

City of London Corporation Committee Report

Committee(s): Local Policing Committee – for update	Dated: 10.11.2025
Subject: City of London Victims Strategy - Update	
This proposal: <ul style="list-style-type: none">• provides statutory duties• provides business enabling functions	Public report: For information
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	Yes/No [delete as applicable]
Report of:	The Commissioner of the City of London Police
Report author:	Commander Umer Khan, CoLP Victim Services Board Chair

Summary

The City of London Police and Corporation published its first Victims Strategy in December 2024 (published externally in February 2025). Delivering this strategy and improving victims' services and outcomes is a 2025-28 Policing Plan priority focusing on "putting victims at the heart of everything we do". Both internal performance metrics and the City Police's HMIC PEEL inspection results indicate that the City of London Police is providing a good service to victims of crime in the Square Mile, and we are committed to continually improving.

City of London has received its HMIC inspection results who have scored outstanding on recording crime and overall compliance with the Victim Code of Practice (the minimum standards that the police must provide to victims) is now consistently above 96%. The Victim Services Manager is now in place and progress of the delivery of the strategy will speed up.

The strategy is delivered through the City of London Police Victim Services Board, chaired by Commander Operations and Security. This is supported by the tactical Victim's Working Group. Both of these groups were established prior to the publication of the victims' strategy and have recently been refreshed with the initial delivery plan now updated. Involvement of National Lead Force victim care and

support teams (NECVCU) on the Victim service Board has enabled us to capture best practice as to how vulnerable victims are supported with safeguarding and crime prevention advice.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

The 2025 Victims Strategy drew on national evidence of what is most important for victim experience, and local performance data available at the time, to set four priority areas for the City Police's *local* (i.e. Square Mile) work:

- Better information and communication
- Ensuring procedural justice (i.e. making victims aware of their rights, helping them access services, and treating them fairly and considerately)
- Improved multi-agency working (particularly with local justice partners, and the voluntary sector)
- Professionalism of victims' services (noting that, uniquely, the City does not commission its own 'core' victim support service – it refers victims to the MOPAC-commissioned London-wide service)

The strategy also sets out 'enablers': a new performance framework, improvements to governance, and a commitment to increase resourcing on victims' work. It included several measures for the Corporation to implement and summarised the pre-existing victim's commitments within the National Policing Strategy for Fraud, Economic and Cyber-crime 2023-28.

It should be noted that the strategy was not prompted by any specific concerns or issues with victim performance in the City but reflects our ambition outlined in the policing plan and acknowledges the rising national priority of victims services and outcomes and ready the City for the requirements of new legislation (Victims and Prisoners Act 2024), provide more detail on what the City Police's commitment to "*put victims at the heart of all we do*" means in practice, and improve public trust and confidence in City policing by further improving the victim experience.

Current Position

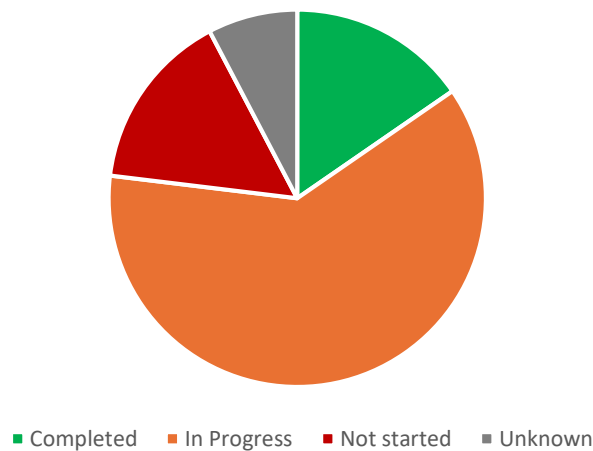
Strategy delivery

The City of London Victims Strategy contains thirteen measures (App A) for City of London Police; two have been delivered, eight are in progress, two have not been started, and one has an unknown status (due to incomplete data). The three

enabling measures – improved governance, a new performance framework, and recruiting more permanent resource – have been delivered. All four of the City Corporation’s strategy measures are in progress. Delivery by priority strand is set out at Table A.

Table A: Delivery progress by priority	
Priority	*Delivery %
Better information and communication – Reviewing what information is currently provided to victims and how it is provided, what information is available on CoLP and PAB websites and improving the monitoring of victim contact setting.	66%
Procedural justice – Reviewing victim-related training provided to CoLP officers, analysing why victims may not access services and why they disengage from the justice process.	66%
Multi-agency working – Fully mapping victims’ journey in the City, identifying all local voluntary and community sector organisations, deepen partnerships with Local HM Courts and Tribunal Service and Crown Prosecution service, improve understanding of how other local agencies are delivering duties to City victims.	37.5%
Professionalism of victims’ services - Ensure comprehensive compliance with VCOP (Positive), review services provided by the City Police funded Vulnerable Victim’s Advocate, review City of London Corporation services that are relevant to supporting victims and likewise assess if these could be better integrated towards a hub model (not started)	16.7% (with one ‘unknown’)
Enabling measures - Improve governance with working level groups, implement new performance monitoring framework, recruit and establish permanent victims’ team.	100%
Corporation measures – Support and expand the City’s Victim Champion, identify areas for greater cross-organisational collaboration through the Safer City Partnership, Corporation to seek to ensure robust mechanisms in place to identify risks of victimisation amongst their employees, encourage City employers to put in place procedures to support victims	50%
<i>*Delivery as of September 2025 - % is calculated by giving completed measures a value of 1, in progress measures a value of 0.5, and un-started measures a value of 0. This is, as such, a very rough indication.</i>	

Performance of the 13 measures outlined in the Victims Strategy



At the time of publication, the strategy work is supported by 1x FTE victim co-ordinator in City of London Police (Grade C), an officer from corporate services co-ordinating the strategy work alongside their core role and supported by c. 0.25 FTE of a Police Authority staff role.

The strategy recognised that additional resource was needed, and work commenced to recruit a full-time Victim Service Manager who joined in September 2025 which will now see the coordination and delivery of the work accelerated.

The current governance for victim services is led by the Commander in local policing who chairs the Victim Services Board. This is supported by the local victim's working group. Both of these groups were established prior to the publication of the victims' strategy and have recently been refreshed with the initial delivery plan now updated. The victims' working group has now been established and the initial delivery plan has now been re-evaluated with action owners updated and actions re-scoped where relevant. Milestones and deadlines are also being reviewed. The Victim Services Manager has commenced in post and has put in motion the delivery of the working group meeting and increased frequency which will further improve communication and performance of the strategy.

Under the 2025-28 Policing Plan and reformed PAB governance model quarterly updates on strategy delivery will be presented to the Local Policing Committee and quarterly summary updates (for public consumption) published on the Police Authority website. The governance arrangements for oversight of Victim Strategy implementation are set out below.

Lead	Meeting	Frequency	Reporting
CoL Police Authority	Police Authority Board (PAB)	Quarterly	Summary of progress shared with PAB
CoL Police Authority	Local Policing Committee (LPB)	Quarterly	Progress report as part of Policing Plan / Victim Strategy performance monitoring.
CoLP	Strategic Performance Board (SPB)	Quarterly	Progress report as part of Policing Plan performance monitoring.
CoLP	Victim Services Board (VSB)	Quarterly	Progress report and risk/issue escalation as required
CoLP	Victim Services Working Group	Monthly	Review of Victims Strategy progress against performance framework and delivery plan

Key Data

Service quality and satisfaction data

While conducted outside the 'frame' of the victim's strategy, wider City Police work (particularly changes to investigative team structures and manager supervision) has driven improvements in services provided to victims.

Overall compliance with the Victim Code of Practice (the minimum standards that the police must provide to victims) is now **consistently above 96%**, compliance with supervisor review processes has risen from **77% in November 2024 to 99% in June 2025, Victim needs assessment compliance is consistently over 94%** reaching highest of 96%, and 95% of victims receive an explanation of support available within 2 days.

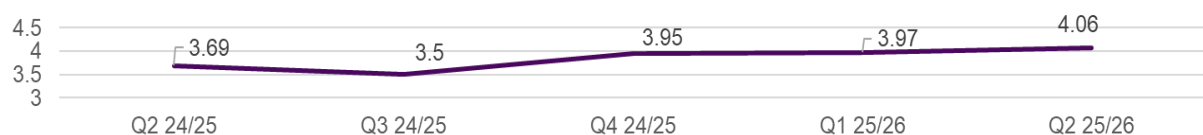
Of note under the Victims & Prisoners Act 2024 we will be required to have comprehensive data on compliance with the Victim Code of Practice. It is understood there is, at present, no confirmed timescale for when forces will need to implement this, we understand it has been pushed back by MOJ. Therefore, for state of play we will continue to focus on VCOP compliance data while awaiting further developments.

Victim Satisfaction

In May 2024 we implemented our victim satisfaction survey, which is sent out post reporting and again at the point of post case closure. Victim satisfaction is broadly on an upward trend from an **average score of 3.69 in Q2 24/25 to 4.06 to Q2 25/26** (albeit very low survey response volumes mean that statistically significant conclusions cannot yet be drawn from this). The new Victim Services Manager will be working on ways to increase survey responses.

Feedback and satisfaction scores are not currently taken from other vulnerable victims, particularly those crimes investigated by the public protection unit. The nature of these offences can make it challenging in the collection of feedback, but this will form part of the work under the victims' strategy and identifying opportunities using a sensitive, trauma-informed approach to ensure we are meeting the needs of those who are most vulnerable in the City and amplify the voice of victims.

Victim Satisfaction Scores over time:



HMICFRS PEEL assessment

While victim services are not graded by HMICFRS as part of their PEEL assessment, the City Police's recent results were broadly very positive: incoming calls (when forwarded from the Met) are handled well, calls for service are responded to promptly, crime recording is "of an outstanding standard", and investigations are "effective and timely".

Both internal performance data and HMICFRS's PEEL findings indicate areas for further improvement (including on offering Victim Personal Statements, holding 'auditable records' of victims wishes on closing investigations, and understanding the service experienced by vulnerable victims) and these are being picked up by the Victims Strategy working group.

As mentioned above the City's Victims Vulnerable Advocate (VVA) has been working with the City's vulnerable victims for a number of years. It was highlighted in the PEEL assessment that formal feedback is not currently being collected from this service. This is now being addressed by the Victim Services team on the best way to collect this cohort's feedback and satisfaction to show the benefit of having a VVA.

Enhancing the Victim Experience: Strategic Progress and Performance

The City of London Police continues to deliver a consistently high-quality service to victims of crime, ensuring a positive and supportive experience throughout their journey. Sustained performance across key metrics—monitored by both the Victims Board and Crime Standards Board—demonstrates our commitment to excellence in victim care and investigative standards.

Significant investment in investigative quality and victim engagement has resulted in:

- **Victim updates provided in over 90% of cases**
- **Victim contracts initiated and adhered to in more than 90% of cases**

These outcomes reflect our strategic focus on capability development and operational precision, which in turn increase the likelihood of successful outcomes for victims. Our attention to detail is evident in the comprehensive support offered throughout the life of each investigation.

Performance indicators further underscore our leadership in victim retention and justice delivery:

- **Only 15% of investigations halted due to victim withdrawal (vs. 26% national average)**
- **Only 12% of cases discontinued post-charge due to victim withdrawal (vs. 16% national average)**
- **Just 3% of non-convictions in July attributed to victim or witness issues**

These figures position the City of London Police among the top-performing forces nationally in victim-related outcomes.

Court conviction rates reinforce this success:

- **77% conviction rate in Magistrates' Court**
- **68% conviction rate in Crown Court**
- **100% conviction rate in domestic abuse cases**

This strategic focus on the victim journey reflects our enduring ambition: to place victims at the heart of everything we do.

Corporate & Strategic Implications

Strategic implications. Putting victims at the heart of everything we do is one of six Policing Plan priorities, to be delivered through our Victim Strategy and delivery plan.

Financial implications. N/A

Resource implications. N/A

Legal implications. Implications of the Victims and Prisoners Act 2024 are discussed in the paper.

Risk implications. Risks to delivery of the Victims Strategy are managed through the governance arrangements set out in the paper.

Equalities implications. CoLP and the Corporation aim to increasingly consider how we can ensure that our service to victims is tailored to meet the needs of individuals across all protected characteristics, however there are challenges with the available data which are being worked through.

Climate implications. N/A

Security implications. N/A

Conclusion

The report provides an update on current progress against the City of London Victims Strategy, including an update on the victim referrals work. The last performance data is also provided. The Victim Services Board will build on the positives of the HMIC inspections and use the momentum of the arrival of the Victim Services Manager to target areas for improvements and ensure the City of London Police remains outstanding. The update demonstrates City Police and the Corporation's ongoing and shared commitment to ensuring we continue to put victims at the heart of all we do in line with the objectives of our Victim Strategy.

Appendices

- Appendix A - Performance Management Framework

Appendix A - Performance management framework from Victim Strategy

Performance management framework

Section 1 – Local victim support	
Priority	Metrics
Basic information	<ul style="list-style-type: none"> - Victim crime type and severity - Victim demographics and disproportionality - Victim vulnerability profiles – type, severity, recurrence of victimisation
Better information and communication	<ul style="list-style-type: none"> - Victim satisfaction with engagement and communication - Crimes recorded within 24hrs. - Number of victims who received a crime report number within 5 working days.
Procedural justice	<ul style="list-style-type: none"> - Victim satisfaction with overall case handling - Victim satisfaction with case outcome - Completion rates of Victim Needs Assessments - Victim disengagement rates and surveyed reasons for withdrawing support - Officer completion rates for victim training
Multi-agency working	<ul style="list-style-type: none"> - Victim engagement rates with support services - Victim satisfaction rates with justice process
Professionalism of victim services	<ul style="list-style-type: none"> - Case compliance rates with Victim Code of Practice - Victim satisfaction with City Vulnerable Victim Advocate service - Number of eligible victims asking for a review under the NPCC VRR process and number granted a review
Section 2 – National Lead Force	
See <i>National Policing Strategy for Fraud, Economic and Cyber-crime</i> for details of performance management for measures in that strategy	
Section 3 – Police Authority and City Corporation	
N/A – No quantitative metrics. Qualitative progress update will be published in 2025/26	