



Justice



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CPTED and awareness campaigns to prevent stealing from person

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/or an awareness campaign to reduce stealing from person offences in your local government area.

Using the handbook

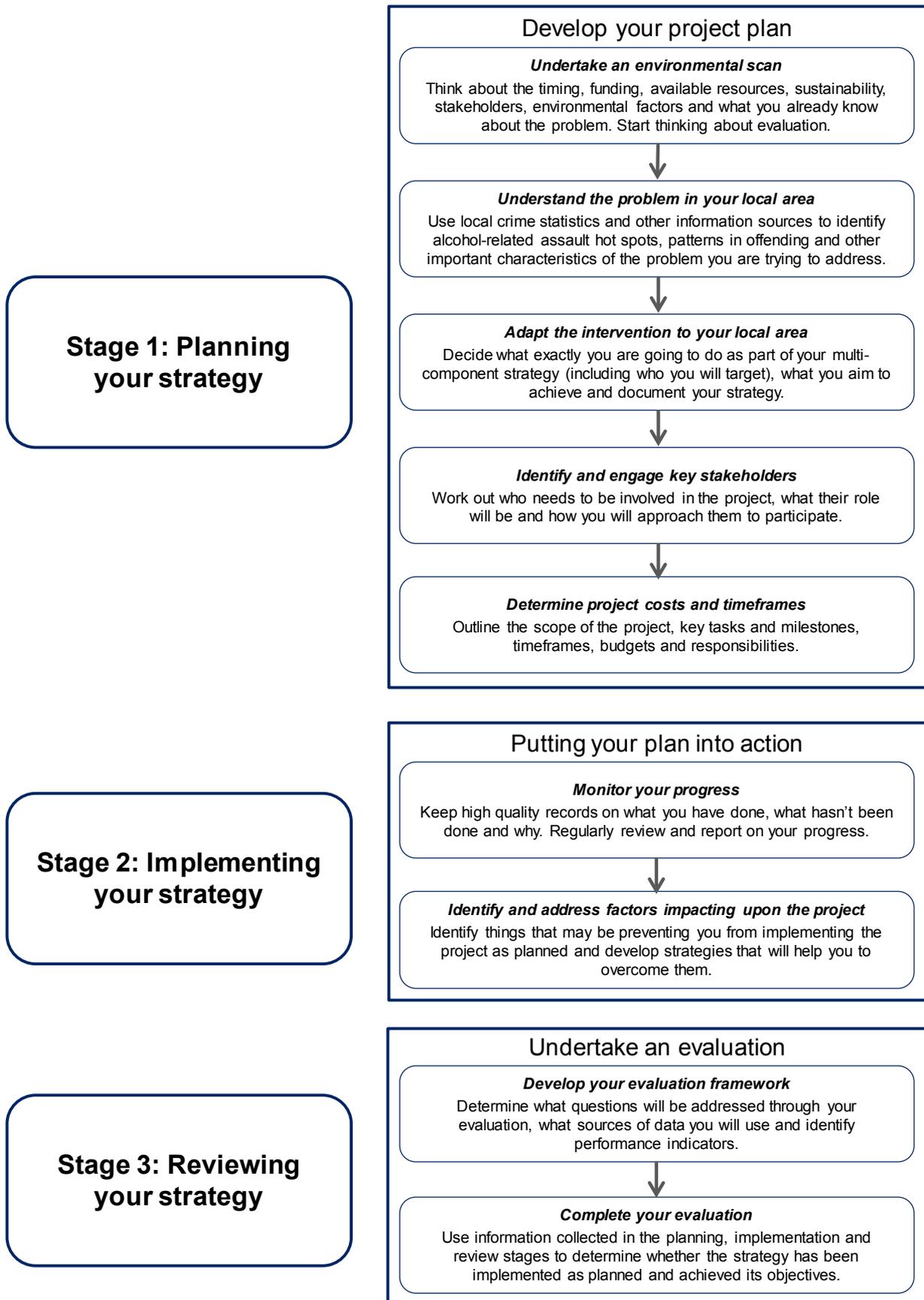
The handbook provides an overview of the key steps that are involved in delivering a strategy involving CPTED or an awareness campaign that aims to reduce stealing from person offences. These steps are classified under the following three stages:

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

These steps do not necessarily need to be undertaken in order. You may need to 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 person 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 awareness campaigns can be used to prevent stealing from person offences. The evidence also suggests that strategies involving CPTED and awareness campaigns will be most effective in areas that experience high levels of stealing from person 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 person offences. 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 strategies involving CPTED and awareness campaigns to prevent stealing from person offences

- Crime prevention through environmental design (CPTED) involves the design and management of the built and landscaped environment to limit opportunities for crime to occur. CPTED includes strategies that are designed to increase natural surveillance by encouraging more people to make use of pedestrian thoroughfares, removing obstructions that make it difficult for users of the space to see one another, or strategies that aim to improve the overall amenity and create a sense of ownership among the users of that space.
- Awareness campaigns can provide potential victims (e.g. tourists and the elderly) with information that will help them reduce their risk of victimisation, or provide potential offenders with information about pre-existing security measures that are being used in a space.
- Awareness campaigns can also involve security audits that provide information to the management and staff of commercial premises (such as retail stores or licensed premises) whose customers may be at greater risk of victimisation due to premise design or management practices. Security audits involve professionals conducting an assessment of the premise design, layout and operation to identify potential risk factors for victimisation and making recommendations to mitigate this risk.
- Very few strategies that aim to prevent steal from person offences have been evaluated, however a small number of studies have shown that strategies involving an awareness campaign or CPTED can be effective in reducing the incidence of steal from person offences.
- Strategies appear to work most effectively when they are targeted at spaces that attract high volumes of pedestrian traffic (e.g. marketplaces and train stations) or conversely, locations that experience periods of limited pedestrian movement. These locations were also identified as having high levels of 'stealing from person' offending.

- Strategies should be targeted at a specific crime problem (e.g. pickpocketing, bag theft, etc.) in a specific context. For example, evidence suggests that busy locations that attract large numbers of pedestrians are particularly attractive to pickpockets. This is because large crowds can be used as cover for pickpocketing and makes pursuit difficult. Similarly, the theft of unattended belongings (such as handbags) may be a problem in venues such as pubs and nightclubs, where patrons may be intoxicated or distracted by loud music and talking to their friends.
- Strategies may require the involvement and participation of the people who will be providing surveillance, modifying the layout of an area and maintaining the operation of the strategy in the long term. As such, appropriate consultation mechanisms need to be established at the commencement of the project to seek input from key stakeholders and the community and ensure they are involved in and supportive of the intervention.

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 person offences

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?</p> <p>How long will it take to implement? This will depend on the size of the target area, the CPTED measures and awareness campaign required, how willing key stakeholders are to get involved and the availability of 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>Take note of what is also being implemented in the community and timing of local events so that you can weigh up 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 will take.</p> <p>Align your strategy with place-based management and 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 implementing the project require any particular expertise e.g. designing and launching an awareness campaign may require design or media contacts and expertise?.</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. implementing a poster campaign), or continuous investment (e.g. ongoing employment of information booth attendants, regular audits of high-risk premises, 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 the support of certain individuals or organisations (e.g. retailers, licensed premises, etc.)? 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 steal from person offences and can assist with helping to determine where CPTED measures or an awareness campaign would be most beneficial.</p>
Environment	<p>Is the environment compatible with your proposed strategy?</p> <p>You might encounter difficulties if most steal from person offences occur in areas where CPTED 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 person offences over time. Ask police or other relevant local agencies to find out if an increase in stealing from person offending rates 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 person offences, drop in reported victimisation, etc.)? Can you access the data you need for each measure?	Review available data sources (e.g. local police crime statistics on stealing from person 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 person 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 person 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, its causes and risk factors. High-risk locations (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 locations that attract large numbers of people as being particularly attractive to offenders. This is because large crowds and poorly designed spaces can inhibit the detection of potential offenders. Busy locations can also provide distractions, which means that people using that space are not paying close attention to their belongings. This is particularly the case in social venues such as pubs and nightclubs where patrons may be intoxicated or distracted by loud music and talking to their friends. These are all important risk factors for stealing from person 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 person 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.

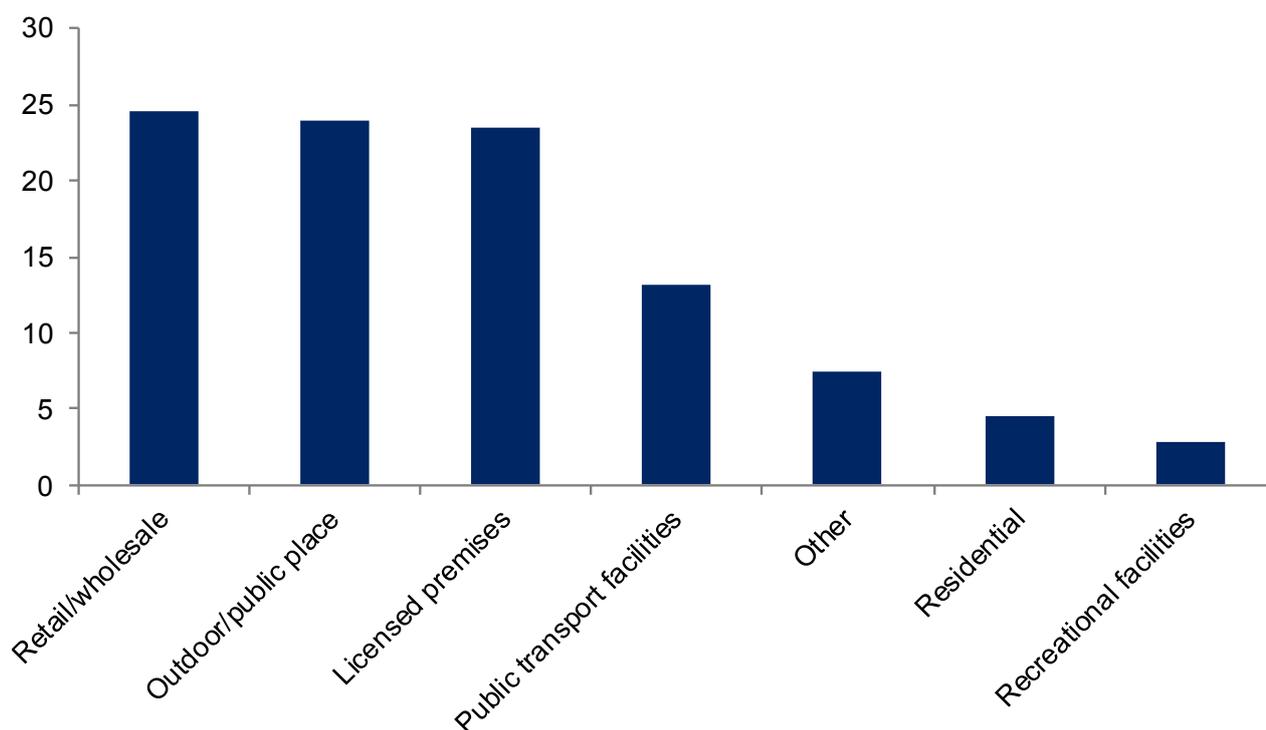
If you would like to conduct further reading on the prevention of this crime type, refer to the references at the end of this handbook. You can also refer to the AIC website www.aic.gov.au or the BOCSAR website www.lawlink.nsw.gov.au/bocsar. They have a range of resources on theft that can be downloaded 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 person 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.

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 person offence trends and temporal patterns (i.e. by location, month, day of week and time of day). Additional data may be available upon request. Figure 1 is an example of the type of information that is available. It shows that stealing from person offences are most commonly reported as having occurred in retail spaces, public places and licensed premises.
- BOCSAR also provides a range of hotspot maps online, which provide a visual representation of the locations within each local government area that have the highest concentration of recorded offences.
- Recorded crime data might also be available from your local police on the locations of, and circumstances surrounding, recent offences, common targets for offenders and the type 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 theft, although potentially difficult to undertake, can provide useful information about their experiences, risk factors and the types of measures that they either had in place, or have since taken to prevent re-victimisation (e.g. avoiding certain locations and using a handbag with a cross-body strap).
- Surveys of the wider community will enable you to assess the degree of concern among residents about the prevalence of stealing from person 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 person offending in the community. For example, police may be able to provide additional information about stealing from person offences that might not be readily available through administrative data, based on their experiences of responding to victims and targeting offenders. Retail and licensed premise management and staff, public transport workers and security personnel might be able to tell you about the types of security measures that have been implemented in certain locations. Neighbourhood Watch groups and other community groups may be able to provide information on local initiatives trialled in the past.

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

Source: NSW Bureau of Crime Statistics and Research

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 person' 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, licensed establishments, train stations, etc.)?		

	What is known?	Data source(s)
Do these hotspot areas have limited pedestrian or vehicle traffic (i.e. limited natural surveillance opportunities)?		
What awareness campaigns are currently being used (e.g. leaflet or poster campaigns, etc.)?		
Who uses this space (e.g. students, tourists, shoppers, residents, etc.)?		
What other crimes are being reported in the areas with high rates of stealing from person offences?		
What are the main characteristics of victims and the property stolen?		
What techniques are offenders using to gain access to the property (e.g. slashing, grabbing, distraction, etc.)?		
What is known about the offenders, if anything (e.g. age, gender, motives, etc.)?		
What factors (e.g. poor natural surveillance opportunities, lack of attention on personal belongings, or security measures used in the area) might be contributing to crime 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 person offences are not 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, comparability can be difficult. 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 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 from both will not be directly comparable.
Data accessibility	Not all relevant information is publically available (e.g. some police 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 person 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 person offences typically occur – in public spaces, shopping centres, transport interchanges, or licensed premises? This information will help you target your strategy at particular locations and/or populations, and identify potential stakeholders. Consider the environment in your hotspot and surrounding areas? How much pedestrian traffic is there – are there plenty of opportunities and people around to provide natural surveillance throughout these areas? Are there any obstructions blocking views? Are pedestrians in the area likely to have been drinking at licensed premises in the area and therefore less likely to be paying attention to their surroundings or their belongings? Is any formal surveillance provided in the area e.g. through security staff? 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 exactly what you propose to do as part of your strategy. Use Table 4 to guide your decision-making process. This is not an exhaustive list of all the things that you will need to consider or put in place, but it will help you to decide on some of the key elements of your project.

Table 4 Key components of a strategy involving CPTED and/or an awareness campaign to prevent stealing from person offences

Strategy component	Considerations	Factors to guide decision-making
Will CPTED and an awareness campaign help to reduce your local problem?	<p>Are environmental factors in and around the hotspot areas, such as limited opportunity for surveillance, or pedestrian movement contributing to steal from person offences?</p> <p>Are people in the area adequately protecting their belongings?</p>	<p>Is the environment surrounding the hotspot areas amenable to improvement?</p> <p>Consider the need for an awareness campaign as part of your strategy.</p>
Design and management of the built or landscaped environment	<p>What changes will you (or the owners of that space) need to make to the design and layout of certain locations?</p> <p>Will the application of CPTED principles require significant redevelopment to the target location 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>
Nature and target of awareness campaign to be delivered	<p>Who will be the target of your awareness campaign?</p> <p>Will the awareness campaign aim to inform potential victims about how they can reduce their risks of victimisation, inform potential offenders about the strategies in place to identify and detect them, or involve security audits of high-risk locations to recommend changes to the design and layout of these locations?</p> <p>Will any CPTED audits be active (someone attends the site to conduct the assessment) or passive (distribution of CPTED assessment toolkits)?</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>
Responsibility for CPTED audit and development of the awareness campaign	<p>Who will be responsible for determining what changes are required to the layout or design of high-risk locations?</p> <p>Who will be responsible for designing and delivering the awareness campaign?</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>

Strategy component	Considerations	Factors to guide decision-making
Improving natural surveillance	<p>If changes are made to the design and layout of high-risk locations, who will provide natural surveillance?</p> <p>How will you encourage people to use areas that are underutilised during certain times of the day once the strategy has been implemented (and is this required)?</p>	CPTED aims to improve natural surveillance, which makes it easier for people in and around high-risk areas to detect suspicious behaviour and deter potential offenders. This requires people (people using the space, pedestrians, bicycle and vehicle traffic in surrounding areas) to provide natural surveillance.
Other interventions	<p>Will you deliver any other interventions alongside CPTED measures or an awareness campaign?</p> <p>What are police doing to address stealing from person (e.g. targeting known offenders)?</p> <p>What other initiatives are being delivered to address the problem in the local area?</p>	The majority of strategies reviewed as part of this handbook involved multiple interventions, including improved lighting, or were delivered in support of existing strategies, such as Closed Circuit Television (CCTV).

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 strategy involving CPTED measures or an awareness campaign to reduce stealing from person offences are presented in Box 1.

Box 1: Project objectives

A local government-led working group identified the following objectives for a strategy involving an awareness campaign that was implemented in a train station with high rates of stealing from person 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 person offences in the areas targeted by the prevention strategy.
- Reduce the level of concern about stealing from person offences among public transport users and workers.
- Improve the level of awareness of strategies to minimise the risk of victimisation among public transport users.
- Increase the level of satisfaction among public transport users and workers with the response to stealing from person 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 as to 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 person 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 people using the area, scope of the problem, whether targeted areas are in residential or commercial areas, whether there are patterns in the use of the space, 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 person offences over time or just in the project timeframe? In the short term do you want to encourage people to use take steps to minimise their risk of victimisation? Is the long-term aim to decrease concern about the problem?)</p> <p>Be specific – this allows you to have a measurable outcome (e.g. are you trying to reduce stealing person offences in general, in a specific neighbourhood or location)?</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 or an awareness campaign are presented in Box 2.</p>
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 strategy.</p> <p>Outline how each activity is supposed to address the problem (e.g. make it harder for offenders to hide in crowds by giving pedestrians more space to move and therefore making it easier for pedestrians to see each other).</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>

Information to be recorded

How are we going to monitor progress and evaluate the impact of our strategy?

What information will be collected on a regular basis to monitor the progress of implementing the strategy?

How will you know if the strategy has addressed the problem and delivered the desired results (e.g. reduction in stealing from person offences in the target area/s from crime statistics, decrease in public transports users' concern about the problem via pre and post surveys, etc.)?

Refer to the section on Reviewing your strategy for further guidance.

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 person 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 or an awareness campaign to prevent stealing from person offences

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Local council	Planning, project oversight, coordination of stakeholders, CPTED and security audits in high-risk locations, development and delivery of awareness campaign, management of grant and tenders for the design, implementation and evaluation of strategies	
Police	Providing access to recorded crime data, responding to reported stealing from person offences, insight into local problem, assistance with CPTED audits	
Neighbourhood Watch and similar groups (may also include volunteers)	Promoting the strategy and providing information on past initiatives	
Residents and people that frequent the target location (e.g. customers, commuters and patrons)	Providing information about the local 'stealing from person' problem; input into the development of the strategy, taking steps to minimise their personal risk and providing natural surveillance in and around targeted spaces	
Environmental planners and security practitioners	Conducting security and CPTED audits and recommending steps to minimise risk to individuals	
Local media	Public awareness campaigns; advertising community meetings	

Stakeholder	Types of activities and roles that they could be involved in	Contact details
Retail management and staff, tourism staff, public transport workers and security personnel	Providing information about the local 'stealing from person' problem, making changes to premise design, layout and management practices that increase the risk of offending, delivering the awareness campaign and assisting with the development, implementation and maintenance of the strategy generally	
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 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. retail stores may lose customers due to people not wanting to shop there because of high offending rates). 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.
- **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 formal 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 awareness campaigns

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 awareness campaigns to prevent stealing from person offences. 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 an awareness campaign to prevent stealing from person offences. These include:

- The scope of your strategy (e.g. the number of size of the 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 target areas require redevelopment, landscaping, or other enhancements.
- The scale of the changes to the built and landscaped environment required.
- Who undertakes CPTED audits and/or security assessments (e.g. police, local council staff, volunteers, environmental planner or security provider).
- 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 high-risk locations.

- Whether a strategy is required to encourage people to better use under-utilised areas to improve natural surveillance.
- The target group for the awareness campaign and the approach used (e.g. signage, some form of media, or distribution of materials/information).
- Other interventions that may be delivered alongside a strategy involving CPTED and 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

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		
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)					
	Equipment	Building and landscaping materials that are required as part of redevelopment of the intervention site and surrounding areas, landscaping, improving poorly maintained public or private spaces or other enhancements to high-risk locations	Anti-theft bag hooks to be installed in public toilets, licensed premises, restaurants and cafes in the intervention sites	200 anti-theft hooks	\$40	\$8,000	
Project implementation	Experts/contractors	Personnel to conduct CPTED and security audits and/or to distribute CPTED and security audits in high-risk locations (e.g. local council staff, police, volunteers, environmental planner or security provider contracted by local council)	Project officer (local council) to distribute CPTED and security audit toolkits to operators of commercial premises or public facilities in high-risk locations; police to distribute CPTED and security audit toolkit to locations with recent stealing from person offences	35	\$36/hour (+22% on-costs)	In kind (\$1,542)	

Project stage	Cost component	Cost item	Enter the following information for your project (examples provided):			
			Brief description of cost item	Number of units	Cost per unit	Total cost (specify in kind)
	Experts/contractors	Professionals responsible for building or landscaping changes in accordance with the design or redevelopment	Public transport authorities and licensed premise, restaurant and café owners and operators to install anti-theft bag hooks		\$	In kind
	Experts/contractors	Production of awareness campaign materials (incl information leaflets, CPTED and security audit toolkits, signage and/or other resources), including typesetting, publishing, advertising and other media costs	CPTED and security audit toolkits for distribution to operators of commercial premises or public facilities in high-risk locations and who have recently reported incidents involving stealing from person offences	200 toolkits	-	\$5,000
			Signage to be placed in bus and train stations, licensed premises, restaurants, cafes and retail stores promoting steps to minimise risk of victimisation (including using anti-theft hooks)	200 signs	-	\$3,000
			Regular newsletter alerting commercial premise owners and operators of recent steal from person offences and characteristics of offenders, victims and locations targeted, and steps to minimise risk of victimisation	1,000 newsletters	-	\$1,500

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		
	Personnel	Personnel responsible for the development of CPTED and security audit toolkit (for self-assessment) and/or information materials	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)	
	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 (\$1,321)	
	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)	
	Administrative	Expenses associated with interview, survey or other data collection and analysis	Administering survey of people who use the high-risk location		\$	\$6,000	
	Other (specify)						

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	
				Total personnel cost	\$22,465 (all in kind)	
				Total equipment cost	\$8,000	
				Total experts/contractors cost	\$9,500	
				Total administrative cost	\$6,000	
				Total other cost	\$0	
				Total project cost (excluding in-kind contributions)	\$23,500	
				Total in-kind contribution	\$22,465	

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 implementation process. This does not mean abandoning any planning, but you should recognise 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 retail management and staff are reluctant to make the changes recommended by a security audit) 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 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) e.g. when and where audits were undertaken, what CPTED measures were implemented and when, when was the awareness campaign undertaken, who did it target, how was it undertaken. 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 have to be too detailed unless you think it warrants comprehensive explanation. Some examples include:

- how successful information sharing or partnership was developed between two stakeholders;
- problems relating to data collection;

- significant events (e.g. withdrawal of key stakeholders, changes in legislation) 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. poor weather or floods).

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 are 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 audit to identify risk factors for stealing from person offences	Yes – slight delay in engaging environmental planner to work with council to conduct assessments	Yes	Local council, environmental planner and security practitioner	All of the stores in a large shopping centre have been assessed. Recommendation report submitted to shopping centre management on dd/mm/yy	Not required

Source: Adapted from Morgan & Homel (2011).

2.2 Factors impacting upon implementation

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

Source: AIC 2006.

Stage 3: Reviewing your strategy

The purpose of implementing a strategy involving CPTED and/or an awareness campaign is to reduce the incidence of stealing from person offences in your local community, or in a specific location. 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 achieve 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 adjacent areas (to measure displacement or diffusion of benefits) and other areas that share similar characteristics but were not subject to the intervention (comparison areas). 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 person offences in your local area?
- How did you adapt your project to suit the local steal from person problem and context?
- How were the actions planned, managed, organised and steered?
- What was the nature and extent of stakeholder (including the community) involvement in all stages of the project?
- What impact did your project have on the level of steal from person 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 person offences besides the intervention (e.g. 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? (e.g. will it come from local government, police, BOCSAR, another government agency, local business owners, retailers or licensees or other non-government organisations)
	Does the data cover the relevant time periods?
	Does the information source link to the performance indicator/measure?

Consideration	Questions to guide your thinking
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 you will require 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 person 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 person 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.
- Security personnel working in and around your target area may also keep records of the number of calls for assistance and reported incidents of stealing from person.
- A survey of the community and/or people using the target location 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 person offences, use of certain locations, 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 of CPTED and/or awareness campaign that were used and the number of CPTED assessments and/or security audits conducted and who conducted them.
- In-depth interviews with stakeholders (e.g. retail and tourism staff and management) 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 person 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 person offences and their satisfaction with the services that were delivered.

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
<p>Were environmental factors (e.g. lack of natural surveillance opportunities) contributing to the problem improved in the target areas?</p>	<p>Improvement in natural surveillance opportunities, etc.</p>	<p>Security assessments/audits in the target areas before and after the strategy</p>	<p>Requires follow up audits to be undertaken</p>
<p>Were potential victims adequately informed about how to reduce their risks of victimisation?</p>	<p>Number/proportion of people to whom educational material was distributed</p>	<p>Records of awareness campaigns undertaken (amount of material distributed/number of people reached)</p>	<p>Can be difficult to determine how many people were reached by a campaign and may not tell us whether people modified their behaviour as a result</p>
<p>Did the project achieve its intended outcomes?</p>			
<p>Did the number of stealing from person offences decrease within the target area (e.g. a popular open air shopping mall)?</p>	<p>Number of stealing from person offences in target area reported to police in the previous 12 months</p>	<p>Recorded crime data from BOCSAR or NSW Police</p>	<p>Will require being 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 was implemented</p>
<p>Need to consider whether other factors may have contributed to any changes (e.g. crime was already decreasing in the area)</p>	<p>Number/proportion of stakeholders involved in the project who are satisfied with project outcomes</p>	<p>Interviews with stakeholders involved in the project</p>	<p>Interviews should be held toward the end of the project to give it time to be implemented and have an impact</p>
<p>Did stakeholders involved in the management and delivery of the project perceive that it contributed to a reduction in steal from person offences?</p>	<p>Number/proportion of stakeholders involved in the project who are satisfied with project outcomes</p>	<p>Interviews with stakeholders involved in the project</p>	<p>Depending on the number of stakeholders involved in the project, it may be possible to develop and administer a brief survey</p>

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