Reducing Gang Related Firearms Discharges Within the Metropolitan Division

Operation Cougar
Operation Cougar

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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

<table>
<thead>
<tr>
<th></th>
<th>Metropolitan Division Firearms Discharges</th>
<th>Trafford Division Firearms Discharges</th>
<th>Total GMP Firearms Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2003 – 2004</strong></td>
<td>54</td>
<td>32</td>
<td>131</td>
</tr>
<tr>
<td><strong>2004 – 2005</strong></td>
<td>48</td>
<td>10</td>
<td>114</td>
</tr>
<tr>
<td><strong>2005 – 2006</strong></td>
<td>43</td>
<td>9</td>
<td>110</td>
</tr>
<tr>
<td><strong>2006 – 2007</strong></td>
<td>39</td>
<td>13</td>
<td>120</td>
</tr>
<tr>
<td><strong>2007 – 2008</strong></td>
<td>55</td>
<td>13</td>
<td>146</td>
</tr>
</tbody>
</table>

- 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)
42 were gang related.

146 firearms discharges forcewide -
A rise of 18%.

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%.
Recent murders

• On Saturday 19\textsuperscript{th} 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 29\textsuperscript{th} 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
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

'til LATE
Eight ‘til Late
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.


**Parents' Comments**

**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 shell, 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 Claremont Road. Eventually, they too saw my son’s potential.**

Moss Side parent comment

**My son now behaves in a far more natural 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. Nab has been a very positive role model in A’s life and staff on the project are lovely and very friendly and 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.**

Cheetham parent comment

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

Hope 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
and are showing evidence of accessing
other clubs/sports etc. after school. His 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

Stanley Grove 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 he now
phones school to let us know if he is going
to be absent. His self-esteem has improved
and 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
gets very excited when he talks about
what he has been doing with her.

Taking part in the ‘3 ‘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 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
with the children, parents and school staff 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 the child and built an excellent relationship with both
the child and his mother. We have noticed a
significant improvement in the behaviour
and the focus is now 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
enormous and significant positive change in R’s behaviour
since his inclusion in the project. R is far more
settled, he has interacted positively with his peers
and has stayed out of trouble completely.

Claremont Primary School

A great initiative! Good opportunity to look at
children’s interests and enable them to engage in
additional input and ‘early intervention’. Children
seem to relate well with their mentor ‘Nabs’.
Bishop Blenkinsop RC Primary School

The project was very beneficial for us as
they were taught the basics and we could
relate to them better. The children were
very engaged in the activities and
enjoyed themselves.

New Morton Primary School

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and the activities provided. He fed back to us
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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.
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

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

Police Resource Expenditure against Gun and Gang Crime

Cost

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost</th>
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</thead>
<tbody>
<tr>
<td>2005/06</td>
<td>£37,220</td>
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<tr>
<td>2006/07</td>
<td>£121,881</td>
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<tr>
<td>2007/08</td>
<td>£280,335</td>
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<tr>
<td>2008/09</td>
<td>£179,116</td>
</tr>
<tr>
<td>2009/10 YTD</td>
<td>£52,257</td>
</tr>
</tbody>
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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

Year

- 2005/06: Total = 52, Gang Related = 39
- 2006/07: Total = 52, Gang Related = 35
- 2007/08: Total = 68, Gang Related = 42
- 2008/09: Total = 23, Gang Related = 8
- 2009/10 YTD: Total = 11, Gang Related = 8

Legend:
- Blue: Total
- Red: Gang Related
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
146 firearms discharges forcewide -
A rise of 18%.

42 were gang related.

68 occurred on the Metropolitan & Trafford Divisions.
Firearms Discharges 1/4/08 – 31/3/09

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
“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)
“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.”

Any questions?