

In our work we see the devastating impact that crime can have on victims, on their families and friends and on whole communities. But we also see their strength, their courage, their determination and their resilience.

2019–20 ANNUAL REPORT & ACCOUNTS

It's our role to support people affected by crime and traumatic incidents, to empower them, to provide specialist help and to ensure they know their rights. By doing this we can play our part helping them move beyond crime.

We provide free specialist support to anyone in England and Wales affected by crime or traumatic events.

For those who choose to report, and for those who don't.

We are independent. You don't need to report the crime to the police to get our help.

For those who want to give their name, and for those who want to remain anonymous.

We offer a confidential service and there is no need to give your name if you don't want to.

For those who want to contact us in the day, and for those who want to contact us at night.

We're available 24 hours a day, seven days a week.

For those who want help now, and for those who want help in the future.

We are here whenever you need help and for as long as help is required.

Supportline: 08 08 16 89 111
FREE CONFIDENTIAL INDEPENDENT

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WELCOME

Crime can affect anyone, and for some people life is never the same again.

This year our teams of committed staff and volunteers were in contact with **730,515** victims of crime and went on to advise and support **112,586** people through our multi-crime, integrated and crime-specific services for people who have experienced homicide, domestic abuse, sexual violence, historic abuse, modern day slavery, fraud and hate crime. Over **803,000** people visited our website to find information and support and our **24/7** National Contact Centre had over **88,500** phone calls, emails and live chat sessions.

We were delighted to welcome our patron, Her Royal Highness, The Princess Royal to open our LiveLink service in West Yorkshire – enabling victims of domestic abuse to give evidence in court via video streaming. We marked one year of the new London Victim and Witness Service which brings together key areas of support for victims and witnesses through a single integrated service, successfully bid for multi-crime contracts in Norfolk & Suffolk, Gloucestershire and Dorset, and launched a new scheme to upskill local businesses and organisations to help recognise, engage and support victims and survivors in Lancashire. In West Yorkshire we achieved Lime Culture's accreditation for our sexual violence service and we were proud to be the first service in the country to achieve accreditation for our service for male survivors.

The numbers of people we helped and the innovations and accreditations are only important if they make a difference to the lives of people affected by crime. In this year, 2019-20, those receiving our services told us that our services did make a real difference to them. They felt better informed about the support available and the options open to them (**85%**), they felt safer following our help and support (**72%**), were better able to cope (**73%**) and reported their wellbeing had improved (**73%**).

We achieved a significant media profile this year with over **4,889** articles featured in the press, giving a voice to people who have experienced crime. We responded to government consultations, including on revisions to the Victims' Code, domestic abuse accommodation services and the *Online Harms* White Paper. We published several important research reports including *Trapped* – a report highlighting the needs and services for domestic abuse survivors.

The end of this year was turbulent due to the Coronavirus pandemic. As the nation came together, so did our teams. Our Communities of Practice, made up of specialist staff from all over England and Wales, came together to help adapt our services to the changing nature and experience of crime during the Covid-19 lockdown. We adapted the way we delivered our services and produced extensive guidance materials to specifically address the new needs we were seeing from people most impacted by the situation. These included people locked down in abusive relationships, information for individuals and community groups on new types of fraud and Covid-19 related scams, and guidance around rising incidents of antisocial behaviour and hate crime.

At the best of times victims face a postcode lottery when it comes to support from different providers and funders, but even more so during a lockdown. We were pleased to be able to offer support to anyone in England and Wales who needed our help through our community service or our **24/7** telephone and live chat services, as well as our newly launched online resource, *My Support Space* – an innovative solution to help people access personalised information, ideas and tips and allow them to reflect on their feelings after crime and understand how they can support themselves. My Support Space includes topics such as difficult emotions, coping strategies, trauma and sleep. These are all common issues that people may experience after crime, but were even more important during the beginning of the Coronavirus pandemic, where many victims found the justice process essentially paused. My Support Space is proving to be a popular resource and will help thousands of victims and survivors in the future.

Covid-19 was, and at the time of writing continues to be, challenging for everyone, including staff and volunteers. We worked tirelessly to keep pace with the changing Covid-19 guidance, and we acted with understanding, compassion and transparency to keep our teams safe while continuing to provide a vital service to our clients. We are pleased that a survey of our teams reflects this (see page 23).

As we look to the future we know that we will need to continue to change and evolve. The type of crime people experience is changing. More crime is taking place online with police-recorded crime showing a rise in fraud and computer misuse. High harm crimes are also increasing, including violent crime and knife crime. With public services under strain we have seen an increasingly complex profile of users come to our services with more and varied needs. At the same time there are significant challenges to overcome. Many victims do not report the crime they experienced and others distrust or do not wish to engage with the criminal justice system. Only 9% of offences are charged or summonsed and six out of ten victims do not receive their rights under the Victims' Code. It is in this context that we have launched our 2020-23 strategy (see page 22).

Despite the challenges posed by Covid-19, we begin 2020-21 in a strong financial position. We would like to say a huge thank you, not only to our staff and volunteers for their dedication to providing services, but to our funders and supporters whose understanding and unwavering support has been greatly appreciated at this uncertain time.



Diana Fawcett
Chief Executive Officer




Andrew Tivey
Chair of Trustees



¹ The Ministry of Justice provided funding to expand live chat and My Support Space to all of England and Wales.

ABOUT VICTIM SUPPORT

Who we are

Victim Support (VS) is an independent charity. We are dedicated to supporting people affected by crime and traumatic incidents in England and Wales, and we put them at the heart of our organisation.

Our purpose is to provide specialist help and services, to support people to cope and recover until they feel they are back on track with their lives. We work with clients in a way that suits them and ensure their voices are heard throughout their support and beyond.

As an organisation, victims, those close to them and witnesses to the crime are our focus and over the years we have developed unrivalled expertise as to their needs and aspirations and their journey through the criminal justice system.

We are LOCAL

We are local

Our services are delivered locally through skilled staff and volunteers who are deeply rooted in these communities. We adapt our services to meet local needs and pride ourselves on being responsive to these needs and priorities.

We are national

Our local services benefit from secure technology, consistent quality standards and the ability to share insight and best practice. Our national reach enables us to research and evaluate what works and innovate and influence based on evidence.

We are independent

We are independent of the government, the police, local authorities and the criminal justice system. This is hugely important as we know that some victims may distrust the criminal justice system and others, particularly those from some minority communities or people with mental health conditions, face barriers in reporting to the police.

We work closely with all these organisations and other specialist partner agencies to achieve our new vision: A world where there are fewer victims, but who have stronger rights, better support and a real influence in the criminal justice system.

We are NATIONAL

We are INDEPENDENT

What we do

We provide support, information and advocacy through our services

For many people crime can be life-changing. It can result in trauma, unhealthy coping strategies, issues around safety, sleeplessness, feelings of guilt, anger, shame, loss of confidence, and it can affect relationships with a partner, with family and friends and with work colleagues. It can also be hugely challenging to navigate the criminal justice system and know your rights and entitlements as a victim of crime.

Our teams offer tailored support to the individual and we draw from our vast array of knowledge, experience and resources to best support that person and to help move them beyond crime. This support includes offering information and advice, providing advocacy (including through the court process), help accessing financial assistance, emotional support to work through the complex emotions resulting from crime, practical support including those related to personal safety, access to restorative justice and referrals to other agencies.

Our local teams offer a variety of options for support including face-to-face, over the phone and online, through live chat. This, combined with our 24/7 Supportline, ensures that all victims, regardless of where they live, can get support from VS when they need it and in the way they want to receive it.

“You’ve been brilliant, [I] have had talking therapies before, they were no use for me, you have given me tools that help, thank you”

Victim of crime, Norfolk & Suffolk

“I don’t know what I would have done without you. I could never have faced court without your support”

Victim of crime, Gloucestershire

“Your organisation has been a lifeline for me”

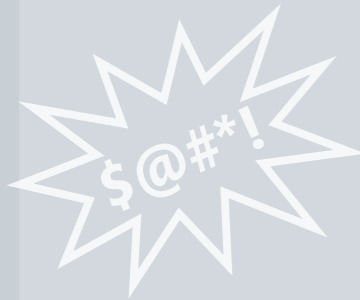
Victim of crime, Dorset

OUR SERVICES

Our multi-crime services are mostly universal services, meaning that these services are available to anyone in that area, regardless of the type of crime they have experienced.

Our integrated services are also available to anyone, but they combine teams who support all types of crime with those which focus on a particular type of crime. We also work closely with partner organisations to reach all communities and ensure that those affected get the most appropriate help and support.

Our crime-specific services focus on a particular type of crime or a particular group of people such as those listed below.



Antisocial behaviour

17 staff focusing on antisocial behaviour, along with staff in our multi-crime teams, provided support to over 1,500 people affected by antisocial behaviour. This included advocating for victims by speaking to different agencies on their behalf, helping them understand the process of tackling crime and antisocial behaviour, providing advice on personal safety and home security and supporting them through mediation and through the court process.



Children and young people

119 specialists across England and Wales supported children and young people aged 4-17 years old to be safer and less fearful, less likely to be re-victimised, less likely to engage in risky behaviours and more likely to move on from their experiences and make positive change.



Domestic abuse

216 Independent Domestic Violence Advisors and domestic abuse support staff, along with staff in our multi-crime teams, provided support to over 40,000 survivors. This included supporting them if they wish to report a crime, helping survivors navigate the criminal justice system and co-ordinating with health and other support services.



Fraud

11 fraud specialists in local areas and at our National Contract Centre, alongside staff in our multi-crime teams, supported over 7,000 people who experienced fraud. This included people supported as part of our work with several major high street banks. Anyone is susceptible to fraud, but the coronavirus pandemic resulted in a rise in the exploitation of particularly vulnerable people. Our team not only helped those who had been defrauded, they also shared information with partners, community organisations and individuals to try and keep people safe.



Hate crime

66 hate crime specialist staff and volunteers, alongside staff in our multi-crime teams, supported over 5,000 people who had experienced hate crime. This includes the team running the National Hate Crime Report and Support Centre Wales funded by the Welsh Government. The centre operates a third-party reporting centre where VS can report hate crimes to the police on behalf of a victim, or log them with the centre until they feel ready. The team have recently been commissioned to undertake research into Children and Young People's experience of hate crime, including accessing support and shaping future support.

The team are responsible for raising awareness of hate crime across sectors and communities, as well as monitoring key tensions such as hate related to the EU Referendum, the Covid-19 pandemic and much more. More information on the services can be found at www.reporthate.victimsupport.org.uk



Homicide

Over 80 staff, peer supporters and volunteers provide the National Homicide Service² in England and Wales, supporting families bereaved by murder and manslaughter at home and abroad. This year they supported nearly 1,500 people affected, helping them navigate the criminal justice system, providing emotional support and helping with immediate practical needs, such as assisting with funerals, childcare and legal issues such as probate.



Modern day slavery

Funding from the North Wales Police and Crime Commissioner allows us to support anyone over the age of 18 who has given their consent and who might be a victim of modern slavery. This includes helping them know their rights under domestic and international law, providing practical and emotional support, advocacy and helping them navigate the support system. The service also helps raise awareness of modern slavery and provides training to local organisations.



Sexual violence

32 Independent Sexual Violence Advisors helped survivors of sexual violence. They, along with our multi-crime teams, supported nearly 6,000 people who had been raped and nearly 12,000 people who had experienced other sexual offences. Survivors were supported to take the action they felt was right for them. This includes helping them if they choose to report the crime, coordinating with health and other support services, and supporting them through the criminal justice system.

More information on our services along with pilot projects and service innovations can be found on page 14.

We are the largest provider of crime-specific support services such as domestic abuse, sexual violence and hate crime in England and Wales

² The National Homicide Service is funded by the Ministry of Justice.

OUR VOICE

We are independent of the government, the police, local authorities and the criminal justice system. This independence allows us to speak out and champion victims' rights. We:

Speak with an informed national voice

Anonymised data from our services helps us continually innovate and provides a valuable and unique national overview for England and Wales. We use this data and the experience of victims in our reports to highlight injustices, failings or improvements that are needed within the criminal justice system.

Highlight voices of victims

Our work through social media and the media allows us to bring attention to the voice of victims.

Help shape legislation, policy and practice

Our response to government consultations, our input in stakeholder and sector groups allows us to influence and shape legislation, policy and practice.

Collaborate with other organisations

We work with other organisations to share information, to help provide joined-up services for those affected by crime, and to use our collective voice to call for change.

For more information on our work championing victims' rights see page 17.



'A Victims' Law is desperately needed to end the current 'lottery of support' for people affected by crime'

We need to see a culture shift within the whole justice system, so that supporting victims stops being an optional guideline and becomes a legally enforceable right.

By Diana Fawcett
Wednesday 20 November 2019

Above: Chief Executive Officer of Victim Support, Diana Fawcett, wrote an article on the need for a victims' law. This was featured in *The Independent*.

TRUSTEES' ANNUAL REPORT

OUR YEAR IN NUMBERS



Following our help and support:

72% of people felt better able to cope

85% felt better informed about support and the options open to them

72% felt safer

73% said their wellbeing had improved

ACHIEVEMENTS AND PERFORMANCE

Every year we set ourselves ambitious objectives to ensure we are delivering the very best services possible and that we are continually improving as an organisation. Here's how we did...

We said:

We would provide victims and witnesses with high-quality practical and emotional support by maintaining and enhancing the quality, scope and reach of our services.

We did:

1. Develop a range of evidence-based support tools

Beyond Crime

We built on our evidence-based 'Beyond Crime' support tools by translating some of our existing workbooks into Polish. We produced animations on sleep, wellbeing and the impact of crime, and we shared these with our clients and through social media.

With funding from the Bell Foundation, three Beyond Crime animations were translated into Urdu as well as a video on how to support a friend who has been raped. Materials outlining the rights of victims have also been translated and an Urdu Facebook page has been set up.



2. Enhance our digital offer with new online resources for support and information

My Support Space

We built My Support Space in this financial year and launched it on 1 April 2020 as a result of a growing demand for personalised digital information relevant to people's experience of crime. This unique and secure online resource contains tailored information to help people manage the impact crime has had on them.

The content is designed to help people reflect on their feelings after crime and understand how they can support themselves. The interactive guides feature videos, techniques, activities and tips to help them explore each topic. They can also create an online diary to help them keep track of their progress and record what works for them.



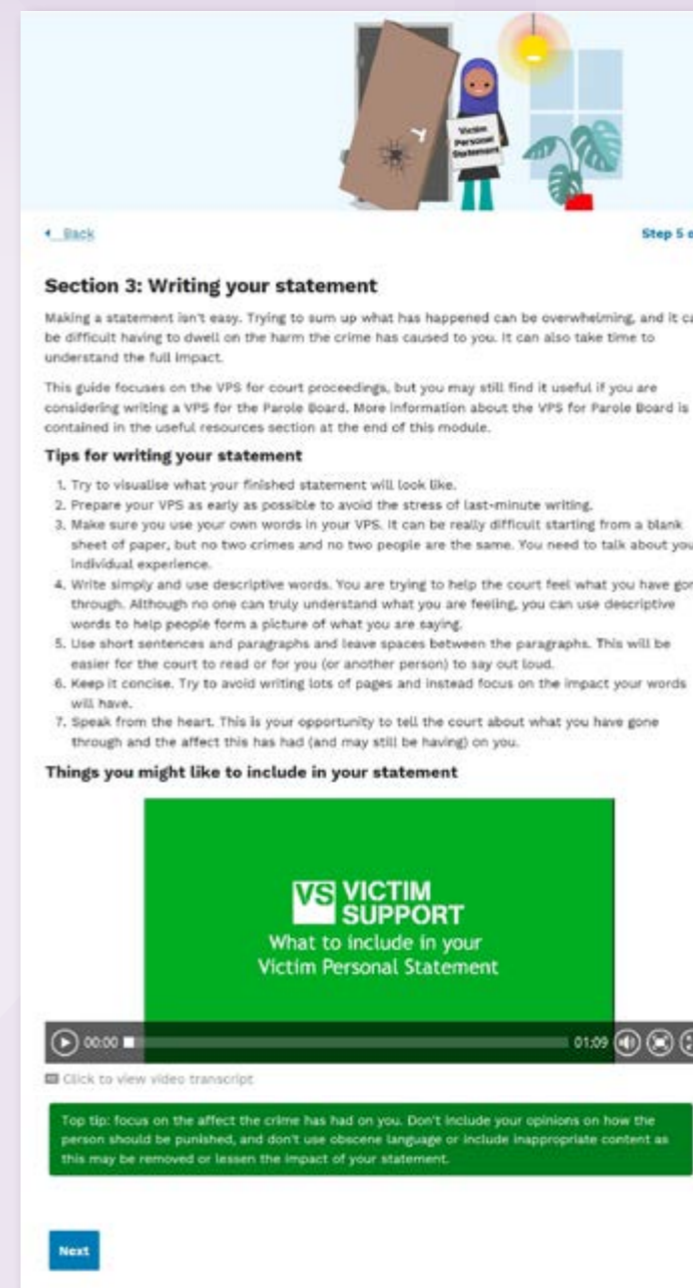
The guides cover topics such as sleep, trauma, difficult emotions, the justice system, wellbeing and talking to children after crime. Users can access My Support Space on their phone, tablet or PC.

SilverCloud

We purchased access to SilverCloud, a self-help platform based on cognitive behavioural therapy principles and techniques. This valuable resource is being offered to VS clients who feel this additional resource would help them with their wellbeing.

These resources build on our other digital support options including the VS website and our live chat service.

Key features of My Support Space



- My Support Space can be accessed on a phone, tablet or PC
- Security features include a one-click exit from the site, a ten minute time-out when not in use and two-factor authentication
- Recommended guides are generated for the user, relevant to the impact crime is having on them
- The guides are written in an accessible way and are divided up into bite-size chunks
- Guides are interactive containing clickable elements, responsive answers, videos, animations and top tips
- Each guide contains information and links to other sites that the user may find helpful. This includes government sites, NHS sites and other charitable organisations
- Live chat is integrated into My Support Space so users can launch a chat window and interact with a support worker if they wish to
- A diary feature is incorporated into My Support Space so users can document their thoughts or recovery journey.

Above: Screen shot of a page of the Victim Personal Statement guide.

"I liked the simplicity of it. It was easy to navigate. This is extremely helpful to people like me who have experienced crime, particularly as it can be such a chaotic period in someone's life."
Victim of crime and My Support Space user

3. Pilot new service and develop projects and initiatives

This year we piloted new services, projects and innovations. These included:

Victim Friendly Organisation scheme

This year a new scheme to upskill local businesses and organisations to help recognise, engage and support victims and survivors was launched in Lancashire.

Clive Grunshaw, Lancashire's Police and Crime Commissioner said: "Since this programme launched we have seen a really keen interest from organisations to get involved and become Victim Friendly Organisations, which provide another way for those who are victims of crime to access the help and support they need."

Organisations signed up to the scheme include Blackpool Transport IMO (Inspire, Motivate, Overcome), Out In The Bay (Morecambe LGBTQ+ charity) and Burnley Football Club.



Victims' strategies project

In Greater Manchester we've been pleased to work with the Mayor's Office and criminal justice partners on 'Victims' strategies' for complex operations and trials.

These have ensured that the needs and rights of victims are at the heart of how operations are managed, with tailored support (for example a 24 hour dedicated Supportline) in place for victims, witnesses and jurors in major high profile cases involving high-harm crime with multiple victims.



The Bereaved by Suicide project

This project was piloted in Berkshire with funding from Wokingham and Slough Borough Councils and the Berkshire Healthcare Foundation Trust.

To date, emotional and practical support has been provided to 30 families of people who have died by suicide.

An initial evaluation has been completed, speaking in depth to some of the people supported. Everyone recommended the service and almost all the participants highlighted support during the inquest process as really significant.

The funding for this project has been extended and we will now seek to explore how to better support BAME families following suicide as well as extend the reach of the project to different areas.



Turning the Spotlight programme

Our Turning the Spotlight programme in Cumbria was awarded national Respect accreditation, recognising the quality and standard of service provided.

The programme supports couples and families where low-level conflict, violence and abuse have been identified and also individuals who have caused (or are at risk of causing) harm. Caseworkers support the whole family to address issues that impact on their relationship and enable them to reflect on their behaviour and develop skills for change.

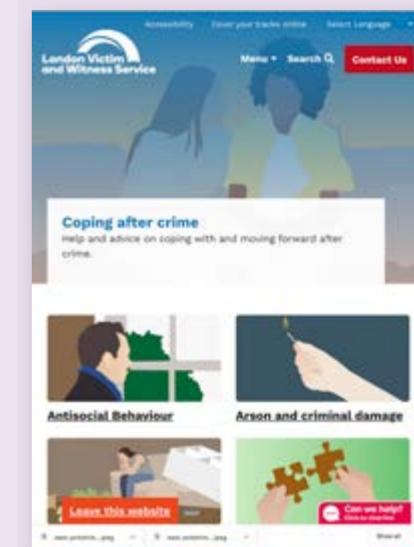
"I would 100% recommend the programme to other people and I think that if more people knew about it and the impact it has had on people's relationships that have finished the course more people would benefit and not be scared to engage." – Survivor and participant in Turning the Spotlight programme



London Victim and Witness Service (LVWS)

This year we marked the end of the first year of the LVWS service, an innovative and integrated service for London residents. Over the last 12 months we have risen to the challenge by providing a comprehensive package of support to victims and witnesses to help them cope and recover from the impact of crime, as well as providing an emergency responses to those impacted by the terrorist incidents at Fishmongers Hall and in Streatham.

Since 1 April 2019 to 31 March 2020 the service received over 170,000 referrals.



West Yorkshire Independent Sexual Violence Advisor (ISVA) service

This year our West Yorkshire ISVA service was awarded a quality mark accreditation from Lime Culture.

West Yorkshire Police and Crime Commissioner (PCC), Mark Burns-Williamson said:

"This year our West Yorkshire ISVA (Independent Sexual Violence Advisor) service was awarded a quality mark accreditation from Lime Culture."

"It represents the high standard of service offered to both male and female survivors of sexual assault, and rape of all ages across West Yorkshire."

"Anybody referred to the service is given the option of a male or female ISVA, with contact being made within 48 hours following an initial assessment."

"We are proud to be the first service in the county to get the accreditation for male survivors."

"Coupled with the opening of our new state of the art Sexual Assault Referral Centre (SARC) for West Yorkshire, we are making significant strides in supporting those who are most vulnerable across our communities."



Road Bereavement and Serious Injury project

Our Road Bereavement and Serious Injury project in the West Midlands supports bereaved families following the death of a loved one as a result of a road traffic collision.

This year, following the project's initial success, the remit of the project has been expanded to help survivors of road collisions who have suffered from life-changing injuries. Funding has now been extended until March 2021.

"Without the help I received from Becci (VS caseworker), I would not have been able to cope. She has been wonderful, nothing too much trouble, an absolute blessing."



West Yorkshire LiveLink service

In February the LiveLink service was launched in Wakefield, opened by our patron, Her Royal Highness, The Princess Royal.

The service, funded by West Yorkshire's Police and Crime Commissioner, enables victims of domestic abuse to give evidence in court via video streaming. This means victims in West Yorkshire do not have to attend a court building or risk coming into contact with the perpetrator.



We said:

We would ensure victims' voices are heard to bring about positive change by actively championing victims' and witnesses' interests through research and representation.

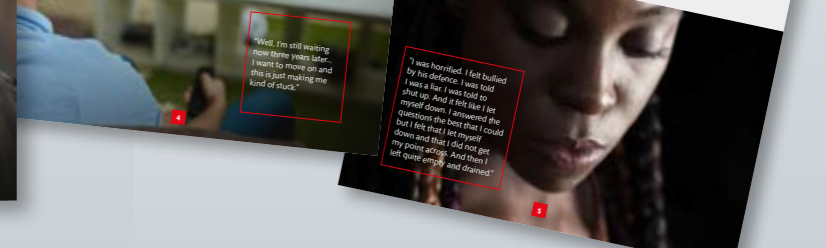
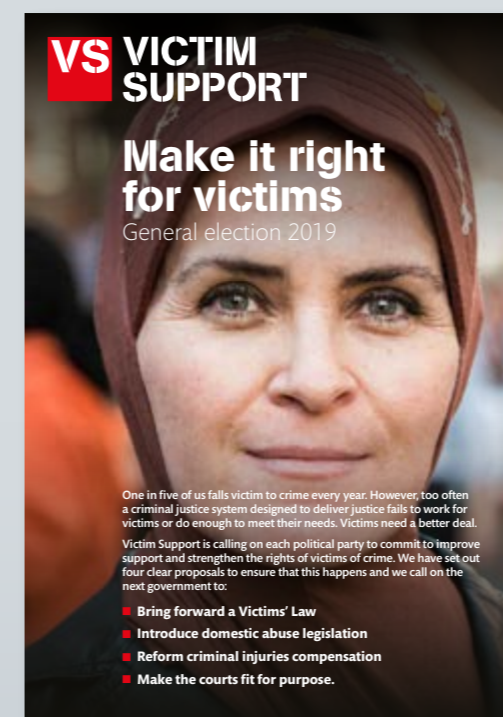
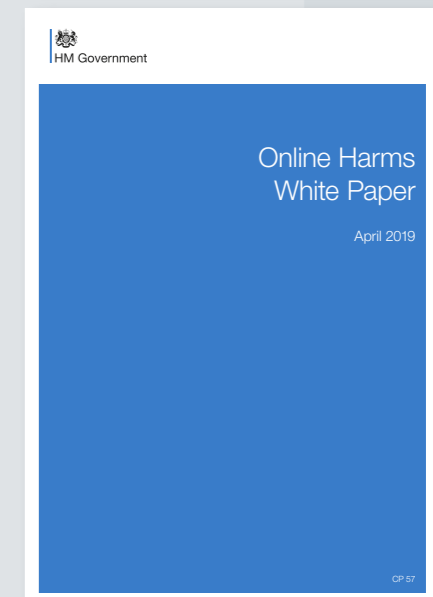
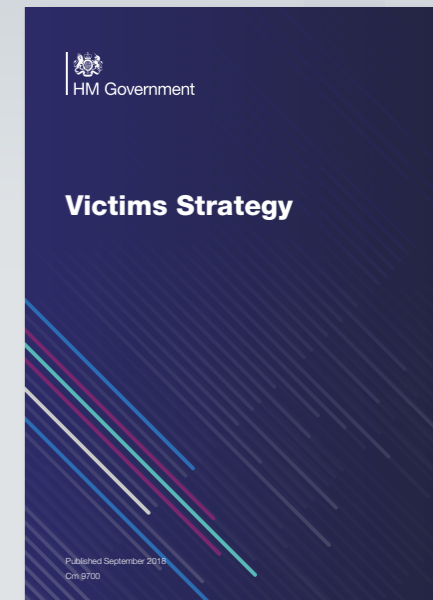
We did:

1. Continue to engage with decision makers to promote victims' interests and strengthen victims' rights.

We attended a number of high-profile consultation meeting and stakeholder groups held by the government, including on the implementation of the *Victims Strategy* and a Downing Street roundtable to discuss serious violence.

We responded to government consultations, including on revisions to the Victims' Code, domestic abuse accommodation services and the *Online Harms White Paper*.

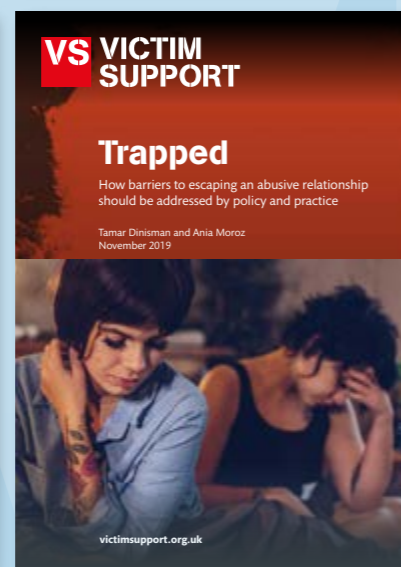
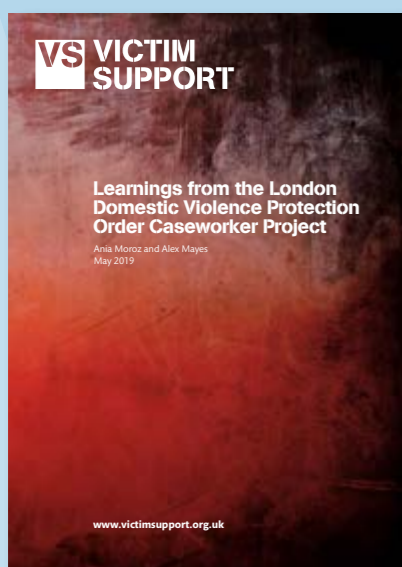
We published our election manifesto *Make it right for victims* ahead of the 2019 general election in which we called for each political party to commit to improve support and strengthen the rights of victims of crime. Some of the priorities we highlighted were the need to 'bring forward a Victim's Law'. We published our research on this and shared this with stakeholders. Another key area is the urgent need to make the courts fit for purpose; we have actively contributed to the court reform programme to help secure improvements to the experience of victims and witnesses. In our election manifesto we called for the next government to introduce domestic abuse legislation 'at the soonest opportunity' and we signed a joint letter along with other charities calling for this, and for a full spectrum of specialist domestic abuse services to be available for all victims.



2. Publish research to build understanding and knowledge of victims' experience.

We produced a number of research reports including:

- *Learnings from the London Domestic Violence Protection Order Caseworker Project*: focuses on the use and effectiveness of Domestic Violence Protection Orders (DVPO) and the delivery of our London DVPO caseworker project
- *Children and young people affected by hate crime in Wales*
- *Doing better for victims and witnesses with mental health problems in Kent*: a report exploring the experience of victims and witnesses with mental health problems in the criminal justice system in Kent
- *Living with loss*: reveals the long-term impacts and needs of family members bereaved through homicide
- *Trapped*: The research identified eight barriers to escaping an abusive relationship, discusses how society, support services, the criminal justice system and government policies are accountable for these barriers and make recommendations to address these.



Barriers to escaping an abusive relationship: Required changes



Extract from VS's research report, *Trapped*. For more information [read the full report](#).

"I struggled for four years understanding that what was happening to me was abuse. I knew it wasn't right and that I didn't like it, but I didn't know it was anything I could do something about... I went to the caseworker and I told her the full story, everything about what had happened to me. And it was very reassuring to hear that it's typical abusive behaviour. So that it's not in my head like he kept saying it was... And not only was it real but that the abuse was no different, you know, the textbook typical. So all the time he had me doubting myself, he was absolutely doing the very textbook thing. And I didn't know that because I've never been a victim of domestic abuse before."

Survivor of domestic abuse

3. Develop the 2020-23 VS Corporate Strategy through engagement with our stakeholders.

This year, following discussions with service users, staff, volunteers and other stakeholders, we launched our 2020-23 strategy setting out how we will support and empower people affected by crime.

Strategy context

During the past five years, while estimated crime has continued to fall, online crime including fraud is increasing as are the very high harm crimes such as homicide and other violent crimes.

During the same period, public sector austerity has resulted in significant cuts to all the agencies in the criminal justice system, the NHS and many of the public services and third sector organisations that contribute to crime prevention, and which play a part in the support that people need after a crime.

The changing nature of crime and new and emerging crimes mean that our services are dealing with very different caseloads to five years ago. Our multi-crime services are finding an increasing number of their referrals are for domestic abuse and we are holding high-risk cases for long periods awaiting onward referral. Our domestic abuse and sexual violence teams report increases in high-impact offences, and the balance in reporting between recent and historic sexual violence has shifted significantly as volumes have grown rapidly.

Trends indicate offenders are getting younger. There is growing evidence of the overlap between offenders and victims. A high proportion of perpetrators of violence have previously experienced some kind of trauma including victimisation earlier in their lives.

People affected by crime continue to receive a poor service from the criminal justice system. In 2019 a suspect was charged in only 7.8 per cent of recorded crimes, and six out of ten victims do not receive their rights under the Victims' Code. People often do not feel protected by the police especially in cases of domestic abuse, sexual violence or antisocial behaviour. Lack of legal aid is a major barrier to justice in the Family Courts and at inquests. A postcode lottery is becoming more pronounced with inconsistent access to independent support available across PCC boundaries.

In this context, the need for VS is greater than ever before and in this strategy, we set out how we are responding to the changing world to be able to better support and empower people affected by crime to be able to move forwards.



Our 2020-23 strategy

Vision

We want to see a world where there are fewer victims, but those who are have stronger rights, better support and a real influence in the criminal justice system.

Our ambitions

Innovate: We will develop innovative new services that will meet new and emerging needs

Empower: We will empower more people with specialist support and advocacy to feel safer and move on beyond the impact of the harm they have experienced

Change: We will help bring about change by making the case for people to have stronger rights and feel respected by the criminal justice system.

Our priorities

Build resilience: To build resilience and contribute to people being and feeling safer

Reach out: To reach more people who do not report a crime or engage with services

Adapt to change: To deliver effective services in the way people want to receive them

Empower people: To empower people to achieve the rights to which they are entitled and to speak out about their experiences to improve the criminal justice system.

Our values and our work

Everything we do is underpinned by our values which drives our organisational culture. We are **Empowering, Inclusive, Collaborative and Independent**. These values are what we stand for and how we behave when doing our work **providing support, giving specialist help and championing victims' rights**.



For more information please download our *Strategy*
www.victimsupport.org.uk/strategy

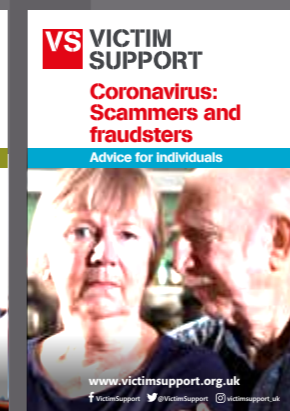
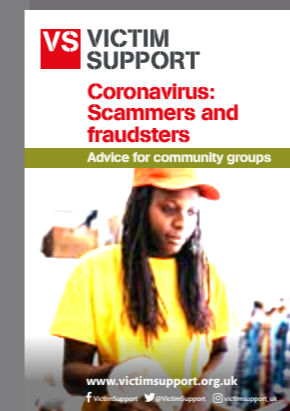
We said:

We would ensure sustainability through business development and effective use of our assets by delivering our business strategy and optimising our central support functions.

We did:

1. Enhance our central support functions to add value to our services.

Our support functions such as Human Resources, Finance, IT, Communications and Research and Business Development provide the foundations which allow us to deliver effective and efficient services to those affected by crime.



As a national organisation we benefit from the ability to share proven approaches, innovate our services and champion victims' rights. To facilitate this we created our Communities of Practice where staff from all over England and Wales come together to share knowledge and best practice. This was particularly important during the initial Covid-19 lockdown as we were able to draw on the Communities of Practice to help adapt our services to the changing nature and experience of crime in lockdown.

To support this work we upgraded our knowledge-sharing platform to allow continued good practice and guidance to be more easily shared.

Our Learning & Development team worked closely with operational staff to produce a new accreditation programme for Independent Victims' Advocates, developed with and accredited by the Open College Network. This unique and innovative programme combines theoretical and technical knowledge-building with submission of portfolios evidencing high standards of delivery, and is the first programme of its type in the UK for advocates dealing with multiple crime types. Some VS staff members have started the accreditation programme which takes 9 to 12 months to complete.

We invested in our IT capability including telephony enhancements at our 24/7 National Contact Centre, made improvements to our HR system and our data tools to allow better reporting and decision-making, and worked towards ISO 27001 accreditation, an information security standard to provide quality assurance of our IT systems.

We brought together our external affairs and media functions so our policy calls are more closely aligned with our public messaging. We increased our digital team capacity and launched a new interactive site for people affected by crime (see page 12).

We worked diligently to keep pace with the changing Covid-19 guidance, and we acted with understanding, compassion and transparency to keep our teams safe while continuing to provide a vital service to our clients.

VS Covid-19 survey

OVER 90% of team members agreed or strongly agreed they received timely communications

95% of team members agreed that sufficient adjustments had been made

97% of team members agreed or strongly agreed that they felt safe carrying out their role

2. Deliver income generation activity and achieve our financial goals

This year we generated £37.6m in income and achieved significant new business growth (£2.7m delivered in year). We successfully retained funding from MOPAC for providing victim services in London and the Ministry of Justice for the National Homicide Service and won new funding for work in the areas of sexual and domestic violence and abuse.

Although fundraising made up a very small part (0.6%) of our income it is nonetheless essential as it allows us to provide vital services for people affected by crime that are not funded elsewhere, for example, our 24/7 Supportline.

Despite the many challenges posed by Covid-19, we begin 2020-21 in a strong financial position. We continue to win new business especially in the areas of sexual and domestic violence and abuse and to develop ways of using the Supportline infrastructure to deliver new services.

Generated income
£37.6m

£2.7m
New business

Tom's 80-mile challenge

Tom was the victim of an armed robbery 21 years ago and the crime had a life-changing impact on him.

He recently walked coast-to-coast (over 80 miles) along Hadrian's Wall to raise an impressive £2,114 to help support other victims of crime. Thank you, Tom!



FUTURE PLANS

2020-21 is the first year of our three-year strategy (see page 22). To help achieve this strategy we have set out the following aims and objectives.

Strategic aim	2020-21 Objectives	How we will meet them
We will empower more people with specialist support and advocacy to feel safer and move beyond the impact of the harm they have experienced	Building resilience and contributing to people being and feeling safer	<p>We will grow the range and scale of our services for young people involved in serious violence, gang-related activity, and other high harm crimes</p> <p>We will develop and deliver our specialist services to work with families and perpetrators to prevent further domestic abuse</p> <p>We will continue to develop our capability to respond to terror attacks and major incidents and work closely with other partner agencies to ensure a seamless, strategic response</p> <p>We will grow the range and reach of our Restorative Justice, Victim Awareness Courses (VAC) and Antisocial Behaviour prevention courses</p> <p>We will develop our approach to partnership working to enable us to effectively support those most affected by crime and the fear of crime</p>
We will develop new services that will meet new and emerging needs	<p>Reaching more people who do not report a crime or engage with services</p> <p>Delivering effective services in the way people want to receive them</p>	<p>We will develop our digital strategy and enhance delivery of our digital services</p> <p>We will raise awareness of our services to enable more people to receive support and self-refer</p> <p>We will broaden the range of our services and target our resources to meet people most in need of a service</p>
We will have effected change by making the case for people to have stronger rights and feel respected by the criminal justice system	Empowering people to achieve the rights to which they are entitled and to speak out about their experiences to improve the criminal justice system	<p>We will develop our teams' advocacy skills to enhance our advocacy for victims</p> <p>We will advocate for policy solutions that will improve the experience of victims and witnesses</p> <p>We will produce research with practical recommendations to realise improvement in services and influence policy development</p>

STRATEGIC REPORT

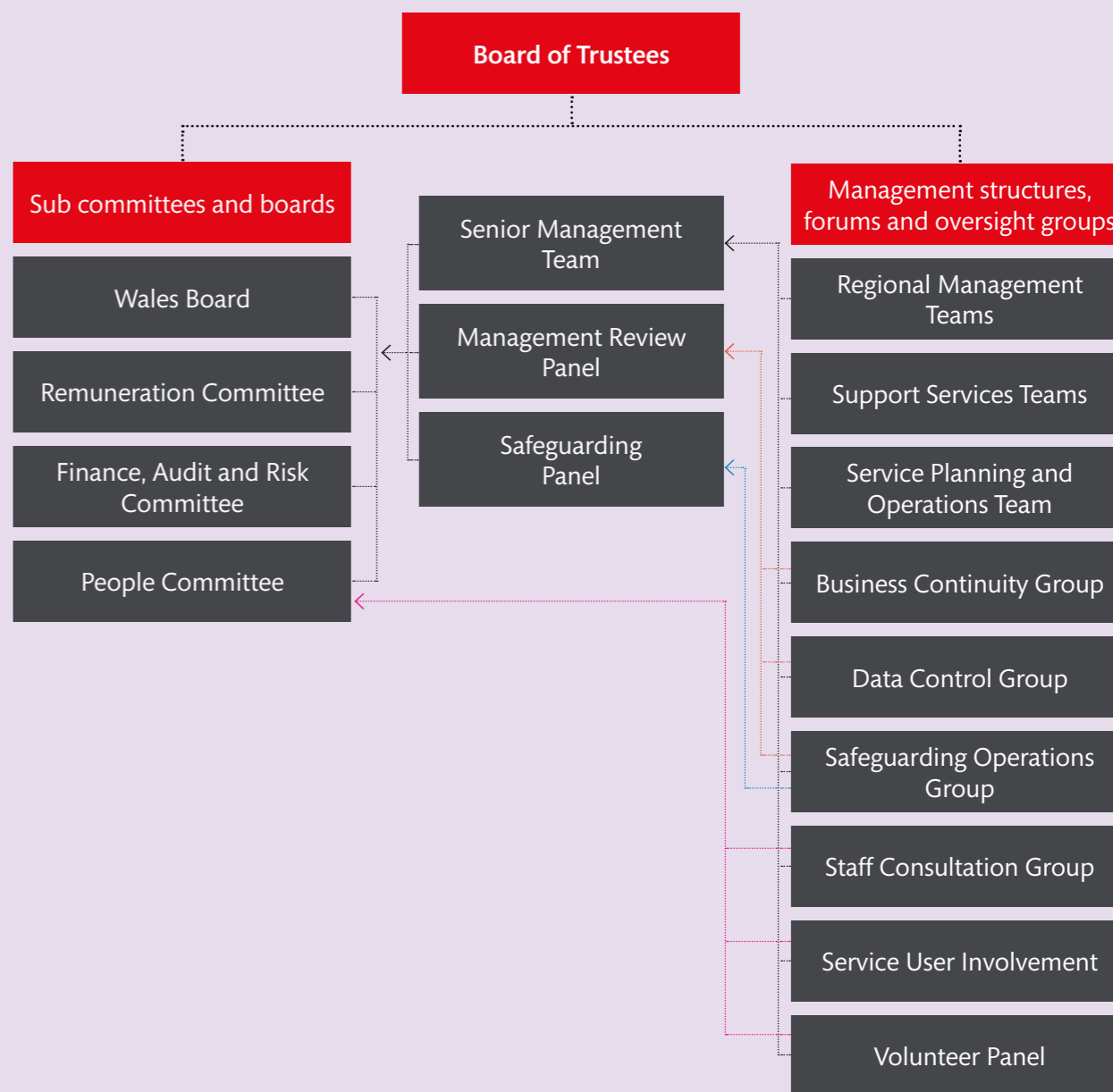
STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

Victim Support (referred to in this document as 'VS') is a company limited by guarantee, incorporated on 28 August 1987, and registered as a charity with the Charity Commission on 17 November 1987. The company is governed according to its memorandum and articles of association.

The charity adopted a new governing document for the new single charity on 20 June 2008, with an amendment agreed by special resolution on 28 February 2020.

Governance structures



Organisation

Board of Trustees

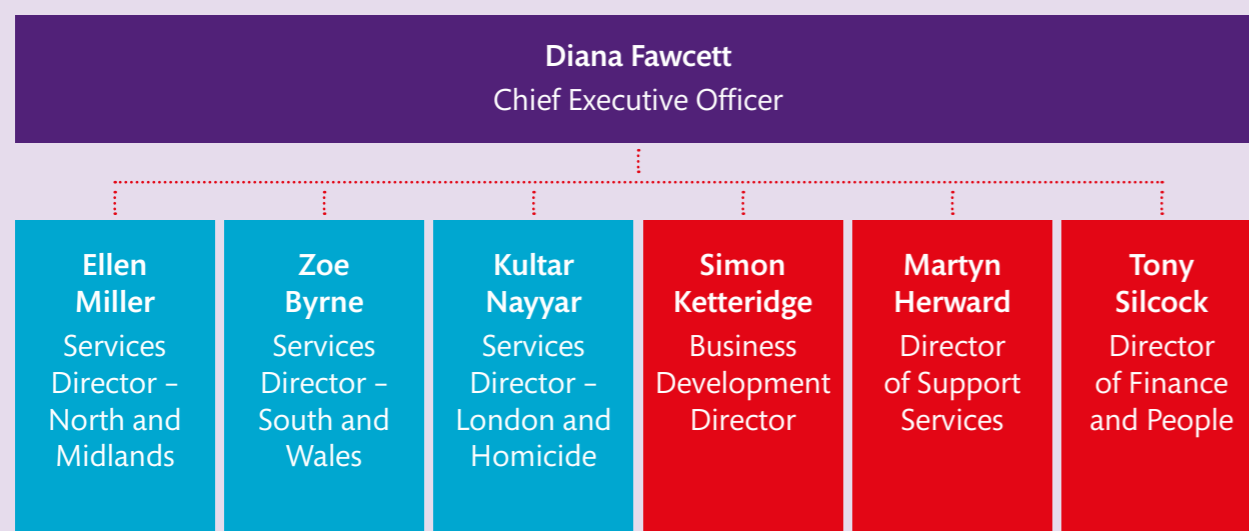
The Board of Trustees is ultimately responsible for setting the strategic direction and the management and the safeguarding of the charity's assets, but has delegated the majority of operational decisions to the Chief Executive Officer and members of the Senior Management Team.

The Board approves a Scheme of Delegation that sets out the responsibilities of the Chief Executive Officer and the Senior Management Team. The Board monitors and controls all delegated work through a process of regular reporting.

More information about the Trustees can be found on page 58 or on the [VS website](#).

The Senior Management Team

The Chief Executive Officer and other key members of staff together make up the Senior Management Team. Reporting directly to the Board of Trustees, they are responsible for all aspects of the day-to-day running of the charity.



More information about the Senior Management Team can be found on the [VS website](#).

Subsidiary companies

VS has two wholly owned subsidiary companies; Victims Support Limited (02609147) and VS Trading (Cornwall) Limited (04631310). Victims Support Limited delivers victim awareness courses. VS Trading (Cornwall) Limited raises funds for VS by providing catering services at Truro Magistrates Court. Further information about both companies can be found in note 10.1 to the financial statements.

Key management personnel remuneration

The directors, who are the charity's trustees, and the Senior Management Team comprises the key management personnel of the charity in charge of managing the organisation on a day-to-day basis. The pay of senior staff is reviewed annually and normally reviewed in accordance with inflation. It is also monitored against average earnings in the sector for similar roles. The directors' benchmark is pay levels in other charities of a similar size and the remuneration benchmark is currently the lower quartile of the range paid for similar roles.

Public benefit

The trustees have referred to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. In particular, as required by the Charities Act 2011, the trustees consider how planned activities will contribute to the aims and objectives they have set.

The trustees have given careful consideration to the information contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, when planning future activities and when setting appropriate policies for the year.

Good governance

We comply with the Charity Governance Code in all material respects and have a programme to ensure continual improvement and adherence to the code.

Appointment of trustees

The articles of association determine that the number of trustees shall not be less than five and (unless otherwise determined by ordinary resolution) not more than 12. There are currently 12 trustees on the Board. The trustees are both charity trustees and directors of a company limited by guarantee, which means that their activities are regulated by both charity and company law.

Appointments to the Board are overseen by the People Committee. Trustees are appointed for an initial term of up to three years. They may be re-appointed for a further period of three years, after which the trustee must step down unless exceptional circumstances apply, in which case the Board might allow a trustee to serve for a further term of up to three years.

Ethical policy

The Charity has an ethical policy that sets out a framework for the ethical execution of charitable purpose. The policy aims to support Victim Support and its Board of Trustees to recognise and resolve ethical issues and conflicts and make VS a safer place.

A whistleblowing mechanism is in place to enable staff and volunteers to report any matter of concern anonymously. All complaints, internal, external and whistleblowing matters are, thoroughly investigated by management and, where appropriate, disciplinary action is taken.

VS are a Disability Confident Employer and undertake all of the core actions to satisfy the requirements of the scheme. We offer a guaranteed interview to disabled people who meet our minimum requirements and actively welcome applications for staff and volunteer roles from disabled people. We also continue to make, consider and implement reasonable adjustments to allow all our staff and volunteers who are disabled or have long term health conditions to continue to participate and have the opportunities to fulfil their potential and realise their aspirations.

Safeguarding

The Charity takes its responsibilities for safeguarding very seriously. As a service delivery organisation supporting a wide range of people, many of whom are vulnerable, Victim Support is committed to protecting all service users, including children and young people, who are offered or receive our services. As an employer, we are committed to protect anyone working for or on behalf of VS and to ensuring that all who work for Victim Support undergo appropriate checks and continually uphold our commitments to safeguarding. Internal governance around safeguarding includes:

The Safeguarding Panel

Safeguarding activity in VS is overseen by the Safeguarding Panel, which meets monthly and is chaired by the Chief Executive Officer. Its primary objectives are to protect service users and anyone working for VS from abuse or harm and to oversee the charity's approach to safeguarding. The Safeguarding Panel updates the Board at each of its meetings and provides an Annual Safeguarding Report to the Board each year.

The Safeguarding Operational Group

The Safeguarding Operational Group is a sub-group of the Safeguarding Panel. The group brings together operational experience, sharing good practice and co-ordinating and reviewing internal safeguarding case audits.

Quality Management System

The VS Quality Management System documents processes, procedures, and responsibilities for achieving quality policies and objectives and it provides controls over all policy to ensure that documents are up to date and regularly reviewed. Relevant documents include policy on safeguarding, DBS, disciplinary, complaints and recruitment.

Line management and case review

Staff and volunteers working for VS have regular, formal meetings with their line managers which includes discussion on safeguarding approaches and practices. Regular case review also includes consideration of safeguarding issues.

Fundraising

The charity raises funds from individual donors, charitable trusts, companies and third-party challenge events without using the services of professional fundraisers or commercial participators.

- VS is a member of the Fundraising Standards Board.
- VS monitors fundraising activities through its supporter database and by evaluating campaign results.
- In 2019-20 no complaints (2018-19: one) were received about fundraising activity.

VS protects vulnerable people and other members of the public from intrusive or persistent behaviour by ensuring that opt-outs are recorded on the supporter database, monitoring fundraising communications and not asking for donations more than twice in a year.

Fundraising accounts for about 0.6% (2018-19: 1.6%) of our income.

Trustees' expenses

There was no trustees' remuneration or benefits for the year ended 31 March 2020 (2018-19: nil). Expenses reimbursed in the year to seven trustees amounted to £4,394 (2018-19: seven, £3,774). Details of these expenses are in the financial statements.

Trustee induction and training

New trustees undergo an induction day which includes meetings with the Chair, Chief Executive Officer and Senior Management Team members. In addition to being provided with a range of induction materials and visiting our services, they are briefed on their legal obligations under charity and company law as well as on policies specific to VS as an organisation.

An annual skills audit of the board is undertaken. The results inform training and recruitment.

BOARD AND COMMITTEE MEMBERSHIP

Board membership

A full list of the Board members (Trustees) can be found on page 58. Trustee attendance throughout the year at Board meetings was 77%.

Committee membership

Finance, Audit & Risk Committee

The Finance, Audit & Risk Committee met four times in 2019-20. Members include Elizabeth Dymond (Chair until July 19), Kathryn Adkins (Chair from October 19), Andrew Tivey, Les Mosco, Lianne Smith and Moyna Wilkinson.

A sub-committee of the Finance, Audit & Risk Committee comprising the Treasurer, Chair and Vice Chair also met six times during the year to specifically review the financial management of the charity.

People Committee

The People Committee met four times in 2019-20. Members include Jo Cumbley (Chair until November 19), Roger Harding (Chair from February 20), Amy Mary Rose Herring, Geoff Pollard, Moyna Wilkinson and Derek Burnett (Independent Member).

Remuneration Committee

The Remuneration Committee met once in 2019-20. Members include Andrew Tivey (Chair), Les Mosco and Roger Harding.

Wales Board

The Wales Board of VS Cymru consider matters and makes policy recommendations to the Victim Support Board noting whether matters have a particular impact on Wales and whether separate provisions should apply. The Board is chaired by Andrew Edwards. More information about VS Cymru can be found in the VS Cymru Annual Report and Accounts.

FINANCIAL REVIEW

2019-20 was a significant year for the charity. We implemented our two largest contracts (MOPAC and the National Homicide Service) which were retendered and successfully retained in 2018-19. We also won a substantial amount of new business which will contribute to our long-term prospects.

Balance sheet

Net assets at 31 March 2020 were £8.2m (2018-19: £8.4m). Of this £5.9m was held in cash (2018-19: £6.6m). The trade debtor balance was £2.0m (2018-19: £2.5m) which represents 18 days outstanding (2018-19: 25 days).

Reserves policy

The Board of Trustees and the Finance, Audit and Risk Committee reviewed the reserves policy during 2019-20 and remain of the view that free reserves, defined as unrestricted reserves less the net book value of fixed assets, remains the most appropriate measure of reserves for the charity. Taking into account the business environment in which the charity operates, the board considers that the charity needs to maintain sufficient free reserves to cover: responsive action in the event of a significant financial downturn or setback, contractual commitments, working capital requirements and the development needs of the charity.

The Board has estimated that the level of free reserves should be in a range between £3.5m and £5.5m.

The Covid-19 pandemic has not had any effect on the reserves policy.

Reserves

Total reserves at 31 March 2020 were £8.2m (2018-19: £8.4m) of which £2.1m (2018-19: £2.1m) was restricted and £6.1m (2018-19: £6.3m) was unrestricted.

The free reserves at the year-end of £5.0m were within the range set by the Board.

Investment policy and performance

The Finance, Audit and Risk Committee sets investment policy and reviews investment performance. The investment policy is to invest non-working capital in a portfolio of risk-free cash equivalents or in a low-to-medium risk managed portfolio. During 2018-19 the Committee took the view that the cash balance was too low and that it would be appropriate to convert the portfolio into cash and therefore no investments were held during 2019-20.

Sale of the investments yielded no gain (2018-19: £0.2m) resulting in no return for the year (2018-19: £0.2m).

Going concern

The charity secures the significant proportion of its income from service delivery contracts and grants awarded by Police and Crime Commissioners, criminal justice agencies, local authorities and other statutory bodies against specific service requirements.

Contracts and grant income generate a contribution towards the central costs of managing the charity, which deliver central HR, IT and Finance systems to support local contract delivery; a technology platform that delivers a highly secure data hosting environment; a case management system with outcome-based reporting capability; GDPR compliance; safeguarding compliance; the delivery of consistent service standards and quality across the regions; continual knowledge sharing; service innovation; and research and data gathering on national trends and performance.

The Trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate. These have included:

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2020-21 but also for a period of at least one year from the approval of these financial statements
- The rigour of pipeline monitoring and cost controls that are in place to ensure that the charity delivers a balanced budget
- Cash and working capital controls in place to manage the potential risks of late payments by commissioners and ensure restricted and unrestricted reserves are appropriately managed
- The majority of the charity's income is earned from services delivered under contract or grant award by Police and Crime Commissioners and Local Authorities. As such, it has not been directly affected by the onset of the Covid-19 pandemic. While the pandemic poses some operational challenges, especially to the delivery of face-to-face services, it has not diminished the charity's ability to continue as a going concern.

After making such enquiries the Trustees are confident that the organisation has adequate resources to operate for the foreseeable future and can adopt the going concern basis in preparing its financial statements.

PRINCIPAL RISKS AND UNCERTAINTIES

The Board of Trustees is responsible for ensuring that there are effective and adequate risk management and internal control systems in place to manage the principal risks to which VS is exposed.

VS's governance structure and operating model are designed to ensure that principal risks that might affect VS's ability to deliver its strategic objectives can be managed effectively.

The Finance, Audit and Risk Committee is responsible for monitoring the effectiveness of risk management and internal control and reports its findings to the Board of Trustees. This is achieved through:

- Reviewing VS's systems of control, risk management and compliance
- Being provided with assurance on national improvement plans and corrective actions through the work of a Management Review Team that takes account of emerging risks and opportunities and reviews the work of quality, performance and compliance review, considering any findings that arise
- Ensuring that appropriate action is taken by management on recommendations coming out of independent review
- Reviewing the nature and scope of external audit. Any matters raised by external audit for the attention of management, significant findings or identified risks are examined so that appropriate action can be taken.

Day-to-day risk management is delegated to the Chief Executive Officer who works closely with and is supported by the Senior Management Team (SMT). The work of the governance committees, the Chief Executive Officer and the SMT is supported by VS's line management structure.

VS's corporate risk strategy was reviewed in the year by the Finance, Audit and Risk Committee and approved by the Board of Trustees.

The risk management framework

VS recognises that effective risk management relies on sound arrangements combined with a culture of risk management that permeates all levels and operational functions of the organisation. To encourage this, components of the risk management framework include:

- Maintaining risk registers at all appropriate levels in addition to the corporate risk register. Risk review is explicitly linked to the business planning cycle through top down review by the SMT with onwards reporting to the Board of Trustees, and bottom up escalation of risks by individual functions and managers
- The requirement to assess risk as an integral part of project initiation
- A quality assurance system that meets the criteria of ISO 9001
- Maintaining and testing business continuity arrangements to ensure an effective response in the event of a critical incident, thereby ensuring that the organisation's business continuity management system is robust.

The Board of Trustees ensures that all appropriate steps are taken to mitigate and manage the risks to which the staff, volunteers, assets and reputation of VS are exposed.

The principal risks the Board of Trustees has identified, and plans and strategies to manage them, are set out below:

Risk	Management
Failure to maintain financial viability	<ul style="list-style-type: none"> ■ Regular review of financial performance, projections, applicable Key Performance Indicators and income and expenditure budgets by the Senior Management Team and the Finance, Audit and Risk Committee, with ongoing reporting to the Board ■ Robust financial modelling around income, costs, margins, reserves, cash balances and cash flow ■ Management and Board oversight of cash, including ensuring effective control over contract payment terms and effective management of debtors ■ Monitoring relationships with commissioners, contract performance and any risks to funding ■ Identifying and successfully pursuing new income growth and diversification opportunities ■ Assessing lost bids to identify causes and related actions required
Quality assurance in place is not adequate or appropriate	<ul style="list-style-type: none"> ■ Quality Management System (QMS) that meets the criteria of ISO 9001 ■ Management Review Team that has oversight of internal assessment against organisational quality objectives, performance and contractual and legal requirements
Key projects, such as mobilising innovative digital solutions for key contracts, are not delivered on time, in budget and to agreed scope	<ul style="list-style-type: none"> ■ Regular review by specialist teams of performance against business plans, delivery of key projects and mitigation of risks, with ongoing reporting to the Senior Management Team and the Board

Risk	Management
Events, such as a serious fraud, data security breach, health and safety incident, safeguarding incident or other compliance failure impact on service quality and reputation	<ul style="list-style-type: none"> Senior level engagement in policy setting and ongoing improvements to performance management and reporting Comprehensive training for staff and volunteers Dedicated specialists in safeguarding, health and safety, data protection, information security, and quality and performance Regular review of, and investment in, IT systems and information reporting Review of internal and external safeguarding measures and safeguarding policy to ensure ongoing compliance with best practice Compliance monitoring undertaken regularly by Management Review Team Governance review to ensure systems are in place that keep the Board informed on key matters
Physical assets not efficiently and effectively utilised with economy to meet operational needs	<ul style="list-style-type: none"> Regular review, with Senior Management Team and trustee oversight, of property portfolio Key asset related transactions reviewed by Senior Management Team and trustees Oversight of investment in physical assets, including IT systems, by the Finance, Audit and Risk Committee
Employees and volunteers with key skills are not attracted, developed and retained to deliver necessary capability, capacity and flexibility	<ul style="list-style-type: none"> Training programmes and eLearning Regular review of skills gaps, succession planning and resourcing processes Staff and volunteer engagement surveys and follow up action plans
Financial risk: the charity's principal financial assets are bank balances and receivables which are subject to credit risk	<ul style="list-style-type: none"> Financial policy and procedures Regular review of financial risk by the Senior Management Team and the Finance, Audit and Risk Committee, with ongoing reporting to the Board
Risk of Covid-19 pandemic impacting VS finances, staff wellbeing and operational performance/quality across organisation	<ul style="list-style-type: none"> SMT/BC group set up to oversee measures required to address pandemic's impact on organisation Regular communications and guidance issued to managers covering operational requirements and staff wellbeing issues

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP (FRS102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement as to disclosure to auditor

In so far as the trustees are aware at the time of approving their annual report:

- There is no relevant audit information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware.
- The trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Strategic and Trustees' Annual Reports were approved by the trustees on 4 September 2020 and signed on their behalf by:



Andrew Tivey
Chair

AUDITOR'S REPORT

Independent Auditor's Report to the Members of VS

Opinion

We have audited the financial statements of Victim Support for the year ended 31 March 2020 which comprise the Consolidated Statement of Financial Activity, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are

required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent company has not kept adequate accounting records; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of the auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them

in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Julia Poulter
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date: **24 September 2020**

FINANCIAL STATEMENTS

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

Consolidated statement of financial activities for the year ended 31 March 2020

		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		31.03.20	31.03.20	31.03.20	31.03.19	31.03.19	31.03.19
	Notes	£000	£000	£000	£000	£000	£000
Income from:							
Charitable activities	2.1	25,349	11,488	36,837	23,899	11,467	35,366
Donation and legacies	2.2	52	180	232	544	45	589
Other trading activities	2.3	281	159	440	292	135	427
Investments	2.4	23	-	23	26	-	26
Other income	2.5	85	-	85	335	1	336
Total income		25,790	11,827	37,617	25,096	11,648	36,744
Expenditure on:							
Raising funds	3.1	184	-	184	188	18	206
Charitable activities	3.2						
Service delivery		25,288	11,827	37,115	23,438	12,211	35,649
Victims' voice		510	-	510	375	-	375
Restructuring and development		1	-	1	23	-	23
Total charitable expenditure		25,799	11,827	37,626	23,836	12,211	36,047
Total expenditure before gains and losses on investments		25,983	11,827	37,810	24,024	12,229	36,253
Net gains/(losses) on investments		-	-	-	153	-	153
Net (expenditure)/income		(193)	-	(193)	1,225	(581)	644
Transfer between funds	16	(2)	2	-	6	(6)	-
Net movement in funds in the year		(195)	2	(193)	1,231	(587)	644
Reconciliation of funds							
Total funds brought forward on 1 April		6,289	2,111	8,400	5,058	2,698	7,756
Total funds carried forward as at 31 March		6,094	2,113	8,207	6,289	2,111	8,400

BALANCE SHEET

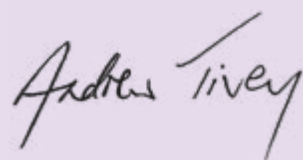
Balance sheet as at 31 March 2020

	Notes	Consolidated		Charity (2158780)	
		31.03.20 £000	31.03.19 £000	31.03.20 £000	31.03.19 £000
Tangible fixed assets					
Property, plant and equipment	8	1,070	1,639	1,070	1,639
Investments in subsidiaries	10.1	-	-	10	10
Total fixed assets		1,070	1,639	1,080	1,649
Current assets					
Debtors and prepayments	11	5,040	4,365	5,033	4,353
Cash at bank and in hand		5,877	6,638	5,866	6,634
Total current assets		10,917	11,003	10,899	10,987
Creditors					
Amounts falling due within one year	12	(3,377)	(3,850)	(3,367)	(3,843)
Net current assets		7,540	7,153	7,531	7,144
Provision for liabilities	14	(403)	(392)	(403)	(392)
Net assets		8,207	8,400	8,208	8,401
Funds					
Unrestricted funds	16	6,094	6,289	6,094	6,290
Restricted funds	16	2,113	2,111	2,114	2,111
Total share capital and funds		8,207	8,400	8,208	8,401

The deficit for the year of the parent charity was £193,000 (2018-19: surplus £649,000).

The notes on pages 44 to 53 form part of these financial statements.

The financial statements were approved by the Board on 4 September 2020 and were signed on its behalf by:



Andrew Tivey
Chair



Kathryn Adkins
Treasurer

CONSOLIDATED CASH FLOW STATEMENT

Consolidated cash flow statement for the year ended 31 March 2020

	Notes	31.03.20 £000	31.03.19 £000
Net cash (outflow)/inflow from operating activities	a	(784)	2,225
Cash flows from investing activities: interest received	b	23	26
Capital expenditure and financial investment	c	-	2,431
(Decrease)/increase in cash in the reporting period		(761)	4,682
Reconciliation of net cash flow to movement in net cash			
(Decrease)/Increase in cash in the reporting period		(761)	4,682
Net cash at 1 April		6,638	1,956
Net cash at 31 March		5,877	6,638

The notes on pages 44 to 53 form part of these financial statements.

Notes to the statement of cash flows for the year ended 31 March 2020

a. Reconciliation of cash flows from operating activities to net incoming resources

	31.03.20 £000	31.03.19 £000
Net (expenditure)/income for the reporting period	(193)	644
Adjustments for:		
Depreciation charges	569	659
Gains on investments	-	(153)
Interest received	(23)	(15)
Dividends received	-	(11)
(Increase)/decrease in debtors	(675)	753
(Decrease)/increase in creditors and provisions	(462)	348
Net cash used in operating activities	(784)	2,225

b. Analysis of cash flows as shown on the cash flow statement

Returns on investments and servicing of finance

Interest received	(23)	(15)
Dividends received	-	(11)
Net cash inflow for returns on investment and servicing of finance	(23)	(26)

c. Capital expenditure and financial investment

Purchase of tangible fixed assets	-	247
Sale of fixed asset investment	-	2,184
Net cash inflow for capital expenditure and financial investment	-	2,431

	01.04.19 £000	Movement £000	31.03.20 £000
Net cash			
Cash at bank and in hand	6,638	(761)	5,877

The notes on pages 44 to 53 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Notes to the financial statements

The charity is a private limited company (registered number 2158780) which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is 1 Bridge Street, Derby DE1 3HZ.

1. Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom Accounting Standards including the charities SORP, FRS102 ('Accounting and Reporting by Charities') published in 2015 and the Companies Act 2006. VS meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the accounting policy note.

No separate statement of financial activities (SOFA) has been presented as permitted by section 408 of the Companies Act 2006. The charity has taken advantage of the exemptions available in FRS102 from the requirements to present a charity-only cash flow statement and certain disclosures about the charity's financial instruments.

Group financial statements

The group financial statements consolidate the financial statements of VS and its subsidiary undertakings, namely Victims Support Limited (registration number 02609147) and VS trading (Cornwall) Limited (registration number 04631310), on a line by line basis.

Going concern

The Board of Trustees has a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future.

The Trustees' Annual Report (page 11) discusses the matters that were considered in reaching that conclusion, specifically the value of the firm order book, the cash and working capital position, reserves and bid activity.

The Trustees specifically considered the impact of the Covid-19 pandemic on its current and future operations and concluded that it does not represent a material threat to the Charity's going concern status.

Accordingly, the financial statements have been prepared on the basis that the charity is a going concern.

Significant judgements and estimates

The key sources of uncertainty in our estimations that have a significant effect on the amounts recognised in the financial statements are described in the accounting policies and summarised below:

Dilapidation provision – the charity has provided for its possible liability in relation to its leasehold property, which has been estimated as disclosed in note 14.

Income recognition

All income is included in the SOFA when the charity is legally entitled to the income, receipt is probable and the amount can be classified with reasonable accuracy.

Donations and gifts are included in the SOFA when receivable. Income from donated services and goods in kind is recognised as income where the provider has incurred a financial cost and the benefit to the charity is quantifiable.

No amounts are included in the accounts for services donated by volunteers.

Legacy income is included in the accounts when the charity has entitlement, receipt is probable and can be measured.

Grants are recognised in full in the SOFA in the year in which they are receivable unless the grant agreement specifies that the grant is to be used in a future accounting period in which case the income is deferred. For performance-related grants, income is recognised using the proportion of costs incurred for the work performed to date in comparison to the forecast total costs to completion method.

Revenue from contracts is recognised to the extent that the activity stipulated in the agreement has been completed. This is generally equivalent to the related expenditure incurred in the period and associated overhead costs. Cash received in advance of the revenue being earned is shown as deferred income.

Income from the sale of goods or services is the amount derived from ordinary activities. Income is recognised net of VAT where applicable. Donated goods for resale in the charity shop are shown as income when the sale takes place.

Expenditure

Resources expended are included on an accruals basis and are recognised when there is a legal or constructive obligation to pay. Expenditure is stated net of recoverable VAT where applicable but includes any irrecoverable VAT.

Direct charitable expenditure consists of direct, shared and indirect costs associated with the main activities of the organisation. This includes approved grants and support costs.

Grants payable are charged in the year when the offer is conveyed to the recipient, except in those cases where the offer is conditional. Conditional grants are recognised as expenditure when the conditions are fulfilled. If the conditions have not been met at the year-end, the grants are noted as a commitment but not shown as expenditure.

Expenditure on raising funds consists of direct, shared and indirect costs associated with the income-generating activities of the organisation.

Fixed assets

Items of equipment are capitalised where the purchase price exceeds £5,000. Depreciation costs are allocated to activities on the basis of use. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life: for software and IT infrastructure and fixtures and fittings, this is five years. Leasehold improvements are depreciated over the term of the lease.

Funds

Restricted funds are to be used for the purposes specified by the donor. Relevant expenditure is chargeable to the fund together with a fair allocation of management and support costs where this is allowed by the donor. Locally generated income is normally treated as restricted income as it will be used in the location of the donor; for example, grants donated by local authorities and other statutory bodies will be used to provide services within the boundaries of the local authority.

Unrestricted funds are available for the general object of the charity.

Pensions

VS operates a defined contribution pension scheme. The assets of the scheme are held separately from those of VS in an independently administered fund. The pension cost charge represents contributions payable by VS, which has no other liability under the scheme.

Operating leases

Rentals payable under operating leases, where substantially all the risk and rewards of ownership remain with the lessor, are charged to the SOFA on a straight-line basis over the lease duration.

Investments

Investments in subsidiaries are stated at cost less any impairment.

The SOFA includes gains and losses arising on revaluations and disposals throughout the year.

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Income

	31.03.20			31.03.19		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
2.1 Income from charitable activities						
Moj Homicide	-	3,409	3,409	-	3,704	3,704
Local authorities and other statutory bodies	1,573	1,980	3,553	1,369	2,463	3,832
Police and other criminal justice agencies	23,073	4,684	27,757	21,816	4,959	26,775
Other grants and contracts	703	1,415	2,118	714	341	1,055
Total	25,349	11,488	36,837	23,899	11,467	35,366
2.2 Income and endowments from						
Donations	36	18	54	42	36	78
Legacies	16	162	178	502	9	511
Total	52	180	232	544	45	589
2.3 Other trading activities						
Fundraising events	119	154	273	144	101	245
Trading operations	162	5	167	148	34	182
Total	281	159	440	292	135	427
2.4 Investment income						
Interest received	23	-	23	15	-	15
Dividends	-	-	-	11	-	11
Total	23	-	23	26	-	26
2.5 Other income	85	-	85	335	1	336
Total income	25,790	11,827	37,617	25,096	11,648	37,744

3. Expenditure

	31.03.20			31.03.19		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
3.1 Cost of raising funds	184	-	184	188	18	206
Total	184	-	184	188	18	206
3.2 Charitable activities						
Service delivery	25,288	11,827	37,115	23,438	12,211	35,649
Victims' voice	510	-	510	375	-	375
Restructuring and development	1	-	1	23	-	23
Total charitable expenditure	25,799	11,827	37,626	23,836	12,211	36,047
Total expenditure	25,983	11,827	37,810	24,059	12,247	36,306

4. Total expenditure includes charges for:

	31.03.20		31.03.19	
	Unrestricted £000	Restricted £000	Total £000	Total £000
Depreciation	569	-	569	659
Trustees' reimbursed expenses	4	-	4	4
Audit fees	37	-	37	48
Operating lease rentals	1,022	-	1,022	1,031

Audit fees for the year were £37,000 (2018-19: £35,000)

5. Support costs

Included in the total expenditure above are the following support costs incurred in delivering charitable activities.

	Raising funds £000	Service delivery £000	Victims' Voice £000	Total 31.03.20 £000	Total 31.03.19 £000	Basis of allocation
Governance	-	41	-	41	52	No. of staff
Finance	2	800	10	812	733	No. of staff
Information technology	5	2,232	27	2,264	1,899	No. of staff
People services	2	707	9	718	685	No. of staff
Other Corporate Services	1	494	6	501	1,298	No. of staff
Total	10	4,274	52	4,336	4,667	

Support services include central HR, IT and Finance systems to support local contract delivery; a technology platform that delivers a highly secure hosting environment; a case management system with outcomes based reporting capability; GDPR compliance; safeguarding compliance; the delivery of consistent service standards and quality across the regions; continual knowledge sharing; national service innovation; research and data gathering on national trends and performance.

6. Trustees'/members' remuneration and benefits

None of the trustees have been paid any remuneration or received any other benefits for the year ended 31 March 2020 (2018-19: £nil). Expenses reimbursed to seven trustees of £4,394 (2018-19: seven, £3,774) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

7. Staff costs

7.1 Analysis of staff costs	31.03.20	31.03.19
	£000	£000
Wages and salaries	24,131	22,596
Social security costs	2,088	1,976
Pension costs	1,124	1,056
Total	27,343	25,628
Other staff costs		
External consultancy	278	379
Redundancy and termination	117	210
Agency staff	230	147
Total	625	736
Total staff costs	27,968	26,364

Redundancy costs paid in the year were £0.12m (2018-19: £0.21m). Agency staff comprises staff to provide long-term illness and vacancy cover.

7.2 Key management personnel	31.03.20	31.03.19
	£000	£000
Remuneration to key management personnel	484	525

The key management personnel are listed on page 58.

7.3 The number of employees paid more than £60,000 was:	31.03.20	31.03.19
	£000	£000
£60,001-£70,000	2	4
£70,001-£80,000	4	1
£80,001-£90,000	-	1
£90,001-£100,000	1	1
Total	7	7

The total pension contributions for the above higher paid staff were £28,922 (2018-19: £28,009).

7.4 Number of employees

The average number of employees is split as follows:	31.03.20	31.03.19
	£000	£000
Support and management	71	69
Service delivery	777	814
National Homicide Service	47	40
Total	895	923

Annual leave carry over at 31 March 2020 was calculated at £308,773 (2018-19: £252,703) which is 0.8% (2018-19: 0.7%) of total expenditure. No provision has been made for this amount as it is not material.

7.5 Volunteers

A total of 1,245 (2018-19: 1,496) volunteers generously gave 77,177 (2018-19: 65,412) hours of their time to Victim Support in 2019-20.

8. Property, plant and equipment

	Long leasehold	Fixtures & fittings	Office equipment	Software & IT infrastructure	Total
	£000	£000	£000	£000	£000
Cost					
At 1 April 2019	287	45	49	4,884	5,265
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
At 31 March 2020	287	45	49	4,884	5,265
Depreciation					
At 1 April 2019	(221)	(45)	(49)	(3,311)	(3,626)
Charge for the year	(21)	-	-	(548)	(569)
Disposals	-	-	-	-	-
At 31 March 2020	(242)	(45)	(49)	(3,859)	(4,195)
Net book value at 31 March 2020	45	-	-	1,025	1,070
Net book value at 31 March 2019	66	-	-	1,573	1,639

9. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	31.03.20	31.03.19
	£000	£000
Amounts due within one year	1,242	1,517
Amounts due between two and five years	1,623	499
Total	2,865	2,016

10. Investments

10.1 Investments in subsidiaries

Victims Support Limited (02609147), a company incorporated in the UK, is wholly owned by the charitable company.

Audited accounts are filed with the Registrar of Companies. The cost of this investment is £10,000. A summary of the results for the year and the financial position at 31 March 2020 are shown in the table below.

VS Trading (Cornwall) Limited (04630210) is wholly owned by the charitable company. Audited accounts are filed with the Registrar of Companies. The cost of this investment is £1. The company raises funds for VS by providing catering services at Truro Magistrates Court. A summary of the results for the year and the financial position at 31 March 2020 are shown in the table below.

	Victims Support Limited		VS Trading (Cornwall) Limited	
	31.03.20	31.03.19	31.03.20	31.03.19
	£	£	£	£
Turnover	68,343	59,324	7,528	6,877
Cost of sales	(23,920)	(23,091)	(283)	(227)
Gross profit	44,423	36,233	7,245	6,650
Administrative expenses	(41,528)	(36,983)	(2,702)	(3,648)
Operating profit/(loss)	2,895	(750)	4,543	3,002
Donation to VS	(2,145)	(4,695)	(4,543)	(3,168)
Reported profit/(loss)	750	(5,445)	-	(166)
Statement of financial position				
Debtors	7,895	12,474	-	-
Cash at bank	10,987	3,861	1	1
Creditors	(8,882)	(7,085)	-	-
Net assets	10,000	9,250	1	1
Cost of investment	10,000	10,000	1	1

10.2 Current investments

	31.03.20	31.03.19
	£000	£000
Market value at 1 April	-	2,031
Disposal in the year	-	(2,184)
Net gain on revaluation	-	153
Carrying value (market value) at the end of year	-	-
Historical cost	-	-

11. Debtors

	Consolidated		Charity	
	31.03.20	31.03.19	31.03.20	31.03.19
	£000	£000	£000	£000
Trade debtors	1,982	2,445	1,975	2,426
Inter-company debtors	-	-	-	7
Other debtors	51	60	51	60
Prepayments	827	767	827	767
Accrued income	2,180	1,093	2,180	1,093
Total	5,040	4,365	5,033	4,353

12. Creditors: amounts falling due within one year

	Consolidated		Charity	
	31.03.20	31.03.19	31.03.20	31.03.19
	£000	£000	£000	£000
Trade creditors	593	884	593	882
Inter-company creditors	-	-	3	-
Taxation and social security	1,352	1,616	1,344	1,615
Other creditors	174	201	174	194
Accruals	547	433	547	437
Deferred income	711	716	707	715
Total	3,377	3,850	3,368	3,843

13. Deferred income

	At 01.04.19	Deferred in the year	Released in the year	Balance at 31.03.20
	£000	£000	£000	£000
Total	716	483	(488)	711

14. Provisions for liabilities

	Balance at 01.04.19	Movement in provision	Balance at 31.03.20
	£000	£000	£000
Total	392	11	403

The provision relates to dilapidations on leasehold properties where VS has a contractual obligation to bear such costs. The dilapidations will become payable on lease terminations.

15. Analysis of net assets between funds

	Unrestricted funds	Restricted funds	31.03.20 Total funds	Unrestricted funds	Restricted funds	31.03.19 Total funds
	£000	£000	£000	£000	£000	£000
Fixed assets	1,070	-	1,070	1,639	-	1,639
Current assets	8,013	2,904	10,917	8,386	2,617	11,003
Current liabilities	(2,586)	(791)	(3,377)	(3,344)	(506)	(3,850)
Provision for liabilities	(403)	-	(403)	(392)	-	(392)
Total	6,094	2,113	8,207	6,289	2,111	8,400

16. Movement in funds

	At 01.04.19	Incoming resources	Outgoing resources	Transfer between funds	Gains and losses	At 31.03.20
	£000	£000	£000	£000	£000	£000
16.1 Restricted funds						
National Homicide Service – Moj	-	3,409	(3,364)	-	-	45
National Homicide Service – non Moj	41	291	(269)	-	-	63
Other central restricted	83	-	(4)	-	-	79
Total – central	124	3,700	(3,637)	-	-	187
Restricted by location						
Wales and West	256	2,647	(2,502)	5	-	406
London	799	3,231	(3,222)	(6)	-	802
Northern England and East Midlands	725	754	(865)	(14)	-	600
South East	207	1,495	(1,601)	17	-	118
Total – locality	1,987	8,127	(8,190)	2	-	1,926
Total restricted funds	2,111	11,827	(11,827)	2	-	2,113
16.2 Unrestricted funds						
Total funds	8,400	37,617	(37,810)	-	-	8,207

	At 01.04.18	Incoming resources	Outgoing resources	Transfer between funds	Gains and losses	At 31.03.19
	£000	£000	£000	£000	£000	£000
16.1 Restricted funds						
National Homicide Service	120	3,359	(3,438)	-	-	41
Supportline	5	-	(5)	-	-	-
Other central restricted	118	(10)	(25)	-	-	83
Total – central	243	3,349	(3,468)	-	-	124
Restricted by location						
Wales and West	337	2,789	(2,874)	4	-	256
London	984	3,799	(4,000)	16	-	799
Northern England and East Midlands	794	988	(1,046)	(11)	-	725
South East	340	723	(841)	(15)	-	207
Total – locality	2,455	8,299	(8,761)	(6)	-	1,987
Total restricted funds	2,698	11,648	(12,229)	(6)	-	2,111
16.2 Unrestricted funds						
Total funds	7,756	36,744	(36,253)	-	153	8,400

Moj grants: During the year the charity received £3.4m (2018-19: £3.4m) in grant-in-aid restricted for the National Homicide Service.

Funds restricted by purpose and location: The locality reserves restricted by purpose and location will be spent on services as specified by the donors or funders.

Unrestricted funds: These are available for the general objectives of the charity.

Other restricted funds: These are funds set aside to support small projects such as Supportline and Safer Schools.

Other transfers from restricted to unrestricted reserves arose from a review of reserve balances that identified a number of balances that had been incorrectly classified as restricted.

17. Related party transactions

Other than transactions with the subsidiary company (Victims Support Limited) there were no related party transactions during the year (2018-19: nil). Transactions with the Victim Support charity in the year totalled £41,528 (2018-19: £41,678) which related to costs incurred between the trading company on victim awareness courses, paid by the charity and Victims Support Limited on behalf of the subsidiary. At 31 March 2020 Victim Support owed £2,998 to Victim Support Limited (2018-19: Victim Support was owed £3,846 by Victims Support Limited).

THANK YOU

OUR PEOPLE

Thank you to our staff, volunteers and to all the people who have used our services and help us continually improve.

Diversity matters and we value it

We take pride in being a diverse organisation that is committed to supporting and promoting equality and inclusion in the services we provide, and in our employee and volunteer practices.

As an organisation, we are enriched by the participation of all individuals and communities. VS's continued commitment to equality, diversity and inclusion has been acknowledged by external benchmarks - placed 25th in Stonewall's Top 100 Employers list for 2020 and at number 39 in this year's National Centre for Diversity Top 100 employer's list.

Our staff and volunteer network groups are an integral part of our equality, diversity and inclusion strategy. We have five network groups: BAME (Black Asian and Minority Ethnic), Disability, Gender Empowerment, LGBT+ (Lesbian, Gay, Bi and Trans) and Mental Health and Wellbeing. The aims of each network are different but all raise awareness of the barriers faced by particular groups within the workplace and within our services, provide a supportive space for staff and volunteers to discuss their own experiences as part of a particular community or identity, and act as a critical friend to VS through consultation and feedback.

Our networks work collaboratively. Our LGBT+ and BAME network chairs spearheaded an intersectionality project to engage staff and volunteers with the significance of equality, diversity and inclusion. This included webinars and consultations with staff and volunteers. Further work is planned to continue this project and to better understand intersectionality and the impact this can have on ourselves, our colleagues and our service users.

Gender pay gap

As of 5 April 2019, women's mean pay is 13.4% lower than men's, while women's median pay is 6.6% lower than men's. No employee received a bonus at VS.

Find out more about the gender pay gap and the action VS are taking
www.victimsupport.org.uk/genderpay



OUR FUNDERS

We are thankful to all the organisations who funded us in 2019-20:

AA Drive Tech
 Barclays Bank UK plc
 BBC Children in Need
 Bedford Borough Council
 Bedfordshire Police
 Bell Foundation
 Berkshire Healthcare Foundation Trust
 Big Lottery
 Bristol City Council
 Bury Metropolitan Borough Council
 Cannock Chase District Council
 Cardiff City Council
 City of London Corporation / City of London Police
 Dudley Community Safety Partnership
 Dudley Metropolitan Borough Council
 General Medical Council (includes funding from Nursing and Midwifery Council)
 General Osteopathic Council
 Gosport Borough Council
 Greater Manchester Combined Authority
 Groundwork UK
 Hillingdon Community Trust
 Home Office
 Hull City Council
 Lancaster City Council
 Leeds Community Safety
 London Borough of Barking & Dagenham
 London Borough of Bexley
 London Borough of Camden
 London Borough of Ealing
 London Borough of Hammersmith & Fulham
 London Borough of Haringey
 London Borough of Havering
 London Borough of Islington
 London Borough of Lewisham
 London Borough of Merton
 London Borough of Redbridge
 London Borough of Sutton
 London Borough of Tower Hamlets
 London Borough of Waltham Forest
 London Borough of Wandsworth
 London Luton Airport Ltd
 Luton Borough Council
 Mayor's Office for Policing and Crime (London)
 Ministry of Justice (includes funding for Foreign & Commonwealth Office service)
 National Westminster Bank plc
 Newcastle City Council
 NHS South East London Clinical Commissioning Group

Police and Crime Commissioner for Avon and Somerset
 Police and Crime Commissioner for Bedfordshire
 Police and Crime Commissioner for Cumbria
 Police and Crime Commissioner for Devon & Cornwall
 Police and Crime Commissioner for Dorset
 Police and Crime Commissioner for Essex
 Police and Crime Commissioner for Gloucestershire
 Police and Crime Commissioner for Gwent
 Police and Crime Commissioner for Hampshire and the IoW
 Police and Crime Commissioner for Humberside
 Police and Crime Commissioner for Kent
 Police and Crime Commissioner for Lancashire
 Police and Crime Commissioner for Lincolnshire
 Police and Crime Commissioner for Merseyside
 Police and Crime Commissioner for Norfolk
 Police and Crime Commissioner for North Wales
 Police and Crime Commissioner for North Yorkshire
 Police and Crime Commissioner for Northumbria
 Police and Crime Commissioner for South Wales
 Police and Crime Commissioner for South Yorkshire
 Police and Crime Commissioner for Staffordshire
 Police and Crime Commissioner for Suffolk
 Police and Crime Commissioner for Sussex
 Police and Crime Commissioner for Warwickshire
 Police and Crime Commissioner for West Mercia
 Police and Crime Commissioner for West Midlands
 Police and Crime Commissioner for West Yorkshire
 Police and Crime Commissioner for Wiltshire
 Radian
 Reading Borough Council
 Rochdale Metropolitan Borough Council
 Rossendale Borough Council
 Royal Borough of Kensington & Chelsea
 Sandwell Metropolitan Borough Council
 Slough Borough Council
 South Gloucestershire Council
 South Tyneside Borough Council
 Stoke on Trent City Council
 Trafford Borough Council
 Verisure
 Vivid Housing Association
 Wakefield Council
 Wakefield District Housing
 Walsall Metropolitan Borough Council
 Welsh Government
 West Sussex County Council
 Winchester City Council
 Wokingham Borough Council
 Yorkshire Children's Centre.

OUR SUPPORTERS

We are thankful to all those who have supported us in 2019-20. We would particularly like to recognise the following organisations, community groups and trusts and foundations for their contribution this year:

Organisations and community groups

ASDA
 Co-op Luton Hub
 Clintons
 Gloucester Brewery
 Rocal Group
 St. Augustine's Church
 Stratford-upon-Avon Golf Club
 Tea Bar Basildon Essex
 Waitrose - Canterbury
 Waitrose Limited

Trusts and foundations

BAUER Radio's cashwave
 Buttle UK
 Charles Irwing Trust
 Chatsworth House Trust
 First Give
 Gilbert and Eileen Edgar Foundation
 Koestler Trust
 Lancing Parish Council
 Manifold Trust
 Maresfield Parish Council
 Patricia Routledge Charitable Trust
 Savannah Charitable Trust
 Smile For Joel
 Sussex Community Foundation
 Tadley Town Council
 The Annandale Charitable Trust
 The Bothwell Charitable Trust
 The Burghley Family Trust
 The Fulmer Charitable Trust
 The Gladys Wightwick Charitable Trust
 The JS Trust
 The Moira Fund
 The Sir James Reckitt Charity
 The Zochonis Charitable Trust
 Yorkshire Building Society Charitable Foundation.

REFERENCE AND ADMINISTRATIVE DETAILS

Charity number: 298028 Registered as a charity in England and Wales
Company number: 2158780 Registered as a company limited by guarantee in England and Wales
Registered office: 1 Bridge Street, Derby DE1 3HZ
Company Secretary: Tony Silcock

Advisers

Auditor: Crowe U.K. LLP, St Bride's House, 10 Salisbury Square, London EC4Y 8EH
Bankers: Lloyds Banking Group plc, 25 Gresham Street, London EC2V 7HN
Solicitors: Bates Wells & Braithwaite, 10 Queen Street Place, London EC4R 1BE

Directors and Trustees

The directors of the charitable company (the Charity) are its trustees for the purpose of company law. The Trustees and officers serving during the year and since year end were as follows:

Key management personnel

President HRH, The Princess Royal
Chair Andrew Tivey
Vice-chair Les Mosco
Treasurer Kathryn Adkins
Trustees Imran Ahmed (from 14 November 2019)
 Jo Cumbley (to 14 November 2019)
 Christopher Digby-Bell
 Elizabeth Dymond CBE (to 18 September 2019)
 Andrew Edwards
 Richard Goodenough-Bayly
 Roger Harding
 Amy Mary Rose Herring (from 14 November 2019)
 Geoff Pollard
 Lianne Smith
 Moyna Wilkinson

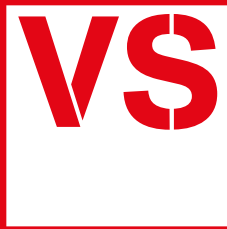
Senior Management Team

Diana Fawcett, Chief Executive Officer
 Zoe Byrne, Services Director – South & Wales (from 19 April 2020)
 Martyn Herward, Director – Support Services
 Bernadette Keane, Services Director – London and Homicide (to 3 January 2020)
 Simon Ketteridge, Business Development Director (from 27 April 2020)
 Ellen Miller, Services Director – North & Midlands
 Kultar Nayyar, Services Director – South East (to 3 January 2020), Services Director – London and Homicide (from 4 January 2020)
 Tony Silcock, Director of Finance & People
 Sara Vaughan, Services Director – Wales and West (to 31 May 2019)

**Join us in making
a difference**

Help us to support and empower people affected by crime.

www.victimsupport.org.uk



VICTIM SUPPORT

We are an independent charity offering free, confidential support to people affected by crime and traumatic incidents. For information and support, contact us by:

- calling: Supportline **08 08 16 89 111**
- using Next Generation Text (add **18001** before any of our phone numbers)
- online: **victimsupport.org.uk**

To find out how you can help us, visit **victimsupport.org.uk/get-involved**

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Published by Victim Support
President HRH The Princess Royal

Victim Support, 1 Bridge Street, Derby, DE1 3HZ
Telephone: 020 7268 0200

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