



APPENDIX C – Graffiti Management Plan

WESTERN AUSTRALIA LOCAL GOVERNMENT GRAFFITI MANAGEMENT PLAN

TEMPLATE

This template was designed by the Western Australia Police Force Graffiti Team as a guide to planning and developing a Graffiti Management Plan for Local Governments in Western Australia. This is to be taken as a 'guide only' and used as a basis for Local Governments who are commencing the development of a Graffiti Management Plan

EXECUTIVE SUMMARY

Provide an executive summary on the following Graffiti Management Plan. This may include:

- Subject matter;
- Methods of analysis;
- Findings;
- Conclusions;
- Recommendations (note that conclusions and recommendations can be bulleted); and/or
- Limitations of the report

Part A: Plan Overview

1. Introduction

Provide an introduction to the Graffiti Management Plan (GMP). Headings may include:

1.1 Plan Objectives/Purpose of the GMP

Provide a brief overview of the key objectives of the GMP.

1.2 Terminology

Provide any definitions that may need to be clarified, i.e. the definition of Graffiti and the definition of Urban Art.

1.3 Background

Provide a brief background to the GMP. Headings may include:

- Why the GMP is required;
- What happened to make the LGA identify the need for a GMP; and/or
- Current situation and limitations.

2. Planning Process

Include any work undertaken during the planning process for the GMP. This may include:

- Research;
- Community consultation;
- Analysis of case studies or interagency groups involved in;
- Committees/working parties formed; and/or
- Plan of actions.

Part B: Evidence

Outline the evidence for priorities and strategies proposed in the GMP. This could include:

- The graffiti statistics;
- Current rates and expenditure on graffiti removal in the Local Government area; and/or
- Any major findings of the research and community consultation undertaken.

3. Examining the Statistics

3.1 Using Graffiti Statistics

Outline how graffiti statistics are used by the Local Government, and for what purpose. Outline limitations of using graffiti statistics, including those addressed by the WAPOL Graffiti Team. These may include:

- Levels of reporting;
- Type of graffiti;
- Frequency of graffiti; and/or
- Ownership of assets

4. Incidents and Expenditure

This could include a brief outline of crime statistics for Western Australia. Graffiti statistics may be used as well as the cost of graffiti to State and Local Government. Provide a background to the incident and expenditure information that will be provided relating to the Local Government in relation to the GMP.

Outline the expenditure and reporting data for the Local Government in question, using recent and accurate data. This could include what management tools are already in place and LGA response to removal of graffiti.

For Example:

Table 1: Number of reported graffiti incidents and expenditure – (2014 financial year)

Indicator	Local Government
Number of reported graffiti incidents	5,000
Estimated annual expenditure – removal	\$250,000
% change in annual expenditure - removal (2013 to 2014)	30%

5. Stakeholder Consultation

Outline any stakeholder consultation that has been undertaken and any results from this. Outline what measures and strategies were used to consult with stakeholders and how this was analysed. Other headings may include:

The key issues identified during the stakeholder consultation; and/or

Type of stakeholders consulted. – See Suggested Appendix 2

6. Research

Provide an overview of the key findings of any research undertaken. Headings may include:

- Best practice;
- Other Council or Country strategies;
- Past successful projects and approaches to graffiti; and/or
- Academic research and case studies

Part C: Graffiti Management Plan

This section should detail the priorities, strategies, implementation and evaluation plans for the Graffiti Management Plan. Headings may include:

- Overview;
- Priority Outcomes;
- Strategies and Actions;
- Details of the Graffiti Management Plan;
- Implementation and Evaluation of Graffiti Management Plan; and/or
- References.

7. Overview

Provide an overview of the Plan, including what will be detailed in this section.

8. Priority Outcome Areas

This section could outline the priority outcomes identified for the GMP from research and consultation. Priorities may include:

- Early intervention and prevention
- Diversion;
- Community involvement, education and awareness;
- Working in partnerships with other government agencies, private companies and the community;
- Supporting sanctions and enforcement of penalties for offenders;
- Sourcing funding for graffiti strategies;
- Local Government hotspots (hotspots are the areas within the Local Government area that are repetitively vandalised or tagged);
- Types of materials being used for graffiti vandalism; and/or
- The physical differences between targeted areas and non-targeted areas.

9. Strategies and Actions

Provide an introduction of the strategies and actions for the plan and how they relate to the priority outcomes. Headings may include:

9.1 Selection of Strategies and Actions

Provide an overview of the priorities and strategies, for what stakeholders and why. This is to lead into an explanation of each strategy and how they relate to the priorities. Strategies may include:

- Rapid removal of graffiti;
- Applying Crime Prevention through Environmental Design (CPTED) principals;
- Urban art projects;
- Reporting all tags to local police (capture of offenders);
- Developing networks with police, schools and local businesses;
- Community awareness (reporting of graffiti for removal);
- Conducting research in conjunction with universities or academic research centres into the success of graffiti prevention and diversion;
- Community groups getting involved in removal (eg. eWatch, neighbourhood watch etc.);
- Working with local schools to implement preventative strategies including education, awareness, parent involvement and rewards systems; and
- Conducting environmental audits using designing out crime methods.

Project	Police	Local Councils	Schools	Residents	Small Business	Non-profit Org
Hotline and website	√	√	√	√	√	√
Graffiti Management Toolkit		√	√			
Crime Prevention through Environmental Design		√	√	√	√	√
Rewards Program	√	√	√	√	√	√
Graffiti Management Plans		√	√			
Teaching Resources		√	√			
Grants Program		√				√
Goodbye Graffiti / Taggers Database	√	√				
Parent Information		√	√	√		√
Urban Art Research		√				√
Media Information Pack						
Juvenile Clean Up Program		√				
Service Level Agreements		√				
Legislative Amendments	√	√	√	√	√	
Hotspot Intervention Project		√				
Volunteers Program		√		√		√
Targeted Operations	√					
Etching Innovations		√			√	
Brochures & posters	√	√	√	√	√	√
Community Engagement	√	√	√	√	√	√

9.2 Details of Graffiti Management Plan

Provide the details of the GMP, which may include;

- The strategies identified for each priority outcome identified;
- The actions for each strategy;
- The desired outcomes for each action;
- The resources needed to reach the desired outcomes;
- The stakeholders involved in or responsible for each individual strategy;
- The timeframe for each action; and/or
- The performance measure for each strategy and action;

Establish baseline measures (e.g. statistics recorded prior to implementing strategies, to compare any success or change since strategy implementation).

Attempt to develop strategies, actions, timeframes and outcomes to which the 'SMART' rule applies. These are outcomes that are Specific, Measurable, Achievable, Realistic and Timely.

10. Risk Identification and Management

Provide an overview of the risks identified in the GMP and how the LGA plans to manage these risks. Headings may include:

- What methods the LGA used to identify the risks;
- The expected consequences of each identified risk;
- Identification of ways to reduce the risks;
- Management tools and strategies to treat each risk (i.e. risk avoidance, risk reduction, risk retention and risk transfer).

11. Implementation and Evaluation

Provide an introduction to how the strategies outlined in the GMP will be implemented and evaluated. Consider Key Performance Indicators (KPIs), what stakeholders will be involved, and to what extent. Headings may include:

11.1 Implementation of Strategies and Actions

Provide an implementation plan for strategies listed in the GMP. Basically who will do what, when, and with what resources? The Plan could include implementing through a coordinated approach, partnerships and cooperative action, with links to existing internal and external programs.

11.2 Evaluation of Strategies and Actions

Provide an overview of how strategies will be evaluated. Include examples of performance measures, outline timeframes, and may include whether evaluation will be conducted internally or will be outsourced.

For Example:

Measure	Explanation
Number of reported incidences of graffiti on public and private property, across each Local Government Area	Provides an indicator of how active the community is in reporting graffiti (and therefore an increase in reports may be positive, as it may signal greater community awareness)
Financial savings to the Local Government after implementation of strategy	Provides an indicator of how much money the LGA is saving in removal costs, if any. Provides an indicator of whether the strategy has intended outcomes.
Residents perceptions of graffiti in their area before and after implementation of strategy	Measures the perception of the community in relation to graffiti versus the reality. Results will help to guide future projects according to priorities of the community.

The evaluation approach needs to be tailored to the strategy being evaluated and should reflect the underlying assumptions about how the strategy will contribute to a desired outcome. Key questions in most evaluations are: How much was done? How well was it done? What was the result?

For example, if you are evaluating an urban art project you will want to know has the amount of graffiti on the site reduced. You would probably use a graffiti audit before and after the project to evaluate this. A comprehensive evaluation might include a control site to see if factors other than the project might have reduced graffiti.

If your assumption is that graffiti will be reduced because through the project graffitiists become more aware of graffiti issues and possible consequences from continuing to graffiti, you will also want to know (a) how many of the participants actually engage in illegal graffiti (b) what was their level of graffiti awareness before and after the project, (c) what methods did the project use to raise awareness and (d) has the young person ceased to graffiti?

12. Recommendations and Future Opportunities

Provide a brief outline of any projects/strategies/working groups that could be recommended for future plans. This could include anything that is in the early stages and wasn't completed by the commencement of this GMP but will be in the future.

This may include:

- Education programs;
- Reporting processes;
- Interagency meetings with new or different agencies; and/or
- Removal processes or upcoming removal companies/volunteer groups.

13. References

List any references used in this document and planning the GMP.

Suggested Appendix 1 – Local Government Demographic and Environment

This appendix may include:

- Population of Local Government area;
- The size of the Local Government area is;
- A map of the Local Government area;
- Proportion of different age groups and genders in the Local Government area; and/or
- The size of urban versus rural areas and commercial versus retail areas in the Local Government area.

Suggested Appendix 2 - List of Stakeholders Consulted

This appendix could include a list of any stakeholders that were consulted during the planning and development of the Graffiti Management Plan. Stakeholders may include:

- State and Local Government agencies;
- Community groups;
- Private companies (i.e. shopping centres);
- Schools/students/teachers;
- Young people;
- Culturally and Linguistically Diverse (CALD) groups; and/or
- Academics including universities and research centres.

Suggested Appendix 3 – Existing Graffiti Management Initiatives

This appendix could include a brief summary on graffiti management initiatives that already exist within the Local Government area. These initiatives may include:

- Reporting processes;
- Removal processes;
- Education and awareness programs;
- Any community involvement;
- Preventative measures; and/or
- Partnerships and interagency initiatives involved in.

Suggested Appendix 4 – Community Consultation

This appendix could include analysis of findings from any community consultation that was undertaken during the planning and development of the Graffiti Management Plan. Headings may include:

- Community views/perspectives on graffiti;
- Community views on penalties and convictions;
- Community perception of “Urban Art” versus “Graffiti”;
- Community understanding of graffiti reporting processes;
- Community views on graffiti removal by Local and State Government and private removal services including volunteer services;
- Community views on graffiti management and responsibility; and/or
- Community ideas on prevention and management strategies.



Taken from the Western Australia Police Force Graffiti Team
Graffiti Management Toolkit

www.goodbyegrffiti.wa.gov.au