

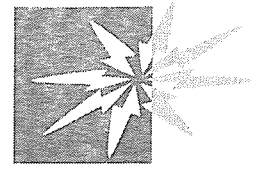
Haringey Council

Municipal Journal Awards submission 2010

Category: Public Protection Achievement of the Year

Entrant: Haringey Council Enforcement Service

Problem Social Clubs' in Green Lanes



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About Haringey and Green Lanes:

Haringey is one of London's most cosmopolitan boroughs with a population of 225,000 residents speaking over 190 languages. Green Lanes is a busy high street in the centre of the borough with a recent history of a divide between traders and residents within the community.

Haringey Council's priorities are to:

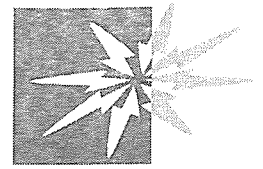
- Make Haringey Green
- Create safer, cleaner streets
- Encourage lifetime wellbeing
- Promote independent living
- Deliver excellent services

Summary of the project:

On 9 November 2002, an argument between two men in a social club on Green Lanes developed into violence as over forty men became involved, many armed with sticks, knives and guns. The violence spread onto Green Lanes and the surrounding streets. This battle left one innocent bystander dead and scores injured. This high profile incident drew public attention to the wider problem of social clubs' relationship with crime.

In partnership with the Metropolitan Police, Haringey Council called public meetings with over 80 people attending the first one. The Green Lanes Strategy Group (GLSG) evolved from these meetings with a membership consisting of:

- Resident associations and other relevant bodies
- Traders
- Council cabinet members
- Local ward councillors
- Council officers



- Metropolitan police

The main objective was to develop a multi-agency approach to address the cause of the problems in Green Lanes and improve the quality of life and safety of the community. One of the key issues was the proliferation of 'problem social clubs' as hubs of organised crime. Business and community representatives strongly felt that these premises were magnets for antisocial behaviour and criminal activity.

What is a 'problem social club'?

Robert Chow, local trader representative of the GLSG and Secretary of the Haringay Traders' Association said:

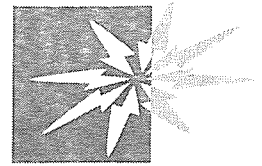
'Six years ago there was a high number of social clubs on Green Lanes-double figures. Every time a shop closed it would re-open as a social club and often these clubs were for men only and they would buy and sell stolen goods, stay open late and have illegal gambling and drinking.'

There are two types of social clubs. The first is a meeting place for the public that is well run and complies with legislation. We recognise that these organisations add value to our vibrant, diverse borough and bring together particular communities as a focal point for leisure and social activities.

The second is the 'problem social club'. These are not open to the general public or have highly restricted membership, usually based around identification with a specific ethnic group. It is often impossible to identify the ownership of the clubs as management changes frequently making it difficult to take enforcement action. They are based in a variety of different premises and often situated in large clusters, such as Green Lanes.

In 2003, there were 19 clubs operating on Green Lanes alone. Intelligence gathered identified that the 'problem social clubs' in Green Lanes had been meeting places for people who came together and carried out activities as part of organised crime. Some of the illegal and/or anti-social behaviour associated with these premises included:

- Sale of stolen and counterfeit goods
- Sale of counterfeit immigration documents
- Drug trafficking and usage
- Money laundering
- Illegal gambling
- Illegal alcohol sales
- Anti-social behaviour
- Environmental Crime
- Unauthorised opening hours
- Protection rackets



- Illegal immigrant workers
- Tensions and violent exchanges between social clubs

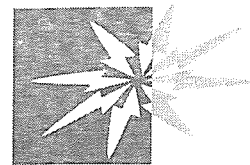
What did Enforcement do to tackle the situation?

The Enforcement Service used a methodical yet innovative approach to tackle the situation. We used the SARA model to Scan, Analyse, Respond and Assess the problem. We established a dedicated task force called 'Tactical Enforcement' (TET) consisting of three officers and a manager. The role of the task force was to strip down the layers of crime associated with 'problem social clubs'. The officers had a wide range of enforcement experience and worked with partner agencies to tackle specific issues in particular areas. TET Officers adopted a holistic approach to the problem and utilised a variety of different enforcement strategies. TET acted proportionately and appropriately but continued to take action against individual premises until all aspects of non-compliance had been addressed. Furthermore, TET officers regularly revisit these premises to ensure they remain compliant.

Using information gathered at the GLSG and meetings with residents and traders associations, TET began work on Operation Tripod. This began in 2004 and was so called due to key involvement of three teams: Planning Enforcement, Licensing and TET. The first stage was to gather intelligence from partner organisations, late night inspections, monitoring by the Street Enforcement team, covert surveillance and Tailgate operations. Tailgate operations are planned, regular operations targeting nuisance premises. Tailgate operations are lead by TET but also involve a number of key partner organisations. Partners include:

- EDF Energy
- HMRC
- TV Licensing
- Benefit Fraud
- UK Immigration
- Department of Work and Pensions
- Metropolitan Police
- Antisocial Behaviour Action Team
- Planning & Planning Enforcement

There are four major tailgate operations a year; the main focus of operations continues to be Green Lanes. However, building on the success of operations in Green Lanes, numerous other operations have been subsequently undertaken. The attached chart gives an indication of the crimes identified and dealt with on these operations.



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Revisits to problem social clubs have shown a clear indication that the enforcement action taken on previous occasions has been effective, either by way of compliance or closure of the club.

Adopting this multi-agency, targeted and robust approach to enforcement has been very successful, generating a positive impact for residents, traders and visitors to Green Lanes.

How does this project meet the award criteria?

The Green Lanes area has changed dramatically over the past six years. It is now a thriving high street which residents, traders and visitors enjoy and where everyone feels safe. There is more community cohesion and there is a real feeling of change.

Councillor Canver, local ward councillor, Cabinet Member for Enforcement and Safer Communities and Chair of the GLSG said:

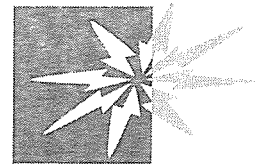
'Problem social clubs were a huge problem for Green Lanes. Through our Green Lanes Strategy Group, representatives of residents and businesses gave us a clear message that they needed us to tackle these clubs and the criminal behaviour that they attracted. It has not been easy, and has needed persistent and coordinated work across agencies, sharing intelligence and taking a problem solving approach. Most importantly it has required the hard work and courage of a small team of Haringey enforcement officers.'

Many aspects of the antisocial behaviour associated with these premises have dramatically decreased. The work has also had an impact on community cohesion. The GLSG has brought residents and traders of all ethnicities together to work as a single group to improve the area. This has had a very positive effect on strengthening the community. There are now a wider variety of community groups living and working in the area.

Ian Sygrave, local resident member of the GLSG and Chair of the Ladder Community Safety Partnership said:

'The creation of a new Tactical Enforcement Team (TET), was a crucial step forward in ensuring both monitoring and compliance. This has led to a huge reduction in the number of unauthorised social clubs. Those which remain have the requisite permissions and, in general, are bona fide clubs, rather than a front for unauthorised or illegal activities.'

The work to cement community relations in Green lanes culminated in the launch of the first Green lanes Food Festival on 20th- 21st of September 2009. The event was designed to showcase the rich array of culture and the strong community spirit on offer within Haringey. The event was a huge success,



featuring an array of live music to entertain those present while 100 stalls provided food, drink, books, jewellery and gifts. The festival also received considerable local media coverage. On the 21st September the Haringey Independent reported that:

“More than 10,000 people flooded Green Lanes yesterday to take part in the area's first ever food festival... Designed to represent the diversity of the area, food on offer ranged from Caribbean salt fish fritters and Eritrean fava beans to Vietnamese steamed dumplings and Turkish cous cous.”¹

Through the dedicated work of all of the partners involved in the project, the community and businesses in Green Lanes have been able to take greater ownership of the area. The council and its partners have been built on existing relationships, engendering a greater sense of community cohesion.. Furthermore, through the work of this project the perception of Green Lanes has improved and as such the general perception of the area is of a welcoming and vibrant area where businesses are highly engaged with the Local Authority and are able to prosper . Resultantly, the project has played a significant role in delivering one of the council's key Local Area Agreement priorities:

“Enhancing the experience that our residents and stakeholders have within the borough and continue to improve perceptions of existing and potential residents and businesses.”

Recent crime statistics give further evidence that people's quality of life has improved. The data available to us is from two periods;

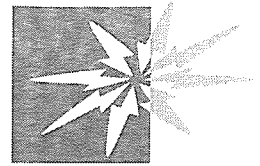
Period 1

- 21 October 2006 – 20 October 2007

Period 2

- 21 October 2007 – 21 October 2008. This period is at the end of a significant time of improvement in Green Lanes but still shows higher levels of improvement compared to borough-wide statistics.
- Sex related crime (including rape, sexual assault and indecent exposure) has decreased by 64% compared to 6% in Haringey overall.
- Incidences of affray have decreased by 57%.
- Domestic acquisitive crime has decreased by 10% compared to 2% in Haringey overall.

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- Sundays have seen the greatest reduction in crime totals (41%) with a significant decrease in the early hours of the morning, indicating our work to control late night trading has impacted crime.

Over the course of the project we carried out over 25 different partnership operations, these operations spearheaded the work of Haringey Enforcement Service in the area.

Evidence of value for money

An example of our outputs can be found in the attached chart which details the actions taken on a Tailgate Operation in Green Lanes in 2006. The cost to our service has been approximately £18,000 per annum since 2004. In recent years, this has decreased as the problem has been removed and the work has been integrated into our mainstream work activities. The cost per social club that has either become compliant or closed is therefore under £1,000 per annum.

The true value of this project has been that we have improved the quality of life of residents, reduced the number of victims of crime and supported a growing local economy. As shown by the success of the Green Lanes Food Festival. Festival organiser Nora Mulready was quoted in the Haringey independent saying:

““We also wanted to put Haringay on the map as it's such an amazing, special place. Community spirit is so strong here. You can literally walk down any street and not feel frightened. Everyone gets along. The reason [the festival] worked out so well is because everyone mucked in - traders, residents, Haringey Council, everyone. It is truly a community festival” 2

Value for money is demonstrated through; the improved perception of residents in their community and business representatives, the success we have had in reducing crime and improving compliance, and the added impact a small team has achieved by working together with a wider range of agencies. The value of the networks now established through this work continues to add value both to Green Lanes and across Haringey and our Community Safety Partnership.

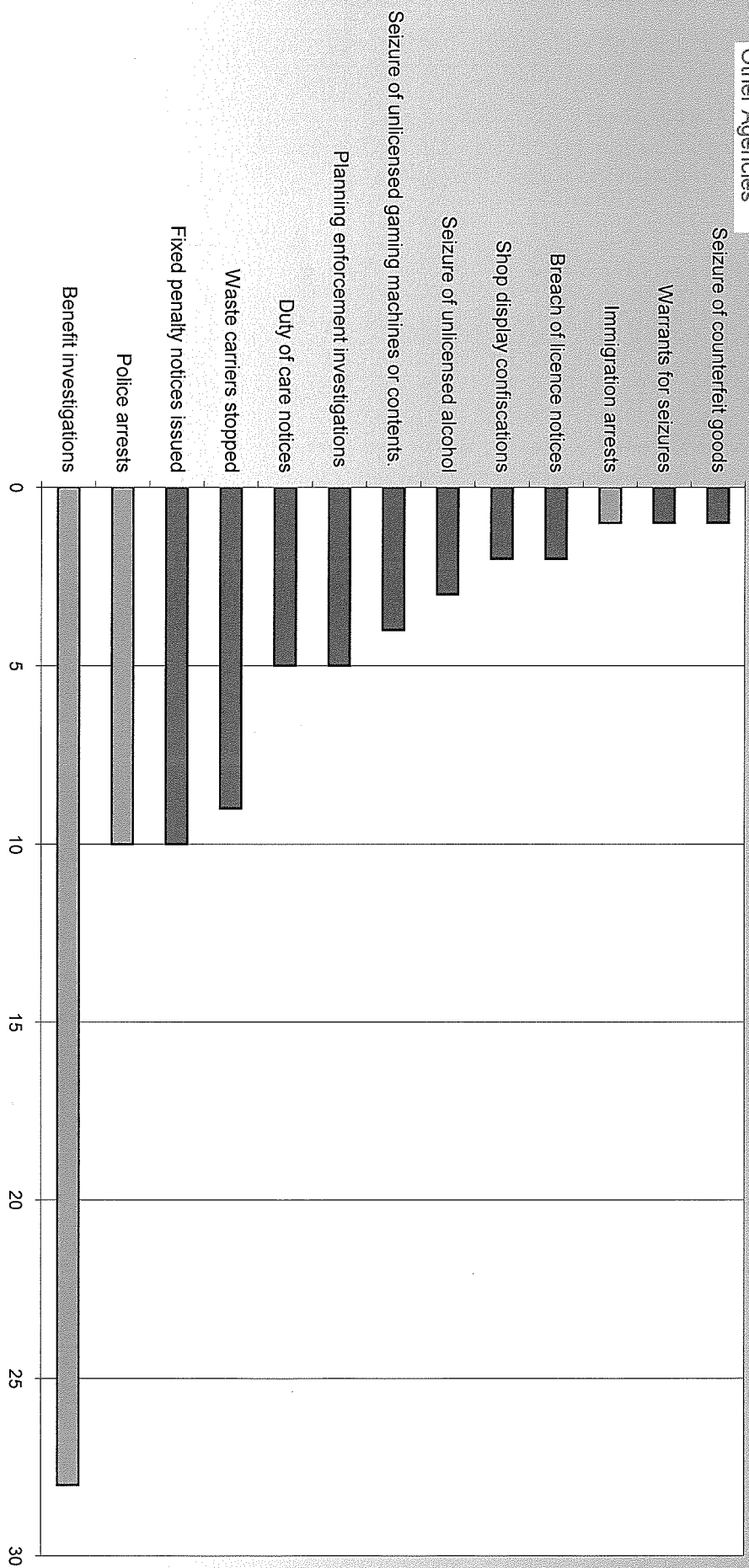
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² Interview of festival organiser Nora Mulready.
http://www.haringeyindependent.co.uk/news/4639252.10_000_visitors_swamp_Green_Lanes_food_festival/

Enforcement

Other Agencies

Number of Joint Enforcement Actions from an example Tailgate Operation (August 2006)



Number Of Actions	Benefit Investigations	Police arrests	Fixed penalty notices	Waste carriers stopped	Duty of care notices	Planning enforcement	Seizure of unlicensed	Seizure of unlicensed	Shop display confiscati	Breach of licence notices	Immigrati on arrests	Warrants for seizures	Seizure of counterfeit
	28	10	10	9	5	5	4	3	2	2	1	1	1

Activities from an example tailgate operation (August 2006)

Activity	Number Of Actions	Notes
Benefit investigations	28	Benefit investigators took details of 28 people. 4 may have potential of positive outcomes or sanctions. A list of 22 names was obtained from a mini cab office and these will be checked to see if any are undeclared working and claiming referrals.
Immigration arrests	1	Arrest of female who had overstayed her rights to be in the UK.
Police arrests	10	6 arrests for drug related offences, 1 for unpaid fines, 1 for non-appearance in court, 1 for fly tipping offences and for not having insurance to drive his vehicle, 1 for antisocial behaviour offences. 1 driver issued with ticket for dangerous driving.
Waste carriers stopped	9	Vehicles stopped and checked for waste carriers licence.
Warrants for seizures	1	Warrant executed for seizure of fly tipping vehicle. Vehicle has since been disposed of and the registered keeper has been formally cautioned for fly tipping offences and ordered to pay costs of £100.
Seizure of unlicensed gaming machines or contents.	4	Unlicensed payout gaming machines disabled & contents seized.
Duty of care notices	5	Section 34 EPA duty of care notices served requiring proof of waste contracts.
Shop display confiscations	2	Confiscated for breaching display licence.
Fixed penalty notices issued	10	3 FPNs for carrying out repairs to vehicles on public highway; 4 FPNs for littering; 2 FPNs for not using prescribed waste vehicles; 1 FPN for not having a commercial waste contract.
Breach of licence notices	2	Notices under section 19 of Criminal Justice and Police Act 2001 served for selling alcohol without a licence.
Seizure of unlicensed alcohol	3	3 premises had unlicensed alcohol confiscated.
Seizure of counterfeit goods	1	1 bag of counterfeit cigarettes seized from an individual.
Planning enforcement investigations	5	5 premises referred to planning for possible breach of conditions.
Total:	81	

Activity	Number Of Actions
Benefit investigations	28
Police arrests	10
Fixed penalty notices issued	10
Waste carriers stopped	9
Duty of care notices	5
Planning enforcement investigations	5
Seizure of unlicensed gaming machines or contents.	4
Seizure of unlicensed alcohol	3
Shop display confiscations	2
Breach of licence notices	2
Immigration arrests	1
Warrants for seizures	1
Seizure of counterfeit goods	1