Social and economic impact of graffiti on public infrastructure

The social and economic impact of graffiti on public infrastructure is quite significant for local governments and communities across the state. The more dense the population the greater the concentration of graffiti is found, and the greater the associated costs.

The first impact is to the graffiti vandal and those tasked with its removal. The dangers associated with applying and removing graffiti e.g. electrical shock injury and other OH&S concerns range from lost time to fatalities. The shortened lifespan of infrastructure through aggressive removal techniques and chemicals and the deterioration appearance of assets through damage to finishes and smudging further contribute to the impact. To illustrate this point, repeated removal of graffiti on bus shelters can cloud the panels thereby reducing user's visibility of approaching busses and diminishing the presentation of the structure. Furthermore, if signage becomes smudged or information is inadvertently removed then the sign may need to be replaced. This can lead to direct loss of income for Council's if signs with compliance information is obscured, then fines can be legitimately disputed.

Graffiti reduces the perceived amenity of an area and signals to the observer that there is a lack of care and functionality as well as concerns for safety. Whether this is a factual assumption or not, people will react as if it was, ergo until the graffiti is removed it will not be functioning properly or viewed as safe.

Graffiti is also strongly tied to a perception of crime and a loss of law and order. This can lower property values. Lower property values directly impact Councils in a decrease of rates collected for that area. It can also affect the night time economy for areas. Some arguments have been made about Melbourne's graffitied alleyways filled with cafes but they seem to be the exception and not the rule.

Anti graffiti policies and practices to protect public infrastructure

Newcastle City Council has used the State Government's graffiti management model as the basis for the Graffiti Management Plan. (See attached.)

Council is exploring all avenues for funding of rapid removal of graffiti from property including private and commercial. Council currently has a graffiti hotline for reporting all graffiti. Matrices are employed for priority of removal. If the reported graffiti is on a Council asset it is removed as per the removal matrix. If it is a public utility it is referred to that utility for removal. Commercial and private property is

referred to the business/tenant/owner with a request for them to remove promptly. Council also offers some graffiti removal products to private and commercial property owners to aid in removal. In some cases Council will remove graffiti from property that it doesn't own if that graffiti is offensive (or similar) or is having a noted high impact. Newcastle City Council's referral system has proven very successful and successful partnerships have been forged with removal commitments from other agencies being fulfilled. With some agencies unfortunately, they do not have the resources to remove graffiti rapidly, and in some cases not remove at all. This means that reported items are referred but without the expectation of any action by the agency. Council is currently working with these agencies in order to meet our resident's and visitor's expectations when they make a report to the Hotline.

An additional challenge for Council is shared fence lines. These fences are perceived by the community to be Council's responsibility when a fence faces public property. However, they are legally the solely the owner's responsibility. This misperception is even more pronounced when the fencing borders a Council park or a pedestrian alleyway.

Anti graffiti practices such as mural painting programs employed by NSW state and local government agencies

Newcastle City Council is having great successes with mural programs. Council provide, through consultation, an opportunity to enhance community ownership and use of space as well as the reduction in graffiti. All of Council's murals have a consultative element and reflect the previous or current use of the space.

Council often will install a mural with other CPTED strategies, whether it is landscaping to improve passive and active surveillance at a site, an anti graffiti coating or improving a site's amenity that leads to greater use, or activation of the site, which in turn decrease the opportunity for anti social behaviour to occur.

Council has had some success with a CCTV trial. Two offenders were identified graffiting council property and paid for repairing the damage they caused. The CCTV footage and other information was gathered and used to track down the offenders. The CCTV footage alone was not of high enough quality alone to identify them clearly, but was a crucial starting point in the intelligence gathering process. Other graffiti incidents have been captured on CCTV but the footage was not able to identify the perpetrators.

Council's evaluations of CCTV look at the image and camera quality, monitoring, signage, lighting and positioning. These aspects are crucial in the success of CCTV. Council also has to consider adjusting these variables for different sorts of crime prevention and

detection. The optimum configuration for graffiti prevention may differ from the optimal offender detection settings which may differ across a range of crimes that CCTV is used to combat.

Council recently voted to end the 'aerosol art agreement' that allowed sections of walls at a city beach skate park to be used for spray paint arts. The agreement included;

- The skate park is for pieces only;
- No bombing including the ground, handrails, seats, sandstone features, the woodwork on the half pipe, the columns of the toilet block and other amenities;
- Keep the area tidy;
- Use bins provided;
- Alcohol free zone;
- Paint on walls and skate blocks only (coloured light blue, light green, light brown, and black);
- Hours of use 7am-9pm;
- No markers or ink pens;
- Respect other people's work.

The agreement had been in place since 2006 with a few minor changes up till 2010. Council's graffiti removal team would clean up graffiti on other infrastructure at the site consistently on a weekly basis.

Due to the ongoing and increasing maintenance, demonstrating that the agreement was not being adhered to and was not successful, the agreement was ended and the site was painted a uniform colour. Council's decision rested on the presentation of the area and the apparent problem created by providing a legitimate reason for persons to be carrying graffiti implements. The subsequent maintenance at the site has been less than even Council's most hopeful expectations. Very minimal tagging was actioned within the first 48 hours of the closure of the wall and continues to be surprisingly minimal as ongoing maintenance is undertaken. As the site still hosts a fully operational skate park this was a very surprising and pleasing result. The local newspaper website comments section and some social networking sites spoke of some sort of imminent backlash that has yet to materialise.

Further, Council has trialed an e-nose chemical detection device. See `Enose review 2' for details of that trial.

Graffiti resistant finishes and other building materials suitable for public infrastructure

Many changes and advances in this field have occurred in the last decade. In the past, paint finishes, sacrificial and non sacrificial coatings have dated quickly and been rendered impotent as protectors against graffiti. In using these coatings, the expense is always a factor as it may be more cost effective in time, materials and labour, to paint over or remove repeatedly from a large number of substrates. Current figures claiming up to 60% of graffiti can be eradicated with a simple colour matched paint out does not eliminate the need to remove and protect surfaces where paint outs are not applicable or possible.

Council is trialing new products as they are developed. They are assessed across a range of criterion including cost, ease of application and removal, toxicity and OH&S issues, durability and lifespan. Most important to Council's assessment is to effectively test samples before placing orders. Sales representatives may at times overstate a products scope effectiveness and capability, so testing leads to a decision based on fact rather than promotional material. Council also endeavors to purchase current inks and markers and spray cans from `aerosol art supply' stores for testing purposes. Due to the rapidly changing market for these products for vandalism, it is not enough to test with office supply grade permanent markers when the graffiti vandal is using aggressive blends of inks with chemical make ups designed to leave remnants. Some brands often claim `scarring' or `unbuffable' status. Most of these inks are imported so this may be another avenue where restrictions could be placed. It may not eliminate the availability but could certainly go a long way in reducing it.

Different removal techniques for different finishes and different surfaces create challenges in ensuring removal processes are used consistently. Council has developed systems and processes to effectively manage this for Council assets.

Anti graffiti approaches taken in other jurisdictions to protect public infrastructure

Council's Graffiti Team is constantly researching world's best practice and sharing information with other agencies around the state, and country. Council has discussed with Brisbane City Council their system of MOUs with other agencies that have an asset presence in the community. These range from power, communications and transport where the Brisbane Council removes all graffiti and the other agencies pay for the service at a predetermined rate. This arrangement did not suit one of Newcastle City Council's partner agencies, who had strict OH&S procedures; however, Council is in discussions with others.

Other relevant issues

Graffiti tax levy-

Council would like the committee's consideration in raising of additional funding for graffiti removal through a tax on one of the most common graffiti implements. Council proposes, for example, \$1 per spray can tax levy to be distributed to Local Governments to fund rapid removal of graffiti. Legitimate users can apply to have the \$1 refunded at intervals through a claim system similar to a GST claim. Legitimate users would be businesses, and working artists. Similar schemes have been implemented, particularly through the recent tobacco tax increase by 25% to fund health care. A tax of \$1 per can would be in the range of 6-25% per can.

The Victorian State Government, in the previous years has looked at banning spray cans, which met with organised resistance from various sectors of the community resulting in protest events to stop this type of legislation. Legitimate Use is covered within the Graffiti Control Act, where parts of the act put the burden of proof for legitimate use on the individual.

E-Nose review

E-nose is a device that has been designed to detect the smell of spray paint and assist with the control of illegal graffiti. One E-Nose was installed in the Elermore Vale Community Centre on 19th February 2009. The site was chosen as it frequently has graffiti tags and murals painted on the building. Council leased the use of 1 Enose device for a 16 week period.

The E-Nose was set up in a way that on detecting spray paint an alarm would be sent to SNP Security in the form of a text message. SNP were requested to respond to these alarms in the same way that they would respond to any other security issue with a Council building which principally means sending out a dispatch car to assess the situation.

Each occasion SNP responded to the alarm they recorded what they found. This is listed in the table below. The Enose company also made their own record of alarm incidents. These are also listed below and on certain dates differ from the SNP report:

Date	SNP comment	Enose company comment
19/02/2009 (17:00)	No graffiti	Graffiti found on Soccer Club and group of people fled on approach of
		security patrol car
19/02/2009 (20.05)	No graffiti	No comment
20/02/2009 (15.48)	Graffiti found	Graffiti found
7/03/2009 (18.30)	No graffiti	False alarm
11/03/2009 (12.30)	No graffiti	Graffiti found
12/03/2009 (8.45)	No graffiti	Graffiti found
19/03/2009 (15.48)	No graffiti	False alarm
12/05/2009 (10.20	No graffiti	No comment
22/05/2009 (10.40)	No graffiti	No comment
22/05/2009 (21.50)	No graffiti	No comment
18/06/2009	No graffiti	False alarm
19/06/2009	Graffiti found. Group of young people present on arrival.	Graffiti found. Group of young people present on arrival. Police alerted
	Police alerted	
23/06/2009	No graffiti	False alarm
25/06/2009	No graffiti	No comment

There was a period where the device wasn't operating due to a technical malfunction. It is difficult to say exactly how long the device was inoperative but it is probably between 2 and 3 weeks in April

According to the coordinator of the Elermore Vale Community Centre there has been a reduction in graffiti in the space of time that the device has been operative. However it is difficult to attribute this to the device alone or possibly at all. Over the same period of time the coordinator has developed a relationship with the young people who congregate in the area. Many of them participate in the illegal graffiti and the coordinator has encouraged them to not continue with the activities when he has caught them in the act. He has also offered alternative legal graffiti programs along with a number of other personal and professional development opportunities for the young people. The coordinator puts the reduction in graffiti down to many of the young people in the area now using the community centre for activities which has meant an increased level of activity in and around the building and developed a sense of respect and ownership of the building.

Council's graffiti removal team have visited the community centre to remove graffiti in April and June.

Out of 14 alarms messages sent to Chubb 12 can be considered false alarms. Possible explanations from the Enose company as to why there were false alarms were that there were residual fumes in the air continued to activate the alarm or that cleaning products used by the cleaner activated the alarm

GRAFFITI MANAGEMENT PLAN

What is graffiti vandalism?

Graffiti vandalism is the defacing of public or private property with marks and/or graphics. Graffiti without the consent of the owner is illegal.

Where does it occur?

Graffiti vandalism has become a social issue with widespread impact on public and private infrastructure in developed cities around the world. It has a strong negative impact on public perceptions of safety and civic pride.

Who does it?

While teenagers often do graffiti vandalism there is evidence that some writers will continue into their twenties and thirties. Tagging is most frequently done by teenagers moving on to stencilling and slogan writing as they get older.

What is the cost to the community of graffiti vandalism?

While the real cost and prevalence of graffiti vandalism in not known there is an upward trend in incidents recorded by police in NSW, and the costs to the community are estimated at over \$100 million per year.

Newcastle City Council spends approximately \$240,000 annually cleaning up graffiti vandalism from Council assets by its own staff.

Newcastle City Centre Precinct Committee spent over \$100,000 annually for contract graffiti cleaning on business premises in the City Centre. Mainstreet committees have invested over \$50,000 in the past year on graffiti removal strategies. Other authorities and agencies and individual building owners and business operators spend an indeterminate amount on cleaning areas for which they have responsibility. There is a strong perception that authorities and agencies respond only sporadically to graffiti vandalism on their property.

What is being done to curb the incidence of graffiti vandalism?

The sale of aerosol paint cans to people under 18 years of age is prohibited in NSW. However, other implements such as felt-tip pens are often used to deface property. Recent changes to state legislation through the Graffiti Control Bill increased penalties for convicted graffiti vandals and made carrying graffiti tools illegal.

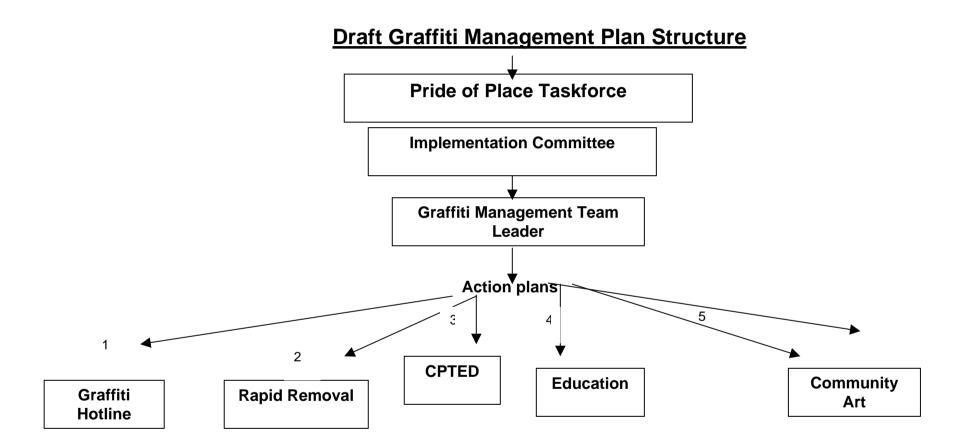
Local councils have strategies and programs to remove graffiti from their assets, and in NSW they also have discretionary power to remove graffiti from private property with or without the owner's or occupier's consent if the graffiti vandalism can be seen and accessed from a public place.

How can this be achieved?

* Council employ a Graffiti Management Team Leader to oversee the implementation of the five action plans identified below. The first responsibility of the graffiti management team leader will be to coordinate a graffiti vandalism audit of the inner city, mainstreets and other hot spot areas in the LGA in order to have an understanding of the extent of the problem and to set bench marks for the action plans to be measured against.

* Council's Pride of Place Task Force will identify all authorities, agencies and groups with a stake in the program and gain commitment to participate and contribute funds proportional to their asset exposure and responsibility. A steering committee with membership determined by the Pride of Place Task Force will oversee the graffiti removal program.

* Place strong emphasis on performance measures such as the quick removal of graffiti, which has been shown to be an effective deterrent to further damage.



Action Plan One: Graffiti hotline

Objective: Within twelve months of implementing the Graffiti Management Plan there will be a 50% increase in reporting of graffiti vandalism as compared with BOCSAR statistics in the previous 12 month period

- Rationale: Throughout the literature on the prevention of graffiti vandalism, the implementation of an efficient process for the identification, recording and rapid removal/repair of malicious damage is regarded as a best practice strategy. While community members can report incidents to the police, it has a number of limitations. The first is that people often do not report graffiti vandalism/malicious damage to police due to community attitudes that it is not a serious offence warranting a police response. The second is that council does not have access to Police data such that it can facilitate council's timely repair/removal of the damage (e.g. no access to data on location or time of damage). This action plan will provide council and residents in Newcastle with an effective method for reporting graffiti and facilitating its timely removal.
- Strategy: Newcastle council will establish a graffiti reporting phone line. This phone number will be advertised to residents through various forms of media to ensure the public is aware of the service. Council staff will record all reported instances in a log. Recorded instances in the log will be reported to Newcastle Police. Council will coordinate the graffiti removal teams' response to the information logged. The data will also be used in the evaluation of initiatives in this plan. The operational procedures for the reporting line, the log and the transfer of data to Police will be developed by a working group.

Action	Performance Indicators	Partners	Time-Frames	Responsible NCC Officers
Establish a Newcastle City Council phone line (hot line) for the reporting of graffiti by all members of the Newcastle community		Newcastle City Council (lead) Newcastle Police LAC Pride of Place Taskforce	5	Community Partnerships & Tourism Manager Strategic Information Manager & Works Manager
Develop procedures and identify staffing resources for the recording of incidents and the maintenance of the graffiti hotline	Procedures identified and staffing provided to the satisfaction of key council staff directly involved in implementing the initiative	Newcastle City Council		Community Partnerships & Tourism Manager Strategic Information Manager & Works Manager
Identify procedures and responsibilities for the communication of information from hotline between police and council	Procedures and responsibilities identified that enable the reporting of all incidents to the police that are logged through the council hotline. Police data reflect hotline info	Newcastle City Council (lead) Newcastle Police LAC	5	Graffiti Team Leader, Works Manager
Identify procedures and responsibilities for the communication and co-ordination between council staff and the rapid removal teams.	Consistency between council reporting logs and the rapid removal teams' logs	Newcastle City Council	1 month after the appointment of the Graffiti Team Leader	Graffiti Team Leader, Works Manager

Action Plan two: rapid removal OF Graffiti

Objective:Within six months of implementing the Graffiti Management Plan, 90% of graffiti reported to the Hotline will be removed within 72 hoursRationale:The rapid removal of graffiti damage to property is identified in the literature as an integral component in reducing malicious damage within a community. Also the
development of partnerships with Justice organizations in rapid graffiti removal programs is identified as good practice by the Attorney General's Department.
Justice departments such as Probation and Parole often have community service programs in which offenders, as a reparation measure imposed by the courts, are
required to perform community service work. Utilizing offenders on community service orders (CSO) facilitates broader community involvement in the care of the
region and community ownership of the problem. In this regard, NSW Probation and Parole service (P&P) and the NSW Attorney General's department are currently
developing protocols for graffiti removal partnerships between local councils and P&P services.Strategy:The first stage part of this strategy is to undertake a graffiti audit to establish the extent of the graffiti vandalism problem and to have bench marks to evaluate
effectiveness of programs. Concurrently Newcastle City Council will review its current rapid removal program and consider how a coordinated approach using
Council resources along with additional funding from external stakeholders and the contracting of private operators could improve the effectiveness and efficiency of
the program. A partnership with joint responsibilities will be developed between Newcastle City Council and Newcastle P&P service to coordinate the rapid removal
of graffiti.

Action	Performance Indicators	Partners	Time-Frames	Responsible NCC Officers
Undertake a graffiti audit of the inner city,	A graffiti audit is undertaken with figures of	Newcastle City Council	Within 1 month of the	Graffiti Team Leader, Works
	how much per square metre graffiti vandalism		appointment of the Graffiti	Manager
	exists in the inner city, mainstreets and other		Team Leader	
graffiti vandalism. This will be repeated	hotspots. Repeat audits occur every 6 months			
every 6 months				
Review Newcastle City Council's current			Within 2 months of the	Graffiti Team Leader, Works
rapid removal program in light of new		Pride of Place Taskforce	Graffiti Management Plan	Manager
opportunities for a coordinated multi-			being implemented	
stakeholder approach and cost				
effectiveness considerations				
Recruit private graffiti removal operators in	Recruitment process adheres to Council's	Newcastle City Council	On-going	Graffiti Team Leader, Works
line with Council's Procurement Policy	Procurement Policy			Manager
	Procedures identified to the satisfaction of key	Newcastle City Council	Within 2 months of the	Graffiti Team Leader, Works
and responsibilities for selecting private	staff involved in implementing the program		Graffiti Management Plan	Manager
(both paid and voluntary) graffiti removal			being implemented	
operators			-	

	Procedures identified to the satisfaction of key		Within 2 months of the		Leader, Works
communicating new and completed jobs			5	Manager	
between council staff and the removal			being implemented		
teams					
Create overarching procedures,	Procedures established that facilitate 90% of	Newcastle City Council	Within 2 months of the	Graffiti Team	Leader, Works
expectations and benchmarks for the	Hotline reported graffiti being removed with	Pride of Place Taskforce	Graffiti Management Plan	Manager	
	72 hours		being implemented	-	
Investigate cost/benefit of using protective	A trial and evaluation of cost and benefit is	Newcastle City Council	Within 2 months of the	Graffiti Team	Leader, Works
	carried out of sacrificial and non-sacrificial		Graffiti Management Plan	Manager	
	paints		being implemented		

Action Plan three: Crime Prevention Through Environmental Design (CPTED)

Objective:		Within 6 months of implementing the Graffiti Management Plan a CPTED resource will be created to promote opportunities to prevent graffiti vandalism occurring and the processes to identify appropriate CPTED interventions				
Rationale:		The use of physical design interventions to reduce criminal behaviour in specific locations is an established and increasingly used situational crime prevention method. The research generally indicates that when appropriately considered CPTED interventions are effective in reducing many types of crime including malicious damage.				
Strategy:	reduce graffiti in New	This strategy aims to establish and resource a structured process for promoting, conducting, implementing and evaluating CPTED assessments and interventions to reduce graffiti in Newcastle. A working group will identify procedures, responsibilities and priorities for conducting CPTED assessments, implementing interventions and evaluating outcomes.				
Action		Performance Indicators	Partners	Time-Frames	Responsible NCC Officers	
Develop a CPTED resources kit for both public and private property owners		Resources developed to satisfaction of key council staff and external stakeholders	Newcastle City Council Newcastle City Police LAC	30 March 2009	Graffiti Team Leader, Public Domain Strategist, Community Safety Coordinator, Communications Unit	
Develop procedures for nominating and selecting malicious damage 'hotspots' for CPTED safety audits.		Procedures developed and documented to the satisfaction of key council staff and Police involved in the initiative	Newcastle City Council Newcastle City Police LAC	30 March 2009	Graffiti Team Leader, Public Domain Strategist, Community Safety Coordinator, Communications Unit	

Create procedures and responsibilities for developing, gaining approval, funding and implementing interventions based on CPTED safety audits	Appropriate information prepared for funding bodies for the implementation of CPTED related activities	Newcastle City Council Newcastle City Police LAC Attorney General's Dept (State)	30 June 2009	Graffiti Team Leader, Public Domain Strategist, Community Safety Coordinator, Communications Unit
Create procedures and responsibilities for evaluating the effectiveness of all CPTED based interventions	Three page evaluation provided to the funding body for all intervention at the end of each year of the initiative	Newcastle City Council Newcastle City Police LAC Attorney General's Dept (State)	31 December 2009	Graffiti Team Leader, Public Domain Strategist, Community Safety Coordinator, Communications Unit

Action Plan four: media and Community Education strategy for the prevention of graffiti

Objective:	Within twelve months of implementing the Graffiti Management Plan, 50% of residents contacted will be aware of initiatives related to the prevention of graffiti in the community
Rationale:	Effectively educating and informing residents through the media is identified as central to facilitating community support and involvement in crime prevention initiatives. In this plan the effectiveness of a number of strategies is dependent on community members being aware and involved in aspects of the strategy. These include the Graffiti Hotline, the community art initiative and the rapid removal strategy. In addition, important to reducing malicious damage in a community is educating residents about ways they can reduce the likelihood of damage to their properties (e.g. CPTED), informing people of the potential personal consequences of committing malicious damage offences and informing residents of community costs related to graffiti vandalism to increase guardianship, surveillance and reporting.
Strategy:	Through a working committee, this strategy will establish procedures, responsibilities and resources to facilitate the education of the community on issues relevant to reducing graffiti in their community. The strategy will include consideration of the dissemination of information on the Graffiti Management Plan through local newspapers, radio, ratepayer newsletters, the council website, posters and any other viable medium. The strategy will also support and facilitate the provision of education sessions in schools and with community and business groups on issues related to public space and the prevention of graffiti.

Action	Performance Indicators	Partners	Time-Frames	Responsible NCC Officers
Establish a working group, obtain resources and identify priorities for media and education initiatives to reduce graffiti	Resources obtained to satisfaction of key council staff and one page document developed by working group identifying media and education priorities	Newcastle City Council Newcastle City Police LAC Hunter Business Chamber City Centre Committee and Main Street Committees Community members as required	30 March 2009	Graffiti Team Leader, Communications Unit

Identify key stakeholders and media outlets and develop strategies to engage and inform them on initiatives related to preventing graffiti	Two page document outlining media strategies to be implemented	Newcastle City Council Newcastle City Police LAC Hunter Business Chamber City Centre Committee and Main Street Committees Community members as required	30 March 2009	Graffiti Team Leader, Communications Unit
Identify methods, community groups and venues to target for education sessions (e.g. schools, business community, community organizations)	Two page document outlining media strategies to be implemented	Newcastle City Council Newcastle Police LAC Hunter Business Chamber City Centre Committee and Main Street Committees Community members as required	30 March 2009	Graffiti Team Leader, Communications Unit
Develop procedures and responsibilities for the implementation of media and education initiatives	Two page document outlining media strategies to be implemented	Newcastle City Council Newcastle City Police LAC Hunter Business Chamber City Centre Committee and Main Street Committees	Within 6 months of Graffiti Management Plan being implemented	Graffiti Team Leader, Communications Unit

Action Plan Five: Community Art Initiative

Objective: Within 3 months of implementing a community art project in a specific location, there will be an 80% reduction in graffiti and other malicious damage in the location

Rationale: Recent evaluations of similar initiatives identify the effectiveness of community art projects in reducing graffiti and associated costs. The Brisbane Artforce Initiative had an 80% reduction of graffiti at project locations and an approximate cost-benefit saving of \$10,000 for Brisbane City council. Research into basic mural art installation on occurrences of graffiti indicated that although not totally preventing graffiti removal. Through implementing the targeted community art initiative across the Newcastle LGA the intention is to reduce the graffiti and associated costs through facilitating community ownership of locations. By creating more opportunities for legal graffiti art to happen the strategy will also offer young people interested in graffiti art a way to pursue their interest without the risk of becoming involved with the criminal justice system

Strategy:

This strategy aims to engage young people to pursue legal forms of graffiti art and to reduce graffiti vandalism in specific locations through the use of community art projects. Suitable locations where graffiti and malicious damage is prevalent will be identified by the Pride of Place Taskforce. The loft Youth Venue will implement these programs in line with their current approach to mural art initiatives and methods to engage young people. Each project will be evaluated for its impact on reducing graffiti in the location.

Action	Performance Indicators	Partners	Time-Frames	Responsible NCC Officers
Obtain dedicated resources to effectively implement the program	Resources allocated to the satisfaction of key implementation staff	Newcastle City Council Newcastle City Police LAC Hunter Business Chamber City Centre Committee and Main Street Committees Community members & Youth	30 March 2009	Graffiti Team Leader, Loft Youth Venue Coordinator
Develop procedures and responsibilities for the Pride of Place Taskforce to identify suitable locations for Community Art initiatives (the old Lucky Country is the location for the first mural)	Pride of Place minutes specify that procedures for identifying locations have been developed and implemented	Engagement Group Newcastle City Council Pride of Place Taskforce Youth Engagement Group Main Street Committees	30 March 2009	Graffiti Team Leader, Loft Youth Venue Coordinator
Develop opportunities for young people to be consulted and participate in location, design and implementation of each community art project.	Each community art project has a mechanism to include young people in the process	Newcastle City Council/The Loft Youth Engagement Group Community members Main Street Committees	To happen with each community art initiative	Graffiti Team Leader, Loft Youth Venue Coordinator