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29th September 2026

Dear Victims' Commissioner

RE: Forgotten Victims: Barriers to justice following a road traffic collision.

I write in response to your letter 6th August 2026 on behalf of the National Police Chiefs' Council as the portfolio Lead for Roads Policing. Thank you for sharing the advanced copy of the report, and for the opportunity to comment on the recommendations in advance of publication. We appreciate the collaborative approach towards enhancing the service to victims of road harm and are keen to work with you to help deliver this work.

It is clear from the report and associated recommendations that we share a common goal in striving to provide the best possible support to victims of road crime. Whilst the report at times makes for uncomfortable reading, we should acknowledge that there are many excellent Family Liaison Officers (FLOs) and Serious Crime Investigation Unit (SCIU) staff who provide exceptional and caring support to victims every day right across the UK. As a contrast to the excellent work of the majority of our staff, we do acknowledge however that workloads, competing priorities or inconsistent investigation approaches can mean some victims do not get the level of service they deserve. With someone being injured on a UK road every 4 minutes, and the stark reality that an average of 4 people are killed every single day on UK roads, we are only too mindful of the need to deliver an effective and professional service to victims. We are also aware that with such a high volume of cases, we need to approach improvements to victim support in a considered and sustainable manner. I will turn to my attention to the specific recommendations later in this letter, but it may be useful to set out some related developments in roads policing for your wider awareness.

The NPCC, through the Roads Policing portfolio, has been working collaboratively with the Department for Transport (via their Roads Policing Improvement Programme [RPIP] and their recent Road Safety Strategy 2026), along with the Home Office, 3rd sector and wider road safety community to enhance our collective ability to prevent, deter and detect road traffic offences before they cause harm. Through this collaboration, enabled by dedicated funding secured from the Department for Transport, the NPCC has establish a 'first of its kind' National Roads Policing Coordination Centre (NRPCC) in July to improve consistency across the 43 forces in England and Wales.

Accordingly, the NRPCC's first Control Strategy has identified Victim Engagement, Investigative Quality and Organisational Learning amongst its initial priority policy areas for improvement. We have also approved funding for a dedicated national investigations lead, a role which has been specifically created to improve investigative standards and our response to victims more consistently across England and Wales. This post is currently out for advertisement, and we hope to have it filled and the work commenced before the end of the year. We have also recently obtained a seat on the NPCC Family Laison working group and through this group we are sighted on the recent College of Policing aspiration towards developing a nationally accredited Family

Laison Officer training programme, and we will use this opportunity to enhance further the effectiveness of Roads Policing FLOs across England and Wales.

Hopefully you share our optimism that these very positive developments may provide a timely opportunity to enhance our service to all who use the roads including the many victims impacted every year. Let me now respond specifically to the two relevant NPCC recommendations in turn.

Recommendation 1: The College of Policing and National Police Chiefs' Council should review and revise standards and guidance for police responses to fatal and serious RTCs, to better address the needs of victims, particularly in relation to timely evidence collection, outcome recording, and victim engagement, communication and support.

We fully support this recommendation and have already written to the College of Policing to commence the necessary work to revise, update and where necessary improve our Roads Policing Authorised Policing Practice (APP). It is because we were already aware of the inconsistencies in investigative standards across the 43-force model that we agreed the funding for the dedicated national investigations lead. Indeed, we have been striving in advance of the creation of the NRPCC to enhance these standards, having written to forces in 2024 recommending that those who investigate serious road traffic collisions are trained to the same minimum investigative standards as other investigators in CID or similar investigative roles. We also created a National Fatal Collision Review Panel under a Detective Chief Superintendent to review complex cases, identify learning and share best practice. This important work has never before had dedicated funded central resource and we are optimistic the work commenced in advance of this can now be delivered at pace across the UK. We will ensure as this work progresses that this recommendation is incorporated into the review and revision of APP and best practice identified, captured and shared through our national Heads of Roads Policing Forum and regional Roads Policing Assistant Chief Constable network.

Recommendation 5: The National Police Chiefs' Council should coordinate a national roll-out of direct police referrals to RTC specialist support services, building on direct referral arrangements across England and Wales which are well established and operating successfully, so that seriously injured and bereaved RTC victims are automatically referred directly into specialist services.

Whilst we support the aim of this recommendation, we are conscious that the landscape of specialist support services across England and Wales is complex and fragmented, with uncertain funding arrangements and myriad referral mechanisms. Overlay this onto a 43-force model, where there are of necessity some regionally shared capabilities, and the scale and complexity of delivering this aspiration becomes self-evident. Consequently, we would be keen to undertake the work with help from your office in mapping out the landscape, evaluating the various support networks available, exploring the necessary funding and referral routes and coming to joint agreement on how best to take this recommendation forward. From conversations within NPCC I know your office has previously worked with NPCC on providing a front-door capability for other victims' services, particularly in the VAWG space, and we would ask for consideration of similar help for roads policing to enable us to deliver this work and make ourselves fully available to carry this out.

In closing, I note the offer to discuss the report's findings and recommendations and would be pleased to take up this offer at an appropriate juncture.

Yours sincerely,



Chief Constable Jo Shiner KPM
NPCC Lead for Roads Policing