

Reducing Gang Related Firearms Discharges Within the Metropolitan Division

Operation Cougar



MANCHESTER
CITY COUNCIL

GREATER MANCHESTER
POLICE



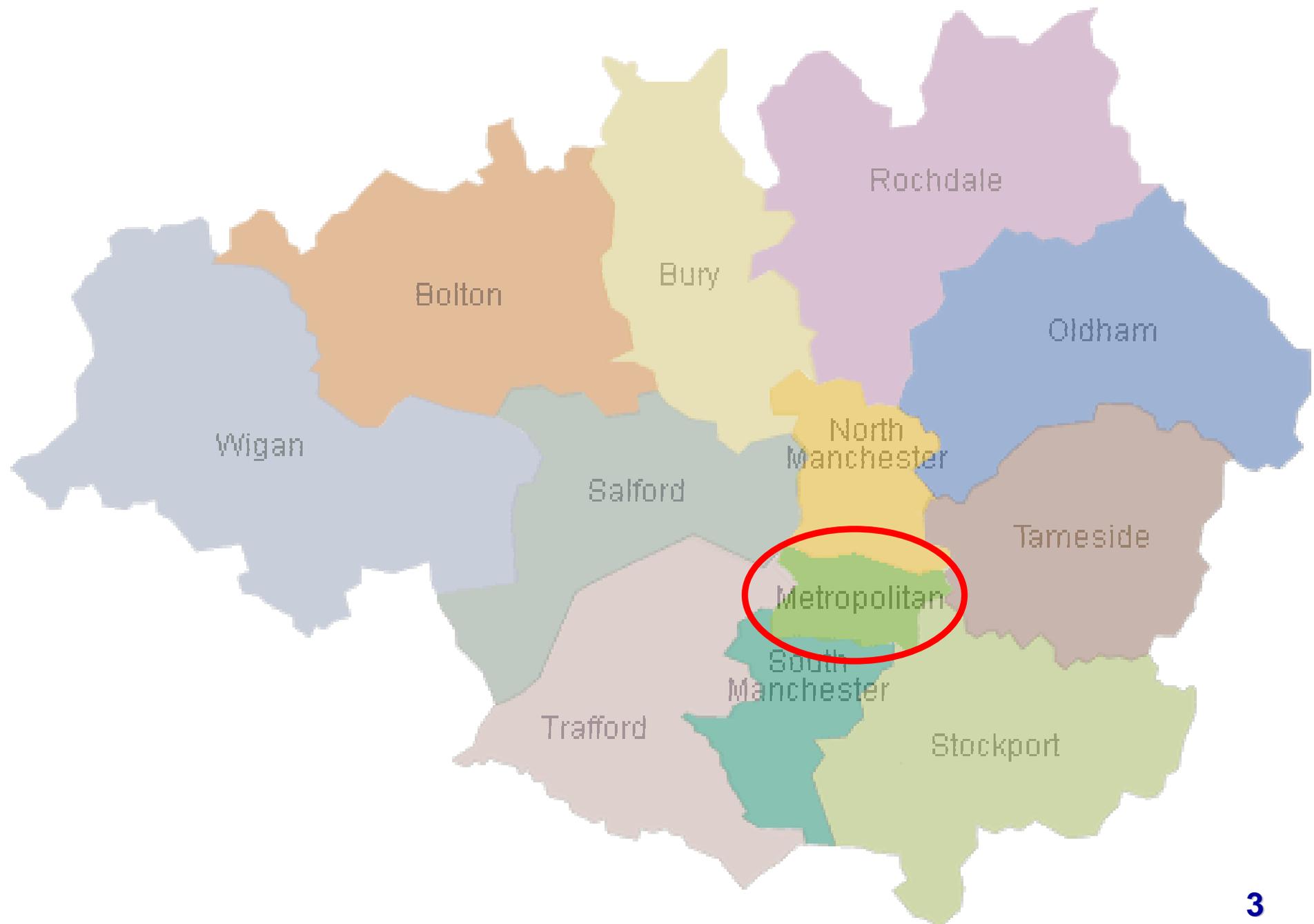
Operation Cougar

Detective Chief Superintendent Darren **Shenton**

Chief Superintendent Dave **Keller**

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November 2009



History

- Moss Side has a well known history concerning gang activity and the use of firearms.
- This activity has now spread to parts of Old Trafford & Stretford.
- There are two main sides to the gang conflict, 'The Gooch' & 'The Doddington.'
- There are many splinter groups all of whom have their own identity, but still align themselves to one of the two main gangs.

The Problem

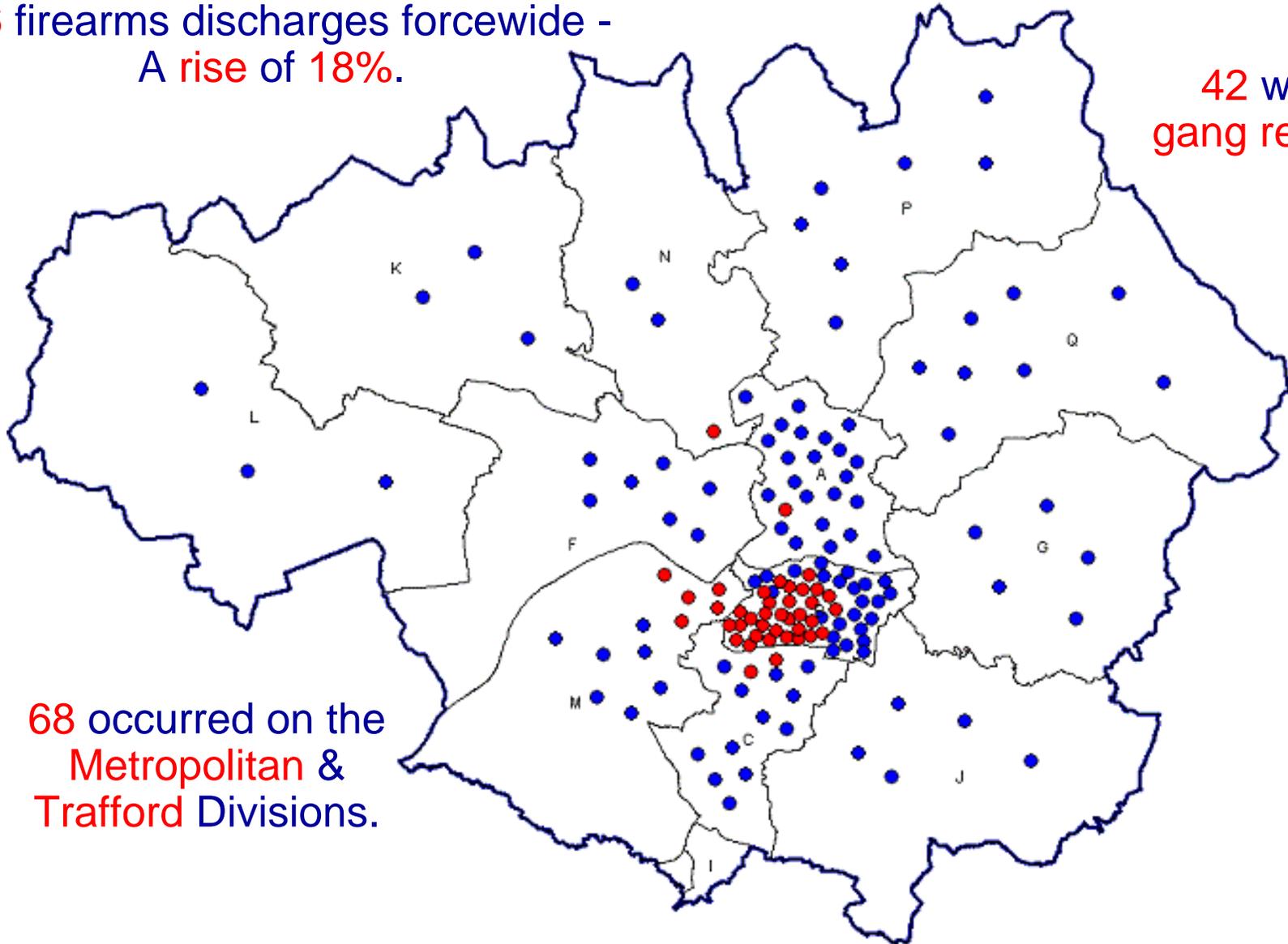
	Metropolitan Division Firearms Discharges	Trafford Division Firearms Discharges	Total GMP Firearms Discharges
2003 – 2004	54	32	131
2004 – 2005	48	10	114
2005 – 2006	43	9	110
2006 – 2007	39	13	120
2007 – 2008	55	13	146

- **51% of GMP Firearms Discharges (2003–2008).**
- **40% of GMP Firearms Authorities and Firearms Operations (200 / 500).**
- **Frequent use of Stop Search Powers - Section 60 & 60AA CJ&PO Act 1994 (55/120/68)**

Firearms Discharges 1/4/07 – 31/3/08

146 firearms discharges forcewide -
A rise of 18%.

42 were
gang related.



68 occurred on the
Metropolitan &
Trafford Divisions.

710 unlawful killings
in Greater
Manchester

61 involved victim
being shot (8.6%)

1st April 2000 – 30th September 2009

623 detected
87.7%.

41 of these detected
67.2%.

Manchester Evening News

The voice of Greater Manchester

1st EDITION **MEN** media

manchestereveningnews.co.uk

38P

 UNSOLVED Vincent Clay, 27, Pendleton, November 2000	 UNSOLVED Jessie James, 15, Moss Side, September 2006	 UNSOLVED Patrick Logan, 40, Withington, July 1999	 UNSOLVED Dorrie McKie, 20, Old Trafford, August 1999	 UNSOLVED Leon McKenley, 18, Old Trafford, January 1999	 UNSOLVED Simon Brown, 27, Hulme, Boxing Day 1999	 UNSOLVED Gabriel Egharevba, 17, Longsight, January 2000	 UNSOLVED Billy Webb, 42, Wigan, May 2001	 UNSOLVED Dean Eccleston, 24, Longsight, October 2001	 UNSOLVED Roger Ormsby, 35, Whalley Range, January 2000
 UNSOLVED Judah Dewar, 35, Longsight, October 1999	 UNSOLVED Nureni Sheikh, 19, Moss Side, 2004	 SOLVED Thomas Ramsey, 16, Levenshulme, September 2000	 UNSOLVED George Lynch, 36, Longsight, Halloween 2001	 UNSOLVED Justin Maynard, 19, Moss Side, August 2003	 SOLVED Marcus Greenidge, 21, Longsight, September 2000	 UNSOLVED Thuy van Le, 32, Old Trafford, December 2005	 UNSOLVED Carlton Aweranga, 20, Pendleton, March 2006	 UNSOLVED Richard Austin, 19, Pendleton, March 2006	 SOLVED Mohammed Ahmed, 29, Longsight, March 2001
 UNSOLVED Alphonso Madden, 27, Longsight, August 2001	 SOLVED Marcus Fullerton, 19, Fallowfield, January 2003	 SOLVED Ernest Gifford, 45, Moss Side, April 2006	 PENDING Mark Daniels, 25, Wythenshawe, August 2006	 UNSOLVED Dennis Wilson, 38, Longsight, May 2000	 PENDING Kamilah Peniston, 12, Gorton, May 2007	 SOLVED Stacey Lloyd, 31, Whitefield, January 2005	 SOLVED Ramone Cumberbatch, 19, Hulme, September 2005	 SOLVED Ashley Bowman, 17, Wythenshawe, July 2004	 SOLVED Mohammed Shaheen, 42, Chorlton, September 2005
 SOLVED Kally Gilligan, 15, Lower Broughton, June 2006	 SOLVED Derek Ianson, 20, Lower Broughton, May 2000	 UNSOLVED Clifton Bryan, 29, Longsight, May 2000	 SOLVED Phillip Noakes, 30, Salford, November 2003	 UNSOLVED Tyrone Gilbert, Chorlton-on-Medlock, July 2007	 UNSOLVED Anthony Cook, 25, Chorlton-on-Medlock, August 1999	 UNSOLVED Aeon Shirley, 18, Longsight, April 2002	 UNSOLVED Andrew Boland, 35, Stretford, March 2004	 SOLVED Andrew Green, 34, Oldham, May 2004	 SOLVED Daniel Dale, 18, Miles Platting, July 2001

HOW MANY MORE?

 SOLVED Diane Pritchard, 41, Prestwich, July 2000	 SOLVED Joanne Pomeroy, 24, Prestwich, July 2000	 SOLVED Jonathan Cawley, 26, Old Trafford, March 2005	 UNSOLVED Martin Bennett, 25, Moss Side, July 1999	 UNSOLVED Chinadu Ibeagwara, 40, Crumpsall, February 2002	 UNSOLVED Zennon Blackburn, 27, Moston, May 2002	 SOLVED Paul Reilly, 31, Cheadle Hulme, January 2001	 SOLVED Peter Clay, 32, Hyde, April 2002	 SOLVED William Kenyon, 50, Radcliffe, May 2006	 SOLVED Richard Barker, 28, Oldham, August 2003		
 SOLVED Stephen Amos, 21, Ashton under Lyne, February 2002	 SOLVED Rupert Satchell, 42, Bury, May 2002	 UNSOLVED Timothy MacPherson, Oldham, July 2004	 SOLVED Alan Byron, 19, Longsight, June 2001	 UNSOLVED Ucal Chin, Longsight, June 2007	All of these people have been killed by guns in Greater Manchester since 1999					Special report: Pages 2, 3, & 4	

Recent murders

- On Saturday 19th January 2008, in a case of mistaken identity, Halton McCollin (19 years) was shot dead in Old Trafford. The intended victim was a Doddington Gang Member.
- On Tuesday 29th January 2008, in a reprisal attack, Louis Braithwaite (15 years), a known Fallowfield Gang Member, was shot dead in South Manchester.
- As a direct consequence, gang tensions and violence increased to such an extent that the Threat Assessment was reviewed and for the first time in its entire history, the gang threat in Manchester was defined as Critical.
- **Operation Cougar was born.**

Intelligence Analysis



- Police Intelligence.
- Partner Intelligence, including:
 - Council,
 - Children's Services,
 - Probation,
 - Education,
 - Housing,
 - MMAGs,
 - Social Services

Analysis of Gangs



- Aged between 15 and 20 years.
- Black African Caribbean descent.
- From one parent families.
- Unemployed or infrequently attend school with no academic aspirations.
- Reside within a two miles radius of Moss Side.
- Involved in Anti Social Behaviour and opportunistic crime (personal robbery and burglary).
- Do not drink alcohol or take 'hard' drugs as part of their gang lifestyle.



Old Trafford Cripz



Moss Side Bloods



February 2008 Operation Cougar

Operation Cougar – Gold Strategy

- Previously, conventional police tactics had a short-term impact. We needed to do something different, we needed to do something more.
- There was a need to establish coordinated strategic and tactical responses from all agencies and communities.
- The Gold Strategy linked the following areas as key themes to be addressed, specifically, effective working relationships across: GMP, Local Authorities (County Government), Partner Agencies, Communities & Media Organisations, which emphasised the need for innovation.

Prevent further
Murders

Safeguard the
public

Operation Cougar Aims & Objectives

Reduce gang related
firearms discharges

Provide community
assurance

Protect
vulnerable people

Children's Services

MMAGS
(Manchester Multi-agency Gang Service)

Manchester & Trafford Violent Gangs Board

Housing

Probation

Education

Operation Cougar Tactics

- Police-led enforcement activity to disrupt, prevent and detect gang criminality.
- Intelligence-led policing of gang areas and persons frequenting them.
- Identification of juveniles potentially vulnerable to gang influence.

Operation Cougar Tactics

- Use of Emergency Police Protection Orders and Referral of Gang Members.
- Continued Multi-agency risk management of persons and groups at risk.
- Schools interventions.

Operation Cougar Tactics

- Use of legislation to control those involved in gang related activity.
- Involvement of local community.
- Multi-agency assessment of potential trigger events.

One Team Approach 'Safeguarding Children'

- Manchester's Multi Agency Gang Strategy is centred around safeguarding children and young people and takes a prevention, early intervention and enforcement approach.
- Strong partnership with Police and Council needed to deliver an integrated approach to safeguarding



Every Child Matters - All our Services Focused on 5 Outcomes for Children

- Be Healthy.
- Stay Safe.
- Enjoy and Achieve.
- Make a Positive Contribution.
- Achieve Economic Wellbeing.

Two Important Projects

- Eight 'til Late: Recognises the need to intervene early with those on the periphery of gang activity and their siblings using schools as the route for delivery.
- RECLAIM: Supports young adults in focusing their skills and enthusiasm in a positive way.

From Understanding to Action Prevention in Practice



**Mentoring
Project**

Eight 'til Late



One to One Sessions

1 to 1
SESSIONS

Dear Denise,
I want to thank
you for being a
wonderful helper
XX from ???

Wish List

Think of 3 things you like about yourself and write them down. The same is probably true about your friends. Make a list of 5 things you like about yourself and your friends. Write down the things you like about yourself and your friends.

Things I like

- talking with mates
- building & repairing
- music
- being creative
- playing ball

Things I wish I was better at

- talking to people
- being in control
- I wish I was more confident
- I wish I was a better friend

What is good about me?

* Draw a picture of yourself. Then write some words that say what is good about you. Think up words of your own. Or choose words from the picture below.



What is Good About Me

- Helpful
- Caring
- Thoughtful
- Supportive

A Good friend should:

Quality	True	F
rest	<input checked="" type="checkbox"/>	<input type="checkbox"/>
a big house	<input type="checkbox"/>	<input type="checkbox"/>
be a listener	<input checked="" type="checkbox"/>	<input type="checkbox"/>
never I say	<input checked="" type="checkbox"/>	<input type="checkbox"/>
lots of toys and	<input type="checkbox"/>	<input type="checkbox"/>
clothes	<input checked="" type="checkbox"/>	<input type="checkbox"/>
be a friend	<input checked="" type="checkbox"/>	<input type="checkbox"/>
be in other	<input checked="" type="checkbox"/>	<input type="checkbox"/>
money	<input checked="" type="checkbox"/>	<input type="checkbox"/>

care about other people

- Do the right thing
- Always agree with what I say
- Bring me presents all the time

Since I started this project my behaviour has changed because usually I wouldn't think before I did something, but now I am starting to think before I act. I have also learnt that with lots of fun there comes great responsibility. Plus, I've also learnt how to be good and not get into trouble, because if you get into trouble there will be consequences that you'll have to accept. I also enjoyed going on the activities with my group. Plus, I liked playing games with H and the other kids at the youth centre. Plus, I liked the worker, Angela. To add to the list, I also liked my mentor because he's WICKED! And we also went out for meals at the youth centre.

Child comment

P.S.D. - BULLYING

What is Bullying?

Bullying is when someone is mean to you. It can be physical, verbal or emotional. It can be done by one person or a group of people. It can be done to you or to someone else.

The sessions that the children did with the mentors on their own, were designed to look at the children's individual issues, or problems they may have been facing.

They were done in a fun way using worksheets and discussion.

A Day at Home Timeline

* Complete this timeline to show what a typical day is like. Write down what you do at different times of the day.

Time	What happens
Getting up in the morning	Wake up, brush teeth, get dressed
Morning activities	Go to school, play
Afternoon activities	Go home, eat, play
Evening activities	Watch TV, read, go to bed

* Think about the things you do every day. Write down what you do at different times of the day. Write down what you do at different times of the day. Write down what you do at different times of the day.

PARENTS' COMMENTS

I think the project was a success. T enjoyed the activities and made new friends. His attitude towards life has changed, he now thinks before he acts. T's mentor, Roger Williams, has been a great help, he's helped at with his confidence at expressing himself. Overall, I am glad my son has had this opportunity.

Longsight parent comment

My child has really come on at school, reading, writing and respect. Thanks a lot.

Longsight parent comment

Enjoyed the project, thought it was empowering for my child. It helped him to come out of his self, good learning for him, could have been longer. Hope other children can get the experience.

Longsight parent comment

My son is now eleven years old and in the Nursery, he was given a statement because of his behavioural problems. I didn't want my child to be in the special Needs Learning educational system and I fought for his right to be heard and to be able to enter (with support) a mainstream school called Claremont Road. Eventually, they too saw my son's potential.

Moss Side parent comment



My son now behaves in a far more mature way, he's improved his behaviour and understanding which makes him more confident at what he does.

Moss Side parent comment

The project has been absolutely excellent and my child has really enjoyed going and has made loads of friends. Nabs has been a very positive role model in A's life and has taught his plenty of good values about life. The staff on the project are lovely and very friendly and have been great with A and have given him the chance to do plenty of activities. I would like to say thank you very much and I would love for this to continue, and maybe if my older son had this support, maybe things would have been different.

Charlton parent comment

S has enjoyed mixing with other children from different areas, and respecting them for who they are. Has learnt different skills and it has had a positive outcome for him, which I know he will carry on in life.

Hulme parent comment

The project has done really well for K and changed how safe he is and he got more information with his I to I's with Roger Williams. We wish the project would carry on during the Summer holidays to give the other children around Manchester the same opportunities.

Longsight parent comment



SCHOOL COMMENTS

We feel the project has been very successful. Two children seem to have taken all support on board and are showing evidence of accessing clubs/sports etc. after schools. H's confidence has grown and he seems to be much more in control of his anger issues and his self-esteem has hugely improved.

Plymouth Grove Primary School

A great initiative! Good opportunity to look at children's interests and enable them to engage in out of school activities. Parents have been pleased with additional input and 'early intervention'. Children seemed to relate well with their mentor 'Nabs'. He quickly built a relationship with the children.

Bishop Bilberraw RC Primary School

This project has had a positive impact on the targeted child in our school, since the mentor has been involved with him, his punctuality has improved and is now now phones school to let us know if he is going to be absent. His self-esteem has improved and he has grown in confidence, he now finds it easier to maintain friendships and to talk to adults. I know he has thoroughly enjoyed the activities outside school that he has taken part in with his mentor, he gets very excited when he tells me about what he has been doing with her.

Stanley Grove Primary School

Taking part in the '8 'til Late' Mentors' Project has been an enormously rewarding experience for S. He has spoken with great enthusiasm about the activities that have been provided, and about the guidance and advice given to him by his mentor. In his own words, it helped him 'develop more skills'.

From the school's perspective, the work undertaken with S has benefited him greatly. S has not been in any trouble and has actually put into practice advice given to him by his mentor - not to retaliate when provoked and to pass any problems on to staff.

My own dealings with both of his mentors have been very positive and professional. The school has been impressed with the provision and the commitment of the project's staff.

Claremont Primary School

The project was very beneficial for us as the boy's mum was new to our area and very uncertain about our school. The mentor was able to provide a vital human link between home and school, and was able to work with mum and communicate her feelings to us. This led to mum coming into class lessons to observe her son within the classroom and see what was happening in school. This enabled mum to relax and be able to approach us for a chat.

New Moston Primary School

The project has been very beneficial for the children involved. It has enabled the children to experience opportunities which they would not normally be able to access.

The mentors were able to build effective relationships with the children, helping them to develop confidence and self-esteem.

The mentors were excellent team players with the children, parents and school staff. Communication was excellent and we would like to thank both mentors for all their input. The children have really enjoyed being involved.

St. Luke's Primary School

The expertise of the mentor was outstanding, she worked really closely with my head of pastoral support and built an excellent relationship with both mothers and children. We have noticed a significant improvement in the behaviour of the children, particularly a year 5 child who appears to be calmer and far more focussed and on task during lesson time.

St. Mary's Primary School

R has greatly enjoyed participation in this project and the activities provided. He fed back to us enthusiastically about the variety of experiences he has been given.

R spoke very highly of his mentor and felt he had been given positive messages and good strategies for dealing with confrontation.

From the school's point of view, we have noticed an extremely significant positive change in R's behaviour since his inclusion in the project. R is far more settled, has interacted more positively with his peers and has stayed out of trouble completely.

Claremont Primary School

RECLAIM's Mission

- RECLAIM's mission is to work with vulnerable young people in areas associated with crime, unemployment or social instability.
- RECLAIM allows young people to aspire beyond recognised stereotypes and to take pride in their communities.



RECLAIM

Judge the tree by the fruit it bears and not where the roots are laid

About RECLAIM

Projects

News

Feedback

Awards

Support us

Contact us



About RECLAIM

RECLAIM's mission is to work with vulnerable young people in areas associated with crime, unemployment or social instability. RECLAIM acts as a tool to inspire, provoke leadership and challenge negative behaviour and to offer positive life choices to young people.



RECLAIM allows young people to aspire beyond recognised stereotypes and to take pride in themselves and their local communities; by encouraging them to take responsibility for affecting positive change.

RECLAIM aims to;

- Raise aspirations, confidence and self perception
- Raise educational attainment to widen the life choices available to young people
- Contribute to a positive strategy on gun and gang related crime
- Increase civic pride and community cohesion
- Improve public perception of young people from areas negatively portrayed by the media
- Challenge young people to take responsibility and become active citizens in their communities



RECLAIM is co-ordinated and managed by staff in the Learning Team at Urbis, a cultural exhibition centre in the heart of Manchester.

To contact the RECLAIM team, click [here](#).

To visit the Urbis website, click [here](#).





- Across the 4 days of the RECLAIM conference, all 49 boys were supported by 27 male mentors who acted as role models and helped to guide the young men.
- It's across the next 6 months of RECLAIM that these mentors will play a crucial role. A detailed programme of activity has been planned to keep the RECLAIM delegates focused, motivated and on track to achieve and be successful ambassadors for their community.

RECLAIM

MOSS SIDE MANIFESTO

- Don't let killers get away with the crimes.
- It doesn't matter what colour you are, or what area you're from, we're all human.
- Treat others as you want to be treated.
- Don't carry things you don't want to be used against you.
- Don't let crime take over our streets.
- Drop the guns and pick up the books.
- Give the children in the community a voice.
- Put your hood down sometimes and smile.
- Work as one and RECLAIM our area.

If you support our ideas, please display this in your window. Thank you.



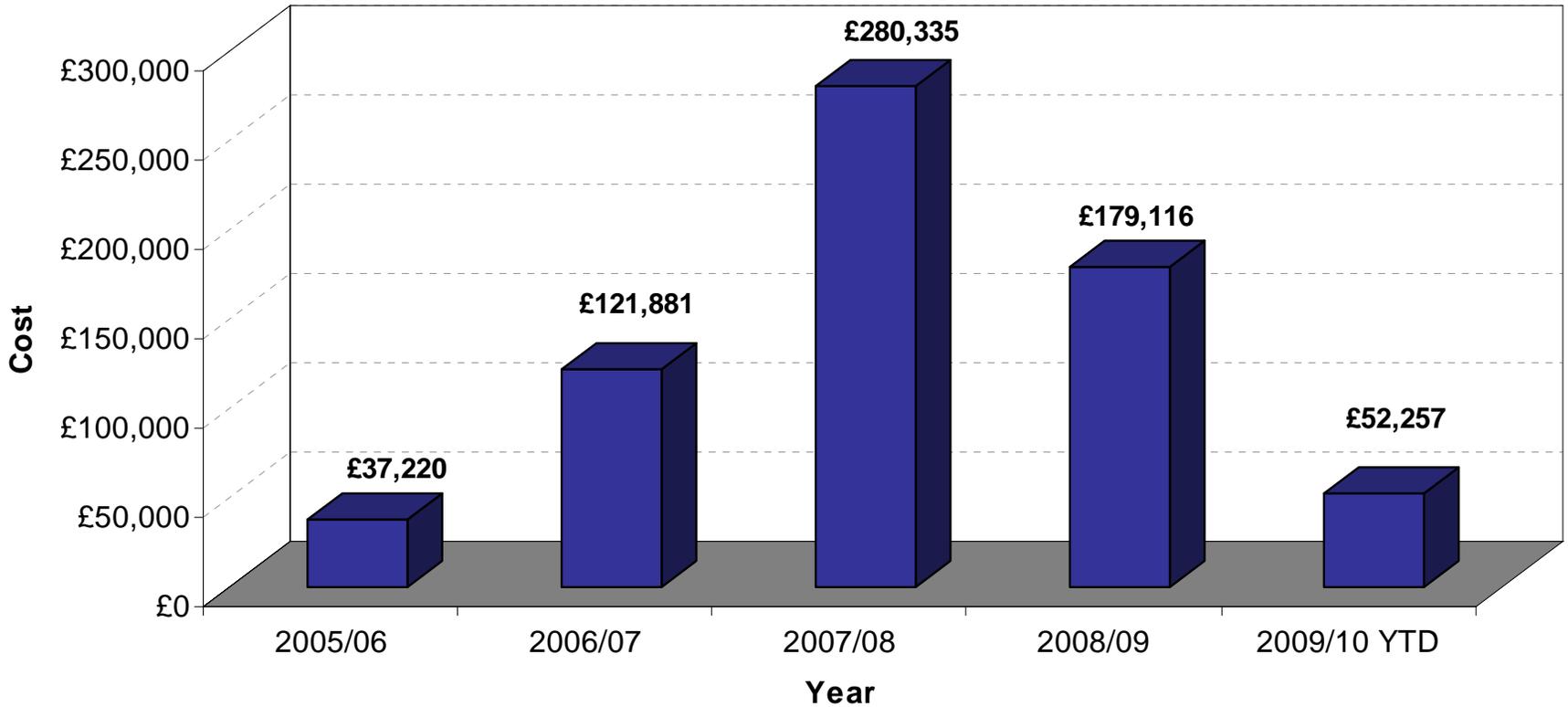
Results

Operation Cougar Results

Performance Measures	Count
Operational Deployments	181
Gang Related Firearms Discharges	8
Total Number of Arrests	307
Crime Arrests	214
Public Order Arrests	34
Breach of Licence Arrests	26
Other Arrests	33
Number of Stop Searches	2096
Intelligence Submissions	2237
Disruption of Gang Activity	467
Firearms Recovered	10
Ammunition Recoveries	9
Number of Juveniles Removed from the Street	8
Number of Juveniles EPPO's	13
Referrals to Children's Services and MMAGS	43
Warning Letters Served	64
Number of Murders	0

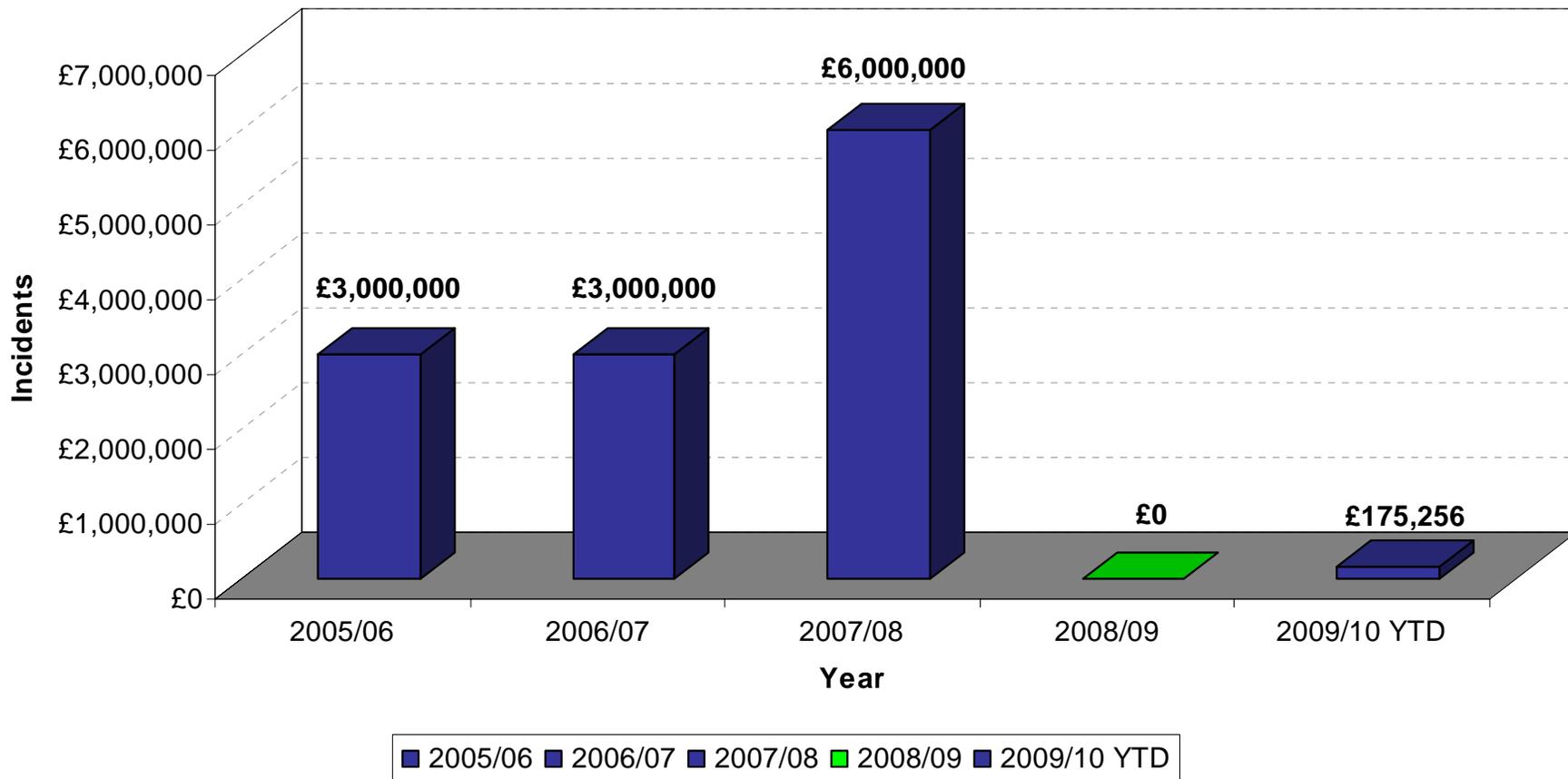
Cost Benefit Analysis

Police Resource Expenditure against Gun and Gang Crime



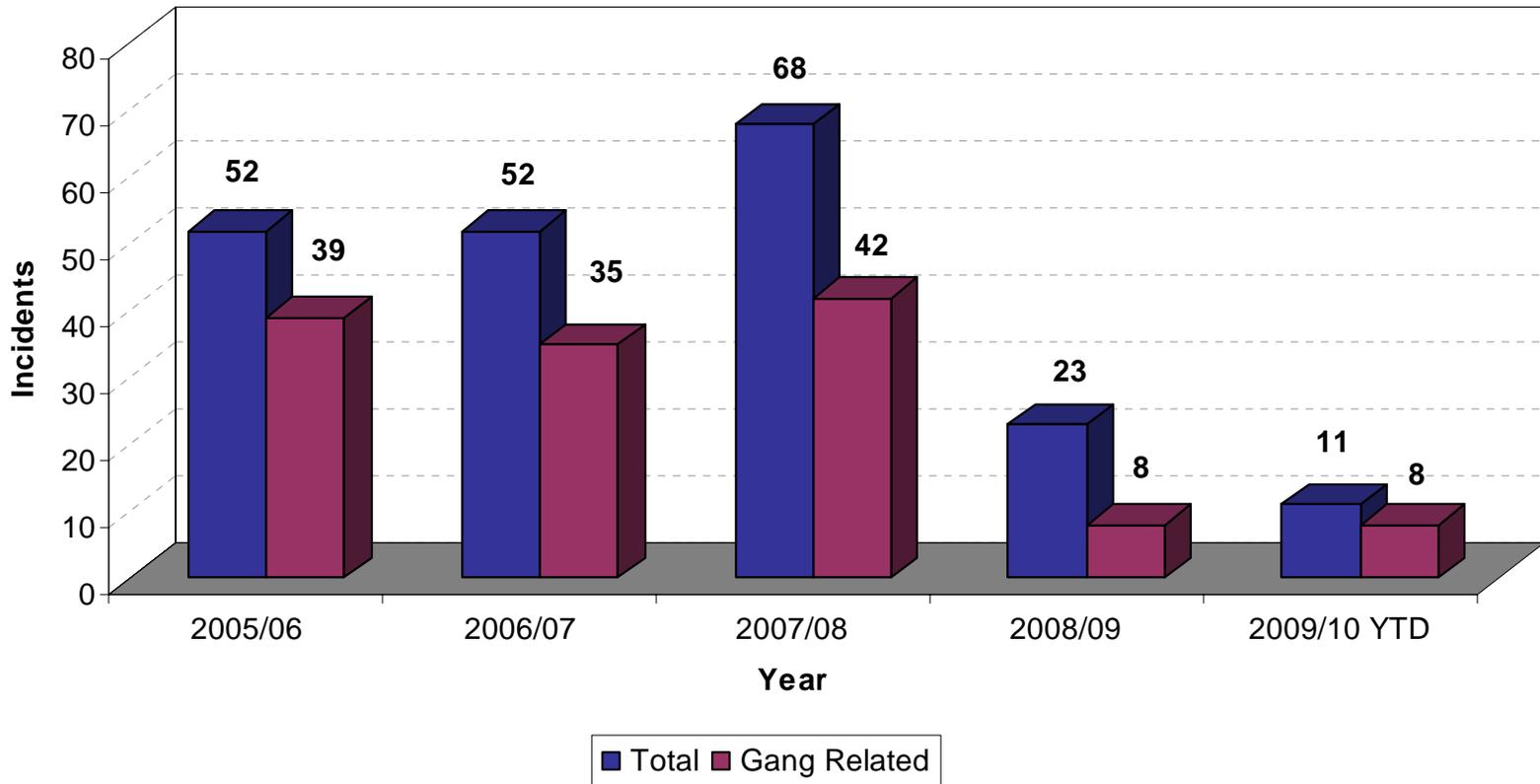
Cost Benefit Analysis

Costs of Gang Related Fatal Firearms Discharge Investigations



Assessment

Total Firearms Discharges and Gang Related Firearms Discharges Across the Metropolitan and Trafford Divisions between 01/04/05 - 30/09/09



Community & Partner Perceptions

- Strong belief in the need and purpose of Cougar.
- Clear reasons to initiate Cougar.
- Achievements of Cougar have happened because partners worked together effectively.
- Speed of progress would not have been possible without partners working together.
- All parties involved in Cougar would benefit long-term.
- Those involved would be viewed as leading at the cutting-edge and were innovative.
- Levels of engagement, trust and confidence have increased between:
 - Police.
 - Local Authority.
 - Community.
 - Media.

Community & Partner Perceptions

- Police activity has been welcomed, including:
 - High visibility patrols and enforcement.
 - Use of Stop Search.
 - Use of EPPO.
 - Letters to young persons at risk, their parents and Children's Services.
 - Bespoke Risk Assessments of events and individual child cases (MAPPA+).
 - High profile raids.
- Cougar has created a “space in time” to enable all agencies to intervene effectively.

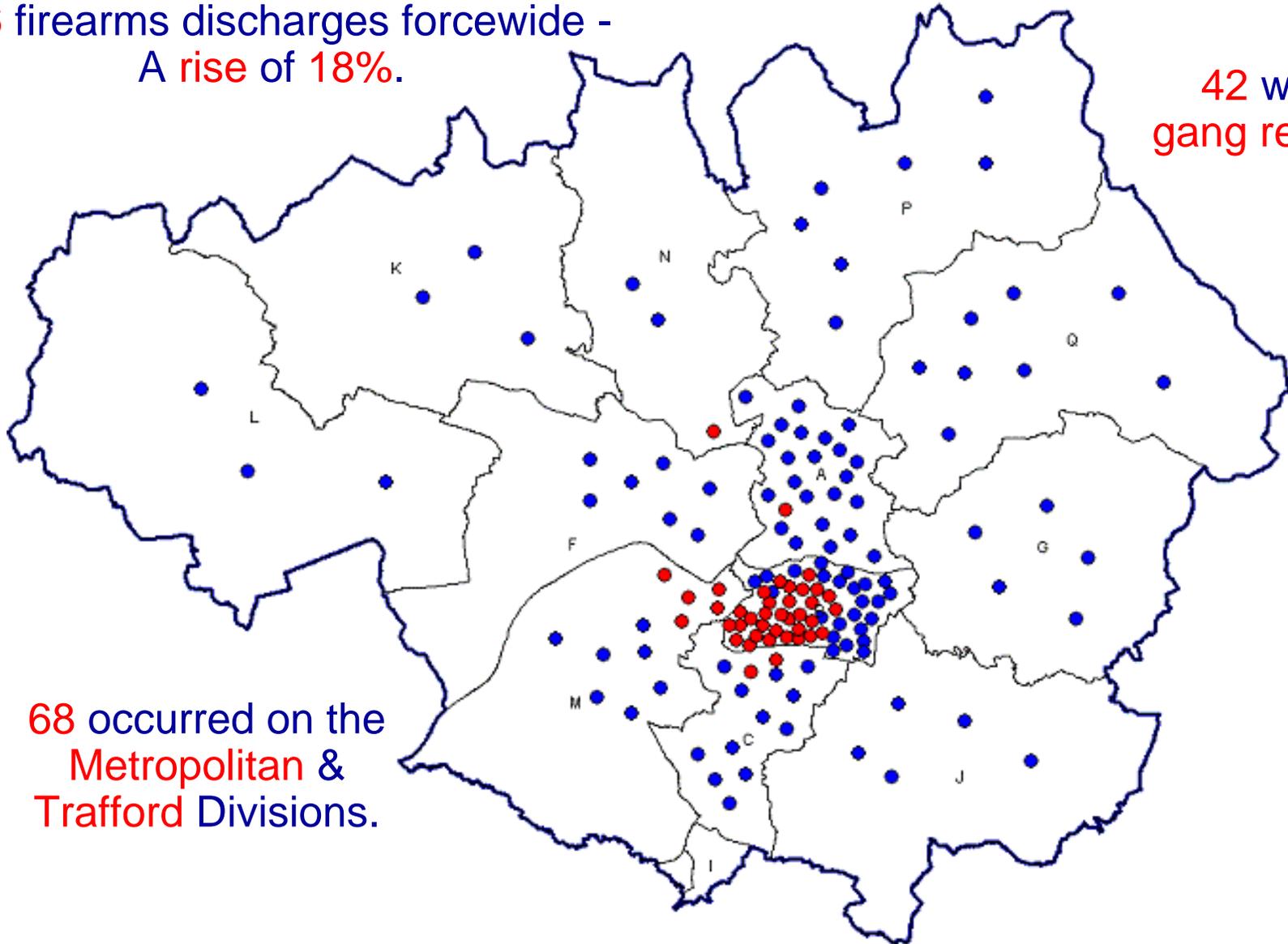
Independent Evaluation

- Levels of engagement and increased trust with communities, gang members and partner agencies
- “Space in time” – allow agency intervention
- Increased visibility of GMP roles focussing on prevention, anticipation and getting to know community / gang members
- Tactical working practices including local intelligence and multi-agency tasking and co-ordinating

Firearms Discharges 1/4/07 – 31/3/08

146 firearms discharges forcewide -
A rise of 18%.

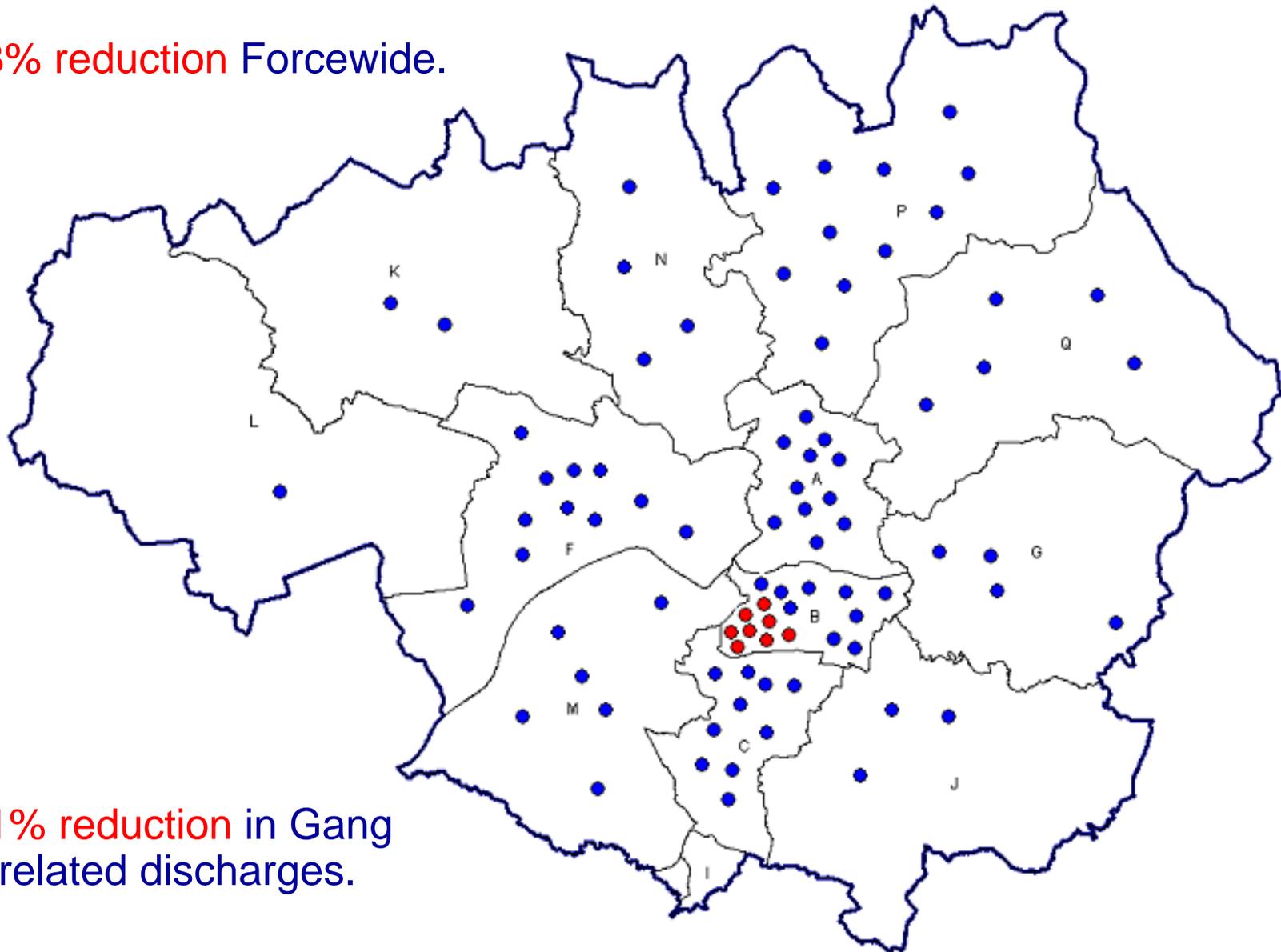
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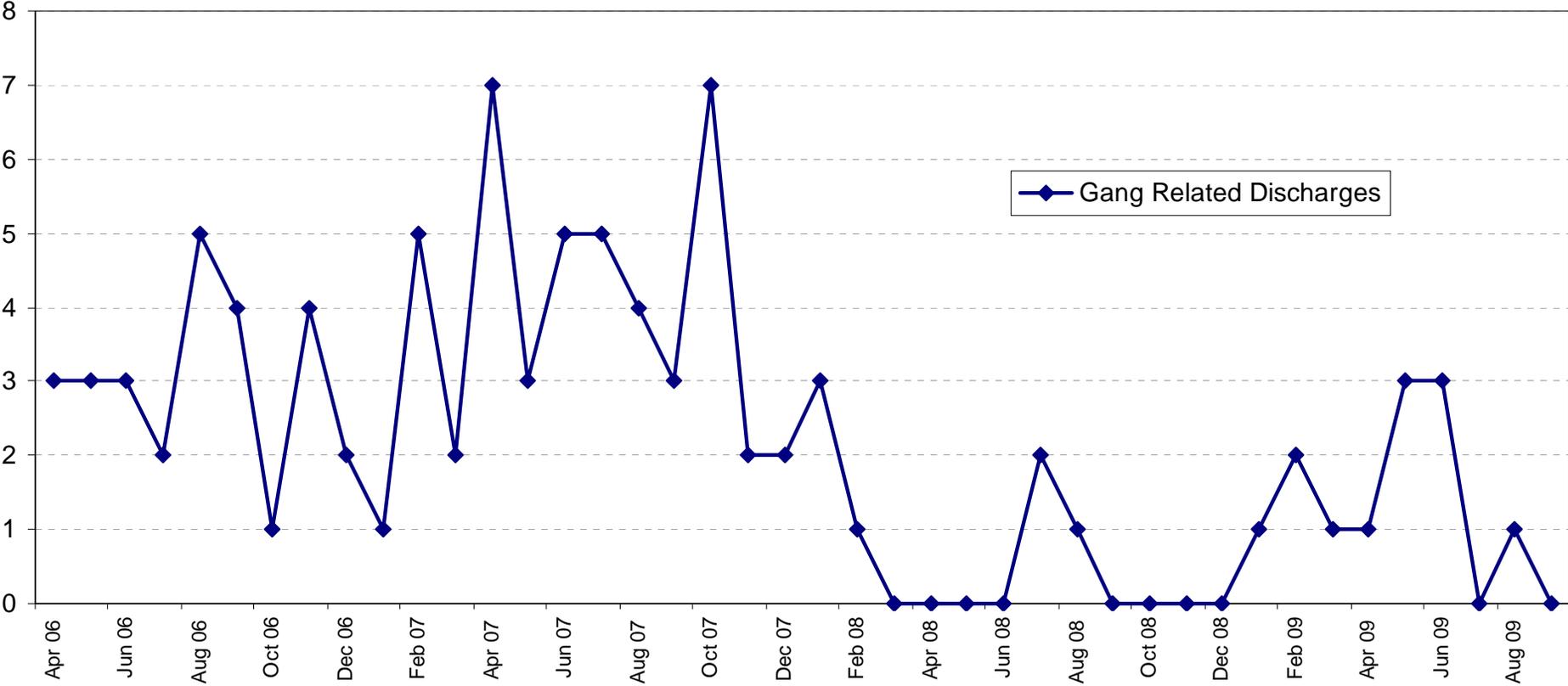
43% reduction Forcewide.



81% reduction in Gang related discharges.

Gang Related Firearms Discharges

Three Year Comparison of Gang Related Discharges



14/2/08 - Operation Cougar is launched

Quotations

“Operation Cougar is an excellent example of what can be achieved when people work together.

I have no doubt at all that lives have been saved as a result of this ground-breaking operation.

There are young people walking the streets of Manchester today who would otherwise be in an early grave.

There are parents who have not had to endure the heartbreaking ordeal of grieving for their children.

Robust policing and enforcement has played a big part in this operation...

But it has all been done with the support of the local community and our partners.

Our aim has always been for gun-free streets. We aren't there yet, but we're moving in the right direction...”

Peter Fahy, Chief Constable, Greater Manchester Police (29/01/2009)

Quotations

“The progress by GMP and its partners, including the Council, have shown that when efforts are targeted we can make a difference.

The success of Operation Cougar is inspiring progress...evidenced by strong enforcement and working in partnership...it has demonstrated a shift in how we see children...

Other police forces and local authorities can learn the lessons from what has been achieved here.”

Rt. Hon. Jacqui Smith MP, Home Secretary (29/01/2009).

Any questions?

