NCVPP

National Centre for
Violence Against
Women & Girls and
Public Protection

Using the Experience of Victim/Survivors to Improve Police Practice

Stage 7 – Measuring Impact

December 2025

College of Policing

NPCC
National Police Chiefs' Council

Contents

Executive Summary

- Evaluating and measuring the impact of voice of the victim/survivor (VoV/S) practices (e.g. either on future practices or on changes to service delivery) is crucial for demonstrating positive change, ensuring accountability.

- Nesta's Standards of Evidence Model offers a useful framework for assessing impact, with each higher level offering stronger confidence that the practice is making a positive impact.

- Although not all practices may require full-scale impact evaluations, consider building on earlier levels to ensure robust standards of evidence at each stage. To achieve higher standards of evidence, evaluations should be independent, rigorous, and replicable.

- Findings from impact evaluations should be integrated into governance structures and any resulting changes mapped or measured. Sharing these findings widely among police personnel can help highlight the positive outcomes.

- Feedback and lessons learned should be communicated to all relevant stakeholders. To fully embed change into service delivery and future engagement practices, it is essential that VoV/S practices are consistently repeated and reinforced to ensure they become embedded in everyday policing.

7.1 The Importance of Evaluation

It is important to identify and measure the impacts of voice of the victim/survivor (VoV/S) practices. For victim/survivors and those with lived-experience, there can be a range of positive and/or negative impacts resulting from involvement in the engagement practice. For the force, there may be unintended consequences for changes made as a result of a practice that could lead to negative impacts.

To measure the impact of victim/survivor engagement practices, it is important to establish strong evaluation practices and processes. These may include:

- **Process evaluations:** These examine how a practice was delivered by asking what worked well, what didn't work well, and what could be improved. For example, this could involve looking at logistical details about the delivery of the practice or capturing the impact of participating in the VoV/S practice on victim/survivors.

- **Impact evaluations:** These look at the changes put into place following a practice and identify measurable achievements that can be linked to the original aims. These can be used to identify whether changes made following a VoV/S practice have had an impact for the force or for victim/survivors.

The results of evaluations can be used to help improve and develop future engagement practices or wider policing practice. Measuring impacts also helps demonstrate accountability and the importance of victim/survivor involvement.

> ## ✓ Good Practice:
>
> The College of Policing provides resources to support forces in evaluating practices and interventions. The practical evaluation tools include guidance, templates and a toolkit. Additionally, the Magenta Book provides Central Government guidance on evaluation of practices and interventions and is used by the College of Policing.

Impact is not only what police learn. It's also about survivors feeling their voice made a difference.

Evaluation of VoV/S practices should be considered from the initial planning stages (see Stage 1 for more considerations when planning practices). This helps ensure that the mechanisms are in place from an early stage to allow effective evaluation, such as collecting high-quality data and information that will help inform the evaluation.

7.2 Demonstrating Impact

To demonstrate the impact from changes made following engagement practices, it is important to be able to evidence what has changed, e.g. through impact evaluations. This can be communicated with officers/staff, victim/survivors and partners agencies to show the force's commitment to listening to victim/survivor voices and how effectively their views and experiences have shaped practices.

One tool for that can be considered to help with this is the Nesta Standards of Evidence Model. This provides a robust framework for choosing the right approach to understand whether the changes to practice are working.

The model consists of five levels, with higher levels indicating a greater degree of confidence that a practice is having a positive impact. This can help demonstrate a clearer link between practices and positive outcomes. Not all practices require higher levels of evaluation. The level that is most appropriate for the demonstrating the impact depends the type of impact being measured (e.g. either on victim/survivor practices or on changes to service delivery). For example, methods for demonstrating the impact of engagement practices will more likely fall into Level 1 or Level 2 standards, whereas methods for demonstrating the impact of changes to service delivery may fall into higher levels.

Level 1	Level 2	Level 3	Level 4	Level 5
You can describe what you do and why it matters, logically, coherently and convincingly	You capture data that shows positive change, but you cannot confirm you caused this	You can demonstrate causality using a control or comparison group	You have one + independent replication evaluations that confirm these conclusions	You have manuals, systems and procedures to ensure consistent replication and positive impact

7.2.1 Level One

At **Nesta Level One** standards, officers/staff should be able to articulate the rationale behind changes made as a result of VoV/S practices, accurately describe the value and expected outcomes and consider the potential impact. Practices demonstrate clear potential but have not yet been systematically measured or evaluated.

7.2.2 Level Two

At **Nesta Level Two** standards, data should be collected systematically to demonstrate that a positive change has occurred. However, at this stage it may not be possible to confirm causality between the changes made following the VoV/S practice and the outcomes.

Considerations for **Level Two Standards** include:

- **Anecdotal information:** Gathering informal feedback may highlight impacts following changes, e.g. officers/staff describing behavioural changes as a result of a change to policy.

- **Systematic data collection:** Collecting data in a more systematic way, where there is a fixed plan, system or specific protocol in place. Use predefined methods and tools to ensure the consistency and accuracy of information gathering which shows positive change. Examples include:

  - **Triangulating data** from multiple sources to create a more comprehensive overview of impacts (e.g. victim attrition rates and crime reporting levels).

  - **Victim satisfaction surveys** to monitor whether changes made following the practice have led to improved satisfaction.

  - **Follow up feedback** from officers/staff through self-report surveys, feedback forms or discussions.

7.2.3 Level Three

At **Nesta Level Three standards**, clear links should be demonstrated between positive outcomes and changes made as a result of victim/survivor engagement practices. Consider whether Level Three standards are appropriate for measuring the impact from the engagement practice. For example, not all practices require full-scale impact evaluations. Additionally, these standards often require a control group, which may not be feasible for small scale changes.

Considerations for **Level Three Standards** include:

- **Strengthening Data Collection:** Consistently evaluate and strengthen existing data collection by making it more comprehensive, collecting additional types of information, and establishing a clear plan for measuring impact from the start of any new engagement practice.

- **Monitor and Gather Feedback:** Collect regular feedback alongside formal evaluations to ensure changes resulting from practices stay relevant, effective, and aligned with goals over time.

- **Use Data for Scaling and Evaluation:** Using longitudinal studies can indicate causal factors by tracking changes over time. This evidence, alongside impact evaluations, can be used to assess the effectiveness of engagement practices and provide key insights for scaling practices based on their long-term impact.

Attributing impact can be challenging when multiple changes occur simultaneously within the force, making it difficult to isolate the effect of each change.

7.2.4 Level Four

At **Nesta Level Four standards**, there should be an independent, replicable evaluation to clearly demonstrate that positive impacts are directly linked to the changes resulting from the engagement practice.

Considerations for **Level Four Standards** include:

- **Quality Assurance:** Establish quality assurance processes to better understand victim/survivor experiences of police systems, such as those navigating complaints processes.

- **Formal Evaluations:** Identify the best type of evaluation for the information you are trying to collect. These can take the form of impact evaluations or process evaluations. Impact evaluations provide concrete evidence of outcomes and measurable change whereas process evaluations focus on refining practices. Process evaluations can provide valuable insights into potential adjustments to ongoing practices - they should not be used in place of measuring impact.

7.2.5 Level Five

At **Nesta Level Five standards**, the change processes should:

- Have clear systems, processes and procedures

- Be scalable e.g. have the ability to be rolled out locally, regionally or nationally as required

- And continue to have a positive impact.

Considerations for **Level Five Standards** include:

- **Build on earlier levels:** Strengthen foundations by progressing through Levels One to Four, ensuring robust evidence and replicability at each stage.

- **Utilise 'theory of change' or logic models:** Consider tools which provide a clear framework to plan and evaluate practices. They can help align strategies, clarify goals, identify causal links between actions and outcomes, and demonstrate how practices will create meaningful and measurable change. Available tools include: Introduction to Logic Models and Practical Evaluation Tools | College of Policing.

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Good Practice:

Good Practice: The College of Policing's Practice Bank provides a platform to share and explore a wide range of interventions implemented by crime reduction and community safety organisations, including police forces, to address specific crime issues or drive organisational change. Additionally, the Society of Evidence Based Policing are an independent charity dedicated to embedding evidence-based approaches in policing. Both can be utilised to identify, support and share promising practices for victim/survivor engagement.

7.3 Embedding Impact

To effectively use the voice of the victim/survivor to fully embed change into service delivery and future engagement practices, it is important to ensure feedback is disseminated throughout all levels of the organisation. This can be achieved by utilising the established governance structures and processes.

Considerations for embedding the impact include:

- **Executive leadership 'buy-in':** It is important that executive leaders are briefed as part of the feedback loop. This can ensure endorsement for long-term commitment, resources and organisational focus on the importance of VoV/S practices.

- **Workforce 'buy in':** It is important to share the findings from impact evaluations with relevant officers/staff to demonstrate the effectiveness of the changes made following the VOV/s practice. This can help with effective change management (see Stage 6.1 for more information).

- **Refining engagement practices:** When conducting process evaluations, address any feedback raised by victim/survivors about their experience participating in the engagement practice. This can be used to improve future engagement.

- **Communicating with victim/survivors:** Share findings from the evaluation with victim/survivors in accessible formats, such as in plain English reports or community updates. This can help victim/survivors see how their voice has made a difference.

Key Stages of the VoV/S in Practice Toolkit

The diagram shows the cycle of improving engagement practices and service delivery by using the key stages of the VoV/S in Practice Toolkit to embed impact and to help inform future planning.
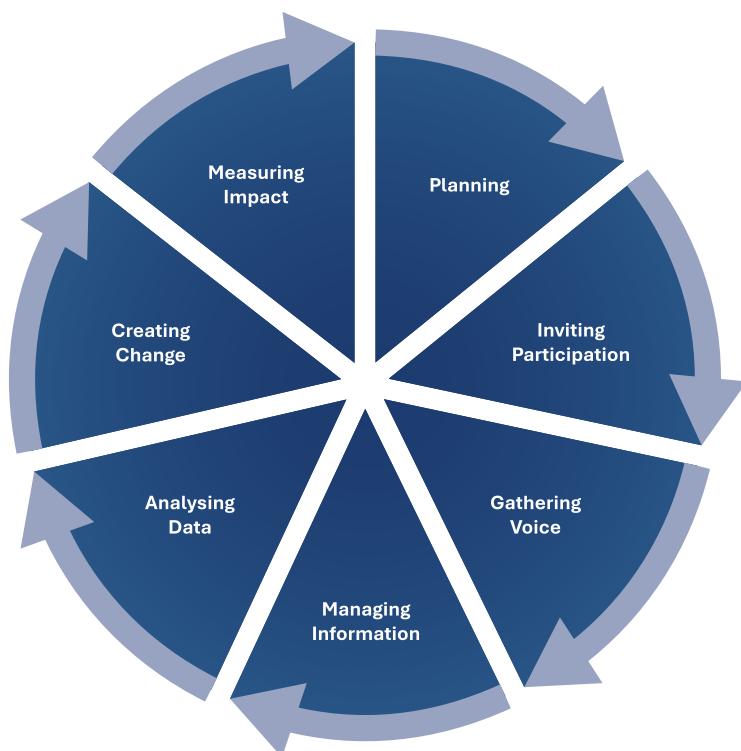
To achieve long-lasting impact, it is imperative that policing consistently engages with victim/survivors and embeds the learning into everyday policing practice.

Glossary

Term	Description
Coproduction	Co-production refers to a way of working where service providers and users work together to reach a collective outcome. The approach is value-driven and built on the principle that those who are affected by a service are best placed to help design it. (Involve, n.d).
Good Practice	Practice referred to as 'good practice' reflects positive processes, approaches and useful resources. This is intended to provide examples that could be considered by forces but may not have been evaluated.
Impact Evaluation	A methodological approach designed to assess the changes that can be directly attributed to a specific intervention, such as a programme, project, or policy. This includes both intended and unintended outcomes, whether positive or negative. (Stern, 2015).
Logic Models	A model or picture that represents how an intervention or practice will lead to its outcomes. (College of Policing, n.d.).
Minoritised communities / groups	The term minoritised communities usually refers to racial and ethnic groups that are in a minority within the population. It emphasises that these communities are minoritised by societal structures and systems, rather than inherently being minorities. (Durham University, n.d.)
Process Evaluation	Process evaluations help you understand how the intervention or service is being delivered, what elements are difficult to deliver, who it is reaching, how much it will cost, and its perceived value from those who are receiving it. (EIF Evaluation Hub, n.d.)
Trauma-informed	Trama-informed practice is an approach which is grounded in the understanding that trauma exposure can impact an individual's neurological, biological, psychological and social development. The approach aims to increase awareness of how trauma can negatively impact on individuals and communities. It also aims to improve the accessibility and quality of services by creating culturally sensitive, safe services that people trust and want to use. It seeks to prepare professionals to work in collaboration and partnership with those people. (GOV.UK, 2022)
Triangulation	Triangulation in research is the use of multiple methods, data sources, or perspectives to increase the credibility and validity of findings.
Victim/survivor	Those who have been subject to, or have witnessed, a vulnerability related crime. The term represents a continuum upon which people may find themselves, in recognition of the fact that people with lived experience of victimisation may prefer one term or the other, and each journey from 'victim' to 'survivor' is unique.

Term	Description
Voice	The term 'voice' covers both the verbal articulation of wishes, experiences, and needs, alongside non-verbal indicators and features of the individuals' context, environment, and relationships. Voice not only means capturing and recording wishes, experiences, and needs, but also listening to and considering voices to influence and inform decision making.
Voice of the Victim/ survivor (VoV/S)	'Voice of the victim/survivor' refers to the perspective of individuals (adults and children) who have been impacted by crime or harm: either through lived experience, as a witness, family member, friend or colleague. The perspectives, opinions, rights and non-verbal cues of victim/survivors and their advocates must be heard, respected, prioritised and actively sought during investigations, enquiries and interactions. They must also be embedded within policy, practice, and support provision. In turn, this will aid in strengthening investigations, shaping and developing current and future policy, practice, response and support of policing and wider agencies to victim/survivors, for those who need support.
VoV/S Practice	A Voice of the Victim/survivor Practice refers to any engagement process through which agencies collect feedback from or collaborate with victim/survivors to gain insights into their perspectives, experiences, and rights. The information gathered should be used to inform future discussions, enhance responses, and strengthen practices moving forward.
Vulnerability	A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care or protect themselves or others from harm or exploitation. (VKPP, 2025)

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**About the National Centre for Violence
Against Women and Girls and Public
Protection**

We're a collaboration between the
College of Policing and the National
Police Chiefs' Council.

We work across law enforcement,
the third sector and government to
professionalise public protection and
strive for a whole systems approach to
prevent harm, give confidence to victims,
survivors and witnesses to come forward
and bring more offenders to justice.

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**Vulnerability Knowledge
& Practice Programme**

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