

# Police Science

Australia & New Zealand Journal of Evidence Based Policing  
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**headspace** is the National Youth Mental Health Foundation, providing early intervention mental health services to 12-25 year-olds. By ensuring help is accessed in early stages of young people's lives and providing a holistic model of support, **headspace** provides a safe space where they can get their mental health and wellbeing back on track.

**headspace** services cover four core areas: mental health, physical health (including sexual health), work and study support and alcohol and other drug services. Services are confidential, youth friendly and free or low cost. Young people and their families can access services face-to-face at one of 98 **headspace** centres across which can be located Australia at [www.headspace.org.au](http://www.headspace.org.au), or via **eheadspace** – a national online and telephone counselling service at [www.eheadspace.org.au](http://www.eheadspace.org.au).

Over the past 10 years, **headspace** has proudly provided over 1.8 million services through centres, online and over the phone, helping over 310,000 young people across Australia. **headspace** wants to ensure young people aged 12-25 have access to youth friendly mental health services, no matter where they live.

Alongside **headspace** centre, online and telephone support, specialised services are provided in the following areas:

- **headspace** School Support – a suicide postvention program, which assists Australian school communities to prepare for, respond to and recover from a suicide.
- Digital Work and Study Service – a dedicated team assisting young people aged 15-24 in education and work options.
- **headspace** Youth Early Psychosis Program – a program focusing on early intervention, aiming to improve the lives of young people, and their families, who are affected by psychosis.

## HEADSPACE DONATIONS AND FUNDRAISING

There are many ways to support **headspace** and the work carried out in providing mental health and wellbeing support, information and services to young people and their families across Australia. **headspace** has helped hundreds of thousands of young people get their lives back on track and your support will assist us with our work.

Any donation generously provided to **headspace** goes towards community engagement and awareness, which can be specifically given towards a local centre or to National Office.

Donations to **headspace** National Office, ensures the promotion of the importance of seeking help, to break down stigma associated with mental health issues and to make sure every young person across Australia, as well as their friends and family, knows there is help available.

You can find out more about donations and fundraising through the 'Get Involved' page at

[www.headspace.org.au](http://www.headspace.org.au)

## DID YOU KNOW?

One in four young people have experienced a mental health issue in the past 12 months – a higher prevalence than all other age groups. Alarmingly, suicide is the leading cause of death of young people, accounting for one third of all deaths.

Adolescence and early adulthood is a critical time in a person's life, with 75 per cent of mental health disorders emerging before the age of 25.

## SEEKING HELP

Getting support can help a young person to keep on track at school, study or work, as well as personal and family relationships. The sooner help is received, the sooner things can begin to improve.

**headspace** can help any young person aged 12-25 years-old, a family member or friend wanting to seek information on youth mental health.

**These are just some of the reasons someone may seek help from headspace:**

- If someone is feeling down, stressed or constantly worrying
- If someone doesn't feel like themselves anymore
- If someone isn't coping with school/uni/work or finding it difficult to concentrate
- If someone is feeling sick or worried about their health
- If someone has questions about, or wants to cut down on alcohol or other drug use
- If someone wants to talk about sexuality, gender identity or relationships
- If someone is having difficulties with family or friends
- If someone is concerned about sexual health or wants information about contraception
- If someone is being bullied, hurt or harassed
- If someone is worried about work or study or having money trouble

# Contents

Editorial & Indemnity	4
Acknowledgements	6
Introduction	9
Background	12
Aim, Scope and Methodology	14
Objectives	15
Executive Summary	17
Itinerary Snapshot	22
Historical Context	26
Fellowship Investigation and Discussion	28
A Snapshot Into EBP	36
Global Definitions of EBP	38
A Heirarchy of Evidence	40
What Evidence?	42
Empowering Police Through Education	46
EBP In The Real World	49
Insights From Global Leaders	52
Societies of Evidence Based Policing	70
Building EBP Capability	72
Conclusion	77
Recommendations	78
Implementation	80
Distribution	84
References	86

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It is with great pleasure that the Australia New Zealand SEBP present the latest edition of Police Science, the first in a series of special editions we will publish in the coming year that celebrate the first decade of the ANZ SEBP showcasing a range of Churchill Scholarship investigations into policing practice, practitioner-led problem solving in New Zealand, Australian Institute of Criminology practitioner research, and data, evidence and insight led or created by Australian women in policing.

This edition re-publishes my own research conducted through the Churchill Fellowship, and I would like to place on record again my sincere thanks to all those who made this investigation into the development of evidence-based policing worldwide a possibility. There are some astonishing stories of achievement from this investigation and a range of opportunities for policing across our region to leverage data, evidence and insight to create a more effective, efficient and legitimate policing for the benefit of all our communities and the blue family that deliver policing.

Evidence based policing in Australia and New Zealand has been on a real journey in the last decade, with significant investment in problem solving by a number of agencies, combined with some creating dedicated evidence based policing units. As the team prepared this edition, I had the opportunity to speak to a number of colleagues from across the region and it feels like the right time to clarify what we mean by evidence based policing. Evidence Based Policing is a focus on what works, it's an approach that helps us make sense of the wealth of data we have in policing, leveraging a range of evidence including our peoples invaluable experience, combined to provide insight to identify what works, what's promising, and how evidence might inform delivery of policing in a local context.

Understanding our delivery of policing not only requires us to generate evidence of how effective current practices are, it requires us to continue to innovate and pilot responses to emerging or consistent challenges. The approach of using data and evidence to provide insight on effectiveness generates new knowledge and new evidence of what works and acts as a catalyst for policy change and scaling of practices that have the potential to really make a difference. Whether you are a senior leader in policing, a practitioner, or academic working with police, we are all responsible for creating a culture that values evidence in order to provide and deliver policing that our communities expect and deserve. Above all we need to remain curious and committed to professionalising our policing with a sharp focus on effectiveness, efficiency and legitimacy.

Yours in evidence based policing.

Superintendent David Cowan  
President  
ANZ SEBP

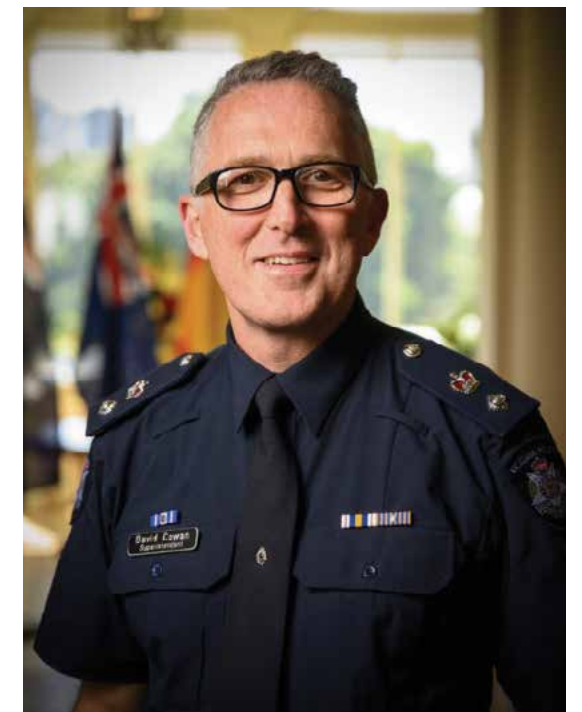
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David Cowan  
Churchill Fellow, 2020, Churchill Fellowship

1 December, 2022

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Quite simply if our central goal is to do the things that prevent crime and harm, we must have the **evidence base** for what works. As a decision maker, an **evidence-based approach** provides me and my executive, with greater certainty about options and what are the right decisions to make.

*Andrew Coster, Commissioner New Zealand Police*

## Introduction

Without evidence, all policing strategies are 'doomed to succeed'.

The intention of this fellowship is to make sense of evidence-based policing (EBP) and its practical application to police in an operational environment. So rather than start with a high-level technical definition on EBP, I want to share a real-world example that is more practical and will clearly put EBP into perspective from the outset.

Stacey Rothwell, a former Detective Sergeant from Kent Police UK, developed and implemented an approach in relation to how police deal with victims of domestic violence. This trial tested the provision of a rapid video response, where victims were given access to a uniform police officer via an immediate video link rather than waiting for traditional face-

to-face police attendance. The trial presented both opportunities and risks, with the potential to re-shape police domestic violence service delivery.

The fundamental challenge for Stacey was how she might she answer the question 'does it actually work?' Unlike most police strategies, the trial was implemented, tracked and evaluated as an evidence based policing trial. The strategy and the evaluation were primarily designed by Stacey drawing on her operational experience, but also with the support of academia. Callers agreed to be randomly assigned to business as usual (control) or rapid video response (treatment) in order to determine empirical findings. The results of the trial ultimately found the following:

**Calls being responded to in 3 mins instead of 1969 minutes, or 656 times faster**

**Increased satisfaction with police among female victims of domestic violence at 89% compared to 78% for the traditional process**

**A 50% increase in arrest rates for suspects of domestic violence compared to the traditional approach**

**Three times more arrests during follow-up investigations**

**Abuse victims having significantly more trust and confidence in the police**

**Police time in responding to domestic violence was significantly reduced**

The reason I feature this trial in the introduction, is not to promote this trial specifically, although it is highly deserving of praise. It is to use Stacey's work as metaphor for EBP more broadly. This example demonstrates the huge potential that individual police officers have to lead evidence-based work in an operational environment, particularly when provided with specialist training. It shows the

value of collaboration with academia in supporting police. It demonstrates how an evidence-based approach, which is theoretically designed and carefully evaluated using science, can not only mitigate risk, but provide innovative ways to tackle complex problems. It also shows how an evidence-based approach can add to policing knowledge globally.



The fact that this trial used science to determine what works, seems like a 'no brainer', but the reality is, it's actually quite rare in policing. Most commonly, agencies aren't leading evidence-based work; committed and impressive individual police are. Most police strategies and indeed established police practices, as impressive as they are, are rarely evaluated with rigor, meaning that we never actually know the true effects.

**And that is the point of this report.**

The challenge in developing evidence-based practice, is for agencies to 'step up' with a greater focus on 'what works' and the application of science in policing. And that all starts with the development of a culture that values research, collaboration and a belief in the potential of police to lead evidence-based work. Stacey has proven that this is not only possible, but how important it is for both the future of policing and the community safety outcomes which we all seek to achieve.

## Evidence Based Policing - A focus on what works...

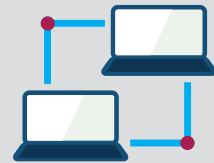
### Making sense of evidence

Identifying what works and what's promising and how evidence might inform new approaches in a local context.



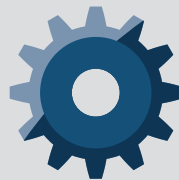
### Generating evidence and innovation

Identifying innovative responses to policing challenges and testing new approaches to generate evidence and new knowledge in policing.



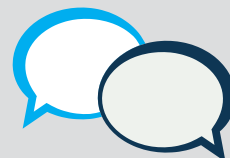
### Getting evidence into practice

A focus on testing and tracking implementation and embedding what works into policies, practices and systems.



### Building a culture that values evidence

Equipping teams with the skills and motivations to lead important evidence based work.



If you listen to academics, they make EBP sound scary because they want to talk about how clever they are. Police then think, I can't do this but of course they can. If you have a target area and you try something new, and you compare it to a control area where you are doing business as usual, you're doing evidence-based policing. If you're reading the literature and applying it to policing, you're doing evidence-based policing. **We need to demystify EBP for police because they can do it and they can make a difference.**

*Prof Jerry Ratcliffe, Temple University, Reducing Crime Podcast*



## Background

Evidence-Based Policing (EBP) is based on the straightforward but powerful idea that policing responses and strategies should be based on what works best in community safety as determined by the best available scientific evidence.

This document draws both on my experience in implementing evidence-based work in an operational environment and the opportunity that the Churchill Trust has provided in interviewing over 70 world leaders in this field. This document seeks to be both a resource for police who want to learn more about EBP in a practical way, as well as for command staff seeking to build capability within their agency. Ultimately, the purpose of this document is to contribute to shift policing to be more evidence based, more innovative, more collaborative, and more open to science and research 'having a seat at the table of police decision making'.

Policing has shown its ability to significantly adapt over the last 50 years with advanced technologies, capabilities and new ways of working. Police agencies around the world are in a period of reform and transformation as they seek to enhance their legitimacy, respond to complex crimes and develop new operating models to enhance service

delivery. The question is how will policing continue to adapt and what will be the significant reforms that will take police into the future? Being evidence based on the surface, seems to be a 'no brainer'. But the reality is that evidence, research and in particular scientific rigour, actually challenges the status quo and conventional approaches in policing.

The fact that 'we have always done it that way', won't cut it in the future. Nor will a reliance on policing craft, convention or intuitive based strategies or be sufficient. How can police prevent crime rather than just react to it when it occurs? How do we use precious police resources in the most effective ways? How can we enhance the legitimacy of police in the eyes of the public and improve our response to victims? How can deter offenders more effectively? How do we know if our strategies actually work?

Evidence-Based Policing (EBP) is based on the straightforward but powerful idea that policing responses and strategies should be based

on what works best in community safety as determined by the best available scientific evidence. EBP enables policing to continually improve the way we work when evidence shows there are alternative, innovative or better ways to accepted practice. Being evidence-based doesn't seek to compete with traditional approaches or under value police experience, but rather provides an additional approach to complement existing practices.

Fundamentally, EBP should be seen as frontline policing innovation, where police in the field, using their knowledge, experience and expertise, lead new ways of operating and responding to crime. And Societies of Evidence Based Policing (SEBPs) are playing an increasingly critical role in bringing police together globally, to share that knowledge across policing and in doing so, building the professionalism of policing.

*Evidence based policing is about using scientific and robust research to guide best practice in policing. What separates an evidence-based approach to simply using our experience, is its unique ability to identify cause and effect. Combining our policing experience, strategic and operational intent with evidence, allows us to understand what works in delivering policing services that actually make a difference.*

Shane Patton APM,  
Chief Commissioner, Victoria Police, Australia

*It's time for us all to build a data informed evidence based policing model that works in practice. Across the globe, we are all at different points in our journey with evidence-based policing. But we all have responsibility to be leaders, successfully steering the future of policing and criminology to be evidence based. Not only because it delivers the best policing results, but because the people we serve, expect it, and that expectation will rightly grow.*

Sir Mark Rowley QPM,  
Commissioner Metropolitan Police, UK



## Fellowship Aim

To investigate the development of evidence-based policing (EBP) across police agencies worldwide.

## Scope and Methodology

The scope of this report is broad and seeks to bring diverse views together to give greater clarity to what an evidence-based policing capably may look like within a policing agency. It does not propret to outline a prescriptive approach but rather provide insights as to how an agency might consider approaching such work within the context of local priorities.

Both structured and semi-formal interviews have been conducted with individuals and teams. Perspectives have been sought from both specialists and executives up to Chief Commissioner.

## Objectives

Holistically investigate EBP from a range of perspectives including police, policy makers and academia.

What insights can be drawn from global leaders in developing EBP as a capability with a policing agency?

How critical is collaboration between police, academia and policy makers?

What 'real world' operationally relevant examples can demonstrate the value of EBP?

What role do Societies of Evidence Based Policing play?



Policing must re-double its efforts to produce the research needed to address the challenges in police and drive future strategies.

*James Birch, US President National Policing Institute*

## Executive Summary

The following emerging themes have been drawn from over 70 interviews with police and academics around the world to provide insights into EBP.

### Evidence driving innovation

Some of the best innovations in policing have come from within policing and rather than EBP being seen as a research methodology, EBP should be seen as a key enabler of policing knowledge and innovation. This doesn't mean that traditional approaches and police experience are not valued. Quite the contrary. EBP sees police use their experience and judgement to design, implement and evaluate new ways of responding to crime, disorder and broader policing functions.

### Structuring for success

Police have traditionally been poor consumers and generators of research and historically, police have not owned their profession as a science, nor developed a culture that values research. However, some agencies are the forefront in developing a research culture in policing, such as New Zealand Police and the Metropolitan Police London. The development of internal structures, specialist roles and support from the top are key features of an EBP capability. The development of unique roles such as chief science officer, embedded criminologists and data scientists assist in building new capabilities. Specific structures to support EBP, such as the New Zealand Evidence Based Policing Centre and the Met Data Insights Unit are leading the way in supporting agencies to uplift their capability.

### Agencies led

Despite specific examples, overall, it is fair to say that agencies in the main are not driving EBP; passionate and committed individual police leaders are. There is a growing number of individual police practitioners (pracademics) that embrace academic learning, who are at the core of driving evidence-based practice. These police are part of a growing network that are sharing innovative ideas and are connected through the societies of evidence-based policing (SEBP). SEBP's are communicating new evidence and creating greater interest in the EBP movement globally. For EBP to take the next step, agencies need to step up and take the lead to 'unfreeze the change'.

### Operationally relevant

The best examples of EBP are the real-world, police led, operationally relevant trials that are discovering new knowledge relevant to the key challenges in policing. These include policing strategies that have been empirically tested and have shown to improve victim responses in family violence, sexual offence investigations, repeat offending in young offenders and violent crime in community locations to highlight a few. These evidence-based trials, led by police, not only work but inform future policing practices and add to knowledge beyond individual agency boundaries.





### Collaboration is key

Collaboration with academia is a critical component in building an EBP capability. EBP sees enhanced police partnerships, where academia support police to design, implement and evaluate trials. Policing has a strong organisational and hierarchical narrative that tends to rely on traditional approaches. The opportunity for policing in the future lies in alternative views that challenge the powerful conservative force of the status quo. These points of difference will enable policing to look at problems differently and adapt to become truly more effective. Partnerships with not just academia, but specialist institutions, will enable police to become more evidence based into the future. Enhanced collaboration is also required across the institutions of policing, particularly with those who have developed EBP capabilities. Policing has a strong inward-looking focus which can limit innovation. Replication of evidence-based trials and sharing knowledge around EBP capability building will build a momentum that will support agencies to build capability.

### Empowering future police leaders

Specific police education programs are equipping middle ranking police leaders with the skills to lead

rigorous evidence-based work within policing and in operational environments. These programs include the LEADS Scholars Program in the US, the Cambridge Police Executive Program in the UK and the Scottish Institute of Police Research Practitioner Fellowships. Police graduates of these programs have produced an impressive body of research and have gone on to undertake further evidence-based work within policing agencies. In addition to police programs there are also a range of global online resources around crime prevention and 'what works' that are supporting police to understand the evidence-base and how this shapes responses. Police in Australia, New Zealand and the Pacific should have access to such programmes to enable police to collaborate and develop these skills.

### A broad approach to evidence

In order to get police agency 'buy in' and generate more support for the development of evidence-based capabilities within agencies, a moderate and inclusive interpretation of EBP is required. This includes a strong commitment to 'what works' overlayed with an emphasis on what is operationally relevant. It also includes being realistic in applying the most appropriate research method relevant to the challenge presented. As well as randomised trials, this may include mixed methods evaluations,

ethnographic research and advanced data analysis including artificial intelligence, algorithms and big data analysis. It also includes creating a clear synergy between EBP, problem-oriented policing (POP) and intelligence led policing (ILP). It should be recognised that these doctrines are not competing and are complementary. POP relies on relationships, iterative problem solving and working through local issues in communities and ILP provides critical information to understand a policing issue. EBP is overarching to these approaches and provides a method to test what works whether it be POP, ILP or indeed a crime prevention strategy or any broader policing function.

### Policing EBP capability

What can be helpful in understanding how EBP may be operationalised, is to distinguish the theoretical concept of EBP from what an EBP capability could look like within a policing agency. In the authors view, the two are not only different, but for EBP to be relevant, an EBP policing capability is much broader. The diverse capabilities developed within the New Zealand Evidence Based Policing Centre and the Strategic Insights Unit in the Metropolitan Police London provide examples of how policing can achieve this purpose. Not only are these approaches quite broad, agile and adaptable, they incorporate

strategic relationships across government, oversight bodies and academia.

### Global Knowledge Sharing through Societies of Evidence-Based Policing

Societies of Evidence-Based Policing (SEBPs) around the world have been formed by policing staff with a key objective of communicating, using and generating the best evidence in policing. Fundamentally SEBPs are connecting police globally to policing innovation and knowledge sharing. More recently SEBPs are playing a critical role globally, in connecting police across the world to the best evidence and innovation in policing. The 2022 Global EBP Conference - 'Exceptional Policing the Evidence Based Way', saw 24 hours of live presentations across 3 time zones with thousands of police online simultaneously. This conference provided access to 82 EBP presentations to over 160,000 police from 32 agencies. SEBPs are playing a critical role in knowledge sharing globally across policing with more agencies actively participating and supporting SEBPs.

### An inevitable shift transforming policing into the future

At a fundamental level, policing is not yet at a tipping point embracing EBP, yet progress towards



## If not us, then who? If not now, then when?

*Sir Dennis O'Connor, Former HMIC UK*

that aspiration is accelerating and, in the authors view, it is inevitable that polling will shift in this direction. It is very hard for an agency to say they are not evidence based, nor would the community accept such a position. Overall, there is a strong appetite across agencies to increase capabilities in this field yet moving from strategic intent to on the ground implementation will require leadership and commitment at the highest level within agencies beyond traditional impatient timelines. EBP ultimately sees an environment 'where research has a seat at the table' of police decision making.

In some respects, EBP challenges convention and the status quo and therefore there can be a resistance to implementing this. But evidence can also change the way we think about the future and when we change the way we think about the future, it changes the way we act in the present. EBP should be seen as one of the pillars of transformation and the adaptation of policing. In the authors view, it is inevitable that EBP will continue to grow as a pillar of democratic policing. The question is which agencies will drive that change and be part of creating a legacy for community safety and the professionalism of police in the future?

### Recommendations - Police Agencies

1. Police agencies consider establishing internal structures and specialist roles to support evidence-based policing, crime science and data insight capabilities within their agencies.
2. Police agencies build more effective partnerships with academia and specialist institutions to drive evidence-based work.
3. Police agencies collaborate on EBP across policing and build networks nationally and internationally to replicate trials and share knowledge in EBP capability building.
4. Police agencies commit to actively support Societies of Evidence Based Policing through on duty agency representation on SEBP Boards and participation and sponsorship of conferences.

### Recommendations - Societies of EBP

5. ANZSEBP, UKSEBP, Canadian SEBP (CANSEBP) and American SEBP (ASEBP) collaborate to form a Global SEBP Affiliation with a focus on jointly developing the Global

EBP Conference to maximise coverage across policing agencies worldwide.

### Recommendations: Australia and New Zealand SEBP

6. ANZSEBP collaborate with academia, ANZPAA, AIPM and AIC to develop an academic EBP program for middle ranking police across Australia, New Zealand and the Pacific.
7. ANZSEBP engage with the Pacific Island Police Chiefs Council with a proposal to expand the scope of ANZSEBP to incorporate Pacific Island Nations and contribute to capacity building across the Pacific.

### Recommendations - Government

8. Australian Commonwealth Government and New Zealand Government consider establishing and funding an Australia, New Zealand and Pacific Island Nations Institute for Evidence Based Policing.
9. State, Federal and National Governments, along with statutory policing oversight bodies, both fund and require agencies to undertake and publish high quality methodology evidence-based trials to incentivise police agencies and build the evidence base within policing.

### Recommendations - Philanthropic Bodies

10. Philanthropic bodies consider funding an independent evidence based policing think tank to advance EBP and science within policing, taking inspiration from the Ford Foundation in the establishment of the US National Policing Institute and Laura and John Arnold in establishing Arnold Ventures.

## Itinerary

### 13th June, 2022 New York City

First up I had the pleasure to meet members of the American Society of Evidence Based Policing, Deputy Commissioner Josh Young NYC Dept of Correction and Captain Stuart Greer Morristown NJ, both Cambridge graduates. Impressive change makers...

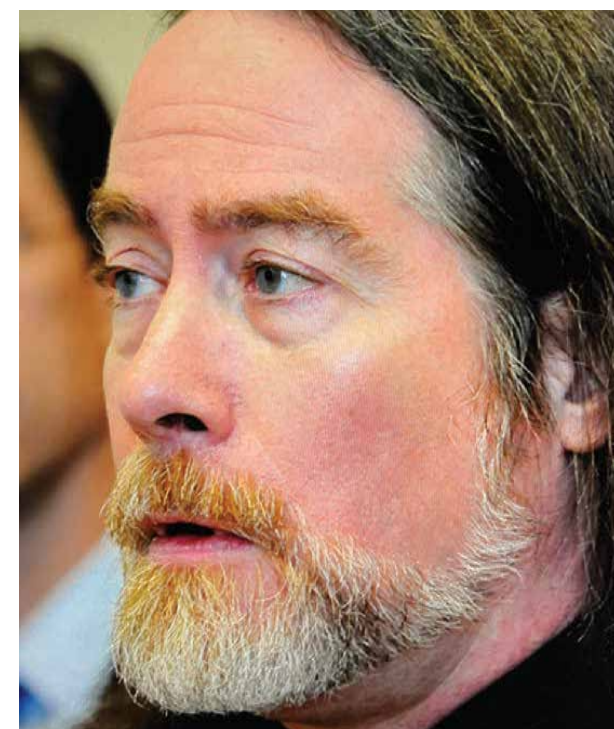


### 15th June, 2022 New York City

Privileged to meet Jeremy Travis, Former NYPD Deputy Commissioner, former Director of NIJ and former President of John Jay. Jeremy is the VP Arnold Ventures, one of the largest philanthropic funders of criminal justice research in the world, tackling of the most pressing problems in the United States.

### 16th June, 2022 New York City

Attended John Jay College NYC and met eminent scholar Prof David Kennedy who has led the body of work on focussed deterrence. I also met A Prof Eric Piza, author of the recent book The Globalisation of Evidence Based Policing. Amazing work being led by Molly Slothower & Karina Christiansen, NYC Mayors Office to Prevent Gun Violence



### 17th June, 2022 Philadelphia and Baltimore

3 awesome days with Prof Jerry Ratcliffe. We toured the epicentre of the fentanyl epidemic in Philadelphia. Met Kevin Thomas, Director Research Philadelphia PD. Attended the Baltimore Police Academy to meet Dr Gary Cordner who published 'Evidence Based Policing in 45 small Bytes.

### 23rd June, 2022 Washington DC

The National Policing Institute in Washington DC has a proud history, committed to pursuing excellence through science and innovation. I met with President James Birch and Laurie O. Robinson. I also met Prof Cynthia Lum and Prof David Weisburd from the Centre for Evidence Based Crime Policy, George Mason, world leading academics on EBP.





## 29th June, 2022 Edinburgh Scotland

Very privileged to presented to over 40 members of Police Scotland and the Scottish Institute of Police Research (SIPR). Thank you to Dr Liz Aston, Director SIPR for hosting me.

## 5th July, 2022 London UK

A busy 4 days with the Metropolitan Police London thanks to Cmdr Alex Murray. The Data Insights team are doing amazing work including EBP field trials on violence reduction and hot spots. Met with UK Society of Evidence Based Policing members and presented to over 90 staff at New Scotland Yard.



## 8th July, 2022 London UK

Met with College of Policing Director of Learning Rachel Tuffin. The College are driving evidence-based approaches across all 43 constabularies including supporting various field experiments. Also met with Chris Dawson, Mayors Office Policing and Crime

(MOPAC). Chris has the largest dedicated research unit of any Police force in the UK and leading amazing work to make policing better.



## 13th July, 2022 Cambridge University, UK

Privileged to be a keynote at the Evidence Based Policing Conference at Cambridge University and highlight my Churchill Fellowship to an international audience. At Selwyn College, I interviewed world renowned criminologist and founder of EBP Prof Larry Sherman.



## 16th July, 2022 Dublin. Republic of Ireland

It was great to meet Deputy Commissioner Shawner Coxon from an Garda Siochana and to discuss how agencies may build their EBP capability. Exchange of gifts and further meetings with her Command Team and Supt Aidan McCarthy.



## 18th July, 2022 Belfast, UK

What a highlight to visit Belfast and to be given a tour by Insp Roisin Brown who is leading neighbourhood policing. Chief Supt Zoe McKee facilitated meetings with key Command heads. Chief Commissioner Simon Byrnes is a key advocate for EBP and by the end of my visit, action on EBP was already progressing. Look forward to further collaboration with the team at PSNI.



## 20th July, 2022 London UK

Final stop to complete my visit to the Met. Thank you to Supt Suzanne Hopper and Dr Goofery Barnes who are inspiring leaders in EBP. Also met with C/Supt Lee Hill to discuss a number of EBP experiments including a hot spot trial and fantastic trial to deter serious and violent crime. The Met are leading amazing evidenced based work though a central structure and on the ground operational strategies.

## 16th May, 2023 Las Vegas, USA

Privileged to meet with Nancy La Vigne, Director of the US National Institute of Justice at the American Society of Evidence Based Policing Conference. Nancy's team are dedicated to improving knowledge and understanding of crime and justice issues through science. The NIJ fund policing research on contemporary issues and support evidence based practice within policing.





## Historical Context

# 1950's

Isolated examples of police experiments in USA.

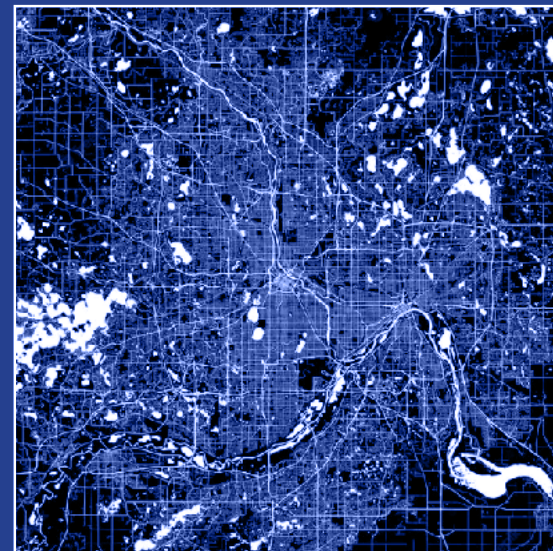
# 1970's

The National Police Foundation was established in the US as a nonpartisan research organisation dedicated to advancing policing through innovation and scientific research.

In the 1970's, a 'nothing works' mantra among some prominent academics emerged, putting into question the extent to which police could control and prevent crime and the extent to which offenders could be rehabilitated. Renowned criminologist, Prof David Bayley famously went on to assert, "The police do not prevent crime. This is one of the best kept secrets of modern life. Experts know it, the police know it, but the public do not know it."

# 1972

The famous Kansas City Preventative Patrol Experiment found that increasing or decreasing random patrol had no impact on crime and citizens did not notice the changes. This was significant trial as it called into question the effectiveness of a universally used policing tactic.



# 1988

The Minneapolis Hot Spots Experiment demonstrated how the deployment of police patrol to persistent crime locations reduced crime and disorder. Uniquely a scientific methodology was used to evaluate the trial with patrol being randomly allocated to treatment and control locations to test the crime prevention benefit.

# 1997

Prof Lawrence Sherman published a seminal paper in Ideas in American Policing; 'Evidence Based Policing'. Sherman went on to publish 'The Rise of Evidence Based Policing - Targeting, Testing and Tracking' and is acknowledged as the founder of EBP.

# 2000

The Campbell Collaboration Crime and Justice Group was established to look at the effectiveness of policing interventions and produces systematic reviews of the best evidence as well as plain language summaries.

# 2010

The Jill Dando Institute created the What Works Centre for Crime Prevention using EMMIE to summarise research. The College of Policing also adapts a 'what works centres' across the United Kingdom along with a focus on driving evidence based approached in policing.

# 2011

The first Society of Evidence-Based Policing (SEBP) was established in the UK by Alex Murray, Metropolitan Police London. In 2013 senior police from around Australia meet in Queensland and form the Australia and New Zealand SEBP. In 2014 the American and Canadian Societies are established.

Police in Queensland lead the Community Engagement Trial (QCET), testing the effects of procedural justice at random breath testing stations.

# 2017

New Zealand Police establish the New Zealand Evidence Based Policing Centre, the first of its type in the world.



# 2022

Over 8 years, more than 500 middle ranking police from ten countries have graduated with a Masters of Applied Criminology from Cambridge University, a police specific program founded on EBP. Graduating police go on to lead a significant body of operational field trials, analysis and evaluations. The Cambridge Journal of Evidence Based Policing publishes police led research in an open access format.

The inaugural Global EBP Conference sees 24 hours of live presentations across 3 time zones, thousands of police online at the same time, 82 EBP presentations, 20 academic institutions participating and access provided to 160,000 police across 30 police agencies globally.



## Fellowship investigation and discussion

### What works for what works.

#### Evidence Matters!

EBP is based on the idea that in order for policing to change, police practices should be based on 'what works' in community safety as determined by the best available evidence (Sherman, 1998). The term 'evidence' is distinguished from how police might generally refer to evidence in the context of the court or legal related evidence. In EBP, evidence refers to the body of scientific and rigorous evaluation studies focussed ultimately on the question of what works.

EBP sees policing as a profession, owning research more assertively, developing a capability for data insights, leading operational experiments and proactively collaborating with academia to generate new knowledge. EBP tests assumptions held within policing including what causes crime and whether existing or new strategies actually work. Being evidence-based means that lessons are drawn from an overall body of knowledge generated from rigorous studies. Rather than relying on convention, intuition or traditional responses, EBP employs methods incorporating experimental design where treatment and control conditions can ensure valid results that demonstrate the effectiveness of a program.

Simon Williams, Director of the New Zealand Evidence Based Policing Centre emphasises the need for better evidence in policing and states,

*"Many policing strategies work. Some don't make a difference, and some may actually cause harm. The question is how do we know?"*



#### Police Led Research

EBP is not a model where academics 'work' on the police from the outside. EBP sees an environment where police are supported to develop theory driven ideas and conduct police led scientific trials within policing operational environments. As described by Sherman, this sees the emergence of 'evidence cops' or 'pracademics' leading rigorous police research. In the context of EBP, pracademics are officers who are supported to apply academic rigor to policing strategies, whilst also being practitioners in the operational environment. There are a growing number of police that embrace academic learning and who are at the core of driving evidence-based practice within policing globally. Police are in a unique position to lead the evaluation of operational trials as they are implemented. The design of more rigorous trials can be facilitated by specialist roles within agencies such as a chief science officer (recently implemented in the Met), data scientists and the role of embedded criminologist.

Few people disagree with the principles of EBP, but it doesn't happen much. Although most leaders use evidence in their decisions, very few pay attention to the quality of the evidence. The key thing about evidence-based practice is that its more about practice, than it is about evidence.

*Professor Rob Briner,  
Queen Mary University of London*

#### An Inclusive Approach to Research

Central to EBP is quantitative research. This is a central pillar of EBP as it applies data science and employs scientific method to ultimately provides answers to what works. Developing more definitive answers to what works is very appealing to policing as much of policing is untested. It also may be challenging as scientific trials are difficult to implement, are outside traditional police competencies and may also counter strong organisational narratives. This doesn't mean they can't be done, with many examples of operational police being supported to lead such work. Although we look to science to provide more rigour in policing, it is also important that we don't overstate the answers that individual trials provide. Context, circumstances and environments may change and that is why it is critical policing develops a longer term commitment to continually test generate new knowledge.

Having said that, EBP is not just about gold

standard scientific experiments. Some policing problems and responses lend themselves to such an approach, whilst other circumstances may mean it is not possible. A practical and realistic view of EBP within policing sees the most appropriate research design relevant to the question at hand having regard to the circumstances that presents. In addition to a focus on cause and effect, EBP also requires particular attention to implementation and tracking. It also sees circumstances where a mixed methods approach, ethnographic research and advanced big data analysis may be appropriate to the challenge at hand.

Former UK police officer and leading academic Jerry Ratcliffe from Temple University acknowledges a broad approach to research methods is required in the operational policing environment, He states,

*"EBP is where the most rigorous methodology is used relevant to the policing challenge at hand".*



Some critics may suggest 'it is not all about randomised control trials'. Whilst this is true, it should be noted that most agencies have never even led



such a trial. What should be more of a concern, is that most policing strategies have not been tested with even a lower standard evaluation. Without getting caught up in research methodology arguments, EBP simply posits that there is greater scope for policing to lead more rigorous trials to better understand cause and effect. Filling that gap is the central issue as well as a future opportunity to create new knowledge in the interests of community safety and the professionalism of policing.

### Evidence driving innovation

It could be suggested that from a policing perspective, the attraction and value of EBP is less around the methodology and more around the innovation that it brings. This is not to say that methodology and rigour are not important. In fact, methodology is critically important in that it underpins the value and credibility of the work. But for policing there is merit in emphasising the innovative practice that EBP brings rather than singularly focussing on the academic methodology. It also should be noted that EBP is not limited to just testing. Sherman's 'triple T' concept includes three T's; targeting harm, testing police strategies, and tracking implementation and this point is often missed.

Professor Jerry Ratcliffe emphasises how EBP is critically linked to innovation, whilst noting the policing can be very insular within agencies and that new ideas are fundamental to the transformation. He states,

*"Policing has a fundamental lack of curiosity about policing".*

### Evidence Underpins a Profession

The definition of EBP often sees an analogy drawn with the medical model. Before the relatively recent invention of evidence-based medicine, medicine was based on a clinical model where doctors tried to figure out what worked by trial and error, passing knowledge to those they trained. In more recent history, scientific method was applied to clinical experience to advance medical knowledge. Just like in medicine, not everything can be tested scientifically, yet scientific evidence now underpins the profession. Some other professions have also adapted over history to be more evidence based. Less than half a century ago ambulance officers were seen as 'stretcher carriers' and nurses were seen as 'bed changers'. What has enabled these occupations to now be regarded as professions is the evidence upon which their craft is based. The question for policing

is in the next 50 years, how will policing adapt to be more evidence based?

Professor Gloria Laycock from University College London emphasised the importance evidence and expresses the following,

*"What makes a profession professional, is the evidence upon which the craft is based."*

### Experience and craft alone won't cut it

The question that follows is where police experience and professional judgement fits into this equation. The answer is you can't pose an important policing research question, without valuing policing knowledge and judgement. Evidence-based policing is therefore underpinned by valuing police experience. In fact, EBP is dependent on experienced police using their judgement to pose new questions to advance policing knowledge.

This raises a critical feature of EBP. At its core, EBP is fundamentally about police led research. This means that police, with full context of operational challenges and drawing upon their experience, lead evidence-based work and not simply

outsource this to researchers and academics. The Australian community funds policing by over \$20 billion dollars annually and community expectations will and should demand greater rigor in policing effectiveness in the future. Police experience and opinion is important. But policing cannot rely on experience alone to deal with the complex challenges in the future.

World renowned criminologist Professor Larry Sherman outlines the importance of science and the benefits it could bring to policing, whilst acknowledging the barriers that exist.

*"If there is a smothering paradigm holding back EBP, despite urgent external demands for change, it is the doctrine that a craft of problem solving cannot benefit from science."*



### Evaluating what works

The policing environment requires police to be highly responsive to crime and disorder problems as well as emerging and new forms of crime. There is an expectation that police commanders firstly have knowledge of emerging crime issues and secondly are responding with appropriate operational strategies. The constant demands of this environment often mean that the evaluation of the strategies is not an achievable priority beyond a simple 'before and after' comparisons of data sets changing from red to green. As quickly as crime problems are responded to, the next crime issue emerges. The elephant in the room is that often nobody really knows why crime went up or down, nor whether their response actually improved the situation or even potentially, made the problem worse. A fundamental challenge for policing is how does this ever-present reactive cycle actually take policing forward or is it a constraint that actually holds policing back?

Police have an obligation to address crime problems as best they can. Having said that, there is also an obligation on police, to undertake evidence-based evaluation more than they do. The risk otherwise is that police are limited to only reacting. Reacting to crime issues is spontaneous, relatively immediate, utilises existing police resources and activates accepted strategies. Evidence based evaluation is effortful, requires a commitment to longer term, involves new competencies and external partnerships and often challenges policing convention.

In many respects it is easier to do 'what we have always done'. It is not only less risky, but if we fail, we at least fail in conventional ways. Research trials do not rely on an authority-based narrative around what works; they rely on data and scientific findings. What if it doesn't work or backfires? What if it is not implemented properly? Will academic partners collaborate within an operational environment? Will results take too long to emerge? Ultimately if the agency does not overtly endorse evidence-based work, the traditional reward structures within policing will smother any attempts in its implementation.

Put simply policing needs to do better at evaluating what works and using science to provide greater rigor. The paradox that exists is that on one hand police can be very engaged in the results of an evidence-based trial, but on the other hand, can be very reluctant to test a strategy with a treatment and control group.

This doesn't mean that the traditional approach and EBP are mutually exclusive. To be evidence-based means that police need to operate in two gears, being operationally responsive to the immediate environment and stakeholders, whilst taking advantage of opportunities that ideally lend themselves to evidence based work. Often this opportunity needs to be intercepted early before police jump in to solve the problem. Police are problem solvers and therefore move quickly from problem definition to solution. Being evidence based requires operational police on the ground to generate the ideas and for police to then be supported to design, implement and evaluate the strategy. If police

can't drive the innovation, policing risks being trapped in a cycle that satisfies today's issues but fails to generate the knowledge we need for tomorrow.

Professor David Kennedy from John Jay College of Criminal Justice in New York asserts that the focus on ideas is the critical component of EBP rather than research methodologies. He stated,

*"It's not the paucity of high-quality evaluation that is the primary problem in policing. It is the paucity of ideas and innovation that's the problem. Yes, we need to be more rigorous, but evaluation as such never produces a new response to a problem we haven't solved yet. We need to be equally serious about producing new interventions for important problems. Once we have the intervention, we can then work out what is the best evaluation methodology to apply the problem at hand"*

The application of science and research to policing has not historically been a smooth path. A cynical view would suggest that put simply, police don't like research; they don't particularly engage with it, and they perceive it to be largely irrelevant to practice. It is fair to say Police are pragmatic and often reject the theoretical for the practical. Strategies are predominantly underpinned by a strong hierarchical narrative rather than science. The pace at which police are required to respond is often perceived to be inconsistent with research. Police take

a reactive approach to problem solving and move quickly from the problem definition to solution, with greater emphasis on responding and less emphasis on the rigor of the evaluation of the outcome. When police respond with a strategy, they rarely design it in a way where it can be empirically tested. Police have traditionally been poor consumers and generators of research and historically, police have not owned their profession as a science, nor developed a culture that values research. Academia has a key role to play in partnering and supporting police to design, test and evaluate policing strategies, apply problem solving approaches as well as help build knowledge of what works.

EBP sees a respectful reciprocal relationship between academia and policing rather than the 'dialogue of the deaf'. You need to build that relationship and New Zealand Police's partnership with Waikato University is an example of what can be achieved.

*Assistant Commissioner Bruce O'Brien*  
*New Zealand Police*



## Building an Evidence Culture

Support from the top of an agency is critical in developing a culture that values research and evidence. At a fundamental level, EBP sees an environment where research has a seat at the table of police decision making. It also sees the communication and use of evidence in police decision making. EBP sees evidence and research playing a more crucial role in policing, driving innovation and knowledge of police strategies. Although the reactive nature of policing requires fast paced responses, EBP posits that there is opportunity for policing to be more scientific. The reality is that to embed EBP in an agency, it involves the deliberate development of a new capability and culture underpinned by strong leadership.



Support from the top is critical. You need to be deliberate and overt if you want traction.

*Deputy Commissioner Alex Murray,  
West Mercia Constabulary UK*

## Why Evidence?

Not everything works, despite police experience and good intentions. Prime examples are two strategies that have been evaluated in the USA; Scared Straight, a strategy to take at risk youth into prisons with the intention to reduce offending and Drug Abuse Resistance Education (DARE) a school-based drug education program. Intuitively these programs seem to be worthy. Rigorous evaluation has shown backfire effects with Scared Straight increasing rates of reoffending and DARE being ineffective at reducing drug usage. Evidence based evaluation persuades sophisticated public officials and oversight bodies with robust empirical findings. In the context of government policy settings, opinions carry little weight while a rigorous evidence-based evaluation can not only mitigate perceived risks but be highly influential in securing funding and driving change. As quoted from Professor Cynthia Lum, Centre for Evidence Based Crime Policy, George Mason University,

*"Research, evaluation, analysis and science should have a seat at the table in law enforcement decision making."*



## Benefits of EBP



**Greater knowledge  
of what works**



**Mitigates risk**



**Shows cost  
effectiveness**



**Drives policing  
innovation**



**Untaps potential of individual police**



**Builds the profession**



**Agency recognition  
globally**

## A snapshot into EBP

### The real currency of EBP is ideas...

The best innovations in policing, come from policing. Yet there is a huge untapped potential in policing to do more.

### Science Matters

It's not that science doesn't matter in policing, but the pace at infusing science into the public service is sometimes at odds with the rapidly evolving priorities of policing leadership.

### Evidence Sticks...Opinions drift off

Evidence based robust data driven evaluations stick and are key to innovation and new ways of operating. Hierarchical authority based opinions of what works drift off...

### What works is important

Many policing strategies work. Some don't make a difference, and some may actually cause harm. The question is how do we know?

### Combining police experience and rigor

EBP values police experience but can fall victim to being seen as an research methodology for academics. EPB simply sees a focus on data, insights, what works and more rigorous approaches to evaluation to add to policing knowledge and professionalism.

### A paucity of evidence

There is not only a paucity of evidence in policing,

there is a paucity of interest. Policing needs to own its science. Agency's investing in EBP are recognised amongst their partners and across policing globally.

### Leadership is the foundation

Leadership is critical in underpinning an evidence based culture that values research and recognises it as just one component police decision making.

### Activists... waiting to be activated

Police specific education programs are equipping future police leaders with the skills to undertake advanced evidence-based work on behalf of their agencies.

### SEBP's are at the centre of global knowledge

The conferences conducted by Societies across Australia, New Zealand, United Kingdom and America are at the forefront of policing innovation, ideas and knowledge globally. It's a no brainer for agencies to participate.

### Agencies are not leading EBP... Individual police are...

Police agencies need to consider how they might activate EBP to have a seat at the table of law enforcement decision making and as a component to achieving their objectives.

### Practice makes perfect

Evidence based practice within an agency is more about the practice than the evidence.

### EBP is not a research methodology

EBP has three T's... TARGETING harm and offending, TESTING police strategies with rigour and TRACKING implementation. It is more about a culture of innovation, experimentation and improvement than getting caught up in research methodologies.

### It's all about implementation

The first question is not 'did it work' but rather 'did we implement it?'. Policing experiments are 10% evidence and 90% implementation.

### Replication is the gold

Replicating trials is a great basis to build knowledge in policing. Although what works in one place may not work in the next, replication builds police knowledge.

### Control trials are important

Control trials are surprisingly rare in policing and they need to be undertaken more than they currently are. Control trials tell us with greater certainty cause and effect which builds police knowledge.

### We can do our day job and tackle longer term issues

Policing is overwhelmingly focussed on the present. Longitudinal research is also important

### Choose one?

It is not a matter of choosing! EBP overarches being harm focussed, intelligence led and problem oriented.

### Collaborate with who?

Being Evidence based requires collaboration broader than criminology and includes specialists including economists, geographers, social scientists, engineering and many more.

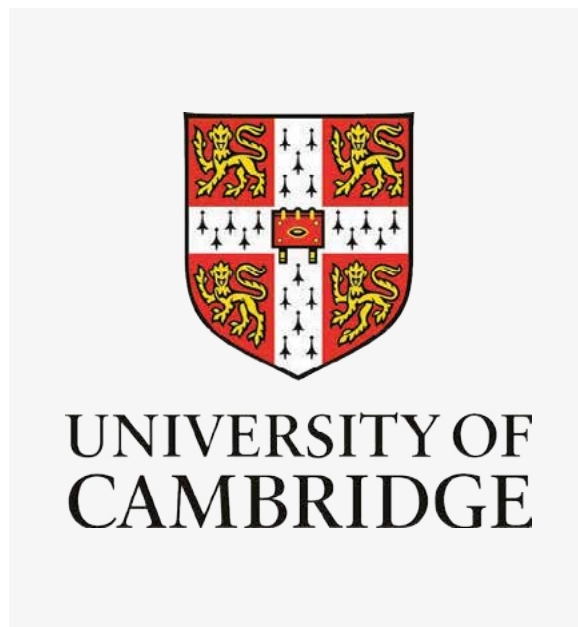
### EBP as a policy capability

Embedding EPB within an agency is broader than an academic definition.



## Global definitions of EBP

Helpful definitions of EBP from global policing leaders in this field.



### Professor Lawrence Sherman, Cambridge University

Evidence-based policing is a method of making decisions about “what works” in policing: which practices and strategies accomplish police missions most cost-effectively. In contrast to basing decisions on theory, assumptions, tradition, or convention, an evidence-based approach continuously tests hypotheses with empirical research findings... Evidence-based policing is the use of the best available research on the outcomes of police work to implement guidelines and evaluate agencies, units, and officers. Put more simply ... It uses the best evidence to shape the best practice.



### The New Zealand Evidence Based Policing Centre

It is about ensuring policing strategy, operations and tactics are based on the most current and best available research. Rather than being guided by assumptions, tradition, convention, or subjective impressions, EBP combines the existing skills, knowledge and experience of police with research, crime science, problem-solving and testing. This is then used to guide and inform the choices of police decision-makers with approaches and tactics proven to reduce harm. EBP shows the evidence behind why, how, where and when police take specific actions.

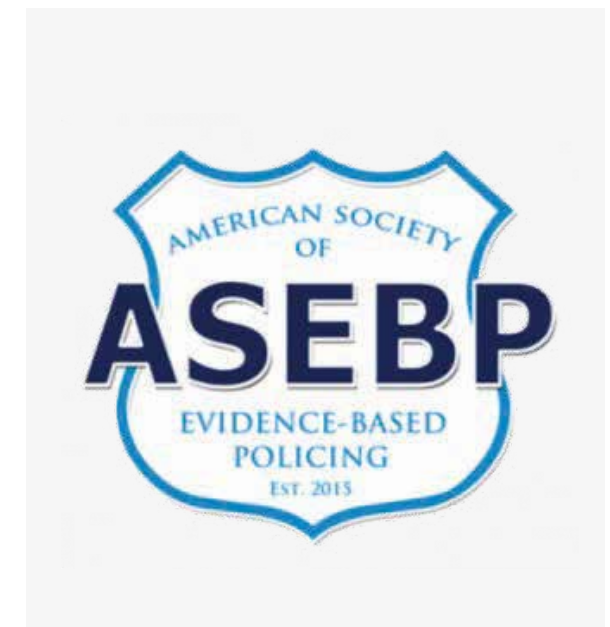


### The College of Policing, UK

The best available evidence will use appropriate research methods and sources for the question being asked. Research can be used to develop a better understanding of an issue – by describing the nature, extent and possible causes of a problem or looking at how a change was implemented.

It assesses the effect of a policing intervention by testing the impact of a new initiative in a specific context or exploring the possible consequences of a change in policing.

EBP does not provide definitive answers. Officers and staff should reflect on their practice, consider how the best available evidence applies to their day-to-day work and learn from their successes and failures. This approach encourages officers and staff to ask questions, challenge accepted practices and innovate in the public interest.



### The American Society of Evidence Based Policing

Where .... police become the drivers of research, partnering with researchers to find the answers to questions that we feel are important in helping us perform our core missions. This is critical as police officers are the ones who have the most accurate view of the world within which we work.

The second component of evidence-based policing is the translation of the research findings into a format that is accessible and easy to digest for the working police officer. Evidence-based policing provides police professionals with an objective standard for justifying our actions by showing scientifically reliable research that supports our tactics.

# A hierarchy of evidence

Policing scholar and former police officer, Professor Jerry Ratcliffe from Temple University, USA has published an ‘evidence hierarchy’. In the context of various research methodologies, this hierarchy can be quite helpful in distinguishing what’s suspect, what’s

interesting, what’s promising and what works. As stated by Professor Jerry Ratcliffe, *“Not all evidence is created equally”*.

Evidence hierarchy for policy decision-making

5*	Systematic review/meta-analysis of quality studies	The totality of evidence from numerous rigorous studies supports hot spots policing as effective.	What works in the given context
5	Randomized controlled experiments	Randomly selected areas for foot beats had reduced crime versus comparable beat areas.	
4	Before/after across multiple sites or groups, or quality longitudinal analysis.	Body-worn cameras reduced assaults on officers in multiple cities, compared to cities without.	What's promising and definitely worth looking at with more rigorous studies
3	Before/after with one site and a comparison site/group	Violent crime reduced after a big gang takedown but was unchanged in a comparable gang area.	
2	Cross-sectional comparison of treatment and control, or before/after of treatment alone	Crime decreased after a city started using automated licence plate readers.	What's interesting and maybe worth looking at further with better studies
1	One-off measure with no comparison site/group	Police districts with more Hispanic residents have less crime than other areas.	
0	Commercial or internal non-peer reviewed research and reports	A commercial company's positive evaluation of its own software product.	What's suspect if presented as the only source of evidence
0	Expert opinion, anecdotes, case studies	Police chief memoirs, or quotes from academics in newspapers.	

Source: Jerry Ratcliffe, Reducing Crime: A Companion for Police Leaders, page 194, 2019. reducingcrime.com

At its heart, EBP is not as new a phenomenon as many believe. Police have evaluated evidence to guide decision-making in the execution of investigative activity for years and years. **What is new is the suggestion that doing so more systematically, employing rigorous analytical techniques, and leveraging the voluminous public safety data that police possess can yield remarkable insights into what works in delivering police services to communities.**

*John Jarvis, Academic Dean, FBI*

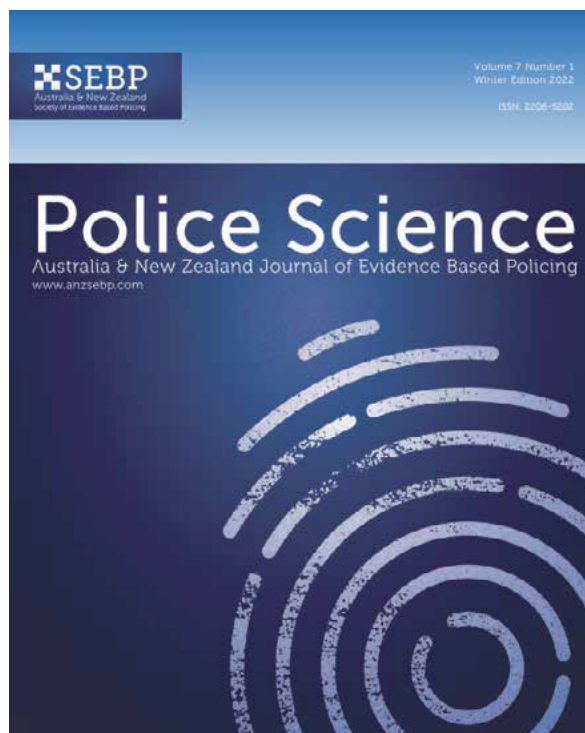


## What is evidence?

A range of 'what works' publications and online resources are providing police with direct access to evidence summaries to guide best practice, with many specifically tailored for the police audience.

### Police Science Journal

The Australia and New Zealand Society of Evidence Based Policing is a police led body with representatives from most agencies in the region. The Police Science Journal is published twice per year and is shared with police via an online version as well as hard copies sent to every police station across Australia and New Zealand. The Journal largely features police led research and provides and provides a great opportunity for police to share knowledge. To date there have been 13 editions with almost 100 police led research studies published.



### Going Equipped, College of Policing

The Going Equipped is a publication of the College of Policing. Going equipped is a industry journal publication written and reviewed by police officers and staff in the UK, from all ranks and roles. The College of Policing works hard to find content that is informative and interesting, sharing innovative practice and ideas about policing across the UK. Going equipped has been created to allow a wide range of peer-to-peer insights across policing at all roles and ranks, with a clear operational and frontline focus. It is written by police, for police.



### Reducing Crime Podcast - Professor Jerry Ratcliffe

Jerry Ratcliffe, former UK police officer and leading academic produces highly informative interviews. These interviews feature conversations with influential thinkers in the police service and leading crime and policing researchers working to advance public safety. Often amusing, often enlightening, always informative and engaging. The interviews include a range of international guests covering policing, practical criminology, and public safety policy.

### College of Policing - What Works Centre for Crime Prevention

The crime reduction toolkit summarises the best available research evidence on what works to directly support police to reduce crime. It uses the EMMIE framework; effect, mechanism, moderators, implementation and economic cost to present evidence from systematic reviews. The toolkit can be used by crime reduction practitioners and decision-makers. It allows you to assess the impact of different interventions on reducing crime and the strength of the evidence. It also shows if there is information about how interventions work best, the implementation and economic cost.



### Arnold Ventures

Arnold Ventures is one of the largest criminal justice philanthropic bodies in the US with a core mission is to invest in evidence-based solutions that maximize opportunity and minimize injustice. Arnold Ventures are highly respected and publish a range of evidence bases studies to drive reform in policing and across the criminal justice system. Since 2010, the foundation has invested more than \$1 billion in a variety of initiatives including US \$316 million for criminal justice reform. This includes providing \$9.8 million for 17 research grants awarded by the National Collaborative on Gun Violence Research. The Foundation has also funded Data-Driven Justice, a program to identify repeat low-level offenders suffering from drug abuse or mental illness, and the treatment options and intervention points that work to address their needs.

### Centre for Evidence Based Crime Policy, George Mason University USA

The Centre has a mission to make scientific research a key component in decisions about crime and justice policies. The Centre has a comprehensive range of resources to assist police including the Translational Criminology Magazine, videos, systematic reviews, EBP resources, key readings and presentation





videos from the Symposium. The Centre has also developed the Evidence-Based Policing Matrix which is a research-to-practice translation tool that organizes moderate to very rigorous evaluations of police interventions visually, allowing agencies and researchers to view the field of research in this area.

### **US National Policing Institute (formally the Police Foundation)**

The National Policing Institute has conducted research leading to new reports including *Police Body Cameras: What Have We Learned Over Ten Years of Deployment?* and *A National Survey on Officer Safety Training: Findings and Implications*. In late 2020, the National Policing Institute launched the First Responder's COVID-19 Relief Fund to provide support to first responders and their families who have been impacted by COVID-19. Following the murder of George Floyd, the National Policing Institute's Board or Directors authorized a \$1 million campaign to support the Institute's policing reforms agenda, including the creation of a Council on Policing Reforms and Race, the creation of a Visiting Scholar on Policing, Race, and Crime position, and two research experiments related to improving understanding of police labour relations and agreements and the efficacy of civilian oversight bodies.

### **Arizona State University Centre for Problem Oriented Policing**

The Centre for Problem-Oriented Policing advances the concept and practice of problem-oriented policing in open and democratic societies. It does so by making readily accessible information about ways in which police can effectively and equitably address specific crime and disorder problems. Since the publication of the first POP Guide in 2001, millions of copies of the POP guides and other POP Centre publications have been distributed to individuals and agencies throughout the world. POP Centre materials are also widely used in police training and college courses.

### **Campbell Collaboration**

The Campbell Collaboration Crime and Justice Group is an international network of researchers that prepares and disseminates systematic reviews of high-quality research on methods to reduce crime and delinquency and improve the quality of justice. These reviews of research on the effects of criminological and criminal justice interventions are developed to inform criminal justice policies, to reduce crime and increase justice in society. Through this work, the Group has created an accessible register of evaluation studies as a resource to law enforcement and policy makers.

### **Cambridge Journal of Evidence Based Policing**

The Journal's priority is to publish original, applied research led by "pracademic" police officers, with many articles based on master's degree thesis completed under the supervision of leading academics. The articles are contemporary unique and highly relevant to police because it features police led research. The contents include original research and review articles in three main areas: Targeting- concentrations of crime; Testing- Examining police practices through randomized controlled trials, systematic review, algorithmic forecasting, meta-analyses, and other methods; and Tracking implementation. Unlike many research journals, the Cambridge Journal of EBP does not have any paywalls and is completely accessible without cost.



## Empowering police through education

Investing in the professional development of research-minded law enforcement through programs like LEADS ensures the next generation of senior police leaders are equipped to contribute to evidence-based practices and advancements in community safety. In a profession where the stakes are this high, we can't settle for anything less.

*Maureen “Mo” McGough, Chief of Strategic Initiatives at the Policing Project at NYU Law, founder of the NIJ LEADS Program*

### Institute of Criminology, Cambridge University UK

This program targets mid-career police leaders from around the world and offers an intellectual foundation for both police reform and public support. The program professionalises police practice through the training of pracademics (practitioner-academics) who create, apply and promote the use of research to provide better evidence for decision-making and to deliver better management and leadership in their agencies.

The Cambridge Police Executive Programme (MSt in Applied Criminology and Police Management) is a two-year part-time course which offers a globally relevant framework for preserving and enhancing democratic policing in the face of international challenges through developing senior leaders in policing.

Over 500 senior police from over a dozen countries

have now completed this program and have gone on to take up more senior positions in agencies and pursue world leading evidence based strategies within policing. The program has produced significant police led research including the Cambridge Crime Harm Index, the power curve of victim harm, the Sacramento hot spots experiment, prioritising the risk of harm to children of domestic abuse, identifying high crime recruiters and tracking knife enabled homicides.

### National Institute for Justice – LEADS Scholars Program

The National Institute of Justice's Law Enforcement Advancing Data and Science (LEADS) Scholars Program is designed to increase the research capabilities of law enforcement professionals and agencies. Established through a partnership between NIJ and the International Association of Chiefs of Police the LEADS Scholars Program advances evidence-based policing by supporting

the development of research-minded law enforcement professionals. The Program is focused on developing the research capacity of mid-career law enforcement officers who were committed to advancing and integrating science into law enforcement. This program continues to identify and nurture the next generation of law enforcement leadership through encouraging the use of evidence-based research to advance criminal justice. Some examples of police led research include research on women in policing, reducing impaired driving and fatal collisions and advanced data analysis to address gun violence and the opioid epidemic.

### American SEBP – Applied Criminology and Data Management Course

This new and innovative 15 month program has been designed by the American SEBP and is for forward thinking police and analysts who want to learn more about evidence based policing, advanced statistical methods, criminological theory, theories of human behaviour, mental models of policing and research methods. The course is intended to build critical thinking skills around data, science and analysis to drive evidence-based approaches and problem solving. The program is held at the University of North Carolina where police and academics work in teams to coproduce research and evidence-based solutions confronting police agencies.

### Jerry Ratcliffe, Reducing Crime Program

Jerry Ratcliffe is a former British police officer, college professor, and host of the Reducing Crime podcast. He works with police agencies around the world on

crime reduction and criminal intelligence strategy. Through Reducing Crime™ LLC, Jerry Ratcliffe and selected colleagues provide specialized training courses tailored to crime reduction, problem-solving, and intelligence-led policing for police departments. These engaging training sessions are geared towards practical crime reduction solutions and techniques for mid to senior level police command staff. The Area Commander's Leadership Course is a 3 day program to introduce mid to senior police leadership participants to the key elements of leading successful crime reduction projects. This highly practical and realistic program is framed within a wider discussion of evidence-based policing, and leadership development in modern law enforcement.

### Cambridge Centre for Evidence Based Policing Ltd

The Cambridge Centre for Evidence-Based Policing Ltd. (CCEBP) is a team of police educators, leaders and scientists who are associated with the University of Cambridge, who since 1998 have led the global professional movement for evidence-based policing.

The Centre Director, Professor Lawrence W. Sherman, is widely credited as the founder of evidence-based policing, which he first proposed in his 1998 Police Foundation Lecture in Washington DC. In 2020 he was ranked by academic.influence.com as the number one most influential criminologist in the world. The Centre operates a range of programs targeting police and analysts including criminal network analysis, targeting the risk of serious violence and targeting crime in place and time.



## EBP in the real world

Our resources are precious, so we need to put them in the right places and know that the tactic we are using is effective.

*Superintendent Suzanne Hopper, Met Police London University*

### **Improving police response to domestic abuse victims: Testing rapid video response to domestic abuse victims**

**Lead:** Stacey Rothwell and Kent McFadden, Kent Police

**Methodology:** Block randomised trial – female and male intimate partner violence and non-intimate partner violence

Can police increase victim satisfaction and improve police efficiency by providing domestic abuse victims with an immediate video link to a uniformed police officer rather than waiting for the traditional face to face police response? Domestic abuse victims are randomly selected to either the business-as-usual response or rapid video response by immediate transfer to an officer on video link. Rapid video response was 656 times faster (3 minutes) compared to BAU (1969 minutes). Rapid video response also produced higher victim satisfaction, higher arrest rates and higher victim satisfaction compared to the business-as-usual practice that is used around the world. This is an important study in the police response to domestic violence, the results of which would not have been identified if not for the rigorous evidence-based implementation and evaluation approach adopted. (get some graphs from the published paper in the Cambridge Journal of EBP)

### **Reducing reoffending in children: Testing the effects of support for parents and guardians on juvenile offenders**

**Lead:** Supt Suzanne Hopper, Met Police London

**Methodology:** Randomised control trial

Parents of juveniles who have been arrested for serious crimes are shown professionally produced video that reassures them that they are not alone and describes the experience of people who have found a route away from crime. They are given a card with tips on talking to children and contacts for support groups. The participants are selected by computer in what is one of the largest scientific randomised control trials in the UK policing. Future arrest rates of child offenders will be analysed to determine if the initiative reduces repeat offending and keeps young offenders away from further involvement in the criminal justice system.

### **Testing alternatives to traditional prosecution: Operation Turning Point – Police led diversion to reduce offending**

**Lead:** Supt Katie Harber, Data Insights Unit, Met Police

**Methodology:** Electronic randomisation of offenders comparing treatment to control, stratified by three age cohorts.



First time offenders or those with less than 3 previous incidents are dealt with by police led offender management at the time of arrest rather than criminal justice processing. Eligible offenders are put on a contract with a deferred prosecution. They must adhere to a four-month tailored contract with either restorative, rehabilitate or prohibitive conditions designed to make amends with victims and address root causes of offending. Suspects are swiftly prosecuted for their original offence if they breach the conditions. Offenders are electronically selected either into the experimental conditions or into the traditional processing stream. The trial will test rates of reoffending, victim satisfaction and criminal justice system cost benefit analysis.

#### **The development of a hand-held drug scan to support operational police - LUMI Drug Scan**

**Lead: Assistant Commissioner Bruce O'Brien and NZ EBPC Team, New Zealand**

**Methodology: Implementation evaluation and scientific confidence testing.**

What do the frontline want and how can the NZEBPC provide them with better evidence and science? The NZEBPC engaged with frontline police in workshops to better understand how they could support them. Frontline officers in NZ wanted the ability to accurately identify drugs on the street. The NZ EBP Centre collaborated with ESR to develop a small handheld drug scan device called LUMI linked directly to their mobile device. This is a world first providing officers with rested degrees of confidence in drug identification. Rather than operational police relying on judgement and craft alone, they now have evidence and science to back them up. An implementation evaluation supported the rollout and success of this project. A practical approach of how the NZ Evidence Based Policing Centre is supporting police with better evidence to do their job.





## Insights from global leaders

What can be learned from global leaders in EBP?

How have they approached building an EBP capability and culture with policing?

What are some of the themes for success?

The New Zealand Evidence Based Policing Centre is the first of its kind in the world. The ability to consistently apply insights to real operational problems, and enable better decision-making at all levels, is, in my view, the key to success. It is also a model that is both scalable and transportable.

*Mark Evans OBE, Deputy Chief Executive New Zealand Police*

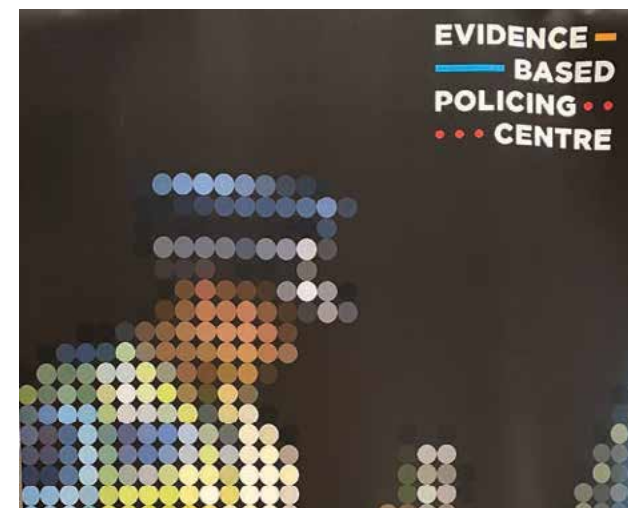
### New Zealand Evidence Based Policing Centre – A Blueprint for EBP Globally

#### Structuring for success:

In December 2018, New Zealand Police established the Evidence-Based Policing Service Centre – the first of its kind in the world – as a place to provide a better understanding of what works, what doesn't, and what guides officers on the front line. New Zealand Police is now considered a global leader in this field.

To really create a step change in capability and to ensure everyone – from our public-facing call-handlers and constables to commanders and senior leaders – has the best possible understanding of 'what works', we invested in a dedicated EBP capability to act as a catalyst for further transformation.

The EBPC brings together a range of key Police functions that had previously been spread across multiple groups. In addition, the first Director of Evidence-Based Policing and EBP Lead Practitioners across the 12 Police Districts, and the Police Behavioural Insights function.



#### Valuing Research

In a New Zealand context, EBPC uses research, crime science and problem-solving methods to guide and inform the choices of decision-makers with approaches and tactics proven to reduce harm. EBPC tests existing and proposed police practices to guide and inform the choices of decision-makers with approaches and tactics proven to reduce harm. Intimately the commitment to EBP enables a culture of learning and innovation within NZ Police. Critically the commitment to EBP is overtly supported from the





**DCE Mark Evans OBE**

Deputy Chief Executive, Insights and Deployment, New Zealand Police

top of the organisation with the Commissioner being a strong and vocal advocate.

### Partnering – Two Way Respectful Relationships

Critically, the Centre was set up in conjunction with external partners. NZ Police partnered with the New Zealand Institute for Security and Crime Science based at the University of Waikato. This has provided access leading crime science academic skills and independent researchers. The EBPC partnership provides the University with access to police crime data and an oversight of all research interests, enabling researchers to collaborate with Police on multidisciplinary, evidence-based research. Partnerships have also been formed with forensic and science experts from the NZ Institute of Environmental Science and Research and technology industry partner Vodafone.

NZ Police are committed to the development of ideas and practice in policing further afield, with plans to develop national and international partnerships to work collaboratively on future initiatives. This aspiration positions NZ Police to increase its standing within policing internationally and ultimately be recognised globally for their contribution to the international body of science and criminology research.



### Training and Education

EBP has a presence within the Learning Centre at the Royal New Zealand Police College, integrating 'evidence-based thinking' within the training curriculum. This gives a broad appreciation of the value of EBP and ensures that it is seen as a

visible priority for NZ Police. In partnership with Waikato University, NZEBPC runs problem orientated policing (POP) workshops with district staff and acknowledges achievements through national awards. New Zealand Police have supported educating mid-career police leaders in undertaking a Master of Criminology at Cambridge University. These staff members have gone on to play key leadership roles in building the capability of the Agency as well as being influential operational advocates for with frontline staff and managers.

### Operationally Relevant

Members of the EBPC participate in national tasking and coordination committees and are a key contributor to operational and strategic responses to crime. The EBP Lead Practitioners or 'station champions' facilitate EBP on the front line, influence staff who are apprehensive about the application and benefits of EBP and collect on-the-ground information and intelligence to improve EBP's continued implementation.

### Leading from the top and building a culture

Mark Evans, Deputy Chief Executive Zealand Police was the founding architect of the New Zealand Evidence Based Policing Centre and with the support

of Commissioners has embedded EBPC within the operating environment from the Executive level to on the ground in the 12 districts.

### Case Study:

The EBPC was called upon to assist the largest Police investigation ever to take place in New Zealand relating to Christchurch terrorist attack and the subsequent community reassurance operation. The EBPC was tasked to review and research existing international 'best evidence' that could enhance prevention, reassurance and resilience efforts in communities. Within 48 hours, the team used a range of tools to pull together literature from around the world. Additionally, they investigated the best way to communicate with communities after the terror event and provided key information that informed the Police Executive on the topic of general arming of Police following the attack. EBPC worked with the New Zealand Police mobility team to quickly roll out a new app called 'Checkpoint' that supported Police's reassurance efforts following the 15 March terrorist attacks in Christchurch. A key requirement of the EBPC is to ensure research is translated into tangible outcomes for staff and the community.



The Strategic insights Unit is about fighting crime with data, science and innovation. This brings together a specialist multi-disciplinary team with expertise and skills to support senior management to address challenges in policing.

*Dr Liz Ward, Head Strategic Insights Unit, Metropolitan Police London*

## Metropolitan Police Strategic Insights Unit

### EBP by another name

The Strategic Insights Unit works with other units in the MPS to use data and evidence to strengthen decision making. The Strategic Insights Unit uses evidence-based policy principles and advanced data science techniques to provide cutting edge policing and crime analysis. A more sophisticated use of data means that decisions can be better informed, and evidence based.

### A Multi-Disciplinary Approach

Specialist roles have been created within the unit including an embedded Criminologist, behavioural scientists, data scientists and analysts. The team

also comprises of police leaders in order to link the multi-disciplinary team with the operational environment.

This focus of the SIU comprises the following:

- **Analysis** – using and analysing the huge amount of data holdings within policing in advanced ways to better understand key challenges.
- **Innovate** – using broader knowledge from policing and criminology to inform future analysis and innovative strategies.
- **Testing** – testing and evaluating policing strategies including undertaking other experimental designs to test and better understand what works.

- **Collaborating** - promoting evidence-based policing and being a conduit to academia and collaborating with academics.

### Support from the top

The SIU reports to the Commissioner and the MPS Management Board and has direct support from the Commissioner. The appointment of the first Police Scientific Officer, Prof Lawrence Sherman is a clear commitment to embedding EBP both within the executive and across operations.



### Collaboration

The MPS acknowledges that this approach necessitates greater collaboration with academia and industry, with the MPS taking a more flexible approach to research and development as well as being prepared to challenge traditional approaches by using advanced data analysis. The unit works with partners in academia and government to identify key problems before proposing, trialling and implementing innovative solutions. This includes collaborating with key partners including, the College of Policing, the Mayor's Office for Crime and Policing London (MOPAC), London School of Economics, Centre for Economic Performance, University College London, Jill Dando Institute, Cambridge University, Institute of Criminology and the Behavioural Insights Team.

### Operationally Focused

This area supports rigorous operational trials with a data specialist including data scientists, quantitative crime scientists and a Director of Criminology. The unit uses data science, artificial intelligence, automation and machine learning paired with operational experience to model, understand and predict policing demands and effectiveness. The unit then designs and



implements innovative policing interventions using the best available evidence, empirically tested to ensure efficacy and value for money.

The SIU undertakes advanced analysis of existing data holdings on issues that are important to the organisation. This analysis is beyond what has been traditionally provided to inform policing issues. Traditionally policing typically counts how often something happens and then may undertake a before and after comparison. The SIU applies advanced statistical modelling to try to figure out how things related to one another.



### Operational Evaluation

The SIU works with operational commanders to design rigorous evaluation approaches to operational strategies including randomised control trials. Traditionally these strategies would not be subjected to evaluation to determine cause and effect. This approach not only answers the question 'what works' but also provides important insights that otherwise would not have been known.

### Some examples include:

- The largest hot spots RCT ever conducted in policing testing the effects of police presence and preventative patrol in persistent crime locations.
- A experiment testing what happens when supervisors are required to sit down with a constable and review a body worn video together. How does this impact officer behaviour?
- A trial testing guided decision-making framework to help custody officers determine who is and is not a legally accepted target for strip search.
- An analysis of focussed deterrence where officers are deployed to the homes of violent offenders at risk of future offending. This strategy seeks to reduce future offending and deter offenders from involvement in criminal activity.
- An analysis of a non-experimental increase in officers assigned to work in town centre locations.







Our role across England and Wales is about knowledge, learning and standards in policing and embedding the evidence base across all three. We are focussed on creating and sharing knowledge in policing and evidence is at the core of what we do.

*Rachel Tuffin Director of Knowledge, Research & Education College of Policing*

## College of Policing England and Wales

### Evidence champions' network

The evidence champions' network is a forum for evidence champions, facilitated by the College but owned by its members. It allows members to raise issues, ask questions and collaborate with other forces. Evidence champions are police officers or staff in English and Welsh forces, who have a focus on EBP. Evidence champions may develop local EBP strategies and identifying priority areas for research. They also engage with staff to explain the principles of EBP and conduct research with partner academic institutions.



### A Focus on Crime Reduction

Curriculum, Leadership and Learning - The College of Policing role in setting the curriculum and leadership learning standards make it unique among UK What Works Centres. They carried out a review to work out how to support what works activity, which led to evidence-based thinking and approaches being embedded into the new officer curriculum, and at all levels of leadership learning run by the College. They are now carrying out the same process with problem-solving in specialist learning. These changes, along with officers and staff attending Masters Courses, some of which are mentioned elsewhere in the report, has led to increased examples of evidence-based projects in police forces in England and Wales. The College has also worked with the inspectorate organisation 'Her Majesty's Inspectorate of Constabulary' to embed what works into the inspection process.

The College of Policing What Works Centre for Crime Reduction provides tools and resources that equip policing to better access, understand and use research evidence in practice. The Centre was set up in 2013 to map the crime reduction research evidence and get this evidence used in practice.

The What Works Centre summarises the best-available research evidence on what works to reduce crime. The toolkit has recently had over 10,000 hits per month. The toolkit identifies and labels existing reviews of what works evidence and allows users to





weigh up evidence on the impact of an intervention as well as finding out about how it works, where it works, how to do it and what it costs.

The Policing and Crime Reduction Research Map plots details of ongoing policing related research at master's level and above, increasing opportunities for collaboration and enabling forces to engage directly with researchers working on topics of interest to them.

The development of Evidence-based policing guidelines brings together independent committees of frontline practitioners, subject matter experts and academics to collectively develop guidelines based on the best available evidence and expertise.

How to guides on research methods and other practical resources such as the policing evaluation toolkit and cost benefit tool to be used by practitioners in the design and implementation of new research and interventions.

#### **Supporting the generation of new evidence**

The College supports the generation of new research evidence with grant funding to develop the evidence on areas such as knife crime, gangs, county lines and child sexual exploitation. The College also

produces a What Works in Policing to reduce crime series to provide a brief overview of the most effective ways the police can tackle crime, based on the best available research evidence at the time of publishing.



The stakes are too high in policing to treat the profession as a craft. Often, the best guesses about the outcomes of justice interventions are wrong... The profession not only needs to apply the knowledge acquired so far, but it also needs science to help to develop policing into the institution that everyone including police officers deserves

*Professor Cynthia Lum, Director for the Centre Evidence Based Crime Policy, George Mason University, Virginia USA*

#### **Centre for Evidence Based Crime Policy, George Mason University**

##### **Where research “has a seat at the table”**

The Centre for Evidence-Based Crime Policy (CEBCP) was established in 2014 and is housed within the Department of Criminology, Law and Society at George Mason University. Dr. Cynthia Lum is University Professor of Criminology, Law and Society and director of George Mason University's Centre for Evidence-Based Crime Policy. She is a leading authority on evidence-based policing working closely with police all round the world. Lum advocates that research, evaluation, and scientific processes should have “a seat at the table” in law enforcement policymaking and practice. She has studied and written extensively about patrol operations and police crime prevention activities, police technology, investigations and detective work, and evidence-based crime policy. Additionally, she has developed numerous tools and strategies to translate and institutionalise research into everyday law enforcement operations.



##### **Translating Evidence in Practice**

The Centre seeks to make scientific research a key component in decisions about crime and justice policies. The CEBCP carries out this mission by advancing rigorous studies in criminal justice and criminology through research-practice collaborations, and proactively serving as an informational and translational link to practitioners and the policy community. The CEBCP's Evidence-Based Policing Research Program focuses on generating both the

supply of research (rigorous evaluations of policing strategies and tactics), and also the demand, use, and translation of research into everyday use by law enforcement agencies. One central part of this effort is the Evidence-Based Policing Matrix and evidence-based policing tools known as the Matrix Demonstration Projects, developed by Lum and Koper.

### Recognising Police Champions

In addition to holding a Policing Symposium annually to share knowledge of policing trials, the CEBCP recognises police leaders through awarding the EBP Hall of Fame award. This recognizes innovative law enforcement practitioners who have been central

to the implementation of a high quality research program in their agency and also are relentless champions of institutionalizing evidence-based practices. These leaders of evidence-based policing not only help make high-quality police scholarship possible but also advance significant reforms in policing by utilizing science in their decision making.



**NIJ** *National Institute of Justice*  
STRENGTHEN SCIENCE. ADVANCE JUSTICE.

### US National Institute of Justice

#### Improving Crime and Justice through Science

The National Institute of Justice (NIJ) is the research, technology and evaluation arm of the US Department of Justice and covers a library of topics. The NIJ provide objective and independent knowledge and tools to inform the decision-making of the criminal and juvenile justice communities to reduce crime and advance justice, particularly at the state and local levels.

#### Real World Research for Victims and Communities

NIJ's pursuit of this mission is guided by the following principles: Research can make a difference in individual lives, in the safety of communities and in creating a more effective and fair justice system. Government-funded research must adhere to processes of fair and open competition guided by rigorous peer review. NIJ's research agenda must respond to the real world needs of victims, communities and criminal justice professionals. NIJ must encourage and support innovative and rigorous research methods that can provide answers to basic research questions as well as practical, applied solutions to crime. Partnerships with other agencies and organizations, public and private, are essential to NIJ's success.

#### Supporting Police with Relevant Research

In 2022 NIJ issued \$US8 million in research grants on policing topics. Several of these grants were on recruitment and retention, recognising that is a significant issue plaguing the profession. NIJ has also looked at aspects of diversity, both gender and demographic as well as an evaluation of police field training and studies to transform law enforcement culture and practice.



The US National Institute of Justice has increased our grants from \$US8 million to \$US 10 million to send an important signal that policing research is a priority.

*Nancy La Vigne,*  
*Director US National Institute of Justice*



For 15 years SIPR has led a lot of knowledge exchange between police and academia. Effective collaboration is about relationships, and you need to be open, honest and critical and at the same time relevant and practical. We have facilitated knowledge exchange and embedded long-term partnerships to work collaboratively with police, so it makes a difference.

*Dr Liz Aston, Director Scottish Institute for Policing Research*

### Scottish Institute of Policing Research

Established in 2007, SIPR is a collaboration between Police Scotland, the Scottish Police Authority, and 14 Scottish universities established to carry out high quality, independent research and to make evidence-based contributions to policing policy and practice.

#### Research

SIPR seeks to increase policing research capacity in order to shape strategic focus and respond to external drivers. SIPR supports grants, seed funding and studentships, aligned with strategic research priority themes. SIPR also responds to requests regarding evidence reviews and rapid evidence assessments as agreed with Police Scotland.

#### Knowledge Exchange

Facilitate events and enhance knowledge exchange tools. Support evidence to practice routes and develop pathways to enable and document impact. SIPR has designed and implement scheme which support members to disseminate research as well as organise annual policing research conference

### Learning and Innovation

SIPR nurtures learning and innovation in policing organisations and universities, supporting the postgraduate community and the next generation of researchers and practitioners. It also fosters links between higher education and policing organisations and partners to support training, education and innovation. SIPR facilitates networking and collaboration between academics, practitioners, and policy makers nationally and internationally. It develops strategic links with new and existing partners.

#### Supporting Police led research

SIPR funds practitioner fellowships to support police to undertake research within policing. These provide the opportunity for police practitioners to engage in a piece of policing related research under the supervision and guidance of an academic member of staff.

The successful projects include understanding experiences of front-line police to support retention, how Police Scotland's response to protests effect public confidence in police and understanding police Communication before and during protest events.





The future is bright as we embrace science in the justice community, and we must re-double our efforts to produce the research needed to drive future strategies and continue to build our capacity to translate evidence into practice.

*James Burch, President National Policing Institute*

## US National Policing Institute

### Merging Innovation and Science

The National Policing Institute has been on the cutting edge of police innovation for over 50 years since it was established by the Ford Foundation as a result of the President's Commission in 1967. The National Policing Institute (formerly known as the National Police Foundation) has a mission is to pursue excellence in policing through innovation and science. It is the oldest nationally known, non-profit, non-partisan, and non-membership-driven organization dedicated to improving America's profession of policing.

The National Policing Institute's services are founded in science and evidence-based practice and designed to assist law enforcement agencies across the country in making strategic and operational decisions based on the latest research and innovation. The Institute leverages scientific research to guide engagements, working directly with agencies and communities nationwide and abroad. The Institute adopts a collaborative approach that engages scholars, practitioners, law enforcement agencies and community stakeholders at the local, state, national, and international levels.

### Leading Significant Trials

The National Policing Institute has conducted many widely cited studies and evaluations in policing,

including the "Kansas City Preventive Patrol Experiment," that examined the effects of preventive patrol on crime, the Newark Foot Patrol Experiment that examined the effectiveness of foot patrol on reducing crime and Reducing the Fear of Crime in Houston and Newark, that assessed community perceptions of police and safety, and the Shift Length Experiment, which tested the impacts of different police shift lengths on patrol officers and agencies. One key early study, "Women in Policing," that found significant underrepresentation among women in policing, leading the Institute to establish a Research Centre on Women in Policing to encourage greater hiring of women in law enforcement.

### Focus on Key Policing Challenges

Following the murder of George Floyd, the National Policing Institute's Board or Directors authorized a \$1 million campaign to support the Institute's policing reforms agenda. The Institute's current strategic priorities include strengthening trust to keep communities safe; understanding the role of policing in a democracy; building a culture of safety within law enforcement; better understanding how to conceptualize and measure health & wellness for police officers and police organizations alike; and work that positively informs and impacts policing practices related to preventing and reducing gun violence and deadly force.



## Societies of evidence-based policing

### A Worldwide Movement with a Shared Vision

The UK Society of Evidence Based Policing (SEBP) was the first of its type. It was established by a group of UK police officers across a range of constabularies with the primary intention of communicating, using and generating the best evidence in policing. Since then, similar affiliated SEBP's have been formed in Australia and New Zealand, America, Canada and more recently in the Netherlands and South America.

The objectives of the Australia and New Zealand Society of Evidence Based Policing are the communication and use of the best evidence in policing and the generation of new evidence by policing.

### Global Collaboration of SEBP's

2020 SEBP, during the peak of the pandemic, SEBP's collaborated for the first time on the subject of family harm / domestic violence. This saw policing and academic leads across Australia, New Zealand, Canada, USA and UK convene to discuss insights and evidence. A research document, Policing Family Harm during the Pandemic was also released. This initial collaboration demonstrated the potential of SEBP's to link and share knowledge across the globe.

### Connecting police globally with evidence and innovation

In 2022 the Australia and New Zealand SEBP joined with the UK SEBP to host the inaugural

global conference. This saw a highly impressive program of largely police led research. It included:

- 24 hours of live studio broadcast presentations across 3 time zones
- Thousands of police online at the same time sharing knowledge and innovation
- 160,000 police officers from 32 police agencies with ongoing access to the video presentations.
- 82 EBP presentations and panel discussions
- 20 university and academic institutions collaborating with police
- 2 live broadcast locations at Christchurch New Zealand and the Oval in London
- Over 300 attendees in person at broadcast locations
- 3 Commissioners participating from the Met, Victoria Police and New Zealand Police

This showed the huge potential that SEBP's have in showcasing evidence and connecting police across the globe with ground-breaking evidence led by police. It has been suggested that this format and quality of content is one of the most successful conferences in policing worldwide and will no doubt continue to grow.

Societies of evidence-based policing are focused on communicating, using and generating the best evidence in policing. **Societies are collaborating with agencies globally, sharing operationally focussed policing information.** For frontline policing leaders, our conference is simply the best in the world. I challenge any police leader to look at our program and not want to know more.

*Deputy Chief Constable, Alex Murray OBE, Chair UK SEBP*

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## Building EBP capability

### Distinguishing EBP from an EBP Capability

What can be helpful in understanding how EBP may be operationalised, is to distinguish the theoretical concept of EBP from what an EBP capability could look like within a policing agency. In the authors view, the two are not only different, but in order for EBP to be relevant, an EBP policing capability is much broader. EBP literature is often focussed on specific trials and research methodologies.

What was consistent across agencies visited, was a strong desire to build an EBP capability, but with

a focus on doing so in a way that was relevant and practical to the agency. How and what is included in such a capability may be quite diverse depending on the needs of the agency. The approach adopted in the NZ EBPC and Strategic Insights Unit in the Met can provide insights in how this could be approached.

### How do police leaders see EBP?

The following quotes were taken from my attendance at the inaugural Global Conference Collaboration on EBP. These quotes are helpful in understanding how Commissioners see an EBP capability within their agencies.

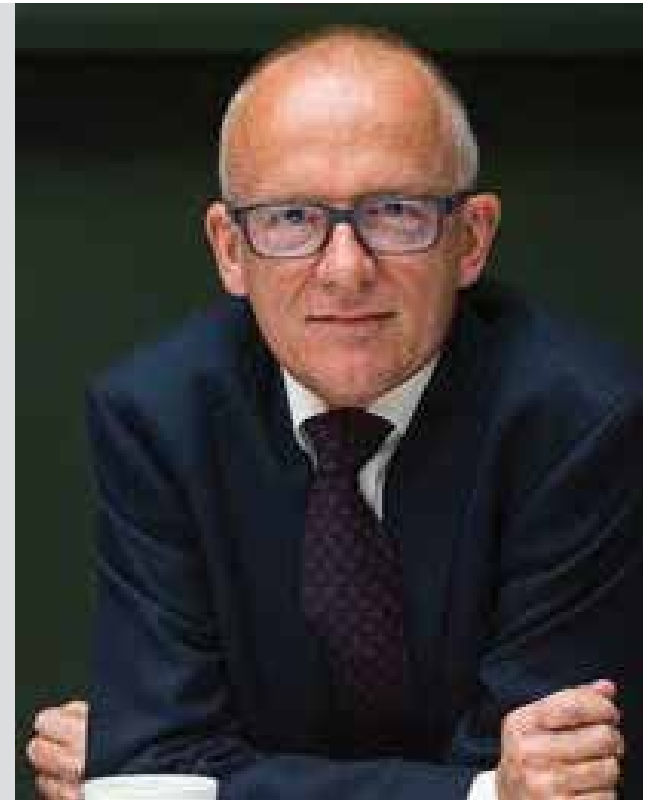
Evidence based policing is about using scientific and robust research to guide best practice in policing. What separates an evidence-based approach to simply using our experience, is its unique ability to identify cause and effect. Combining our policing experience, strategic and operational intent with evidence, allows us to understand what works in delivering policing services that actually make a difference. [JR1]

*Shane Patton APM, Chief Commissioner,  
Victoria Police, Australia*



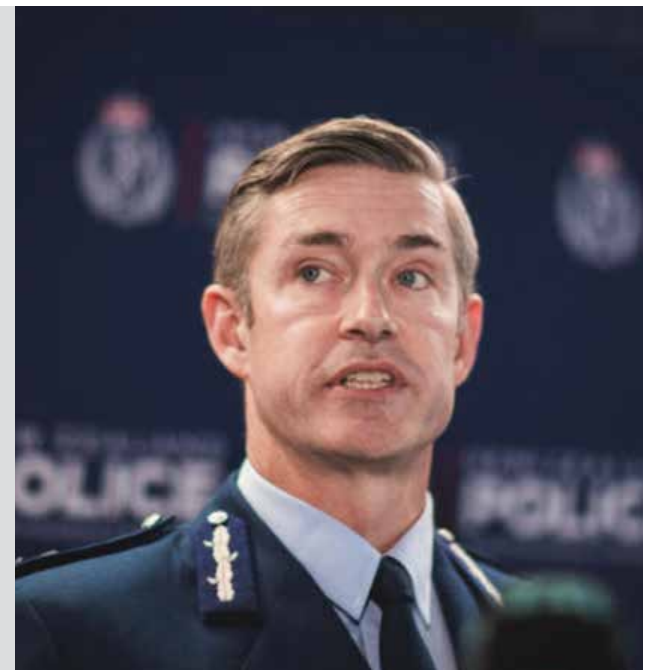
It's time for us all to build a data informed evidence based policing model that works in practice. Across the globe, we are all at different points in our journey with evidence-based policing. But we all have responsibility to be leaders, successfully steering the future of policing and criminology to be evidence based. Not only because it delivers the best policing results, but because the people we serve, expect it, and that expectation will rightly grow.

*Sir Mark Rowley QPM, Commissioner  
Metropolitan Police, UK*



Quite simply if our central goal is to do the things that prevent crime and harm, we must have the evidence base for what works. As a decision maker, an evidence-based approach provides me and my executive, with greater certainty about options and what are the right decisions to make.

*Andrew Coster, Commissioner,  
New Zealand Police*





EBP is based on the creation of a healthy tension between three different disciplines; strategic intent, evidence and experience that will ensure that we adapt a culture of evidence-based decision making.

*Mark Evans OBE,  
Deputy Chief Executive Officer,  
New Zealand Police*



These quotes give us some insights into what police executives are looking in building an EBP capability. They acknowledge that the development of EBP is a journey and will therefore take time and longer-term commitment. It is noted that the relevance of policing experience is critical in shaping the capability. They also show that consideration of the authorising environment, the operating environment and strategic challenges in policing is required. The focus and framing around 'building data informed decision making' is evidence of a broad definition of EBP. Commissioners all linked their models to the foundation of reducing harm and crime and community expectations. Reference to a focus on developing a culture of evidence based decision making that creates a healthy tension between disciplines is also consistent.

#### **EBP, Crime Science or Data Insights?**

It should be noted that agencies that have committed to building an evidence-based capability don't all necessarily brand it in such a way. The Met incorporate EBP within the Data Insights Unit and the College of Policing refer more generally to the term 'evidence based' rather than EBP. On the other hand, NZ Police do brand their

capability as EBP with their Evidence Based Policing Centre. The Journal for the ANZSEBP is titled 'Crime Science', a term interchangeable with EBP. Regardless of what the capability is called, what is more important is that evidence and the advanced use of data is the central pillar within the capability. What is also evident is that the component parts within the structures are quite broad and inclusive incorporating elements such as problem oriented policing, data insights, executive data informed summaries, implementation evaluations, advanced data methods, mixed methods and implementation evaluations. A central component is field trials focused on crime prevention that are carefully designed and implemented with rigor.

#### **An Investment in the Future**

The best way to reflect the diversity of work an EBP capability can provide is summarised by key achievements of the NZ EBPC over the past four years. When you review these activities, it is mostly likely that they would not have been undertaken without the deliberate creation of such a capability. These projects represent diverse high priority policing functions and show the value that such a capability can provide.

Over the last four years, the NZEBPC has led:

- Eleven different empirical descriptive data analysis projects, including reviewing the rise in family-based homicides (2019), changes in district victimizations and clearances (2020), Maori & alcohol issues (2020), and weekly demand reporting during the COVID-19 pandemic (2021).
- Eighteen evaluations of operational practices, such as understanding the motivations of fleeing drivers (2019), the geography of darknet drug importation (2020), armed response teams pilot (2020), Te Pae Oranga (2021), and the Lumi drug detection pilot (2021).
- Four randomized controlled trials on topics such as Locks, Lights, and Lines of Sight (2019), hot spots policing (2020), and the national bail notice trial (2021).
- Thirteen rapid literature reviews including on flexible employment options (2019), unconscious bias (2020), What works for Community Policing (2021) and body worn video and tasers (2021).
- Nine rapid evidence assessments such as Arming to Support Op Deans (2019), Community Reassurance (2019 and 2021), and Covid-19 REA's (x3) (2020).
- Fifteen systematic rapid evidence assessments with the University of Queensland team on topics such as road policing (2019), mental health co-response (2019), policing responses for social problems (2020), and night-time economy interventions (2020).
- Creation of "Good Practice Indices"; such as burglary attendance and clearance rates (2018).

### Traditional Policing Approach - The three R's

- **Random Patrol**
- **Rapid response to calls for assistance**
- **Reactive investigations**

### Evidence Based Approach - The three T's

- **Targeting concentrations of harm**
- **Testing police strategies for effectiveness**
- **Tracking implementation**



## Conclusion

I commenced this Fellowship with a dual aspiration. I firstly sought to understand with greater clarity how police agencies could build an EBP capability within their agencies and secondly, to make connections with a network of police and academic leaders who are advancing EBP globally. In both respects I have exceeded my expectations. The value of this Fellowship is the 'slow thinking' time it creates, the endearing personal connections that have been made and ultimately the rare opportunity to synthesise multiple perspectives to make sense of a complex issues that are important not just for policing, but for the community.

The recommendations made are intentionally bold and broadly focussed, reflecting the potential of what is possible, drawing on real-world achievements from across the world.

Implementing EBP within an agency is not a academic exercise. Far from it. It is a broad and inclusive approach to develop greater insights from data, understand what works and what is promising, with a clear and constant focus on supporting police and improving community safety. It is a wholistic approach, underpinned by leadership and collaboration, whilst being cognisant of the authorising environment, community expectations and the foundational aspiration to improve the professionalism of policing.

*In this same vein, evidence-based approaches have been employed with great success in not only business and industry but many other professional services sectors such as medicine, law, business and marketing among many others. Evidence-based approaches in whatever form, in the profession of policing is really in its infancy and there are many rewards to be gained as such approaches have revolutionised how goods and services are produced, distributed and consumed. The same will one day be said of EBP.*

John Jarvis,  
Academic Dean, FBI



## Recommendations

### Recommendations - Police Agencies

1. Police agencies consider establishing internal structures and specialist roles to support evidence-based policing, crime science and data insight capabilities within their agencies.
2. Police agencies build more effective partnerships with academia and specialist institutions to drive evidence-based work.
3. Police agencies collaborate on EBP across policing and build networks nationally and internationally to replicate trials and share knowledge in EBP capability building.
4. Police agencies commit to actively support Societies of Evidence Based Policing through on duty agency representation on SEBP Boards and participation and sponsorship of conferences.

### Recommendations - Societies of EBP

5. ANZSEBP, UKSEBP, Canadian SEBP (CANSEBP) and American SEBP (ASEBP) collaborate to form a Global SEBP Affiliation with a focus on jointly developing the Global EBP Conference to maximise coverage across policing agencies worldwide.

### Recommendations: Australia and New Zealand SEBP

6. ANZSEBP collaborate with academia, ANZPAA, AIPM and AIC to develop an academic EBP program for middle ranking police across Australia, New Zealand and the Pacific.
7. ANZSEBP engage with the Pacific Island Police

Chiefs Council with a proposal to expand the scope of ANZSEBP to incorporate Pacific Island Nations and contribute to capacity building across the Pacific.

### Recommendations - Government

8. Australian Commonwealth Government and New Zealand Government consider establishing and funding an Australia, New Zealand and Pacific Island Nations Institute for Evidence Based Policing.
9. State, Federal and National Governments, along with statutory policing oversight bodies, both fund and require agencies to undertake and publish high quality methodology evidence-based trials to incentivise police agencies and build the evidence base within policing.

### Recommendations - Philanthropic Bodies

10. Philanthropic bodies consider funding an independent evidence based policing think tank to advance EBP and science within policing, taking inspiration from the Ford Foundation in the establishment of the US National Policing Institute and Laura and John Arnold in establishing Arnold Ventures.

If there was one thing you could do to advance EBP, it would be simply to have the Police Chief ask their direct reports in a quiet moment a few questions. *Are you testing any strategies for what works? Are you designing any trials for evaluation? Are you engaging with academia on any of your challenges?* Policing tends to under rate evidence and over rate anecdote and custom. If you want to change that, it requires leadership

*Dr Geoffrey Barnes, Principal Criminologist and Deputy Director Strategic Insights Unit Metropolitan Police London*

## Implementation

A diverse implementation strategy is planned to maximise the dissemination of the report, engage stakeholders and implement the findings. Although the focus is to influence change within Australia, international collaboration is crucial to foster partnerships, encourage innovation, and drive change within Australian jurisdictions.

### Conference Presentations (Proposed and Undertaken)

The following are the preeminent conferences globally which offer the greatest opportunity to connect and collaborate and influence across Australian jurisdictions.

#### 14th International Cambridge Evidence Based Policing Conference

Keynote presentation to over 30 police agencies including Australia, UK and New Zealand. Cambridge University, Institute of Criminology.



#### Global Conference, Exceptional Policing - The Evidence Based Way

A global conference led by the Australia, New Zealand and UK Societies of Evidence Based Policing. Host sponsors Victoria Police and Metropolitan Police London. Keynote presentation.



#### American Society of Evidence Based Policing Conference

University of Nevada, Las Vegas, USA. US and International police agencies participating. Conference presentation.



#### Evidence and Implementation Summit 2023

Centre for Evidence and Implementation, Monash University, Melbourne Australia. Keynote to Government policy makers, social services and support services sectors.



#### Australia and New Zealand Policing Advisory Agency - Conference PC 2023

Navigating the Next Generation of Policing. Participation by all Australian State and Commonwealth Police Agencies. Keynote presentation to be delivered. Location Melbourne.



#### 2024 Global Conference on Evidence Based Policing

A proposed global collaboration ANZSEBP, UKSEBP, CANSEB and ASEBP to be held simultaneously across the globe over 24 hours with global participation. Keynote presentation on findings and the way forward for EBP.



#### Centre for Evidence Based Crime Policy, Policing Symposium 2024.

George Mason University, Washington DC, USA. US and international police agencies participating. This is the premier US conference advocating for EBP. Keynote presentation to be delivered on report, findings and direction.



#### World Police Summit, Dubai 2024

Police Innovation and Resilience Stream, World Policing Awards. Hosted by Dubai Police. Worldwide policing participation including Australian Agencies. Proposed major presentation on Churchill report.





Journal Articles

The journal article will be published in a highly credible publication and provide exposure across the academic community.

**Cowan, D, and Ready J, (2023) Evidence Based Policing, Transforming Police Through Science. A Worldwide Churchill Fellowship Investigation. Oxford Academic Journal, Oxford University Press. UK.**

This journal provides diverse research with a commitment to pioneering authors, providing access worldwide. A 6000 word version of my Churchill Fellowship report in academic format will be published. The journal article will be referenced in conference presentations and acknowledge the Churchill Trust.



Social Media

Ongoing social media release primarily over LinkedIn, building on the extensive exposure to date. Progressive releases planned.

**LinkedIn social media postings to highlight the Fellowship and findings. Postings have been progressively shared whilst undertaking the fellowship travel. To date, total views on LinkedIn are over 95,000.**

Further posts proposed when the published version is released. In addition, all conference attendances and other activities will be posted on LinkedIn to maximise exposure.



**UK Policing Insight online publication to feature report**

This global online subscription policing publication to feature a condensed version of the report and findings with links to Churchill website. This will maximise exposure across Australia and globally.  
*Note: many Australia, New Zealand and UK police agencies are agency subscribers to this service.*



**Podcast Interview Professor Jerry Ratcliffe Reducing Crime Podcast**

This policing, crime and criminology podcast by ex UK police officer Professor Jerry Ratcliffe has global reach across police agencies and has featured significant policing leaders worldwide. Planned podcast on Churchill fellowship insights.



Stakeholder Meetings

Stakeholder meetings focussed on advancing the EBP via the ANZSEBP existing national collaboration.

**National meeting of the ANZSBP**

Convene a meeting of senior police leaders from Australia and New Zealand jurisdictions at the Australian Institute of Police Management, Manly NSW facilitated by Senior Partner from KPMG. Workshop and review Churchill report and recommendations to develop an action plan. Meeting to also include representatives form ANZPAA, AIPM and AIC. To be held mid 2023 over 2 days.



**Pacific Island Police Chiefs Council**

Deliver an in-person presentation to the Council (comprising of all Pacific Island Nations). Proposal to include Pacific Islands into the ANZSEBP with a focus on collaboration, support and capacity building. Ideally this should be an in person presentation.





# Distribution

The published Churchill Report will be disseminated to key stakeholders nationally and globally. Agencies have indicated their support to maximise exposure of the report via agency websites and social media.

**Professionally printed version of published report.**

It is proposed to professionally print (approx. 500) colour published versions of the report for the purpose of key engagement. Individual letters and printed copies will be sent to all Commissioners, leading academics and policing makers below.

## Australia and New Zealand

**Victoria Police,** Command, Chief Commissioner Shane Patton

**Australia and New Zealand Policing Advisory Agency,** Dr Tracy Green, CEO ANZPAA

**All Australia and New Zealand Police Commissioners** (NSW, QLD, NT, SA, TAS, WA, ACT, AFT, Border Force)

**Australian Institute of Police Management,** Stuart Bartels, Executive Director AIPM

**Australian Institute of Criminology (AIC),** Deputy Director Rick Brown

**Griffith Criminology Institute,** Associate Professor Justin Ready

**Monash University Accident Research Centre (MUARC),** Prof Stuart Newstead Australian Criminal Intelligence Commission, ACT

**University of Queensland, Criminology,** Professor Lorraine Mazerolle

**Waikato University, New Zealand,** Professor Lisa Tompson

All major Criminology faculties at leading universities in Australia

## Societies of Evidence Based Policing

Air Chief Marshall Sir Angus Houston AK, AC, AFC, Patron ANZSEBP

## Netherlands Society of Evidence Based Policing

**UK Society of Evidence Based Policing,** Deputy Commissioner Alex Murray

**American Society of Evidence Based Policing,** Renee Mitchell, Chair

**Canadian Society of Evidence Based Policing,** John Ng, Director

## UK

**Metropolitan Police London, Commissioner** Sir Mark Rowley and Dr Lawrence Sherman

**College of Policing for England and Wales,** Rachel Tuffin, Director Knowledge and Research and Education

**Scottish Institute of Policing Research,** Prof Liz Aston, Director SIPR

**Police Service Northern Ireland,** Chief Constable Simon Byrne

**An Garda Siochana – Republic of Ireland,** Deputy Commissioner Shawna Coxon

**Cambridge University, Criminology Institute,** Assoc Prof Peter Neyroud, Director

**Cambridge Centre for Evidence Based Policing,** Dr Heather Strang, Chair

**Mayor’s Office London,** Paul Dawson, Head of Evidence and Insight MOPAC

## Pacific Island Nations

**Pacific Island Police Chiefs Council,** Commissioner Tonga, Shane McLennan, Dep Chair Pacific Islands PCC.

## USA

**Federal Bureau of Investigation,** Dr John Jarvis Academic Dean FBI

**New York Police Department,** Lt Tara Coffee, NYPD

**US National Policing Institute, Jim, Birch, Chief** Executive NPI

**Mayors Office New York City,** Dr Molly Slothower, Executive Director Research and Innovation, NYC

**Baltimore Police Department,** Dr Gary Cordner, Academic Director Education and Training.

**Philadelphia Police Department,** Neil Thomas, Delaware Valley Intelligence Centre

**Centre for Evidence Based Crime Policy, George Mason University,** Prof Cynthia Lum, Director CEBCP.

**Temple University, Criminology,** Prof Jerry Ratcliffe, Criminal Justice Temple University

**John Jay College,** Prof David Kennedy, Professor Criminal Justice

**Northeastern University,** Prof Eric Piza, Director of Crime Analysis Initiatives

**Arnold Ventures,** Jeremy Travis, President John Jay College of Criminal Justice

**University of Pennsylvania,** Anthony Braga, Director Crime and Justice Policy Lab

## Israel

**Hebrew University, Criminology, Law and Justice,** Professor David Weisburd



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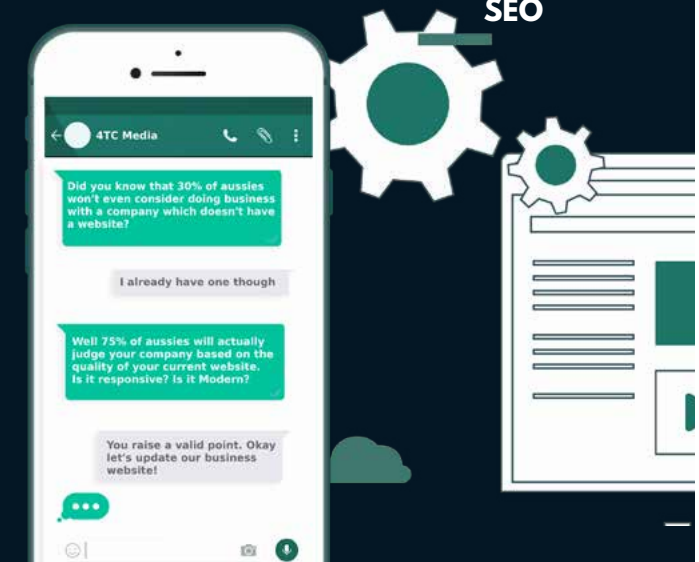
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