

City of London Victims Strategy



Contents

	Page
Executive summary	3
Context for this strategy	4
Section 1 – Local victim support	6 – 12
Section 2 – National Lead Force	13 – 14
Section 3 – Police Authority and Corporation	15 – 16
Performance management framework	17
Delivery timeline	18
Summary list of priorities and measures	19

Executive summary

This is the City of London's first comprehensive victims strategy. In the context of the rising priority of victims services and outcomes nationwide, and the vital link between these and trust and confidence in policing, it sets out in detail how we will deliver our commitment to put victims at the heart of all we do.

The City of London – the Square Mile – is a unique policing environment. The presence of a temporary workday population 70 times larger than the number of permanent residents, the City of London Police's multiple national responsibilities on fraud, economic and cyber-crime, and the structure of the City's relationship with the London policing area that encompasses it, all have significant implications for our approach, that are explained in detail in the next context section.

Measures in this strategy are split into three sections:

- Section 1 covers the City Police's roles and priorities for victims locally, in the Square Mile. Drawing on a review of national evidence and current local performance, it sets four priorities to improve information and advice, ensure procedural justice for victims, enhance multi-agency working, and professionalise services. A fifth set of enabling measures will improve performance management, resourcing, and governance.
- Section 2 covers the City Police's roles and responsibilities around victims of fraud, economic, and cyber-crime. It does not set out new initiatives, but summarises the priorities and measures to improve victim outcomes and experiences set out in the City Police's recent National Policing Strategy for Fraud, Economic, and Cyber-Crime.
- Section 3 covers how the City of London Police Authority Board (our PCC equivalent) and the City of London Corporation (our local authority) will contribute to improving victim outcomes. It focuses on how these two bodies will represent and promote victims' interests internally (within the Corporation and among its public sector partners) and externally (through engagement with the City's businesses and employers).

Together, these sections aim to make sure the City is ready to implement the local aspects of the Victims and Prisoners Act 2024, to explain in detail how we will deliver our existing commitment to put victims at heart of all we do, and to increase trust and confidence in policing by improving services and outcomes for victims.

This is a three-year strategy running into 2027, and contains a more detailed delivery timeline for specific measures. It also sets out our new monitoring framework for measuring and assessing the impact of this strategy and our wider performance on victims outcomes and experiences.

Context for this strategy

There are three principal pieces of context that have informed the production of this strategy. The first is the rising national priority of victims services and outcomes. In May 2024 the government passed a Victims and Prisoners Act to amplify victims' voices, improve their support, and strengthen the transparency and oversight of local criminal justice agencies, alongside enacting a wider package of measures to put victims at the heart of the criminal justice system.

Secondly the City of London's current Policing Plan has a priority to '*put victims at the heart of all we do*'. Lastly, there has been a sustained fall in public trust and confidence in policing nationally, of which – given the well-evidenced link between personal contact with the police and individuals' confidence in policing – victims services and experiences are a critical component. As such, this strategy has three underlying objectives:

1. To make sure the City is ready to deliver both the specific aims of the Victims and Prisoners Act and embody its wider goal to put victims firmly at the heart of the criminal justice system
2. To detail how we will deliver our local commitment to put victims at the heart of everything we do, both in the City Police and with action from the Police Authority and wider Corporation
3. To increase trust and confidence in the police by improving services and outcomes for victims

Our approach to delivering these objectives is shaped by three aspects of unique local circumstance.

First, the City of London is a unique policing environment with – in an area of just over one square mile – a very small permanent residential population (of c. 8,600) and very large temporary populations of workers (over 600,000 a day) and visitors (over 21 million a year). This means that the large majority of both victims and perpetrators of crime (particularly serious crime) do not live in the City, and so some traditional "whole system" interventions for victims – such as around housing and social services – are of limited relevance.

Second, in contrast to other territorial policing areas, the City of London is not responsible for commissioning its own victim support services. Victims in the City are instead primarily referred to the wider London Victim and Witness Service commissioned by the London Mayor's Office for Policing and Crime (MOPAC). This means that our strategy focusses on the aspects of victim support and experience that are within our control and influence, mainly their contacts with the City of London Police and points of handover with other local justice sector agencies.

Alongside the measures in this strategy we are committed to deepening our collaboration with MOPAC, with focusses on understanding victim journeys throughout the justice system (including specifically of City victims referred to MOPAC-commissioned services), on working

jointly on ways to improve victim experience and satisfaction, and on learning from each other's work to improve services. Section 3 also contains a specific measure to jointly commission a new 'victim voice forum' with MOPAC.

Lastly, the City of London Police has unique national roles and responsibilities around victims of fraud and cyber-crime¹, as it runs the national fraud and cyber-crime reporting and analysis service², the National Economic Crime Victim Care Unit, and undertakes local and national fraud investigations. Our strategy for these areas is summarised here, but covered in more detail in the strategy published in November 2023³.

Although we do not set out specific measures related to it, it is important to recognise that many victims currently experience lengthy waits for a court date and trial outcome as a result of high caseloads and backlogs in the criminal courts. To us, this underscores the importance of improving the aspects of victim support and experience that are within our control, and working closely with justice sector partners to better understand victims' journeys throughout the system.

¹ It is the National Lead Force for fraud and the NPCC lead for economic crime and the cyber portfolio

² Currently Action Fraud, which is being replaced by a new improved service in 2024

³ The National Policing Strategy for Fraud, Economic and Cyber-crime - [link](#)

Section 1 – Local victim support

This section of the strategy sets out the evidence base, priorities, and specific measures for improving the services provided locally (i.e. to victims in the Square Mile) by the City of London Police.

1.1 - National and local evidence review

Our priorities and measures have been shaped by a review of national evidence and an internal assessment of our current performance.

Nationally, there is limited specific quantitative research about what victims themselves say they want from the police or the wider justice system. A 2021 Victims Commissioner survey⁴ suggests the most important factors for victims are having their crime investigated (48%), being treated fairly and respectfully by police (38%), and the perpetrator being charged or arrested (both 24%), and we have not found other survey evidence that contradicts this.

A notable finding in available research is that only a minority of victims – about one in five (20%) – wants any form of information, advice, or support⁵. It is important to note that this relates to victims of all crime, of whom the majority are victims of less serious offences.

Victims are significantly more likely to want support if they perceive their incident as serious⁶, which suggests both that victims of more serious crimes will generally need more support but also that self-assessment is very important – that is, the victim's wishes should carry more weight than the crime type in determining need for subsequent support.

There is more published research on how services should be designed to best support victims. A 2016 evidence review of what works to support victims of crime conducted by the Victims Commissioner⁷ concluded that the following are most important:

- *Good information and communication* about the justice process, the progress of their case, and the types of support services available and what they offer, all in an easily-understandable format and from a source that is easily contactable and responsive, with a mix of automated and personalised messaging.
- *'Procedural justice'* – making victims aware of their rights and helping them access services (and so having good relationships with those partner organisations), and treating them fairly and considerately during the process, in particular the police being sympathetic.
- *Multi-agency working* – effective working relationships across public and voluntary organisations, that makes processes less confusing for victims and avoids duplicating the same work. A greater focus on 'lower risk' cases to aid prevention of future crimes would also be beneficial.

⁴ [2021 Victims Commissioner survey](#)

⁵ [CSEW 2020](#) and [2013 MoJ research](#). Again, we have not found other survey evidence that contradicts this.

⁶ Op Cit MoJ 2013

⁷ [2016 Victims Commissioner evidence review](#)

- *Professionalism of victims services* – ideally a single point of contact for victims, who is a trained professional that can provide practical information as well as emotional support.

The conclusions of this 2016 evidence review are supported by recent qualitative research on the London Victims and Witness Service published in 2022⁸. This identified three common themes from victim and practitioner sessions – better education about and preparation for justice system processes, earlier identification and intervention on victims’ needs, and better coordination of support services.

We have also conducted internal analysis of the City Police’s current volumes of victims, referral to support services, and performance in service provision. The key findings are that:

- Only a small proportion of recorded crimes in the City result in a referral to support services – about 10% (c. 200-250 referrals against c. 2500 total recorded offences⁹ a quarter)
- The proportion who then take up the referral offer is also about 10% (c. 20 a quarter)
- This is consistent with both the City’s crime profile (with low levels of high-harm crime for which support is more often offered and accessed) and findings from national research that only a minority of victims want further information, advice, or support following the reporting of a crime. However, it may also indicate referral issues and unmet need
- Service take-up is higher for City victims of higher-harm crime or with higher perceived needs – 19% for Enhanced Priority Referrals¹⁰, 43% for victims of domestic abuse, and 34% for repeat victims
- While performance is steadily increasing, there remains scope to improve compliance with the Victim Code of Practice and completion of Victims Needs Assessments
- Historical response rates to our victim satisfaction have been very low which has hindered our ability to understand demographics and trends. The rollout of our new surveying platform presents a major opportunity to increase take-up and reach

While this identifies some specific issues that this strategy seeks to address, the City Police’s most recent PEEL assessment by HM Inspectorate of Constabularies, Fire and Rescue Services (HMIFCRS) found that overall the City *“records crimes well and is among the best in England and Wales at obtaining the best outcomes for victims”*¹¹. Indeed, the City Police currently maintain England and Wales’s highest positive outcome rate for identifying and apprehending offenders. As above, survey evidence shows this is one of the most important factors for most victims.

The PEEL report found several areas for improvement that align with our internal analysis - that the City Police don’t always carry out an assessment of the needs of victims at an early stage and record requests for additional support, and that they should improve the recording of victims wishes prior to closing investigations.

⁸ [MOPAC victims strategic needs assessment](#)

⁹ This includes some crimes with no identifiable victim, such as some public order, ASB, and possession offences. Exact breakdowns of the number of these crimes in the City each quarter were not available for this evidence review.

¹⁰ Those with enhanced entitlements under the Victims Code of Practice due to vulnerability, being the victim of a more serious crime, or having been persistently targeted

¹¹ [21/22 PEEL report](#)

1.2 - Conclusions of evidence review

The conclusions of our evidence review are that:

- The measures in our strategy should align with national evidence and seek to improve information and communication, procedural justice, multi-agency working, and professionalism of services
- For most victims, their priority is how their case is recorded and investigated by the police and how they are treated during this process, rather than the information, advice, or support they are subsequently given (which, nationally, 4 in 5 victims say they do not want or need)
- Victims themselves are in general the best judges of whether they need information, advice, and support, and of what sorts, so their views should be properly recorded in Victim Contracts and Needs Assessments, and should guide referrals
- There is scope to strengthen victim processes – namely the Victims Code of Practice and Victims Needs Assessments – which may result in more victims being referred for further support
- There is a specific need to improve how City victims' wishes are recorded before closing investigations, and a more general opportunity to improve the reach and take-up of victim surveying

Although this evidence review identifies the importance of effective investigations and prosecution outcomes to victims, we do not set out additional measures in these areas because we believe they fall outside the scope of a dedicated victims strategy. However, our strategy does include measures to improve the treatment of victims throughout police processes.

We have also recently published separate strategies on improving neighbourhood policing¹², reducing serious violence¹³, and tackling fraud, economic, and cyber-crime¹⁴, all of which set out new initiatives to reduce crime and improve investigations and responses. In preparation for the reformed two-tier disposal framework for adult offenders, we have also put in place a range of new local rehabilitative and restorative justice options for eligible offences, including a behavioural change programme to educate offenders on the impact their crimes have on victims.

Lastly, it should be noted that a key function of the City Police is its counter-terror work in the Square Mile. This has victims components, on which the City Police perform well – including the effectiveness of responses to major incidents and work with survivors through the Prevent programme – but at present these fall outside the scope of this strategy.

¹² [LINK](#)

¹³ [LINK](#)

¹⁴ See footnote 3

1.3 Priorities and measures

Our strategy measures are grouped into the four priority areas identified from national research, which are:

1. Better information and communication
2. Ensuring procedural justice
3. Improved multi-agency working
4. Professionalisation of victims services

This strategy also commits to a fifth set of enabling measures. Delivering lasting reform requires the City Police to have the right data and performance management framework to identify issues and track improvements, sufficient resource to implement measures, and appropriate governance to oversee and monitor change. As such, to enable specific strategy measures the City Police will:

- A) Establish a new performance management framework with key indicators on victims services, outcomes, and experiences (*see page 16*), and improve the detail and regularity with which data is gathered from policing functions. This will be supported by the rollout of the City Police's new *Uplands* survey platform which is improving the user experience for respondents and capturing more and better data
- B) Appoint a team to lead and coordinate the implementation of this strategy, coordinate victim services and facilitate good practice
- C) Create a victims services board to oversee working-level performance and change, chaired by a senior City Police officer, and scrutinised each quarter by the Police Authority Board's Strategic Planning and Performance Committee

Priority area 1 - Information and communication

- We will conduct a detailed review of the information currently provided to victims and how it is provided, aiming to produce short, clear, and practical guides to the justice process and the services available to them. This will take advantage of best practice from other policing areas and the new resources being produced by the Ministry of Justice
- As part of this, we will review the information and resources available on the City of London Police and Police Authority websites to ensure that these are up to date and reflect the full range of locally-available services, including for people who have not reported a crime to the police
- We will ensure that all victims who want one are able to complete a Victim Contract setting out their preferred frequency and form of contact. We will improve our monitoring of the use of these contracts and seek to identify further improvements to options for how, and in what format, case updates are communicated

Priority area 2 - Procedural justice

- We will review victim-related training for City Police officers and staff to ensure it is up-to-date and fully covers: a) victims' rights and their obligations to them, b) how to make the most appropriate referrals to support services, and c) how to engage with victims compassionately and sympathetically, drawing on the latest best practice from other forces and organisations
- We will more closely monitor the completion of Victims Needs Assessments to ensure full compliance, and that victims own preferences about the support and advice they want is captured early in the justice process
- We will analyse why City victims may not access the services available to them, and why they disengage from the justice process, informed by better surveying of reasons for this. This will include specific testing of whether, at the City level, it is the case that only one in five wants any form of information, advice or support (as identified in our national evidence review, above)

Priority area 3 - Multi-agency working

- We will fully map "victims' journeys" in the City to improve understanding of victims' experiences at each stage and to ensure we have a complete picture of all local voluntary and community sector organisations who can provide specialist information, advice, and support
- The new victims services manager will deepen the City Police's partnerships and engagement the local HM Courts and Tribunals Service, Crown Prosecution Service, and voluntary and community sector partners to improve join-up of victim engagement throughout their cases
- As part of this, we will improve our understanding of how other local agencies are delivering duties to City victims, such as access to Victims Right to Review, special measures for court appearances, and communication of trial and sentencing outcomes, and where relevant work together to improve these
- The victims services manager will also work with partner agencies to improve the coordination of how major case updates are communicated to victims, ensuring this is done appropriately and sensitively

Priority area 4 - Professionalism of victims services

As noted in the context section, the City of London is unique in not commissioning or running its own victim support services, which are instead commissioned on our behalf by MOPAC. This

means we do not have direct control over the professionalism of victim support services, though we have worked with MOPAC on the re-commissioning of the wider London Victims and Witnesses Service. More specifically, it means we cannot fully achieve an integrated model providing a single point of contact for all case updates, information, advice, support, and referrals (generally known as 'hub' models).

However, we will explore options to move closer to the principles of a 'hub' model and reduce fragmentation where possible. In addition:

- We will, through our enabling measures, aim to ensure comprehensive compliance with the Victims Code of Practice across the City Police, and relevant measures of the Victims and Prisoners Act 2024
- We will review the services provided by the City-Police-funded Vulnerable Victim Advocate, examining whether this could be amended or expanded to provide a function closer to a 'single point of contact' for vulnerable victims, including through better data-sharing between local justice sector partners
- We will review the City of London Corporation services that are relevant to supporting victims and likewise assess if these could be better integrated toward a 'hub' model

Our new performance management framework for monitoring the impact of these measures, and our performance more widely, is set out on page 16 of this document.

Vulnerable victims and differential experiences of different communities

Our strategic approach does not at this stage contain specific measures on vulnerable victims. As above, we aim to improve services and outcomes for all victims while improving our understanding of their experiences, to better assess where bespoke measures may be needed for specific cohorts. As such, our approach to vulnerable victims will be kept under review.

It should be noted that vulnerable victims already receive an enhanced service in the City including with access to a dedicated Vulnerable Victim Advocate, that the City Police will continue to provide comprehensive vulnerability training to officers and staff, and that we have separately published a serious violence strategy¹⁵ with measures targeting those more vulnerable to violent crime victimisation.

The City's local policing service will also continue to work with National Lead Force colleagues to scope opportunities to replicate their approaches for local victims in the Square Mile. This sees, for example, additional provision of prevention advice, one-to-one telephone support, and in-person visits depending on assessed vulnerability.

Lastly, the City Police has published a new Equity, Diversity, and Inclusion Strategy with plans to increase engagement with communities with protected characteristics, including around their

¹⁵ See footnote 13

experience of victimisation. Our establishment of a victim voice forum – set out in Section 3 – will also support this work. As such, we will be building a better evidence base of how different communities experience victimisation and victim journeys in the City.

Business crime

The City Police hosts the National Business Crime Centre, whose focus is on reducing business crime through prevention, intelligence and partnerships. Business crime is defined as any criminal offence where a business, or person in the course of their employment and because of that employment, is a victim.

It can cause financial losses and harm to businesses and individuals, damage public trust in institutions, and can have a significant impact on the economy and society as a whole. It is therefore essential for businesses to take measures to prevent crime and protect their employees, customers, and assets. In the City, as elsewhere, the rising incidence of abuse – including incidents of violent assault – on retail workers underscores the importance of this work.

The recent introduction (in October 2023) of the NPCC Retail Crime Action Plan (RCAP) sets out policing's commitment to focus on retail crime, and includes violence against shopworkers which has a significant impact on victims. With support of the NBCC, the City of London Police is seeking to exceed the requirements of the RCAP through the identification of best practice to protect retailers and their employees.

The NBCC has developed a range of guidance to support victims and provided businesses with the information to support their employees who may be a victim of crime. Examples include a Framework for Employers¹⁶ which signposts sources of guidance and advice for how employers can help to prevent violence and abuse in retail settings and protect the wellbeing of their employees.

¹⁶ [NBCC Framework for Employers](#)

Section 2 – National Lead Force

Alongside its local role policing the Square Mile, the City of London Police holds national roles on fraud, economic, and cyber-crime. It is the National Lead Force for fraud and the National Police Chief's Council lead for economic and cyber-crime with responsibility for leading and coordinating the police response to these crimes

Within these roles, the City Police holds a wide range of responsibilities. It runs a national reporting service for fraud and cyber-crime, analysing and disseminating fraud and cyber-crime cases to local forces and Regional Organised Crime Units. It provides information, advice, and support to victims through the National Economic Crime Victim Care Unit (NECVCU), and it undertakes its own investigations. The NECVCU provides multiple examples of positive practice that can be, and are, replicated across the wider City of London Police landscape. This includes a differential approach to vulnerable victims of fraud, ranging from prevention advice through to 1-2-1 telephone support and in-person visits.

Within the wider National Lead Force portfolio there have been opportunities to develop relationships with numerous unique victim groups, including brands and financial institutions through the Dedicated Card and Payment Unit (DCPCU), Police Intellectual Property Crime Unit (PIPCU) and the Insurance Fraud Enforcement Department (IFED). These relationships have produced multiple examples of best practice in victim care that is bespoke for unique groups with differing needs – for example, enhanced 24/7 accessibility for business victims, recognising the potentially devastating impact of cyber-attacks on operations and viability.

Additionally, the most complex fraud investigations led by the City of London Police are serviced by a small fraud Victim Contact Unit, which is dedicated to supporting these victims throughout the investigation and the criminal justice process, often over many years. These roles mean it has a unique, integrated, picture of issues facing victims of fraud, from crime report through to ongoing victim care.

The National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028 was published in November 2023. The first of its three key strategic objectives is to improve outcomes for victims, and the principal measures to deliver this are:

- The replacement of Action Fraud with a new Fraud and Cyber-Crime Reporting and Analysis Service, a £150m transformation programme completing in 2024. It will make reporting crimes easier and faster for users, improve the information they subsequently receive, provide targeted advice, significantly improve the speed and quality of information given to law enforcement partners to boost chances of successful prosecutions, and provide real-time information to institutions and organisations to help block and disrupt crime.
- Increased investment in the National Economic Crime Victim Care Unit, which now covers all 43 police forces in England and Wales. This unit now provides nationwide access to specialist advocates to help victims of fraud and cyber-crime, providing both emotional support and practical advice to reduce the possibility of repeat victimisation.

- Increased engagement with England and Wales's 43 police forces on fraud and cyber-crime, with a focus on the resources and capabilities they need to effectively deal with these offences in their areas, as set out in the most recent Strategic Policing Requirement¹⁷ and City Police's own National Lead Force Improvement Plan.

In addition, the Strategy sets out many wider measures to proactively pursue offenders and to protect people and businesses from the threats of fraud, economic, and cyber-crime.

Taken together this Strategy sets out a package of measures that improve services and outcomes for fraud victims at every stage by transforming crime reporting and analysis, enhancing investigations and prosecutions, increasing the reach and quality of ongoing victim support, and preventing victimisation in the first place.

¹⁷ [Link](#)

Section 3 – Police Authority and Corporation

Putting victims at the heart of everything we do means, to us, taking action beyond policing and the justice system. While this commitment in our Policing Plan relates specifically to the City Police and Police Authority¹⁸, the City of London Corporation's Corporate Plan¹⁹ has a wider aim to ensure that the Square Mile remains a safe, secure, and dynamic location, including by providing support to people who are vulnerable or find themselves in a vulnerable situation. As such, the wider Corporation has a responsibility to consider actions it can take to improve victims' outcomes and experiences.

As noted in the context section to this strategy, the potential scope of these actions is limited by two factors – the fact that the City's Police Authority does not (as other PCCs do) commission our local victim support service, and that the City has a very small residential population and very large temporary worker and visitor populations.

This second factor creates a particular limitation because it means that, as the majority of City victims are workers and visitors, they are neither actual nor potential users of local Corporation-run public services such as housing, social care, education, or community services. For example, best practice theory sets out that victims of domestic abuse should be supported by whole-system collaboration between police, housing, and child protection services, but in the City this would only be applicable to the very small minority of victims of domestic abuse who are City residents.

This means that this strategy does not focus in detail on the role of Corporation services such as housing, social care, and education in improving victim outcomes. However, in section 1 we commit to review services relevant to victims as part of moving towards a 'hub' model of service provision where feasible. Further, we recognise that the principle of greater Corporation involvement and collaboration remains crucial, and as such it focuses on two priorities:

- For the Police Authority team to represent and promote victims' interests in internal Corporation work and policy development, including by improving coordination between the City Police and Corporation
- For the wider Corporation to represent and promote victims' interests in its external engagement with City businesses and employers

Police Authority measures

- The Police Authority team will support the role of the Corporation's Victims Champion – Tijs Broeke, the Police Authority Board Chair. This will include:
 - launching, in partnership with MOPAC, a Victim Voice Forum to listen to and learn from victims of crime in London

¹⁸ The City of London Police Authority is the *de facto* local PCC. Information on the precise statutory status and role of the City Police Authority can be found [here](#)

¹⁹ [Link](#)

- promoting the visibility and rollout of specific victims initiatives such as Safe Havens within the Corporation, and
 - representing and championing victims’ voices in wider projects and initiatives – for example promoting victim-centric design in the development and construction of the new Salisbury Square police headquarters and courts complex
- The Police Authority team will, through the Safer City Partnership²⁰, seek to identify areas for greater collaboration between City public sector agencies on victims issues – such as joined-up engagement initiatives and comms campaigns on victims issues, improved data-sharing and analysis on anti-social behaviour victimisation, and more detailed mapping of victims’ use of Corporation services. This is in addition to the ‘Corporation services review’ measure set out in section 1.

The Victims and Prisoners Act 2024 will also place a duty on the Police Authority to review local compliance with the Victim’s Code of Practice, to encourage local collaboration, gather insights into local performance, and drive necessary improvements. Our readiness to deliver these aims will be aided by the above, and the ‘enabling measures’ set out in Section 1 to establish a new performance management framework for victims services, outcomes, and experiences, and to improve victims service governance. The Police Authority team will be part of the victims services board and will support the Police Authority Board’s scrutiny of performance.

Wider Corporation measures

- The Corporation will, through its engagements with City businesses and employers, seek to ensure they have robust mechanisms in place to identify risks of victimisation amongst their employees, particularly domestic and sexual abuse in partnership with the Employer’s Initiative on Domestic Abuse (EIDA)
- We will also encourage City employers to ensure they have procedures to grant victims leaves of absence to deal with their cases, for example to attend court hearings
- As announced in our recent Serious Violence strategy, to demonstrate its commitment to good practice the City Corporation will seek to become a ‘Beacon’ member of EIDA, and will also explore scope to produce dedicated guidance and frameworks for Small and Medium Enterprises on domestic abuse and staff victim policies

²⁰ The City of London’s community safety partnership – further detail [here](#)

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	

Delivery timeline

By May 2025, we will:

- Review information provided to victims and how it is provided
- Improve monitoring of Victim Contracts
- Improve monitoring of Victim Needs Assessment completion
- Improve monitoring of compliance with Victim Code of Practice
- Fully map victim “journeys” and complete picture of all available voluntary and community sector services
- Review services provided by the City’s Vulnerable Victim Advocate
- Implement the victim services team
- Institute a new performance management framework
- Improve victim feedback data through rollout of the new *Uplands* survey platform
- Establish new governance for victims services
- Begin improving collaboration between the City’s services and public sector partners on victims issues

By October 2025, we will:

- Implement improvements to the information provided to victims and how it is provided
- Conduct specific analysis on patterns of how City victims access services and why they disengage from the justice process
- Have developed a new training programme for Local Policing and Specialist Operations officers, and agreed plans for its rollout
- Aim for the City of London Corporation to be a ‘Beacon’ member of the Employers Initiative on Domestic Abuse
- Implement plans to support the role of the City’s Victims Champion
- Have fully completed review of training programmes and mapped out plans for improvement

By October 2027, we will:

- Have completed a wide range of engagement with City businesses and employers on improving support and procedures for victims who are employees
- [Having completed a review of strategy progress, set out any additional measures for completion by October 2027]

List of priorities, measures, and organisational owners

Section 1 – Priority 1 – Information and Communication	
Review information provided to victims and improve, drawing on best practice and MoJ resources	Led by City Police (victim team), supported by Police Authority team
Review information and resources available on City Police and Police Authority websites	
Ensure all victims who want one can complete a Victim Contract and improve monitoring of their use	Led by City Police (victim team and local policing / specialist operations units)
Section 1 – Priority 2 – Procedural justice	
Review and where relevant update victim training for City Police officers and staff on victims	Led by City Police (victim team)
Improve monitoring and completion of Victim Needs Assessments	Led by City Police (victim team)
Conduct specific analysis of City victim access to and use of services	Led by City Police (victim team) and Police Authority team jointly
Section 1 – Priority 3 – Multi-agency working	
Fully map victim journeys in the City and produce complete picture of local VCOSs	Led by City Police (victim team) and Police Authority team jointly
Deepen partnerships with local justice sector organisations and VCOSs	Led by City Police (victim team)
Improve understanding of local justice sector organisations' delivery of duties to City victims	
Improve coordination of major case updates to victims	
Section 1 – Priority 4 – Professionalism of victims services	
Aim to ensure comprehensive compliance with the Victims Code of Practice	Led by City Police (various teams)
Review City's Vulnerable Victim Advocate to see if it could be more similar to a 'single point of contact'	Led by City Police (victims team), supported by Police Authority team
Review City Corporation services relevant to victims and assess integration improvements	Led by City Police Authority and wider Corporation teams
Section 2 – National Lead Force	
<i>See National Policing Strategy for Fraud, Economic and Cyber-crime</i>	
Section 3 – Police Authority and Corporation	
Support and expand the role of the City's Victims Champion	Led by City Police Authority
Identify areas for greater cross-organisational collaboration through the Safer City Partnership	
Seek to ensure City employers have robust mechanisms for identifying victimisation risk among employees	Led by City Police Authority and wider Corporation teams
Encourage City employers to put in place procedures to support victims - for example, attend court hearings	

