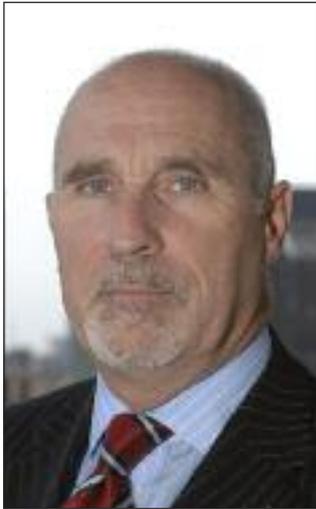


the violence must stop

Glasgow's Community
Initiative to Reduce Violence
Second Year Report



the
violence
must **stop**



Foreword

I am delighted to present the second year report for Glasgow's Community Initiative to Reduce Violence (CIRV), the Violence Reduction Unit's gang intervention programme. CIRV was established in the east end of Glasgow in October 2008, to test for the first time in the UK the concept of a model already used successfully in several cities in the USA. Such was the project's success, we extended it into the north of the city in 2009. The evidenced and documented success of the initiative to date has resulted in a consensus among partners to establish the intervention on a mainstream, citywide basis.

CIRV was introduced to tackle head-on the territorial gang violence that has blighted communities in Glasgow for decades; violence that has damaged the city's reputation. The CIRV programme has in two years demonstrated our ability to work in collaboration towards better outcomes for some of the most disadvantaged individuals and communities in the UK. It has evolved to fit with the Glasgow experience of street gangs and, as the ongoing independent evaluation is beginning to demonstrate, has had additional wider social advantages of violence reduction which are also beginning to be felt in these communities: CIRV now attracts positive comment from members of the community, commentators and the agencies and groups delivering the programme.

From the outset, we said that each agency and group doing what they had always done in response to gang violence was not good enough:

it simply wasn't working. CIRV is therefore not simply an initiative but a method of changing the way each and every organisation involved in the prevention of gang violence does business, individually and collaboratively. By being brave and pragmatic, CIRV has established unique ways of information sharing between partners to ensure that the most appropriate client-based interventions are put in place. Strong enforcement is backed up by community based engagement and personal development programmes in a co-ordinated, focused way rather than in the previous piecemeal manner. Such co-ordination is not easy: years of working in the sometimes narrow confines of our individual organisations means that at times the territorialism between statutory partners has become as damaging to long term violence reduction as the territorialism between gangs themselves. The CIRV approach eliminates bureaucratic

divisions and gives way to a fresh, truly multi-disciplined approach focused on clear outcomes that are in keeping with the priorities for Glasgow's future.

Planning for the expansion of CIRV across the city is at an advanced stage. This journey will be a long one and will require our collective commitment to ensure the successes we have earned so far are not squandered. I commend this report to all stakeholders across the CIRV network and I would like to thank you all for your continued support. I ask only that you maintain your energy and commitment to embed this programme into our daily business.

Detective Chief Superintendent
John Carnochan, QPM FFPH
Head, Violence Reduction Unit



Foreword from independent evaluator

Evaluating initiatives such as CIRV is a real challenge. They are not neat, randomised trials undertaken in a controlled environment, rather they are real world responses to a complicated, challenging and ever evolving problem. Young men engage at differing points and to varying degrees, other initiatives inevitably impact and the local, national, organisational and political environments swirl with complexity. But such complexities add interest and intellectual challenge and that is why my colleagues and I at St Andrews University were delighted to respond positively to John Carnochan's invitation to undertake an independent evaluation of the CIRV project. We are doing so with enthusiasm and rigour. We will submit our main scientific paper for peer review by the end of 2011. In the meantime I fully understand the need for the CIRV team to publish in this two year report some emergent and preliminary results. These seem very promising and once refined and tested through definitive analysis, peer review and publication they seem likely to add weight to World Health Organisation's belief that "Violence is preventable, not inevitable".

Peter Donnelly
MD MPH MBA FRCP FFPH
Professor of Public Health Medicine
University of St Andrews



Introduction

On 24 October 2008, 129 street gang members from the east end of Glasgow accepted an invitation to attend Glasgow Sheriff Court to hear a very strong and clear message from their community: 'the violence must stop'. Since this first gang 'call-in' nine further such sessions have taken place, with almost 400 young people having so far given a written pledge that they would put down their weapons and engage positively with the CIRV programme.

Testing the CIRV concept of gang intervention in Glasgow across two years has brought some considerable challenges to everyone involved: not only has it challenged statutory service providers to inwardly question their own processes and capacities for dealing with the chronic historical issue of gang violence in the city, but, more crucially, it has tested the young people's own personal values and attitudes to violence, questioning them at every turn and challenging them to engage in a very different, yet far more positive, lifestyle.

The commitment to the CIRV philosophy, not only by partner agencies but particularly those young gang members who have engaged, has made many of us with a statutory role recognise that a largely un-coordinated response, historically based entirely on enforcement only, is no longer an option: it has failed. This new approach is already working, but such is the deep rooted nature of a problem which we have allowed to become 'normal' on our streets that we must continue that which CIRV has demonstrated can be done across the entire city for many years to come.

To that end, the process of moving CIRV onwards from a 'concept' to be tested in the east end of Glasgow to a mainstream citywide intervention is currently ongoing. Police, social work, education, housing, community and voluntary groups, community safety services, a wide variety of partner agencies and, more importantly, the CIRV clients themselves, have demonstrated considerable willingness to move on. But we are really only at the beginning. This will take time and considerable effort from us all.

Thank you for your support

Chief Inspector
Robert Stevenson
Project Manager- CIRV



1. Background

Glasgow's Community Initiative to Reduce Violence (CIRV) is a multi-agency and 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* 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 street gangs: **the violence must stop.**

Following the success of such strategies internationally, Scotland's national Violence Reduction Unit, together with the Scottish Government, has been testing the concept in Glasgow's east end since October 2008, extending the project to the north of the city during 2009.

The CIRV model is comprised of three basic components:

1. **Enforcement**
2. **Services and programmes**
3. **The moral voice of the community**

Enforcement

The intent of the enforcement element of the CIRV model is to disrupt the dynamics within those street gangs whose members are frequently 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 that group as a whole. Three key activities are essential in delivering on this promise:

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

Street gang enforcement activity within the CIRV project area has been co-ordinated and delivered principally by the Strathclyde Police Gangs Taskforce and local divisional personnel.

Services & Programmes

Alongside the message to stop the violence is a positive message of hope. CIRV makes a range of services and programmes available to violent street gang members who agree to change their lives and move to an employment based lifestyle. The intent is to offer a constructive alternative to those who have been caught up in violent gang activity and who themselves recognise a real and urgent need to change.

Glasgow's CIRV utilises both an existing network of services in the city together with some new programmes which have been specifically tailored to meet the needs of gang members.

*Source: University of Cincinnati Policing Institute



1. Background

Moral Voice of the Community

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

- **Stop the violence**
- **We care about our young people, wanting to see them being neither the victims nor the perpetrators of gang violence**
- **We will no longer tolerate violence in our community**

Glasgow's CIRV has entered into unique working relationships with key community groups, leaders and inspired individuals who have formed a partnership in delivering these key messages in their respective communities.

The CIRV Tackling Gang Violence Programme

This full-time, four week personal development programme was designed exclusively for those CIRV clients who have been identified during the case management process as being involved at the highest level of street gang violence. Each course is delivered to members of various different gangs who have traditionally engaged in violence against one another, making the early days of each course particularly challenging.

Delivered by Kan-do Sports by instructors who themselves have had previous personal involvement in gang life, the course engages clients

closely with CIRV and enables them to discuss and reflect on their own experiences. The 'vehicles' for delivering the work include inputs from role models, sports coaching and group work sessions. Course content includes:

- **Territorialism sessions raising awareness of the impact of gang violence on communities**
- **Anti-knife crime modules**
- **Drug and alcohol awareness workshops**
- **Motivational modules**

- **Employment registration and career essentials programme, regular visits to Job Centre Plus and potential employers**
- **Workshops on visualisation, affirmation and emotional intelligence**
- **Conflict resolution workshops and team building activities**

Following their graduation from the course, and provided they have not re-offended and no police intelligence about them has been received, clients progress to the four week CIRV Employability Programme.

2. The Glasgow CIRV Experience

Having originally been established to apply the concept in the east of the city for the first two years, the CIRV project team carried out a mid-term review during 2009 and identified existing capacity and considerable partner support for extension of the programme into the north of Glasgow. This began formally on 2 October 2009, following a further intelligence gathering phase which identified a further 21 gangs with around 400 members in that part of the city.

Glasgow's Community Initiative to Reduce Violence (CIRV) was formally introduced to the city on 24 October 2008. 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.

Through intensive engagement by police officers and community partners, 10 self referral sessions at Glasgow Sheriff Court have been attended by 473 young people. Around 400 gang members have gone on to actively engage with CIRV during the initial two year project period. Each one has given a written pledge to stop their violent behaviour.

The CIRV multi-agency case management process has referred many of these clients to a range of programmes and services, as delivered by a network of CIRV partners.

Enforcement operations have also been carried out against those who have continued to violently offend. In addition, a mentoring service developed by the project, which includes an intensive support service in partnership with the Includem charity, provides appropriate support to each and every CIRV client. Meanwhile CIRV's Careers Scotland keyworker support service, which seeks to improve clients' employability prospects, won the UK Innovation in Social Inclusion Award in 2009.

Includem Gangs Project

As part of its commitment to providing personal mentoring support to the most challenging of street gang members in the city, CIRV has entered into a partnership with the Includem charity and Strathclyde Police Gangs Taskforce to identify, target and provide intensive one to one support to those CIRV clients who are causing a disproportionate amount of crime within specific geographical locations. Clients referred are those who are considered to be at the highest levels of risk, who have not received existing social work support and who have tended to be most resistant to engaging with CIRV's other services.

Funded on a two year basis by The Robertson Trust and Scottish Government, its objectives are to:

- **Reduce offending and re-offending behaviour**
- **Encourage young people to consider victim issues and the effects of antisocial behaviour**
- **Reduce antisocial and negative peer association**
- **Improve young people's self esteem and sense of purpose**
- **Support and enable parents and carers to help keep young people safe in the community**
- **Support access to education, employment or other structured activities**
- **Support a reduction in alcohol and drug use**

All CIRV clients who take part in the project do so on a voluntary basis. The main focus of work to date has been around offending behaviour, building resilience around the client's emotional wellbeing and increasing engagement with employment, education and training.

There has been a significant reduction in offending by those taking part in the Includem project, as highlighted in the CIRV Performance Measurement section of this report.

As expected, the experience of CIRV in Glasgow has been very different to that of the USA. Street gangs in Glasgow are very distinct and separate from those organised crime groups which exist for criminal enterprise purposes. Glasgow's street gangs have no identified hierarchy. Use of firearms is extremely rare; the weapon of choice remains the knife, as has been the case for decades. The age profile is also considerably lower than in the United States: in Cincinnati the average age of a CIRV client is 32; in Glasgow it is 16. Our commitment to early and effective intervention has required us to design and deliver tailored diversion activities and programmes for the under-16 age group. This includes those who have been identified as being at the early stages of gang violence but who have

as yet not been classified as an 'offender'. In the United States, however, CIRV concentrates its efforts on the adult prison population, where street gang membership often lasts well into adult life and the role and structure of each gang is very different to the Glasgow gang. As such, we have had to significantly evolve and shape our approach to fit Glasgow's needs ahead of mainstream roll-out in 2011. The organisational structure of the CIRV Co-ordinating Team reflects this, as do the range of programmes and services that have been developed. Glasgow also starts from a position of considerable strength compared to other cities around the world, as there already exists a multitude of both local and citywide organisations, from voluntary to statutory, targeting various form of antisocial behaviour.

What has been lacking is effective co-ordination and information sharing amongst those with similar aims. A primary purpose of CIRV in Glasgow has not therefore been to deliver a single service replacement for that which already exists, but rather to better co-ordinate the overall response to street gang violence. CIRV is also committed to creating a lasting legacy of trained conflict resolution practitioners and mentors available to work with street gangs in groupwork or on a one to one basis throughout the most challenging periods of their lives. As such, four formal training programmes have been designed and delivered to over 80 partner agency staff and ex- gang members, putting them in a position to work with CIRV and train future workers in these roles.

'Get A G.R.I.P.' (Gang Reduction Intervention Programme)

CIRV's GRIP programme is designed to help young people turn away from involvement in violent or aggressive behaviour and keep them from any further involvement in the youth justice system. Originally delivered within St Mungo's Secondary School to those identified by staff as requiring support, it is designed to change the way the participants respond to challenge from others.

As part of the programme the young person's pastoral care staff, police campus officer and CIRV mentor meet to discuss and agree a plan of activities to offer them a chance to make some effective changes. A range of group work services, sports activities and experiential learning sessions are delivered alongside Kan-do Sports. These are designed to offer personal development and life skills training and are proven to build self-esteem and confidence and motivate young people to think positively about the opportunities in their lives, particularly in relation to lifestyle choices, health and antisocial behaviour.

There has been an average 46% reduction in violent offending by those gang members who have engaged with CIRV so far and a 34% reduction in all other types of crimes and offences. Involvement in gang fighting has reduced by an average of around 73%, and weapon possession by 85%. Violent offending has reduced by 56% (and other types of offending by 34%) amongst those clients who have been subject to CIRV's most intensive personal development and employability programmes, while those subject to Includem intensive one to one long-term support have reduced their violent activity and other criminal behaviour by 73% and 62% respectively.

The purpose of the initial two year 'proof of concept' was always to do just that: gauge the effectiveness of this type of approach in Glasgow and thereafter extend it on a mainstream basis. This extension is ongoing, as is the identification of funding opportunities. CIRV was never designed as a research programme. Rather, it is a real world, practical, community-based intervention and we need to know which bits work best. This is why we have subjected the programme to independent academic evaluation by colleagues from St Andrews University Medical School.

As Professor Donnelly points out in his evaluation foreword, that process involves preparing a scientific paper for peer review and publication, the pace of this being determined by the need for post-intervention behaviours to have been observed for a sufficient period. We anticipate the submission of a scientific paper for review no later than the end of 2011. In the meantime, initial (and of necessity, incomplete) analysis of emergent figures gives us good reason for optimism.

CIRV Conflict Resolution and Mentor Training (in partnership with Leap Confronting Conflict)

As part of its role in creating a cohort of committed conflict resolution practitioners to deliver groupwork sessions to street gang members in the city, CIRV has commissioned the **Leap Confronting Conflict** charity to deliver a series of structured ongoing training courses to partners and volunteers (including ex gang members). The various courses have principally:

- **Developed partners' awareness of conflict and their attitudes, habits and behaviours in conflict situations, enabling them to work more effectively with others in the role of conflict resolution practitioner**
- **Presented challenges for professionals working with young people and developed their ability to work creatively and constructively with those affected by gangs and territorialism by sharing effective models and techniques**
- **Trained those trainers who already have some experience of confronting conflict or related work with young people and adults, providing an opportunity to develop participants' abilities to facilitate groupwork sessions themselves**

In addition, as part of its ambition to expand its client mentoring service, CIRV and Leap have developed a unique training package (the CIRV Mentor Training Programme) which offers professionals and volunteers an introduction to the role of mentoring street gang members.

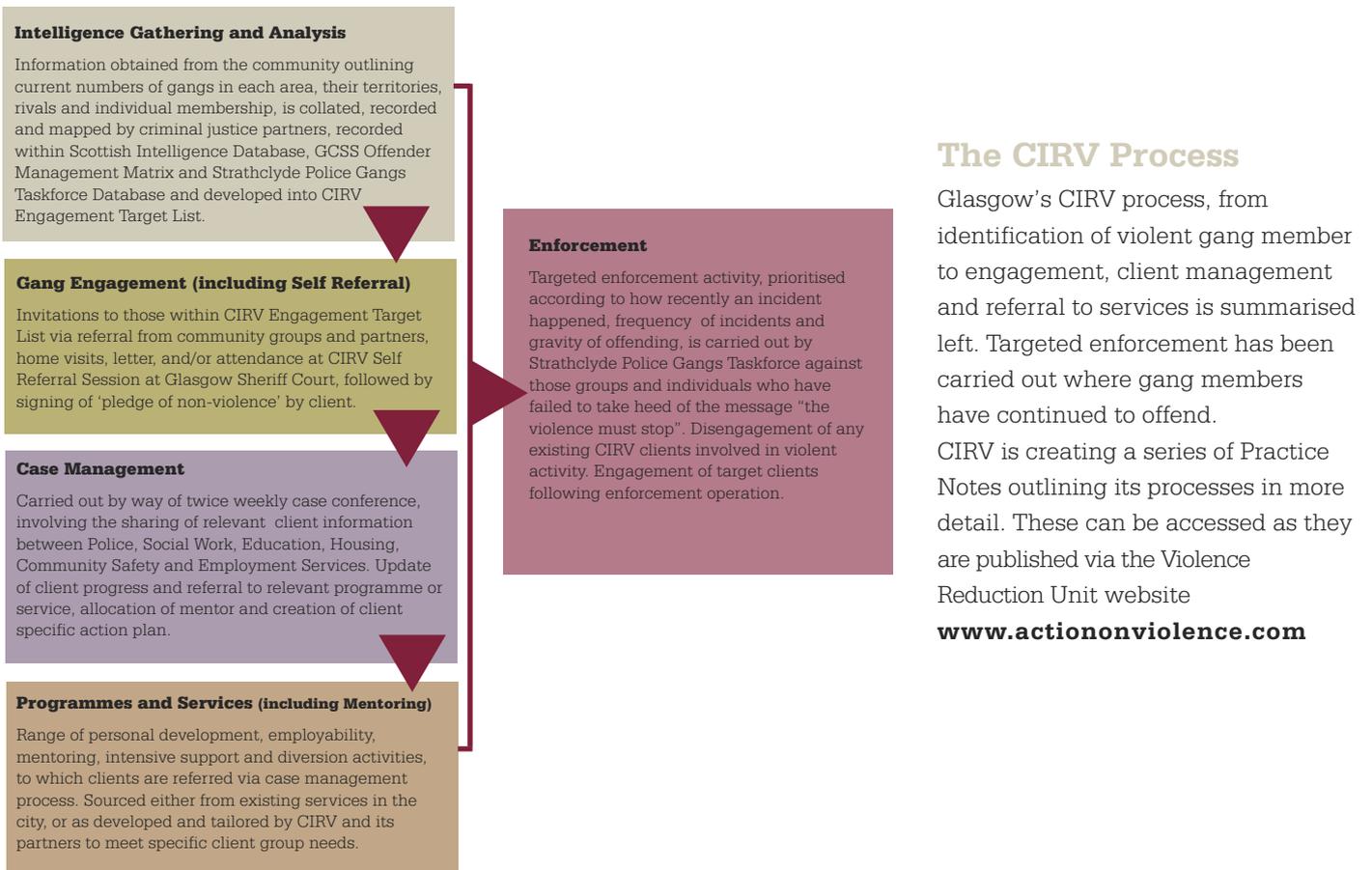


¹ Organisational Structure

Strategic Oversight Group: executive level representation from national Violence Reduction Unit, Scottish Government, Strathclyde Police, Glasgow City Council Social Work, Education and Community Safety Services, Glasgow Housing Association, Procurator Fiscal Service, Children’s Reporter, Jobcentre Plus, Skills Development Scotland, Glasgow Community Planning Partnership and the University of St Andrews. **Project Management:** Project Manager - Chief Inspector Robert Stevenson, Strathclyde Police; Deputy Project Manager - Inspector Stephen McNeill, Strathclyde Police **Case Management:** Case Managers – Jane McGrory, Glasgow Housing Association; Heather Waterston, Glasgow Community and Safety Services. **Enforcement and Engagement:** Area Team Lead – Sergeant Aimee Canavan, Strathclyde Police; Area Team – Constable Paul Parkes, Constable Dario D’Andrea, Strathclyde Police **Partnerships in Early Intervention:** Early Intervention Officer – Harry Campbell, Glasgow City Council Education Services. **Intelligence, Research & Analytical Support:** Analyst Coordinator – Will Linden, Violence Reduction Unit; Analyst Coordinator – Fiona Torrance, Strathclyde Police; Senior Analyst – position currently vacant. **Communications:** Communications Manager – Caroline Foulkes, Violence Reduction Unit; Website Coordinator – Chris Kavanagh, Violence Reduction Unit **Social Services Liaison:** Social Service Leads (East and North) – Agnes McQuillan and Linda Haggerty, Glasgow City Council Social Work Department **Employment and Employability Support:** Keyworker Support – Skills Development Scotland. **Mentoring Coordination:** Mentoring Coordinator, Peer Mentoring Lead – both positions currently vacant **Mentoring and Conflict Resolution Practitioner Pool:** range of partners, ex-gang members and volunteers from across the CIRV network. **Community Engagement:** Community Engagement Officer – Alex Cunningham, Aberlour Trust.

3. Project Delivery: what we did

Over the two year period, CIRV project management developed a multi-agency Co-ordinating Team and organisational structure to ensure effective operation and delivery of the strategy. Developed, amended and tested across the period, the current structure is shown above. This will be extended to meet the future three year plan for citywide delivery from 2011-2014.



4. CIRV Performance Measurement

This reduction in violent offending increased to 56% amongst those who participated in CIRV's most intensive personal development and employability programmes, while those who have taken part in intensive support work with the Includem charity have reduced their violent offending behaviour by 73%, with a 62% reduction in all other crime/offence types. In effect, CIRV clients have on average decreased their violence levels by approximately 22% more than the other groups who were exposed to other existing services and the general

CIRV has had a major impact on the lives of those who have so far engaged, with clients showing a significant reduction in violent re-offending rates compared with those who have so far refused to take part. For example, CIRV clients have, on average, demonstrated a 46% reduction in violent offending as opposed to a 25% reduction amongst non-CIRV groups.

Strathclyde-wide policing strategy. There has also been a 34% reduction in the numbers of other non-violent crimes and offences committed by CIRV clients before and after their engagement with the programme. Particularly problematic behaviour such as knife and weapons carrying has demonstrated decreases of 59% and 85% respectively by CIRV clients, whereas in the Glasgow South area, where CIRV does not yet operate, gang members' weapon possession decreased by 53%, with knife possession actually increasing by 19%. This reduction in knife and weapons

carrying clearly has a very positive effect on the potential seriousness of assaults and victim injuries.

When comparing the overall violence rates for both Glasgow East and similar areas in the south of the city, there was a 12% decrease in the total violence in the east, whereas the test areas of the south experienced a 1% increase. Whilst it is not possible to conclude that CIRV is having a knock-on community effect without more in-depth anthropological research, there are clearly some community factors at work to affect the overall crime rates.

Statistical changes in violent offending behaviour are detailed below.

Average changes in offending behaviour across CIRV client group

	CIRV clients	Non-CIRV clients
Violence:		
Assault	-11%	-14%
Breach of the Peace (Gang fighting)	-73%	-55%
Possession of a Knife	-59%	+19%
Possession of a weapon	-85%	-53%
Serious Violence	-15%	+9%
All Violence:	-46%	-25%

Changes in Violent Offending amongst CIRV Clients* and Non CIRV Clients**



* Offending for the length of engagement prior to signing up to CIRV vs offending after signing up.

**Random sample of 200 G Division (south side of Glasgow) gang members who are not engaged in CIRV. Offending for the two years before CIRV started vs offending for the two years after CIRV started.

Changes in the Number of Weapon Carrying Offences Committed by CIRV Clients* vs Non CIRV Clients**



Changes in Knife Carrying Offences Committed by CIRV Clients* vs Non CIRV Clients**



**Offending for the length of engagement prior to signing up to CIRV vs offending after signing up*

Changes in Breach of the Peace (Gang Fighting) Offences Committed by CIRV Clients* vs Non CIRV Clients**



**Offending for the length of engagement prior to signing up to CIRV vs offending after signing up.*

***Random sample of 200 G Division (south side of Glasgow) gang members who are not engaged in CIRV. Offending for the two years before CIRV started vs offending for the two years after CIRV started.*

Changes in offending behaviour amongst highest risk groups selected to attend most intensive CIRV personal development and employability programmes.

	Violent Offending	Other crimes
CIRV Tackling Gang Violence Programme (with Kando Sports)	-46%	-28%
As above, with onward Referral to CIRV Employability Programme (with The Bambury)	-56%	-34%

Changes* in offending amongst CIRV clients who attended the CIRV tackling gang violence programme and the CIRV Employability Programme (Kan-do and Bambury)



* Offending for length of engagement prior to signing up to CIRV vs offending after signing up

CIRV Employability Programme

Previously delivered in partnership with The Bambury Regeneration Centre in the Barrowfield area of Glasgow, the CIRV Employability Programme was delivered to those who successfully graduated from the CIRV Tackling Gang Violence Programme. Consisting of a range of personal development modules and employment training activities, including health and safety, literacy and numeracy, CV building and sporting activities, the programme was linked to several local employers. Bids to Westminster’s Future Jobs Fund via this programme secured funding for 40 full time posts for those CIRV clients who had successfully come through the programme without incurring any new offences or negative police intelligence reports.

Changes* in offending behaviour of CIRV clients who attended the CIRV tackling gang violence programme (Kan-do)



* Offending for length of engagement prior to signing up to CIRV vs offending after signing up

The CIRV P.E.E.R. Programme

Designed and delivered in partnership with Kan-do Sports, CIRV's 10-week P.E.E.R (Pre-Employment Education Re-engagement) programme is targeted at those CIRV clients aged 16 and under who have been identified by CIRV in partnership with school senior management teams as being at a high risk of becoming active violent gang members in their later years. P.E.E.R. is delivered to those who have disengaged from school and who fall within the MCMC (More Choices, More Chances) group. The modules are specifically designed to build self-esteem and confidence.

**Total number of
CIRV clients to date:
398**

Referrals to
Programmes and
General Performance
Management Data:

CIRV
Self Referral
Sessions -
473 attendees
(broken down
per session
opposite):

Session/ Date	Invited	Attended	%
Session 1 24 October 2008	134	41	31%
Session 2 24 October 2008 (Under 16s)	122	78	68%
Session3 20 February 2009	79	22	28%
Session 4 18 June 2009	80	42	53%
Session 5 2 October 2009	81	36	44%
Session 6 27 November 2009 (Under 16s)	68	53	78%
Session7 19 March 2010 (Under 16s)	78	61	78%
Session 8 21 May 2010	77	41	53%
Session 9 4 February 2011	66	45	68%
Session 10 25 February 2011 (Under 16s)	88	74	84%

Referrals to programmes

Programme	Numbers referred
CIRV four week Tackling Gang Violence Programme (as delivered by Kan-do Sports) (note:- a further 80 CIRV clients are due to attend this programme during the summer of 2011)	127 (across 14 courses)
CIRV four week Employability Programme (as delivered by The Bambury)	69 (across 10 courses)
CIRV East End Football League & Workshop Programme- Season 1 (as delivered by Sidekix)	353 attendees across 61 training nights and 30 match nights
Sidekix Football League & Workshop Programme- Season 2 (delivered by Sidekix) (note:- Season 3 is currently ongoing)	323 attendees across 140 training nights and 40 match nights
Mindstore Self Development	128
Operation Youth Advantage	16
Army- Look at Life and Outward Bound Programme	12
Includem Intensive Support	23
Gie It A R.E.S.T.	14
P.E.E.R. Programme	17
C.E.L.T.S. Programme	202
Get A G.R.I.P.	16
Impact Youth	12
Other	33

CIRV East End Football League

The CIRV East End Football League, as managed by Sidekix Ltd, has been delivered across two seasons. It has operated in the east end of Glasgow at traditional peak times of gang violence and is attended by rival gangs who compete against one another in organised matches and training nights. The league:

- **Engages with gang members within their own area**
- **Offers a diversionary activity on Friday nights (the peak time for street gang violence), along with midweek training nights**
- **Acts as a referral route to other CIRV support agencies.**

The league has offered a safe environment to those gangs who have previously engaged in violence against one another to compete in a professionally organised, competitive sporting activity. It provides top quality facilities, professional coaches, an organised league structure, professional referees, quality kit and equipment and an on-line results service. It engages with each team twice per week, i.e. one mid-week training session and Friday match nights. Training nights have included conflict resolution workshops.

Impact Youth (in partnership with Glasgow Life)

This programme was designed in partnership with Glasgow Life to help under-16s increase motivation, improve attitudes and attendance, raise self-esteem, enable achievement and reduce the risk of getting involved in antisocial behaviour through a combination of sports activities and workshops.

The workshops offer personal development and life skills training. The courses are designed to build self-esteem and confidence and motivate young people to think positively about the opportunities in their lives, particularly in relation to lifestyle choices, health and antisocial behaviour.

CIRV clients routed into employment and training.



Referred to employment-based personal development programmes 176

Routed to:	Number of Clients
Full Time Employment	12
Modern Apprenticeship	11
Future Jobs Fund Temporary Employment	35
Further Education College	14
Get Ready For Work Programme	48
Lifeskills	11
Training other	18

Partnership Training (as delivered by Leap Confronting Conflict):

Course	Number of partners trained
'Playing With Fire' - 5 days	30
'Working with Gangs' - 2 days	42
'Conflict Practitioner Training' - 3 days	23
CIRV Mentor Training - 5 days	21

Case Studies (anonymised):

Robert

Robert, 19, signed up to CIRV in January 2009. At that time he was an active gang member, had accumulated three previous convictions and had 11 cases outstanding for offences related to violence, disorder and weapons carrying.

Robert was part of a hard to reach gang and he did not have a history of active engagement with support services or local youth organisations. Given this profile, CIRV actively engaged with the group as a whole, resulting in Robert participating in CIRV personal development and employability programmes and gaining a work experience placement.

Following initial success, Robert's behaviour began to deteriorate and he went through a period of re-offending resulting in a short term prison sentence.

CIRV identified the need for an intensive support programme and re-engaged him. He received intensive mentoring support, his behaviour stabilised and he is now engaging with employability services. His violent offending has also reduced dramatically.



CSI (CIRV Sighthill Initiative)

Police intelligence indicated an increasing number of violent offences which centred on a group of youths in the Sighthill area, including typical gang type behaviour, violence, racism and antisocial behaviour. The local community also expressed concern to CIRV regarding the group's behaviour. An intervention plan was established by CIRV to de-escalate the situation, including a specific programme designed to provide a range of opportunities for the group to address their offending behaviour, work on their individual social and personal development and motivate themselves to realise their potential.

With the support of CIRV partners, including Glasgow Life, Glasgow Community Planning Partnership, Glasgow City Council and Kan-do Sports, a 10 week engagement programme consisting of two evening sessions per week, lasting for three or four hours, was put in place in March 2011. A follow-on programme aimed at employability training, education courses and support into volunteer work followed the 10 week course.

Case Studies (anonymised):

Steven

Steven, 21, was serving a two year sentence at Polmont Young Offenders Institute for serious assault with a knife when he was referred to CIRV by his prison officer. He was a gang member and had previous convictions for gang fighting and possession of an offensive weapon. Steven wanted to get out of the gang but feared that he would be drawn back in on his release from prison.

Steven had issues with alcohol and drugs and was referred for addiction counselling as well as being allocated a dedicated CIRV mentor.

Since his release from prison and his involvement with CIRV, Steven's life has become very stable and he has linked in well with his addiction worker. He has broken links with his gang and has not offended for over 10 months.

Steven participated in a number of personal development programmes and completed a work placement through a CIRV referral with a partner agency, successfully securing full time employment through the Future Jobs Fund programme. This is likely to lead to a permanent job.



North Glasgow Homicide Response

In April 2010 the father of two members of a Glasgow gang was murdered as a result of an ongoing feud between current and ex-members of that gang.

In response, CIRV staff created an action plan whereby they engaged seven of those most actively involved. In May 2010, the group voluntarily took part in a one week initial assessment programme (in partnership with Kan-do Sports) which found them to be a particularly strong, dominant and intimidating group. They did, however, attend a self referral session at Glasgow Sheriff Court and were referred to CIRV's Tackling Gang Violence Programme over the summer of 2010.

Unfortunately, due to continued violent and gang related offending, all but one member of this gang were then disengaged from CIRV.

In November 2010, two men were found guilty of the aforementioned murder. As a result, there was an increase in tension within the local area. Officers from CIRV conducted further dialogue with the gang due to an assessed high risk of further violence in the community. The original seven gang members were re-engaged, four others were engaged for the first time. Of these 11, nine commenced a new four week Tackling Gang Violence Programme in January 2011, while one was remanded in custody for a further violent offence prior to the programme commencing. One member was successful in securing a local Future Jobs placement.

In total, six of the gang members successfully completed the programme. During the engagement process and programme delivery none who completed the programme were involved in any violence or disorder related offences. They were referred to training sessions with a local regeneration agency which will signpost them into further training and employability courses.

Case Studies (anonymised):

Colin

Colin, 19, signed up to CIRV in October 2008. He was a gang member and serving a community service order for assault.

Colin had issues with anger management and would frequently respond to conflict using violence. He received counselling to deal with his anger issues resulting in an improvement in his behaviour.

Colin participated in football as a

diversionary activity as well as completing a personal development programme leading on to an employability programme which ultimately led to employment through the Future Jobs Fund.

Colin has recently expressed an interest in becoming a volunteer mentor for other young people and training has been offered to enable him to fulfil his wish.

Youth World Cup of Friendship (YWCF) South Africa

(in partnership
with the
Church of Scotland
Priority Areas
Committee)

Nine young men, three of them CIRV clients (aged 16 – 21), accompanied by three youth leaders, took part in the Youth World Cup of Friendship which was held in South Africa in May 2010.

The initiative brought together almost 40 young men from Scotland, Germany and South Africa who had demonstrated potential to be positive community leaders and role models for their communities.

Leading youth leadership trainers in South Africa ensured they were immersed in a leadership and team development programme. This developed life skills which were put to a practical use when participants spent time leading youth and community activities in Lavender Hill (a township on the outskirts of Cape Town). There were also additional excursions and visits around the Cape Peninsula in what became, for many, a life changing experience.

Case Studies (anonymised):

John

Fifteen-year-old John was referred to CIRV in April 2010 by his school campus officer. He was an active gang member who had accumulated eight charges for assault, vandalism, gang fighting, possession of weapons and drugs.

His mother has substantial addiction issues which contributed to a lack of parental control and guidance. John was allocated intensive

mentoring support and participated in a school based personal development programme run by CIRV as well as additional development programmes run by CIRV partners.

He now attends football sessions run by Sidekix and has expressed an interest in sports coaching as a career. To this end he commenced a sports coaching programme at college in January 2011.



Parkhead Area Early Intervention

During 2010, intensive engagement was carried out with a specific gang (aged 11 – 16 years) who were recognised by the Community Police Officer as an emerging and challenging risk in the Parkhead area. Crime analysis also showed them to be involved in incidents which were increasing both in frequency and severity. An intervention plan was therefore established in order to de-escalate the situation.

The gang agreed to engage with CIRV and, as a result, a dedicated 10 week programme of active learning opportunities in a safe and secure environment was established.

An initial Outdoor Challenge Programme of canoeing, abseiling, night cycling, hill walking, archery and indoor climbing motivated the young people to succeed and realise their development and potential, along with an Active Learning approach which involved challenging indoor and outdoor activities, team building and workshops based around gang violence, racism and antisocial behaviour.

Social and personal development activities provided the opportunity for them to develop an understanding of the need to maintain positive relationships with people and raise their awareness of how thoughts, feelings, attitudes, values and beliefs can influence decisions about relationships. They were also led through strategies to assess and manage risk and understand the impact of risk-taking behaviour. Some of the group were further referred for intensive support by Includem.

Violent behaviour has to date been practically eliminated within this group.

Case Studies (anonymised):

Kevin

Kevin, 16, signed up to CIRV in October 2009. He was an active gang member and had accumulated nine charges for assault, gang fighting, possession of weapons and police assault. He participated in personal development programmes run by CIRV and partner agencies. During this time he also became a father.

Kevin was supported into employment training and has commenced a modern apprenticeship programme. He has not committed any further offences since he signed up to CIRV.



Designed and delivered in partnership with Rangers FC and targeted at school age gang members, this 10 day course is delivered within the Rangers Study Support Centre. The course is delivered across 16 sessions, eight of which consist of conflict resolution workshops, while the other eight weeks build towards the Level 1 Award in Sports Leadership, a nationally recognised qualification that enables successful candidates to lead small groups in simple sport and recreational activities whilst under the direct supervision of their tutor.

The qualification teaches generic leadership skills such as organisation, planning, communication and teamwork through the medium of sport. It is a fun and practical qualification with no entrance requirements or final examinations to sit.

C.E.L.T.S. was developed in partnership with Celtic FC and east end schools to support those in or on the periphery of gangs in their transition phase from primary to secondary school. The workshops focus on territorialism, self esteem and self confidence as part of a programme which engages them through sport. Originally involving all feeder primary schools to St Andrews Secondary RC School, it includes curricular based football coaching sessions, as delivered by a Celtic FC Community/Academy coach. Throughout this period participants receive information on key social issues such as diet and nutrition, smoking, alcohol, drug misuse and territorialism/racism/ sectarianism, as well as raising their levels of physical activity through football.

5. What Next?

A number of funding options are currently being progressed. Formal partnership agreements and service level agreements with defined arrangements between partners and service providers are being established, as is a fully staffed multi-agency co-ordinating team, structured as shown below (Figure 1).

A number of partners, commercial, charitable and voluntary, have grouped together to form the CIRV Academy, an informal and innovative collective provider of core programmes and services which any future partner is encouraged to join where they have the means and capacity to do so (see Figure 2 below).

The two year 'proof of concept' stage of CIRV has now formally concluded, however the service continues in the east and north of the city with considerable partnership support. Several projects and programmes are ready to be delivered across 2011. The challenge now is to embed CIRV on a mainstream basis across the city, as supported by community planning partners and delivered long-term in order to effectively remove Glasgow's tradition of street gang violence, one which stretches back decades.

A new strategic oversight group will also be formed. CIRV was initially introduced to the city and co-ordinated by the national Violence Reduction Unit, however this was only ever planned to be the case for the initial two year period. As such, while the CIRV philosophy is very much one of partnership and community intervention and leadership, with effect from April 2011 the multi-agency Co-ordinating Team has been hosted by Strathclyde Police and included within the Force structure as shown below (Figure 3). This allows CIRV to be better placed within the community planning structure and be a key part of the city's Early Effective Intervention and Youth strategies.

A strategic plan for the next three

years will be published in due course, key outcomes of which are shown below (see Figure 4). Amended Information Sharing Protocols and a series of standard operating procedures (the CIRV Toolkit) are already in place to support citywide roll-out. These, together with ongoing publication of CIRV Practice Notes, will not only be used to inform delivery in Glasgow, but will be shared nationally with those many towns and cities across the UK who have already expressed considerable interest in developing similar interventions. St Andrews University, meanwhile, will continue to coordinate the independent evaluation of CIRV, publishing their findings at regular intervals from 2011 onwards.

Participatory Budgeting (in partnership with Faith in Community Scotland)

Participatory budgeting directly involves local people in making decisions on the spending and priorities for a defined budget.

The Transformation Team, part of Faith in Community Scotland, works alongside local faith communities to make a difference in the poorest communities in Glasgow. CIRV has entered into a partnership with this organisation to carry out participatory budgeting projects in those areas with the most serious long term issues of street gang violence in Glasgow. In February 2011 the first such event was held in the Camlachie area of the city, where CIRV has been particularly active and successful in positively engaging with street gang members. Funding, as sourced via CIRV and Faith in Community Scotland, was allocated to a number of local projects as decided by members of the community themselves. This new and innovative method of community participation in the allocation of budgets will now be extended to other parts of the city.

Figure 1: Proposed CIRV Co-ordinating Team Structure

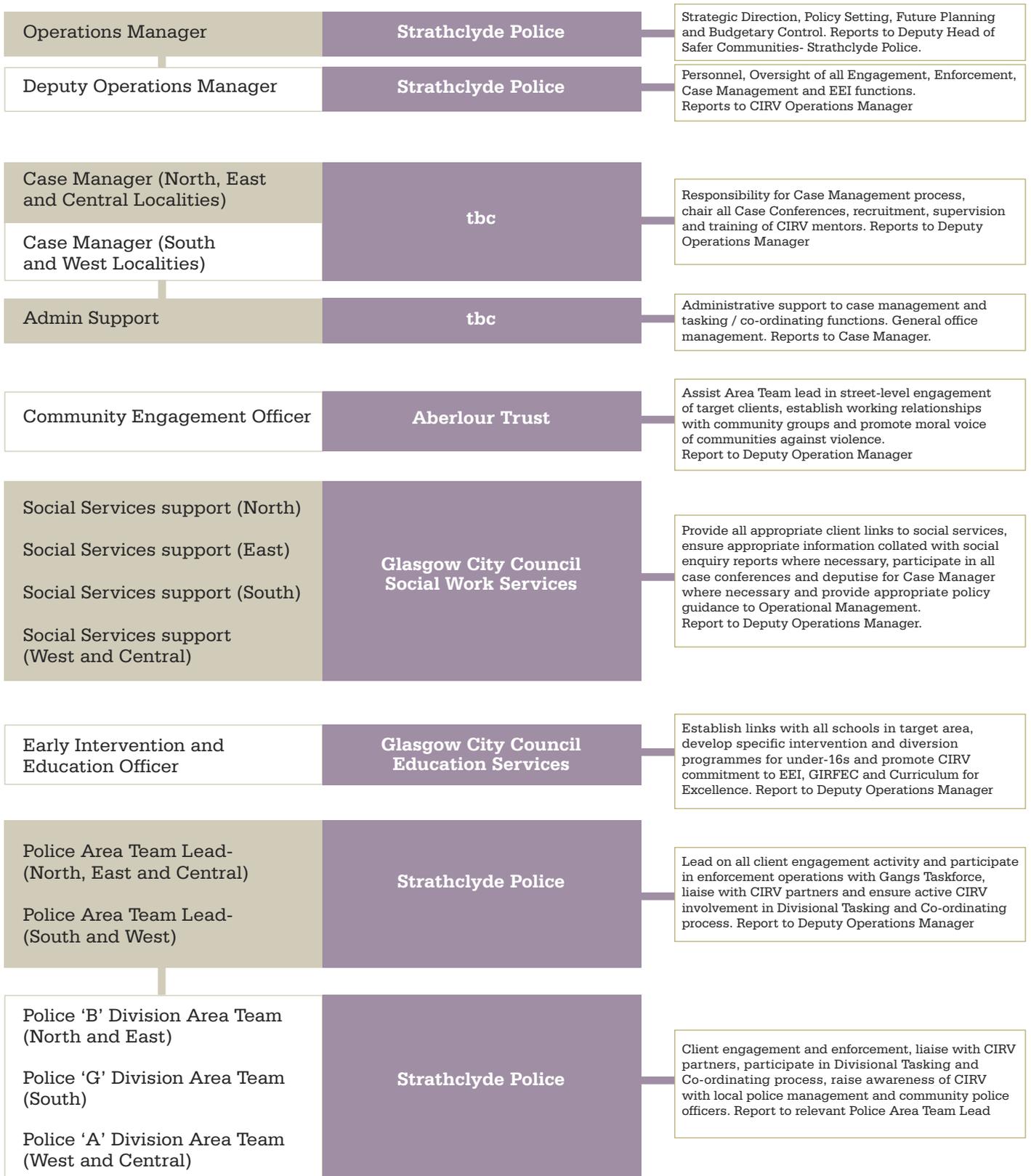


Figure 2: Relationship, Roles and Responsibilities - CIRV Co-ordinating Team and the CIRV Academy



Figure 3: Location of CIRV within the Strathclyde Police Structure

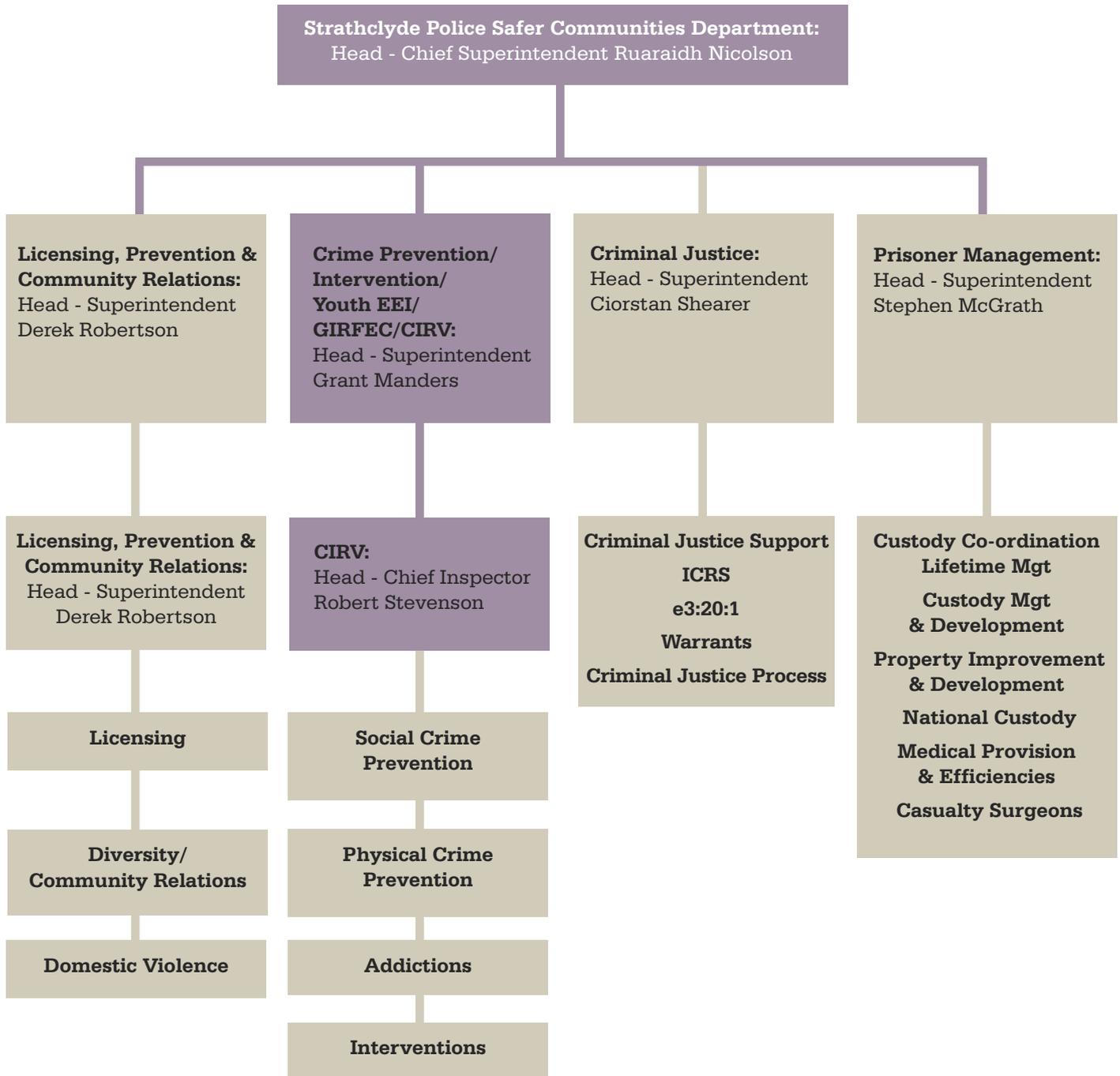


Figure 4: CIRV Future Outcomes: 2011-2014



The CIRV Strategic Plan 2011-2014 will be published during the summer of 2011.

Appendices:

1. A Public Health Approach to the Evaluation of the Glasgow Community Initiative to Reduce Violence

Laura A. Burns,
Undergraduate Medical student
University of St Andrews.
E-mail: lab69@st-andrews.ac.uk

Damien J. Williams,
Research Fellow in Public Health Science,
University of St Andrews.
E-mail: djw11@st-andrews.ac.uk

Peter D. Donnelly,
Professor of Public Health Medicine,
University of St Andrews.
E-mail: pdd21@st-andrews.ac.uk

Youth, gang-related violence is a long-standing problem in Glasgow. In an attempt to address this problem the national Violence Reduction Unit implemented the Community Initiative to Reduce Violence (CIRV) in 2008. This £5 million multi-agency, community-centred initiative brings together health, education, social work, criminal justice, housing, employment, and community and safety services in a novel, enlightened, collaborative partnership. CIRV operates a three pronged approach to the prevention of future violence: enforcement by the criminal justice system, the provision of programmes and services to enable the youths to leave their violent lifestyle, and the moral voice of the community delivering the message that “the violence must stop”.

Summary: The Community Initiative to Reduce Violence (CIRV) was developed to address the long-standing problem of youth-related gang violence in Glasgow through a multi-agency, community-centred approach. A fundamental aspect of the initiative is the allocation of a mentor to those clients most in need of support. The current project involves a study of the perceptions, experiences and recommendations of mentors and clients through a series of semi-structured interviews and questionnaires. Analysis of the transcripts identified 13 themes, including: motivation to be a mentor, background and training role of mentors, role of peer mentors, disciplinary strategies, disclosure of personal information, time spent with clients, qualities of a mentor, impact of mentors, approaches to mentoring, dealing with client set-backs, gender of mentors and time to allocation. While there was general agreement by those represented in the study that mentoring is an important aspect of CIRV, there are a number of areas that could be further refined. In particular, it was noted that there should be greater clarity around the role of the mentors, and the provision of guidance and support through mentor meetings would enable the sharing of best practice.

Introduction

One particular aspect of the provision of programmes and services is mentoring, whereby those clients most at need are allocated a mentor who has the following brief:

- **Making a connection, starting to build trust and credibility**
- **Assisting the young person in the process of identifying goals**
- **Monitoring and evaluating progress towards their goals**
- **Celebrating achievements/managing endings to provide support**

At the time of the project, CIRV had 34 available mentors (with equal numbers of males and females), 14 of whom have clients allocated to them. Of the approximately 380 young people who were engaged with CIRV at the time, 33 in Glasgow's east end and 21 in the north of the city had had a mentor.

The mentors were recruited from across the private, public and voluntary sectors, including full-time key workers, peer mentors (ex-offenders employed by CIRV) as well as individuals recruited from partner agencies (Glasgow Housing Association or Glasgow Community and Safety Services).

As a means of evaluating the mentoring service to ensure it is most effectively meeting the needs of the client group, the project studied the perceptions, experiences and any recommendations of a sample of nine mentors (two key workers, three peer mentors and four agency mentors) and eight clients. A series of semi-structured interviews were undertaken, with clients also completing a questionnaire. All interviews were transcribed.

Major findings to date

Analysis of the transcripts identified 13 themes, each of which will be briefly described in turn.

Motivation to become a mentor

The motivation to become a mentor was driven largely by having grown-up in Glasgow. Peer mentors were also motivated by a desire to “give something back”.

“I was part of it myself when I was a kid, and I totally understand some of these young boys... I think it makes a real difference to know that someone understands you and is out there to try and help you”.

Mentors recruited from partner agencies were introduced to CIRV through their superiors and considered it an add-on to their existing job dealing with antisocial behaviour. This kind of recruitment was highlighted as warranting further consideration.

“I think you have to want to do it... if you're told to do it, you've probably got absolutely zero interest in doing it to the best of your ability”.

Background and Training

The majority of mentors had a professional background dealing with young people and antisocial behaviour, and many felt it was a “natural progression”. The general feeling was that mentors relied more on their past experience, skills and training to perform their role, as opposed to training provided by CIRV. However, most mentors had completed a conflict resolution course, and on the whole, it was felt to be beneficial: “We need to deal with some of these conflict issues with this young person before we can move on”. However, some expressed a wish for training focused more specifically on mentoring: “Basically, the stuff that I found irrelevant was the stuff to do with gangs and gang cultures. I find that irrelevant to a young person who's embarrassed by that, and they're just crying out for help all the time”.

It may be beneficial to provide follow-up training and meetings for mentors, to allow for communication, group learning and sharing of experiences.

Role of mentors

Some mentors, particularly those recruited from external agencies, were unclear about their role. Some felt it was their role was “to get him a job”, while others felt their main focus should be addressing the client's personal problems, as “only when you've worked through the problems can you move forward”. One suggestion was that mentors should attend the CIRV self-referral session as a means of fully explaining the context of the project and significance of the role: “It made everything crystal clear about what I was doing”.

In the future, the initial briefing should more clearly describe the role and attendance at the self-referral session should be encouraged.

From the perspective of the CIRV clients, the role of their mentor seemed to change after the initial meeting. Some of the boys had initially been apprehensive and unsure of what to expect, and some simply disillusioned and cynical before meeting their mentor.

“I thought it was somebody just trying to tell you what to do and all that, but it's just like somebody else to talk to”.

The role of peer mentors

The effectiveness of peer mentors seemed to divide opinion. Those dismissive of the idea explained that in their opinion “nobody near they boys' peer group would work the same,” and emphasised the importance of life experience and life skills. Some were also concerned about an “alpha male” situation arising and others about the peer mentor's own personal problems and lack of confidence affecting their job. However, some were strongly in favour of peer mentors, highlighting the benefits for the clients and for the peer mentors themselves: “It's going to allow him to hopefully develop himself, and I think he has the potential to go and do it, and he has a lot to offer. He gets along with these young boys because he has been there, he does know it, he knows the bad side of it”.

Peer mentors felt they had a lot to offer with their unique perspective: “I think it's being able to relate to them at their level. Because when anybody ever tried to help me, I never really connected with them, because I thought, they don't understand, they don't know”.

Those clients who had a peer mentor gave very favourable reviews, and seemed to have had a good experience and trusting relationship. Interestingly though, there was no preference amongst the boys for a peer mentor; a few felt they would respond better to somebody older and few felt it was very important that their mentor had similar life experiences to them. What was clear was that the boys needed their mentor to be open-minded and understanding of their problems.

Disciplinary strategy

The views on discipline, particularly the use of the “two strikes and you're out” approach, were very polarised. Some mentors believed in a “firm hand” and felt that after 2/3 failures to comply, “what more can you do?”. These mentors were concerned that respect in the relationship would be undermined if they continued to make allowances, and felt it ill-advised to condone that kind of behaviour:

“Disrespect from the start is no way to begin. They've got to learn the lesson that you can't muck people about and still expect to have all the opportunities”.

Others noted that given the nature of the clients, their lifestyle and circumstances, and distrust of the “system”, there would inevitably be “set-backs and mistakes” and “genuine stumbling blocks”, and these mentors felt it was crucial to “go back again and again and again”. These mentors strongly believed that it was a “certain type of person that can do this mentoring role”, and that those “so far removed from the backgrounds that these guys are coming from”, or who have “low tolerance”, would have significant difficulties engaging with clients. These mentors felt that real behavioural change could come only from a trusting relationship.

“You've got to just keep chipping away... you might get told where to go one time, but you just go back up just kind of chipping away at it, till eventually you've gained their trust and you've got the relationship there.”

Further guidance on the preferred approach should be offered to the mentors to ensure that every client has similar experiences and opportunities.

Disclosure of personal information.

Another issue that divided the opinions of some mentors was the disclosure of personal information to their clients. Some chose to refer to their background using “*anecdotes*” in order to help the client feel they can relate to them and understand what they are going through. Others felt strongly about not sharing their own personal life with clients: “*something I try to keep as far away as possible from them in all honesty*”. Concern was also expressed that clients could “*use it as a weapon*”, especially if the mentor became “*too emotionally involved*”.

Overall, the mentors recognised that they had control over what information was shared and that they should share as much as they felt comfortable with “*within terms of security*”. However, group meetings or training could help inform mentors’ perspectives on when, how and how much to share and situations in which it might be beneficial or detrimental to the relationship.

Time spent with clients

An issue that most mentors felt strongly about was the amount of time given to their client and to their mentoring role. Agency mentors were concerned that the demands of their job did not leave enough time to spend with their client, which they acknowledged was necessary to build a strong relationship. One agency mentor also commented that he felt guidance was “*a bit cloudy*” in terms of “*how many times you’re expected to see them and how far you go with them*”. With regards to time commitments, other individuals felt quite strongly that “*I don’t think anybody should be involved in it at all if they can’t commit...if a boy phoned up today and said I need to speak to you, I could go out this afternoon. For others, they’d have to say sorry, I’m on duty, this that and the next thing, and it could be a week before they get to see somebody...*”

Qualities of mentors

Having a mentor that was easy to talk to was mentioned frequently by clients as an important quality: “*as if you were talking to a pal*” and “*see a bit from your point of view*”.

Although “telling us what to do” was rarely appreciated, being able to give good advice and guidance was valued.

Listening and not judging, as well as being reliable and easy going, were also qualities named by some clients as being important. These qualities were also highlighted by the mentors, despite some mentors reporting observing others adopting an overly official/formal approach. A few of the mentors talk about working very hard on first impressions, and getting the tone right: “*young people can be very judgmental...They’ve had a lot of bad experiences as well and they can see you as the ‘system’, the ‘institution’*”.

It is, however, a “*judgement call*”, as although most of the boys respond well to the mentor “*sounding like one of the boys*”, it is acknowledged that that approach “*will not match everybody*”. Thus, further guidance on the issue of whether the mentor should act as a figure of authority or an advocate would avoid conflict in role perception, which has been identified as a contributory factor in the success of mentoring programmes.

Impact of mentors

Most of the clients reported that the mentors helped with their behaviour and attitude: “*I see everything different now. Instead of thinking stupid things, ken daft things and that, you take a step back and think, what’s the point in doing something like that? It doesn’t make any sense anymore.*”

Mentors also helped with issues around employment, education and alternative hobbies/activities, as well as more general skills such as time management and organisation. Moreover, most clients felt that they could speak to their mentor about more personal issues. However, only a few clients felt that their mentor should be/is a positive role model. This is interesting, as the concept of a role model is widely considered to be a key element of mentoring. Additionally, with respect to whether or not their mentor should or does keep them out of trouble, there was a range of responses; some felt that mentors should, or do have that influence, while some boys disagreed and others were neutral. In general, clients reported a positive experience with their mentor, and most agreed that having a mentor had made a positive impact on their success on the CIRV programme.

Approaches to mentoring

Every mentor felt that it was important to help clients set personal goals and reinforce positive behaviour. One mentor remarked that people are “*always quick to tell kids off when they do something wrong*”, and therefore he always makes an effort to “*put a lot of emphasis on recognizing even the tiniest step in the right direction and affirming them for it*”. Many mentors also highlighted the importance of interacting with their client’s family in building a successful mentoring relationship. It was noted that this enabled a better understanding of the client: “*piecing together the jigsaw puzzle*” of the client’s life. The issue of working with a client’s family is one that could be covered in mentor training or meetings, in order to discuss possible benefits.

Dealing with client set-backs

A major challenge mentioned by most of the mentors was dealing with things going wrong for their client: “*Any time one of the boys mess up and maybe get caught with knives, that always sets me back*”. Mentors’ experiences of when a client failed to engage, missed an opportunity, or “*fell off the path*”, sometimes caused considerable upset, frustration and distress. Some mentors felt they had become “*cynical*” over time. The introduction of mentor (support) meetings could help to minimise these concerns and provide increased guidance and support to help deal with such challenges.

Gender of mentors

The issue of gender and its impact on mentoring was raised. A male mentor explained that his client had been allocated to him, as opposed to a female on his team, because the particular offence had been of a sexual nature. This idea of matching on the basis of gender was also mentioned by a mentor in terms of providing a “*male role model*”. One female key worker recalled a gender-related issue; during group work; one boy’s behaviour was “*really quite defensive*” whenever she engaged with him in any way. She observed, however, that he seemed “*more chatty, more open*” with a male colleague, and the case was taken over by the male mentor. In general, however, clients did not have a preference with regards the gender of a mentor.

Time to allocation

A major point raised by mentors was the time it took to be allocated a client: *“quite a gap between name going down as a mentor and getting a referral”* with some mentors confessing that they *“can’t quite remember what was said about the remit”*. A similar issue arose with regard to the time from a client engaging with CIRV and being allocated a mentor, which *“could take many months - “quite a wait, but worth it in the end”*.

One suggestion to establish early contact involved the mentor attending the initial engagement house visit along with an engagement officer rather than the current practice of two engagement officers, *“all mentors should go out with a member of staff who’s been more involved”*.

Future Work

The current study forms part of an on-going evaluation of CIRV. As a result of some of the issues identified here, changes may be made to the delivery of the

mentoring service. It will be necessary to ensure that this re-vamped service continues to meet the needs of the client group. Thus, the questionnaire developed and refined during the project will provide a time-efficient way to evaluate this service from the perspective of the clients as part of the ongoing evaluation strategy.

Sources of Further Information

CIRV First Year Report (2009),
Violence Reduction Unit
CIRV Third Quarter Progress Report (2010),
Violence Reduction Unit



2. Wellcome Trust Vacation Scholarship End of project report

Franziska Fettke,
Damien J. Williams,
Peter D. Donnelly.
Bute Medical School
University of St Andrews

Background: Gang violence is an important public health issue in Glasgow’s east end and has a considerable impact on the health and well-being of both those involved and the wider community. The problem of youth gang violence is complex and few British studies have been carried out. In order to encourage young gang members to change their destructive lifestyle it is necessary to address these problems. In an attempt to reduce gang violence in Glasgow, a multi-agency, community-centered initiative based on law enforcement and the provision of education, employment opportunities and a wide spectrum of social services was established, called the Community Initiative to Reduce Violence (CIRV).

Objectives

The objective of the study is to explore the impact of CIRV through the participants’ own criteria.

Methods

Participants are self-selected gang members from the East End of Glasgow aged 13-26, currently involved in the CIRV project.

A mixed method approach was adopted wherein a mixed questionnaire was developed that incorporated rating scales (quantitative) as well as open-ended questions (qualitative), followed by face-to-face semi-structured interview (qualitative).

A sample of 35 gang members was recruited. The paper-based, 32-item questionnaire consisted of four parts:

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

The second part was a short face-to-face semi-structured interview, which comprised a number of questions regarding violence, their experiences with CIRV staff and their feelings about what is needed to reduce gang violence. Emerging themes were further explored.

The interviews were audio taped with permission and after transcribed in full for analysis.

The interviews were carried out with 23 participants.

The data generated from the questionnaires was uploaded to an internet-based survey software **surveymonkey.com** and analysed. The responses from the interviews were analysed using a thematic analysis approach.

Results and Discussion

Questionnaire

Out of 35 completed questionnaires, 31 were used for analysis.

Results showed that 50% of the participants have had long-term gang involvement for at least five years.

14 participants were actively involved in a gang at the time of joining CIRV with eight of them leaving the gang during the course of this intervention.

The decision to leave the gang was solely based on the participant as CIRV did not specifically target gang participation.

Gang members, for the most part described themselves as non-violent and stated that they do not enjoy fighting. When we asked participants about the individual activities they have taken up, the football league and the Kan-do course were the two they enjoyed most and got actively involved in. These activities overlap with the ones we observed being most useful in reducing violence. These were full time employment, football training and the Kan-do service.

We asked participants whether they have been involved in any fights since joining CIRV. This was answered by two participants with yes and 24 with no. 16 stated that CIRV helped them to reduce their violent behaviour. However nine said CIRV did not change their violent behaviour. Further questioning is necessary to identify whether there has been no change in their attitude towards violent behaviour or if other factors reduced their violent behaviour.

Interview

Analysis of the interviews drew out five main findings:

1. Need to understand and utilize gang characteristics

Various participants did not identify themselves with the word gang. Recommendations made by participants include the reconsideration of the word gang in order to maximise involvement of gang members in future initiatives. More suitable definitions such as "troublesome youth groups" (Eurogang Network) could be utilized. The topic of territory is a major issue which dramatically affected our participants. CIRV successfully recognised and incorporated this issue into the programme, strategically mixing participants from different areas in Glasgow to overcome issues of territory. Meeting people from other territories was very high rated by participants.

2. Job opportunities as a convincing factor

The possibility of employment was the principal reason behind joining CIRV.

3. The contradictory role of the police within CIRV

Participants expressed very conflicting views on the role of the police within the intervention. These ranged from participants joining CIRV because of a police visit to mistrust in the police and statements that the police should not be part of programme at all.

The role of the police within the intervention has to be clearly understood by gang members in order for it not to be counterproductive.

4. Insecurities emerging during the intervention

An important issue was the participant's insecurity towards a better lifestyle and the fear of relapse. This can have a negative impact on the participant's outcomes.

5. Notable effects

Most participants stated positive outcomes as a result of their overall participation. These include team working skills, realisation of one's own potential, conflict resolution etc.

Conclusion

The results demonstrated that gang members are eager to reintegrate into society and the majority of them joined the initiative hoping they may find a job and stability in their lives. We identified the strength of this multi-disciplinary intervention and listed recommendations made by the participants.

the
violence
must **stop**

VIOLENCE REDUCTION UNIT

CIRV
Community Initiative to
Reduce Violence

For more information on CIRV, please contact the CIRV team on T: 0141 276 7553
or email CIRV@strathclyde.pnn.polce.uk