

Graffiti Management Strategy

2021 - 2024

November 2020



Acknowledgement of Country

We acknowledge the traditional owners of the land on which we live and pay our respects to Elders past and present.



Central Coast Graffiti Management Strategy 2021 - 2024

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COVER IMAGE: The MacKenzie Reserve Mural 2018 Artist: Margot Hislop

This Council-owned amenities building is located in MacKenzie Reserve Budgewoi. Due to its partially hidden location and the blank walls the building was tagged with graffiti weekly. This reflected poorly on the local community and the park as a safe place and required costly regular cleaning. Being very active in land management and environmental issues the Budgewoi community gave this issue a high priority by advocating to Council for a creative solution and becoming involved in the subsequent mural installation which was contracted and managed by Council. The building was not graffitied for the two subsequent years after installation and very rarely following that period. Any subsequent graffiti has been easily removed with water due to the use of full colour printed aluminium panel sprayed with an anti-graffiti coating placed on the entire area of the walls.

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1 Tackling Graffiti on the Central Coast

Central Coast Council is serious about graffiti management. This strategy sets out the approach Council will take in managing graffiti, in partnership with others, and across the whole Central Coast. This strategy is based on evidence about what works, best practice in graffiti management and stakeholder input.

Central Coast Council intends to centralise graffiti management within a new rapid removal team which will coordinate removal of graffiti across all Council assets. We will also work in partnership with Police, volunteer groups, Chambers of Commerce, business groups and the community to reduce graffiti, reverse the negative impacts of graffiti and build community pride.

NSW crime statistics show a steady and consistent decline over the past 5 years for graffiti incidents recorded by NSW Police Force (annual % change of -12% between July 2014 and June 2019)¹. However, graffiti reports to Council have been increasing. This may be partially due to increased awareness of how to report graffiti. Graffiti remains a complex and expensive problem for local government, the community and law enforcement agencies. Graffiti is one of the most visible crimes and can impact on perceptions of safety and community pride².

Rapid and consistent removal of graffiti is considered best practice and is a key aspect of this strategy. A new centralised team is to be set up and resourced within the Facilities and Asset Management Unit (subject to external funding) to coordinate graffiti management across Council. The strategy also includes proven prevention methods, such as crime prevention through environmental design, public art and diversionary programs that will be implemented by other parts of Council. Council will also improve its communications with the public about graffiti and make it easier to report and respond to graffiti incidents.

We all want a community where residents have respect for property and a strong feeling of community pride and belonging; where our public spaces are of a high quality and are well used; where our neighbourhoods and public areas have reduced graffiti and feel safe. This Graffiti Management Strategy sets out practical steps towards achievement of this goal, through the following 5 priorities:

1. Boost the rapid graffiti removal response
2. Value our partners in graffiti management
3. Make it easier to report graffiti (IT and communications)
4. Towards legitimate art
5. Prevention

Actions focused on these priorities are outlined in the Action Plan in section 7.

¹ NSW Bureau of Crime Statistics and Research: Number, trend and rate per 100,000 population of incidents of graffiti recorded by the NSW Police Force for selected Local Government Areas (LGAs)

² A survey conducted by the Australian Bureau of Statistics shows that 21 per cent of the respondents in NSW perceived graffiti to be a social disorder problem in their local area.

<http://www.crimeprevention.nsw.gov.au/Pages/cpd/protectcommunity/graffitivandalism/graffitivandalism.aspx>

1.1 Background

The former Gosford City Council adopted the *Gosford City Graffiti Management Strategy* in 2012. The former Wyong Shire Council adopted the *Graffiti Management Strategy* in 2010 and reviewed it in 2015. The *Draft Central Coast Graffiti Management Strategy 2021-2024* replaces these previous strategies, taking successful aspects from each of them. Key stakeholders were engaged as part of the consultation process to examine the successes and learnings of the past 5 years. Stakeholder's input has informed the actions in this strategy and is summarised in Section 4.2 and Appendix 1.

Feedback from Council's Community Strategic Plan engagement also supports the need for systematic and innovative responses to graffiti management with most residents calling for public art, education, rapid removal and partnerships.

1.2 Objectives

Graffiti is a community problem and Council is only part of the solution. Addressing graffiti in our community requires collaboration and this strategy identifies and supports a holistic approach to its management. Strong partnerships between Council's internal business units, the community and Police will deliver the best outcomes. The below objectives have set the agenda of the strategy and will inform reporting:

- To create a sustainable, significant and measurable reduction in graffiti in the Central Coast Local Government Area
- To reduce the negative impacts of graffiti felt by the community and visitors and increase pride in local areas
- To increase community awareness and understanding of the issue
- To increase coordination in the management of graffiti in the Central Coast LGA
- To increase ease of reporting for the community
- To provide local residents with legitimate avenues to express themselves creatively

Through this strategy Central Coast Council will:

- provide a quicker and more coordinated response to graffiti on Council owned assets and trial graffiti removal from commercial properties in some designated in town centres
- provide the community with easier ways to report graffiti
- support the community and businesses to get involved in graffiti removal
- provide better support for the Police to do their job
- provide innovative alternatives to graffiti through the delivery of public art that enlivens places
- deliver community education and prevention outcomes

2 Understanding Graffiti

There are different types of graffiti and different motivations driving those who are involved. For the purpose of this strategy, graffiti is that which does not have the consent of the property owner. Public art is a legal form of creative expression and exists with the consent of the property owner. Public art may have stylistic similarities to graffiti, depending on the owner's taste. The term 'graffiti' refers to the illegal activity of graffiti vandalism and the terms 'graffitists' refers to those who engage in the illegal activity.

There is a common perception that graffiti is undertaken by young males from low socioeconomic backgrounds. Australian research has found that most offenders are in fact between the ages of 12 and 15 years and from high-level income families. Their motivations range from feelings of rebellion, boredom and revenge through to the search for recognition, fame, self-expression and artistic enjoyment. On the Central Coast, while young people are responsible for most of the tagging, anecdotal evidence suggests that those doing the more elaborate graffiti 'pieces' are often adults in paid employment.

A **tag** is the signature or nickname of the graffiti vandal, usually written in one colour. Tags are not confined to spray paint; they may be written in permanent marker pens, shoe-polish or etched on glass. The majority of graffiti on the Central Coast is tagging.

A **throw-up** is a more elaborate tag. It usually has two or more colours and three-dimensional style lettering. A throw-up can be done quickly and repeatedly, just like a tag. Throw ups are not only applied with spray paint and can be posters, stickers and stencils.

A **piece** (short for masterpiece) is a picture that has been painted free hand. They contain at least three colours and take longer to paint. A piece in an obvious place will gain the graffitist respect from other graffitists because standing and painting in a clear line of sight is a great risk. Similarly, a work in a place that is extremely difficult or dangerous to get to also gain a lot of respect.

While all graffitists engage in tagging, only the more serious will develop enough skill to complete a piece. It is not uncommon for writers to move on from graffiti to formal art schooling and make a living from their creativity. Some continue to tag illegally in conjunction with their legal careers, while others move on entirely to more traditional forms of art. A tag, throw up or piece cannot always be aligned with a specific graffitist, as they can be mastered and replicated by other people, making conviction difficult for Police.

Public and community art is characterised by place and permission. It is a creative work that is installed in the public domain with the consent of the property owner. This type of art can be delivered in various mediums including aerosol, and acrylic paint direct to surface. It can be temporary or permanent. Community participation is critical to all forms of public and community art. Most commissioned works are developed in consultation with local residents and under the supervision of a professional artist. Buy-in from people creates a sense of ownership and naturally creates caretakers of the work. Murals are a more traditional form of public art. They are often used as place-making opportunities which reflect the cultural make-up and aspirations of the local area.

2.1 Incidence and cost of Graffiti

There are two sources of information on the incidence of graffiti: crime statistics which reflect reports to Police and reports to Council. There are significant differences in these data sets.

Crime statistics record graffiti offences prosecuted: According to the NSW Bureau of Crime Statistics and Research (BOCSAR 2020) graffiti offences in the region have declined steadily over the past 5 years. In 2018/19 there were 271 graffiti incidences recorded by the Police Force in the Central Coast Local Government Area, down from 626 in 2013-14. In 2018/19 graffiti rates for the Central Coast were slightly higher than the NSW average (79.2 compared to 66.8 per 100,000 population BOCSAR 2020). Graffiti offences reported to Police most commonly relate to offences committed on residential properties (27%) or outdoor/public places (21.4%). While graffiti offences on business/commercial and residential properties have decreased significantly, there has been little reduction in graffiti in outdoor/public spaces.

Crime statistics show that there are clear hotspots for graffiti reports to Police. Of the 94 Central Coast suburbs data is collected for, there are 5 suburbs that account for 41% of the graffiti offences reported to Police. These are:

1. Lake Haven (11.8% of offences),
2. Bateau Bay (10%)
3. Gosford (7.4%),
4. Woy Woy (6.6%) and
5. Blue Haven (5.2%).

In 2018/19, graffiti offences recorded increased for Bateau Bay, Lake Haven, Killarney Vale and The Entrance; while offences were down for Wyong, Lake Munmorah and Umina Beach compared to the year before. In 2018/19, the months of January and March had the highest numbers of graffiti incidents reported.

Reports to Council record requests for graffiti removal: The numbers of graffiti incidents reported to Council are higher than crime statistics because they relate to individual occurrences of graffiti and do not require an offender to have been caught. These figures include reports of vandalism, as well as graffiti. In 2019, there were 1394 reports to Council about incidences of graffiti and vandalism. This is up from 802 reports in 2018. Reports peaked between September and November. The top 5 graffiti hotspots for reports to Council in 2019 were:

1. Budgewoi (5.8% of reports to Council),
2. Bateau Bay (5.2%),
3. Killarney Vale (4.3%),
4. Berkeley Vale (4.2%) and
5. Blue Haven (3.7%).

Only Bateau Bay and Blue Haven appear in the top 5 for both crime statistics and reports to Council.

Almost half of the reports to council came via email (46.8%) but reports via the customer portal have increased from only 12.6% in 2018 to 28.9% in 2019.

Graffiti has historically been an underreported crime. This is largely because reporting is not straightforward and there is often a time lag before a response can be seen. A key action of this strategy is to streamline and promote the reporting process to make it easier for Central Coast residents. Better reporting will result in better data on the incidence of graffiti.

Estimated cost of removal: It has not been possible to track the full cost to Council of graffiti removal. This is partly because many parts of Council are involved in removing graffiti from their own assets, including Water and Sewer, Roads and Drainage, Facilities and Asset Management and Community Partnerships. It is also difficult to track because the cost of removing graffiti historically has not been differentiated from the cost of general cleaning or maintenance in some parts of Council.

Over the past 3 years, the direct graffiti removal cost for Central Coast Council was recorded as over \$627,000, with the highest spends on public amenities, sportsgrounds, and local roads. However, we know that this figure does not cover all graffiti removal and is a gross underestimate. One of the actions of this strategy is to centralise graffiti management within one unit of Council and improve Council's ability to capture graffiti related expenditure, beyond just removal, so the full cost to Council is known.

2.2 Who is involved in managing graffiti?

Graffiti is complex because there are many stakeholders involved in graffiti management and many victims of graffiti offences. This strategy aims to provide some clarity on the role of Council and other stakeholders in relation to graffiti management.

Stakeholder	Role
Council	<ul style="list-style-type: none">• Removing graffiti from Council assets• Under legislation Council is not responsible for removing graffiti from assets it does not own³ or fences adjoining a Council owned park or reserve⁴.• Promoting Crime Prevention Through Environmental Design (CPTED) principles in new developments through Development Applications and existing developments where crime and safety is a concern

³ The [Graffiti Control Act 2008](#) outlines the conditions under which a local council can remove graffiti. Council can only remove graffiti from private property if it has the consent of the owner and Council will be liable for the cost of removal and any damage as a result of carrying out the graffiti removal. If Council does not have consent, it can only remove graffiti that is visible from a public place and can be removed without going onto private land. The landlord must be advised of the work in a reasonable time and the cost of removal and any damage must be paid for by Council. These restrictions mean that it is not generally feasible for Council to undertake graffiti removal from private property or use rate payers funds for this purpose.

⁴ The [Dividing Fences Act 1991 No 72](#) states that local councils do not have any liability or rights in regards to fences associated with public reserves or public parks. Therefore, graffiti removal from those fences is not Council's role.

	<ul style="list-style-type: none"> • Supporting the community to report graffiti • Providing information to the community and businesses on how to protect themselves from graffiti and remove it from their own property Supporting volunteer groups to remove graffiti in a safe way • Supporting Police to do their work through sharing information and joint community safety activities with Police • Educating people about the impacts of graffiti • Providing public art initiatives and youth diversionary programs • Supporting establishment of Community Safety Committees as required
Police	<ul style="list-style-type: none"> • Recording reports of graffiti offences made via PoliceLink (131444) • Investigating graffiti offences • Prosecuting offenders in an appropriate way
Chambers of Commerce and Business	<ul style="list-style-type: none"> • Supporting local businesses • Option to participate in Community Safety Committees • Reporting graffiti • Removing graffiti from their own business premises
Community Members	<ul style="list-style-type: none"> • Reporting graffiti • Removing graffiti from their own property • Option to participate in Community Safety Committee
Other asset owners e.g. Ausgrid, Telstra Transport NSW etc.	<ul style="list-style-type: none"> • Removing graffiti from their own assets
Volunteer Graffiti Removal Groups	<ul style="list-style-type: none"> • Undergo induction and ongoing training to access chemicals for graffiti removal • Removing graffiti with owners' permission using free kits/paint • Option to participate in Community Safety Committees

3 The Evidence on Graffiti Management Approaches

Key approaches to Graffiti Management include:

- Enforcement (by Police)
- Rapid Removal
- Crime Prevention Through Environmental Design
- Education
- Public Art

Below is an outline of the evidence for and against different approaches to graffiti management.

3.1 Enforcement

Engaging in graffiti is an offence under the *Graffiti Control Act 2008*. NSW Police is the agency responsible for enforcement and prosecution in relation to graffiti offences. Enforcement, infringement and prosecution are not the role of Council.

However, Council will seek to develop stronger partnerships with Police and determine how Council can best support the role of Police in enforcement, including through Community Safety Committees and reporting of graffiti incidents.

NSW Police request that the community report graffiti incidents by calling PoliceLink on 131 444 or logging it through the NSW Police Force Community Portal (<https://portal.police.nsw.gov.au/>). Once reported, you receive a Police Report Number and can then submit photos as evidence with the Police number. This helps Police with intelligence gathering on malicious damage offences. These contacts will be advertised in communications to the community.

An investigation was undertaken into the previous Wyong Shire program which offered a reward for any information that led to the successful conviction of a graffiti offender. The program was not successful. It did not lead to any convictions and no rewards were given during the time of its operation. This program involved publishing images of individuals captured on CCTV in an attempt to identify graffiti offenders. At the time concerns were raised about people being wrongly identified, victimisation including of those who were wrongly identified and vigilante behaviour. This program also raises serious privacy issues, especially if photos are published of people aged under 18 and or people who did not have any involvement in the graffiti incident. The *Privacy Act 1988 (Cwlth)* states that images of children, where they can be identified, should not be published on the Internet without the consent of both the child and their parent or guardian. Therefore, this action cannot be pursued as it would place Council in breach of legislation.

Only one other Council was found to offer a reward program. Dubbo City Council has a similar program offering a reward for information that leads to a conviction. It has been running for 6 years and only one reward has been issued in that time. On the basis that

reward programs have led to no convictions on the Central Coast and only one elsewhere, that it could put Council in breach of privacy legislation and because prosecution sits clearly under the jurisdiction of Police, reward programs have not been included in this strategy.

3.2 Rapid Removal

The term **rapid removal** refers to removing graffiti within a short period of time (usually 48 hours) after a report is made. Rapid and consistent removal of graffiti is considered best practice in reducing the incidence of graffiti⁵. This approach has been found to be effective because it limits exposure time of graffiti and this in turn reduces recognition from peers and motivation to commit the crime in the first place. Police in NSW, Victoria and WA and the Australian Crime Commission all recommend rapid removal as a key priority in graffiti management⁶. It is included as a key theme in this strategy.

Rapid removal is supported by the 'broken windows' theory⁷, which suggests that the presence of graffiti can make people feel less safe and trigger a general increase in crime. An unkempt environment sends a message that no one is in charge and can invite criminal behaviour. Graffiti that is not removed may therefore attract more graffiti. By removing graffiti quickly, property owners can prevent more graffiti and the escalation into more serious crime. Although this theory was developed in 1982, there is a range of more recent research reaffirming its ongoing relevance⁸.

An independent evaluation of the WA Police 'Tough on Graffiti Strategy 2011-2015' found that while rapid removal of graffiti was particularly effective, on its own it was not sufficient to deter particularly determined graffiti offenders. Other evidence-based initiatives such as Crime Prevention through Environmental Design (CPTED) are also required to achieve the marked reduction in graffiti offences that was achieved in WA. For rapid removal to be effective, the following issues need to be addressed:

1. Rapid removal is appropriately resourced: there are dedicated, budgeted resources for graffiti removal and agreed level of service (see Action 1.1 – Council is establishing a centralised well-resourced graffiti removal team)
2. The community know how to report graffiti and the message gets quickly to those responsible for removal so timeframes can be met (see Actions 3.1 and 3.2 – Council

⁵ <https://www.goodbye graffiti.wa.gov.au/Local-Government/Rapid-Removal>

⁶ https://www.police.nsw.gov.au/community_portal/help/intentional_damage_or_graffiti
<https://www.crimeprevention.vic.gov.au/resources/graffiti-in-victoria>

Morgan A, Anderson J & Boxall H. 2014. *Tackling property damage: A guide for local commerce groups, councils and police*. Research in practice No. 35. Canberra: Australian Institute of Criminology. <https://aic.gov.au/publications/rip/rip35>

⁷ Wilson and Kelling (1982) "Broken Windows: Police and neighbourhood Safety" https://media4.manhattan-institute.org/pdf/atlantic_monthly-broken_windows.pdf

⁸ Engel C., Kube S., Kurschilgen M. Can we manage first impressions in cooperation problems? An experimental study on "Broken (and Fixed) Windows". *Max Planck Institute for Research on Collective Goods*, 2011/05
<https://www.sciencedaily.com/releases/2011/04/110412100728.htm>

is developing an easier and more efficient graffiti reporting tool and we will inform the community about how to use it)

3. There is clarity about who is responsible for removing which graffiti:
 - a. Council is responsible for removing graffiti from Council assets (Council's new reporting tool will help people identify who is responsible for removing graffiti from non-Council assets)
 - b. Other asset owning organisations, such as Ausgrid, Roads and Maritime Services, Telstra, Australia Post, NBN and Transport NSW, are responsible for removing graffiti from their own assets (unless a specific agreement has been made).
 - c. Private home owners and business property owners are responsible for removing graffiti from their own properties (see Action 1.3 – Council will continue to provide free graffiti kits to local residents and businesses)
 - d. Contractors and volunteer groups can be engaged to assist with removing graffiti, where they have permission from the asset owner.

Under the previous *Gosford City Graffiti Management Strategy*, Gosford City Council agreed to remove illegal graffiti from private assets, if:

- It could be seen from a main public road, public park or other public land
- Removal could be safely undertaken from public space without requiring entry onto private property
- Removal could be undertaken without the aid of scaffolding or other specialised lifted equipment, and
- Removal could be undertaken safely with limited traffic control equipment

While some graffiti was removed under this provision, the requirements of the [Graffiti Control Act 2008](#) and convoluted rules around the program meant that the circumstances in which graffiti could be removed were very limited. This created ongoing confusion about the criteria for removal and led to unrealistic community expectations about what Council would and would not do. There was also insufficient resourcing to undertake this work and Council resources had to be diverted away from other work to remove graffiti from privately owned buildings.

Removing graffiti from private assets also puts Council at risk because current legislation requires Council to pay compensation for any damage to private property as a result of graffiti removal⁹.

Therefore, Central Coast Council will not remove graffiti from private property in general but will consider undertaking a trial to remove graffiti from commercial

⁹ Graffiti Control Act 2008 outlines the conditions under which a local council can remove graffiti.
<https://www.legislation.nsw.gov.au/#/view/act/2008/100/part4>

properties within the defined boundaries of 5 principal Town Centres where consent has been provided (Action 1.2).

This trial is in acknowledgement of the importance of maintaining civic space in town centres and the negative impact that graffiti can have on businesses and community confidence in the safety and security of places.

To support the community to manage graffiti, Central Coast Council will:

- Continue to provide residents and business owners with free graffiti removal kits and advice on how to protect their assets.
- Continue to support Graffiti Removal Volunteer Groups through the provision of training and equipment.

Thanks to the Graffiti Removal Volunteer Groups!

Community volunteer groups have been working hard, removing graffiti from our communities. Tidy Town Groups, Rotary and business groups have been supported by Council through the provision of bulk removal chemicals, paint, safety equipment and regular training.

A partnership has also been developed with Juvenile Justice as part of their Community Service Order program, where offenders remove graffiti from key hotspots and bus stops. Council also supports Central Coast Rotary groups for Graffiti Removal Day each October. This annual campaign has become an effective platform to promote all of Councils anti-graffiti strategies.

It is anticipated that the volunteer contribution of these groups will reach \$400,000 by the year 2020 (\$25 per hour | Volunteering Australia).

In the past, funding was provided to community groups to purchase a trailer for graffiti removal activities. This was ultimately unsuccessful as difficulties arose in relation to access to water when on the road, control of runoff, storage of the trailer and access by volunteers, ongoing costs (e.g. registration), and volunteers who were willing to operate the trailer on an ongoing basis. While this may be worth considering in specific circumstances, it has not been included as a component of this strategy. Council can support the community with aligned projects as part of the Community Grants Program.

3.3 Crime Prevention through Environmental Design

Crime prevention through environmental design (CPTED) is about deterring criminal behavior through thoughtful design of buildings and physical spaces. Through a range of strategies, opportunities to commit crime can be reduced, the risk of getting caught can be increased and the effort involved in committing a crime can be increased. These strategies aim to influence offender's decisions so they decide not to commit the crime in the first place. Strategies range from small alterations (like moving a bin so it doesn't provide an impromptu ladder) to full scale architectural design (e.g. design that reinforces private

territory and ensures that there are few places to hide). Ideally CPTED concepts are incorporated into the design stage of a development but can also be applied to existing places where crime and safety is a concern. CPTED strategies include:

- **Street lighting** to maximise the risk to offenders of getting caught
- **Planting vegetation** along public facing fences to reduce the visibility of potential graffiti surfaces, reducing exposure and the perceived benefit of committing the crime
- **Choice of fencing** that is difficult to tag, such as railing or hedge fencing
- **Public art** to build community pride and ownership and to minimise potential graffiti walls
- **Activating spaces** with people, to reduce opportunities for crimes to be committed without being detected and encourage appropriate behaviour.

Council will continue to promote CPTED principals through the DA process and in design and activation of community facilities and other Council buildings and spaces (Action 5.1).

CCTV has been introduced in some locations to good effect. It can be an effective crime deterrent, an efficient means of surveillance and a good source of forensic data. However, there are issues that need to be considered before introducing CCTV, such as the legislative requirements, privacy issues, how footage can and cannot be used, who monitors it, cost and whether it would be more effective to address the underlying issues through diversionary programming. CCTV in isolation is not the solution but it could be one of a suite of actions to address graffiti. Council's use of CCTV has been further considered through the draft CCTV Strategy.

Case study: Reducing graffiti through activating places

Recently the residents of Maple Circle at Watanobbi partnered with Council to remove graffiti in their local reserve. Together a community garden was planned and benches were installed. This increased the foot traffic and natural surveillance of the area. It also created more ownership by the community, a greater sense of safety and less graffiti.

3.4 Education

Community education is usually included in graffiti management strategies. This can include education for young people about the impacts of graffiti. Research has found that graffiti offenders may not view their actions as criminal because "they don't hurt anyone and graffiti can be easily removed"¹⁰. Challenging young people on these views can be effective and lead to a light bulb moment. Education can also be directed to businesses and the community on how to prevent graffiti (e.g. Crime Prevention Through Environmental Design,

¹⁰ Arthur Vasquez, Lynne M. Vieraitis. "It's Just Paint": Street Taggers' Use of Neutralization Techniques. *Deviant Behavior*, 2016; 37 (10): 1179 <https://www.sciencedaily.com/releases/2016/09/160908120959.htm>

rapid removal) and how the community can report graffiti. Effective education programs can be run in conjunction with public art programs that build the skills of young people to participate in legitimate art¹¹. Education can also be directed to parents to assist them in identifying whether their children are participating in illegal graffiti¹².

Education must be targeted to the right people and use the right techniques. Graffiti education programs have been run previously on the Central Coast. Feedback suggests that some of these programs have not engaged young people in an effective way (e.g. trying to look and speak like they are part of the culture but not convincing young people). Also, some programs have targeted young people too late (e.g. in year 9), when targeting children in year 5 is more likely to prevent them becoming graffiti offenders. Some programs have been expensive to run, and it has been difficult to demonstrate outcomes. A new approach to education about the impacts of graffiti will be trialled in this strategy including the development of a toolkit for schools to use on graffiti education¹³ (Action 5.2), along with ongoing creative development opportunities for emerging artists in legitimate art forms (Action 4.2).

3.5 Public Art

Many graffitiists view graffiti as a means of self-expression. Research shows that the pleasure of creating this 'art' can be redirected towards legal initiatives such as public art projects. Art projects can engage disenfranchised people, give them a means of expression and build their sense of pride and belonging. Young people who are more connected to their place often feel safer in their local area, feel more positive about their own wellbeing, have greater levels of personal resilience, and stronger social connections to local community members and organisations. Legitimate outlets that build a sense of belonging can remove the need for people to express themselves illegally. There are some very successful recent examples of public art as a means of graffiti reduction in Victoria¹⁴, as well local examples on the Central Coast.

Graffiti culture also has strict rules about defacing the work of others when it is of quality. Therefore, properties that are painted by talented artists will not be tagged by others as a sign of respect. There are many examples on the Central Coast where the installation of public art has eliminated graffiti on walls that were previously the site of ongoing graffiti. CPTED principles can also be weaved into public art initiatives: activating a place through art can bring foot traffic, thereby increasing surveillance of that site.

¹¹ E.g. Melton Graffiti Preventative Education and Street Art Activation program <https://www.crimeprevention.vic.gov.au/in-your-community/featured-projects/graffiti-prevention-grants-featured-project/video-case-study>

¹² See an example of a Parent's Guide to Graffiti at www.goodbye graffiti.wa.gov.au/Schools/A-Guide-for-Parents-and-Guardians

¹³ A similar resource can be seen at www.goodbye graffiti.wa.gov.au/Schools/Teaching-Resources

¹⁴ Warrnambool <https://www.crimeprevention.vic.gov.au/grantsgraffiti-prevention-grants/case-study-what-are-you-looking-at>; Bairnsdale <https://www.crimeprevention.vic.gov.au/grantsgraffiti-prevention-grants/case-study-bairnsdale-aboriginal-arts>

Legal or practice walls for graffiti have been used previously on the Central Coast and across NSW. These were all removed from the former Wyong Shire Council area as they were not widely supported. Gosford City Council had successful legal graffiti practice walls. One legal practice wall is still in use at Green Point and is self-monitored by graffiti artists (if this site is lost due to the redevelopment of this park an alternative site will be investigated). These walls were successful because they were part of a holistic program led by an artist that included:

- Mentoring and skills development by a respected artist
- Adoption of rules by the group on the use of the wall and doing graffiti elsewhere (which supported a culture of peer mentoring)
- Education on the impacts of graffiti
- Visiting high standard street art sites in other places

Research suggests that these are the elements that have made legal walls successful in other Council areas too¹⁵. In addition, legal walls should be located in highly visible places that are not connected to anything else (building or carpark) and with bins nearby. This ensures passive surveillance and prevents risk of overspray and littering. Sports fields are a popular choice for legal walls. There are also examples of successful walls being temporary structures as part of activations, such as Blacktown Council's Youth Week. A previous legal wall at Niagara Park was decommissioned but has experienced ongoing graffiti, probably because it is in a partly hidden location.

Public art will continue to be a key strategy used across the Central Coast for making places inviting, building community pride and reflecting local identity and local stories (Action 4.1). Public art can help connect people to place and prevent or reduce graffiti¹⁶. Through public art projects, such as graffiti-based murals, opportunities will be provided for graffiti artists and young people to be engaged.

Case study: Placemaking with Public Art

Between 2014 and 2017 a total of 27 community murals were installed in the former Wyong Local Government Area. These programs included a combination of community participation and anti-graffiti fabrication. The cost to council to remove graffiti from 2012 to 2013 (before the murals were installed) was \$168,000 and the cost from 2015 to 2016 (after the murals were installed) was \$96,035, which is a saving of \$71,965 and decrease in graffiti of 43%.

¹⁵ E.g. Northern Beaches Council-<https://www.northernbeaches.nsw.gov.au/services/youth/opportunities>; Liverpool Council at Casula Powerhouse tanks, Wollongong Council-<https://www.facebook.com/Wollongong.Youth.Centre.Graffiti.Wall/>

¹⁶ See examples: Inner West <https://www.innerwest.nsw.gov.au/live/living-arts/public-art-and-placemaking/current-public-art-projects>; Waverley https://www.waverley.nsw.gov.au/recreation/arts_and_culture/bondi_beach_sea_wall

4 Community Expectations

4.1 Community Strategic Plan

The most recent region wide community engagement undertaken by Central Coast Council has been for the development of the *One Central Coast Community Strategic Plan (CSP) 2018-2028*. Graffiti and litter were identified as an issue by the community during this process. The community reported graffiti as a priority area for Council, with 30% of residents disagreeing that the area is clean and free of graffiti. It was highlighted that reduction of graffiti requires a whole of community solution and their feedback included the following:

- Better education, promotion and awareness of initiatives and resources is needed
- More investment in creative responses such as public art and legal walls
- Rapid removal is very effective in reducing graffiti
- Streamline the reporting process for property owners
- More investment in CCTV and partnerships with police
- School holidays are when more graffiti is evident

4.2 Community Engagement

A series of community engagement activities were undertaken at the end of 2018 to inform the development of the Graffiti Management Strategy. Consultation was conducted in reference to reporting, prevention, education and removal. The aim of the engagement was to prioritise and align former activities and set the future agenda. Data was captured in qualitative and quantitative formats and is presented in Appendix 1.

Four targeted workshops were held with 45 attendees, both internal and external to Council operations, and 25 stakeholder surveys were completed. Individuals and groups were targeted for their experience in the field of graffiti management, locally including Tidy Towns Groups who conduct rapid removal on private assets, Rotary Central Coast who coordinate annual Graffiti Removal Day, Juvenile Justice who manage offender rehabilitation programs, Police and Youth Services. Internal Council business units included Assets and Infrastructure who own targeted buildings, Customer Service who receive reports and complaints, Information Systems who manage reporting software and Maintenance and Programmed Trades who remove graffiti. Findings assisted Council to test actions and ensure that recommendations are effective and supported.

Further consultation with internal and external stakeholders was undertaken in 2019.

4.3 What we have achieved so far...

While graffiti continues to be a problem on the Central Coast, a significant impact has been made through recent interventions. This is reflected in crime statistics which show a steady decline in graffiti offences over the past 5 years (BOSCAR 2020). Successful interventions, delivered in recent years in partnership with the community and business, have included:

- Free graffiti removal kits provided to residents to clean graffiti from private property, available from libraries and customer service centres across the Central Coast

- Support for volunteer graffiti removal groups with the provision of chemicals, equipment, paint and training
- Partnership with Juvenile Justice Community Service Order program where offenders remove graffiti from hotspots and bus stops
- Support for and resourcing of the annual Graffiti Removal Day in partnership with Rotary
- Public and community art programs in hot spot areas
- Installation of lighting and CCTV in community facilities and in town centres
- Community and school-based education programs and marketing campaigns about how to report, prevent and remove graffiti
- Community 'paint outs' and defensive hedge planting projects (green screening)
- Capital works program to render community facilities for ease of removal and use of anti-graffiti coating where appropriate
- Public art placemaking programs
- Graffiti information and a 'Report an Issue' form added to the Council website
- Dedicated graffiti officer to remove graffiti from Council-owned facilities
- Practice walls and legal artist walls in a moderated program to change behaviour and provide pathways into legitimate art
- External funding secured to cover some of the above activities

The Northern Wyong Shire Graffiti Forum

In March 2009, the Northern Wyong Shire Graffiti Forum was formed to bring together all key stakeholders to connect and share information and ideas on graffiti management. The forum involved Police, business, community organisations, volunteer groups and Council. The work of this group led to the development of the first Wyong Shire Graffiti Management Strategy.

The Forum was established by San Remo Neighbourhood Centre which was already playing an active role in graffiti management and providing free graffiti removal kits to local residents.

At a Council meeting on 9th February 2011, the Councillors resolved to recognise "the significant efforts to date by staff and the Northern Wyong Graffiti Forum in their endeavour to address the Shire's graffiti situation". Achievements included: development of bus shelter posters, supplying graffiti removal kits, contributing to the development of the Wyong Shire Graffiti Strategy, taking part in National Graffiti Action Day and the rapid removal program.

5 The focus moving forward

Effective graffiti management contributes to the *One Central Coast Council (Community Strategic Plan) 2018 – 2028* objective of “Belonging”, specifically:

A1 - Working within our communities to connect people, build capacity and create solutions to local initiatives

A3 - Working together to solve a range of social and health issues that may impact community wellbeing and vulnerable people

A4 - Enhancing community safety within neighbourhoods, public spaces and places

There are 5 key priorities underpinning this Graffiti Management Strategy:

1. Boosting our rapid removal response
2. Valuing our partners in graffiti management
3. Making it easier to report graffiti (IT and communications)
4. Towards legitimate art
5. Prevention

Priority actions are outlined in **Section 7: Action Plan**.

6 Monitoring and Evaluation

Each unit within Council will be required to report on progress against the actions they lead on a quarterly basis with an annual review.

Outcomes will be measured through qualitative feedback from stakeholders and quantitative reports from digital analytics, crime data from the Local Area Command the Bureau of Crime Statistics and Research, as well as annual expenditure on maintenance efforts.

Outcomes:

- Community are aware of how to report an issue
- Reporting process is streamlined and user friendly
- Council removes offensive graffiti from Council assets within 48 hours: *'Offensive' includes offensive language (e.g. swear words, racist or degrading language, or threats), offensive images (e.g. sexual imagery or body parts, images that are violent, frightening or otherwise disturbing)*
- Council has a more coordinated and efficient process for graffiti removal
- Reduction in Council assets with long term graffiti
- Reduction in assets with long term graffiti in Principal Town Centres (Gosford Wyong, Terrigal, The Entrance and Woy Woy)
- Volunteer groups are active and safe
- The community understand what Council is doing to address graffiti
- Young people understand the negative impacts of graffiti
- Graffiti rates on the Central Coast continue to decline
- Residents and businesses understand how rapid removal and prevention strategies can reduce the incidence of graffiti

A 3-yearly review of the Strategy will take place in 2023/4 where the overall impact of the Strategy will be evaluated and new developments in the field of reporting, removal, education and prevention will be taken into consideration.

7 Action Plan

Priority Area 1:	Boosting our Rapid Response
Rationale:	Rapid removal is considered the most effective action to combat graffiti. Council will centralise its graffiti removal operations to become more responsive. Council is only responsible for removing graffiti from Council assets but will trial a program to remove graffiti from commercial properties in the Principal Town Centres of Gosford, Wyong, Terrigal, The Entrance and Woy Woy.

Action 1.1: Centralise a well-resourced graffiti removal team at Central Coast Council This team will be responsible for receiving all incoming reports of graffiti and responding quickly to remove graffiti from any Council asset. Rather than having different parts of Council responsible for different aspects of removal, this team will hold the budget and the resources for all removal from Council assets.		
Lead: Facilities and Asset Management Unit - Central Coast Council (CCC)		
Year one	Year two	Year three
Establish a centralised Graffiti Removal Team within Facilities and Asset Management, composed of 2 teams each with one truck and 2 staff (i.e. total of 2 trucks and 4 staff), or a minimum of 2 staff as stage 1. (External funding will be required to resource and implement)	Continue operation of the centralised Graffiti Removal Team	Continue operation of the centralised Graffiti Removal Team
Develop processes and procedures for the new team, (including prioritisation criteria) and how the team will interact with other relevant units	Review the operation of centralised Graffiti Removal Management Team and improve systems as required	Review the centralised Graffiti Removal Management Team and improve systems as required
Ensure systems direct all graffiti requests to this new centralised team		

Action 1.2: Proactive approach to graffiti management in Town Centres

Develop a proactive approach to graffiti management in the 5 Principal Town Centres that includes a trial to remove graffiti from commercial properties within the boundaries of these centres and where consent is provided

Lead: Facilities and Asset Management Unit – CCC OR Community Partnerships Unit (Place Management Team) – CCC; Community Partnerships Unit (Enterprise and Activation) - CCC

Year one	Year two	Year three
<p>Trial a program to remove graffiti from commercial properties within the boundaries of the 5 principal town centres, defining criteria for removal and approvals required.</p> <p>(External funding will be required to resource and implement)</p>	<p>Evaluate trial program to remove graffiti from commercial properties in Principal Town Centres</p>	<p>Review and implement agreed approach for graffiti removal in Town Centres</p>
<p>Develop and distribute graffiti information packages to interested businesses and commercial property owners including:</p> <ul style="list-style-type: none"> • advice on preventing graffiti, • how to report it, • the importance of rapid removal • graffiti removal kit application 	<p>Distribute graffiti information packages to businesses in Major Town Centres</p>	<p>Continue distribution of graffiti packages to businesses in Town Centres (Principal and Major)</p>
<p>Develop a strategy to engage real estate agents and absent landlords in Town Centres to explain the importance of maintaining Town Centre amenity and requesting their commitment to rapid removal of graffiti on their properties</p>	<p>Implement strategy to engage real estate agents and absent landlords in Town Centres to explain the importance of maintaining Town Centre amenity and requesting their commitment to rapid removal of graffiti on their properties</p>	<p>Implement strategy to engage real estate agents and absent landlords in Town Centres to explain the importance of maintaining Town Centre amenity and requesting their commitment to rapid removal of graffiti on their properties</p>

Action 1.3: Free graffiti removal kits

Equip home owners and business owners to remove graffiti from their own assets by providing free graffiti removal kits.

Lead: Community Partnerships Unit (Community and Cultural Programs Team) - CCC

Partners: Libraries, Learning and Education Unit (Library Services Team) - CCC; home owners; business owners

Year one	Year two	Year three
Continue to promote the availability of graffiti removal kits for residents and businesses and facilitate access to these kits through libraries	Promote the availability of graffiti removal kits for residents and facilitate access to these kits through libraries	Promote the availability of graffiti removal kits for residents and facilitate access to these kits through libraries
Review the effectiveness of graffiti removal kits after 12 months using a feedback survey for residents and businesses who have used the kits	Annual review of graffiti removal kits	Annual review of graffiti removal kits
Investigate opportunity to partner with a hardware or paint company to provide discounted paint to residents and businesses who have been hit with graffiti	Implement partnership with paint or hardware company to provide discounted paint to residents and businesses hit by graffiti	Continue partnership with paint or hardware company to provide discounted paint to residents and businesses hit by graffiti

Priority Area 2:	Valuing our partners in graffiti management
Rationale:	Graffiti is a community problem and Council is only part of the solution. Council values the commitment and dedication of our partners in the management of graffiti. Therefore, Council will continue to support and work with graffiti removal volunteer groups, Police, the Chambers of Commerce, Corrective Services and Juvenile Justice.

Action 2.1: Support Volunteer Groups Work with volunteer groups to develop a strengthened Volunteer Program that better supports and values the work of our graffiti removal volunteers		
Lead: Community Partnerships Unit (Community and Cultural Programs Team) - CCC Partners: People Development and Expertise (Work Health and Safety Team and Learning and Development Team) - CCC; Graffiti removal volunteer groups; Community Partnerships Unit (Community Planning and Funding Team) - CCC		
Year one	Year two	Year three
Develop revised induction and ongoing training for graffiti removal volunteers	Implement new induction and training program for volunteer groups	Review induction and training program for volunteer groups
Support volunteers to take action on Graffiti Removal Day	Support volunteers to take action on Graffiti Removal Day	Support volunteers to take action on Graffiti Removal Day
Develop 'Adopt a Spot' program for volunteer groups		
Promote Council's grant program to assist with costs for Volunteer groups, e.g. community projects, reimburse insurance costs, buy personal protective equipment, chemicals, paint etc.		

Action 2.2: Strengthen the partnership with Police

Police are responsible for enforcement of graffiti offences. Council cannot undertake this role but can provide Police with support and information to make enforcement as effective as possible.

Lead: Community Partnerships Unit (Place Management Team) – CCC;

Partners: Brisbane Water Police District; Tuggerah Lakes Police District; Community Partnerships Unit (Enterprise and Activation Team) – CCC

Year one	Year two	Year three
Work with Police and other key stakeholders (e.g. Chambers of Commerce) to carry out Community Safety Audits as required, specifically CPTED audits in Town Centres	Work with Police to carry out Community Safety Audits as required	Work with Police to carry out Community Safety Audits as required
Re-establishment a working group with Police on community safety including graffiti management	Develop Community Safety Plan, that includes graffiti management, with Police	Implement Community Safety Plan

Action 2.3: Formalise partnerships with Corrective Services and Juvenile Justice

Work with Corrective Services and Juvenile Justice to develop and/or continue programs where offenders are involved in removing graffiti

Lead: Community Partnerships (Community and Cultural Development Team) - CCC

Partners: Corrective Services; Juvenile Justice; Community Partnerships Unit (Enterprise and Activation Team) - CCC

Year one	Year two	Year three
Formalise the partnership with Juvenile Justice to conduct offender graffiti removal programs with a focus on Town Centres (Principal and Major), with consideration given to applying for a NSW Crime Prevention grant to streamline these graffiti removal programs.	Continue to work with Corrective Services and Juvenile Justice on graffiti removal and education about the impacts of graffiti	Continue to work with Corrective Services and Juvenile Justice on graffiti removal and education about the impacts of graffiti
Formalise the partnership with Corrective Services to conduct offender graffiti removal programs with a focus on Town Centres, and with an educational element	Support reestablishment of the 'De-Tag' program with PCYC, including provision of resources and space	

Priority Area 3:	Making it easier to report graffiti (IT and communication)
Rationale:	<p>Reporting graffiti was a key theme during the stakeholder consultations and it needs to be easier. Effective reporting of graffiti allows for quick removal and reduced prevalence. Current reporting processes are not user-friendly. Council will improve its customer portal and behind the scenes systems to make reporting easier and more efficient. .</p> <p>Council also needs to get better at informing the community about what we are doing about graffiti, how to report it and how people can get involved.</p>

Action 3.1: Better systems for reporting of graffiti Research and implement an improved system for customers to report graffiti. This will start with improving Council's customer portal for reporting issues and streamlining the behind the scenes systems and processes to speed up Council's response time.		
Lead: Community Engagement Unit (Customer Experience Section) – CCC; Financial Performance Unit - CCC Partners: Information Management and Technology Unit – CCC; Community Partnerships Unit – CCC; Facilities and Asset Management Unit – CCC; Brisbane Water Local Area Command; Tuggerah Lakes Local Area Command		
Year one	Year two	Year three
Develop a new, more user-friendly online customer portal for reporting issues to Council. For graffiti, this will include google map pinpointing, ability to upload photos and will be easy to use on mobile devices. It will also help customers determine if the asset is not owned by Council and should be directed elsewhere	Customer journey mapping for graffiti reporting (reflecting new centralised team) to understand pain points and opportunities for improved service, especially closing the loop back to the customer when the graffiti has been removed or where the report is forwarded onto another agency	Review graffiti reporting systems and consider options for better information sharing with Police
Behind the scenes improvements to Council's customer relations IT system (CX System Phase 2). These changes will deliver a better customer experience, and improve workflow to	Review changes to CX Portal to ensure a consistently better customer experience.	Monitoring online graffiti requests and sharing results with relevant units as required

designated Council business units to action requests		
Develop method for capturing financial data on all actions related to graffiti across Council	Monitoring and annual reporting on cost of graffiti management and rate of graffiti reports by the community	Monitoring and annual reporting on cost of graffiti management and rate of graffiti reports by the community

Action 3:2: Communicating about graffiti

Ensure that the community know what Council is doing to manage graffiti. Provide clear and accessible information for the community about how to report graffiti and how they can take action themselves

Lead: Community Partnerships Unit (Community and Cultural Programs Team) – CCC; Community Engagement Unit (Communications Team) – CCC; Facilities and Asset Management Unit - CCC

Partners: Community Engagement Unit (Digital and Website Team) – CCC;

Year one	Year two	Year three
Develop a strategic communications plan that covers all aspects of graffiti management and all modes of communication: (e.g. centralised team, faster response, graffiti kits for residents)	Implement year 2 of strategic communications plan	Implement year 3 of strategic communications plan
Update information on the website to provide clear information about how to report graffiti, what else we are doing about graffiti and how people can get involved	Review and update information on the graffiti management website	Review and update information on the graffiti management website
Implement year 1 of strategic communications plan	Review effectiveness of the communications plan	Review effectiveness of the communications plan
Establish a program to encourage all Council outdoor staff to report graffiti	Internal communications to encourage all Council outdoor staff to report graffiti	Internal communications to encourage all Council outdoor staff to report graffiti

Priority Area 4:	Towards legitimate art
Rationale:	<p>Public art projects can engage disenfranchised young people, give them a means of expression that is legal and build their sense of pride and belonging.</p> <p>Due to strict rules in graffiti culture about defacing the work of others, public art in graffiti hotspots can also prevent further graffiti. Public art can attract people to places, thereby increasing surveillance of that site, reducing inappropriate behaviour and creating informal caretakers.</p> <p>Council provides opportunities for creative people to build skills in legitimate art forms, providing an alternative to illegal forms. This aligns with the professional development pathways outlined in the Central Coast Cultural Plan, and skills development and recognition of young artists in the Youth Strategy.</p>

Action 4.1: Activating spaces through public art Council will continue to work with the community on public art projects across the Coast to prevent or reduce graffiti in accordance with the Public Art Policy and procedure (to be adopted in year 1)		
Lead: Community Partnerships Unit (Community and Cultural Programs Team; Enterprise and Activation Team) Partner: Community Partnerships Unit (Youth Services Team) –CCC		
Year one	Year two	Year three
Volunteer groups identify graffiti hotspots for creative community projects (e.g. like fence painting in Watanobbi) or Council projects	Volunteer groups identify graffiti hotspots for community or Council projects	Volunteer groups identify graffiti hotspots for community or Council projects
With the community and other partners, plan and implement public murals or other activations at chosen sites to prevent or reduce graffiti (such as Urban Gallery murals and art work on NBN nodes)	With the community, plan and implement public murals and other activations at chosen sites to prevent or reduce graffiti (Urban Gallery)	With the community, plan and implement public murals and other activations at chosen sites to prevent or reduce graffiti
Develop location and management criteria for graffiti practice walls and investigate potential sites with input from relevant stakeholders	Implement graffiti practice walls in carefully selected locations in combination with art programs in Action 4.	Explore opportunities for live murals and live public art at events, e.g. Love Lanes

Action 4.2: Pathways for creative development in legitimate art

Council provides a range of creative skills development opportunities for emerging artists to enable them to pursue legitimate art forms

Lead: Community Partnerships Unit (Youth Services Team and Community and Cultural Programs Team) – CCC; Leisure and Lifestyle Unit (Arts and Culture Section) - CCC

Year one	Year two	Year three
Continue to support creative pathways through programs such as Maliga, Emerge, Exposure and Idea to Screen, as well options to display art through Springboard, Central Coast Battle of the Bands and Discovered	Continue to support creative pathways through programs such as Maliga, Emerge, Exposure and Idea to Screen, as well as options to display art through Springboard, Central Coast Battle of the Bands and Discovered	Explore new opportunities to support creative pathways for young people
Link established practitioners with emerging artists to mentor them in creative skills development and activate specific sites to reduce illegal graffiti (possible link with actions in 5.2)	Link established practitioners with emerging artists to mentor young people in creative skills development and activate specific sites	Link established practitioners with emerging artists to mentor young people in creative skills development and activate specific sites
Acknowledge and celebrate the work of young artists through Council galleries, exhibitions and theatres etc.	Acknowledge and celebrate the work of young artists through Council galleries, exhibitions and theatres etc.	Acknowledge and celebrate the work of young artists through Council galleries, exhibitions and theatres etc.
Art developed through youth programs will be considered for public art activations in Action 4.1	Art developed through youth programs will be considered for public art activations in Action 4.1	Art developed through youth programs will be considered for public art activations in Action 4.1

Priority Area 5:	Prevention
Rationale:	Graffiti can be prevented through design, education and awareness and diversionary programs. Many prevention actions have been included in other sections of this strategy.

Action 5.1: Crime Prevention Through Environmental Design (CPTED) CPTED is an effective means of increasing community safety and the perception of community safety. Council promotes CPTED principles through the DA process and through designed of its own buildings and places. Council will also support others to understand and implement CPTED principles.		
Lead: Development Assessment Unit – CCC; Strategic Planning Unit – CCC; Open Space Unit – CCC; Facilities and Asset Management Unit - CCC; Community Partnerships Unit – CCC Partners: Graffiti removal volunteer groups, businesses		
Year one	Year two	Year three
Consider and implement CPTED principles in the DA process and make educational resources on CPTED available	Implement CPTED principals in DA process	Implement CPTED principals in DA process
Commit to the use of CPTED principles in the design of Council buildings and spaces	Council staff to use CPTED principles in designing Council buildings and spaces	Council staff to use CPTED principles in designing Council buildings and spaces
Provide advice and information on grant funding to community groups and businesses who want to implement CPTED strategies (businesses could only access grants if partnered with a not-for profit).	Provide advice and information on grant funding to community groups and businesses who want to implement CPTED strategies (businesses could only access grants if partnered with a not-for profit).	Provide advice and information on grant funding to community groups and businesses who want to implement CPTED strategies (businesses could only access grants if partnered with a not-for profit).
Volunteer Groups and Community Safety Committees to identify graffiti hotspots for a green screening program	Implement a green screening program on appropriate public spaces	Implement a green screening program on appropriate public spaces
As per Action 2.2, work with Police to carry out CPTED audits in Town Centres	As per Action 2.2, work with Police to carry out CPTED audits in Town Centres	As per Action 2.2, work with Police to carry out CPTED audits in Town Centres
	Develop CCTV Policy and procedures to improve	Implement CCTV Policy and procedures

	coordination and effectiveness of Council CCTV	
Action 5.2: Educating young people about the impacts of graffiti		
<p>Lead: Libraries, Learning and Education Unit (Learning Community Section) – CCC; Community Partnerships Unit (Youth Services Team) – CCC;</p> <p>Partners: Community Partnerships Unit (Community and Cultural Programs Team); Police; legitimate artists; youth sector</p>		
Year one	Year two	Year three
Develop an Information Toolkit for schools on Graffiti Prevention to help them run awareness raising workshops and include graffiti messaging in other community education projects	Develop a Parent's Guide to Graffiti, to help parents identify if their child is involved in graffiti	
Explore social media opportunities (e.g. Instagram) for anti-graffiti messages for young people	Implement anti-graffiti social media messaging for young people	Implement anti-graffiti social media messaging for young people

8 Appendix 1

8.1 Engagement Summary

The following section outlines the community engagement that informed the development of the strategy. Stakeholders were asked about the areas of reporting, prevention, education and removal. The aim of the engagement was to prioritise and align former activities and set the future agenda. Data was captured in qualitative and quantitative formats and is presented below. Four targeted workshops were held to 45 attendees, both internal and external to Council operations and 25 stakeholder surveys were completed.

8.1.1 Workshop Dates

<i>External:</i>	Blue Haven Community Centre	18 September 2018
<i>External:</i>	Peninsular Community Centre	21 September 2018
<i>External/Internal:</i>	Security, Council, Rangers and Police (SCRAP)	4 October 2018
<i>Internal:</i>	Wyong Civic Centre	18 June 2018

8.1.2 Stakeholder List

Internal Review: April/May 2019

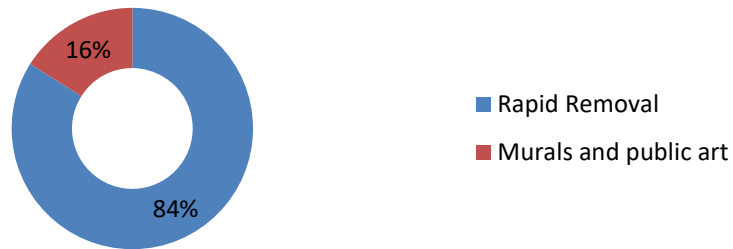
Kim Radford – Unit Manager Facilities and Asset Management	Shari Young – Activation and Enterprise Officer
Peter Donohue – Section Manager Building Maintenance	Steve Knee – Team Leader Youth Services
Ellen Suarez – Coordinator Customer Experience	Jennifer Dias – Youth Development Officer
Reuben Das – Customer Experience Officer	
Ellen Bridge – Community and Cultural Development Officer	Chris King – Section Manager Arts and Culture
Chris Kelly – Safety Partner	Tim Braham – Team Leader Art Galleries
Brett Sherar – Unit Manager Open Space and Recreation	Stephen Dignam – Unit Manager Roads Maintenance
Daniel Garland – Communications Officer	Rhonda Wagenaer – Accountant
Mellissa McKee – Financial Controller	

Stakeholders involved in 2018 workshops			
Rotary North Gosford	Graham Black	Section Manager Building Maintenance	Peter Donohue
Rotary Woy Woy	John Greenaway	Team Leader Community Planning & Funding	Stuart Slough
Rotary Woy Woy	Vic Brown	Painter in charge: Maintenance & Programmed Trades	Matt O'Brien
Gosford Juvenile Justice Case Worker	Ian Rumbel	Team Leader Youth Services	Steve Knee
Gosford Juvenile Justice Case Worker	Paul Sharpe	Youth Development Officer	Jennifer Dias
Evolution Youth Services	Melinda Clarke	Team Leader Bookings Community Infrastructure	Andrew Rowland
Coast Community Connections	Louise Mason	Communications and Marketing	Jenny Tinworth
Brisbane Water SC President	Nicole Mottlee	Section Manager Community Infrastructure	Jayne Shewan
Tuggerah Lakes Local Area Command	Beth Hawker	Unit Manager Community Partnerships	Glenn Cannard
Summerland Point, Tidy Towns	Peter Craft	Section Manager Community Partnerships & Planning	Kerrie Forrest
Summerland Point, Tidy Towns	John Maine	Team Leader Community & Cultural Programs	Ainslie Whitburn
Summerland Point, Tidy Towns	Laurie Williams	Team Leader Stores	Glenn Perkins

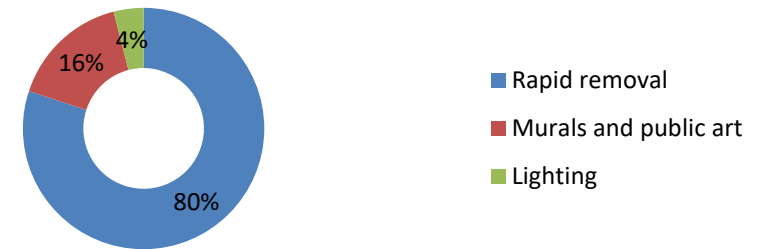
San Remo Tidy Towns	Keith Sedmen	Environmental Health: Compliance and Health	Cameron Hilaire
San Remo Tidy Towns	Gordon Silk	Knowledge Management Officer	Sandra Smith
San Remo Tidy Towns	Patricia Silk	Facilities Contact Officer: Project Systems	Naomi Brazier
San Remo Tidy Towns	John Carpenter	Section Manager Contracts and Projects	Warren Murphy
Norah Head Residents Association	Ralph Peters	Team Leader Restorations	Dick Irving
Youth Off The Streets	Sharon Mizzi	Parking Station Attendant	Mark Hannaford
Mannering Park Tidy Towns	Andrew Whitbourne	Maple Circle	Carol Jones
Mannering Park Tidy Towns	Neil Young	Maple Circle	Wendy Walsh
Mannering Park Tidy Towns	Ian Carr	Department of Premier and Cabinet	Tracey Wearne
Brisbane Water Local Area Command	Vivienne Crawford	CCLHD Security	Phillip Menge
Imperial Centre/GBID	Deb Warwick		

8.1.3 Summary of Stakeholder Comments

What do you think Council's anti-graffiti priorities should be?



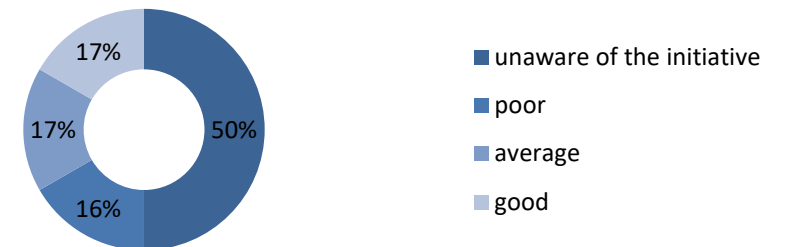
What do you think are the most effective anti-graffiti strategies?



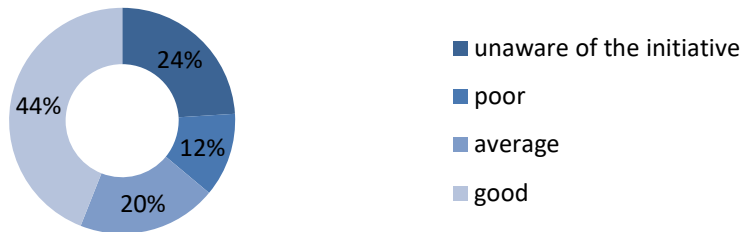
How do you rate the effectiveness of Free graffiti removal kits for residents



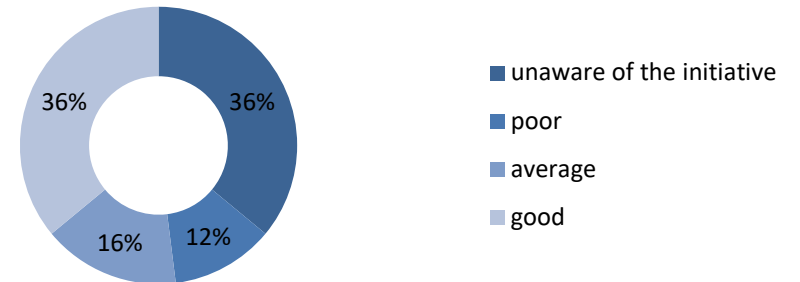
How do you rate the effectiveness of anti-graffiti education in schools



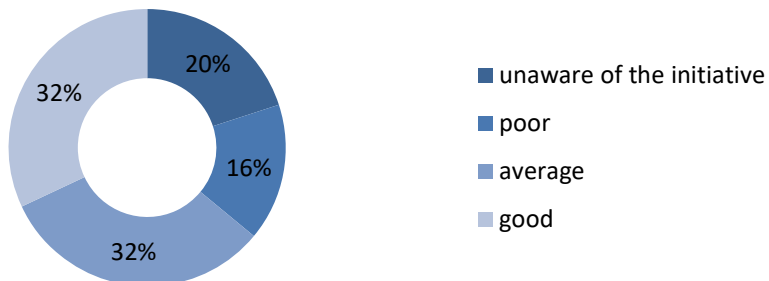
How do you rate the effectiveness of Designated staff member for removal of graffiti on Council assets



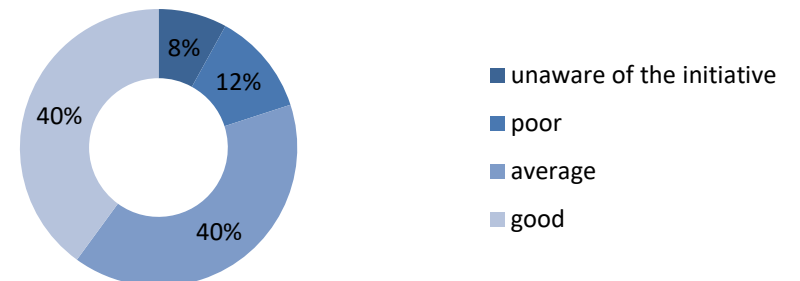
How do you rate the effectiveness of graffiti removal trailers



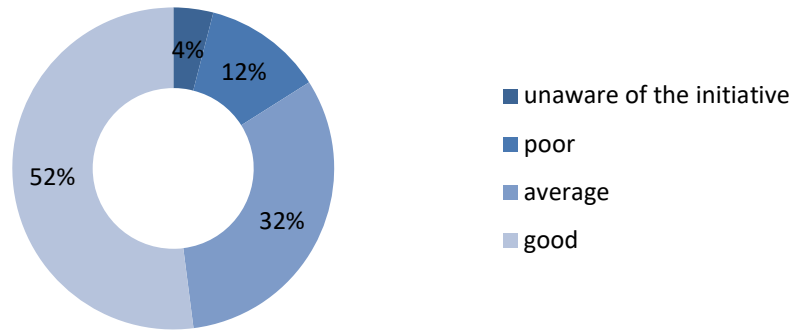
How do you rate the effectiveness of CCTV cameras



How do you rate the effectiveness of community murals



How do you rate the effectiveness of graffiti removal day



Survey respondents were also asked to submit open-ended questions in relation to their experience at the coal face. Over half reported rapid removal as most effective initiative, followed by Community Service Order programs and painting exposed fences in bright colours.

Respondents were asked how they felt about current strategies to which they responded in order of priority; community murals and public art, charge offenders under the Graffiti Control Act, graffiti removal promotion all year round, green screening projects and strategies to increase reporting.

Respondents commented that existing initiatives could be more effective with graffiti removal on the agenda all year rather than just once, greater attention to hotspot sites, green screening projects and better partnerships with police.

Respondents were also asked for recommendations to Council for implementation. One third requested that the reporting system be upgraded, followed by being more active in removing graffiti and outdoor staff to report as core business.

Respondents were surveyed for feedback on the current graffiti reporting system and how it could be improved to which advice was for Council to be more active in promotion, educate on how to use it correctly, upgrades to software, and staff to be upskilled.

Respondents were surveyed for feedback on the current graffiti removal kits and how it could be improved to which advice was for more training in the use of chemicals, assets owner contacts information to be shared, kits to be more freely distributed based on need, better partnerships with police and dissemination of information about the program.



Graffiti Management Strategy 2021 - 2024

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