

#02 (MIKE NEWMAN)

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Jerry Ratcliffe:

I'm Jerry Ratcliffe with reducingcrime.com, a podcast featuring interviews with influential thinkers in the police service and leading crime and policing researchers working to advance public safety. Australia's Queensland Police Service have embraced evidence-based policing, and in this, the second episode of Reducing Crime, I talk with inspector Mike Newman about evidence-based policing and his work as the liaison between QPS and the local academic community. Find out more at reducingcrime.com and on Twitter @_reducing crime.

Jerry Ratcliffe:

Mike Newman has over 26 years police service, has worked general duties, crime units, criminal investigation, and tactical units. He's also been seconded to the Australian Crime Commission. In 2013, he managed his first evidence-based policing project and was subsequently promoted to inspector in 2015. He has been recently appointed to the position of detective inspector over the investigations and intelligence training unit. In 2016, Mike undertook a 15 month secondment as the evidence-based policing visiting fellow at the University of Queensland, where he worked with the renowned professor, Lorraine Mazerolle. He's the secretary after the Australian and New Zealand Society for Evidence-Based Policing and a well known advocate for evidence-based policing. I caught up with Mike after The Society for Evidence-Based Policing Conference in Milton Keynes in the UK in March of 2018, stuck in a bar in a snowed in hotel, there are worst places to meet.

Jerry Ratcliffe:

Well, Mike, it's nice to see you. Here we are in the reception of the delightful Milton Keynes Hilton's, snowed in as we are as the second day of The Society of Evidence-Based Policing Conference has been canceled. How exciting is it to be here in a snowed in Milton Keynes?

Mike Newman:

Considering where I come from in Queensland, this is awesome. It's something completely different to what I see at home. I have actually gone out to walk through the snow to experience that.

Jerry Ratcliffe:

And you're the only person in this whole country has voluntarily done that. It was great that you came all the way over, to some degree at your own expense to The Society of Evidence-Based Policing Conference here in the UK, what drove you to do that?

Mike Newman:

I got an invite from Alex Murray. He's asked if I'd come over and present on the Queensland Projects and yeah, more than happy to help out because Alex actually has been a big supporter of the Australia & New Zealand Society of Evidence-Based Policing, done exactly the same thing himself, a number of times. And he's actually come out three times for our conferences, again on his own leave and expense to himself as well.

Jerry Ratcliffe:

Oh, good for both of you.

Mike Newman:

It's actually hard to say no to someone like that.

Jerry Ratcliffe:

Yeah, he's a solid bloke. You came over, you did a great presentation, for everybody who didn't get a chance to see it, kind of briefly, what would you say that were kind of key things that you wanted to convey?

Mike Newman:

Some of the key things I was trying to convey is around the evidence-based projects, we obviously do a number of randomized control trials. You can't do a randomized controlled trial for everything, but where you can, when you get the opportunity we should be, we know we need to take that opportunity.

Jerry Ratcliffe:

They're not great for parachutes.

Mike Newman:

They're not going for parachutes, no, no, I wouldn't want to be the control subject.

Jerry Ratcliffe:

There you go.

Mike Newman:

But again, where we don't do harm, we've got the operational ability to do it, let's get in and try it. A number of the projects are presented on where around training. We can do that any day of the week, any change we make big or small, we can actually test to make sure it actually is effective.

Jerry Ratcliffe:

In Australia, certainly, and I would say across the world you're one of the now leading police services in terms of thinking about developing evidence and just trying different things, how did Queensland Police Service get there?

Mike Newman:

We got there, and a lot of that was through a then deputy commissioner we had at the time, Peter Martin. And the relationship he had with Lorraine Mazerolle, With those two at the helm in about 2013-

Jerry Ratcliffe:

Well, we should say at this point, that Lorraine Mazerolle role is a professor at the University of Queensland.

Mike Newman:

Exactly, and she and Peter have had a longstanding relationship and obviously developed a significant amount of trust between each other over the years. And in 2009, we ran our first randomized controlled trial, which Lorraine and Peter have both published widely. And that's where really the germ of the thought around using evidence-based policing started.

Jerry Ratcliffe:

Now, that was the work on traffic stops, isn't it?

Mike Newman:

That's right, yeah, Queensland Community Engagement Trial, so QCET. And that was the work they did on that, and essentially showing procedural justice, you can actually spend longer with a driver than you otherwise ordinarily would, two to three times longer, and leave them with a better impression of not just that police officer, but the organization as a whole.

Jerry Ratcliffe:

So if your aim is just to churn through traffic stops, then that's the end of the matter. But if you actually want to do traffic stops and improve public perception of the police, there is now research evidence from Queensland that demonstrates that that's worth doing.

Mike Newman:

Exactly, yes.

Jerry Ratcliffe:

And that kind of things great, but that was one example. We've got no shortage of police services in Australia and other countries that have done one thing, but they haven't developed this culture that Queensland Police seem to have

developed and moved to where you're getting into this drive for evidence-based policing across the whole organization.

Mike Newman:

Yeah, look again, Peter Martin has been a driving force behind that. In 2013, again with Lorraine Mazerolle, they actually held the first evidence-based policing masterclass workshops, where they invited senior police from around Australia to actually come together and do this masterclass and learn what it is to actually undertake a randomized controlled trial, learn what evidence-based policings all about. And from that was born the Australian New Zealand Society of Evidence-Based Policing, a representative from each jurisdiction actually put their hands up and said, "Yeah, I want to be part of this. I want to do that."

Jerry Ratcliffe:

That's great.

Mike Newman:

And that's where we originally started. And through Peter Martin's obviously linkage into our commissioner, he's been able to influence our commissioner to the extent that our commissioner is very much on board and very, very supportive of what we do.

Jerry Ratcliffe:

So that sounds to me like that's really been key to making things happen because I think in many police services, the idea that you might test and evaluate and try new things is seen as risky. There's an old saying, I'm not sure how old it is, I saw a police officer at a conference a couple of years ago saying that, you can fail in policing as long as you fail conventionally. And what this is really about is pushing a different approach and trying new things and that always carries risk with it, so how did you, as an organization, overcome that sense of risk to get to this kind of culture of curiosity?

Mike Newman:

Yeah, [inaudible 00:06:10] in around 2013, we had a significant restructure where a lot of the decision making and responsibility have actually been devolved down to lower levels, essentially where the decisions should be being made. As a result of that, what the commissioner's edict was at that time, was we actually need to give people the room to file. We actually need to be able to let people have an idea, let people try an idea and give them the room to file.

Jerry Ratcliffe:

In many places that will be career limiting.

Mike Newman:

In many places it might be, but with us, we need to look at the lessons learned from that. Yes, again, failure comes with its own context. It depends on the type of failure. We've run projects now which haven't worked at all, or haven't worked the way we intended. And whilst most people will actually see that as a failure, we can actually look at the lessons learned from that and apply those to future products.

Jerry Ratcliffe:

So in some regards, being out there trying different things is actually career enhancing?

Mike Newman:

Yes, very much so.

Jerry Ratcliffe:

Okay, so better to be doing new things and trying new things than to be just doing same old, same old?

Mike Newman:

Yeah, very much so. And look, our senior leaders actually want to see people having an idea, they actually want to see them trying something different, implementing something different and showing the evidence of the benefits that came from it.

Jerry Ratcliffe:

I saw your presentation, and you were really arguing that that's what changes us and makes us a profession.

Mike Newman:

Yeah, look, very much so. If we don't have the evidence to show what we do as effective and efficient, we're at the mercy of governments, we're at the mercy of others to tell us what we should be doing. And if we don't actually lead that research, if we don't actually take part in that, then all we're ever going to be is being told by somebody else how to do it and what we should do. Personally, I think gone are the days where we can actually just rely on a cop's gut instinct. Yes, our experience and our knowledge is very important, and we do need to rely on that, but we need to actually mix that with the science, with the evidence, with the research methodology, to be able to actually test and make sure what we do, what we think we know, we actually do know, because sometimes we don't get it right.

Jerry Ratcliffe:

And that experience is useful, but it provides the starting point for things that we should then think about testing and examining.

Mike Newman:

Very much so, yes.

Jerry Ratcliffe:

It's not just one person... Because nobody in policing can have all the experience necessary to deal with every different type of incident or problem or organizational issues, you just can't have that level of experience.

Mike Newman:

No, not one person is going to have all the answers. And that's where in Queensland, what we're trying to do is actually get the troops on the ground, the guys and girls who are actually out there in the operational field settings, who are actually experiencing the issues to come up with the ideas and solutions that we can test and trial that might actually improve the way they go about doing business.

Jerry Ratcliffe:

Okay, so that's very different to be reaching down to the frontline because I think a lot of junior officers are reticent about coming to a senior officer and saying, "Hey, I've got an idea." How do you overcome that rank structure that inhibits a lot of vertical discussions?

Mike Newman:

A lot of that again, is through different mechanisms. Lorraine Mazerolle actually goes out and gives a recruit lecture, about an hour of recruit lecture, on evidence-based policing to every recruiter group that goes through now. On top of that, we run evidence-based policing workshops for senior constable, and sergeants and the like. We're actually running about 18 of those, we get through about 40 people each time. We're actually delivering that to essentially our noncommissioned officer of ranks to give them an idea about evidence-based policing. But the second half of those workshops is actually going through and developing, as a table group, so a table group of about 10, developing an idea, developing a project that they can actually go away and try, or that they can approach university and academic support to try.

Jerry Ratcliffe:

How's that been received? Because senior constables, people with double digit years in the job have a tendency to think that... As we all do, when I have 10 years in the job I kind of thought that I knew it all.

Mike Newman:

Yeah, I can certainly guarantee you there's a healthy amount of skepticism in the room to begin with. And one of the leading things with that is most of those workshops generally run with the academic support and led by the academics. It's the police officers in the room like myself, like Scott McLaren, who's the evidence-based policing visiting fellow University of Queensland now, give the team legitimacy in the room. We are there and telling these people exactly how good the research and academic support is for policing and what we can actually do with them, because they actually want to work with us, not against us. And so by the end of the day...

Jerry Ratcliffe:

Yeah, this is one of the troubles of trying to do this in the reception of a hotel, because for anybody listening in, we are snowed in, in Milton Keynes. And even though this podcast will probably come out in the summer, you can understand that the hotel is full of people who've had nowhere else to go and the bar is open.

Mike Newman:

So, yeah, by the end of the day we actually ended up with four different ideas that are coming out that are actually going to be quality ideas. Because each of the tables is facilitated either by myself as a experienced police officer now, after being embedded with Lorraine and the team, or someone with a PhD qualification or a professor actually at the tables, helping guide the discussions.

Jerry Ratcliffe:

You've worked with academics for some years now, I think you started... In 2013 you were a senior sergeant in Brisbane when you started an Evidence-Based Policing Project with the Mobile Police Community Office, was that with academic support and help?

Mike Newman:

Yeah, it was. That was with Dr. Sarah Bennett from University of Queensland.

Jerry Ratcliffe:

And was that your first interaction with sort of academics in that professional capacity?

Mike Newman:

Very much so.

Jerry Ratcliffe:

So is working with academics changed your view of academia?

Mike Newman:

Oh, very much so. It actually has, I've got a lot more respect for academia now than I had previously. We have had a number of academics previously, as I said, tell us what we should be doing without actually having done the research with police, they do it on police and I find that very difficult to actually accept as an operational police officer. As I said, having had the exposure now, I'm more than happy to work with academics, but I want to work with them.

Jerry Ratcliffe:

That first group are very prevalent, it's how a lot of academics make their living, is they stand off from a distance outside and they criticize police, but I've never seen it being really successful in driving change. It drives their career, but it doesn't drive change. The change comes when academics seem to make the effort to work with police and collaborate with police, but it also needs guys like yourself to work with the academics.

Mike Newman:

And look, that's where I think we're actually very fortunate in Queensland because we actually have three inspectors who are actually embedded with different universities in Queensland. So the Queensland Police Service have actually invested heavily in this idea and in working with academics to actually achieve their goals and research aims. It helps us as a liaison and broker [inaudible 00:12:31] to actually help the universities achieve their aims and goals as well.

Jerry Ratcliffe:

Is there a general sense within the management of Queensland Police Service, that the amount of investment that you've made working with fellows and investing in academia has been returned to the organization?

Mike Newman:

I do, I certainly do. And that's, as I said, that's starting to be evidenced by the number of projects we're actually starting to run. The research within Queensland Police Services has really started to skyrocket over the last couple of years. And a lot of that has been driven by the visiting fellows at the universities and a growing appetite for research within policing.

Jerry Ratcliffe:

Is that also driving the ability of Queensland police to generate their own evidence? Because you can't be relying on academics and you shouldn't be relying on academics, if this [inaudible 00:13:18] going to become business as usual.

Mike Newman:

And that's one of the beauties I've found with having been embedded with the university for about 15 months is that, I don't actually have a background in criminology. My background in criminology is an [crosstalk 00:13:29] operational police officer. Okay, well, my qualifications are in IT, but having been embedded with Lorraine and the team, as I said for 15 months, that has really given me a skillset that I didn't have before. And it's given me the experience and the ability to actually assist other officers with projects. Again, probably lower level projects, simpler projects, but again, it's increased the capability that the Queensland Police Service has.

Jerry Ratcliffe:

Well, I don't think there's anything wrong with simple, there are so many areas of policing where we just do it because that's how we've always done it, and everything should be open to be enhanced and tested to see if we can do it better. When you say in-bedded, what does that actually mean?

Mike Newman:

That meant I was still actually paid by the Queensland Police Service, but I worked on a day to day basis at the University of Queensland with the criminology team.

Jerry Ratcliffe:

Did that give you opportunities to go to lectures? What does the day to day job actually look like?

Mike Newman:

Day to day job, I went and did some presentations. I wasn't actually going to lectures. I was there as a presenter. It was also as a facilitator for these evidence-based policing workshops. So we're working with the team to actually develop and enhance their product that they can deliver to the Queensland Police Service, as facilitating the products and was actually acting as a broker for different projects.

Mike Newman:

So the ideas that we were getting from the Queensland police service from these people, from these workshops, they would then come to me and I would actually sit down with them and try and flesh the idea out a bit more, try and make it a bit more coherent. But I would also then, with the networks that I have, go and speak to the different assistant commissioners or different areas to try and facilitate these projects moving forward. Whether we needed to find a funding stream, whether we need to do be able to talk to different [inaudible 00:15:12], as I said. Essentially trying, well, not grease the wheels, but try and remove the roadblocks for them to actually get these projects running.

Jerry Ratcliffe:

So it sounds like that you're taking the researcher perspective and making a bit more practical, but taking the policing perspective and making it more amenable to being researched?

Mike Newman:

Very much so, and I would coordinate meetings with the police and with the researchers, because I'd obviously try and identify appropriate researchers [crosstalk 00:15:37].

Jerry Ratcliffe:

How did that go?

Mike Newman:

Really well, but I actually did... I think I describe myself as a bit of a translator because I'd got to the stage where I would translate the operational necessities to the researchers, then I would translate the research necessities to the police. And once we're all speaking the same language they weren't in those rooms. And that's where I was actually able to help and turn around and go to the police, "Okay, well, this is what the researcher means from your perspective." And you could see the light bulb moments.

Mike Newman:

And I do the same with the researchers from the police perspective, "Now this is an operational necessity, this can't bend. We need to actually do this, we can't actually do it that way because it's an operational necessity." And again, you

see the light bulb come on and go, "Okay, well let's do this." So it was a bit of a translation and bit of trying to get both the operational and the research worlds to meet, to actually form an effective project.

Jerry Ratcliffe:

What were some of the successes?

Mike Newman:

Yeah, there's been a lot of successes actually, over the 15 months there's probably a good dozen trials that we ran.

Jerry Ratcliffe:

But not all of these were RCTs?

Mike Newman:

Yeah, no, they were all RCTs.

Jerry Ratcliffe:

Really, wow.

Mike Newman:

Yeah, no, we've pretty much focused significantly on RCTs. Whilst I said there's been a dozen from University of Queensland where I was at, there was just as many, if not more from Griffith University, which weren't all RCTs, some were, but not all RCTs, but there's significant other amounts of research going on.

Jerry Ratcliffe:

But you've been able to identify opportunities to do true experiments in situations where there isn't that level of operational risk. It's just opportunities where you can try different ways, even just down to thinking about paperwork and thinking about other opportunities, small nudges, I think you talked about didn't you?

Mike Newman:

Yeah, yeah, there was a couple of small nudges that we did and we've done a couple of really full on experiments around reducing drug supply and the like, so it's spanned the entire gamut of different RCT type projects.

Jerry Ratcliffe:

Can you give me an example of one of the bigger things, and an example of a smaller nudge project?

Mike Newman:

Yeah, look, one of the bigger ones we did is Operation Galley, we're looking to reduce drug supply in and around inner city hotel accommodation providers. Detective Sergeant Paul Morton from Brisbane City CIB went to one of these

workshops, came up to us with the idea. He'd actually been running a pilot project, where he'd contacted six different hotels and told them what he was looking for to assist with identification of drug suppliers or drug manufacturers in their hotels. And he was getting some good reporting response rates out of that. He wanted to know how we could turn that into an RCT.

Mike Newman:

So after some discussions that he and I had, I'd organized a meeting with Lorraine and we went from there and we've developed and designed a massive RCT, which included 120 inner city hotels in three different cohorts, so business as usual. The second cohort got a procedurally just scripted letter. And the third one got the procedural just scripted letter, information package and a personal visit from police and Queensland Fire and Emergency Services. And what we're looking to do is look at using third party policing principles to actually lever the hotel managers to actually provide us with more information, and hopefully then we would actually look at making the marketplace, their accommodations unsustainable to drug suppliers.

Jerry Ratcliffe:

What is the procedurally just letter?

Mike Newman:

A procedurally just letter, we wanted to include the four key elements of procedural justice into the communication we were having with the hotel management, so we're looking at having neutrality in it. We want to do a show that we were being fair, that we weren't targeting these people. And we wanted to give them voice, and we want to treat them with dignity and respect.

Jerry Ratcliffe:

Have you got the results then?

Mike Newman:

The personal group was by far and away an outstanding success. We were getting reporting rates six times to one compared to the letter and the business as usual rates.

Jerry Ratcliffe:

Okay, that was a big project, really successful. It's lovely to see detectives getting involved in that because they're often focused on individual cases. So it was great that you managed to get a detective starting to think about different ways of using evidence-based policing.

Mike Newman:

Yeah, and a comment I've had said to me before is that detectives are never, ever able to be a preventative because they're always reactive, they're always getting the case files and reacting to those case files. Well, Paul's proved that

not only can they run an RCT, they can actually prevent crime. Now we're still obviously evaluating that and looking at the results, but from the reporting perspective, yeah, it's been a great success.

Jerry Ratcliffe:

That was an example of a big project, tell me something about a smaller project, a nudge, because I think the whole gamut of policing is open to possibilities for smaller projects, just to tweak and improve what we do.

Mike Newman:

A smaller project, a nudge that we're doing is a replication from West Midlands Police, where we're looking at targeting our speeding offenders. And what we're trying to do is actually reduce their level of offending, as well as increase the amount of fines being paid.

Jerry Ratcliffe:

What are the interventions and what are you trying to change?

Mike Newman:

Interventions? We're actually just sending out a procedurally just letter with the normal fine that we send out. We're targeting 20,000 drivers, 10,000 will receive their normal fine, 10,000 will receive their fine plus this letter. And yeah, as I said, we're trying to actually reduce their offending into the future, but also looking at increasing payment rates of fines.

Jerry Ratcliffe:

Okay, so by providing a procedurally just letter, you're hoping they'll read the letter and think differently about what they did and increase the rates of which people are actually paying their fine.

Mike Newman:

Yeah, yeah, increase the rates of paying us. And also reduce their recidivism into the future.

Jerry Ratcliffe:

What does the procedurally just letter for the speeders look like?

Mike Newman:

Part of it is a photograph we've actually taken of a real life roadside memorial where somebody's died from a speeding accident, the letters, the Teddy bears and all that sort of thing that have actually been stuck on at that memorial, at that site.

Jerry Ratcliffe:

That's very powerful.

Mike Newman:

And that's what we're hoping, that it will actually trigger people and to see exactly what the result of a traffic crash is without the guts and gore of some adverts you see where you see the mangled cars around the pole. So we're looking at them seeing the lasting effect of what the accident is. Plus we're actually put some language in there around encouraging them to pay their fine, but we're also highlighting why we're actually out there doing the speed enforcement, that we're trying to actually drop the speeding rate and reduce the road toll, reduce the serious injury traffic crashes by highlighting to them with another graphic around what our actual road tolls are and what the effect of speeding enforcement actually has on those.

Jerry Ratcliffe:

What a great project because the potential for a small change like that to improve a range of outcomes is potentially huge given how many people speed and how often people get caught speeding.

Mike Newman:

To highlight that is that a, this project is underway at the moment and they managed to capture the 20,000 people they needed within one week.

Jerry Ratcliffe:

Across Queensland?

Mike Newman:

Yeah.

Jerry Ratcliffe:

Okay, so there's some potential for improvement there.

Mike Newman:

There only needed to be a very short trial, it's a very simple trial. It's adding an extra sheet of paper to a fine that already going to be sent out anyway.

Jerry Ratcliffe:

And you mentioned earlier that there's this photograph of the Memorial as an alternative to the more gory photographs. And I take it if you have some success with this, you could then compare that to a gory photograph and a whole range of different things just to find out what is the most ideal nudge to get the results that you're looking for.

Mike Newman:

Yeah, very much so. And that's the beauty of the nudges, you can just build on each one as you go and it's done pretty quickly.

Jerry Ratcliffe:

That's great. Where next for Queensland Police with this level of investment in evidence-based policing?

Mike Newman:

Honestly, looking to continue doing these RCTs, looking to continue to developing the evidence, but not just that other things that we're actually looking to do is actually start to translate the evidence. Now that we're actually started to develop it, we want to actually start to implement it and make change based on that evidence. The really transformative aspect of this is that once you've actually identified a strategy or a policy that does work, run with it, implement it, make it go across the organization. Just as importantly, is the ones that you identify that don't work or that aren't as successful, have the courage to actually stop doing.

Jerry Ratcliffe:

You talked about changing the organization, are you noticing cultural changes as well, taking place within the organization? Because this is a big change.

Mike Newman:

This is a big change, and as I said before, there is still some resistance, but there are a lot of people that are actually very interested in this now and can understand the benefits of it and can see the advantage to actually looking at policing in this way, and making sure that we do develop our own evidence. Other areas where we're doing it is we're actually delivering those evidence-based policing workshops to our senior scientists as a part of their mandatory... that they have to do a management development program before they can be promoted to inspector. So every senior sergeant wanting to become an inspector is doing an evidence-based policing workshop. And now Scott and myself actually run a evidence-based policing session for all of our newly promoted inspectors to actually give them another refresher on that at a senior leaders course just after they get promoted.

Jerry Ratcliffe:

When you're running into people who have got 15 years in the job, and a lot of the time there's a chunk of cynicism, it's policing and that's-

Mike Newman:

It is.

Jerry Ratcliffe:

... how we get by, that's what gets us up in the morning. How do you overcome that? How do you get people who've seen change that's come, and then it's gone again, and we've gone back to how we've done things? How do you overcome that level of resistance?

Mike Newman:

Look, a lot of it is actually, essentially using procedural justice with them as well. Sitting down and treating them with respect, treating them with fairness, showing them we've got trust [inaudible 00:24:42] and just giving them a voice, letting them have their say, but then explaining to them what we're trying to do, why we're trying to do it, and that what we're trying to do is actually improve their lot. And I can guarantee you 99% of the time I've had those conversations, like it was with me when I first heard about evidence-based policing, it was a light bulb moment and you see the light bulb going and go, "Ah, okay." I only started this in 2013, so I had 20 years service by then. And it took me that long for the light bulb to go off, but it's gone off and it's something that... Yeah, this is cultural change, this is organizational change.

Mike Newman:

It's going to be slow, we first started with the first randomized control trial in 2009, but we are building up, we are gaining momentum and we are moving forward with this. And I think the future looks bright. I think it looks fantastic, actually.

Jerry Ratcliffe:

Great, where's next for Mike Newman?

Mike Newman:

Implementing some of these successful trials, particularly the blended detective training program. Again, got to go out and consult with the stakeholders to explain to them why we're doing this. And that's going to be about presenting the results to them and formulating a way to do this that suits their needs and ours. And that's what I want to see is change come about from a practice that's gone on for 20 or 30 years to actually deliver better detectives at the end of the day.

Jerry Ratcliffe:

Well, Mike, thanks very much indeed for your time. Good luck with everything you guys are doing down in Queensland. Now let's see if we can break out of Milton Keynes and get home.

Mike Newman:

No problems at all, thanks very much for your time, Jerry.

Jerry Ratcliffe:

Cheers mate. That was episode two of Reducing Crime recorded in March, 2018. You can find more podcasts like this at reducingcrime.com and wherever you found this. New podcasts are announced on Twitter @_reducingcrime, just don't forget the underscore. Be safe and best of luck.