



Justice



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CPTED and access control measures to prevent stealing from motor vehicles

Handbook for local government

Commissioned by the NSW Department of Justice and
prepared by the Australian Institute of Criminology



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Purpose of the handbook

This handbook forms part of a series of guides to support local governments in New South Wales to implement evidence-based crime prevention strategies supported by the Department of Justice (DJ) Crime Prevention Programs (CPP). This handbook has been developed to help guide you through the various stages of planning, implementing and evaluating a strategy involving crime prevention through environmental design (CPTED) and access control measures to reduce stealing from motor vehicles in your local government area.

Using the handbook

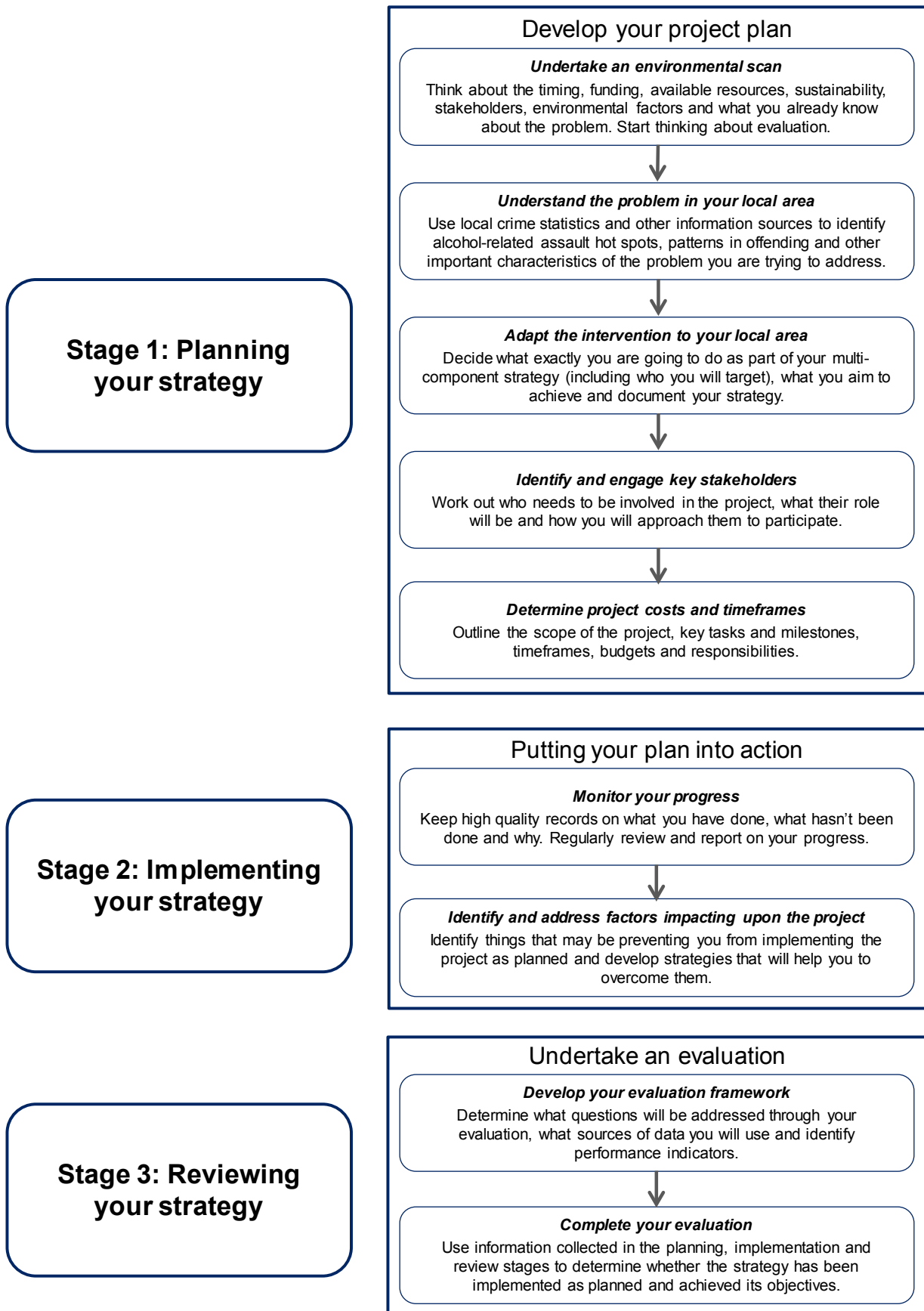
The handbook provides an overview of the key steps that are involved in delivering a strategy involving CPTED and access control measures that aims to reduce stealing from motor vehicle offences. These steps are classified under the following three stages:

- Stage 1: Planning
- Stage 2: Implementation, and
- Stage 3: Review.

These steps do not necessarily need to be undertaken in order. You may undertake some steps concurrently, or you may need to go back and revisit earlier steps. However, it is vital that some steps be undertaken early on in the project, such as consulting stakeholders and planning for evaluation.

The successful implementation of a strategy to prevent stealing from motor vehicles will often be heavily influenced by the characteristics of the local community and the local crime problem. This needs to be considered throughout the project.

Key steps in planning, implementing and reviewing your strategy



Stage 1: Planning your strategy

The best available evidence suggests that strategies involving CPTED and access control measures can be used to prevent stealing from motor vehicles. The evidence also suggests that strategies involving CPTED and access control measures will be most effective in areas that experience high levels of stealing from motor vehicle offences, identified through local crime statistics or concerns raised by the community. You should only be considering this type of strategy if your local government area (or areas within your local government area) experiences high levels of stealing from motor vehicles. This may be determined on the basis of recorded crime statistics available from the NSW Bureau of Crime Statistics and Research or on the basis of consultation with the local community. Recorded crime statistics should show that your local government area has a high number of incidents, a high rate of incidents per 100,000 population and a low ranking compared with other local government areas in the state. However, this is not the end of the planning process.

Key findings from a review of lighting and other improvements to prevent stealing from motor vehicles

- Improving lighting to prevent stealing from motor vehicles involves the installation and/or upgrade of lighting in open air car parks, multi-storey parking facilities and streets in commercial and residential areas identified as experiencing high rates of theft from vehicles during night-time hours.
- This can include increasing the number of lights in a car parking area or along an adjoining pedestrian route, relocating lights to minimise 'dark spots', lengthening time periods within which lighting is turned on, installing brighter lights and installing vandalism-proof lights and lamp posts.
- A number of studies have shown that the installation and/or improvement of lighting can contribute to a reduction in stealing from motor vehicle offences, particularly where it is introduced as part of multifaceted strategy.
- Lighting and other improvements are particularly effective in open air car parks and multi-storey parking facilities because they are confined spaces with defined perimeters, are typically flat, free of internal structures and easily surveyable by users, and there is guaranteed pedestrian movement as people drop off and return to their cars on a regular (and often predictable) basis.
- Lighting, combined with other improvements, is most effective when implemented in areas where the previous lighting conditions were poor and the resulting improvement in visibility and natural surveillance is substantial.
- Given the focus is on improving visibility at night, this particular strategy needs to be targeted at areas with a high rate of offending during night-time hours. There is some evidence that where lighting is part of a strategy that contributes to an improvement in the overall appearance of public space, it may help to promote community ownership and result in a reduction in offences committed during the day.

- Strategies appear to work most effectively when they are targeted at parking areas based on accurate data about the characteristics of the problem, including recorded crime data and information from the owners or managers of open air car parks and multi-storey parking facilities, car park users and the wider community.
- Appropriate mechanisms are required to engage with key stakeholders (including car park owners, managers, users and the wider community) to ensure they are involved in and supportive of the intervention.
- The placement and type of lighting used is important. Lighting improvements should be designed and installed by professionals who understand lighting design, technology and alternatives, including issues relating to long-term maintenance and sustainability.

1.1 Complete an environmental scan

When planning any crime prevention strategy, you need to consider the capacity and resources available in your local community, as well as the circumstances in which the strategy will be delivered.

This requires that you undertake an environmental scan of your local area. Table 1 outlines some important considerations when planning a strategy for your local area, why they are important, and what you can do to address them.

These issues also need to be monitored throughout the life of your strategy, so take note of how you address them now and how you might monitor them over time.

Table 1 Important considerations when planning and intervention to prevent stealing from motor vehicles

Consideration	Questions to ask and why these are important	Possible ways to address this
Timing	<p>Are there deadlines to deliver on? What is feasible within this timeframe?</p> <p>Does it clash with any other crime prevention or community activities that could influence results? How long will it take to implement? This will depend on the size of the target area, how many car parking areas will be targeted, the CPTED and access control measures required, how willing key stakeholders are to get involved and the availability of qualified installers and key personnel.</p>	<p>Be clear on deadlines and commitments under grant funding, particularly if progress reports and other deliverables are required by CPP or other areas within council.</p> <p>Also take note of what is being implemented in the community and timing of local events so that you can assess if this will have any effect on project delivery.</p> <p>Use other similar projects as a guide and ask professionals for their advice on how long things like the installation of security will take.</p> <p>Align your strategy with any future plans for upgrades or improvement, where possible.</p>
Funding	<p>Are the funds available under the grant?</p> <p>How much 'in kind' funding can you provide?</p> <p>Can you afford to do what you propose?</p> <p>If not, you might be left with a budget deficit and disappointed stakeholders.</p>	<p>Identify what you are planning to do and the resources they involve and estimate costs.</p> <p>See the relevant costing framework for project costs.</p>

Consideration	Questions to ask and why these are important	Possible ways to address this
Available staff	<p>Does the project require any particular expertise (e.g. installing access control measures may require qualified professionals)?</p> <p>Are suitable people available to oversee the project?</p>	<p>Scan services in your local area and find out what/who is available and/or what is required to get the appropriate workers or technicians.</p>
Sustainability	<p>Do you have access to ongoing funds? Will you be able to sustain the level of staffing for the project? Does the project need only 'one off' resourcing (e.g. installing perimeter fencing), or continuous investment (e.g. ongoing employment of parking attendants, cutting back trees etc)?</p>	<p>Develop an exit strategy if necessary.</p> <p>Only choose an intervention that can be supported by local resources and available funding.</p>
Stakeholders	<p>Does the project require support of certain individuals or organisations (e.g. car park owners)? Can they contribute any resources? How will you get them to participate?</p> <p>If the project directly involves engaging the community to help develop or implement the strategy, how are you going to get them to participate?</p> <p>If you do not have the stakeholders you need on board, you might not be able to implement the strategy properly.</p>	<p>When developing the project, consult identified stakeholders and find out if there is anyone else who should be involved in the planning. Find out whether they are supportive and if they have any concerns.</p> <p>If the project requires community involvement, make sure they are aware of the commitment and what could be realistically achieved by adopting the measures.</p> <p>It is important to have police involvement from the outset. They can provide information on local stealing from motor vehicle offences and can assist with helping to determine where CPTED and access control measures may be required.</p>
Environment	<p>Is the environment compatible with your proposed strategy?</p> <p>You might encounter difficulties if most steal from motor vehicle offences occur in areas where CPTED and access control measures are not feasible.</p>	<p>Become familiar with any limitations locally, scope out where you are planning the intervention and see if you can identify any potential problems.</p>
Type of offences being targeted	<p>What do you actually know about the problem? Is the problem in one hotspot or is more broadly distributed? What are the key characteristics of offences, offenders and victims?</p> <p>Is the problem only a temporary spike that may correct itself when circumstances change, or is it a more long-term problem?</p>	<p>Review crime statistics for steal from motor vehicle offences over time. Ask police or other relevant local agencies to find out if an increase in stealing from motor vehicles can be explained by any temporary factors.</p> <p>Refer to the relevant section in this handbook for additional guidance on analysing the local problem.</p>

Consideration	Questions to ask and why these are important	Possible ways to address this
Monitoring and evaluation	Can you measure results from your project? How will you measure success (e.g. decrease in the number of steal from motor vehicles offences, drop in reported victimisation, etc.)? Can you access the data you need for each measure?	Review available data sources (e.g. crime statistics on stealing from motor vehicle offences) and determine what information would be needed prior to the start of, during and after the project to measure an effect. You need to make sure you can measure the effectiveness of the strategy to see if you actually have made a difference to steal from motor vehicle offences.

While you will do most of the work of an evaluation towards the end of the project, it is **important to start planning your evaluation while you are developing your strategy**. Start thinking about documenting your project and what information you might need to determine whether the strategy has been implemented as planned and how effective the project has been. The quality of your evaluation will depend on how well you are able to collect, analyse and report on the information outlined in this handbook. More information on monitoring and evaluating your strategy is documented in *Stage 3: Reviewing your strategy*.

1.2 Understanding the nature of the local stealing from vehicles problem and its causes

It is important to understand the precise nature of the local problem so that you can effectively target your response. This requires a systematic analysis of your crime problem, the causes and risk factors. High-risk parking areas (based on local crime data and previous victimisation), factors that contribute to this high risk and characteristics of offences committed in these areas can then be identified to inform your response. The best way to do this is to gather as much information as you can on the problem from a variety of sources.

Review research into the causes of stealing from motor vehicle offences

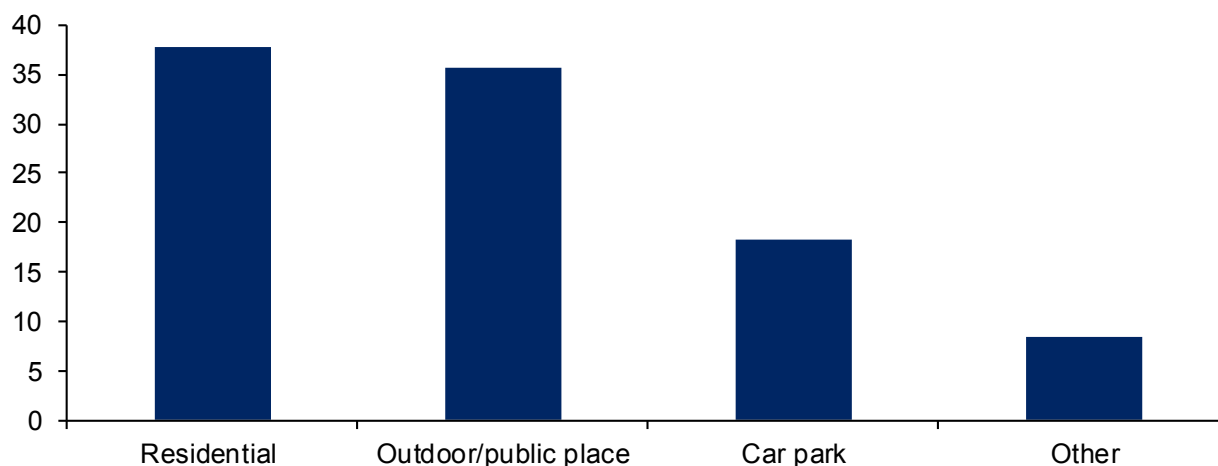
The fact sheet identified long opening hours, being an open air car park (as opposed to closed or multi-storey car park), larger facilities, commuter car parks (rather than short-term parking), the lack of pedestrian movement and poor perimeter security as important risk factors for stealing from motor vehicle offences. Along with the information contained within the fact sheet for this intervention, you may want to read further about the possible causes of and risk factors for stealing from motor vehicle offences. This will help you when it comes to adapting the intervention to your local problem. Use Table 2 to help prompt your thinking on the types of information you should think about documenting.

If you would like to conduct further reading on the prevention of this crime type, refer to the references at the end of this handbook. You can also refer to the BOCSAR website www.lawlink.nsw.gov.au/bocsar and the AIC website www.aic.gov.au. They have a range of resources on vehicle-related crime that can be downloaded for free, as well as links to other useful websites.

Gather local statistics and knowledge to analyse the local problem

Collect information from a range of sources to develop a better understanding of stealing from motor vehicle offences in your local area. Consider both qualitative and quantitative data sources of information. Quantitative data (e.g. recorded crime and arrest data) provide useful information about the nature and extent of a particular problem or phenomenon. However, qualitative information (such as interviews, reports and consultations with relevant local stakeholders) can be a valuable source for understanding the problem and what local factors may influence the delivery of your project. A combination of both sources of data will provide a more complete picture of the local problem.

Figure 1 Stealing from motor vehicle offences, by location, 2011 (%)



Source: NSW Bureau of Crime Statistics and Research

The example in Box 1 demonstrates the value of collecting specific information about stealing from motor vehicle offences in the target location.

Box 1: The importance of understanding the local problem

A strategy was implemented in a multi-storey 'pay and display' car park that was attracting high levels of car crime and vandalism. Importantly, the design of this strategy was based on information provided by the local police that suggested that bored local youths were committing the majority of stealing from motor vehicle offences in the car park. In response to this information, a number of interventions were implemented, including the installation of hardwearing mesh in the gaps above the ground level floor and fitting a self-closing steel door on the pedestrian exit. In addition, the lighting around the facility's main entrance and pedestrian exit was upgraded, and an office was constructed next to the main entrance. The office was eventually leased to a taxi company that operated from the car park and overlooked parked vehicles.

An evaluation of the strategy found that although crime in the car park decreased by approximately 50 percent during the two year post-intervention period, it only had a minor impact on stealing from motor vehicles. The evaluators suggested that the scheme may have failed to address theft from motor vehicle offending because it was targeting the wrong offender group. They suggested that the majority of stealing from motor vehicle offences were not being committed by bored local youths, but by legitimate users of the car park who were tempted by opportunity and individuals who used their vehicle to access the facility for the specific purpose of committing an offence. As such, restricting unauthorised access to the facility and improving natural surveillance opportunities was unlikely to have had a strong deterrent effect.

There is a range of data that might be available or could be collected to help you better understand your local problem and develop a targeted response:

- BOCSAR have a large amount of recorded crime data on their website for all NSW local government areas and is a valuable source of information about stealing from motor vehicle offence trends and temporal patterns (i.e. by location, month, day of week and time of day). Additional data may also be available upon request. Figure 1 is an example of the type of information that is available from BOCSAR. It shows that stealing from motor vehicle offences are most commonly committed in residential areas (37%), closely followed by public places (35%) and car parks (20%).
- BOCSAR also provides a range of hotspot maps online, which provide a visual representation of the locations within each local government area with the highest concentration of recorded offences.
- Recorded crime data might also be available direct from your local police on the locations of and circumstances surrounding recent offences, common targets for offenders, the types of vehicles that are targeted and the types of property that is stolen. Unfortunately data on offenders apprehended by police is likely to be difficult to access due to the low detection rate for offenders.

- Surveys or interviews with victims of stealing from motor vehicle offences, although potentially difficult to undertake, can provide useful information about resident’s experiences, risk factors and the types of measures that these car owners either had in place or have since installed.
- Surveys of the wider community will enable you to assess the degree of concern among residents about the prevalence of stealing from motor vehicle offences in their neighbourhood, perceptions of safety and the level of support for different types of prevention strategies.
- Consultation with relevant local stakeholders can provide useful information about their experience and understanding of stealing from motor vehicle offending in the community. For example, police might be able to provide additional information about stealing from motor vehicle offences that might not be readily available through administrative data, based on their experiences of responding to victims and targeting offenders. Private car park owners and security providers might be able to tell you about the types of security measures that have been implemented in privately owned car parks. Neighbourhood Watch groups and other community groups may be able to provide information on local initiatives trialled in the past.

Use Table 2 to prompt your thinking on the type of information that you might need to help you identify and understand the characteristics of the stealing from motor vehicle problem in your local area.

Table 2 Understanding the local stealing from motor vehicles problem

	What is known?	Data source(s)
How many offences?		
Have there been any notable trends over time?		
Are there certain times of the day that offences are more common (e.g. during night time or day time hours)?		
Is there a particular day of the week that most offences occur (e.g. weekdays or weekends)?		
Is there a seasonal pattern or certain peak times of the year?		
Are there identifiable hotspots (e.g. suburbs, streets, car parks, areas within a car park, etc.)?		
What other crimes are being reported in the areas with high rates of stealing from motor vehicle offences?		
Are there certain areas that have limited pedestrian or vehicle traffic (i.e. limited natural surveillance opportunities)?		

	What is known?	Data source(s)
What access control measures are currently in place (e.g. parking attendants, perimeter fencing, security gates, etc.)?		
Who uses this car parking area (e.g. residents, commuters, students, etc.)? How well used is it?		
What other crimes are being reported in the areas with high rates of stealing from motor vehicle offences?		
What are the main characteristics of vehicles targeted and property stolen?		
How are offenders gaining access to the area and to the vehicles? Are valuables being left exposed in vehicles?		
What is known about the offenders, if anything (e.g. age, gender, motives, etc.)?		
What factors (besides poor access control and natural surveillance opportunities) might be contributing to the high crime rate in identified hot spots?		
Any other factors?		

Source: Adapted from Anderson 2010.

You need to be aware of the limitations of the data sources you use. Police crime statistics, for example, only include those offences that are reported to police. Many steal from motor vehicle offences do not get reported to police. Table 3 outlines a number of things to consider when using different datasets. It can be useful to talk to people who are familiar with the data or the local area to help you interpret any patterns and understand the data in the wider context.

Table 3 Considerations when using different data sources/statistics

Consideration	What this can affect
Time periods	If different datasets cover different time periods they may not be comparable. In addition, you need to ensure that the data you are using is relevant and covers the time periods you require to analyse the problem.
Missing data	Missing data within a dataset can influence results. This may happen when not all the information needed is entered into the system, or it could be that the information is not known. For example, many offenders are not detected and so data on offenders is often missing.

Consideration	What this can affect
How frequently the data is entered into the dataset	Agencies may enter data into a spreadsheet every day, weekly, monthly, annually, biannually, or sporadically. Findings or reports from this data may also only be made available at certain times, so if you are relying on this information being made available publicly find out if it is compatible with any reporting or analysis that you might be conducting. BOCSAR generally doesn't release annual crime statistics until the following April.
What area the statistics cover	Different agencies and sections may have different parameters for collecting information or statistics. For example, police local area commands are different from local government boundaries and the Australian Bureau of Statistics' statistical areas. Therefore, the information will not be directly comparable.
Data accessibility	Not all relevant information is publicly available (e.g. some crime statistics, including victim and offender information). Some datasets you might not be able to access or have permission to use, so find out in advance if you can obtain the information you want.
Number of counts	Be wary of making broad assumptions on information from only a small sample of cases in a dataset, as they may not be representative of the broader population you are targeting.

Note: These considerations are also important when it comes to evaluating your chosen strategy.

! Make sure you keep a record of the information you have collected while planning the project. This information will provide the baseline against which you can assess the impact of the strategy on stealing from motor vehicle offences in target locations.

1.3 Adapting the chosen intervention(s) to the local area

Once the problem has been identified and understood, you can then develop an appropriate response.

Consider where the steal from motor vehicle offences are typically occurring – in streets or in car parks, in residential or commercial areas? This information will help you target your strategy at particular locations and/or vehicle users, and identify potential stakeholders. Consider the environment in the parking and surrounding areas – are there plenty of opportunities for natural surveillance throughout the parking area by car park users, pedestrians, residents or parking rangers? Is the car park well used and are there people around to provide surveillance? Is any formal surveillance provided by security? Are there any obstructions present that can block views? Are there well-established pedestrian routes around and through the car park? Where are the entrances and exits located? Are the parking areas and surrounds easily accessible? You may need to consider access control measures such as fencing and barriers. Consider the parking patterns in the area – are they typically short term or long term? Do these patterns help or hinder natural surveillance? Consider the time of day steal from motor vehicle offences typically occur in your area – if it's during the evening, then a lighting strategy may be more suitable. Are the parking areas well maintained? What other factors might be at play? Are there any other local factors that you will need to take into account? Once you start to answer these sorts of questions you can start to tailor your CPTED strategy to your local area.

It is important that you **understand the causal mechanisms that underpin the intervention** you have selected. These are described in the accompanying fact sheet. This will help you to ensure that in adapting the chosen strategy to your local circumstances, you do not inadvertently undermine the ‘active ingredient’ that is needed for it to work.

Deciding what exactly you are going to do

You will need to decide what it is exactly that you propose to do as part of your CPTED and access control strategy. Use Table 4 to guide your decision-making process.

Table 4 Key components of a strategy involving CPTED and access control measures to prevent stealing from motor vehicles

Strategy component	Considerations	Factors to guide decision-making
Will CPTED and access control measures help to reduce your local problem?	<p>Are environmental factors in and around the car parking areas, such as poor visibility, access, pedestrian and vehicle movement contributing to steal from motor vehicle offences</p> <p>Are valuables being left exposed in vehicles?</p> <p>Are other factors such as poor lighting more important?</p>	<p>Is the environment surrounding the car parking areas amenable to improvements?</p> <p>Consider the need for an awareness campaign as part of your strategy.</p>
Type of CPTED and access control measures required	<p>What types of CPTED and access control measures will you need to minimise unauthorised access and improve natural surveillance?</p> <p>How will you determine which CPTED and access control measures to use?</p> <p>Do you need to install new or upgrade existing security systems?</p> <p>Will the application of CPTED principles require significant redevelopment to the car park, or will the changes be relatively minor?</p> <p>Are there any factors that might impact on your ability to make changes to the built or landscaped environment?</p> <p>What type and level of maintenance will be required?</p>	<p>This should be informed by your detailed analysis of the local problem, including some form of CPTED and security assessment.</p> <p>CPTED measures need to assist pedestrians to see one another. Avoid inadvertently creating potential hiding spots.</p> <p>Experience has shown that if CPTED and access control measures are not maintained the benefits will be reduced over time.</p>
Design and installation of CPTED and access control measures	<p>Who will be responsible for designing and installing the CPTED and access control measures?</p>	<p>Professionals with relevant expertise (e.g. environmental planners and security practitioners) will be best placed to determine the type and placement of CPTED and access control measures.</p>

Strategy component	Considerations	Factors to guide decision-making
Improving natural surveillance	<p>If CPTED measures are introduced, who will provide natural surveillance?</p> <p>How will you encourage people to use the car park once the strategy has been implemented?</p>	<p>CPTED aims to improve natural surveillance, which makes it easier for people in and around car parking areas to detect suspicious behaviour and deter potential offenders. This requires people (car park users or pedestrians, bicycle and vehicle traffic in surrounding areas) to provide natural surveillance.</p>
Other interventions	<p>Will you deliver any other interventions alongside CPTED and access control measures?</p> <p>What are police doing to address stealing from motor vehicles (e.g. targeting known offenders)?</p> <p>What other initiatives are being delivered to address the problem in the local area?</p>	<p>The majority of strategies reviewed as part of this handbook involved multiple interventions, including improved lighting, CCTV, increased police and security patrols and awareness campaigns.</p>

Set clear objectives for the project

It is important that you have a clear sense of what you are trying to achieve, so you will need to develop some clear objectives to guide the project. Some examples of possible objectives for a CPTED and access control strategy to reduce stealing from motor vehicle offences are presented in Box 2.

Box 2: Project objectives

A local government-led working group identified the following objectives for a strategy involving CPTED and access control measures that were implemented in a number of open air car parks with high rates of stealing from motor vehicle offences. These objectives helped to guide decision making with regards to the development of the strategy. It was against these objectives that the overall effectiveness of the strategy was to be assessed.

- Reduce the overall incidence of stealing from motor vehicle offences in the areas targeted by the prevention strategy.
- Reduce the level of concern about stealing from motor vehicle offences among local residents.
- Increase the number of people using previously under-utilised parking areas.
- Improve the use of CPTED and access control measures within the areas targeted by the prevention strategy.
- Increase the level of satisfaction among local residents with the response to stealing from motor vehicle offences from local government, police and other key stakeholders involved in the project.
- Increase the capacity of local government, police and other key stakeholders to develop, implement and evaluate local crime prevention initiatives.

Document your strategy

Now that you have made these decisions, it is important that you document what you are doing, why you are doing it and how you expect this to deliver the desired outcome. This way, you will be able to refer back to the document throughout the project and see if you are on track and doing what you proposed. This information is also useful when it comes time to review and evaluate your strategy.

Table 5 gives an overview of the type of information that you should be outlining as part of your strategy. This document can be shared with stakeholders so everyone is clear on the purpose of the project from the outset, reducing the potential for confusion at later stages. This has the additional benefit of justifying decisions made in relation to the implementation of the project should there be disagreement among key stakeholders at some stage in the future.

Table 5 Information that should be recorded about your strategy involving lighting and other improvements to prevent stealing from motor vehicles

Information to be recorded	
What is the context in which the project is being delivered?	<p>Provide a description of your understanding of the stealing from motor vehicle problem in the location targeted by your strategy, based on the information you have collected so far. This does not have to be long, but provide a reasonable overview of the local context.</p> <p>Highlight any characteristics specific to your local area, summarising the information in Table 2 (e.g. the level of concern among local residents and/or car park users, scope of the problem, whether targeted parking areas are in residential or commercial areas, multi-storey parking facilities, open air parking lots or street parking, whether there are patterns in the use of parking facilities, whether there are pedestrians who can provide natural surveillance etc).</p>
What do we want to achieve?	<p>Write down clear objectives for the project that describe the desired outcomes. Outcomes can be long, medium and short term. What you measure depends on the intervention chosen. You can have a mix of long, medium and short-term outcomes in your strategy (e.g. are you looking to reduce stealing from motor vehicle offences over time or just in the project time frame? In the short term, do you want to encourage people to use the parking area? Is the long-term aim to make the car park users feel safer?)</p> <p>Be specific – this allows you to have a measurable outcome (e.g. are you trying to reduce stealing motor vehicle offences in general or in specific neighbourhoods or parking areas?).</p> <p>Be realistic – a drop in the target problem by 100 percent is unlikely.</p> <p>Use local knowledge and available evidence on similar projects to help guide you in determining what will be appropriate. Some examples of objectives for strategies involving CPTED and access control measures are presented in Box 2.</p>

Information to be recorded	
What activities are we going to implement to achieve our objectives?	<p>Identify and describe the range of activities that you propose to implement as part of your CPTED and access control strategy.</p> <p>Outline how each activity is meant to address the problem (e.g. make it harder for offenders to access deserted parking facilities by improving perimeter security).</p> <p>For each activity that you plan to implement, identify and document the resources (financial, human and infrastructure) required, the individual or agency responsible for each component, and the anticipated timeframe for implementing and/or completing each activity.</p>
How are we going to monitor progress and evaluate the impact of our strategy?	<p>What information will be collected on a regular basis to monitor the progress of implementing the strategy?</p> <p>How will you know if the strategy has addressed the problem and delivered the desired results (e.g. reduction in stealing from motor vehicle offences in the target area(s) from crime statistics, increase in car park users perception of safety via pre and post surveys, etc.)?</p> <p>Refer to the section on <i>Reviewing your strategy</i> for further guidance.</p>

1.4 Getting stakeholders involved

Stakeholder involvement is an essential part of successfully implementing most interventions. There is a range of stakeholders that could be involved in a strategy to reduce stealing from motor vehicle offences. Use Table 6 to help prompt your thinking on who you might be able to engage with for your project.

Table 6 Stakeholders involved in strategies involving CPTED and access control measures to prevent stealing from motor vehicles

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Local council	Planning, project oversight, coordination of stakeholders, management of grant, tenders for the design, installation and evaluation of strategies	
Police	Providing access to recorded crime data, responding to reported stealing from motor vehicle offences, insight into local problem.	
Neighbourhood Watch and similar groups (may also include volunteers)	Promoting the strategy and providing information on past initiatives.	
Residents and car park users	Providing information about the local stealing from motor vehicle problem; input into the development of the strategy and providing natural surveillance in and around parking areas.	
Environmental planners and security practitioners	Design and installation of CPTED and access control measures and providing expert assistance in conducting assessments of CPTED and access control measures being used in parking areas.	

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Local media	Public awareness campaigns, advertising community meetings.	
Parking facility management and security personnel	Providing information about the local stealing from motor vehicle problem, assist with the development, implementation and maintenance of the strategy.	
Others?		

Source: Adapted from Anderson 2010.

Depending on the size of the project, it could be ideal to set up a local stakeholder group or committee, comprising representatives from each stakeholder involved in the project and that meets on a regular basis. If you need to engage certain stakeholders but are not sure how to approach them, consider the following steps:

- **List the groups or individuals who can be approached for the intervention** based on the needs you identified in the scanning stage.
- **Be specific on what they can contribute and whether there are costs (financial or otherwise) in getting them involved.** This may include providing data, delivering services, providing financial assistance, etc. Engaging with stakeholders early in the planning process will help to work this out. Determining their capacity, interest and willingness to contribute to the intervention is also important.
- **When engaging potential stakeholders, be prepared.** Think from the outset about how you can get them involved. This could be done by conducting some research beforehand (if necessary) on the potential stakeholder to find out their needs, any concerns they might have and any benefits they might receive from being part of the project. Benefits for stakeholders can include information sharing and the contribution of the project to their agency goals (particularly if it is their core business), or the problem may directly impact their business (e.g. businesses may lose customers due to people not wanting to use parking areas that are perceived as unsafe). Do not forget that community members, rather than just organisations, can be key stakeholders particularly for interventions that require residents to take an active role in the implementation phase (e.g. encouraging residents to use and provide natural surveillance of parking areas).
- **Be collaborative.** Even if you have a fair idea of what needs to be done, involve stakeholders in the development of the strategy and do not dictate what needs to be done. There may be something you have missed or they may bring specialist expertise and it will help to ensure their support for, and ownership of, the project.
- **Have clear and formally agreed roles.** Each stakeholder should be clear about the role they will play in the strategy and have formally agreed to the role. Consider whether you need to establish a Memorandum of Understanding or some other form of agreement.

Use Table 7 as a template for keeping track of stakeholder roles and responsibilities.

Table 7 Stakeholder engagement template

List the groups or individuals who should be involved in the activities delivered as part of the strategy	What they can offer/do (e.g. provide data, services, financial support, etc.)?	Are there costs (financial or otherwise) in obtaining their services? What are they?	How can we get them involved (e.g. data sharing, activities align with goals, play key role in delivery of activity, etc.)?	Are there any concerns that should be addressed? What (if any) are they?

Source: Anderson 2010: 33.

1.5 Project costing framework for a strategy involving CPTED and access control measures

It is important that in planning a crime prevention project the full range of cost items is considered and reliable estimates of the cost associated with each item are calculated.

Purpose of the costing framework

Table 8 provides a framework for calculating the cost associated with planning, implementing and evaluating a strategy involving CPTED and access control measures to prevent stealing from motor vehicles. This framework is based upon the description of the intervention and how it can be adapted to different local government areas, as outlined in the fact sheet and handbook for this intervention.

Factors influencing project cost

Costs associated with a project may be fixed or variable. Fixed costs are costs that will not change with each additional unit of output. Variable costs are those costs that are impacted by factors such as the size of the target area, the number, type and size of the car parks targeted by a project, or the length of time over which the project will be implemented.

A number of broad factors will influence the total cost associated with a strategy involving CPTED and access control measures to prevent stealing from motor vehicles. This includes:

- The scope of your strategy (e.g. the number of size of the parking areas you will target and the number of interventions or activities).
- How much work can be done with available staff and what needs to be fulfilled by contractors and other specialists.
- How much needs to be implemented from scratch and what can be done in conjunction with other work being conducted by the council or stakeholders.
- Evaluation costs (generally around 10 per cent of the project cost).
- Cost of ongoing maintenance for infrastructure.

A number of other decisions will also influence the total cost associated with the strategy. These include:

- Whether the car park and surrounding areas require redevelopment, landscaping, or other enhancements.
- The scale of the changes to the built and landscaped environment required.
- The type of access control measures that will be required and whether they have ongoing costs (e.g. the use of parking attendants or maintenance costs).
- Who will undertake the CPTED audits and/or security assessments (e.g. police, council staff, volunteers).
- Whether an environmental planner (is required to design any redevelopment).

- Who will implement changes to the built or physical environment and install or upgrade security in the car park.
- Other interventions that may be delivered alongside CPTED and access control measures, such as an awareness campaign.

How to use the framework

To use the framework, identify the cost per unit for each of the items within the framework that are relevant to your project. Determine the total number of units of each item that will be required. It will then be possible to determine the total cost for each item and the overall cost of your project.

The examples presented in the framework are provided as cost **estimates** only and exclude GST. You will need to adapt these estimates to suit your own local circumstances and source quotes that are specifically tailored to your council's selected strategies. Not all the items will be relevant to your particular project.

The NSW Department of Justice will generally, upon successful application, provide funds for many cost items. However, local councils and/or project partners (e.g. police) will be expected to provide some in-kind contributions for some cost items, particularly those relating to personnel and ongoing maintenance costs.

How much time should I allow to implement this project?

There is no clear formula for determining how long it should take to implement your intervention as local context and resources vary, even in seemingly similar locations. A good way to estimate is to review similar interventions and note their implementation schedule, paying careful attention to any factors that may have influenced its delivery.

As most projects are based on short-term funding, it is also essential to consider developing an 'exit strategy' for your intervention. This would involve mapping out in the planning stage how the intervention will be sustained or phased out once the initial funding ends.

! Relying on applying for more funding is not a realistic exit strategy option

Table 8 Project budget for a strategy involving CPTED and access control measures to prevent stealing from motor vehicles

		Enter the following information for your project (examples provided):				
Project stage	Cost component	Cost item	Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
Project planning	Personnel	Personnel responsible for project planning, including consultation with key stakeholders, consultation with car park users and residents, regular and ongoing collection and analysis of data and sourcing quotes from relevant service providers	Project officer (local council)	105	\$36/hour (+22% on-costs)	In kind (\$4,625)
	Other (specify)					
Project implementation	Equipment	Perimeter security, fencing and gates to prevent access to properties (including installation costs)	Improved fencing to car park at local train station	200 metres of palisade fencing	\$175 per metre of fencing Removal of old fence \$3,400 Installation of new fencing \$4,000 Rock excavation \$33 each time	\$42,400 (200x\$175 + \$3,400+\$4,000)
	Equipment	Building and landscaping materials that are required as part of redevelopment of the car park and surrounding areas, landscaping, improving poorly maintained parking areas or other enhancements to the car park environment	Signage	Six signs (developed by CPP) installed in car park	\$1,000	\$6,000

Project stage	Cost component	Cost item	Enter the following information for your project (examples provided):			Total cost (specify in kind)
			Brief description of cost item	Number of units	Cost per unit	
	Experts/contractors	Professionals engaged to conduct CPTED audit and/or security assessments in car parking areas	Council officer, police representative	Seven hours	\$36/hour (+22% on-costs)	In kind (\$308)
	Experts/contractors	Professionals (e.g. environmental planner) required to develop a car park design (or redevelopment) that is consistent with CPTED principles	Council – planning	40 hours	\$36/hour (+22% on-costs)	In kind (1,762)
	Experts/contractors	Professionals responsible for building or landscaping changes in accordance with the design or redevelopment	Council operations	40 hours	\$36/hour (+22% on-costs)	In kind (1,762)
	Experts/contractors	Signage to be placed in car parks to promote steps to minimise risk of victimisation	Signage advising car park users to take their valuables with them	20		\$1,300
	Experts/contractors	Production of promotional material (printing of flyers, etc.)	Printing of flyers advising car park users to take their valuables with them	2,000		\$2,000
	Personnel	Personnel responsible for delivery of awareness campaign distribute promotional material to car park users and local residents	Council project officer distributes promotional material to car park users and local residents via council rates mail out	40 hours	\$36/hour (+22% on-costs)	In kind (1,762)

Project stage	Cost component	Enter the following information for your project (examples provided):				Total cost (specify in kind)
		Cost item	Brief description of cost item	Number of units	Cost per unit	
	Personnel	Personnel responsible for project management, including records management, progress reports to funding providers, stakeholder liaison and administrative support for project working group	Project officer (local council)	Five hours per week for 52 weeks	\$36/hour (+22% on-costs)	In kind (\$11,453)
	Administrative	Regular project committee meetings to oversee project implementation	Project officer (local council)	30 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)
	Other (specify)					
Project review	Personnel	Personnel responsible for undertaking internal evaluation (data collection, analysis and reporting) (if not external)	Project officer (local council)	40 hours	\$36/hour (+22% on-costs)	In kind (\$1,762)
	Other (specify)					
					Total personnel cost	\$24,755 (all in kind)
					Total equipment cost	\$48,400
					Total experts/contractors cost	\$3,300
					Total administrative cost	\$0 (all in kind)
					Total other cost	\$0
					Total project cost (excluding in-kind contributions)	\$51,700
					Total in-kind contribution	\$24,755

Stage 2: Implementing your strategy

As outlined earlier, mapping out a clear strategy of what you intend to do and how you are going to do it will help you to implement the project and its various components. Use the information you have gathered in the planning stage as a checklist on how to proceed and to guide you through the implementation stage.

A project coordinator will need to oversee the project, coordinate the actions of the stakeholders and make sure that activities remain on track.

It's important to be flexible throughout the process. This does not mean abandoning any planning, but realise that no strategy will always go exactly to plan. You can mitigate the risk to your project by thinking ahead about any potential obstacles or problems that might occur (e.g. what to do if there is resistance from parking facility customers to improving access control measures) and how you might overcome them.

Related to this point is the need to carefully manage the budget for your project. Keep track of what is being spent and where. Going over budget may require trade-offs in other areas of project delivery.

You will need to meet regularly with the local stakeholder group to review progress. Maintaining progress reports will help with this process. See Table 9 for a progress report template. Revisit any of the previous steps (e.g. consulting with stakeholders or the community, updating the environmental scan, analysing crime data, etc.) as required, particularly if any changes occur that may impact upon the delivery of the strategy.

! Continuously monitor progress throughout the life of the project. This will enable you to celebrate success or identify problems when they occur and develop appropriate and timely responses.

2.1 The importance of maintaining high quality records

What should be recorded?

Keep records of what was undertaken (by you and the other stakeholders), for example, when and where audits were undertaken, what CPTED, access control and other measures were installed. Record details of what went well, what didn't and any difficulties that you encountered along the way, and anything that might have interfered or aided in the delivery of the project or individual activities. These do not need to be too detailed unless you think it warrants comprehensive explanation. Some examples include:

- how a successful information sharing or partnership was developed between two stakeholders
- problems related to collecting data
- significant events (e.g. withdrawal of key stakeholders, changes in legislation, etc.) that might appear to influence delivery (either positively or negatively), and
- other reasons for delays in implementing activities, or for not implementing some aspect of the strategy (e.g. availability of key staff or contractors).

You might ask other stakeholders involved in implementing aspects of the strategy to also record what they did and anything that might be significant in the strategy's success or failure.

This information can help you to see what worked, how and in what circumstances. As such, throughout this handbook there have been suggestions on what should be documented, so use these as a guide.

Table 9 Monthly progress report template (with examples)

For each action required as part of your project assess the status of the action against each of the following criteria

Activity delivered as part of project	Action underway and on schedule	Resources available to deliver activity	Key stakeholders involved in delivery	Action completed to date	Strategies to address problems identified
CPTED assessment and security audit to identify risk factors for stealing from motor vehicle offences	Yes – slight delay in engaging security practitioner to work with council to conduct assessments	Yes	Local council, environmental planner and security practitioner	Three parking areas have been assessed and a brief recommendation report submitted as at dd/mm/yy	Not required

Source: Adapted from Morgan & Homel (2011).

2.2 Factors impacting upon implementation

Regardless of how well you plan your lighting and other improvements strategy, there are always unexpected and/or unintended things that can happen. Table 10 highlights some of the key issues that face crime prevention projects and some possible strategies to overcome them.

Table 10 Implementation considerations

Consideration	Why this is important	Possible ways to address this
Lack of community participation	In order for activities to work, they frequently need to be accepted and supported by the wider community.	<p>Propose good practice strategies that the community will want to get involved in.</p> <p>Make sure that community members have an opportunity to have a say on what is to be done.</p> <p>Make sure that no one group or individual dominates the proceedings or dictates to the community what is to be done.</p> <p>Have open conversations or consultations about what is to be done; don't have one-off consultations with the community. Instead, consult regularly about the project (these consultations can be a useful source of information on whether the strategies are successful in the eyes of the community).</p> <p>Alert the community to the strategy through the local media (e.g. local television guide or paper, local radio, community meetings, etc.).</p>
Lack of stakeholder support	Stakeholders need to undertake activities and/or provide resources to ensure that the strategy is put in place.	<p>Make more targeted or formal requests to the stakeholder/s for assistance</p> <p>Put in place formal agreements around roles and responsibilities</p> <p>Highlight benefits stakeholder can gain from involvement, address any concerns</p> <p>Using media coverage (positive or negative) to foster stakeholder support</p> <p>Look for alternative organisations or industry bodies to provide assistance, if possible</p> <p>Try to build ongoing relationships and find some common ground.</p>
Attracting skilled workers	Attracting experienced staff to short-term projects can be difficult, especially in rural and remote areas.	Think of who is willing to participate in the project, and build a plan around the available skills base in the area, or build in training and mentoring.
Staff turnover	If staff leave during the project, it takes time to replace them. New staff may take time to become familiar with the project. This can impact on the implementation of activities and makes it harder to determine how the project is progressing.	<p>Look at ways of encouraging staff to stay with the project.</p> <p>Keep good records of the project's activities so that a new person can pick things up quickly.</p> <p>Provide ongoing support and mentoring to new staff.</p>

Consideration	Why this is important	Possible ways to address this
Managing the budget	<p>Sometimes parts of the project can cost more than expected.</p> <p>The length of time required to deliver a reduction in stealing from motor vehicle offences may require more money than the budget available to the project.</p>	<p>Always try to include in the budget all the resources likely to be required for the project.</p> <p>Try to identify multiple sources of funding.</p> <p>Have a plan for continuing your project work once external funding has ended.</p> <p>Remember that some of the best project activities are simple and only require limited resources.</p>
Sustainability	<p>Attracting local or additional funding and support can be difficult, especially if the local area is not wealthy or the project is seen as important to only one part of the community.</p>	<p>Additional local funding is also a great way for the community to take ownership of the strategy.</p> <p>Highlight to key people in the local area how they will benefit from the project, and provide opportunities for them to support the project through financial and in-kind contributions.</p>
Unexpected events	<p>Events such as droughts, economic factors and out of the ordinary happenings can impact on the project.</p>	<p>You cannot predict 'unexpected' events. However, you can try to make the impact of these events minimal by making the project plan flexible.</p> <p>Don't let the success of the project hinge on one or two factors.</p> <p>Think of how the project could be altered if there was a change in circumstances.</p>
Finding you need to change project activities once it has started	<p>It can be difficult to work out in advance just what might be required to achieve your main objective(s).</p> <p>Sometimes projects need to change if you find a planned strategy is not achieving what it was supposed to.</p>	<p>Keep funding bodies informed about your progress and discuss the need for changes in the project's activities.</p> <p>Continue to consult the community ahead of making any project changes.</p> <p>Review the objective(s) carefully and how the activities were originally linked to the objective.</p> <p>Find out about other crime prevention activities and what they have achieved.</p>

Source: AIC 2006.

Stage 3: Reviewing your strategy

The purpose of implementing a strategy involving CPTED and access control measures is to reduce the incidence of stealing from motor vehicle offences in your local community, or in a specific car parking area(s). It is important to know whether or not the strategy has had the desired impact. If it has worked, why did it work and what factors made it a success. If it didn't work it is also important to know why and to avoid repeating the mistakes again.

You should consider how to evaluate your project at the start of your project and not just at its completion. Evaluation is important for a number of reasons, including:

- to work out whether the project has achieved the stated objectives;
- for accountability purposes, particularly where a project receives funding from an external source;
- to help you to assess what parts of your strategy are working well and what could be improved;
- to contribute to the evidence base around effective crime prevention and characteristics of effective interventions; and
- to identify and share important lessons with other communities confronted with similar problems, providing guidance on good practice and potential challenges associated with implementing certain interventions.

! The Department of Justice has formal reporting requirements that you are expected to adhere to. This involves the completion of both a six-month progress report and a final evaluation report.

3.1 Evaluation questions

The most common forms of evaluation are process and outcome evaluations. Many evaluations involve some combination of the two.

Process evaluations aim to improve understanding of the activities that are delivered as part of a project. It is also focused on the implementation, operation and management of these activities; assessing whether they were (or are being) delivered as planned and in accordance with the design of the program, determining how well they were delivered (i.e. to an acceptable standard and the satisfaction of various parties involved) and identifying any factors that may have impacted upon the delivery of these activities.

Process evaluations can be conducted at some point during, or at the completion of, a strategy and are often used to track progress and to see if anything needs to be changed to make sure you are on track for delivering the strategy as intended. They can be good for reporting on your progress to funding bodies and other stakeholders, and to alter the way you deliver a strategy to adjust to any different circumstances that may have arisen since you started the strategy.

Outcome evaluations are concerned with the overall effectiveness of a project, examining whether the stated objectives have been achieved and determining what outcomes (intended or unintended) have been delivered as a result (including the impact of the program on participants, stakeholders and the broader community). This takes place once the project has been completed. This should involve measuring the number of offences in the target area in the period before, during and after your project and, where possible, comparing this with nearby areas with similar characteristics (comparison areas) and surrounding areas (to measure displacement). You should aim to measure the number of offences over as long a period as possible, both before and after the strategy, (ideally up to 12 months or longer) if this is possible within the funding timeframe. This way you will address any seasonal variations.

At a minimum, you should probably aim to answer the following questions about your project:

- What did you actually do as part of the project?
- How does this project activity attempt to prevent or reduce steal from motor vehicle offences in your local area?
- How did you adapt your project to suit the local steal from motor vehicle problem and context?
- How were the actions planned, managed, organised and steered?
- What was the nature and extent of stakeholder (including residents) involvement in all stages of the project?
- What impact did your project have on the level of steal from motor vehicle offences in the target area?
- What worked and how; what didn't work and why not?
- Were there any unintended consequences as a result of the project?
- What factors may have contributed to the change in stealing from motor vehicle offences besides the intervention (e.g. increased legitimate use of the car park, the apprehension of prolific offenders)?
- What could be done differently or improved in the future?
- What were the main lessons learned from the project that could help inform similar initiatives in other areas?

If you can answer most of these questions, it is a good sign that you will have a useful evaluation. During the planning and implementation stages of the strategy you might find it helpful to review these questions to identify whether you think you will be able to answer them.

3.2 Performance indicators

Performance indicators describe what is measured to assess various aspects of an organisation or project's performance. Table 11 highlights some important things to consider when selecting performance indicators for your evaluation.

Table 11 Important considerations in selecting performance indicators

Consideration	Questions to guide your thinking
Available data	Does the data source exist?
	Will the information need to be obtained through methods such as surveys and consultations?
	Is the data retrievable and accessible, and is it expensive to access? Do we have to pay for getting the information?
	Where does the data come from? (For example, will it come from local government, police, BOCSAR, another government agency such as Housing, business owners or other non-government organisations.)
	Does the data cover the relevant time periods?
	Does the information source link to the performance indicator/measure?
Staff resources	Does your organisation have the relevant access to expertise (either internally or from a project partner) to be able to collect, analyse and interpret the data?
Relevance to the project	Is there a logical link between the indicator chosen and the input, activity, output or outcome it is supposed to measure? Or is it just measuring for the sake of measuring?

3.3 Sources of information

You should have been thinking about the data that will be required for the evaluation when you were identifying performance indicators. Potential sources of data include (but are not limited to) the following:

- Police-recorded crime data for stealing from motor vehicle offences in the target area for the period prior to the project, during the project and after the project is completed. This data can be compared with adjacent areas to assess whether there has been any displacement or diffusion of benefits. The data can also be compared with other areas that share similar characteristics to the location in which the project was implemented to assess whether any changes in stealing from motor vehicle offences can be attributed to the project. You can also compare the data with overall trends for the rest of the local government area or statewide. Make sure you look at crime data over a sufficient period of time to take into account any pre-existing crime trends or seasonal factors. Ideally you should look at crime trends for 12 months or longer prior to the strategy and after the strategy, but you will need to fit into funding timeframes.
- Car park management and security personnel may also keep records of the number of calls for assistance and reported incidents of stealing from motor vehicle.
- A survey of the community and/or car park users could be administered prior to and at the end of the project to measure rates of self-reported victimisation, perceptions of safety, concern about stealing from motor vehicle offences, the use of parking areas, awareness of the project and satisfaction with the services delivered as part of the project.

As with recorded crime data, this could be administered in a second location not targeted by the project.

- A review of administrative data collected over the course of the project relating to the various activities that were delivered, such as the type, number and location of installed access control measures, the number of parking areas which received CPTED and access control measures, the number of assessments of CPTED and access control measures conducted and who conducted them, and the number of information leaflets distributed to parking facility users and local residents advising them of the CPTED and access control measures.
- In-depth interviews with residents who have been involved in the project in some way can be used to gauge their satisfaction with the services delivered as part of the project and views regarding the effectiveness of the project in reducing stealing from motor vehicle offences.
- In-depth interviews (or, if numbers permit, a survey) with key stakeholders involved in the management and/or delivery of the project to seek their views regarding the project and its effectiveness in reducing stealing from motor vehicle offences and their satisfaction with the services that were delivered.

An example of one approach to evaluating a strategy that involved CPTED and access control measures is provided in Box 3.

Box 3: The evaluation of Ohio State University parking garages

This strategy was implemented at Ohio State University (OSU) in response to crime statistics that indicated that campus parking garages were attracting high rates of crime (including theft from cars). The strategy involved improved lighting, CPTED improvements and access control. The evaluation relied primarily on an analysis of police recorded crime data for parking garages targeted as part of the project and those that were not subject to the intervention. A survey of parking garage users was also used to help inform the project design.

A survey using questions similar to those used by Tseng, Duane and Hadipriono (2004) could be administered to car park users to determine their perceptions of safety and crime in the area targeted by the strategy. This could be administered pre- and post-intervention, or could be conducted retrospectively. Respondents could be asked to respond to the following statements:

- I feel safe walking to and from my car in this parking area
- I think it is possible for offenders to hide in this parking area
- This parking area is well lit
- (Specify area within parking area) is well lit
- I avoid parking in certain places in this parking area because they are poorly lit
- I try to avoid using this car parking area because of concerns about crime
- I feel safe using the stairs in this parking area
- This parking area is safer than most
- I feel that theft from cars is a problem in this parking area
- I feel that my car may be vandalised or broken into while parked in this area.

Responses to these questions can be answered using a five point scale ranging from strongly disagree to strongly agree. The same survey could also be used to determine the rate of self-reported victimisation among car park users.

3.4 Bringing it all together in an evaluation framework

Once you have identified your key evaluation questions, performance indicators and data collection methods, it is possible to develop a framework that can help guide your evaluation. An evaluation framework outlines the key evaluation questions, performance indicators and sources of data, and links them together in a structured way. It forms the basis for your evaluation. A template (with some examples) is provided in Table 12.

3.5 Reporting on key findings

What and how you report depends on whether you are preparing a brief report on the progress of the project or whether it is a final evaluation report. Having a well conducted and written evaluation will help you to demonstrate the impact of what you have been doing, enables you to share your lessons from the project with other practitioners and adds to the evidence base.

Table 12 Evaluation framework template (with examples)

Evaluation question	Performance indicators	Likely data source	Comments regarding data collection, availability or timing
Was the project implemented as intended?			
Were the environmental factors contributing to the problem (e.g. visibility and access) improved in the target car parking areas?	Improvement in level of visibility, accessibility, etc.	Security assessments/audits in the target areas before and after the strategy	Requires follow-up assessments/audits be undertaken
Did the project achieve its intended outcomes?			
Did the number of stealing from motor vehicle offences decrease within the target area?	Number of car park users that reported a stealing from motor vehicle offence to police in the previous 12 months	Recorded crime data from BOCSAR or NSW Police	You will need to be able to obtain reliable data for the specific area targeted by the project and surrounding areas (as opposed to wider local government area) for periods before and after the strategy is implemented
Did stakeholders involved in the management and delivery of the project perceive that it contributed to a reduction in steal from motor vehicle offences?	Number/proportion of stakeholders involved in the project who are satisfied with project outcomes	Interviews with stakeholders involved in the project	Interviews should be held toward the end of the project to give it time to be implemented and have an impact

Endnotes

Case studies: Poyner B 1991. Situational crime prevention in two parking facilities. *Security Journal* 2(2): 96–101.

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