



# He wāhi atāhua

A beautiful  
city for all

Auckland Graffiti  
Vandalism Prevention  
Plan 2020



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# Executive Summary

Tāmaki Makaurau - Auckland is New Zealand's face to the world, our global gateway and home to 1.6 million people. Making sure that our city is clean and safe for residents and visitors is crucial, not only for Auckland, but New Zealand also. With major international events on the horizon, in particular the America's Cup and APEC, it is even more important that our city is clean, safe and welcoming. An important aspect of that is a city free from the negative safety and wellbeing impacts of illegal graffiti vandalism.

Auckland Council's strategy of managing public spaces' graffiti vandalism has been very successful, achieving a 25% decrease in incidents since 2012. This document highlights the advantages of the regional approach and refreshes it for the next five years.

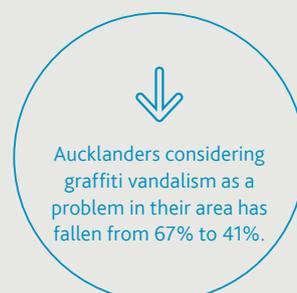
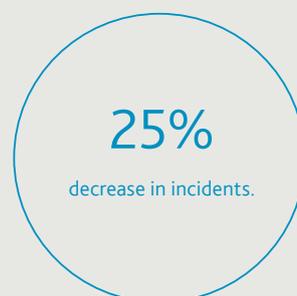
The 2012 plan aimed to provide a consistent approach to graffiti vandalism prevention within Auckland Council, and to focus on building partnerships with key regional organisations with a responsibility for maintaining graffiti-free assets. Auckland's eradication practice is now viewed as leading the sector. This is due to a commitment to rapid eradication, taking a coordinated regional approach, the extent of the asset list covered, and the service providers being geographically based.

The focus of the approach is "prevention first", delivered through rapid removal and community involvement. This means contractors removing reported graffiti within 24 hours, and within 2 hours for offensive vandalism. This is the most successful aspect in terms of prevention as it removes one of the key drivers for committing the offence - the name or tag recognition. In terms of prevention and enforcement this plan outlines how the methodology has developed since 2012, specifically with a stronger focus on restorative justice, community-led beautification opportunities and working more closely with community partners, including mana whenua and mataawaka.

Auckland Council removes graffiti from public assets because it is a crime. While no longer covered by the Council's public nuisance bylaw, it is a crime under the Summary Offences Act. An act is illegal if permission from the asset or landowner has not been given to undertake the painting or tagging. Where no permission has been granted and it is a council asset, it is considered illegal vandalism and is removed quickly.

There are also significant community wellbeing reasons to remove illegal graffiti vandalism. Clean and safe places free from graffiti contribute to increased feelings of safety, belonging and connection, and since 2012 the number of Aucklanders considering graffiti vandalism as a problem in their area has fallen from 67% to 41%. Large amounts of construction happening across the region create additional challenges for maintaining a world-class cityscape, meaning beautification initiatives such as graffiti removal are even more critical.

The 2020 Graffiti Vandalism Prevention Plan outlines how Auckland Council continues to provide a world-class service. Benchmarking with national and international standards indicates that the approach is sector-leading, as evidenced through strong performance figures, a consistent reduction in overall incidents, and positive feedback received from Aucklanders about the responsiveness and impact of the service.



The focus of the approach is "prevention first", delivered through rapid removal and community involvement. This means contractors removing reported graffiti within 24 hours, and within 2 hours for offensive vandalism.

# Vision

Auckland communities and visitors enjoy a city free of graffiti vandalism.



## Tāmaki Makaurau - Auckland

Auckland has a population of more than 1.6 million and is the largest city in New Zealand. As the nation's commercial capital and main gateway for international tourism, it is important that Auckland is a welcoming, safe place which aligns with and upholds the clean, green image of New Zealand.

The 2020 plan defines the prevention-focused approach to graffiti vandalism spearheaded by Auckland Council, building on the success

of the 2012 plan. It highlights how Auckland Council delivers excellent service and great value to the ratepayers and residents, while contributing to making Auckland a world-class city, free of the negative safety and social impacts of graffiti vandalism.

## Definition

Graffiti vandalism is the act of a person defacing any building, structure, road, tree, property or other thing by writing, drawing, painting, spraying or etching on it, or otherwise marking: it

- a. without lawful authority; and
- b. without the consent of the occupier or owner or other person in lawful control<sup>1</sup>.

Graffiti vandalism is a crime associated with reduced perceptions of safety, increased criminal activity, a decline in property values and with perceived community instability<sup>2</sup>. Within a community it can also be viewed as an indicator that more serious crimes are present or have the potential to take place<sup>3</sup>.

The successful management of graffiti vandalism is essential for Auckland Council to achieve outcomes relating to enhancing community safety and wellbeing, including:

- positively influencing perceptions of safety within communities<sup>4</sup>
- developing and enhancing community pride and placemaking
- helping achieve the Mayor's vision for Auckland to be a world class city.

<sup>1</sup> Ministry of Justice, STOP Strategy: A Strategy for Change.

<sup>2</sup> Nielsen Quality of Life Survey, 2018 showed 41% of participants raised graffiti vandalism as an issue in Auckland – down from 67% in 2010 – and Police Perceptions of Safety Survey, 2005 – graffiti vandalism identified as the fourth largest issue in Auckland. (This varies from suburb to suburb.)

<sup>3</sup> Vandals can be charged under the Summary Offences Act (section 11, "Wilful damage") with a maximum penalty of three months' imprisonment or a fine of up to \$2,000 but can also be charged under the Crimes Act 1961 (section 269, "Intentional damage") with a maximum penalty of seven years' imprisonment.

<sup>4</sup> In the 2011-2012 West Auckland safety audits, graffiti vandalism was identified as a "perceived" safety issue.

# History and context

As the lead agency for the management of graffiti vandalism, Auckland Council identified the need for a regional plan. Following a resolution by the Community Safety Committee, the 2012 plan was developed, building on the work of the Auckland Region Graffiti Free (ARGF) Project which preceded Auckland's local authority amalgamation in 2010.

**Development of the plan included representatives from all previous councils together with a range of external stakeholders<sup>5</sup> and agencies. The plan stated that council would work collaboratively with a wide range of stakeholders to address graffiti vandalism. It also aimed to:**

- a. establish a single approach to graffiti vandalism for the whole of Auckland Council
- b. develop a collaborative stakeholder framework to enable the prevention, management and reduction of graffiti vandalism across the region
- c. encourage a complementary approach to service delivery among the stakeholders, and
- d. work with stakeholders to develop partnering opportunities.

With amalgamation in 2010, Auckland Council had inherited different methodologies and service levels from the legacy councils, and from 2013 a phased introduction of standardised services was achieved.

**The prevention of graffiti vandalism remains essential for Auckland Council to achieve outcomes relating to enhancing community safety and wellbeing, including:**

- improving perceptions of safety within communities;
- developing and enhancing community pride; and
- achieving the current Mayor's vision of Auckland as "a world class city".

**The 2012 plan focused on prevention and incorporates the three Es approach of:**

- eradication
- enforcement
- education.

A focus on prevention, together with the incorporation of eradication, enforcement and education activities provided a simple and effective service

model to address graffiti vandalism.

The Auckland Council Graffiti Management System was created providing an electronic database for recording graffiti vandalism incidents and conveying such information to eradication contractors in the respective sectors. It continues to be developed and provides a crucial operational link between all public sector agencies and private institutions working towards the achievement of a graffiti-free city.

The management of graffiti vandalism remains an important and ongoing issue, with residents and businesses continuing to experience the disruption and cost it causes. Auckland Council invested close to \$4.8 million per year into the graffiti vandalism prevention service between 2010 and 2013. From 2013 to 2019 this investment decreased to approximately \$4m per year. This efficiency saving was achieved without impacting the service response; however, it is arguably now at the minimum funding point to support the level of outcomes being achieved.

The 2012 plan contributed significantly to preventing and eradicating graffiti vandalism in the wider Auckland region. However, through consultation amongst some of the major stakeholders, it became clear that while the service model and guiding principles of the plan remained valid to maintain world-class standards, there was a need for more effective working relationships and sharing of information to assist in prevention and enforcement.

A Regional Graffiti Vandalism Prevention Forum<sup>6</sup> has been established to facilitate ongoing collaboration, communication and sharing of information to ensure that quality standards remain high, service approaches are streamlined, and that a high success rate in countering graffiti vandalism is maintained.

During the development of this 2020 plan, participation was sought from existing Auckland Council graffiti vandalism service providers along with relevant council departments and key community stakeholders. Where possible, people who were involved in graffiti vandalism prior to 2012 were interviewed.

<sup>5</sup> Council departments, council-controlled organisations, community groups and external organisations.

<sup>6</sup> The regional forum coordinated by Auckland Council includes representatives from Auckland Transport (rail and roading); Auckland Systems Management (NZTA); Chorus; Vector; Watercare; Transdev; NZ Police.

# Research statement

An independent researcher undertook much of the data collection to support this updated plan.

**The primary research methods included:**

- one to one interviews with key stakeholders and partners, including Auckland Council staff, contractors, community organisations and regional partners;
- a literature review and online research of international and national best practice in graffiti vandalism prevention management;
- review of customer feedback based on service call follow-ups and unprompted customer contact;
- analysis of service performance indicators from 2012 to 2019.

## Performance since 2012

The 2012 plan led to new eradication contracts, some quite different from those issued previously. Four geographic service areas were established, each with a dedicated eradication contractor<sup>7</sup>. Taking a geographic, rather than asset-based approach has contributed to a more coordinated delivery of graffiti eradication and reducing complexity and duplication, and improving response times.

Some New Zealand councils continue to use an asset-based approach, which can mean two eradication teams visiting the same area to remove vandalism on separate assets – the road carriageway and a park bench, for example. Auckland Council’s geographic approach<sup>8</sup> aims to remove such inefficiency.

**Number of overall incidents – a substantial and consistent decrease**

Since 2012, the overall total incidents per year have had a steady decline from 109,249 in 2013/2014 to 81,598 in 2018/2019 – **a 25% decrease**. Rapid eradication, along with a community and placemaking approach to prevention, has supported this substantial decrease across the region.

The results of the most recent visual survey, conducted by an independent research company and covering over 330 sites across Auckland, has shown that over the last seven years, visible graffiti at any given time has reduced by half.

Ongoing customer surveys are also in place, and these regularly show over 90 per cent of customers are satisfied with the removal service, while the perception of graffiti as a problem in the region has decreased from 67% in 2010, to 41% in 2018<sup>9</sup>.

**Local board scores**

Many local boards have seen improvements in their in-scope asset scores and this has helped improve the ambient (overall visual assets) scores<sup>10</sup>.

	In scope			Out of Scope			Ambient		
	Oct-12	➔	Mar-19	Oct - 12	➔	Mar-19	Oct -12	➔	Mar 19
Albert-Eden	88	➔	99	95	➔	98	82	➔	97
Devonport-Takapuna	100	➔	100	95	➔	95	95	➔	95
Franklin	100	➔	100	96	➔	100	96	➔	100
Henderson-Massey	90	➔	100	98	➔	100	89	➔	100
Hibiscus and Bays	98	➔	99	92	➔	100	82	➔	99
Howick	98	➔	100	96	➔	100	95	➔	100
Kaipatiki	99	➔	100	100	➔	100	99	➔	100
Mangere-Otahuhu	92	➔	85	85	➔	98	81	➔	84
Manurewa	97	➔	98	89	➔	97	88	➔	95
Maungakiekie-Tamaki	98	➔	97	96	➔	98	95	➔	95
Orakei	99	➔	96	96	➔	97	95	➔	94
Otara-Papatoetoe	99	➔	99	82	➔	82	81	➔	81
Papakura	94	➔	100	99	➔	93	93	➔	93
Puketapapa	97	➔	95	93	➔	98	90	➔	93
Rodney	84	➔	100	98	➔	100	83	➔	100
Upper Harbour	98	➔	100	100	➔	97	97	➔	97
Waiheke	99	➔	99	100	➔	100	99	➔	99
Waitakere Ranges	94	➔	100	98	➔	100	92	➔	99
Waitemata	95	➔	97	88	➔	96	84	➔	93
Whau	92	➔	98	91	➔	91	85	➔	89
<b>Overall</b>	<b>95.4</b>	<b>➔</b>	<b>98.0</b>	<b>94.3</b>	<b>➔</b>	<b>96.9</b>	<b>90.0</b>	<b>➔</b>	<b>95.0</b>

<sup>7</sup> North, south, central, west – which correspond roughly to the legacy council areas.

<sup>8</sup> As mentioned, planned in 2012 and implemented in 2013.

<sup>9</sup> Nielsen (2018). Quality of Life survey 2018: Auckland report. A report prepared on behalf of Auckland Council. Wellington, NZ.

<sup>10</sup> In-scope is what the council’s service providers are responsible for, out-of-scope is what they’re not (large commercial premises, for example) and ambient is whatever’s present regardless of the asset’s ownership.

**Observation of 330 sites across Auckland has shown that over the last seven years, visible graffiti at any given time has reduced by half.**

Ongoing customer surveys are also in place, and these regularly show over 90 per cent of customers are satisfied with the removal service, while the perception of graffiti as a problem in the region has decreased from 67% in 2010 to 41% in 2018.

**90%**

of customers are satisfied with the removal service.

Perception of graffiti as a problem decreased from

**67%**

in 2010 to

**41%**

in 2018.

# Improving outcomes for mana whenua and mataawaka

As an active Treaty partner, it is crucial that Auckland Council works with mana whenua and mataawaka to deliver positive Māori outcomes across all services, including graffiti prevention. Service equity is a driving principle in the approach of the Graffiti Vandalism Prevention Service. This means ensuring that all communities and all places in Tāmaki Makaurau achieve the same outcomes in terms of having clean spaces, unblighted by graffiti vandalism.

The Manurewa and Henderson-Massey local board areas have the highest numbers of people identifying with Māori descent; 19,314 and 17,487 people respectively. The highest proportion of Māori in relation to the total local board area population can be found in Papakura (27.3%) and Manurewa (23.5%). The most recent independent survey figures show that the percentage of graffiti-free assets in these three local boards averaged 94% against the target of 95% for the region.

In relation to issues of graffiti prevention and enforcement, a change in the approach has moved towards restorative justice methods that include whānau and marae-based interventions. Over the last year, the service has engaged with organisations in support of restorative justice panels, including the Ōrākei Marae and the Te Pae Oranga Iwi Community Panels linked to the Whānau Ora Community Network. The Graffiti Vandalism Prevention Service will continue to grow and develop relationships with mataawaka and mana whenua and aim to extend the network of restorative justice providers

and community organisations engaged to achieve positive and culturally appropriate outcomes.

Engaging with local organisations and supporting community-led beautification also offers the opportunity for Māori organisations to have greater input into placemaking. Examples include active involvement in community network groups which are strong on Māori engagement; utilising native planting to make spaces less accessible to taggers; and ensuring that preventative mural projects are mindful of local culture and history, and align with Māori values.

This approach recognises the impact the service plays in kaitiakitanga for the spaces and places which are important to Māori and all Aucklanders, as well as providing opportunity for increased participation and greater visibility of Māori identity and culture.

## Purpose of the 2020 plan

The purpose of this revised plan is to refine the single approach for Auckland Council's graffiti vandalism prevention service and enable the management and reduction of graffiti vandalism across the region<sup>11</sup>.

### This will be achieved by Auckland Council:

- fulfilling its regional leadership role in the prevention of graffiti vandalism
- establishing an integrated approach to addressing graffiti vandalism
- working collaboratively with a wide range of partners to coordinate action on the prevention, management and reduction of graffiti vandalism across the region
- gathering high quality service delivery information
- delivering excellent customer service
- delivering leadership via the council and local board shared governance framework
- championing partnerships to impact positively on graffiti vandalism eradication
- allocating and aligning resources to maximise benefits.

<sup>11</sup> Within three years of the rapid eradication method being adopted, region-wide graffiti vandalism dropped by

# Benefits

The anticipated benefits from the adoption and implementation of the plan include:

- maintaining the reductions in graffiti vandalism across Auckland
- improved region-wide levels of graffiti, as strategic partners are engaged
- continuing to deliver high quality services that are cost-effective and provide good value for council's investment
- council and its partners working collaboratively and achieving beneficial graffiti vandalism prevention outcomes
- communities and visitors experiencing an environment where the negative impacts of graffiti vandalism are significantly reduced. Positive impacts of the plan include enhanced civic pride, reduced anti-social behaviour and improved perceptions of safety.

## Strategic alignment

The 2012 plan stated that council will work collaboratively with a wide range of stakeholders<sup>12</sup> to address graffiti vandalism.

It also had the aim of developing a collaborative stakeholder framework to enable the coordinated management, prevention and reduction of graffiti vandalism across the region, encourage a complementary approach to service delivery among the stakeholders, and working with stakeholders to develop partnering opportunities.

**The Auckland Graffiti Vandalism Prevention Plan and the council's Graffiti Vandalism Prevention Service deliver on a range of strategies, plans and statements for the city, which include:**

- key focus areas of the Auckland Plan 2050:
  - to create safe opportunities for people to meet, connect, participate in and enjoy community and civic life;
  - to create urban places for the future;
  - providing a safe transport network;
  - protecting Auckland's significant natural environments and cultural heritage from further loss; restoring environments
- local board plans
- the Mayor's vision of Auckland as a "world class city".

<sup>12</sup> Including council departments, council-controlled organisations, community groups and external organisations

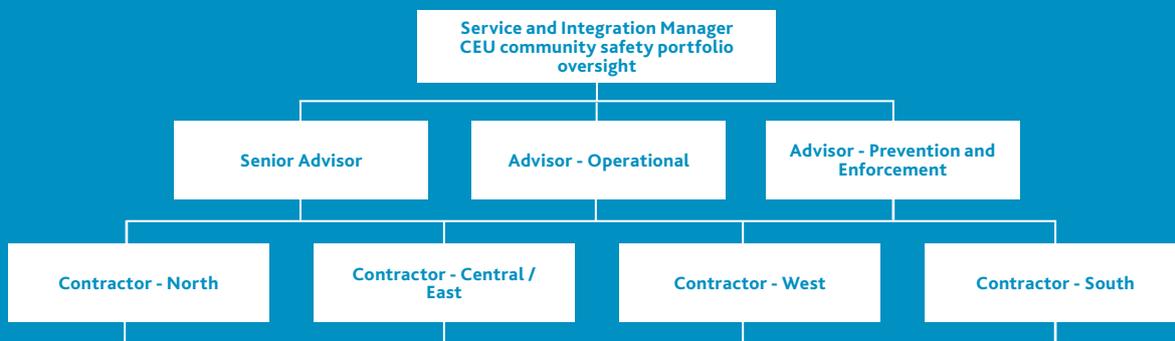
# Service model

With a continuing focus on including social value in Council's procurement process, and a prevention-first mindset, the proactive service model will also provide frontline rapid eradication complemented by a range of holistic enforcement measures.

## Service structure 2012 to 2018



## New service structure 2019 onwards



**This approach provides a simple and effective service model to address graffiti vandalism that is recognised both nationally and internationally. It streamlines the previous plan's "three Es" approach, and creates greater clarity on the wider prevention and enforcement approaches which recognise some significant changes since 2012 including:**

- efficiency savings for the service which removed the specific education budget
- a significant change in the way enforcement services are provided, from being delivered by outsourced contractors with an investigative approach, to an in-house function with a restorative justice focus governance framework
- the removal of graffiti vandalism from the Public Safety and Nuisance Bylaw following its revision in 2019.

## Prevention

- preventing graffiti vandalism is prioritised using a range of social and placemaking initiatives
- developing, supporting and implementing evidenced-based prevention projects and methodologies
- encouraging CPTED<sup>13</sup> principles within policy, planning, projects and training delivery
- recognising that combining rapid eradication, focused enforcement and social/community interventions offers enhanced preventative opportunities.

## Eradication

- delivering a rapid eradication and restoration service across our scope of assets – which covers council property, and residential property and small commercial property with the owner's permission
- service providers admirably representing Auckland Council when providing eradication services
- standardising methodology, resources and supplies supporting consistency and economies of scale both internal and with other major asset-based agencies
- maintaining an active "no-paint" list for relevant private property/asset owners.

## Enforcement

- proactively supporting the police to ensure recidivist graffiti vandalism offenders and hot spot locations are targeted
- utilising internal resources to support police investigations
- communicating enforcement achievements to the community
- encouraging the reporting of offences and offenders.

- proactively engaging and cooperating with iwi panels, family-based interventions and the restorative justice system
- seeking reparation from graffiti vandalism offenders.

## Quality service delivery

Establishing quality service delivery definitions and measures for service providers.

### Service delivery measures and targets:

- completing requests for service (RFS) delivery received into council within 24 hours
- removing offensive graffiti vandalism within two hours of reporting
- providing an eradication service that maximises resource availability seven days a week
- delivering proactive services focusing on priority areas, currently at a ratio of 40:1 proactive to reactive removal of incidents
- recording and collating images (before and after service delivery) of all incidents of graffiti vandalism attended to
- promoting the adoption of complementary service delivery measures and targets to external stakeholders
- providing an equitable service across all local boards.



<sup>13</sup> Crime Prevention Through Environmental Design. This might include "green walls" as well as moving vandalism away from high-risk areas, such as within 5m of the rail corridor.

## Service providers

- consistently providing a high standard of customer service to the Auckland community focusing on the prevention of graffiti vandalism
- encouraging and supporting communities to proactively report instances of graffiti vandalism and enable timely eradication
- providing and promoting opportunities for communities and volunteers to become involved in preventative programmes
- involving, listening to and engaging communities in addressing graffiti vandalism.

## Information management

- utilising leading information management technology to identify graffiti hot spots, record tags, identify graffiti vandals, and supporting customers, service providers and communities through effective data capture of this information
- developing an integrated database supporting local and city-wide contract management, analysis and action
- continuing to take advantage of the latest mobile technology to immediately inform service providers of new graffiti and the location thereof
- encouraging the involvement and accommodating the needs of external stakeholders.

## Stakeholders

- working collaboratively with a wide range of stakeholders, including council departments, council-controlled organisations, community groups and external organisations, to address graffiti vandalism
- developing a collaborative stakeholder framework enabling the coordinated management, prevention and reduction of graffiti vandalism across the region
- encouraging a complementary approach to service delivery among the range of stakeholders
- working with stakeholders to develop partnering opportunities
- working with stakeholders that oversee assets not maintained by Auckland Council including:
  - Auckland Transport
  - Auckland Systems Management
  - New Zealand Transport Agency
  - KiwiRail
  - Transdev
  - New Zealand Post
  - Watercare
  - Vector
  - Counties Power
  - Chorus
  - Key corporate partners in waste management and advertising

## Evaluation

- implementing an evaluation framework to support the success of the plan and ensure continual improvement
- completing independent visual audits twice-annually
- carrying out ongoing monthly customer satisfaction surveys
- performance reporting to all local boards twice-annually
- reporting annually to council on the progress of the plan
- quarterly internal impact reporting
- comprehensively evaluating the plan every five years.





**Auckland's  
ambient  
result is 95%  
graffiti-free**

- Wellington 88%
- Porirua 86%

# Achieving world-class service and standards

In terms of national benchmarking, external independent research has been conducted in the form of visual surveys for Auckland, Wellington, Hutt City, Kapiti Coast and Porirua. While direct comparisons for the in-scope scores are not exact, Auckland's ambient result is 95% graffiti-free, Wellington 88% and Porirua on 86%.

While the prevention and enforcement approach is being refined, Auckland's eradication practice is seen as leading the sector. This is due to a coordinated regional approach, the extent of the asset scope list, and the service providers being geographically based. In other centres, the service providers are asset-based, so two trips by different providers might be made to the same location with two pieces of graffiti on different types of assets, e.g. one in a park and one on a roading asset nearby.

Direct value for money assessments with these councils are not possible, as they don't have a single graffiti budget. Their eradication budgets are often split by the department responsible for the specific asset, which complicates service delivery. Some councils just have a maintenance budget and the graffiti allowance is not specified.

Looking at the international approach, while most major cities have a programme to deal with graffiti vandalism, they vary the focus of their plan as well as their stated aims.

## **That said, they are broadly the same as Western Australia's graffiti vandalism strategy which has three main aims:**

- decrease the number of graffiti vandalism offenders
- keep neighbourhoods free from graffiti vandalism
- ensure all graffiti vandalism is reported.

A major difference between approaches lies in the size of the asset scope list, and what the local body has taken responsibility for. It is difficult to get a clear picture of what this is for each area internationally, but just in New Zealand alone there are significant differences between councils: some include private residences and small businesses, others do not. With a wide scope list Auckland is very much at the forefront of thinking. While this has an impact on the level of investment, it significantly reduces the amount of ambient graffiti. In taking a regional leadership role, Auckland Council continues to work with stakeholders who own assets not maintained by current service providers. This ensures positive beautification impacts beyond the existing asset list.

## **In terms of measuring success, there are a number of ways different councils do it. Such methods include:**

- financial investment
- items removed
- visual surveys
- direct customer surveys – those who reported graffiti, either to council or a service provider
- indirect customer surveys – those who have not reported graffiti but may have a view on the amount of graffiti in the city.

**Financial investment** is a common measure but can be misleading as many councils fix the budget and the service providers work within that envelope. Therefore, a reduction in total spend on graffiti may not reflect the reality of the scale of vandalism.

**Items removed** is also commonly used but can suffer from the same issue as financial investment – less money allocated means fewer items removed which may look like a success but it just shows the service provider is overworked.

**Visual surveys** use a stratified longitudinal approach, so local authorities can track the amount of graffiti in their area at a given time. This measure provides an effective and efficient, on-the-ground approach to assess the effectiveness of the eradication service from the perspective of the general public.

**Independent direct customer surveys** are essential in measuring the success of any graffiti vandalism removal programme. It is unwise to rely on the feedback of the small percentage of customers who call back to complain or congratulate.

**Indirect customer surveys** are useful to measure the opinions of a wider group of residents who may not report or be directly impacted by graffiti vandalism. The biannual Quality of Life survey is an example of this type of measure.

Auckland Council measures all five of these aspects, which provides a well-rounded tool to measure progress and success.

For the visual survey, Auckland Council employs an independent research company to measure the amount of graffiti in the city. Covering over 300 sites, this survey is conducted twice a year. The way graffiti is measured is based on a United Kingdom (UK) NI195 measurement scale which considers the amount of graffiti visible from a 50m line, as well as how obvious it is. While there are some minor differences between the methodology applied here and the official NI195 standard as applied in the UK, the resultant scores are broadly comparable.

The overall NI195 benchmark for the UK is 96 out of 100, with the actual average falling around 92. If the same weightings were applied here, Auckland Council's score would be 99 for the March 2019 survey. It has been at or about this level for several years. In agreement with Auckland and other New Zealand councils, slightly different weightings are used to give a more sensitive result.

Monthly customer surveys covering all four Auckland eradication service providers ensures direct customer interaction and feedback is used to improve the level of service. The service providers regularly achieve satisfaction results above 95% and council staff work closely with them to address any service concerns that arise.

External evaluation of the efficiency and co-ordination of Auckland's approach indicates that it provides value for money for the level of service and impact. While requiring significant and consistent investment, the proactive and rapid eradication methodology and the focus on holistic prevention approaches, places the service at world-class standard.

With a continuing focus on including social value in Council's procurement process, and a prevention-first mindset, the proactive service model will also provide frontline rapid eradication complemented by a range of holistic enforcement measures.

I want to say a great big THANK YOU to Auckland Council for the great work you do getting rid of graffiti vandalism. I have recently returned from a holiday touring Europe. We saw many beautiful places but very sadly most were ruined with ugly tagging everywhere. When we arrived back in Auckland I was so delighted to find that I didn't see a single piece of ugly tagging on the whole journey to our home. I was so proud that our council has taken such a proactive stance on this issue! .... having seen what our environment could look like without this expenditure, I for one think it is worth every cent!



## Conclusion

Auckland Council's 2012 graffiti prevention plan led the way for a highly successful service that delivers to world-class standards, delivers great value for ratepayers and residents and makes the most of the organisation's size and scale. Incidences of graffiti vandalism have been declining ever since the new service was initiated and Auckland Council leads the way internationally with a unique proactive service.

With significant high-profile international events taking place in the region over the next few years, ongoing success requires a continual investment. National and international experience shows that if eradication is not maintained at a proactive and intense level, vandalism increases quickly and exponentially.

The model of "prevention-first" is at the heart of the plan and ensures that the issue of graffiti vandalism is considered from a community wellbeing perspective. Doing so ensures council takes an empowered communities approach to what in many other organisations is simply considered an asset maintenance function.

This refreshed plan provides the framework for the continued operational success achieved since 2012. It reinforces the direction and gives confidence to create a city free from the blight of graffiti vandalism, while delivering social and financial value for the residents and ratepayers of Auckland.

<sup>14</sup>The in-scope is whatever the council service providers are responsible for. The reason in-scope scores are not totally comparable is that different councils have different scopes. Porirua doesn't include small businesses, for example.

<sup>15</sup>Ambient is whatever is present regardless of who owns the asset.

<sup>17</sup>As surveyed in June 2019.

<sup>18</sup>As surveyed in June 2016.

<sup>19</sup>As this plan was written, changes were already underway to bring the enforcement function into council.

<sup>20</sup>Tough on Graffiti Strategy 2011-2015.

<sup>21</sup>An example of this is the Quality of Life survey (various authors and dates).

<sup>22</sup>Select two to five locations per suburb (depending on size) and balance the sample at the local board level in terms of parks, streets and shops, as well as by type: cul-de-sac vs main road, corner dairy vs strip mall, regional park vs local park. Then re-visit each secretly selected site each measurement wave to remove that source of variation.

<sup>23</sup>The scientific methodology for the visual survey was based on the UK's Best Value Performance Indicators (BVPI) which, until April 2008, provided a view of local authority performance delivery by monitoring the progress of local authorities. The relevant measure was BV199, but this was replaced with NI195 – the National Indicator Set – in April 2008.

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