Merseyside Young Transformers Programme. The community groups that we support

through our grants are working with young people who are on the fringe of criminality. The community leaders have told us that there is little parental involvement, there's peer pressure, there are problems at school as well, and that's where we deem sort of low self-esteem. And the projects that we are funding, in fact with very small amounts of money – the pilot that we've done has given out about £2,500 per project – is enabling the young people to learn new skills, realise their worth, and I think when you've got people like Dave around actually giving them some role models as well. So I think that's where the self-esteem comes from. But it's, also to sort of...it's confidence but actually building skills to enable them to gain certified training and get into employment as well. But there's some fascinating stuff going on within the community; lots of innovation.

**Dave Murray**

I think self-esteem's a great word. It's one of those fancy words. But I'm not on fancy words, so it's great that Cathy uses them. For me it's more...I get on a one-to-one with the people I work with. And they don't have to be offenders or they don't have to be in trouble; I will work with anyone at all.

**Professor Howard Williamson**

Yeah, but my point was about when you...you know it's often very easy to claim success in the short-term because you're given a lot of attention, young people are motivated. But when their destinations are back at the ranch, back in the same old place where they were before...

**Dave Murray**

Mmm.

**Professor Howard Williamson**

...then often there's regression, slipping back, relapse. And I just wondered what your view is about we have all these claims made about effectiveness?

**Dave Murray**

I think people are role models as Cathy says and people look at you. I was very fortunate that I ended up in business and ended up in a very successful retail chain before I sold it in '95. But that's because I was fortunate enough to meet someone who was going to Poly at the time and was going to university and he wanted to get involved in the business. And so the two of

us got our heads together and we started off with a little mobile discotheque and then ended up with a retail chain of garages. And so we were very successful. But you need a role model. You need someone who to go to and talk to and share your problem with. And it's nice when they can home into someone that's already been there.

### **Cathy Elliot**

Mmm.

### **Dave Murray**

I enjoy fascinating conversations with Mark because we've both had a lot of similarities that we talk about. And that's why I try to do for the kids. When you say to me, "Where do they go after me," I've kept in touch with - we've been running this project now for nearly five years - and I've kept in touch with all of them. They all come down as volunteers. They come back and do

work. And they come back and I've got people jobs in the marina. As I say we've got commercial divers out there now who completely changed their life from being homeless alcoholics to now working every day of the week in the Shetland Islands. And that's great for me. That's the only buzz I get out of it. I'm not really looking for any reward or write-ups or ... All I'm looking for is to

see the kids staying on the straight and narrow, because we've all got the same equal opportunity. Some of us have just clung on to the wrong thing at the wrong time, and I believe that's what happened with me. I was looking for a bit of love and a bit of attention, and so I'll cling to whatever anyone else is doing. If you drink Guinness I'll drink Guinness.

If you smoke pot I'll smoke

pot. And that's what tends to happen with some of the young people. They're just looking for someone who'll give them back attention.

### **Cathy Elliot**

Mmm.

**Commissioner**

Can I ask you about ... part of your answer to what happens to them was, 'they're now in the Shetland Islands'.

**Dave Murray**

Mmm.

**Liam Black**

Is part of the solution in your model that they must not go back to where they came from? And the second question is a question about money, cos part of our remit is to come up with proposals and one of those is if you see something that's really good how would you replicate that. Have you sat down and worked out the real costs per person going through your project?

There'll be a lot of voluntary time, but have you ever put a cost to that because replicating that, you know, creating Glaciere Two on the Thames, how much is that gonna cost?

**Cathy Elliot**

I think we could take that from a project and a, yeah, a programme point of view. Yeah.

**Dave Murray**

Yeah. [INAUDIBLE]...

**Commissioner**

So do they have to leave Liverpool after...in order not to fall back into the Guinness and [countless] or do they...

**Dave Murray**

No, I think from a time point of view I personally put all of my time into them. I don't sort of work any fixed hours, so if someone's got an issue and they wanna talk to me about it then I'm there to talk about it. To replicate the programme, which we have looked at, and to take

it somewhere else needs a hard core of people who believe in the same rules. One of my fears of

replicating the Glaciere Project is that if we end up with a project where the instructors swear then that's the end of the line. It's finished. Because unless the project stays as strict as it is the people won't see mentors.

**Commissioner**

Just put the culture to one side. I get the...

**Dave Murray**

Yeah.

**Commissioner**

...culture of replicating is a problem.

**Dave Murray**

Yeah.

**Commissioner**

And finding people that can sail boats and not swear is...

**Dave Murray**

Okay.

**Commissioner**

...a major challenge for you. How much? What does it cost to run your boat and staff it and how many young people a year go through it?

**Dave Murray**

I don't know the exact figures. I know that I introduced the original £300,000 which was to set it up in the beginning.

**Y Commissioner**

eah.

**Dave Murray**

That got it going. There's probably a running cost now of £2-£3,000 a week. But we are 109-year-old tall ship that takes a lot of maintenance and a lot of upkeep. But that in itself, when people come onboard they're immediately in awe of it because they come downstairs and they sit in 109-year-old ship. It's not like going...

**Commissioner**

So it's about 120 grand a year, if my quick maths are right?

**Dave Murray**

Yeah, I would say so. Probably, yeah. 200, yeah.

**Commissioner**

And then are staffing costs on top of that?

**Dave Murray**

Well that's probably including some of the staff costs.

**Commissioner**

And how many young people a year get to go on the boat and...?

**Dave Murray**

We tend to work in groups of ten; is an ideal group for us. And we bring in power boating and we bring in diving and we go to swimming pools. And you can work with a group of ten quite nicely. If you start working on big class numbers then you will start losing people, cos some of them will just come there to mess around and they won't play the discipline game.

**Cathy Elliot**

Mmm.

### **Commissioner**

So one of the problems there's always been in the charity sector is there'll be a fantastic little project with an amazing person like you who's very personally driven, puts their time in, puts their money in, and then when replication is attempted it doesn't work because you can't replicate the culture – there's only one of you – and the pricing has been completely underestimated, you know. So, I think that might be a lesson for you in terms of...

### **Cathy Elliot**

Yeah.

### **Commissioner**

...what you fund, the real costs of it.

### **Cathy Elliot**

Definitely. I mean what we're doing is giving out around about £2-£5,000 per project to put on the project and we'll cover the salary costs. And we're hearing from community leaders they want more support with core costs. But what we're seeing increasingly is the growth of social enterprises. Dave covers his core costs by actually people coming to pay to go on diving courses, and then we can give him grants to then work around the social issues and meeting local need and working with young people at risk. The key thing for us I suppose is a lot of community foundations find and a lot of charities find is that with Government funding it could be around for three years and then it goes. And what we're trying, all community foundations are doing and what we're trying to do here on Merseyside, is build up endowment funding; so that something is permanently invested, the Government funding can come and go but there's always a resource there to meet the local need and meet the issues. What we're trying to do with the Young Transformers Programme is build around about half a million to a

million pound endowment, because we've provided just with £20,000 that we've given out to seven projects we've worked with 200 young people. You're right that that's not around all the time, which was a point you were making earlier, so we need to support the groups in creating their own sustainability. And something that we're doing is through the corporate supporters that we have, companies that have set up funds with us, is to encourage their middle managers and senior managers to go and volunteer with projects – not necessarily gardening and decorating, but actually working with project leaders on planning their business plans and planning their budgets and looking at HR issues and things like that. So that they're

building a sustainability and we're building our sustainability through endowment as well. But, yes, we still need the money to come in to do that.

**Cherie Booth**

I think the key here is what Dave was saying. He used the word discipline. Actually you didn't identify your project being about a ship, it was actually about discipline.

**Dave Murray**

So yeah.

**Cathy Elliot**

Yeah.

**Dave Murray**

Pretty much.

**Cherie Booth**

And therefore you, what we're talking about here is not necessarily replicating the ship...

**Dave Murray**

Mmm.

**Cherie Booth**

...but replicating...

**Dave Murray**

Models.

**Cherie Booth**

...ideas...

**Cathy Elliot**

Mmm.

**Cherie Booth**

...which allow young people to get a structured view about discipline. And actually because we're not all the same the ships will work with some kids and ...

**Dave Murray**

That's right, yeah.

**Cherie Booth**

...discos will work with others.

**Cathy Elliot**

Yeah.

**Cherie Booth**

So really you're looking at a diversity of ideas with a common theme. Would that be...

**Cathy Elliot**

Definitely. Yes.

**Cherie Booth**

...your approach?

**Cathy Elliot**

Definitely. And the projects we've already funded through the support of the police and through the small pilot we've done over the last three months, we've supported graffiti art projects, fishing projects, creative writing courses, first aid courses on a boat. There's so many different things going on. So, there are people who are confident out there to create this innovation. I think

something what we need to do with our programme is to create models so that other community leaders actually can have the confidence to do this as well. And you're right it's different ways of engaging people. There's lots of football projects out there, but what is there for other people that are not interested in football?

**Cherie Booth**

Fay.

**Dave Murray**

I think one of the things in our project that we need is you talk about the sustainability. I need the paying customer because I need to be able to introduce homeless kids to businessmen. And I sit them alongside each other. And when people come to me to do a powerboat course, he may own a Calor Gas company or whatever he owns, he will sit right next to a kid from

the YMCA who's homeless. And during the dinner they will eat and drink the same thing and they'll have a conversation. And one guy will say, "So how did you get successful," or "what did you do?" And I need that interaction. As well as if I sat back and waited for people to give me grants then I might as well sink the boat again, because we know that we have to get off our own

backsides and make the thing pay every day.

**Cherie Booth**

It's a good model, isn't it, for the kids that you can't get something for nothing?

**Dave Murray**

Yeah, so ... Yeah, all our people see that we have to go out there and we have to sell courses and we have to get people in the swimming pool. Because the more integration we can get from them, and we tell all our customers, "The money that you give us goes back to

the kids of the streets,” and they’re quite happy with that. And they’re quite happy to work along with the kids, so.

**Cherie Booth**

Fay, you had a comment?

**Fay Selvyn**

Yeah, I just wanted to go back to the issue around proving effectiveness and in the information you provided us one of the examples was around some work in parks, which you said had led to a big reduction in anti-social behaviour in the parks.

**Cathy Elliot**

Yes. Yeah.

**Fay Selvyn**

And we want to be convinced that these initiatives are making a difference, but one of the questions in my mind was suddenly, ‘Well surely if you have a lot more activity in parks of course the anti-social behaviour’s gonna go down because there’s gonna be a lot more activity?’ So what...in terms of your asking projects to monitor effectiveness, how do you really test that out and prove that, because you know some of the information you get back might be as simple as that but, you know, it doesn’t prove anything?

**Cathy Elliot**

Yes, I mean we, what we’re doing at Community Foundation we will meet the needs of the donor, and in some cases that’s someone like Merseyside Police who want very hard facts and figures, and also we’ll gather stories. I think to say that at the moment we are in the early stages of developing it and trying to develop a model. But what we have done is by focussing funding for projects at a certain period of time in an area that has a real problem with anti-social behaviour, we’ve worked with other people to gather the evidence, the community groups have written down the number of people that are involved, their backgrounds, how many

were deemed at risk of getting involved in crime, and we've gathered that information. I want to become more sophisticated in what we're doing to create a more sophisticated model. So, the support of Merseyside Police in helping us to lay over the crime figures is a beginning really in becoming more sophisticated. But sometimes it's a story and sometimes it's hard facts that we're gathering. But I'd say we're learning at the moment.

### **Commissioner**

But you're on a slightly conflictive position, aren't you, selling the service for the young people and then the service to the donor? So I would encourage you to try and get some external verification of what you're doing, otherwise...

### **Cathy Elliot**

Yes.

### **Commissioner**

...your...that conflict of interest that's embedded in your model is gonna really be a problem for you.

### **Cathy Elliot**

Yeah. I, I appreciate that. I mean something we did last week is we brought together the community leaders who had been part of the pilot to ask them how they thought it went. And it was just us and the community leaders so we could ask them how they thought it went with police involvement or with the local council. So, we are listening to them and we are trying to educate

the people that are putting the money into the pot, but what we are also doing is working alongside people like local councils to understand what their research is and how we can impact upon them. But I take your point and I think we need more external people involved to have more expertise really. We can find the groups and we can encourage the innovation and we can

bring more funding in, but I'd appreciate more partners to help us make it more strategic.

**Cherie Booth**

Cathy and Dave, thank you very much. Diversity and monitoring effectiveness seem to be the keys...

**Cathy Elliot**

Yes, definitely.

**Cherie Booth**

...to successful schemes. Thank you.

**Cathy Elliot**

Thank you.

**Dave Murray**

Thank you.

**Commissioner**

Thanks.

**Commissioner**

How much is a diving course by the way?

**Man**

How much is a diving course?

**Dave Murray**

325.

**Cherie Booth**

And that's a day?

**Dave Murray**

No, that's for the course. That's for PADI open water course.

**Cherie Booth**

So how much, how many days is that?

**Dave Murray**

As much time as it takes. We keep putting people in...

**Cherie Booth**

So in my case it could be years then!

**Commissioner**

You're never gonna make a lot of money that way, are you?

**Dave Murray**

No. But we'll get a lot of people off the streets and we'll help a lot of kids and that's what we're after.

**Commissioner**

No, I meant, I don't mean as a homeless person. That I'm a punter, I turn up, that I'm the one that generates the revenue that allows you to do that.

**Dave Murray**

Well...

**Commissioner**

How much would you charge me?

**Dave Murray**

£325.

**Commissioner**

And that's for a day's course?

**Dave Murray**

No, that's for the course.

**Commissioner**

No, as long as it takes.

**Commissioner**

As long as it takes!

**Dave Murray**

The PADI open water course, yeah.

**Cherie Booth**

I'd charge him more if I were you. Thank you.

**Commissioner**

Yeah.

**Dave Murray**

Thank you.

**Cathy Elliot**

Thank you.

**Man**

Thank you very much.

**Man**

Cheers, Dave. Thanks.