

Dear Colleagues

I am pleased to present the first year report for Glasgow's Community Initiative to Reduce Violence (CIRV), the city's gang intervention programme established in October 2008 to test the concept of the CIRV model in the UK for the first time.

Gang violence has been a problem in Glasgow for decades. In some areas there may be three generations of the same family who have all run with the same gang. CIRV does not necessarily seek to eradicate these gangs and recognises that membership of them is not always a negative experience for all young people: after all, gangs are formed by people coming together with a common purpose. However, where that purpose is violence, such behaviour cannot and will not be tolerated.

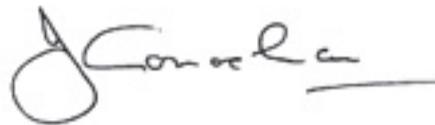
### Foreword by Detective Chief Superintendent John Carnochan

Because of the deep-rooted nature of gang violence, there is no one solution, but rather a range of solutions that, together, can help reduce the problem. Operational activity, prison sentences and monetary fines are all useful for containing and managing the problem as it happens, but we also need to look at preventing these young men from getting involved with gang violence in the first place. The public health approach employed by CIRV seeks to address this through both enforcement and attitudinal change.

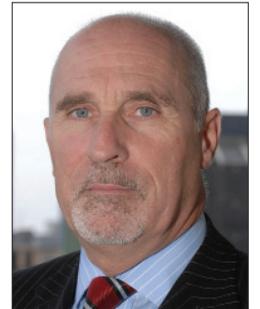
Through CIRV we are working closely with partners in health, education, social work, community safety, housing and the local community to help young gang members find a way out of their violent lifestyle. This change will not happen overnight – breaking out of a pattern of behaviour is hard and will take time. While it will therefore be some time before we know how successful the work of CIRV has been, evidence so far suggests we are seeing considerably less violent behaviour among those young people from the east end of Glasgow who, despite their often very violent past, have pledged to change their behaviour and engage with the CIRV programme.

If we wish to have a truly long term impact on Glasgow's decades long gang violence problem, then all of us must maintain our commitment to its reduction over a prolonged period. The CIRV model allows all partners, both statutory and voluntary, to have a part in this. Our first year report highlights a very encouraging base for future progress.

I commend the first year report to all stakeholders and individuals across the CIRV network and would like to thank you all for your continued support.



**Detective Chief Superintendent John Carnochan OPM**  
**Head of Violence Reduction Unit**



Thank you for taking the time to read the first year progress report for Glasgow's CIRV.

This two year 'proof of concept' project commenced on 24 October 2008 when, despite no statutory obligation for them to do so, 129 young people with a history of involvement in gang violence accepted an invitation to attend Glasgow Sheriff Court to hear a very strong and clear message from their community: 'the violence must stop'. While the range of enforcement actions actively being prepared by the police was explained to them, 26 of the young men who attended that session pledged to put down their weapons and engage with the CIRV programme. Over 300 others have followed since.



## Introduction by Chief Inspector Robert Stevenson

Many of us have dealt with gang violence on a daily basis over a number of years and witnessed the damaging physical and psychological impact it has on many people. For an intervention model principally developed in the USA to have any genuinely positive impact on the deep-rooted, historical gang violence problem in Glasgow was always going to require considerable ambition, effort and commitment by a range of partners. The Scottish Government and partner agencies across Glasgow did however take the decision to fully test this model and as you will see in this report, while we are only half way through the two year pilot, it is fair to say the early signs are very encouraging indeed.

Following our fourth self referral session at Glasgow Sheriff Court on June 19 2009, the CIRV team commenced a review of the project so far. A number of challenges and very real opportunities have been identified during this process and I am grateful to all of you for the contribution you have made. Despite CIRV being established with the aim of testing the model in the East End only, it was clear there was considerable appetite and support from partners for it to be extended across the city. As a result, the programme was formally expanded into the north of Glasgow on 2 October 2009.

This report summarises the main structure and content of CIRV and outlines some considerable changes in offending behaviour by those violent gang members who have engaged with us so far. We are not in any doubt, however, about the very complex nature of the problem we are dealing with and while early results are indeed encouraging, international evidence shows it is only through prolonged intervention, enforcement and one-to-one support that we can hope to leave a lasting legacy of real reduction in gang violence in Glasgow.

So what next? The priority for the CIRV project team over the next 12 months will be to improve upon what we have delivered so far, further integrate with partner agencies and community groups across the north and east of the city, and in particular build a strong mentoring service to follow those programmes and services which CIRV currently provides either directly or via its network of community planning partners. Towards the end of the project period, we will evaluate its success both internally and independently, thus allowing partners in Glasgow to be in a position to make an informed decision as to how to develop our shared vision for a considerable reduction in gang violence.

If you have any questions about this report please do not hesitate to contact me or my team.

Thank you for your support

A handwritten signature in dark ink that reads "Robert Stevenson". The signature is written in a cursive style.

**Chief Inspector Robert Stevenson**  
**Project Manager- Community Initiative to Reduce Violence**  
**Scottish Violence Reduction Unit**

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## 1. Executive Summary

Glasgow's Community Initiative to Reduce Violence (CIRV) formally began on 24 October 2008, with the aim of dramatically reducing gang violence in the East End during an initial two year period, followed by a rigorous and independent evaluation.

During the initial intelligence gathering phase detailed analysis was carried out on Glasgow's gang culture, highlighting the existence of around 55 known and established street gangs across the East End of the city with around 600-700 members.

Following intensive engagement with gang members by police officers and community partners, five self referral sessions were held at Glasgow Sheriff Court. 222 gang members in total attended these sessions and 368 have actively engaged with CIRV in the first year, each having given a pledge to stop their violent behaviour.<sup>1</sup>

The CIRV multi-agency case management process has referred many of these clients to a range of programmes and services, delivered by a network of partners. Enforcement operations have also been carried out against those who continue to offend, with more planned. In addition, a mentoring support service has been developed with around 80 people (including ex-gang members) from a range of services now in place to provide relevant and appropriate mentoring support to CIRV clients.

On average there has been a 49.2% reduction in the level of violent offending by gang members who have engaged with CIRV. By using gang members to influence fellow gang members, CIRV also aims to affect the behaviour of those who refuse to engage. As such, there has to date been an average 18.5% reduction in violent offending by this disengaged group.

CIRV assists clients in accessing employment and education opportunities. To date, over 100 clients have been routed into full time employment, work placements or education. This includes 60 new jobs created for CIRV clients through an innovative partnership bid by CIRV and The Bambury Centre to the UK Future Jobs Fund. In November 2009, meanwhile, CIRV's Careers Scotland keyworker support service won the UK Innovation in Social Inclusion Award.

Having originally been established to apply the concept in the east of the city, the CIRV project team has identified existing capacity to extend the programme to the north of Glasgow. This began formally on 2 October 2009 following a further intelligence gathering phase which identified 21 gangs with around 400 members. The process of initial engagement with them is ongoing.

CIRV will be independently evaluated by the Scottish Government, along with academics from the University of St Andrews and Glasgow Caledonian University, ahead of the conclusion of the initial two year phase in October 2010.

<sup>1</sup> It should be noted that of the 368 who have engaged with CIRV, some will attend more than one Self Referral Session before they agree to engage, some will engage some time after the session and others will engage without having been to a session. For more information, see the *How Does Glasgow's CIRV Work? Gang Engagement (including Self Referral)* section of this report

## 2. What is CIRV?

### The CIRV Model

CIRV is a multi-agency, community-centred project designed to reduce violent behaviour amongst gang members. The initiative is a focused deterrence strategy modelled on the Boston Ceasefire project and the Cincinnati Initiative to Reduce Violence. The CIRV model<sup>2</sup> establishes a partnership among police, social services, education, housing and community safety services along with the local community and delivers a clear message to established, violent street gangs: the violence must stop.

The CIRV model consists of three basic components:

- **Enforcement**
- **Services and Programmes**
- **The Moral Voice of the Community**

### Enforcement

The enforcement element of CIRV aims to disrupt the dynamics within gangs involved in violent activity. A clear message is communicated to the group: 'stop the violence'. If an individual within a gang commits an act of violence, enforcement is focused on the whole gang. Three key activities are essential in delivering on this promise:

- **Intelligence Gathering**
- **Gang Violence Analysis**
- **Group Targeted Enforcement**

### Services and Programmes

Alongside the 'stop the violence' message is a positive message of hope. CIRV makes a range of services and programmes available to violent gang members who agree to alter their lives and who themselves recognise a real and urgent need to change.

CIRV utilises an existing network of services in the city together with some new programmes specifically tailored to meet the needs of gang members.

### Moral Voice of the Community

Implementation of the CIRV methodology also requires communities affected by gang violence to both receive and deliver the following messages:

- **Stop the violence**
- **We care about our young people and don't want to see them become either victims or offenders as a result of gang violence**
- **We won't tolerate violence in our community**

<sup>2</sup>Source: University of Cincinnati Policing Institute

### 3. How does Glasgow's CIRV work?

#### Glasgow's CIRV

Following research into international best practice in confronting gang violence, the Scottish Violence Reduction Unit (VRU) and Scottish Government formally established Glasgow's Community Initiative to Reduce Violence (CIRV) in October 2008, with an initial two year remit to prove the concept of the model in the East End of Glasgow followed by a full independent evaluation.

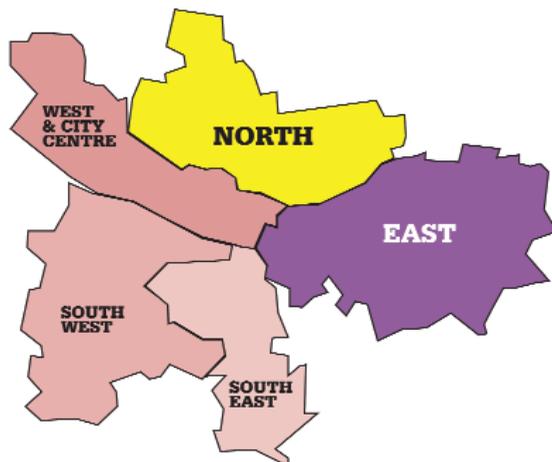
Following analysis and intelligence gathering in the east, the first group of known violent gang members were invited to attend a self referral session (SRS) at Glasgow Sheriff Court on 24 October 2008 to hear the CIRV message and be offered access to the programme on the provision that they agreed to cease their violent behaviour. A further four such sessions have been held since.

#### Timeline of Key Dates

2008 <b>24</b> OCTOBER	2008 <b>24</b> OCTOBER	2009 <b>20</b> FEBRUARY	2009 <b>19</b> JUNE	2009 <b>22</b> JUNE	2009 <b>2</b> OCTOBER
1st SRS	2nd SRS	3rd SRS	4th SRS	PROJECT REVIEW	5th SRS

Although this proof of concept was originally planned for the East End of the city only, the project team has identified existing capacity to extend the geographic reach of the project into the north locality area. As such a group of gang members from north Glasgow have now engaged with the initiative. The immediate aim of the project therefore is to now further establish CIRV across the north and east of the city.

The map below shows the areas of the city in which CIRV currently operates (highlighted in yellow and purple)



#### The Strategic Context

CIRV is specifically designed to contribute to the Glasgow Community Partnership's 10 year responsibility to achieve Scottish Government National Outcome 9:

*We live our lives safe from crime, disorder and danger.*

The programme also closely relates to National Outcome 6:

*We live longer healthier lives*

and National Outcome 11:

*We have strong, resilient communities where people take responsibility for their own actions and how they affect others.*

A CIRV Strategic Oversight Group was established at the beginning of the project to retain control of the project on behalf of the Glasgow Community Safety Partnership. Bi-annual reports are submitted to this group by the CIRV Project Manager. Principal membership of the Group is as shown below.

#### CIRV Strategic Oversight Group

- **The Scottish Government**
- **Scottish Violence Reduction Unit**
- **The University of St Andrews**
- **Glasgow Caledonian University**
- **Strathclyde Police**
- **Glasgow Community & Safety Services**
- **Glasgow Housing Association**
- **Glasgow City Council Education Dept**
- **Glasgow Community Planning Ltd**
- **East Glasgow Community Health and Care Partnership**
- **NHS Greater Glasgow and Clyde**
- **Culture and Sport Glasgow**
- **Careers Scotland**
- **Job Centre Plus**
- **The Crown Office and Procurator Fiscal Service**
- **Scottish Children's Reporter Administration**

## Project Management

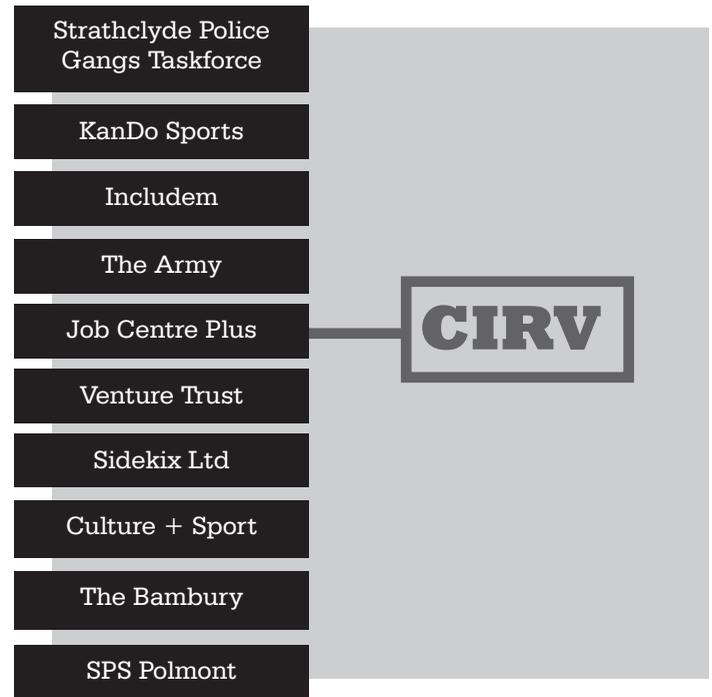
CIRV is sponsored by the Scottish Government. Responsibility for project management rests with the VRU which provides tactical direction to the multi-agency Project Team. The 17 identified elements of the project and its ongoing workstreams are administered utilising IPSO software as supported by Strathclyde Police.

Core partner membership of the CIRV Project Team and the lead agency for each component is outlined below.



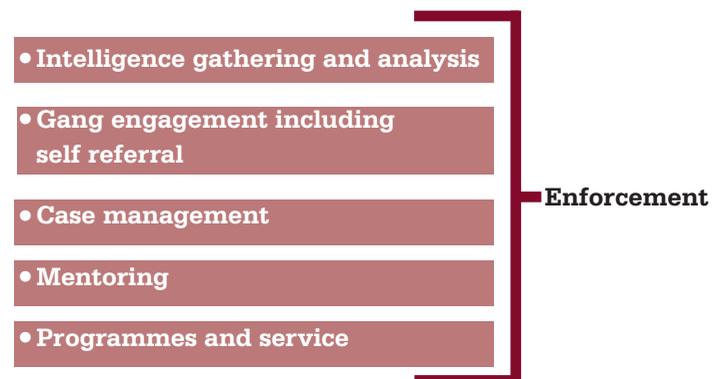
## The CIRV Network

In addition to the core project team a CIRV network has been established to help deliver the programme at community level. Core membership of the network is outlined below.



## Glasgow's CIRV Process

Glasgow's CIRV process of gang identification, engagement, case management and enforcement is as follows:



A programme of targeted enforcement runs alongside all of these elements as a constant part of the CIRV process. Each element of the process is described in detail on the following pages.

## Intelligence and Analysis

### East Glasgow

CIRV's intelligence and analysis process attempted to identify those gangs currently active in the east of the city. Community police officers and analysts mapped gang territories, gang membership, ongoing rivalries and alliances which, together with existing relevant information held on the Scottish Intelligence Database (SID), provided a potential client base for CIRV.

This exercise identified 55 named gangs in existence in the area, containing 600-700 members aged 14-18 years and predominantly male.

The map below shows current gang territories in east Glasgow.



**From this phase a CIRV gang database was created to include:**

- **Name of the gang the person is affiliated to.**
- **Personal details – name, nicknames /aliases, date of birth, address and Criminal History System number.**
- **Date of last gang related intelligence.**
- **A short synopsis of relevant intelligence.**

Relevant information such as the individual's school, whether they are subject to a supervision order or involved in other youth programmes, etc, was also gathered from community partners and agencies such as Education and Social Work Departments. This helped to identify possible levers for engagement.

The CIRV gang database is constantly updated with new intelligence gathered by the Divisional Analyst Unit and weeded as intelligence becomes outdated.

Information is also added after each CIRV Self Referral Session. Names on the database are cross-referred weekly with crime data to identify those who have committed or been the victim of a recent violent crime. Any incidents are discussed at the weekly CIRV case conference and an appropriate course of action implemented. This information also identifies gang members currently committing violent crimes but not yet engaged with CIRV who are then targeted for engagement. It also identifies when crimes of serious violence (e.g. murder, attempted murder and some cases of serious assault) have been committed, triggering an enforcement response.

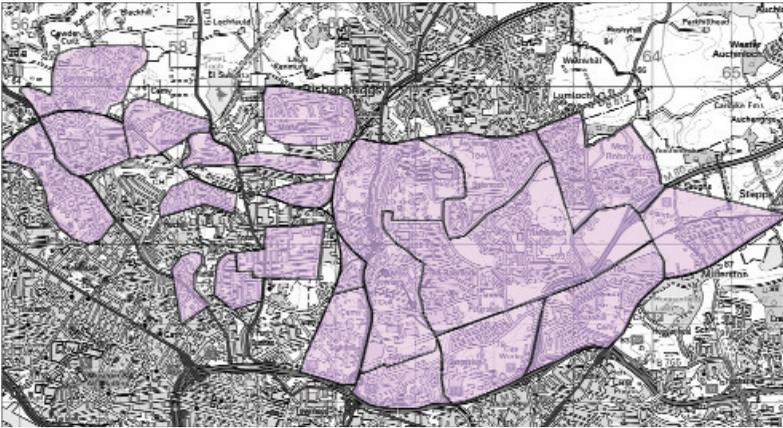
Individuals on the gang database vary greatly in their offending and gang activity. It is CIRV's aim to target those who pose the biggest risk to the community and themselves and as such the database has been supplemented with Offender Management Information from Glasgow Community and Safety Services (GCSS). This system was developed to allow GCSS to target those individuals with a history of committing anti-social and disorder type crimes. GCSS assign an A - F grading based on the total number of known offences committed by that individual. While useful for identifying those who frequently commit the types of crimes specified, CIRV's core purpose is to target violent gang offending. As such, the project has developed a similar process to the GCSS Offender Management Information system which allocates an additional 'grade' based on violent offending, i.e. knife possession, weapon possession, simple assault, common assault, serious assault, attempted murder and murder. Each crime type has been scored according to the gravity of the offence and each individual graded based on the crimes they have committed.

While this process provides a range of indicators from a variety of sources, the CIRV Project Team is striving for even greater accuracy and sophistication to further improve the targeting of gang members during the engagement phase (see below). Police crime management and offending history information alone does not provide a clear enough picture of the degree of risk a young gang member presents to himself or the community. As such CIRV is currently developing an innovative and enhanced process for combining those criminal history, intelligence, disorder and violence grades as outlined above to provide a scoring mechanism which allows for a more effective risk assessment. This information will also give another dimension to ongoing evaluation by helping assess if a CIRV client's total risk score has increased, decreased or remained static after engaging with CIRV.

## North Glasgow

Following the decision to extend into the north, gang identification and analysis was again carried out, identifying 21 named gangs with around 400 members in the area. Peak age of membership was found to be 15-19 years.

The map below shows current gang territories in north Glasgow.



## Gang Engagement (including Self Referral)

Following this initial intelligence gathering phase, an ongoing assessment has been carried out to identify priority individuals from each gang. These individuals have been visited regularly by the CIRV team. Potential levers for engagement have been explored, for example, where a gang member attends a local youth group and/or has a good relationship with a particular youth worker, they have been approached with a view to engaging with the CIRV programme. Invitations to future self referral sessions at Glasgow Sheriff Court (see below) have then been offered to gang members. In many cases, however, CIRV target clients are completely disengaged from all community and youth groups due to their continual offending behaviour. These individuals have been visited regularly at their homes.

CIRV clients have also been referred by local police officers, the Strathclyde Police Gangs Task Force, schools and youth groups etc. Individuals have also “self referred” by contacting CIRV direct via the 24/7 telephone number, as provided by Glasgow Housing Association.



## The CIRV Self Referral Session

The Self Referral Session (SRS) is part of CIRV’s engagement process and communicates the consequences of violent behaviour to gang members. The SRS informs clients about the services available to those choosing to engage with CIRV and the consequences for them should they continue to be violent. It also communicates the expectations of the community.

It is a stated expectation of the SRS that attendees pass the message to fellow gang members. Every attempt is made, therefore, to identify attendees that most broadly represent the street gangs identified by intelligence gathering.

Five SRSs have been held during CIRV’s first year. Each session has followed a distinct path, with the delivery of the three key messages crucial to the whole event. This has been achieved by using different partners to give different messages at the session, including:

- Senior police officers
- The mother of a boy seriously injured as a result of gang violence
- An ex-prisoner convicted of murder following a gang fight
- Ex gang members who have engaged positively with CIRV
- CIRV programme providers

Each session is chaired by a Sheriff, giving the event a certain level of gravitas.

On completion of each SRS every potential client is issued with a card containing the 24/7 telephone number and instructions for engagement.

To date a total of 222 gang members have attended an SRS of their own free will.

The SRS has been the subject of considerable media interest. In summer 2009 Cherie Blair attended a session as part of a Channel 4 documentary programme. CIRV has also been the subject of several broadsheet features and an article in the British Medical Journal<sup>3</sup>. Media access has however been limited and subject to strict control given the obvious necessity to protect the identities of those gang members who attend.

The following table outlines the number of gang members who have been invited to each Self Referral Session and actual attendance rate on the day.

	INVITED	ATTENDED	%
<b>SESSION 1- 24th October 2008</b>	<b>134</b>	<b>41</b>	<b>31%</b>
<b>SESSION 2 (UNDER 16's)- 24th October 2008</b>	<b>122</b>	<b>78</b>	<b>68%</b>
<b>SESSION 3- 20th February 2009</b>	<b>79</b>	<b>22</b>	<b>28%</b>
<b>SESSION 4- 19th June 2009</b>	<b>80</b>	<b>42</b>	<b>53%</b>
<b>SESSION 5- 2nd October 2009</b>	<b>81</b>	<b>36</b>	<b>44%</b>

**Experience has shown us that gang members:**

- **will attend more than one session before they agree to engage**
  - **will engage some time after the session itself**
- OR**
- **will engage without having ever attended (sometimes as a result of a reluctance to enter the court environment).**

<sup>3</sup> Donnelly P, Tombs J, An Unusual Day in Court, British Medical Journal 2008, 337:a2959 –

**Case Management**

Case management begins once a gang member has engaged and signed a pledge (see below) that they will cease violent offending behaviour.

Suitable opportunities, programmes or services are then sought based on individual needs. CIRV's Careers Scotland key support workers are integral to this process. There is also the potential for a CIRV mentor to be introduced to the client at this stage. Social Work, Education and Police databases are accessed to source relevant information and ascertain any action currently ongoing with the client.

Weekly multi-agency case conferences are held where all relevant partners have the opportunity to update each other on the client's progress to date and direct the appointed mentor or keyworker to implement the most appropriate actions for that client. The process is thus transparent and accountable, with a client centred approach.

**CIRV COMMITMENT FORM**



I .....(name).....  
as a member of .....  
(gang name).....

wish to engage with the CIRV project Team and in so doing, I agree not to carry out any act of violence or to carry weapons.

I understand that any support offered to me may be removed immediately if I fail to keep this agreement.

I will attend all scheduled appointments and will remain respectful towards those who are assisting me.

I give my full consent to CIRV Project Team members to share my private and personal information with Education Department, Social Services, Community Health Care Partnership, Careers Scotland, Job Centre Plus and voluntary sector groups.

I understand that this information will only be used for CIRV purposes.

SIGNATURE .....

CIRV TEAM MEMBER  
SIGNATURE.....

Cases are constantly reviewed. For example, where a client has secured employment or a place at a further education establishment, a letter of congratulations is sent. Equally, where the client is struggling to remain engaged with CIRV or has committed violence, they receive a letter reflecting this. In the case of continued offending the letter advises that their case is now closed and they are disengaged from the CIRV programme, however, the opportunity to return once their offending has ceased remains. Main referral routes through the case management process for CIRV's current 368 clients so far are outlined below (as at end- October 2009).



Further referrals made to other programmes and services for CIRV clients to date are outlined below:

<b>Jack Black Mindstore</b>	
<b>Self Development</b>	<b>128 clients</b>
<b>Army- Operation Youth Advantage</b>	<b>16 clients</b>
<b>Gang Mediation Session</b>	<b>6 clients</b>
<b>Army- Look At Life</b>	<b>9 clients</b>
<b>Army Outward Bound Course</b>	<b>3 clients</b>
<b>Glasgow East Regeneration Agency</b>	<b>14 clients</b>
<b>Enhanced Vocational Inclusion Programme</b>	<b>6 clients</b>
<b>Social Work Specialist Support</b>	<b>3 clients</b>
<b>Addiction Counselling</b>	<b>3 clients</b>
<b>CLASS</b>	<b>2 clients</b>
<b>Relationship, Education + Counselling Team</b>	<b>1 client</b>
<b>Fairbridge</b>	<b>3 clients</b>
<b>Careers Scotland Keyworker Support</b>	<b>113 clients</b>
<b>Routed to education, employment or training</b>	<b>51 clients</b>
<b>Provided with new jobs via Future Jobs Fund, including as CIRV Peer Mentors</b>	<b>60 clients</b>

*It should be noted that some clients will have used more than one service*

### Specialist Support Services

Some clients are known to Social Work Services either through Criminal Justice Services or through generic Children and Families Services. They may be subject to a period of Statutory Supervision and will have an allocated social worker. In such cases the social workers are made aware that contact has been made with CIRV in order to minimise duplication and

avoid compromising existing care plans.

Social Work Services in East Glasgow is part of the wider Community Health and Care Partnership (CHCP). The role of the Social Work team leader in CIRV is to ensure links are made with the various support services which lie within the CHCP, thus allowing referrals to be made to services such as Community Addiction Team, Community Adolescent Mental Health Services (CAMHS), Forensic Community Adolescent Mental Health Services (FCAMHS) and Social Work Programmes team. These referrals can also be made via the Youth Justice Forum which discusses those young people who have reached persistent offender status.

### Mentoring

Due to their chaotic lifestyle many clients require regular ongoing support and supervision.

CIRV has recruited a network of 80 mentors, befrienders, project workers, key support workers and peer mentors from across the private, public and voluntary sectors, with plans to extend this number further.

A recent successful bid to the Westminster Future Jobs Fund by the Bambury Regeneration Centre together with CIRV has also provided the opportunity for around 20 of the 60 full-time jobs awarded to be CIRV Peer Mentors posts. These posts are filled predominantly by ex-gang members who have successfully come through the CIRV programme or ex-offenders who have offered their services and are committed to working with those still actively involved in gangs.

CIRV also recently entered into partnership with the Includem charity, which has developed a project to provide an immediate, intensive and flexible response to a number of clients and their families. This project tackles a range of underlying problems (including alcohol and drugs) through direct work and in partnership with others. Length of engagement with this project is tailored to individual need and progress made, including a period of transitional support. Includem anticipates working with between 30 and 40 young people over a two year period.

CIRV is also working with the Glasgow Volunteer Centre who are providing around 20 volunteer mentors to CIRV clients, along with a co-ordinating function and training support.

A CIRV Mentoring Coordinator has been provided by Glasgow Housing Association to manage the mentoring network.

Broadly, the role of mentors is to:-

- Introduce the client to the network of activities and support agencies available through CIRV
- Ensure client attendance at training, employment, etc
- Act as a positive adult role model
- Increase self-esteem through development of the relationship
- Develop the client's skills-planning, problem-solving, communication, reflective, etc
- Compile reports for and take part in the CIRV case management process

Training for CIRV mentors and support workers has to date largely been delivered by LEAP Confronting Conflict, however a new dedicated CIRV mentor training plan is currently being developed.

The three training courses so far commissioned by CIRV for partner agencies across the city are:

- **Playing With Fire:** an intensive five day programme to develop partners' awareness of conflict and their attitudes, habits and behaviours in conflict situations. This enables them to work more effectively with others in the role of conflict resolution practitioner.
- **Working With Gangs:** a two day course which presents challenges for professionals who work with young people and develops their ability to work creatively and constructively with those affected by gangs and territorialism by sharing models and techniques.
- **Conflict Practitioner Training:** a three day 'train the trainers' course for future CIRV trainers who already have some experience of confronting conflict or related work with young people and adults. This provides an opportunity to develop participants' abilities to facilitate confronting conflict work.

A total of 60 staff from partners agencies have been trained to date, as outlined below:

CIRV Partner Agency	No of staff trained	Playing with Fire	Working with Gangs	Conflict Practitioner Training
<b>Aberlour Trust</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Army</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>1</b>
<b>The Bambury Centre</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>1</b>
<b>Careers Scotland</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>1</b>
<b>Culture and Sport</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>2</b>
<b>FARE</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>Strathclyde Fire and Rescue</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Glasgow Community and Safety Services (GCSS)</b>	<b>13</b>	<b>6</b>	<b>12</b>	<b>7</b>
<b>Glasgow Housing Association (GHA)</b>	<b>13</b>	<b>5</b>	<b>6</b>	<b>5</b>
<b>Kan Do Sports</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Sidekix</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>0</b>
<b>CIRV Project Team</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>TOTAL</b>	<b>60</b>	<b>30</b>	<b>42</b>	<b>23</b>

### Paul - CIRV Peer Advocate

Paul is 22 years old. He spent five years in a notorious Glasgow gang and started carrying knives when he was just 14 years of age. He soon became one of the gang leaders.

*"When I got to 14, I started carrying knives and it became a bit more serious because I wasn't stood at the back watching any more. I was at the front, looking to do damage and not caring."*

*"By the age of 15, I was involved in selling drugs and was taking cocaine, Valium and Ecstasy. My parents had serious addiction problems and they found it difficult to provide for me and my young brother. Your gang becomes your family. You can rely on them: one of the rules is 'don't leave anybody behind'. You're taught, 'This is right, it's not wrong'".*

At 15, Paul was expelled from school for violence against a teacher. It was at that point guns came into his life. He became involved in a gang feud on the housing scheme he was living in, and before long he had two shotguns and a handgun - *"If you've got the money you can get them"*.

This gang feud led to a fall out with friends in his gang.

*"I became violent with my pals, and turned into a one-man army. I thought, 'I have to do this to provide for me and my wee brother'".*

By 17 he was in prison for a firearms charge and served three and a half years. In the first year of his sentence, he was fighting and still involved in drugs, but gradually he started to see right from wrong. He undertook anger management and drugs courses, but the main thing was getting to play football. Football made him feel valued and helped him to change.

On his release, Paul went to the Bambury Centre in the East End and asked if there were any football opportunities. He became involved in the Bambury's football coaching programme and was delivering football coaching activities to more than 80 local children and youths on a weekly basis.

Paul heard about the CIRV East End Football League and encouraged and supported local youths from Barrowfield to enter a team. This proved to be very successful and as a result Paul started to deliver training workshops aimed at supporting local gang members to break away from gang related activities. Six months on, he is now a valued member of the CIRV team, employed with the Bambury as a Peer Advocate to work with gang members on a daily basis.

*"It takes a lot of courage to change. You're throwing away everything you've ever stood for, and it's hard to leave your pals and say I don't want a part of that. But I'm glad I did."*

*"The future's looking pretty bright now. I'm training an amateur football side, I've got a baby boy and I don't touch drugs. If I hadn't changed, I'd probably be dead, or serving a long prison sentence. I know I wouldn't be anywhere I would want to be."*

*"If I can do it so can these guys. Working with them is a better buzz than any drug."*

## Programmes and Services

### CIRV Tackling Gang Violence Programme

CIRV clients who are identified as being at the highest level of gang violence are routed via case management to the five week CIRV Tackling Gang Violence Programme, as delivered by KanDo Sports.

To date eight such courses have been attended by 82 CIRV clients from a variety of gangs.

Course activities aim to engage clients and enable them to discuss and reflect on their own experiences of gangs and gang violence. The 'vehicles' for delivering the work include inputs from role models, football coaching and group work sessions. Course content is outlined below:

- **Territorialism sessions:** to raise awareness of how this impacts on communities and the behaviour of young people, e.g. job prospects, friendships and life in general.
- **"Be Safe":** an anti-knife crime module confronting the consequences of crime, the impact

on the individual, the family and the community for both victims and perpetrators.

- **Anti-Knife crime / gang related motivational workshops:** with sessions related to personal experience, the impact of prison and how it affects families and the community at large.
- **Drug & alcohol awareness workshop**
- **Leap Training:** motivational modules to enable clients to reflect on behaviour and how it impacts on their future lives and others around them.
- **Football coaching:** from ex-professional football player and manager Tony Fitzpatrick, including fitness training and healthy eating.
- **Employment registration:** Training information with regards to future employment in the east of Glasgow.
- **Career essentials programme:** Key worker identification of clients for the programme and ongoing individual support during and post course.
- **Realize Your Potential:** Workshops on Visualisation, Affirmation, Emotional & Multiple Intelligences
- **Conflict Resolution** workshops aimed at how to deal with situations and also how to avoid situations of conflict.
- **Team Building activities**
- **Job Centre Plus:** Regular jobcentre visits with live vacancies available, job matching criteria, registration and employment/training information. Visits to possible future employers, (e.g. hotels, call centres, building sites etc)
- **Neuro Linguistic Programming (NLP)**
- **Emergency First Aid.**
- **CCTV:** functions and capabilities of capturing offenders, monitoring the city and the processes of this function
- **Free registration** and access to the healthy living centre for fitness training and continual healthy lifestyle.

After successful graduation from this five week course, and dependent on ongoing non-offending or negative intelligence reports, clients then progress to the four week full time CIRV Employability Programme.

### CIRV Employability Programme

The CIRV Employability Programme, as delivered by the Bambury Regeneration Centre, consists of a range of personal development and employment training activities including:

- Health and Safety
- CSCS Training and Testing

- Alcohol and Drug Awareness, DJ Workshops
- Health and Nutrition
- Understanding Aggressive and Passive Behaviour
- Ripple Effect (Role Play)
- Fitness Training (Circuits)
- Team Building,
- Literacy and Numeracy
- CV Building
- Outward Bound Activities

To date four courses have been delivered to a total of 41 clients from 10 gangs. Eight young people have progressed from the course to three week work trials with a local industrial cleaning company, while four have secured full time employment with this company. A further three young people secured part time employment with the Bambury with another three taking up volunteer placements.

In October 2009 a bid to Westminster's Future Jobs Fund Initiative by the Bambury together with CIRV secured 60 new full time posts for six months for those CIRV clients who have successfully come through the programme without incurring any new offences or negative police intelligence reports. Employers have been identified and the process of allocation of the posts is ongoing.

### **CIRV East End Football League**

The CIRV East End Football League, managed by Sidekix Ltd, became operational in January 2009. The Football League is targeted at gang members in Glasgow's East End as part of the strategy to reduce gang violence in the area. The role of the league is threefold:

- **to engage with gang members within their own territory**
- **to offer a diversionary activity on Friday evenings (peak time for gang violence activity)**
- **to act as a referral point/sign posting service for gang members to other support agencies.**

In order to attract and retain this problematic group the football league guarantees provision of a number of key features and benefits including:

- **a safe environment**
- **top quality facilities**
- **professional coaches**
- **a league structure**
- **professional referees**
- **quality kit and equipment**
- **an on-line results service**



The CIRV League has so far engaged with 298 participants.

Over the first season the programme has engaged with each team twice per week, i.e. one mid-week training session and Friday match nights. Training nights have included awareness workshops from KanDo Sports, The Bambury Centre and Careers Scotland.

The CIRV East End Football League Awards Ceremony was held on 30th September 2009. Notably, the opposing teams gave a standing ovation to the league winners, a gang they had previously considered to be their rivals.

Individual team members have given a commitment to **“Get fitter, lose weight, stay out of trouble and stop drinking.”**

Two of the teams have now become involved in organised football, playing in Saturday Amateur Leagues, while two players are now employed as a Coach and Assistant Coach respectively by the CIRV Football League. Two other players have gained other employment after being referred for opportunities by the league's Football Managers.

Any players and teams who did not stay within the rules of engagement were excluded from the league.

The second season of the league commenced on 30 October 2009.

## Operation Youth Advantage

In August 2009 the CIRV project took 16 young people from two rival gangs to Aviemore as part of an Army outdoor activity programme. The stated aims of this programme, known as Operation Youth Advantage, were:

- **To provide outdoor activities to CIRV clients as part of a comprehensive programme of diversion and confidence building activities.**
- **To provide a safe learning environment for the delivery of conflict resolution workshops.**
- **To establish the basis for rival groups to work together in order to address issues of gang violence**

Prior to this programme these particular groups had been actively involved in gang fighting against each other. The programme of outdoor activities included rock climbing, abseiling, kayaking, orienteering and mountain-biking. The two gangs were split up to form four composite teams and activities organised to encourage team working.

During each evening of the operation the groups participated enthusiastically in workshops based on LEAP conflict resolution activities, resulting in some powerful personal realisations from many of the young people about their violent and offending lifestyles.

The operation was used by the Army as a demonstration of the capability to run similar programmes throughout Scotland. To this end the operation hosted a visit from the Community Safety Minister, Mr Fergus Ewing.

On return to Glasgow both groups agreed to continue to work together and are now engaged in the Youth Advantage for the East End programme as run by CIRV and Culture & Sport. This programme combines LEAP conflict resolution workshops with football and runs every Monday evening.



## Keyworker Support

During the first year CIRV has referred over 100 clients for Careers Scotland Keyworker Support.

Keyworkers carry out home visits to those identified by intelligence analysis to encourage them to stop the violence, attend the Sheriff Court Self Referral Session and positively engage with CIRV.

Following client engagement, keyworkers carry out a Diagnostic Checking Interview to assess level of need. Most clients have been identified as requiring Personal Development Training and are referred to the five week 'Tackling Gang Violence' Programme (see above). This includes a home interview involving the client, keyworker and KanDo support worker to provide follow-up assistance and aid the client's transition onto the course.

Keyworkers also support the four week CIRV Employability Programme and Operation Youth Advantage (see above) and are about to deliver LEAP 'Working with Gangs Training' (see above) to CIRV's core partners, particularly Culture and Sport and GCSS.

Keyworkers carry out intensive, one-to-one support including careers guidance interviews, ongoing mentoring support, help with application forms, CVs and accessing financial support for equipment, interviews, clothes and travel. They also engage with clients' parents, encouraging them to support their child's involvement with CIRV.

Job Centre Plus have also installed single points of contact at each of their offices to provide specific support to CIRV and its clients.

## Services and Programmes for Under 16s

CIRV has established links with all Primary, Secondary, Vocational and College establishments within the target area. It is also part of Glasgow's multi-agency Anti-Violence Working Party, which aims to provide a coordinated anti-violence message within schools.

A matrix of resources identifying the age and stage at which resources are targeted has been created, with direct links to the area of the curriculum related to 'Responsible Citizenship'. A single point of contact has been identified in each school with responsibility for identification of, and support for, CIRV's under-16 clients.

*Picture opposite*

*Brigadier David Alfrey and Community Safety Minister Fergus Ewing speak to gang members (picture courtesy of the Press and Journal)*

As part of the engagement process for clients under 16 CIRV liaises with school Senior Management Teams to contact individual pupils who have been identified through intelligence as potential targets.

The following courses have been developed for the under 16 group:

:

- **Pre-Employment Education Reengagement Programme (P.E.E.R.):** a 10 week pre-employment, early identification and intervention programme delivered to gang members who have disengaged from school and fall within the 'More Choices More Chances' (MCMC) group.

**Aims:**

- To enhance opportunities for a positive outcome via CIRV Careers Scotland Support.
- To build self-esteem, confidence and motivate young gang members to think positively about how they move on in their lives, particularly in relation to health, employment, training and further education
- **Family Action in Rogerfield and Easterhouse (F.A.R.E.):** 'Mair tae me' programme: a 15 week engagement programme for secondary school S1 pupils
- **'Gie it a R.E.S.T.':** Rangers Education and Sports Training, a 10 day course including LEAP Conflict Resolution Training and Sports Leadership Award Course
- **Anti-Violence Workshops:** Series of four interactive workshops to support schools in their existing PSE curriculum:
- **Medics Against Violence:** presented by surgeons, including an interactive DVD presentation with follow-up sessions within school.
- **Wiseman Group Routes out of Prison:** a personal insight by an ex-prisoner.
- **'Be Safe' Knife Awareness:** delivered by partners licensed to present the 'Be Safe' session around knife crime
- **LEAP Conflict Resolution:** targeted at groups identified by schools as requiring more intensive inputs

CIRV is also working with the North Youth Stakeholders Group to identify young gang members who may benefit from support and mentoring. In addition, a group of young CIRV clients have been referred to the Wex Army Personal Development Course aimed at developing self esteem and self confidence.

## Enforcement

CIRV makes clear that continued violent behaviour will result in a strong enforcement response from the police, with individual clients being removed from the programme and targeted enforcement action against groups as a whole.

Two examples of CIRV enforcement activity, as carried out alongside the local police Division and Gangs Task Force, are outlined below.

### Enforcement operation

Over the course of a couple of weeks various members of one gang were involved in a series of offences, including an unprovoked serious assault on a young man walking home from work. This was a particularly brutal assault, leading to the victim suffering a broken leg in addition to other injuries. The second incident involved a member of the gang seriously assaulting a woman the week after and breaking her arm.

An operation took place following these incidents to target the gang and arrest the persons responsible for the assaults. The Gangs Task Force, in addition to divisional personnel, carried out operations which resulted in a significant amount of offences in the area being detected and reported, including the apprehension of several suspects for the Serious Assaults. The operation also resulted in the recovery of weapons and controlled drugs.

Furthermore, as part of the partnership strategy, 19 members of the gang were visited by CIRV staff, housing officers, Glasgow Community Safety Officers and Strathclyde Police Gangs Task Force, warned about their behaviour and told they will no longer be able to access projects and help offered to them by CIRV – regardless of whether or not they were actually involved in any violent act.

**A positive reaction by the local community was particularly noted.**

## 4. Is it working?

### BA/BD Dispersal Zone

In order to tackle incidents of anti-social behaviour in the Parkhead/Lilybank areas of Glasgow, Strathclyde Police, in conjunction with CIRV and other partners, initiated a Dispersal Zone on the September 14, 2009 which will operate until 5 January 2009.

This Dispersal Zone was raised under powers of the Antisocial Behaviour etc. (Scotland) Act 2004, which gives the police powers to tackle antisocial behaviour in communities. This legislation allows police officers who have reasonable grounds for believing that the presence or behaviour of a group of two or more persons within the zone is causing or is likely to cause alarm or distress to any members of the public to:

- **Require the persons in the group to disperse**
- **Require those persons not living in the area to leave the area and not return for a period up to 24 hours.**

The area is bounded by London Road from the junction with Helenvale Street west to Maulkinfauld Road, Tollcross Road, Wellshot Road, Shettleston Road, Westmuir Street, and Helenvale Street to join London Road again its junction.

CIRV will, over the forthcoming weeks attempt to re-engage with members of the gangs in the area covered by the Dispersal Zone in an effort to change their behaviour. A mediation session chaired by a member of GCSS staff will be organised between CIRV staff and gang members to enable both parties to express their feelings. Where this proves successful the gang members may be reintegrated into the CIRV programme.

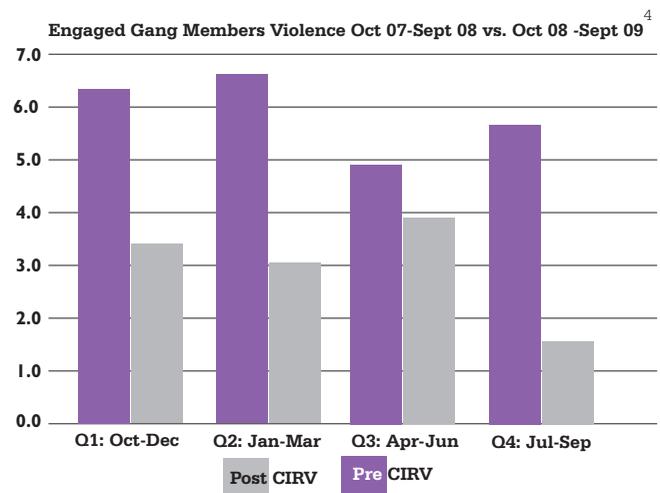
CIRV's enforcement activity will be enhanced, with operations planned against gangs who continue to engage in acts of violence. These will be conducted along with Divisional officers and support services including the Strathclyde Police Gangs Taskforce.

### Evaluation and Analysis

The complicated inter-professional and multi-agency nature of CIRV makes evaluation challenging. In order to assess the impact of the project across its initial two year period, an evaluation programme is being designed by academics along with the Scottish Government and the VRU. This is likely to be on an observational and case study basis, drawing on mixed quantitative and qualitative evaluation techniques. This process is now underway.

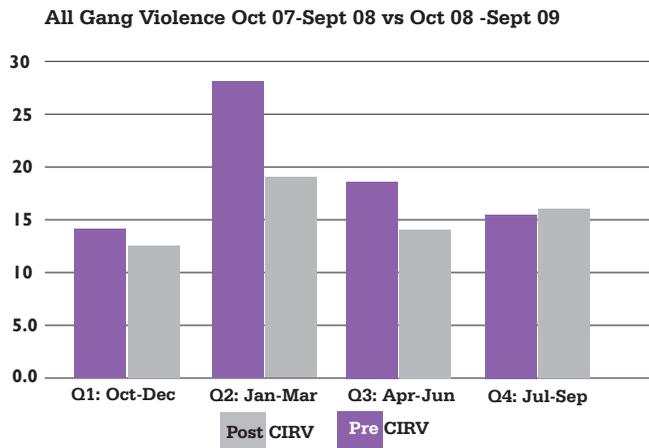
In the meantime, some analysis of ongoing gang engagement and known offending activity has been assessed by CIRV analysts.

The following chart shows the average rate of known violent offending by CIRV clients before and after CIRV came into being. Violent crime is classified as murder, attempted murder, serious assault, simple/common assault, knife possession and weapon possession.



CIRV is designed to use the gang to change the gang's behaviour. Those who pledge to stop the violence and engage with CIRV are actively encouraged to positively influence other fellow gang members. The following chart shows the average rate of known violent offending by those gang members who refused to engage with CIRV both prior to and subsequent to the initiative's inception.

<sup>4</sup> Statistics are taken from crimes recorded by Strathclyde Police



This demonstrates an 18.5% decrease in violent crimes committed by this group across the year.

The ongoing violent offending rate of those who attended the first two CIRV Tackling Gang Violence programmes, as held in November 2008 and February 2009 respectively, has also been assessed. It shows that of the 16 attendees, all of whom had a previously high level of violent gang offending:

- Two committed acts of violence during the course and were subsequently excluded.
- One client committed an offence afterwards.
- 13 of the 16 attendees have not committed a known violent offence since.

In addition, of the 16 gang clients who attended Operation Youth Advantage in August 2009 all of whom were again at the highest end of violent gang activity, none has committed a known violent offence since.

## Independent Research

In the summer of 2009, researchers from the University of St Andrews carried out a study on the impact of CIRV from the client group's perspective<sup>5</sup>.

35 self-selected CIRV clients from the East End of Glasgow aged 13-26 years were questioned for the study, which used a mixed-method approach wherein a questionnaire was developed incorporating rating scales (quantitative) and open-ended questions (qualitative), along with a face-to-face semi-structured interview (qualitative).

The 32-item paper-based questionnaire consisted of four parts:

1. Gang Background
2. First contact with CIRV
3. CIRV content
4. Impact of CIRV

The interviews comprised questions regarding violence, experiences with CIRV staff and reflections on what is needed to reduce gang violence. Emerging themes were also explored. The responses from the interviews were analysed using thematic analysis.

Of 35 completed questionnaires, 31 were used for analysis. Results showed that:

- **Around 50% of participants were involved in gangs for at least five years.**
- **14 participants were actively involved in a gang at the time of joining CIRV.**
- **Eight participants left a gang during the intervention.**
- **The majority of gang members interviewed for this study described themselves as non-violent and stated that they do not enjoy fighting.**
- **The two most popular CIRV activities were the East End Football League and the CIRV Tackling Gang Violence programme (aka the KanDo course). Along with full time employment, these activities were found to be most effective in reducing violence.**
- **The majority of participants had not been involved in any fights since joining CIRV**

- **16 participants stated that CIRV helped reduce their violent behaviour while nine said CIRV had no impact; however, further investigation is necessary to identify whether there has been any change in attitude towards violence or if other factors reduced violent behaviour.**

### **Analysis of 23 interviews identified five main findings:**

#### **1. Need to understand and utilise gang characteristics:**

Various participants could not identify with the word gang. It was recommended that use of the word be reconsidered in order to maximise involvement of gang members in future initiatives. More suitable definitions such as “youth groups” (Eurogang Network) could be utilised.

The topic of territory was a major issue for participants. CIRV recognised and incorporated this issue by strategically integrating participants from different areas in Glasgow. Indeed, meeting people from other territories was highly rated by participants.

#### **2. Job and opportunities as a convincing factor:**

The possibility of help to find employment and training was the principal reason behind joining CIRV.

#### **3...The contradictory role of the police within CIRV:**

Participants expressed conflicting views on the police’s role in the intervention, which ranged from participants joining because of a police visit to mistrusting the police and statements that the police should not take part in CIRV. The role of the police needs to be understood by gang members so as not be counterproductive.

#### **4. Insecurities emerging during the intervention:**

An important issue was the participants’ insecurity regarding a better lifestyle and the fear of relapse, which can have negative implications for participant outcomes.

#### **5. Notable effects:**

Most participants stated positive outcomes as a result of their overall participation, including: team working skills, realising potential, and conflict resolution.

## **Conclusion**

It was evident from the study that CIRV was having a positive impact on gang violence and the lives of those questioned. The study identified a number of strengths of the CIRV along with participants’ recommendations for future interventions. In addition, it was apparent gang members are eager to reintegrate into society and the majority of them joined the initiative hoping to find a job and stability in their lives.

<sup>5</sup> Study funded by the Wellcome Trust

## **CIRV case studies**

**David\* is 18.**

**He signed up to the CIRV project when his gang activities caused him to lose his job.**

*“I was gutted when I lost my job. I’d been there about eight months and liked it, liked getting regular money. Then the police turned up one day and charged me with assault, and that was it. I’d been hanging around on the street, drinking, carrying a knife sometimes, getting into bother, just doing what everyone else was doing. I realised it just wasn’t worth it anymore.*

*“Growing up, there was always people running about fighting and that, it’s just what you do. Because I’ve got an older brother, I’ve always hung out with people older than me. I was about 13 or 14 when I started hanging about the street, drinking and fighting. Sometimes I carried a knife, and yeah, I used it. No one ever got me with anything but sticks and bottles, though. One boy I knew got stabbed a couple of times and that’s when I started thinking it was a waste of time. Losing my job made it seem even more of a waste.*

*“Some of my pals had joined up with CIRV and said they might be able to help me with getting away from all that and trying to get back into work. I joined up and started off doing a programme with Kan Do. We did lots of different activities and talked about stuff like knife crime and gang fighting and how to avoid it. It helped me figure out where I was going.*

*“A lot of people doubted me, they doubted I would stick it. But I didn’t care what they thought, because I knew inside I was going to do this, to get on, sort myself out, get a job, a motor, maybe my own place. Now I’m nearly at the end of the course, the guys from Kan Do have asked me to come and help them out with other boys coming through – I’m really chuffed that they asked me, it’ll be great to help someone else go through what I’ve been through.”*

*\* names have been changed*

**Kevin\* is 17.**

**After signing up to CIRV in January 2009, he has managed to secure an apprenticeship.**

*“I didn’t really think about being in a gang or getting into trouble. To me, I was just hanging around with my mates, doing what they did. I did it because everyone else was doing it.*

*“But the older I got, I began to think there had to be something else than hanging about and getting into bother. I wanted to work in the building trade – I’d been to college and liked it, but didn’t really know how to make the next move.*

*“Some guys from CIRV came to visit me at home and suggested I get involved – they said it would help me get away from just hanging around, getting into trouble and might help my chances of getting work. I decided there was nothing to lose, so I took them up on it.*

*“They got me on a Get Ready For Work course and through that I got a work placement – it was great, I really enjoyed it, and so when the chance came up of an interview for an apprenticeship, I jumped at it. I had two interviews and it was really tough – both the interview and the waiting to find out if I’d got it. It was great when I found out I’d made it.*

*“These days, I don’t hang around the streets looking for bother. I’ve got too much to lose.”*

*\* names have been changed*

## 5. What Next?

### Project Review and Next Steps

Following the fourth Self Referral Session on 19 June 2009, the CIRV Project Team commenced an internal review of the initiative to date, in order to:

**1. Assess capacity to extend CIRV into the north of the city, given significant partner requests to do so,**

and

**2. Critically assess delivery of the project so far to ensure an effective plan of action for the remainder of the project period**

17 core elements were identified and, following a thorough SWOT analysis of each, 17 associated Short Life Working Groups (SLWGs) were established to make recommendations, eliminate any identified weaknesses and develop identified opportunities for further activity.

The Project Review identified a number of areas requiring development:

- A need to make CIRV's enforcement response to gang activity more regular and robust
- Recruitment of dedicated CIRV mentors in order to provide support to the most violent and difficult to engage gang members
- Development of closer working relationships with community groups
- Further work to develop the central CIRV model component of using the moral voice of the community
- A lack of diversionary and educational programmes and services for under-16 gang members
- A need for closer day-to-day working relationship with the local police division

In response to this review, which is still ongoing, CIRV identified the capacity to extend into the north area of the city on 2 October 2009. Also, in an immediate response to the review, it has now implemented:

- Agreement with the Strathclyde Police Gangs Taskforce to engage in more enforcement operations, some of which are imminent
- The recruitment of 80 dedicated CIRV mentors to deliver mentoring type support, ranging from one-to-one intensive family support to key support work, befriending, case worker support and peer mentoring

- Recruitment of a CIRV mentoring co-ordinator and a voluntary sector mentor co-ordinator
- Strategic, tactical and operational agreements with a range of community groups in the north area
- A range of new under-16 programmes, as outlined
- A CIRV Area Team based at sub-divisional police offices and now more closely engaged in daily divisional activity and tasking and co-ordinating arrangements

CIRV is also developing plans to involve members of the community and established community groups to help address gang behaviour. Early discussions have already taken place with a view to being implemented in early 2010.

#### **It will also be the priority of CIRV in the coming months to:**

1. Carry out further engagement with gang members in the north and east of the city who have so far failed to engage
2. Allocate a CIRV mentor/ other support worker to each existing and new CIRV client
3. Carry out a series of enforcement operations alongside the local police division and Gangs Taskforce
4. Identify further employment, training and educational opportunities for those clients who continue with a non-violent lifestyle
5. Participate in the independent evaluation programme currently being planned
6. Enter into dialogue with community planning partners across the city with a view to a mainstream, city wide implementation of the CIRV model of gang intervention following conclusion of the proof of concept project phase (November 2010)

#### **CIRV will submit its third progress report at the conclusion of the third quarter of the project at the end of April 2010.**

For more information on CIRV, please contact the CIRV team on

**T: 0141 276 7465**

or email

**CIRV@strathclyde.pnn.police.uk**

## Notes

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## Notes