National Motor Vehicle
Theft Reduction Council

strategic plan

2010

Vision

To contribute to Australia's economic and social well-being by achieving the lowest rate of motor vehicle theft in the developed world.

Mission

To deliver a culture of continuous and sustainable vehicle theft reduction in Australia by advancing reform and cooperation between industry, government and community stakeholders.

Goals that Contribute to Meeting the Vision

Reduce the volume of vehicle crime
Reduce the cost of vehicle crime

Reform Themes

Disrupt the Separated Parts Markets
Disrupt Vehicle Laundering Markets
Divert Young Offenders
Capacity Building and Innovation

Operating Philosophy

The NMVTRC is committed to developing common goals with stakeholders through the promotion of the economic and social benefits of reduced vehicle theft. Its credibility will be judged by the quality of its proposals for change.

Communication, consultation and negotiation are the hallmarks of the NMVTRC's operating philosophy which underpins all its activities.

Contents

Foreword

Australia's vehicle crime challenges

The 2009 year saw the number of passenger/light commercial (PLC) vehicles stolen fall for an eighth consecutive year. Theft for short term use fell by 13 per cent to 37,400 while profit-motivated thefts declined by 6 per cent settling at 11,300 for the year. Pleasingly, motorcycle theft was also down for the year defying the persistent upwards trends of recent years.

Despite these good results there remains much more to be done to:

- reduce the opportunity for thieves to steal older, less secure vehicles; and

- in particular, to continue to close off gaps in government and industry practices that are exploited by criminal networks to convert stolen vehicles into cash.

The NMVTRC's Strategic Plan is a dynamic document which is reviewed annually and includes a detailed work program for the next 12 months. Each Plan reflects a review of progress and a consideration of methods of operation, as well as the changing priorities and operating environments of the NMVTRC's stakeholders.

An annual strategic review with our stakeholders is central to our forward planning and helps to ensure that the NMVTRC and its stakeholders develop a shared vision of what the priority actions required are and where the greatest resources should be invested. This year's round of discussions – the 2010 StratPlan Series – was again well attended and triggered a robust examination of the current vehicle crime landscape and priorities. Discussions held with peak bodies, special interest groups and stakeholders throughout the past 12 months of the NMVTRC's operations have also assisted to shape the revised Plan.

In keeping with the approach adopted last year, the NMVTRC will continue to direct considerable resources to facilitating an on-the-ground response to the highest priority issues. Formal feedback from the NMVTRC's stakeholder base indicates:

- a high degree of consensus around the NMVTRC's current reform themes and priorities; and

- strong support for the NMVTRC to continue its focus of the last 12 months in devoting significant resources to facilitating operational on-the-ground responses to fill perceived gaps in current institutional arrangements and responses.

The NMVTRC also remains committed to:

- seeking input from subject experts at every stage from project design to development to implementation;

- maintaining the most transparent and accessible consultative and communications mechanisms possible to ensure stakeholders and affected parties are informed of progress and issues;

- asking stakeholders to rate us regularly and report the results publically;

- seeking to continually improve our data and related services to ensure its accuracy, timeliness, flexibility and accessibility;

- applying an action-oriented approach to research;

- maintaining a consistent, persistent and non-bureaucratic approach to dealing with issues;

- continuing to be organisationally lean; and

- demonstrating value for money.

Each of the projects proposed in the 2010-2011 work program has been evaluated against the NMVTRC *Project Assessment Framework* and are considered to be:

- essential to delivering the NMVTRC's vision of Australia achieving the lowest rate of motor vehicle theft in the developed world;

- consistent with one or more of the NMVTRC's four reform themes for action;

- being of national, regional or sectoral significance;

- having a clear, evidence-based case for action; and

- enjoying broad stakeholder commitment so as to maximise the likelihood of successful implementation.

Accordingly, the 2010 Plan retains and builds on the key reform themes of:

- Disrupting the Separated Parts Markets by:

  - building on the intelligence collected by the New South Wales Inter-agency Task Force into illicit distribution channels for separated parts;

  - the continued pursuit of better inventory management, environmental controls, and repair standards within the main street industry;

- Disrupting Vehicle Laundering Markets by:

  - continuing to pursue the reform of written-off vehicle management practices in line with the current work program, to tighten damage assessment criteria and improve the rigour and consistency of vehicle inspection regimes;

  - continuing to promote better access to vehicle status information for consumers, reviewing advertising standards and seller disclosure requirements, etc;

- Diverting Young Offenders by:

  - encouraging innovative means of delivering young offender programs which are consistent with the NMVTRC's best practice model via the business and local government sectors;

  - developing new educational resources to engage and inform young people of the potential risks, consequences and long term impacts of becoming involved in vehicle crime;

- Building Stakeholder/Community Capacity and Encouraging Innovation via a discreet range of communications and public education projects.

The revised plan also proposes:

- a substantial body of work under the Disrupt Separated Parts Markets and Encouraging Innovation themes to deliver improved standards of vehicle identification; and

- a refresh of the NMVTRC's successful community based partnership with local government – *Operation Bounce Back* – to offer participating municipalities the means of achieving broader dissemination of key messages to at risk motorists.

Projects that fall outside of the highest priority group but are still assessed to be of significance will form a project 'development pipeline'. Projects from the development pipeline may be elevated to the current or future programs where resources and timelines permit or 'environmental' changes dictate.

Structure of this Plan

This Plan comprises three distinct components. Part A details information about the NMVTRC's structure, method of operation and strategic planning processes. Part B comprises a strategic assessment of the current vehicle crime landscape in Australia and the context in which the NMVTRC's strategic priorities have been developed. Finally, Part C set outs the NMVTRC's priority actions and projects.

David M Morgan
Chairman

1. A full description of the *Project Assessment Framework* is included in this Plan as Appendix B.

The NMVTRC's Strategic Plan is a dynamic document which is reviewed annually and includes a detailed work program for the next 12 months.

Part A – Background

Basis of Strategic Plan

The NMVTRC's Strategic Plan is a dynamic document, reviewed annually, with the first year of each plan comprising a detailed work program. Each revised plan reflects a review of progress and a consideration of methods of operation, as well as the changing priorities and operating environments of the NMVTRC's stakeholders.

A series of stakeholder workshops – the 2010 StratPlan Series – have again been a major influence on the development of this Plan. These annual forums with senior executives of stakeholder organisations help to ensure that the NMVTRC and its stakeholders develop a shared vision of what the priority actions required are and where the greatest resources should be invested. The 2010 round of discussions were again well attended and triggered a robust examination of the current vehicle crime landscape and priorities. Discussions held with peak bodies, special interest groups and stakeholders throughout the past twelve months of the NMVTRC's operations have also assisted to shape the revised Plan.

Development and delivery of reforms

The primary role of the NMVTRC is to facilitate the implementation of vehicle theft prevention reforms, and coordinate associated activities across industry, agency and jurisdictional boundaries. As a result the NMVTRC's brief is broad, involving all stages of vehicle theft prevention policy, including:

- policy development;
- the coordination of implementation; and
- the monitoring of outcomes.

As the NMVTRC's internal resources are limited, the establishment of productive relationships with stakeholders and others is absolutely crucial to the delivery of its theft prevention reforms. Only by its stakeholders embracing and adopting the reforms promoted by the NMVTRC can it deliver sustainable reductions in vehicle theft.

As observed in the Foreword, the NMVTRC work programs for the 2009-2012 period will focus on the development and implementation of a smaller number of key projects with a particular emphasis on facilitating an operational, on-the-ground response to issues identified as 'highest priority'.

Figure 1: Vehicle Theft Reform Process

National Theft Reduction Agenda

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Planning and Priorities

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Government and Industry Agreement and Commitment

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Implementation

Part B – Strategic assessment

As a result of the concerted effort of the NMVTRC's stakeholders theft rates have tumbled by 30 per cent since 2005. Pleasingly, this sees the nation move up one spot (from fifth to fourth), in the 'league table' of best performing comparable nations. The reduction in theft numbers in 2009 saved the community an estimated $76 million[2].

Despite these good numbers, the volume of unrecovered vehicles remains a concern. While remaining stable at 24 per cent, the unrecovered rate is the surrogate indicator of organised criminal activity seeking to convert stolen vehicles into cash. As a group, missing vehicles now represent a bigger proportion of total thefts with one in four stolen vehicles now unrecovered, compared to close to one in eight, five years ago.

To provide a more incisive picture of the drivers of motor vehicle theft in Australia the NMVTRC has made some key changes to the way it analyses and presents theft trend data. The shift to reporting separate short term and profit-motivated theft categories is designed to make it easier to quickly understand the key prevailing trends. We have also adopted a rolling five year time scale for baseline data to keep the format contemporary and ensure current changes and trends are easily discernable.

While recent reductions in vehicle theft have been dramatic, vehicle crime still has a major economic and social impact and there is considerable evidence that professional car criminals are continuing to adapt their methodologies to find new gaps in the system to ply their trade. As criminal networks are shut down by police action, others rise up to occupy the 'vacancy' created.

Short term theft

The short term theft category comprises those theft incidents where the vehicle has been stolen for transport or used to commit another crime but has been recovered in tact or subject to malicious damage.

The 2009 year saw the number of passenger/light commercial (PLC) vehicles stolen for short term use drop by 13 per cent to 37,392. The significant reduction represents the eighth consecutive year of declining theft numbers.

Consistent falls in motor vehicle theft over the past five years have been most significant in the short term use category. Stolen vehicles that are recovered in tact or subject to malicious damage are considered to be targeted by opportunistic thieves for short term uses such as joyriding, using the vehicle for transport or to aid in committing another crime[3].

The prevailing rate of theft per 1,000 vehicles registered reflects this strong reduction, now standing at 2.6 compared to 4.5 five years ago.

Short term motorcycle theft was also down 8 per cent from 2008 to 2,663, defying the upwards trend of recent years.

Profit-motivated theft

Profit-motivated theft refers to vehicles stolen for conversion into cash via various illegal methods. A total of 11,334 PLC vehicles were stolen not recovered (SNR) in 2009 – a reduction of 6 per cent[4]. The number of motorcycles stolen for profit or personal gain fell slightly to a total of 4,901.

While it appears there has been less change in the volume of profit-motivated theft over the past five years, the characteristics that make up this type of theft have shifted dramatically. One in four of all vehicle thefts are profit-motivated, however, the overwhelming majority of these thefts are still of older vehicles, with 80 per cent of all not recovered PLCs being more than six years old.

Almost two-thirds (or just under 7,000 by volume) of all non-recovered vehicles are more than 10 years old with the major proportion valued at $5,000 or less. Within this group lays a large proportion of very old vehicles that may have been:

- simply dumped in waterways or bush land never to be seen again;
- stripped for parts to repair or maintain like vehicles (with the shell more than likely taken to a metal recycler for shredding to destroy evidence and optimise financial returns);
- stolen with the express intent of having them shredded for cash;
- subject to re-birthing activity on the basis they are likely to attract less scrutiny than younger equivalents; and
- the subject of a fraudulent insurance claim.

At the other end of the spectrum, less than 2,000 vehicles under five years of age remained outstanding for the year indicating a relative reluctance by criminals to target vehicles in this age group because of higher levels of electronic and other protection and the challenge of selling them without service records, etc. One of the impacts of the global financial crisis is that this group is also now more likely to be subject to higher levels of insurance fraud disguised as theft.

The most lucrative criminal activity is focused on the 'middle-aged' vehicles where the financial return is reasonable but the transactions to convert them into cash are less likely to draw the scrutiny of buyers or authorities.

2. Based on independent economic analysis conducted by MM Starrs Pty Ltd (November 2008) which updated the NMVTRC's cost models to $11,500 for recovered vehicles and $20,610 for those not recovered depending on a range of factors such as vehicle, personal, injury and insurance administration costs.

3. Short term use numbers will include an unknown but assumed small number of recovered vehicles that were recovered in a substantially stripped condition that were the likely target of profit-motivated thieves.

4. SNR volumes are inflated by an unknown number of missing vehicles that are stolen and simply dumped in waterways and bush land.

The philosophy that underpins the NMVTRC's approach to combating profit-motivated theft is that unlike short term theft, profit-motivated thieves make a rational (even if subjective) assessment of the:

• effort required to acquire the target vehicle or vehicles; and

• risk of carrying out the act of converting the stolen vehicle into cash,

versus the reward which flows from the illegal activity.

In profit-motivated car crime, effort can include such things as how difficult it is to:

• steal the vehicle in the first instance;

• launder the vehicle through the registration system;

• sell or use stolen parts; and

• sell a re-birthed stolen car.

Risks might include the likelihood of:

• getting caught by the police;

• not being able to sell a stolen car or parts without coming to authorities' notice; and

• conviction and potential penalty if convicted – including the chance of incarceration.

Reward of course is fairly straight forward and is mostly the amount of money to be made. But it can also include simpler things like personal use of the car or parts or personal status within a criminal network.

The higher the effort and risk required – the less relatively attractive is the reward. Of course the opposite also applies. If the task is viewed as relatively simple and low risk – the reward seems irresistible. So a sustainable prevention strategy has to be based on the principle of increasing effort and risk and decreasing the relative reward.

Figure 2: The Profit-Motivated Theft Equation
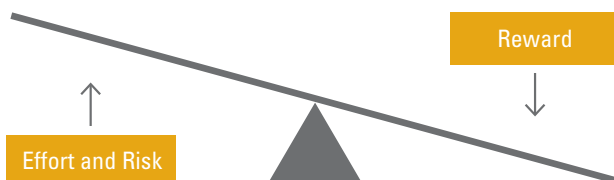
Prior to the NMVTRC's establishment in 1999 there were a myriad of ways in which profit-motivated thieves could convert a stolen vehicle into cash. Criminals had to navigate a range of public and private infrastructure but there was little in the way of a systemic response at a national or regional level and therefore a low risk of detection. Figure 3 attempts to illustrate this point.

Figure 3: The Pre-1999 Theft Landscape
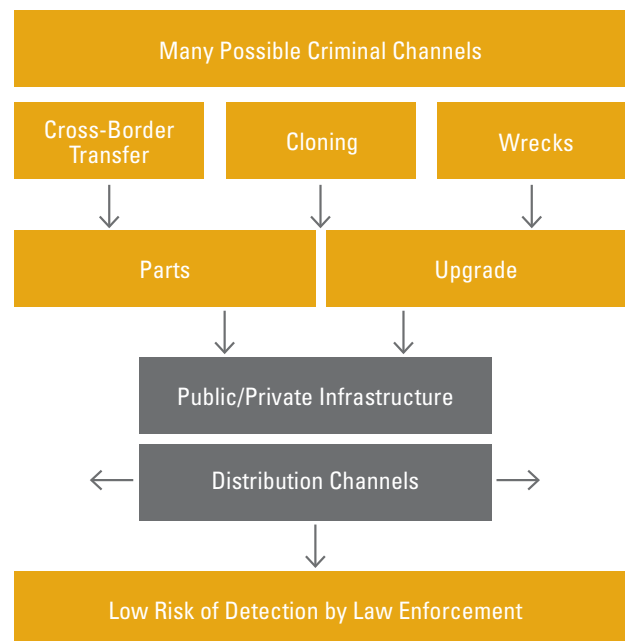
The NMVTRC's strategy has been based on looking for those interventions that will increase effort and risk while reducing potential profit. The challenge of course is being able to do this without imposing disproportionate interruption or costs to legitimate business practices or the public.

The NMVTRC has always maintained there are few silver bullets to stop profit-motivated illicit activity dead in its tracks. Nor is it feasible to attempt to implement an infinite number of interventions simultaneously – both from a pragmatic and resourcing point of view. Instead the NMVTRC has pursued a layered approach – in which a broadly based range of complementary measures work together to reduce the breadth or scope of the illegal activity. Selection of the priorities has been based on a considered analysis of a range of factors including likely effectiveness, related interdependencies, means of implementation, achievability, constraints and barriers, timeliness and cost.

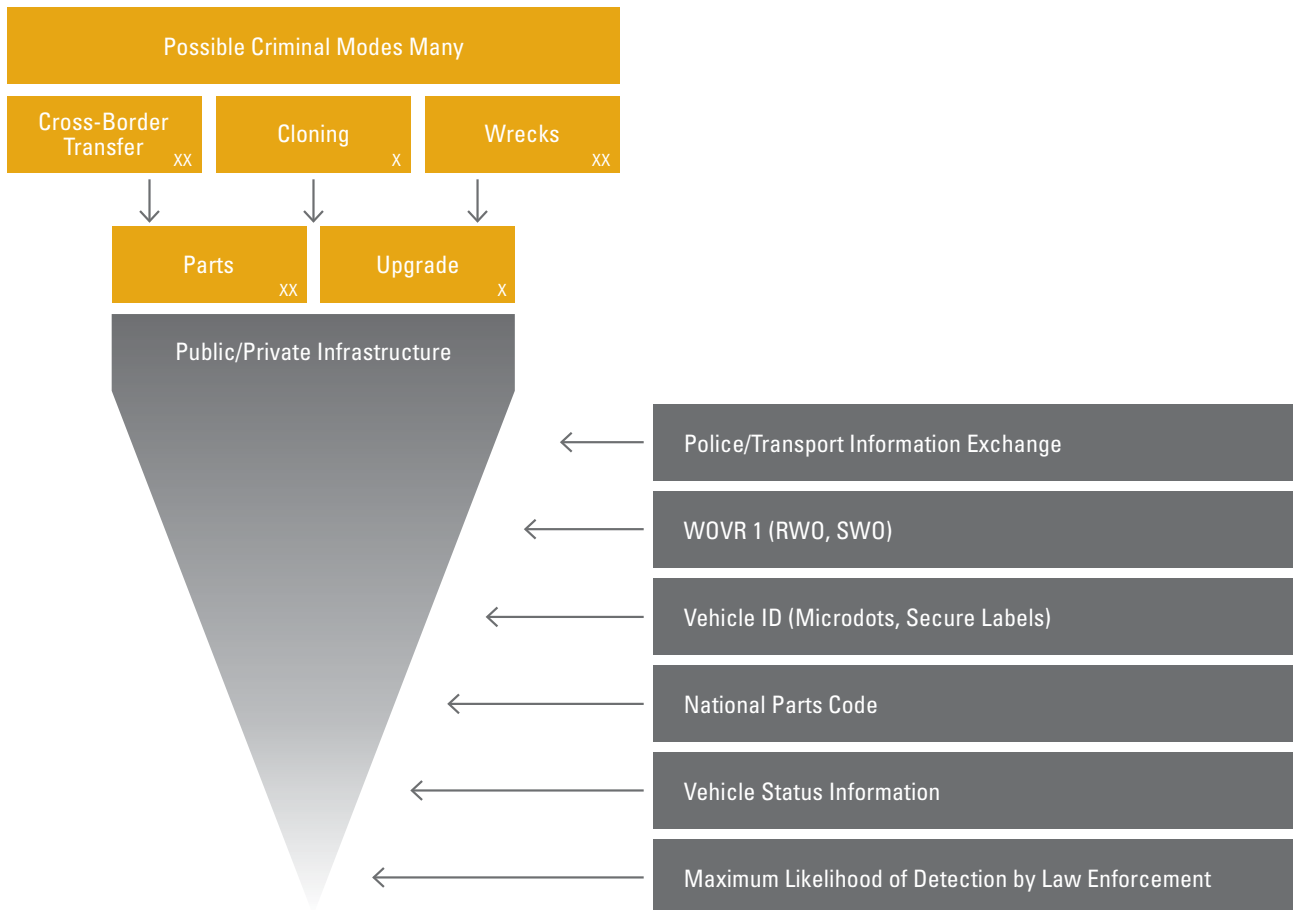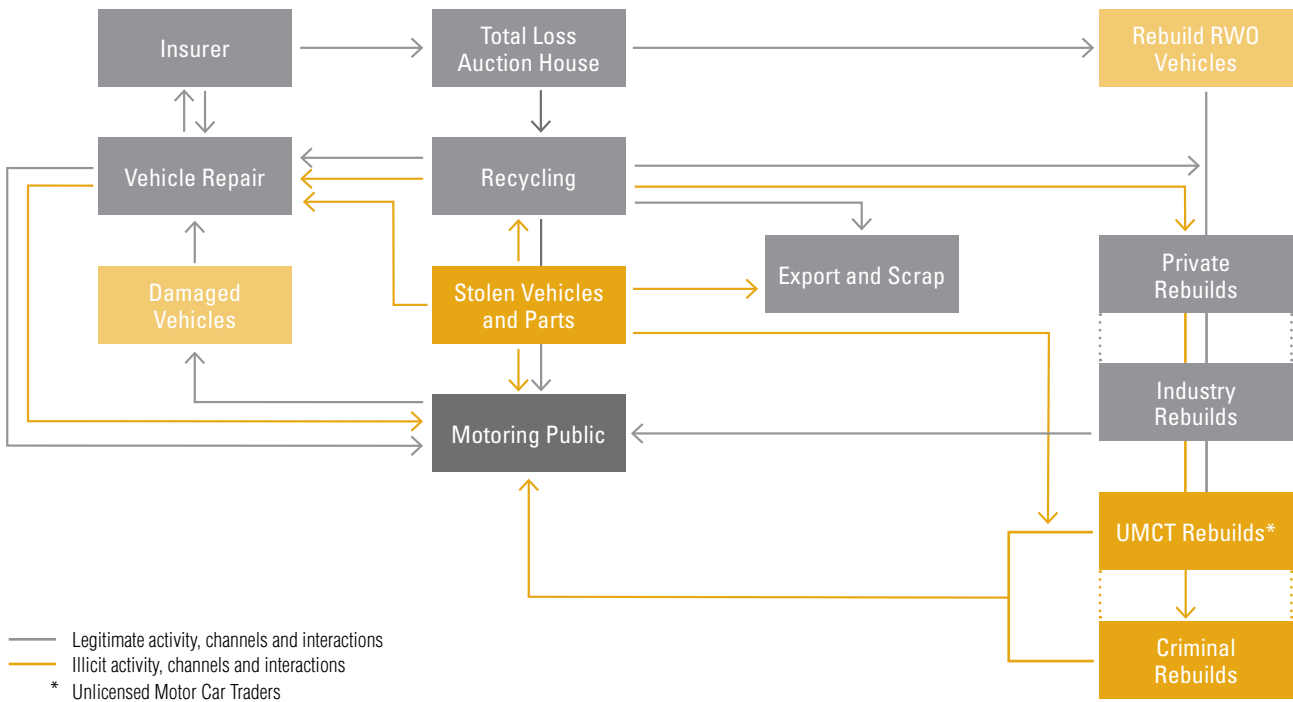Figure 4: The Funnel Effect of Complementary Countermeasures

Figure 4 attempts to illustrate this approach by depicting the public/private interface from Figure 3 as the mouth of a funnel. Complementary, layered interventions progressively limit the breadth of the channels that can be exploited. The diagram uses double 'xx' and single 'x' to denote the overall likely effectiveness of complementary approaches, i.e. 'xx' = substantially limits practice, 'x' = partially restricts practice against select criminal channels.

While there may be some 'leakage' from each layer and or displacement between channels of criminal activity, the basic principle is that as the funnel narrows the riskier the activity becomes and greater the opportunity to apply intelligence-led, targeted enforcement action against a smaller number of criminal networks and channels.

Figure 5 overleaf, depicts the NMVTRC's current assessment of the legitimate and illicit distribution channels for vehicles and parts.

Figure 5: Legitimate and Illicit Distribution Channels for Vehicles and Parts

Legend:
- ——— Legitimate activity, channels and interactions
- ——— Illicit activity, channels and interactions
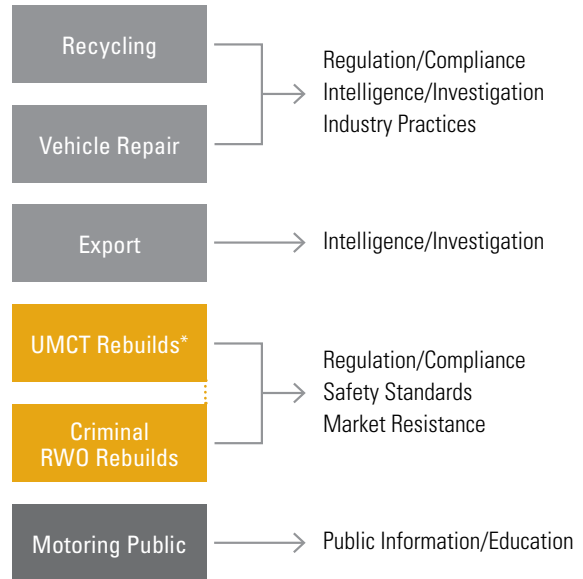- * Unlicensed Motor Car Traders

The NMVTRC sees the central challenge as finding interventions that will increase effort and risk to criminals pursuing the illicit (yellow) activities and channels without imposing disproportionate interruption or costs to legitimate (grey) business.

The NMVTRC has developed a broadly based program to improve stolen vehicle recovery rates that aims to address the:

- laundering of vehicles and parts by manipulating industry and government policies and practices for managing repairable write-offs;

- theft of vehicles for their value as scrap metal;

- involvement of unlicensed motor car traders in the end-of-life vehicle processing chain and the demand for 'black market' replacement components;

- number of stolen vehicles being dumped in waterways and bush land; and

- monitoring of local government protocols for removing 'abandoned' vehicles to ensure uncleared stolen vehicles are identified prior to crushing.

The NMVTRC sees the central challenge as finding interventions that will increase effort and risk to criminals pursuing illicit activities and channels without imposing disproportionate interruption or costs to legitimate business. Figure 6 breaks Figure 5 down by sector together with the range of possible interventions by sector to combat criminal activity.

Figure 6: Potential Interventions by Sector

Recycling / Vehicle Repair → Regulation/Compliance, Intelligence/Investigation, Industry Practices

Export → Intelligence/Investigation

UMCT Rebuilds* / Criminal RWO Rebuilds → Regulation/Compliance, Safety Standards, Market Resistance

Motoring Public → Public Information/Education

Part C – Work program (2010-2011)

The NMVTRC's work program for 2010-2011 will focus on the following priorities presented in the context of the four reform themes of *Disrupting the Separated Parts Market, Disrupting Vehicle Laundering Markets, Diverting Young Offenders* and *Capacity Building and Innovation.*

Reform Theme/Project Element	Action	Outcome
Disrupt the Separated Parts Market		
Inter-agency 'Discovery' Task Force into illicit distribution channels for Separated Vehicle Parts[5] (DSP001)	Investigate and document distribution channels for the illicit sale of separated parts, including any relationship with main street repairers and recyclers.	Better empirical data on which to assess the likely effectiveness of possible countermeasures.
Better inventory management, environmental controls and repair standards within main street industry[6] (DSP002)	Revisit options for achieving improved industry practices via regulation, incentive schemes, commercial or voluntary agreements.	Reduced opportunities for criminal networks to sell stolen parts into legitimate trades.
Optimise theft reduction benefits of current electronic and other identification systems used by vehicle manufacturers (DSP003)	Commission expert study of current systems to assess potential integration with enforcement, investigative, and inspection processes.	Increased likelihood of suspicious parts being detected via programmed or targeted enforcement activities.
Disrupt Vehicle Laundering Markets		
Better management of written-off vehicles (WOV) (DVL001)	Pursue approval and implementation of new: • WOV damage assessment criteria to ensure that vehicles which should not be repaired on safety grounds are classified appropriately; and • principles for more consistent and robust vehicle identity and safety inspection regimes. Conclude Victorian Inter-agency Task Force into the purchase of RWOs and the extent of unlicensed motor vehicle trading[7].	A re-designed national system for the management of WOV identities which: • to the extent possible, limits opportunities for criminal manipulation of repairable write-offs (RWOs) related industry and government policy and practices; • assures the safety of any RWO that is granted re-registration; and • minimises unintended or disproportionate consequences or impacts on legitimate business or consumer transactions.
Next generation electronic registration identification (DVL002)	Work with Austroads to undertake a detailed technical and financial analysis of the potential impacts of establishing an Active Radio Frequency Identification system for vehicle registration.	Early detection and location of stolen vehicles via road network infrastructure.
Whole of Vehicle Marking (WOVM) in the European Union (EU) (DVL003)	Monitor development of WOVM in the EU.	Potential for flow-on benefits of improved vehicle identification for EU manufactured vehicles sold in Australia.

5. Project carried over from 2009-2010 program. It commenced in New South Wales Q2 2010 and is scheduled to conclude by the end of the 2010 calendar year.

6. Project deferred from 2009-2010 program.

7. Project commenced in Q3 2009 and is scheduled to conclude in Q3 2010.

Disrupt Vehicle Laundering Markets (continued)

Explore market resistance opportunities (DVL 004)	Monitor the development and roll out of the Personal Properties Securities Register (PPSR) as the National One-Stop-Shop for vehicle status information.	A more informed, discerning buyer market for used vehicles.
	Identify options to support the PPSR via marketing, publicity or other means.	
	Review advertising standards/seller disclosure requirements etc.	
Heavy vehicles and plant (DVL005)	Improve industry responses to the theft of plant and equipment.	Promotion of secure practices.

Divert Young Offenders

A sustainable *U-turn* program option for young recidivist offenders (DYO003)	Encourage innovative means of delivering young offender programs consistent with the NMVTRC's best practice model, *U-turn*, via the business and local government sectors.	Improved access to diversionary programs that reflect NMVTRC's best practice model.
Engage young people before they offend (DYO002)	Develop new educational resources to engage and inform young people of the potential risks, consequences and long term impacts of becoming involved in vehicle crime.	Reduced risk of young people engaging in vehicle crime.

Build Stakeholder/Community Capacity and Encourage Innovation

Community practices (BSC001)	Refresh *Operation Bounce Back* program to carry key vehicle security messages to communities in theft hot spots nationally via new mix of communications resources.	A more informed community on the risks of theft leading to improved practices and demand for secure vehicle design.
	Maintain public awareness programs including media campaigns and distribution of public education, advice and support materials.	
	Monitor motorists' attitudes to vehicle security issues and evaluate effectiveness of education campaigns to refine materials and channels as required.	Continuous improvement in community education messages and materials.
Develop strategic partnerships with motorcycle retailers and riders to reduce theft risks (BSC002)	Work with peak industry and rider groups to educate motorcycle riders about theft risks and promote accessibility to secure parking facilities and sites.	Reduced theft exposure for motorcycles.
Secure By Design (BSC003)	Utilise vehicle security rating systems to raise public awareness of class leading vehicles and encourage industry best practice in secure access controls, theft resistance and vehicle identification.	Improved vehicle manufacturer response to secure design.

Build Stakeholder/Community Capacity and Encourage Innovation		
Comprehensive Auto-theft Research System (CARS) Data Services (BSC004)	Pursue enhancements that lead to continued improvements in information services provided by CARS.	Improved information flows into and out of CARS to aid effective policy and resource decisions.
Project Development Pipeline*		
Insurance assessor competencies	Review competency standards for insurance and independent assessing personnel and consider need for re-training and/or accreditation.	Improved consistency in the assessment of WOVs and confidence that unsafe vehicles are appropriately identified.
Innovation in police responses	Encourage via the trial of new technology and/or improved partnerships and practices.	Improved police responses to car crime in strategic locations.
Insurance fraud	Examine possible relationship between theft claims for lower value vehicles covered by agreed value insurance policies.	Development of fraud mitigation strategies.

* Projects in the 'development pipeline' fall outside of the highest priority group but are still assessed to be of significance and may be elevated to the current or future programs where resources and timelines permit or 'environmental' changes dictate.

Appendix A: Parties consulted in development of the Strategic Plan

ACT Department of Territory and Municipal Services
Allianz Australia Insurance Ltd
Atlas Auto Spares
Australian Automobile Association
Australian Customs Service
Australian International Insurance Ltd
Australian Motorcycle Council
Austroads
BMW Australia Ltd
Brian Aherne Consultancy Pty Ltd
Comprehensive Auto-theft Research System
Consumer Affairs Victoria
Federal Chamber of Automotive Industries
Ford Motor Company
Glenorchy City
Hyundai Motor Company Australia Pty Ltd
Insurance Australia Group
Insurance Council of Australia Ltd
Manheim-Fowles Pty Ltd
Mission Australia
Mitsubishi Motors Australia Ltd
Motor Trades Association (NT)
Motor Trades Association (ACT)
Motor Trades Association of Australia
Motor Trades Association of New South Wales
Motor Trades Association of Queensland
Motor Trades Association of South Australia
Motor Trades Association of Western Australia
New South Wales Attorney-General's Department
New South Wales Police Force
New South Wales Roads & Traffic Authority

Northern Territory Department of Land and Planning
Northern Territory Police Service
Pickles Auctions
QBE Insurance Ltd
Queensland Department of Transport and Main Roads
RAA Insurance Pty Ltd
RAA of SA Inc
RAC Insurance Pty Ltd
RAC Western Australia
RACQ Insurance Ltd
RACV Ltd (Vic)
Shannons Insurance
SGIC
South Australia Police Service
South Australian Department for Transport, Energy and Infrastructure
South Australian Office of Crime Statistics
South Australian Vehicle Theft Reduction Committee
Subaru Australia
Suncorp-Metway Ltd
Tasmanian Automobile Chamber of Commerce
Tasmanian Department of Infrastructure, Energy & Resources
Tasmanian Department of Police & Emergency Management
University of Western Australia's Crime Research Centre
VicRoads
Victoria Police
Victorian Automobile Chamber of Commerce
Victorian Business Licensing Authority
Western Australia Police Service
Western Australian Department of Transport
Western Australian Office of Crime Prevention

The NMVTRC is a joint initiative of all Australian Governments and the insurance industry and places a heavy emphasis on measurable outcomes and the delivery of high quality monitoring and evaluation processes.

Appendix B: Project assessment framework

Priority projects included in this Plan have each been subject to detailed evaluations against the following assessment framework to ensure candidate projects support the NMVTRC's *Vision and Goals*.

1. Contributes to vision	Possible rankings essential, value adding, discretionary.
2. Object definition	Clearly articulated objective with specific goals/targets.
3. Problem identification	Comprehensive identification of current deficiencies, likely future trends, stakeholder recognition.
4. Problem assessment	Full analysis of the underlying cause of the deficiency and scale of impacts.
5. Problem analysis	Clear articulation of why deficiency exists and contributing factors.
6. Option assessment	Assessment of the range of possible interventions/means of implementation (advocacy, subsidies/incentives, regulation/penalties).
7. Solution assessment	Full analysis of why selected solution is favoured over alternative options: • likely impact and effectiveness; • interdependencies (the extent to which success relies on parallel sectoral reforms, national harmonisation, etc.); • achievability; • constraints/downsides; and • timeliness – quick (1-2yrs), medium (3-5), long (5+).
8. NMVTRC cost	Estimate of NMVTRC costs.

Appendix C – Key performance indicators for NMVTRC operations

The NMVTRC is a joint initiative of all Australian Governments and the insurance industry and places a heavy emphasis on measurable outcomes and the delivery of high quality monitoring and evaluation processes. It considers its Key Performance Indicators (KPI) as crucial tools in measuring outcomes and determining the NMVTRC's success in achieving its mission.

The data to measure the NMVTRC performance is gathered using a range of channels, including annual surveys of stakeholders' perceptions. The results are reported in the NMVTRC's Annual Report published each year in October.

A: Motor vehicle theft trends in Australia

Program code	A1
Indicator	Comparisons with motor vehicle theft in comparable developed nations.
Source	Various international publications.
Format	Calendar year. Graphical or tabular representation of raw data and theft per 1,000 persons. The following OECD member countries are to be compared: Canada, United Kingdom, France, Italy, New Zealand, United States, Belgium, Germany, and Japan.
Baseline	Rolling five years (now 2005).

Program code	A2
Indicator	Reductions in the rate of vehicle theft per number of vehicles registered and per 1,000 population.
Source	Comprehensive Auto-theft Research System (CARS).
Format	Financial year. Graphical or tabular representation of percentage changes per 1,000 vehicles registered and per 1,000 persons.
Baseline	Rolling five years (now 2005).

Program code	A3
Indicator	Reductions or changes in the incidence and nature of short term and profit-motivated theft.
Source	CARS.
Format	Financial year. Graphical or tabular representation of short term and profit-motivated theft rates based on recovery rate analysis. Vehicles recovered relatively intact attributed to short term theft. Vehicles unrecovered or recovered in a substantially stripped condition attributed to profit-motivated theft. Vehicles which do not fall distinctly into either categories shall not be included.
Baseline	Rolling five years (now 2005).

Program code	A4
Indicator	Community perceptions of motor vehicle theft relative to other crimes.
Source	Public survey.
Format	Measurement of community concern with various types of crime relative to vehicle theft. Crimes to include: rape and assault, drug offences, murder, vandalism, house burglaries, street hold ups.
Baseline	2008 Nexus survey.

Program code	A5
Indicator	The economic and social cost of motor vehicle theft, including the costs borne by the insurance industry.
Source	CARS.
Format	Financial year. Insurance figure based on number of cars stolen times average cost of insurance claim.
Baseline	2010 financial year.

B: Assessment of NMVTRC consultation processes

Program code	B1
Indicator	Stakeholders' perceptions of the Council's program co-ordination and consultation performance.
Source	Stakeholder survey.
Format	Qualitative analysis of data collected.
Baseline	Rating of the Council's program coordination and consultation performance measures as good, very good or excellent by 80 per cent of respondents.

Program code	B2
Indicator	The quality of the Council's publications.
Source	Feedback forms from publications and annual stakeholder survey.
Format	Qualitative. To be expressed as a collective assessment.
Baseline	Rating of the Council's publications as good, very good or excellent by 80 per cent of respondents.

Program code	B3
Indicator	Analyses of references to the Council in the media and assessment of coverage as negative, neutral or positive.
Source	Media monitoring through monitoring agency.
Format	Quantitative (number of references and assessment of coverage). May also include qualitative analysis of major themes.
Baseline	80 per cent of media coverage rated as positive.

Program code	B4
Indicator	An improved level of awareness of vehicle security practices and vehicle theft issues by the community.
Source	Public survey.
Format	Quantitative and Qualitative. Graphical or tabular representation of changes in the public's level of awareness. To include: concern of having car stolen; rating of anti-theft measures; locking and security practices; beliefs regarding immobiliser effectiveness and cost and; types of cars stolen and offending groups.
Baseline	2005 Nexus survey.

C: NMVTRC's contribution to vehicle theft reforms implemented by stakeholders

Program code	C1
Indicator	Level of Council's influence on the implementation of reforms (major positive impact, minor positive impact, no impact, negative impact).
Source	Stakeholder consultation in the form of individual meetings, workshops or written surveys.
Format	Qualitative analysis of Council's influence on reforms outlined in yearly business plan. To be measured as having a major positive impact, minor positive impact, no impact, negative impact.
Baseline	Rating by more than 80 per cent of stakeholders as major positive impact.