



**BEYOND CRIME**

**2015-16  
ANNUAL REPORT  
& ACCOUNTS**

[www.victimsupport.org.uk](http://www.victimsupport.org.uk)



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# Our cause

For the one in six people affected by crime this year, the statistical evidence that crime is falling is of little consolation. The consequences that they face can be devastating and enduring.

Crime is also changing. Traditional crimes such as burglary and theft are reducing but sexual crimes, large-scale fraud and cyber crime are on the rise. Initial estimates suggest that there are over 5 million cases of fraud and over 2 million instances of cyber crime. At least 6 million people have fallen victim to these crimes. The threat of terror attacks at home and abroad is similarly increasing. To remain relevant, we must always be ready to adapt.

Remarkably, only 40% of crimes are reported to the police. We are determined, therefore, to represent and support those who, for whatever reasons, feel unable to come forward. While many people already come directly to us, we must do more to reach those who do not know where to turn for assistance. We must be visible and accessible to all. More so now than ever in these times of austerity, when public services are under increasing pressure, we must fill this vacuum by providing strong, influential and authoritative representation for the 'one in six' and especially for those reluctant to report offences. Their voices need to be heard and considered.

<sup>1</sup> Unless otherwise stated, figures are from the Crime survey for England and Wales July 2015, which provides crime estimates based on a survey of 33,000 households and individuals.

<sup>2</sup> [www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/compendium/focusonviolentcrimeandsexualoffences/yearendingmarch2015/experimentalstatistics1newdataonpolicerecordedviolentandsexualoffencesyearendingmarch2015](http://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/compendium/focusonviolentcrimeandsexualoffences/yearendingmarch2015/experimentalstatistics1newdataonpolicerecordedviolentandsexualoffencesyearendingmarch2015).

**One in six<sup>1</sup> people were affected by crime**

**1.3 million violent crimes**

**27% of women (4.5 million)** experienced domestic abuse since the age of 16

**30% of female rape victims** recorded by the police were aged under 16<sup>2</sup>

**85% of women** who experienced the most serious sexual offences never reported the crime to the police

**Only 40% of crimes were reported to the police**

**822,000 victims of violent crime**

**13.2% of men (2.2 million)** experienced domestic abuse since the age of 16

**60% of male rape victims** recorded by the police were aged under 16<sup>2</sup>

**12% of children were victims of crime**

## From our President, HRH, The Princess Royal

"Since I first became involved with Victim Support in 1989, there have been many changes in the way we live our lives; changes that present opportunities but also new challenges, threats and fears. Crime figures are at their lowest level for over 30 years, but new types of crime are emerging and others, long hidden, are coming to light. Often it is the most vulnerable in our society who suffer most.

"We should never forget that behind those statistics are people's lives which, in many cases, have been torn apart. That is why the work that Victim Support does is so important – giving people the support they need and the respect they deserve; helping victims and witnesses move beyond crime and get on with their lives."

A handwritten signature in white ink on a red background, which reads "Anne".



# Changing lives

## Emily\* was dragged into an alleyway and raped.

After spending the evening with friends at the football, Emily was making her way home from her local train station. Suddenly, a man grabbed her and, as she struggled to get away, he dragged her into an alleyway and violently raped her.

Thankfully, Emily managed to scream during the attack alerting near-by residents who ran out to help her as her rapist fled. The neighbours called the police who brought her into the station, and, while bruised, shocked and in pain, she gave a statement and underwent DNA tests.

The police referred Emily to Victim Support to receive free emotional and practical support tailored to her needs. Her caseworker gave Emily practical information about the criminal justice system and organised a pre-trial visit to the court so she knew what to expect. This preparation allowed her to confidently give her evidence and answer questions in court.


We helped Emily complete a criminal injuries compensation form and a victim personal statement which gave her the only opportunity throughout the court case to state how the crime had affected her – a document the judge referenced when sentencing her offender. After the trial, Emily also took up emotional support from VS. She found it difficult to talk to loved ones about the ordeal, so having the support of VS was crucial.

**“The best thing about Victim Support was that I felt like I could talk about anything. My adviser was purely neutral – you could be more honest and I wasn’t caught up in thinking ‘how are they feeling about this?’”**

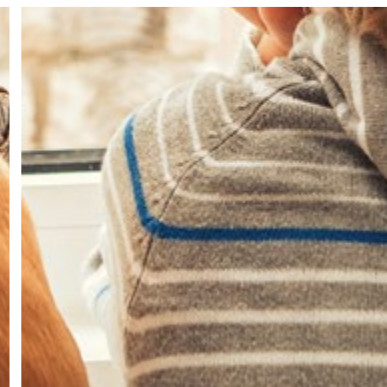
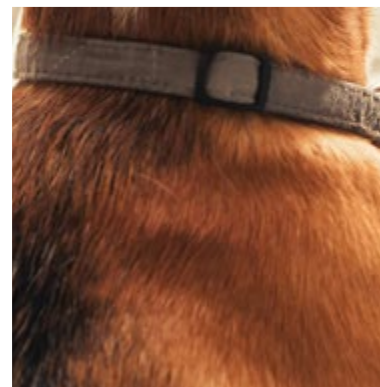
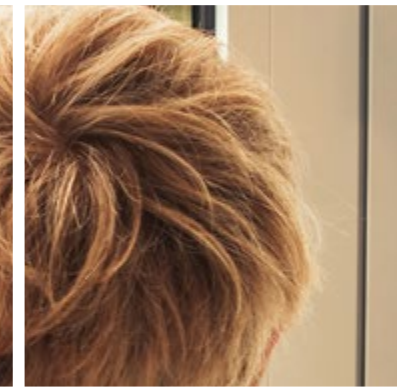
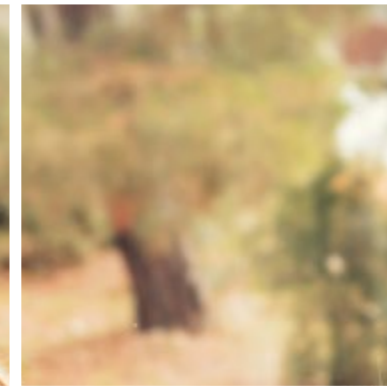
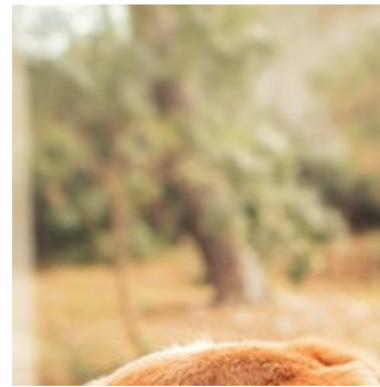
\* Name changed to ensure anonymity

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**Changing lives:** throughout our report, we illustrate the impact we have made by including personal stories and spotlighting special projects and services. Look for this symbol 

The Board of Trustees of Victim Support (VS) presents its Annual Report and audited financial statements for the year ending 31 March 2016. These comply with the Companies Act 2006, Victim Support's governing document and the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities (2015). Details of our trustees and professional advisers, as well as legal and administrative information, are included on page 72.



# Welcome

## A YEAR OF CHANGE

When it was announced that central government's funding of victim support services would be devolved to local Police and Crime Commissioners (PCCs) in 2015, all of us at Victim Support felt the emerging challenges very keenly and we took stock. It was this new reality, our grass-roots history, ethos and commitment that powered our ambitious five-year strategy and 2015-16 was year one of putting that strategy into action.

## A YEAR OF CHANGE

The strategy builds on our deep knowledge of how crime impacts people's lives; ensures our staff and volunteers have the tools to give the best possible service to people in need; and helps improve outcomes for victims by championing their rights and by being a relevant and proactive organisation that our funders have confidence in.

We delivered services on behalf of 34 PCCs, as well as other local public sector funders. On top of delivering these contracts, we continued to run the national Homicide Service, funded by the Ministry of Justice, and delivered 231 other specialist services supporting people affected by crime across England and Wales.

We have been involved in supporting victims of new types of crime. Unfortunately, due to the rise of terrorism this year, we supported victims who were traumatised, injured and bereaved by terrorist attacks at home and abroad. We also saw a rise in fraud and cyber crime and created pilot projects to support people affected by this. In addition, we extended our help to people affected by the Shoreham air show disaster.

We support victims of all ages. This year we secured grant funding to further develop our highly successful 'You & Co' schools programme, which was recently acknowledged for its innovative, online interactive journey through the criminal justice system, including the court room. We also delivered a programme, funded by the Home Office, to improve response to adult survivors of childhood sexual abuse. We worked with academic researchers from the International Centre at the University of Bedfordshire, specialist survivor agencies and survivors themselves. The resulting publication, *Hold onto your truth*, is a best practice guide that combines the knowledge and expertise

of research and specialist organisations and, most importantly, is underpinned at every point by the individual experiences of survivors.

Crucially, this year, we put in place a change programme to help us meet our five-year strategic objectives and we have made very good progress against our plans, including revitalising our bid team and generating £919,000 in fundraising revenue. Driving the change is the need to ensure that we are considered the provider of first choice by those who commission victims' services; that we can demonstrate best value and effective solutions for people affected by crime; and that we can diversify our income streams so that we do all this in an effective, efficient and sustainable way.

Research showed that public awareness and understanding of VS and our work were relatively low so we refreshed our visual identity to be more powerful and compelling – an identity that stands out, generating credibility and confidence, and one that will help us raise more funds so that we can reach out and help more people. We also created a new research function to work alongside policy to ensure that victim issues and rights remain centre-stage throughout the criminal justice system. This year, we secured more local and national media coverage than ever before and our social media engagement more than doubled.

We were very proud to be the highest-ranking third-sector organisation in the 2016 Stonewall Top 100 Workplace Equality Index – a benchmarking tool used by employers to create inclusive workplaces. We were placed 13th overall and we were also named in the top 70 in this year's National Centre for Diversity top 100 Employers' list.

## LOOKING AHEAD TO 2016-17

As an independent charity, to meet the needs of victims today and tomorrow, we must be financially astute, especially in a continually changing operating landscape. Having invested in our technical infrastructure, service redesign, brand and fundraising capabilities, in 2016-17 we plan to actively raise awareness and understanding of our work by becoming more digitally engaged with supporters; creating clearer cases for support to generate unrestricted income; and setting up a new trading division to make the most of our expertise and experience. This will enable us to reach and help more people, improve services and bring about positive change for victims and witnesses. We have an exemplary record in fundraising ethics and will be applying those same standards to our commercial endeavours as we move forward into year two of our five-year strategy.

Working in partnership with others to deliver victim services has never been more important. Gone are the days when one charity could do it all. We already work successfully with many local and national organisations but we continue to look for innovative partners to help us deliver improved outcomes for victims.

The core of our work will always focus on improving services for victims and 2016-17 sees the delivery of a number of key areas of our 2020 strategy. This includes: raising awareness among the general public of the impact of crime and the support available; more innovative and flexible services; improving our quality standards framework; implementing improved IT systems; and meeting the challenges of new and emerging crimes such as cyber crime and acts of terror.

While these are challenging times for VS, we are resolute in our belief that, with our clear strategy, the partnership and support of our funders, our skilled staff and volunteers and the investment to make it happen, we will emerge stronger, more effective and more efficient – a better force for those we are here to help. It is a privilege to lead such a unique organisation during a time of great change, challenge and creativity.



**Catherine Dugmore**  
Chair



**Mark Castle, OBE**  
Chief Executive







# Changing lives

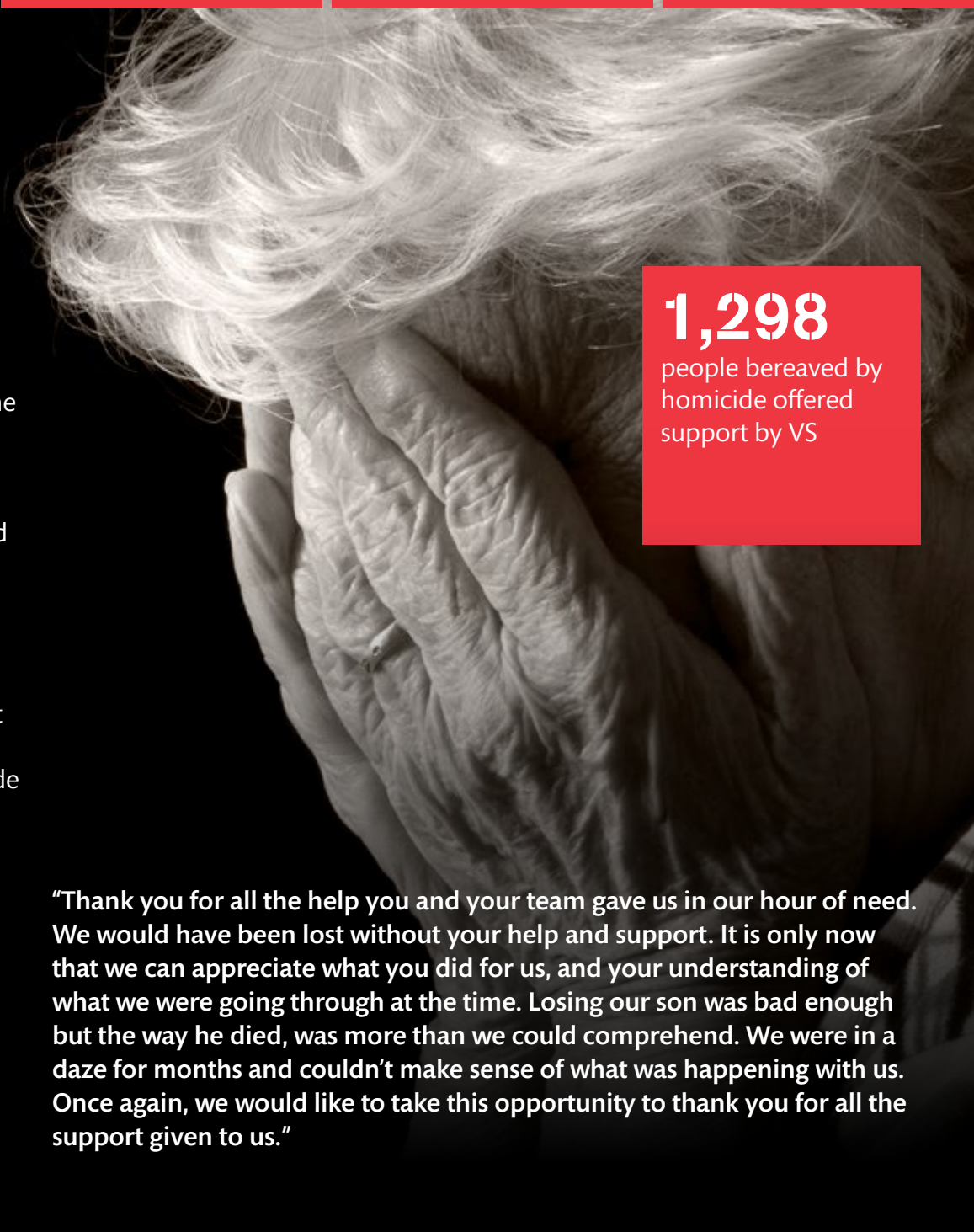
**Losing a loved one because of the violent actions of another person is devastating. Victim Support provides practical and emotional support to bereaved families.**

Bereavement is a painful experience for anyone, but when you lose someone because of the violent actions of another person – through murder or manslaughter – it can be particularly devastating. Dealing with this shock and trauma, families also immediately face a range of problems including navigating the complex criminal justice system, and practical, emotional and financial issues.

VS delivers the national Homicide Service. In 2015–16 we provided support to 1,298 people bereaved by homicide across England and Wales.

Our specialist homicide caseworkers provide personalised and independent support from the point of referral until the service is no longer needed by the bereaved families. A key element of the service is the skill of the homicide caseworker in providing psychosocial support to help the families to cope with the aftermath of this life-changing event.

Through ongoing needs assessments we are able to help with immediate practical needs such as assisting with the funeral and helping to address and resolve the wide range of legal issues such as registering the death, probate and family law. We also provide financial assistance, advocate and commission experts to guide families through criminal justice processes, and provide opportunities to explore restorative justice and access to trauma counselling.



**1,298**  
people bereaved by homicide offered support by VS

**“Thank you for all the help you and your team gave us in our hour of need. We would have been lost without your help and support. It is only now that we can appreciate what you did for us, and your understanding of what we were going through at the time. Losing our son was bad enough but the way he died, was more than we could comprehend. We were in a daze for months and couldn’t make sense of what was happening with us. Once again, we would like to take this opportunity to thank you for all the support given to us.”**

The background of the page is a close-up photograph of a textured, greyish surface, possibly concrete or stone. Two dark, hand-drawn pencil outlines of pencils are visible, one on the left and one on the right, pointing towards the center. The drawing is done with a dark material, possibly charcoal or a dark marker, and the lines are slightly irregular, giving it a hand-drawn appearance. The overall tone is somber and reflective.

# Trustees' report

2015–16

# Strategic report

## WHO WE ARE

Victim Support is the leading, independent victims' charity in England and Wales. Our purpose is to help people affected by crime and traumatic incidents to move **beyond crime** and recover to the point where they feel they are back on track with their lives. We are independent of the police and local authorities but work with them and the whole of the criminal justice system and other relevant bodies to improve services for victims.

## OUR VALUES

<b>Compassionate</b>	working tirelessly to empower victims and witnesses to recover after crime.
<b>Accessible</b>	working inclusively with victims, witnesses and their communities.
<b>Resolute</b>	uncompromising in our desire to champion the cause of victims and witnesses.
<b>Effective</b>	delivering results through high-quality services, providing the best value for our clients.

## OUR VISION

**A world where victims and witnesses are given the support they need and the respect they deserve.**

## OUR PURPOSE

To reduce the distress, poverty and disadvantageous effects on victims and witnesses of crime and other forms of harmful behaviour, including on the families and friends of such persons and others affected who are in need of support.

To advance public education and awareness by research into and analysis of experience of issues relating to victims and witnesses of crime, the families and friends of such persons, and others affected, and to disseminate the useful results of such research.

## OUR STRATEGIC AIMS

<b>Service delivery</b>	To provide victims and witnesses with high-quality practical and emotional support.
<b>Victim's voice</b>	To champion the interests of victims and witnesses.
<b>Sustain</b>	To build a sustainable operating model utilising high-quality staff and volunteers.

## WHAT WE DO

We provide free, confidential advice, emotional support and practical help across England and Wales through our local VS teams for people affected by all types of crime. In addition, we provide a range of specialist services for the following crime types: murder and manslaughter; violence (including sexual violence); domestic abuse; historic sexual abuse; fraud and cyber crime; hate crime; antisocial behaviour; and crimes against vulnerable people including children and young people. We also run 29 restorative justice projects in partnership with others and recently provided services to people affected by the Tunisian and Paris terror attacks and the Shoreham air show tragedy.

Locally, nationally and internationally, we champion victims' rights and issues, working closely with policy makers, commissioners, the criminal justice system, local government and other providers, partners and organisations, here and overseas. We sit on the board of VS Europe and work closely with VS Scotland and VS Northern Ireland on UK issues. We are also active members of many influential groups including:

The Sentencing Council; Her Majesty's Inspectorate of Constabulary (HMIC) Domestic Abuse Reference Group; the National Human Trafficking Group; the National Violence Group Research undertaken by Loughborough University; the Crown Prosecution Service (CPS) Violence Against Women and Girls external Reference Group (London); the Total Victim Care Board (London); the Ministry of Justice (MoJ) Intermediary Review Board; the Office of Children's Commissioner Inquiry into Familial Child Sexual Abuse; the NWG Policy Group on CSE; the HMIC Research on Children's Experience of the Police and the Policing Knowledge Hub on Child Sexual Exploitation (CSE); the Home Office Joint Fraud Management Board; the Youth Justice Board; as well as representing England and Wales on Victims of Crime International.

## HOW WE DO IT

We secure victim services contracts, either as VS, in partnership or as part of a consortium, from providers such as Police and Crime Commissioners (PCCs) and local authorities. We also secure charitable grants to fund research and service innovation and development, such as our youth programme 'You & Co'. As an independent charity, we raise voluntary income locally and nationally to support specialist projects to bring about positive change for different types of victims of crime and by raising awareness of the impact of crime. We also generate unrestricted income by delivering victim awareness courses in partnership with police forces, paid for by offenders of low-level crime.

## WHY WE DO IT

The first VS scheme was set up in Bristol in 1974 by Chris Holtom as a grass-roots, vocal pressure group to help victims of crime. Today, we work alongside government, PCCs and local authorities to deliver local services directly to victims. But we also know that there are people who don't have access to support services or don't get what they need, so we also work to help improve access and service standards.

**"I don't know what I would have done without Victim Support. They gave me a voice and just talking about what was happening really helped me. Their support was a lifeline."** Victim of antisocial behaviour



# Changing lives

**Issy\* was attacked by a neighbour and repeatedly targeted because of her sexual orientation. Victim Support was there to help her.**

Issy was savagely attacked by her neighbour because of her sexual orientation. As she lay helpless on the floor, her attacker screamed a torrent of abuse – branding her a ‘queer.’ She suffered whiplash as a result of the attack, but it also made both her and her partner feel petrified in their own home.

They hoped to put this behind them when they moved to a different address, but they were targeted again. They were subject to verbal abuse, a brick was thrown through their window, and Issy injured her hand following another assault.

After these incidents were reported to the police, VS contacted Issy and her partner. We provided regular emotional support through home visits and phone calls. We also assisted Issy in getting rehoused by writing letters to the local housing association detailing the trauma she and her partner had endured and the risks to their safety. When we successfully managed to get the couple moved to a new address, we installed security cameras to help them feel comfortable and safe.

**“It was Victim Support that kept me sane by being there for us and helping. I don’t have family down here, so I think we would have cracked up if it hadn’t been for Victim Support. I get flashbacks about what we have been through, but thanks to Victim Support, me and my partner are moving on from what has happened to us.”**

\*Name changed to ensure anonymity



# Achievements and performance

**Our five-year 2015–20 strategy sets out how by 2020 we aim to be closer to achieving our vision.**

Year one was about taking stock and putting in place the necessary framework, including values and strategic priorities around three key strategic aims: service delivery; victim's voice; and sustain.

This approach will help ensure that Victim Support remains fit for purpose and positioned for growth, so that we can reach and help more people affected by crime and traumatic incidents.

## Service delivery

STRATEGIC AIM	2015–16 OBJECTIVES	HOW WE MET THEM
<b>To provide victims and witnesses with high-quality practical and emotional support.</b>	Innovate and improve how we deliver services so that people can be helped and supported in the most effective ways and to a consistent standard.	Offered help to 952,100 people across England and Wales.
		Put in place a change programme to help us innovate across all areas.
		Strengthened our service delivery team, service structure and business planning so that we can identify quickly where and how we can meet local needs better.
	Enhance our understanding of how funders want to provide services to their communities.	Scoped and commissioned a new case management system to provide better support to our service users and funders.
	Demonstrate the impact of our work.	Undertook a project to better understand and measure our impact. This project evidenced our successful delivery or co-delivery of 231 discrete local services across England and Wales.
		Boosted resources to help raise awareness locally so that more people know how they can get help.

As well as providing core and specialised support services to people affected by crime and advocating on behalf of victims, VS helped people in many other ways across the country such as:

### **General Medical Council (GMC) witness support, Manchester and London**

VS has been working with the GMC to provide a witness service that aims to improve levels of confidence and satisfaction of medical practitioners and witnesses of crime.

In 2015, VS dealt with 80 complainants, 23 of whom received community support and 32 cases went to hearing, with the complainants receiving one-to-one help from VS. Prior to the GMC witness support service, witnesses told the GMC that they felt isolated and kept in the dark. As well as keeping witnesses informed and supporting them through the hearing process, VS also helped some victims to process the trauma they experienced.

### **Historic Child Sexual Exploitation (CSE), Norfolk**

Commissioned by the Office of Police and Crime Commissioners (OPCC) and in partnership with the Sue Lambert Trust, VS provided support for adult victims of childhood sexual abuse while on the waiting list for clinical counselling.

Reporting incidents to the police can be a difficult process for victims who may feel they won't be believed after such a long time, or they may be nervous about appearing in court, particularly with the perpetrator present. With the support of VS, victims have a clearer understanding and knowledge of the criminal justice system.

The service received 130 referrals in 2015–16 and half of all service users reported an increase in their health and wellbeing after receiving support from VS.

### **Switched On (formerly known as Action Now), Manchester**

The pioneering 'Switched On' project currently delivers a preventative and early identification CSE programme in care settings and schools across Greater Manchester, to reduce crime and its impact on child victims. This project provides support for teachers and carers so that they are equipped with the knowledge and skills to identify those children and young people who are at risk. We have piloted and revised sessional materials, and worked in 13 schools reaching more than 1,200 children.

Switched On has enabled children to develop transferable skills and knowledge to navigate their childhood and adolescence. It includes sessions on domestic violence, child sexual exploitation, street violence and gangs, bullying, consent, healthy friendships and relationships.

### **IRIS Project, East London**

The Identification and Referral to Improve Safety (IRIS) project is a partnership with GP practices, where VS provides training on domestic abuse and encourages health professionals to discuss this with their patients. This targeted intervention for women and men aged 16 and above experiencing current or former domestic violence from a partner, ex-partner or adult family member, helps to improve referrals from primary care services into domestic abuse agencies. The service was commissioned by the Tower Hamlets clinical commissioning group in April 2014 and is funded by Tower Hamlets Public Health. Since the project began, referrals from GPs in Tower Hamlets have risen significantly, to more than 150 in 2015–16. In terms of referral numbers, this has been the most successful IRIS project in the country so far.



# Changing lives

**Giving evidence in court can be a terrifying experience for anyone, let alone for children. Victim Support was there for them.**

Imagine your child or a child you know has witnessed a crime. Now think about them going through the terrifying experience of standing up in a court room to give evidence and be cross-examined. You'd want someone to help them, to explain how it works, to understand what to expect, to find ways to cope – and to do this in a way that is right for them.

In 2015–16, VS's Young Witness Service provided intensive preparation and help for over 900 young witnesses, some as young as four years of age. On average, children received 30 hours of preparation time. This included pre-court visits, practising on live video links, meeting with judges and advocates, as well as the use of stories, games and activities to build confidence and self-esteem, and to identify coping strategies.

This support is also important to those victims of crime who are seeking justice in court. Our work with young witnesses increased trial day attendance, increased the quality of evidence and often resulted in an earlier entry of a guilty plea by the accused. By supporting child witnesses properly, we acted in the best interests of the child and in the best interests of justice. It also saved the criminal justice system time and money by reducing the number of trials that were postponed or did not take place at all.

**"I worked closely with a nine-year-old boy who was the main eyewitness in a murder trial. Although obviously very scared, with good co-ordinated support he was able to implement the coping strategies we had discussed. He felt protected knowing the safety plan we had developed – and as a result gave really good evidence. The defendant was found guilty and will serve a minimum of 23 years."** Young Witness worker



# Our volunteers

More than 1,600 volunteers generously gave 224,594 hours of their time to Victim Support in 2015-16, enabling us to deliver vital support to people affected by crime across England and Wales. The time these volunteers gave is estimated to be worth a staggering £3.2m<sup>1</sup> to our charity, though many of those supported would simply describe it as 'priceless'.

Thousands of VS volunteers spend time every week providing emotional help and practical support to people affected by crime in the community around them. Dozens of these volunteers have also chosen to take on more specialist support work, including working with families of homicide victims, and with those affected by sexual violence or domestic abuse. They also work with children and young people, as well as people affected by terrorism.

The impact that volunteers have on VS doesn't stop there. We work with a group of younger volunteers who form our Youth Panel, advising us on how to work with younger victims of crime and reviewing the materials and interventions we offer. The views of volunteers really do help to shape how we approach our work in this area.

Volunteers also play an increasingly key role in our offices, with a growing number involved in strategic projects supporting us with their professional skills such as training, graphic design, videography and research. We simply couldn't have the impact that we have without our volunteers and we're always looking for more people to join us.

For more information on how you can get involved, please visit our website or call our Volunteering Hotline on **0800 840 4207**.

<sup>1</sup> Using total number of volunteer hours and the average hourly rate for full-time workers in 2015, published by the Office for National Statistics.



"I have been volunteering for VS for a number of years now. Having completed my studies in Bereavement & Loss – as part of that training I had to source organisations that supported those who had been bereaved and this was how I originally came to apply to VS. Once accepted, I attended various training courses which allowed me to support those affected by all types of crime. It was an area which was new to me, but with the superb training offered, gave me the confidence to go forward.

"What do I get out of volunteering? I think it should be a case of what don't I get out of volunteering! It's fulfilling, ever changing (no day is the same), it's challenging on all levels (as in each case is different and the various skills/training/knowledge we need to pull out the hat). The training is superb – see my blog.

<https://lizzielegate.wordpress.com/2016/05/11/volunteer-training-development-motivation-retention/>

"The autonomy given to volunteers to put themselves forward for new challenges/training or areas of work – this is something I really like to engage with, developing new skills/knowledge etc. I also appreciate the incredible support offered by my manager and all the team here in Sussex – it really is something special to work effectively as part of an effective team and I feel I am enormously fortunate to be volunteering for VS."

**Lizzie Legate, Volunteer Caseworker/Brand Champion**



# Working with others

VS works with hundreds of local and national partners to help people move beyond crime and get their life back on track. Here are just a few national ones.



# How we made a difference

## LAST YEAR WE:

offered help to

**952,100**

people including:

**183,913**

people impacted by  
violent crime

**91,000**

victims of domestic violence

**16,000**

victims of hate crime

**96%**

satisfaction rating from  
people we helped

**1,298**

people bereaved by murder  
received intensive support,  
through our national  
Homicide Service

**42**

victim awareness courses  
(VACs) delivered across  
eight police forces with  
353 offenders of low-level  
offences attending

**58,956**

home and personal  
security items given free  
to help people feel safer

**152**

British citizens  
supported after the  
terror attacks in Tunisia,  
Paris and Leytonstone

**1.7**

million calls handled

All data from VS internal data sources.



# Changing lives

David\* was the victim of an elaborate £7m con. Victim Support was there to help him.

When an old friend contacted David on a dating website and asked to borrow money from him so she could return to the UK, he was happy to help. As he paid another cash instalment to her from his local bank, the branch staff alerted him to a possible scam.

David lost £15,000, but he also suffered emotionally as well as financially. He said he felt “guilty” and “stupid” for being scammed. David turned to VS for help.

We were there for David, offering emotional support as well as practical advice on what to do with the photos and emails he was still receiving from the scammers. We were also able to signpost him to other specialist agencies for support with some of his specific needs.

David was keen to get a sense of control back in his life and asked his local VS office if he could stage a dance to raise funds for them. We helped David organise the event, and it was a huge success.

**“I won’t get my money back and it has put me in a difficult financial situation, but if it hadn’t been for Victim Support, I don’t think I would have been here. Putting on the dancing event was an important step in my road to recovery and helped me regain my confidence and feel like I was in control of my life again.”**

\* Name changed to ensure anonymity

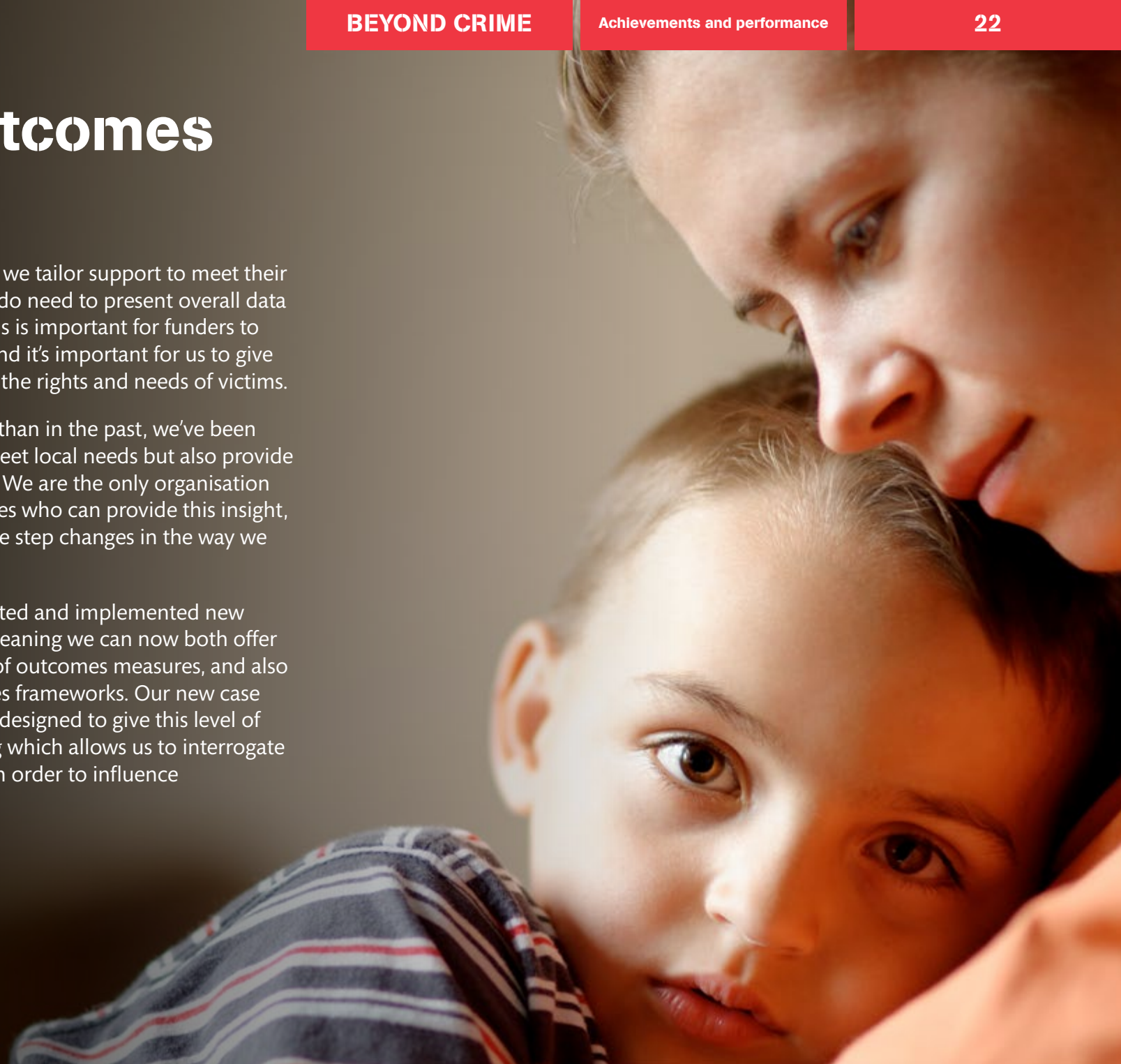


# Measuring outcomes

We know that every victim is different and we tailor support to meet their individual needs. But at the same time we do need to present overall data on the impact and outcomes achieved. This is important for funders to demonstrate return on their investment, and it's important for us to give us the information needed to stand up for the rights and needs of victims.

As we now work with many more funders than in the past, we've been working on developing approaches that meet local needs but also provide a unique set of comparative national data. We are the only organisation supporting victims of a wide range of crimes who can provide this insight, and over the course of the year we've made step changes in the way we report on performance and outcomes.

In addition, over the last year we have piloted and implemented new approaches to outcomes measurement, meaning we can now both offer funders a standardised, benchmarked set of outcomes measures, and also easily implement locally bespoke outcomes frameworks. Our new case management system has been specifically designed to give this level of flexibility as well as sophisticated reporting which allows us to interrogate impact, activity, victim characteristics etc in order to influence the ongoing development of our services.





# Making offenders think

The effects of crime can last for a long time, regardless of how 'serious' it is. Victim Support helps offenders to understand the impact of their actions.

In response to low-level crime such as shoplifting, criminal damage and antisocial behaviour, the police sometimes agree a conditional caution with the offender as an alternative to prosecution.

In 2015-16, VS developed a victim awareness course (VAC). Each course takes three hours and runs evenings and weekends. They are delivered by VS-accredited trainers and are paid for by the offender. The course helps the offender to better understand the impact of their actions upon the victim.

Last year, we ran 42 VACs across eight police forces with 353 offenders of low-level offences attending.

VACs are currently live in 13 police areas and will be rolled out to other interested police forces over the next three years.

**"I've realised how big an effect [my crime had] and how serious things can be. At the time you don't think of this."** Course participant



# VS helped me

We asked people how Victim Support had helped them cope with the impact of crime on different areas of their lives and here's what they said:

**73%**

my health and wellbeing improved

**91%**

my confidence improved

**76%**

helped me cope with housing issues

**72%**

I feel safer

**96%**

I'm satisfied with the support I received

**74%**

I feel better informed

**83%**

helped me cope with the impact on my relationships and social life

**79%**

helped me cope with work or study

**59%**

helped me cope with the impact on my finances

**63%**

my confidence in the police and courts has increased

**89%**

I found the service easy to access

**78%**

VS helped me manage aspects of everyday life



## Victim's voice

STRATEGIC AIM	2015-16 OBJECTIVES	HOW WE MET THEM
<p><b>Ensure victims' voices are heard to bring about positive change.</b></p>	<p>Generate greater awareness and understanding so that more people know how they can get help.</p>	<p>Created new Engagement and Enterprise directorate to align effort, drawing together fundraising, marketing and public affairs.</p> <p>Published a number of reports to help spotlight issues facing people affected by crime, including:</p> <ul style="list-style-type: none"> <li>■ <i>A Manifesto for Victims and Witnesses of Crime</i> (April 2015)</li> <li>■ <i>Waiting for Justice</i> (June 2015).</li> </ul> <p>Responded to six major government consultations.</p>
	<p>Raise the profile of victims' issues among policy makers, government and other influential organisations nationally and locally.</p>	<p>Created a research function to identify trends and issues raised by victims' experiences and access to support.</p> <p>Contributed to a number of strategies and working groups, including:</p> <ul style="list-style-type: none"> <li>■ the Home Office Modern Crime Prevention Strategy</li> <li>■ Keir Starmer MP's Victims' Law working group</li> <li>■ expert panel member of the Office of the Children's Commissioner Inquiry into Child Sexual Abuse in the Family Environment</li> <li>■ HMIC research on children's experience of the police, and CSE and Policing Knowledge Hub.</li> </ul>
	<p>Help funders keep informed of issues that affect victims of crime in their communities.</p>	<p>Produced weekly policy update for PCC funders.</p> <p>Commissioned market research to identify opportunities to diversify our income streams.</p> <p>Launched and ran VACs in eight police forces for low-level offenders.</p>
	<p>Generate more unrestricted income so that more people can get help.</p>	<p>Boosted capacity and capability in fundraising and marketing.</p> <p>Refreshed the VS identity and improved social media and website presence.</p> <p>Won funding and worked with over 50 agencies to help deliver our schools programme.</p> <p>Secured funding as a partner of the Big Lottery Women's Aid grant to initiate training for specialist domestic violence and abuse caseworkers, as part of the 'trusted professional' model over five years.</p>

# Other ways we ensured that victims' voices were heard



COPING WITH THE  
EFFECTS OF CRIME  
TOGETHER

developed our children and young people programme 'You & Co' and worked with children to design an education programme which was piloted in six schools with 1,200 children, helping them learn how to stay safer. Full launch due in September 2016

## 819,384

total website visits

[victimsupport.org.uk](http://victimsupport.org.uk)

national website refreshed to make our service more accessible



## £919,000

fundraised to improve services

## 5 policy reports

published including a manifesto to spotlight issues important to victims and witnesses of crime

## 2,864+

pieces of local and national broadcast, print and online media coverage to ensure victims' issues got the attention they deserve



more than doubled our social media engagement, helping to raise awareness and gain support for our work



**voted top third-sector organisation**

in the **2016 Stonewall Top 100 Workplace Equality Index**



VS identity and brand revitalised to help reach more people, especially those who don't report crimes to the police or don't know where to get help

All data from VS internal data sources.

## Sustain

STRATEGIC AIM	2015-16 OBJECTIVES	HOW WE MET THEM
<p><b>Ensure we have the right skills, systems and income levels; we get the best value for money; we optimise our assets; and we have the capability to deliver our plans so that we can keep innovating to deliver better services.</b></p>	<p>Put in place the right infrastructure and skills so that we can ensure financial stability and be able to fund innovations, so that people get the best possible service.</p> <p>Actively ensure that the central support teams at all times adds value to the core services provided to victims of crime and to our funders.</p>	<p>Grew the capacity of our bid team.</p> <p>Raised £919,000 of fundraised income.</p> <p>Secured £308,000 funding for our 'You &amp; Co' youth programme.</p> <p>Designed a change programme to support delivery of our five-year strategy.</p> <p>Carried out market research to diversify our income streams.</p> <p>Began a comprehensive review of our services to ensure they can deliver what victims need and want.</p> <p>Began a review of our internal quality management framework, which will ensure we can offer excellent services to victims.</p> <p>Voted top third-sector organisation in the 2016 Stonewall Top 100 Workplace Equality Index.</p> <p>Reviewed our learning and development function so that we can offer better learning opportunities to staff and volunteers.</p> <p>Invested in a new case management system.</p> <p>Reduced central support costs by 11%.</p>

"83% of VS staff said that they're proud to work for VS and 89% said that they would be happy to recommend our services to anyone who requires it"

2015-16 staff survey

# Future plans

Next year will be the second year of our five-year strategy. We will build on the work done this year around our three strategic aims: service delivery, victim's voice and ensuring that we operate in a sustainable way.

## Service delivery

STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE WILL MEET THEM
<b>To provide victims and witnesses with high-quality practical and emotional support.</b>	Provide good quality services that are flexible, best value for money and which reflect the needs of victims and funders.	Introduce new outcome-based service models to meet local commissioning needs.
		Further develop our range of innovative, evidence-based methods and techniques to help people move beyond crime.
	Roll out the new case management system to all our service teams.	
	Actively seek new opportunities, working innovatively with partners, to expand and develop services to meet people's needs.	Work with external partners to identify new opportunities to deliver better support to victims.
	Continue to review our premises and online capabilities so that we're accessible to people who need our services.	

## Victim's voice

STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE WILL MEET THEM
<p><b>Ensure victims' voices are heard to bring about positive change.</b></p>	<p>Ensure victims' issues and rights remain top of the agenda in the criminal justice system.</p> <p>Increase awareness and understanding of what VS does and the need for support.</p> <p>Actively seek new opportunities for the charity to grow its independent income so that it can fund activity that will raise awareness of victims' issues and help develop services.</p>	<p>Publish new evidence-based insights, findings and recommendations to help raise awareness and bring about positive change for victims.</p> <p>Support the passage of a Victims' Law through Parliament.</p> <p>Work with the Foreign and Commonwealth Office, counter-terrorism and other security agencies to ensure that victims of terrorism are supported.</p> <p>Run campaigns to raise awareness and increase understanding and engagement with what VS does, to improve support for victims and witnesses and create a stronger voice for victims to be heard.</p> <p>Develop new strategic opportunities with corporate partners to offer support to employees and customers who have been victims of crime.</p>

## Sustain

STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE WILL MEET THEM
<p><b>Ensure we have the right skills, systems and income levels; we get the best value for money; we optimise our assets; and we have the capability to deliver our plans so that we can keep innovating to deliver better services.</b></p>	<p>Develop VS so that we're able to reach more people; give the very best service we can; and ensure we continue developing our expertise in new and emerging crime areas such as cyber crime and acts of terror.</p>	<p>Roll out the new case management system to provide better services to victims and to customers.</p>
		<p>Generate income from identified commercial opportunities.</p>
		<p>Raise awareness and improve understanding among the public and other audiences of our work as an independent charity.</p>
		<p>Review our premises so that we're in the right place to provide the services that people need.</p>
		<p>Ensure our bidding process and approach are effective.</p>
		<p>Review key IT systems and infrastructure to ensure best value for money and effectiveness.</p>



# Changing lives

**Early intervention can prevent the escalation of domestic abuse. Victim Support engaged with domestic abuse incident victims within 48 hours of them entering the police system.**

Domestic abuse can take many different forms. It includes patterns of behaviour such as threats, put-downs, isolation, violence and control. The police get called to many domestic abuse incidents that aren't crimes. Although there is evidence that early intervention efforts are effective in reducing domestic abuse and preventing escalation, in many areas there is no service provision for these victims who are at risk.

In 2015-16, the PCC's office in Lancashire contacted VS to participate in a problem-solving group to address this lack of support for domestic abuse victims. We were commissioned to work as part of Lancashire's Multi Agency Safeguarding Hub (MASH) to deal with domestic abuse incidents and work on a prevention model. This pilot involved three trial areas in Chorley, South Ribble, and Morecambe and Lancaster.

The two VS workers based within the MASH contact domestic abuse incident victims within 48 hours of them entering the police system.

**"This is the first time anything like this had ever happened to me and I didn't know how to deal with it, I'm so glad you called me."** Service user

## 91,106

victims of domestic abuse offered help by VS

# Financial review

2015–16



# Financial review

## OVERVIEW

2014–15 was the first year of operating under the new framework for the commissioning of victim support services. This has meant a major change in the way we operate our business, for example:

- We are no longer paid in advance, we are now paid on commercial terms, in some cases quarterly in arrears, with payment being made 30 days after the end of the quarter. This resulted in a one-off change in our balance sheet, as our working capital moved to reflect these changes in the business terms.
- Contracts are being awarded at lower margins than in the past, therefore less contribution is being made from each contract towards central costs.
- The loss of the contract for the Witness Service means a reduction in both income and expenditure compared with last year.

We delivered a planned deficit of £4.4m (2014–15: £1.5m). The year was one of making changes to the way we do business to reflect the new environment we are operating within.

A new five-year plan was developed and the programmes have begun to change the way we operate. We have reviewed and reduced costs and made a number of investments to improve the service the charity offers, such as developing a new case management system and redesigning our service offer.

Our year-end finances were better than budgeted

Income

£41.0m

Expenditure

£45.3m

**How we did it:**

Offered help to  
**952,100**  
affected by crime  
and traumatic  
incidents

Investments  
were made to  
improve the  
business

**Key challenge:**

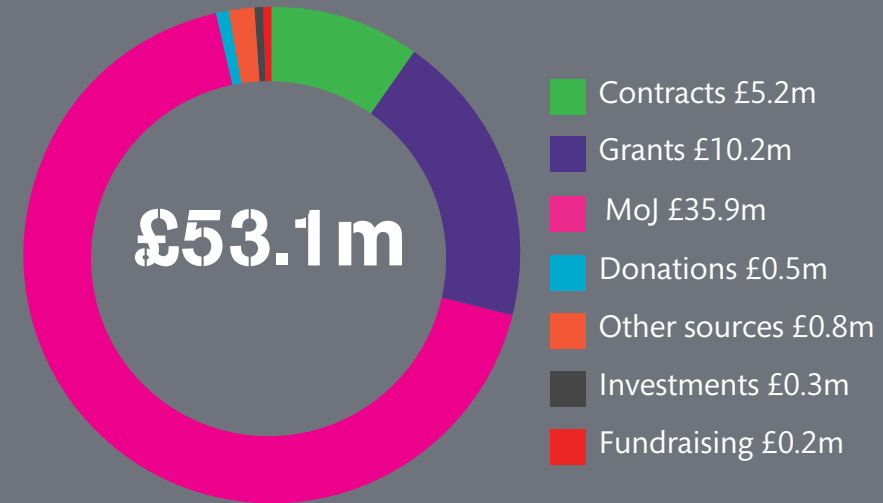
To restructure and transform the way we operate in the new business environment following the reorganisation of the way victim support services are commissioned.

## INCOME

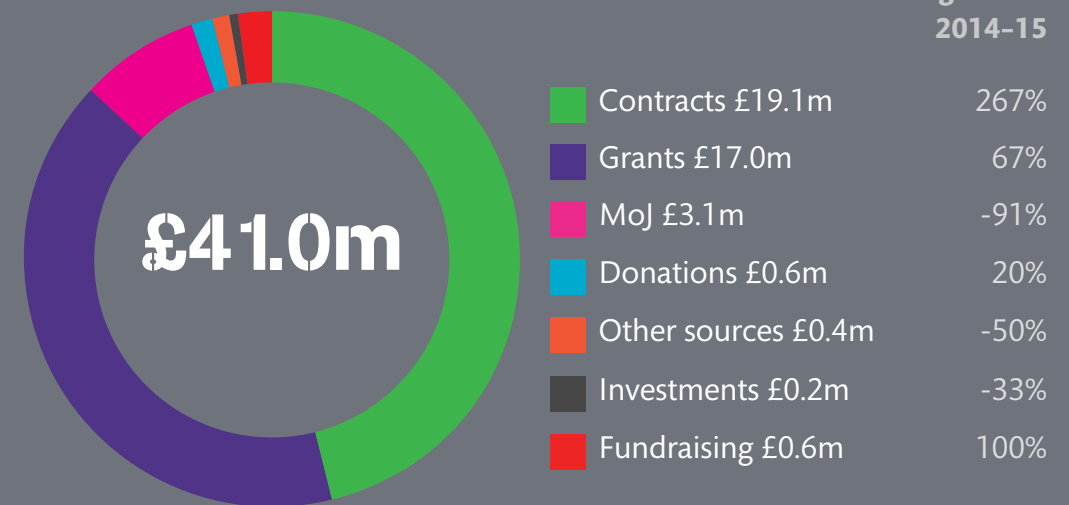
Our total income for the year was £41.0m, which is £12.0m less than the previous year. This largely reflects the loss of the national Witness Service contract and a number of smaller contracts.

Voluntary income generated £0.7m this year in comparison with £0.8m in 2014–15.

A new fundraising strategy has been developed and will be implemented in 2016–17 to increase unrestricted income. In addition, we have invested funds to identify other sources of income and have developed a strategy to exploit the opportunities we have identified that will make significant revenue contributions in the long term.



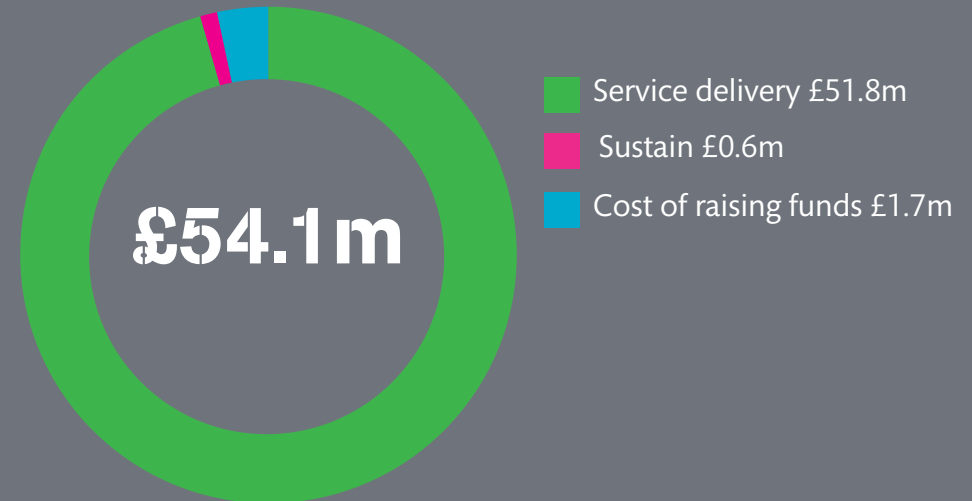
### Where our money came from 2014–15



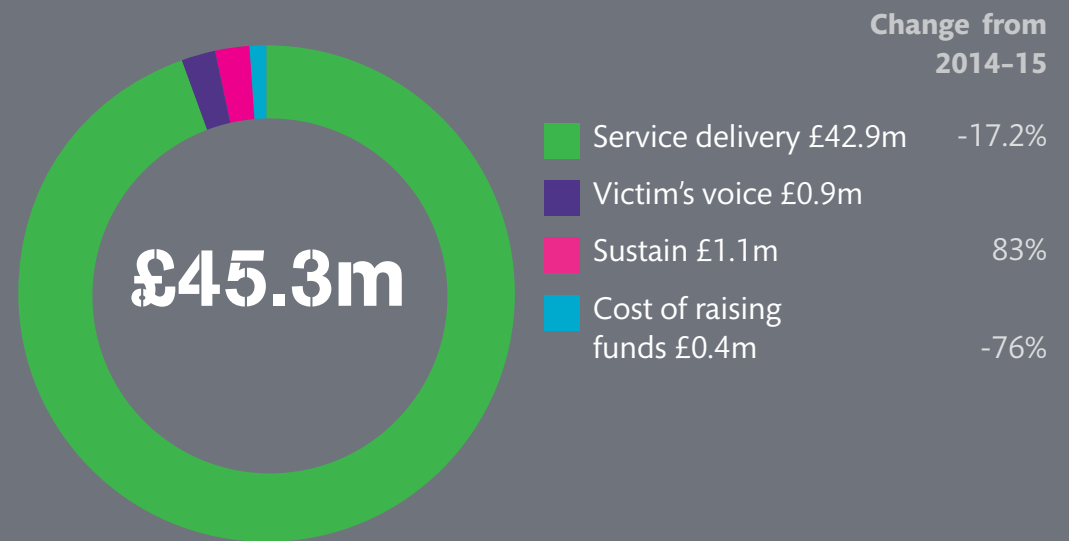
### Where our money came from 2015–16

## EXPENDITURE

Our overall expenditure decreased from £54.1m in 2014–15 to £45.3m in 2015–16. Expenditure on charitable activities decreased by £7.5m, reflecting the loss of the Witness Service contract from £52.4m in 2014–15 to £44.9m in 2015–16, which reflected the first year of operating under the new framework used for the commissioning of victim support services and the loss of the Witness Service contract.



### How our money was spent 2014–15



### How our money was spent 2015–16

### Service delivery

In addition to ongoing expenditure to deliver services, funds were used to improve the way we deliver services and to improve the quality and value. This includes implementing a new business structure in operations, along with an updated planning framework and a new approach to the way we bid for work.

A major project to redesign our business processes was started and will be completed next year. The major component of this will be the new case management system that is currently being developed for launch in 2016-17.

### Victim's voice

We have continued to invest in building our capability to represent victims, including the recruitment of a new research team, which has seen an increase in our media profile. In addition, we rebranded the charity to increase public awareness of VS, which will in due course assist with our fundraising efforts.

During the year, we continued to develop our successful victim awareness courses, which we delivered in partnership with eight police forces.

### Sustain

The strong management focus on building a sustainable business resulted in a restructuring of central support functions to drive efficiencies and improve effectiveness. We performed a detailed review of premises to ensure that all our property assets match our business requirements.

The ongoing investments in the service redesign and the new case management system, along with improvements to our IT infrastructure, will further increase the sustainability of the charity.

### Balance sheet

The balance sheet has changed to reflect the new business environment and the investment being made to develop the business. Debtors have increased by £2.0m, reflecting the new payment terms, while current liabilities have decreased by £1.5m due to increased management focus on working capital management and net current assets, which have decreased by £2.4m.

Cash and investments decreased by £5.8m to fund the deficit, the investment and the decrease in working capital.

### Reserves

Unrestricted reserves include funds that are 'not readily and/or available' for spending – for example, funds that are not being applied for a specific locality contract or grant, or funds already spent that reflect the net book value of fixed assets. Unrestricted reserves less funds not readily available give us our 'available' reserves – that is, the part of the charity's income fund that is freely available.

### Reserves policy

The Board of Trustees and the Finance Committee reviewed our reserves policy in 2015. Taking into account the new business environment following the change in the commissioning environment, they identified a revised baseline for 'available' reserves of £4m. In line with the current policy, the baseline also takes into account the risk profile of the organisation, funding from service delivery contracts and other sources, contractual commitments, working capital requirements and the development needs of the charity.

Our total reserves at the balance sheet date were £17.5m (2014-15: £21.9m). Of these, £5.1m (2014-15: £4.7m) are restricted and £12.4m (2014-15:

£17.3m) are unrestricted, with £2.1m (2014–15: £2.9m) designated fixed asset reserves, leaving £11.1m (2014–15: £14.4m) in available reserves, which represents £7.1m above the baseline level. This, in the opinion of the trustees, is adequate to cover the planned investments in efficiency measures and additional income sources.

### Investment policy and performance

The Finance Committee regularly reviews our investment performance and sets the investment policy. The policy was reviewed in 2015 and enables trustees to meet their objectives in respect of the requirements of the charity.

All non-working capital will be invested in either a portfolio of risk-free or cash equivalents, or in a low to medium risk managed portfolio.

The choice of investment type will take into account a number of factors, including immediate and future spending requirements, investment performance and the balance of capital growth and income.

During the year, we held investments in two separate funds managed by Newton Investment Management Ltd, namely:

- The Newton Growth & Income Fund for Charities which aims to maximise returns through capital growth and income, with a minimum target income yield of 3% per annum.
- The Newton Real Return which aims to achieve significant real rates of return in sterling terms, predominantly from a portfolio of UK and international securities. The fund is managed to seek a minimum return of cash 4% per annum above LIBOR over five years before fees.

Newton produce a monthly investment report on the managed funds, the Finance Committee reviews the investment performance quarterly and an annual report is issued to the trustees.

The volatile market has meant that the performance of the investment portfolio yielded a loss of £0.1m. However, it returned income of £0.2m, offsetting the loss. Steps were taken during the year to rebalance the portfolio to minimise future losses.

### Going concern

The 2015–16 results show a deficit, leading to surpluses in the longer term, and the strategy agreed in 2015 is unchanged. This calls for investment in developing additional income sources and efficiency measures. The New Generation Case Management System and the service redesign project are examples. A significant change programme commenced during 2015–16. These measures are key to the improvement in operating efficiencies, margins and contract tendering opportunities.

Contracts are being awarded at lower margins than in previous periods, but all contract wins make a contribution to central costs, and no loss-making contracts are being taken. A project to analyse all indirect costs budgeted for 2016–17 and to attribute to operations those costs which are relevant on an activity basis has been completed. This should provide increased visibility of the full costs of service delivery, which will allow better decision making in this regard.

Opportunities to improve the win rate of new contracts have been included in the long-term business plan at a level underpinned by robust estimates,

and taking into account the conditions which prevail as the market evolves. A significant level of 2016–17 income is covered by known contracts currently in the order book.

Investment in fundraising and other income streams continues as planned and this is anticipated to contribute significant revenue in the long term, thus addressing the ongoing deficit.

Throughout the business plan period to 2020–21, the unrestricted reserves level is anticipated to continue to remain above the minimum floor of £4.0m agreed by the Board of Trustees in December 2015, and the total cash level remains above £2.7m.

Taking into account the known contracts and their length and value, other identified sources of income, the level of reserves and the forecast cash flows, the Board of Trustees has a reasonable expectation that VS has adequate resources to continue in operational existence for the foreseeable future. The Board continues to adopt the going concern basis of accounting in preparing the annual financial statements.

VS believes that it continues to be in a strong position to continue to offer a quality service to victims and witnesses within its commissioning market. In preparing budgets and long-term forecasts, the Board of Trustees has taken into consideration the current economic climate, the potential for growth in alternative income sources, the robustness of the risk management process and the agility to manage the cost base accordingly.

### Grant making

The charity offers hardship grants to bereaved relatives of homicide victims to help with the cost of attending court hearings. This grant-making activity takes place within the national Homicide Service. We offer capacity-building grants to other voluntary agencies from which we commission specialist services to help us to support the bereaved relatives of homicide victims. We also offer offer victims small hardship grants from restricted funds made available for this purpose by donors.

# Why Victim Support needs to raise funds

We need to raise money to support more people affected by crime and to test and develop support for victims of emerging crimes. Additional funding will secure our ability to advocate independently on behalf of anyone affected by crime and traumatic incidents, and enhance our specialist support provision for people in need.

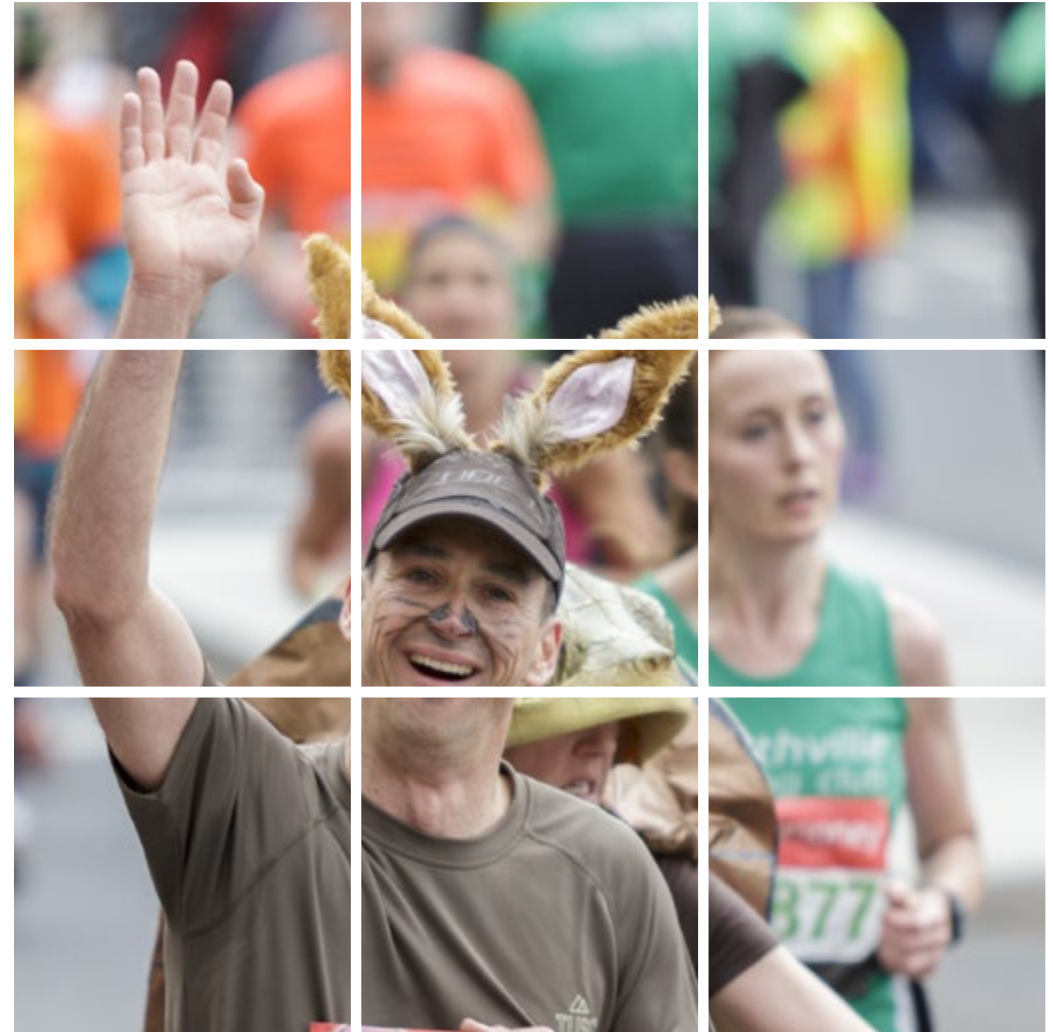
In 2015–16, we researched and developed a five-year, transformational fundraising strategy in order to reach our ambitious fundraising target of £8m over the five years. This will be used to extend our Supportline; roll out a 'safer school' youth programme; support victims of hate crime and antisocial behaviour; innovate in the fraud and cyber crime areas; and develop new support technologies. It will also help us to become a stronger voice for anyone affected by crime or traumatic incidents.

To achieve our target, we have bold plans to transform individual giving and expand our supporter base by 75%. We will also build stronger local community fundraising. We are already working on several exciting corporate opportunities, involving financial services, the security industry, the travel sector and international law firms, and our major donor programme is growing.

## Transforming supporter care

To enable sustained growth in income generation through regular giving, high value donor support, corporate giving, and trusts and foundations, VS will radically improve its approach to supporter care. This includes data collection, data management practices and appropriate targeted communication with supporters to create an engaging experience.

A key part of the fundraising strategy is to build data and engage people to become long-term supporters of VS.



# How we can help each other

## How we can help you

One in six people in England and Wales is affected by crime, so it's likely that you or someone you know has suffered from crime.

### Free, confidential information, advice and resources

Take a look at our websites [www.victimsupport.org.uk](http://www.victimsupport.org.uk) and [www.youandco.org.uk](http://www.youandco.org.uk) (for children and young people) for information, advice and how to get help and support. You can also find local services near you that you can contact directly. You can get help even if you haven't reported the crime to the police. All calls and information are treated in strictest confidence.

### Supportline 08 08 16 89 111

You can contact us free to get confidential information or advice by calling our national Supportline or Next Generation Text (by adding 18001 before any of our phone numbers).

### Corporate support

As a corporate organisation we can work with you to consider how you are supporting your staff and customers to prevent crime and be supportive if they are impacted by it.

### Victim awareness courses

We currently run these courses for low-level offenders for police forces at no cost to the force. To learn more contact [bd.national@victimsupport.org.uk](mailto:bd.national@victimsupport.org.uk)



## How you can help us

We need to reach and help more people. We need to ensure that victims' voices are heard in government, by the police and by other organisations in the criminal justice system. We can't do this without donations and volunteers and people sharing their experiences with us.

**Partner with us:** we know the most effective way to support victims is often to work in partnership. This year we worked with over 50 national organisations and many more local ones to deliver support. We also want to extend our workplace programme. We welcome corporate organisations to join us to support customers and staff to prevent crime and support people once affected.

**Minutes matter – volunteer for us:** we have 1,600 volunteers who bring a wealth of experience, skills and enthusiasm and we could not do what we do without them. We provide high-quality training because helping people affected by crime takes special qualities and skills. We also need the help of people with particular skills, such as designers, videographers, administrators, researchers and more. It doesn't matter if you have lots of time or just a little time. To learn more, visit our website or call our Volunteer Hotline **0800 840 4207**. Volunteering brings with it a great feeling of knowing that you're doing something to change people's lives for the better.

**Share your stories and experience to make a difference:** our policies and campaigns reflect what victims tell us they have experienced and what to change or improve. Work with us to share your story or experience so we can have the strongest voice possible.

**Donate now:** if you want to donate, you can make a one-off donation or set up a regular direct debit by going to [www.victimsupport.org.uk/donate](http://www.victimsupport.org.uk/donate)

**Become a supporter:** we very much need enthusiastic people to help us raise funds. You can join us at one of our events or plan your own. Get in touch by emailing [fundraising@victimsupport.org.uk](mailto:fundraising@victimsupport.org.uk) to learn how you can get involved.

To learn more about our charity, please visit our website or email us at [victimsupport.org.uk/stay-in-touch](http://victimsupport.org.uk/stay-in-touch)

# Our funders

We are proud to provide services across England and Wales on behalf of our commissioners:

Avon and Somerset Police and Crime Commissioner	Gloucestershire Police and Crime Commissioner	London Borough of Havering	Restorative Solutions Community Interest Company
Bedfordshire Police and Crime Commissioner	Greater Manchester Police and Crime Commissioner	London Borough of Islington	Rochdale Metropolitan Borough Council
Big Lottery Fund	Hampshire and Isle of Wight Police and Crime Commissioner	London Borough of Merton	Royal Borough of Kensington and Chelsea
Birmingham City Council	Her Majesty's Inspectorate of Constabulary	London Borough of Redbridge	Royal Borough of Kingston upon Thames
Bristol City Council	Hertfordshire Constabulary	London Borough of Sutton	South Wales Police and Crime Commissioner
Bury Metropolitan Borough Council	Hertfordshire County Council	London Borough of Tower Hamlets	South Yorkshire Police and Crime Commissioner
Cheshire Police and Crime Commissioner	Hertfordshire Police and Crime Commissioner	London Borough of Waltham Forest	Staffordshire Police and Crime Commissioner
Citizens Advice	Home Office	London Borough of Wandsworth	Suffolk Police and Crime Commissioner
Cleveland Police and Crime Commissioner	Humberside Police and Crime Commissioner	London Luton Airport Limited	Surrey Police and Crime Commissioner
Cumbria Police and Crime Commissioner	Kent Police and Crime Commissioner	Luton Borough Council	Sussex Police and Crime Commissioner
Derbyshire Police and Crime Commissioner	Lancashire Police and Crime Commissioner	Mayor's Office for Policing and Crime (London)	Thames Valley Police and Crime Commissioner
Devon and Cornwall Police and Crime Commissioner	Leeds City Council	Merseyside Police and Crime Commissioner	Trafford Borough Council
Dorset Police and Crime Commissioner	Leicestershire Police and Crime Commissioner	Ministry of Justice	Welsh Government
Durham Police and Crime Commissioner	Lincolnshire Police and Crime Commissioner	Newcastle City Council	West Mercia Police and Crime Commissioner
Dyfed-Powys Police and Crime Commissioner	London Borough of Barking and Dagenham	NHS England	West Midlands Police and Crime Commissioner
Essex Police and Crime Commissioner	London Borough of Bromley	NHS Tower Hamlets Clinical Commissioning Group	West Sussex County Council
Foreign and Commonwealth Office	London Borough of Camden	Norfolk Police and Crime Commissioner	West Yorkshire Police and Crime Commissioner
General Medical Council	London Borough of Ealing	North Yorkshire Police and Crime Commissioner	Wiltshire Council
	London Borough of Hackney	Northamptonshire Police and Crime Commissioner	Wiltshire Police and Crime Commissioner
	London Borough of Harrow	Northumbria Police and Crime Commissioner	
		Nottinghamshire Police and Crime Commissioner	
		Plymouth City Council	

# Our thanks

These are just some of the people who supported us last year, but there were so many more. On behalf of our trustees, staff, volunteers and most importantly those we have helped, please accept our warmest thanks for your generosity and support for our work. A very big thank you to everyone.

Alastair and Keira Townsend  
 Ampleforth Abbey Trust  
 Anonymous  
 Bailey Smailes Solicitors (from the estate of the late Mr E Beaumont)  
 Barclays Bank plc  
 Bircham Dyson Bell Solicitors LLP (from the estate of the late Ms P Bower)  
 Bradley Stoke Town Council  
 British Transport Police - '3 Days on the Edge' cyclists  
 Buttle UK  
 Carly Fund  
 Cash for Kids - Key 103  
 Charles Littlewood Hill Trust  
 Charnwood Borough Council  
 Christina Silva  
 Derek Radley

Daniel Green  
 G4S (Rainsbrook Secure Training Centre)  
 Gilbert and Eileen Edgar Foundation  
 Haberdashers' Aske's School for Girls  
 Hewitsons LLP (from the estate of the late Ms M Legge)  
 Hydro Cleansing Ltd  
 Koestler Trust  
 Lady Edwina Grosvenor  
 Laura Baker  
 Lisa Disney  
 Lord Barnby's Foundation  
 Lyndsey Bradshaw  
 Mark Brace  
 Mayo Wynne Baxter  
 McLaren - Birmingham  
 Millichope Foundation  
 Notts County Football Club  
 Patricia Routledge Charitable Trust  
 Patrons of Britannia Café, Norwich  
 Prison  
 Patrons of the Basildon Tea Bar  
 Patrons of the Exeter Courts Take a Break coffee shop  
 Peter and Frances Meyer  
 Pottton Consolidated Charities  
 Richard Anthony Hair Design  
 Santander UK plc

Sheffield Town Trust  
 Sir John Priestman Charity Trust  
 Stuart Ginnever  
 Terri Leak  
 The 29th May 1961 Charitable Trust  
 The A D Power Will Trust  
 The Annandale Charitable Trust  
 The Compton School  
 The Freemasons Grand Charity  
 The Helen Jean Cope Charity  
 The J Paul Getty Jnr Charitable Trust  
 The Moira Fund  
 The Open Society Initiative for Europe  
 The Sir James Reckitt Charity  
 The Vandervell Foundation  
 The Weinstock Fund  
 The Wragge and Co Charitable Trust  
 The Zochonis Charitable Trust  
 Tracey Highton  
 Trina Gravelle  
 Trinity Mirror PLC  
 TUI Thomson  
 Unity Lottery players  
 V Rapier  
 Veale Wasbrough Vizards (from the estate of the late Ms C Alman)  
 Waitrose - Alderley Edge  
 Waitrose - West Malling

Waitrose Limited  
 Worshipful Company of Security Professionals



# Changing lives

**Pete\* was traumatised after being caught up in the terrorist attack in Tunisia. Victim Support was there to support him.**

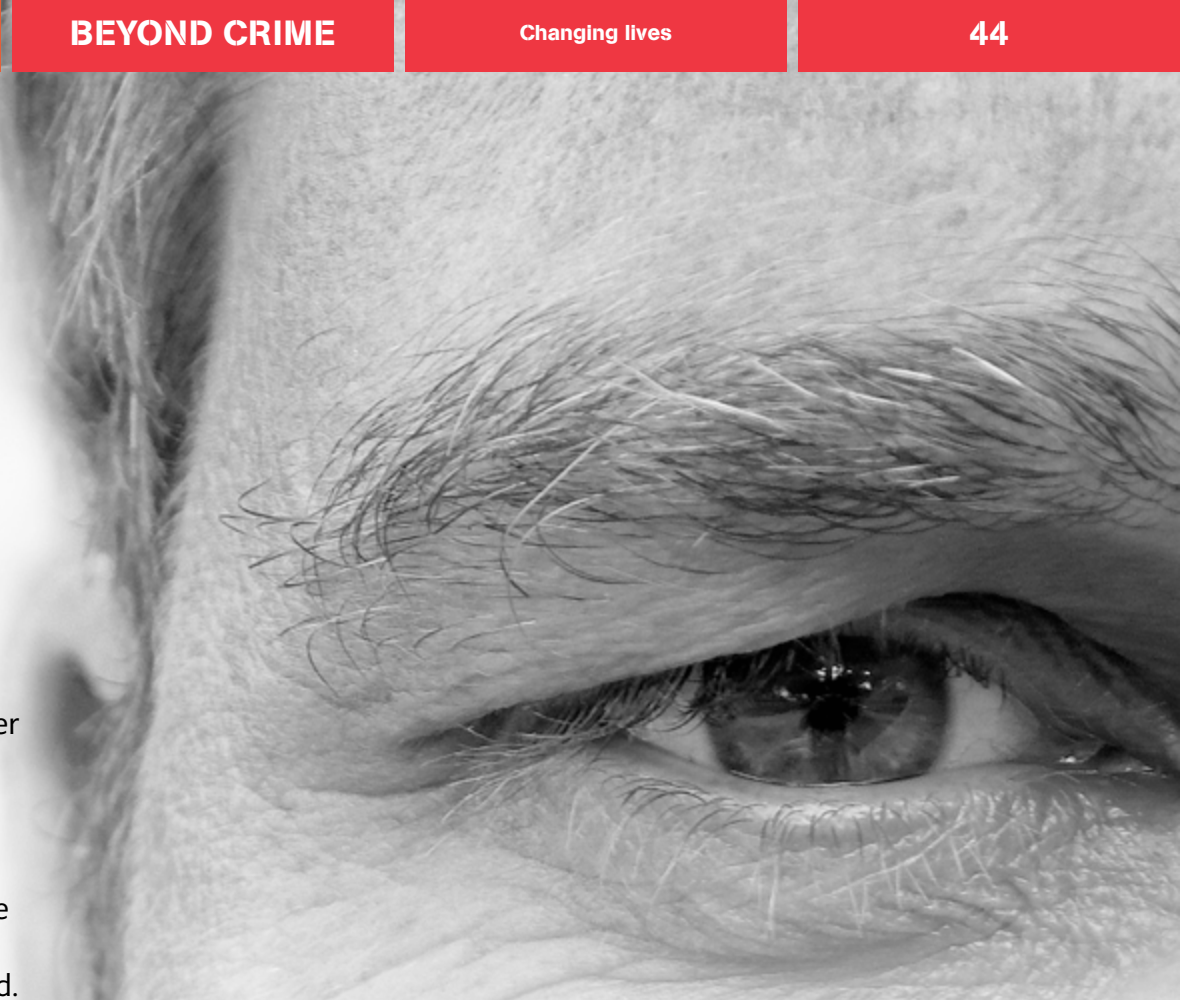
In the summer of 2015, while on holiday in Tunisia, Pete's life changed for ever. At 11.55am on 26 June, a date etched in his memory, Pete was caught up in the worst terrorist attack against Britons abroad since 9/11. As he relaxed on sun lounger, a lone gunman opened fire, shooting indiscriminately at innocent tourists.

Upon hearing the gunfire, Pete rolled onto the sand, contemplating whether to play dead. Terrified, unsure what to do and with bullets flying past him, he decided his best chance of surviving was to run for his life.

All around him were the terrifying sounds of "grenades and screaming". He managed to reach industrial washers, which he hid behind. With people shouting that the gunman was in the spa near him, he fled to changing rooms to hide with other terrified tourists, many of whom had been injured. Forty-five minutes later when he left the changing rooms, he described the horrifying sight of "dead bodies all around and bullet holes everywhere".

Thankfully, Pete was eventually reunited with loved ones, and boarded the first flight home that night. Traumatized and upset after the terrifying ordeal he had been through and the horrific sights he had seen, Pete arrived back in the UK and was offered help by VS.

Pete took up the offer and has received a mixture of practical information and emotional support from the charity. His home visits and phone conversations with Jimmy\* his caseworker have helped him to come to terms with what he has been through, and the counselling, which VS facilitated, has taught him



techniques to deal with stress. Jimmy also gave him a form to claim compensation that he was entitled to and gave him information on how to fill it out.

"The best thing about Victim Support has been Jimmy. He has been brilliant – he was there for me so I had somebody to speak to... every time he left [it felt like] a massive weight had been lifted from my shoulders."

"I feel extremely saddened for all those people who were on that beach alongside me who did not come home, as that could so easily have been me."

\* Names changed to ensure anonymity



# Principal risks and uncertainties

# Principal risks and uncertainties

## Introduction

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 Victim Support is exposed.

VS's governance structure and operating model are designed to ensure that we can effectively manage the principal risks that might affect our ability to deliver our strategic objectives.

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

- reviewing VS's systems of control, risk management and compliance
- agreeing internal audit plans to take account of emerging risks and opportunities and reviewing the work of internal audit, considering any findings that arise
- ensuring that appropriate action is taken by management on recommendations coming out of independent review and lessons learnt
- 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. He works closely with and is supported by the Senior Management Team (SMT). The work of the governance committees, the Chief Executive and the SMT is supported by VS's line management structure.

VS is constantly scanning the horizon. Early indicators that a UK exit from the EU may impact our core business going forward are being monitored, including:

- political impact on central government and Police and Crime Commissioners (PCCs) decision making
- economic impact on central government and PCC spending on victims' services
- economic impact on the fundraising environment
- social impact with regard to hate crime trends and potential for increase in unmet need
- legal impact on UK victims' laws and adoption of EU victims' legislation.

## Risk management framework

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

- maintaining operational, directorate and team level/project risk registers in addition to the corporate risk register. Review of the corporate risk register is explicitly linked to the business planning cycle through top-down review by the SMT on a quarterly basis 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 based on PQASSO, a quality standard used widely across the third sector, and a project underway to implement 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 staff, volunteers, the assets and the reputation of VS are exposed.

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

RISK	MANAGEMENT
<b>Failure to maintain financial viability</b>	<ul style="list-style-type: none"> <li>▪ Regular review of financial performance and applicable Key Performance Indicators by the SMT and the Finance Committee, with ongoing reporting to the Board</li> <li>▪ Robust financial modelling procedures established around income, costs, margins, reserves, cash balances and cash flow</li> <li>▪ Diversification of income</li> <li>▪ Cost reduction programmes.</li> </ul>
<b>Increased competition for income results in levels of income failing to meet forecast</b>	<ul style="list-style-type: none"> <li>▪ Monitoring relationships with commissioners, and risks to funding</li> <li>▪ Assessing lost bids to identify causes and related training, and guidance needs</li> <li>▪ Diversification of income with regular review of income opportunities</li> <li>▪ Financial planning, projections and budget monitoring.</li> </ul>
<b>Risk that key projects, such as Next Generation Case Management System and Service Redesign projects, are not delivered on time, within budget and to agreed scope</b>	<ul style="list-style-type: none"> <li>▪ Regular review by specialist team of performance against business plans, delivery of key projects and mitigation of risks, with ongoing reporting to the SMT and the Board</li> <li>▪ Close monitoring of strategic projects overview position and Key Performance Indicators relating to key projects.</li> </ul>
<b>Brand strength does not effectively support campaigning, fundraising and partnership building</b>	<ul style="list-style-type: none"> <li>▪ Dedicated resource to promote new brand and support local communications</li> <li>▪ Monitoring of brand impact.</li> </ul>
<b>Events, such as serious fraud, data security breach, health and safety incident, and failure to meet key stakeholder expectations, that could impact on reputation</b>	<ul style="list-style-type: none"> <li>▪ Senior level engagement in policy setting and ongoing improvements to performance management and reporting</li> <li>▪ Comprehensive training for staff and volunteers</li> <li>▪ Dedicated specialists in data protection, information security, health and safety, and quality and performance</li> <li>▪ Regular review of, and investment in, IT systems, information reporting and new infrastructure.</li> </ul>
<b>Employees and volunteers with key skills are not attracted, developed and retained to deliver necessary capability, capacity and flexibility</b>	<ul style="list-style-type: none"> <li>▪ Training programmes and e-learning</li> <li>▪ Regular review of skills gaps, succession planning and resourcing processes</li> <li>▪ Staff and volunteer engagement surveys and follow-up action plans.</li> </ul>
<b>Physical assets not efficiently and effectively utilised with economy to meet operational needs</b>	<ul style="list-style-type: none"> <li>▪ Property strategy and plans regularly reviewed</li> <li>▪ Key asset-related transactions reviewed by SMT and trustees</li> <li>▪ Regular review of utilisation of assets.</li> </ul>
<b>Financial risk: the charity's principal financial assets are bank balances, investments and receivables which are subject to credit risk; and investments which are subject to market movements</b>	<ul style="list-style-type: none"> <li>▪ Financial policy and procedures</li> <li>▪ Investment policy reflects the charity's attitude to risk</li> <li>▪ Regular review of financial risk by the SMT and the Finance Committee, with ongoing reporting to the Board.</li> </ul>



# Structure, governance and management

## Governing document

Victim Support 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 single charity on 20 June 2008. This was amended by special resolution on 29 April 2016.

## Organisation

The Board of Trustees is ultimately responsible for the distribution and safeguarding of the charity's assets but has delegated the majority of operational decisions to the Chief Executive and members of the Senior Management Team. The Board annually approves a Scheme of Delegation that sets out the responsibilities of the Chief Executive and the SMT. The Board monitors and controls all delegated work through a process of regular reporting.

## Public benefit

The trustees have referred to the Charity Commission's guidance on public benefit when reviewing our 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 guidance 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.

## Board Evaluation

The 2015–16 VS Board Evaluation process comprised a multi-tiered self-assessment, by trustees, company and independent members, of the effectiveness of committee and board performances in relation to their governance duties. Between September 2015 and March 2016, the Board commissioned VS Interim Director of Culture and Change Simon Edge to conduct a review of our governance arrangements. This included reviewing the VS Board Evaluation process and the process for setting and measuring performance against Board Objectives. The findings and proposals contained within this review are currently being assessed by our Governance & Nominations Committee (GNC) for future implementation.

## Appointment of trustees

The articles determine that the number of trustees shall be not less than five and (unless otherwise determined by ordinary resolution) not more than 12 in number. We currently have 11 trustees on the Board. Our 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 GNC. Trustees are appointed for an initial term of three years. They may be re-appointed for a further period of three years, after which the trustee must step down unless, in exceptional circumstances, the Board allows a trustee to serve for a further term of up to three years.

## Trustees' expenses

There was no trustees' remuneration or other benefits for the year ended 31 March 2016. Expenses reimbursed in the year were £8,000.

## Trustee induction and training

New trustees undergo an orientation day which includes meetings with the Chair, Chief Executive and SMT members. In addition to being supplied with an induction pack, they are briefed on their legal obligations under charity and company law as well as on policies specific to VS as an organisation.

## Board members and meeting attendance

Trustees	Strategy offsite	Board meetings			Briefing day	% attendance
		23 June 2015	29 September 2015	10 December 2015		
Sandra Caldwell	22 June 2015	23 June 2015	29 September 2015	10 December 2015	11 February 2016	50
Bernard Herdan	1	1	1	-	-	100
Sarah Miller	-	-	-	1	1	33
Will Sandbrook	1	1	1	-	-	67
Richard Wilson	1	1	1	-	1	67
Tom Davies	1	1	1	-	1	67
Jo Cumbley	1	1	1	1	1	100
Catherine Dugmore	1	1	1	1	1	100
Geoff Pollard	1	1	1	1	1	100
Les Mosco	1	1	1	1	1	100
Elizabeth Dymond	1	1	-	1	1	67
Maria Thomas	1	-	1	-	1	33
Moyna Wilkinson	-	-	1	1	-	100

The Board has five sub-committees, which are listed below, along with the number of times they met in 2015-16:

- Audit Committee – three meetings
- Finance Committee – five meetings
- Governance & Nominations Committee – three meetings
- Equality, Diversity & Inclusions Committee – three meetings
- Remuneration Committee – two meetings.

## Related parties and co-operation with other organisations

None of our trustees receive remuneration or other benefit from their work with the charity. In the current year, no such related party transactions were reported.

## Key management personnel remuneration

The directors are the charity's trustees, and the SMT comprises the key management personnel of the charity in charge of managing the organisation on a day-to-day basis. All directors give of their time freely and no director received remuneration in the year. Details of the directors' expenses are disclosed in the accounts.

The pay of the senior staff is reviewed annually and normally reviewed in accordance with inflation, although monitored against average earnings within the sector for the role. The directors' benchmark against pay levels in other charities of a similar size and the remuneration benchmark is the midpoint of the range paid for similar roles. If recruitment has proven difficult

in the recent past, a market addition is also paid, with the pay maximum no greater than the highest benchmarked salary for a comparable role.

## Trustees' responsibilities in relation to the financial statements

The trustees (who are also directors of Victim Support 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 these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice
- make judgements and estimates that are reasonable and prudent
- state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements and

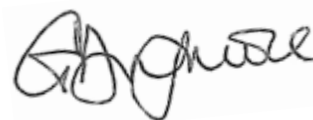
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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 charitable company and 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the directors are aware:

- there is no relevant audit information of which the charity's auditor is unaware and
- each member of the board has taken all the steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Strategic and Trustees' reports were approved by the trustees on 27 July 2016 and signed on their behalf by:



Catherine Dugmore  
Chair

# Auditor's report

## Independent auditor's report to the members of Victim Support

We have audited the financial statements of Victim Support for the year ended 31 March 2016 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes number 1 to 16.

The financial reporting framework that has been applied in their preparation is applicable law and FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland.

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 company's members as a body, for our audit work, for this report or for the opinions we have formed.

## Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Strategic report and the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies, we consider the implications for our report.

## Opinion on financial statements

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 2016 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 FRS 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland and
- have been prepared in accordance with the requirements of the Companies Act 2006.

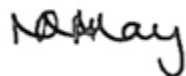
### Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the Strategic report and the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.

### Matters on which we are required to report by exception

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

- the parent charitable company has not kept adequate accounting records or
- the parent charitable 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.



Nicola May  
Senior Statutory Auditor  
For and on behalf of  
Crowe Clark Whitehill LLP  
Statutory Auditor

London, UK

27 July 2016

# Financial statements

2015–16

# Financial statements

## Victim Support: Consolidated statement of financial activities for the year ended 31 March 2016

Income and endowments	Notes	Unrestricted £'000	Restricted £'000	Total 31.3.16 £'000	Total 31.3.15 £'000
<b>Income and endowments from:</b>					
Charitable activities	2.4	17,215	22,553	39,768	51,550
Donations and legacies	2.1	576	167	743	812
Other trading activities	2.2	139	39	178	405
Investments	2.3	241	-	241	307
Other income	2.5	48	59	107	-
<b>Total income</b>		<b>18,219</b>	<b>22,818</b>	<b>41,037</b>	<b>53,074</b>
<b>Expenditure on:</b>					
Raising funds	3.1	229	214	443	1,647
<b>Charitable activities</b>	3.2				
Service delivery		22,142	20,737	42,879	51,831
Victim's Voice		481	450	931	
Sustain		553	516	1,069	587
<b>Total charitable expenditure</b>		<b>23,176</b>	<b>21,703</b>	<b>44,879</b>	<b>52,418</b>
<b>Total expenditure before gains and losses on investments</b>		<b>23,405</b>	<b>21,917</b>	<b>45,322</b>	<b>54,065</b>
Net gains/(losses) on investments		(119)	-	(119)	516
<b>Net income/(expenditure)</b>		<b>(5,305)</b>	<b>901</b>	<b>(4,404)</b>	<b>(475)</b>
Transfers between funds	16.2	441	(441)	-	-
<b>Net movement in funds in the year</b>		<b>(4,864)</b>	<b>460</b>	<b>(4,404)</b>	<b>(475)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward on 1 April 2015		17,263	4,686	21,949	22,424
<b>Total funds carried forward as at 31 March 2016</b>		<b>12,399</b>	<b>5,146</b>	<b>17,545</b>	<b>21,949</b>

There are no gains or losses other than as recognised above and all incoming resources and resources expended arise from continuing activities.

The notes on pages 59 to 71 form part of these financial statements.

## Victim Support: Balance sheet as at 31 March 2016

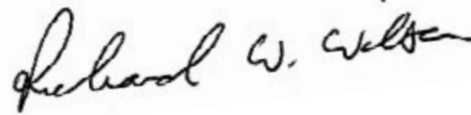
Fixed assets	Notes	Consolidated		Charity	
		31.3.16 £'000	31.3.15 £'000	31.3.16 £'000	31.3.15 £'000
Property, plant and equipment	8	1,728	2,372	1,728	2,372
Investments	10	7,112	8,231	7,112	8,231
Investment in subsidiaries		-	-	10	10
<b>Total fixed assets</b>		<b>8,840</b>	<b>10,603</b>	<b>8,850</b>	<b>10,613</b>
<b>Current assets</b>					
Debtors and prepayments	11	7,932	5,974	7,932	5,950
Short-term deposits		-	4,800	-	4,800
Cash at bank and in hand		5,297	6,314	5,285	6,275
<b>Total current assets</b>		<b>13,229</b>	<b>17,088</b>	<b>13,217</b>	<b>17,025</b>
<b>Creditors</b>					
Amounts falling due within one year	12	(3,771)	(5,242)	(3,778)	(5,199)
<b>Net current assets</b>		<b>9,458</b>	<b>11,846</b>	<b>9,439</b>	<b>11,826</b>
Provision for liabilities	14	(752)	(500)	(752)	(500)
<b>Net assets</b>		<b>17,545</b>	<b>21,949</b>	<b>17,537</b>	<b>21,939</b>
<b>Funds</b>					
General	16	11,161	15,046	11,153	15,036
Designated		1,238	2,217	1,238	2,217
<b>Total unrestricted funds</b>		<b>12,399</b>	<b>17,263</b>	<b>12,391</b>	<b>17,253</b>
<b>Restricted funds</b>					
Restricted		5,146	4,686	5,146	4,686
<b>Total funds</b>		<b>17,545</b>	<b>21,949</b>	<b>17,537</b>	<b>21,939</b>

The notes on pages 59 to 71 form part of these financial statements.

The financial statements were approved by the board on 27 July 2016 and were signed on its behalf by:



Catherine Dugmore, Chair of Board of Trustees



Richard Wilson, Hon Treasurer



## Victim Support: Consolidated cash flow statement for the year ended 31 March 2016

	Notes	31.3.16 £'000	31.3.15 £'000
Net cash outflow from operating activities	1	(6,729)	(1,165)
Cash flows from investing activities: dividends received	2	240	807
Capital expenditure and financial investment	2	670	2,136
<b>(Decrease)/increase in cash in the reporting period</b>		<b>(5,818)</b>	<b>1,778</b>
<b>Reconciliation of net cash flow to movement in net cash</b>			
Increase/(decrease) in cash in the period		(5,818)	1,778
Change in net cash resulting from cash flows		(5,818)	1,778
Net cash 1 April		11,114	9,336
<b>Net cash at 31 March 2016</b>		<b>5,296</b>	<b>11,114</b>

The notes on pages 59 to 71 form part of these financial statements.

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

	31.3.16 £'000	31.3.15 £'000
Net income/(expenditure) for the reporting period	(4,404)	(991)
Adjustments for:		
Depreciation charges	975	910
(Gains)/losses on investments	119	(502)
Interest received	(36)	(142)
Dividends received	(205)	(165)
Decrease/(increase) in debtors	(1,958)	(2,077)
(Decrease)/increase in creditors	(1,218)	1,802
<b>Net cash provided by (used in) operating activities</b>	<b>(6,727)</b>	<b>(1,165)</b>

**2. Analysis of cash flows as shown on the cash flow statement****Returns on investments and servicing of finance**

Interest received	(36)	(142)
Dividends received	(205)	(165)
<b>Net cash inflow for returns on investments and servicing of finance</b>	<b>(241)</b>	<b>(307)</b>

**3. Capital expenditure and financial investment**

Purchase of tangible fixed assets	(330)	(364)
Sale of tangible fixed assets	-	-
Sale of fixed asset investment	1,000	2,500
<b>Net cash inflow for capital expenditure and financial investment</b>	<b>670</b>	<b>2,136</b>

	01.04.15 £'000	Movement £'000	31.3.16 £'000
<b>Net cash:</b>			
Cash at bank and in hand	6,314	(1,017)	5,297
Current asset investment	4,800	(4,800)	-
<b>Total</b>	<b>11,114</b>	<b>(5,817)</b>	<b>5,297</b>

The notes on pages 59 to 71 form part of these 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 Hallam House, 56–60 Hallam Street, London W1W 6JL.

## 1. Accounting policies

### Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, and in accordance with applicable United Kingdom accounting standards including the Charities Statement of Recommended Practice (SORP), FRS102 – ‘Accounting and Reporting by Charities’ published in 2015 and the Companies Act 2006. This is the first year the financial statements have been prepared under FRS102. Victim Support 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 relevant 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 Victim Support and its subsidiary undertakings, namely Victim Support Ltd (registration number 02609147) and VS Trading (Cornwall) Ltd (registration number 04631310) on a line-by-line basis.

### Going concern

The Board of Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. The trustees’ Annual Report discusses the impact of local commissioning from October 2014 on Victim Support and how the charity is well placed to face this challenge. The accounts have, therefore, been prepared on the basis that the charity is a going concern.

### Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS102 and the Charities SORP 2015 the restatement of comparative items was required. In their estimation, the impact of transitioning is not material to the financial statements and therefore the restatement of comparative items is not required. The transition date was 1 April 2014.

### 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.
- Residual legacies – the charity recognises residuary legacies before probate has been granted therefore requires an estimation of amount receivable.

### 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 quantified with reasonable accuracy.

Donations and gifts are included in the SOFA when receivable. Income from donated services and gifts 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 within 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.

Grants for the purchase of fixed assets are credited to restricted incoming resources when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated as a restricted grant.

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. Where applicable, income is recognised net of VAT. Donated goods for resale in the charity shops 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. They include 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. Time sheets are used as the initial basis to apportion support staff costs based on the activity they are supporting, with any non-apportioned support time being denoted as such. These non-apportioned support costs are then allocated on the basis of the number of full-time equivalent staff and volunteers working on certain activities. This allocation is shown in note 5.

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 four years. Freehold buildings are depreciated at 4% per annum on a straight line basis. 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 the local authority operates in.

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

Designated funds relate to fixed asset transfers and unrestricted funds allocated by the Board of Trustees for a specific purpose.

## Pensions

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

## Operating leases

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

## Investments

Investment in a subsidiary is stated at cost less any impairment. Listed investments are included at market value at the balance sheet date.

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

## Dilapidations provision

Provision is made for dilapidations on leasehold properties where the charity has a contractual obligation to bear such costs. Movements on the provision are included in the expense heading to which they relate.

## 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	31.3.16			31.3.15		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<b>2.1 Income and endowments from:</b>						
Donations	324	36	360	217	207	424
Legacies	252	-	252	2	-	2
Grants	-	101	101	-	284	284
Donated goods and services	-	30	30	31	71	102
<b>Total</b>	<b>576</b>	<b>167</b>	<b>743</b>	<b>250</b>	<b>562</b>	<b>812</b>
<b>2.2 Other trading activities</b>						
Fundraising events and sponsorships	32	32	64	109	138	247
Trading operations	107	7	114	117	41	158
<b>Total</b>	<b>139</b>	<b>39</b>	<b>178</b>	<b>226</b>	<b>179</b>	<b>405</b>
<b>2.3 Investment income</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Interest received	36	-	36	142	-	142
Dividend	205	-	205	165	-	165
<b>Total</b>	<b>241</b>	<b>-</b>	<b>241</b>	<b>307</b>	<b>-</b>	<b>307</b>
<b>2.4 Income from charitable activities</b>						
Moj core	-	-	-	29,261	-	29,261
Moj homicide	-	3,125	3,125	-	6,877	6,877
Restorative justice pathfinder	-	119	119	-	373	373
Local authorities and other statutory bodies	12,336	6,622	18,958	4,186	5,922	10,108
Police and other criminal justice agencies	13	12,140	12,153	249	3,278	3,527
Trusts	-	103	103	-	42	42
Other grants and contracts	4,866	444	5,310	692	670	1,362
<b>Total</b>	<b>17,215</b>	<b>22,553</b>	<b>39,768</b>	<b>34,388</b>	<b>17,162</b>	<b>51,550</b>
<b>2.5 Other income</b>	<b>48</b>	<b>59</b>	<b>107</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total income</b>	<b>18,219</b>	<b>22,818</b>	<b>41,037</b>	<b>35,171</b>	<b>17,903</b>	<b>53,074</b>

3. Expenditure	31.3.16			31.3.15		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
3.1 Costs of raising funds	£'000	£'000	£'000	£'000	£'000	£'000
Cost of raising funds	174	184	358	1,475	64	1,539
Trading operations	55	30	85	19	89	108
<b>Total</b>	<b>229</b>	<b>214</b>	<b>443</b>	<b>1,494</b>	<b>153</b>	<b>1,647</b>

The cost of generating funds relates to the cost incurred by the group and the charitable company in raising funds for the work of Victim Support.

### 3.2 Charitable activities

Service delivery	21,874	20,737	42,611	33,706	17,641	51,347
Sustain	553	516	1,069	-	-	-
Victim's Voice (Enterprise)	481	450	931	587	-	587
<b>Total</b>	<b>22,908</b>	<b>21,703</b>	<b>44,611</b>	<b>34,293</b>	<b>17,641</b>	<b>51,934</b>

### 3.3 Governance

Governance costs	268	-	268	484	-	484
<b>Total expenditure</b>	<b>23,405</b>	<b>21,917</b>	<b>45,322</b>	<b>36,271</b>	<b>17,794</b>	<b>54,065</b>

### 4. Gains and losses on investments

<b>Total</b>	<b>(119)</b>		<b>(119)</b>	<b>(516)</b>	<b>-</b>	<b>(516)</b>
<b>Total</b>	<b>23,524</b>	<b>21,917</b>	<b>45,203</b>	<b>35,755</b>	<b>17,794</b>	<b>53,549</b>

### Total expenditure includes charges for:

Depreciation	975	-	975	910	-	910
Trustees' reimbursed expenses	8	-	8	3	-	3
Audit fees	55	-	55	36	-	36
Operating lease rentals	1,826	-	1,826	1,832	-	1,832
<b>Total</b>	<b>2,864</b>	<b>-</b>	<b>2,864</b>	<b>2,781</b>	<b>-</b>	<b>2,781</b>

Audit fees for the year were £54,761 (2014-15: £34,172).

Operating lease rentals include rental costs for the use of 54 premises across England and Wales. Other leases include the hire of photocopier, franking machine and IT leases.

### 5. Support costs

	Staff costs	Overheads	Total	Total
	£'000	£'000	31.3.16 £'000	
Finance, HR and IS services	1,331	96	1,427	1,248
Premises and office costs	283	2,602	2,885	3,436
Management	577	2,025	2,602	2,819
<b>Total</b>	<b>2,191</b>	<b>4,723</b>	<b>6,914</b>	<b>7,503</b>

Non-apportioned support costs have been allocated on the basis of full-time equivalent staff and volunteers working on certain activities.

## 6. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 March 2016 (2014-15: £nil). Expenses reimbursed to trustees of £8,000 (2014-15: £3,000) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year. A breakdown of these costs is as shown below:

	Total 31.3.16 £'000	Total 31.3.15 £'000
Travel expenses	3	-
Mileage claims	1	1
Subsistence	4	2
<b>Total</b>	<b>8</b>	<b>3</b>

## 7. Staff costs

### 7.1 Analysis of staff costs

	31.3.16 £'000	31.3.15 £'000
Wages and salaries	26,424	32,587
Social security costs	2,373	2,854
Pension costs	1,273	1,576
<b>Total</b>	<b>30,070</b>	<b>37,017</b>
Agency staff	1,679	1,752
Redundancy and compensation costs	815	869
Termination costs	14	7
<b>Other staff costs</b>	<b>2,508</b>	<b>2,621</b>
<b>Total staff costs</b>	<b>32,578</b>	<b>39,638</b>

Redundancy costs paid in the year were £814,603. (2014-15: £868,992.88). There were no outstanding redundancy costs at the end of the year.

### 7.2 Key management personnel remuneration

Remuneration to key management personnel	810	959
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The key management personnel of the charity comprise the trustees, the Chief Executive, Engagement and Enterprise Director, Finance Director, Human Resources Director, IS Director, Operations Director and Head of Strategic Planning.

Total employee benefits for the key management personnel for the year ended 31 March 2016 were £809,987 (2014-15: £959,313).



### 7.3 The number of employees paid more than £60,000 were:

	31.3.16 Number	31.3.15 Number
£60,000–£70,000	3	1
£70,001–£80,000	4	3
£80,001–£90,000	3	2
£90,001–£100,000	2	2
£100,001–£110,000	2	1
£110,001–£120,000	-	-
£120,001–£130,000	-	1
£130,001–£140,000	-	1
£140,001–£150,000*	-	1
£150,001–£160,000*	1	-
<b>Total</b>	<b>15</b>	<b>12</b>

The total pension contributions for the above higher-paid staff were £42,719 (2014–15: £52,887). The above bandings include a number of staff who received redundancy payments as a result of a restructure within the change programme.

\* part year to 31 March 2015, includes salary in lieu of pension contributions.

### 7.4 Number of employees

The average number of employees is split as follows:

	31.1.16 Number	31.1.15 Number
Support and management	139	111
Service delivery	856	1,202
Homicide	39	41
<b>Total</b>	<b>1,034</b>	<b>1,354</b>

Of the above change in staffing, 280 staff transferred to Citizens Advice under TUPE with effect from 1 April 2015 due to the transfer of the Witness Service contract. The remainder are staff changes resulting from the loss of other contracts during the year.

### 7.5 Volunteers

1,600 dedicated volunteers generously gave 224,594 hours of their time to Victim Support in 2015–16.

## 8. Property, plant and equipment

	Freehold property	Long leasehold	Fixtures and fittings	Office equipment	Software and IT infrastructure	Asset under construction	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>							
At 1 April 2015	427	181	45	48	4,030	-	4,731
Additions	-	-	-	-	171	160	330
Disposals	-	-	-	-	-	-	-
<b>At 31 March 2016</b>	<b>427</b>	<b>181</b>	<b>45</b>	<b>48</b>	<b>4,201</b>	<b>160</b>	<b>5,062</b>
<b>Depreciation</b>							
At 1 April 2015	(119)	(160)	(34)	(44)	(2,002)	-	(2,359)
Additions	(17)	(19)	(3)	(2)	(934)	-	(975)
Charge for the year	-	-	-	-	-	-	-
<b>At 31 March 2016</b>	<b>(136)</b>	<b>(179)</b>	<b>(37)</b>	<b>(46)</b>	<b>(2,936)</b>	<b>-</b>	<b>(3,334)</b>
<b>Net book value as at 31 March 2016</b>	<b>290</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>1,264</b>	<b>160</b>	<b>1,728</b>
<b>Net book value as at 31 March 2015</b>	<b>308</b>	<b>21</b>	<b>11</b>	<b>6</b>	<b>2,026</b>	<b>-</b>	<b>2,372</b>

Asset under construction comprises costs relating to the new case management system. Depreciation will commence upon full implementation in 2016-17.

## 9. Operating lease commitments

At 31 March 2016, annual commitments under operating leases expiring were as follows:

	31.3.16 £'000	31.3.15 £'000
Within one year	1,054	1,206
Between two and five years	1,054	1,198
<b>Total</b>	<b>2,108</b>	<b>2,404</b>

## 10. Investments

### 10.1 Fixed asset investments

	<b>31.3.16</b>	<b>31.3.15</b>
	<b>£'000</b>	<b>£'000</b>
Market value at 1 April 2015	<b>8,231</b>	10,213
Additions to investment at cost	-	2,501
Disposal proceeds	<b>(1,000)</b>	<b>(5,000)</b>
Net gain/(loss) on revaluation	<b>(119)</b>	517
<b>Carrying value (market value) at the end of year</b>	<b>7,112</b>	<b>8,231</b>
<b>Historical cost</b>	<b>7,500</b>	7,543

The managed funds are invested in Newton Real Return Exempt Fund (£4m) and the Newton Growth and Income Fund for Charities (£2.5m) which are multi-asset funds invested primarily in UK and international securities.

## 10.2 Investments in subsidiaries

Victim Support Ltd, 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 2016 are shown in the table below.

VS Trading (Cornwall) Ltd, 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 £1. The company raises funds for Victim Support by providing catering services at Truro Magistrates' Court. A summary of the results for the year and the financial position at 31 March 2016 are shown below.

	Victim Support Ltd		VS Trading (Cornwall) Ltd	
	31.3.16 £'000	31.3.15 £'000	31.3.16 £'000	31.3.15 £'000
Turnover	9,663	68,317	10,546	11,545
Cost of sales	(1,838)	(3,197)	(3,214)	(5,400)
Gross profit	7,825	65,120	7,332	6,145
Administrative expenses	(1,236)	(7,372)	(2,347)	(2,117)
Operating profit/(loss)	6,590	57,748	4,985	4,028
Interest receivable	-	-	-	3
Donation to Victim Support	(6,590)	(57,748)	(4,000)	(2,000)
Reported profit/(loss)	-	-	985	2,031
<b>Statement of financial position</b>				
Fixed assets	-	-	284	284
Stock	-	-	100	100
Debtors	(2,684)	25,630	-	-
Cash at bank	97	27,740	10,601	10,776
Creditors	12,587	(43,370)	(60)	(1,221)
<b>Net assets</b>	<b>10,000</b>	<b>10,000</b>	<b>10,925</b>	<b>9,939</b>

**11. Debtors: amounts falling due within one year**

	Consolidated		Charity	
	31.3.16 £'000	31.3.15 £'000	31.3.16 £'000	31.3.15 £'000
Trade debtors	4,205	2,532	4,205	2,532
Other debtors	139	225	139	225
Prepayments	1,561	969	1,561	969
Accrued income	2,027	2,248	2,027	2,224
<b>Total</b>	<b>7,932</b>	<b>5,974</b>	<b>7,932</b>	<b>5,950</b>

**12. Creditors: amounts falling due within one year**

Trade creditors	943	1,470	943	1,470
Taxation and social security	1,365	1,234	1,365	1,236
Other creditors	244	274	253	274
Accruals	847	902	847	901
Deferred income	372	1,362	370	1,362
<b>Total</b>	<b>3,771</b>	<b>5,242</b>	<b>3,778</b>	<b>5,242</b>

**13. Deferred income**

	At 1.4.15 £'000	Deferred in the year £'000	Released in the year £'000	At 31.3.16 £'000
<b>Total</b>	<b>1,362</b>	<b>370</b>	<b>1,362</b>	<b>370</b>

**14. Provisions for liabilities**

	Balance at 1.4.15 £'000	Movement in provision £'000	Balance at 31.3.16 £'000
Dilapidations	500	252	752
<b>Total</b>	<b>500</b>	<b>252</b>	<b>752</b>

Provisions relate to dilapidations on leasehold properties where Victim Support 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 £'000	Restricted funds £'000	31.3.16 Total funds	31.3.15 Total funds
Fixed assets	1,582	146	1,728	2,372
Investments	3,976	3,136	7,112	8,231
Current assets	10,248	2,981	13,229	17,088
Current liabilities	(2,655)	(1,116)	(3,771)	(5,242)
Provision for liabilities	(752)	-	(752)	(500)
<b>Total</b>	<b>12,399</b>	<b>5,147</b>	<b>17,546</b>	<b>21,949</b>

## 16. Movement in funds

	At 1.4.15	Incoming resources	Outgoing resources	Transfer between funds	Gains and losses	At 31.3.16
	£'000	£'000	£'000	£'000	£'000	£'000
<b>16.1 Restricted funds</b>						
<b>Moj grants</b>						
National Homicide Service	-	3,032	(2,993)	(12)	-	27
<b>Total</b>	-	3,032	<b>(2,993)</b>	<b>(12)</b>	-	<b>27</b>
<b>Central restricted funds</b>						
FCO-homicide abroad	-	100	(100)	-	-	-
Supportline	33	-	-	-	-	33
Freehold property reserve	155	-	(9)	-	-	146
Restorative justice pathfinder	37	105	(208)	65	-	-
Other	70	340	(314)	52	-	148
<b>Total</b>	<b>295</b>	<b>545</b>	<b>(631)</b>	<b>117</b>	-	<b>328</b>
<b>Restricted by location</b>						
Central & Wales locality	262	1,226	(1,177)	(75)	-	237
London locality	1,897	4,759	(4,355)	(585)	-	1,716
North locality	1,270	7,559	(7,200)	88	-	1,717
South locality	962	3,223	(3,279)	25	-	931
Moj grant-in-aid	-	2,473	(2,282)	-	-	190
<b>Total</b>	<b>4,391</b>	<b>19,241</b>	<b>(18,292)</b>	<b>(547)</b>	-	<b>4,791</b>
<b>Total restricted</b>	<b>4,686</b>	<b>22,818</b>	<b>(21,917)</b>	<b>(441)</b>	-	<b>5,146</b>

**16.2 Unrestricted designated funds:**

	At 1.4.15	Incoming resources	Outgoing resources	Transfer between funds	Gains and losses	At 31.3.16
	£'000	£'000	£'000	£'000	£'000	£'000
Fixed asset reserve	2,218	-	(980)	-	-	1,238
<b>Total designated</b>	<b>2,218</b>	<b>-</b>	<b>(980)</b>	<b>(1,449)</b>	<b>-</b>	<b>1,238</b>
<b>Unrestricted funds:</b>						
Central & Wales locality	121	1,851	(1,869)	(39)	-	64
London locality	-	5,432	(5,813)	586	-	204
North locality	37	1,479	(1,223)	-	-	292
South locality	477	6,365	(5,924)	(634)	-	284
Revaluation reserve	689	-	-	(689)	-	-
General unrestricted	13,707	838	(5,886)	1,179	(199)	9,719
Moj grant-in-aid	-	2,192	(1,664)	37	-	566
National victim's service	-	4	-	-	-	4
Other	14	59	(44)	-	-	28
<b>Total</b>	<b>15,045</b>	<b>18,219</b>	<b>(22,423)</b>	<b>1,890</b>	<b>(119)</b>	<b>11,161</b>
<b>Total unrestricted</b>	<b>17,263</b>	<b>18,219</b>	<b>(23,405)</b>	<b>441</b>	<b>(119)</b>	<b>12,399</b>
<b>Total funds</b>	<b>21,949</b>	<b>41,037</b>	<b>(45,322)</b>	<b>-</b>	<b>(119)</b>	<b>17,545</b>

**Moj grants:** During the year the charity received £3.03m in grant-in-aid. Of this, £2.7m is 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.

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

**Designated funds:** These relate to the funds put aside for refurbishing and replacing the fixed assets of the charity.

**17. Related party transactions**

Other than transactions with the subsidiary company (VSL), there were no other related party transactions in the year.

Transactions with Victim Support charity in the year totalled £9,000 (2014-15: £nil) which related to costs incurred by the trading company on victim awareness courses, paid by the charity on behalf of the subsidiary.

# Reference and administrative details

## President

HRH, The Princess Royal

## Chief Executive

Mark Castle, OBE

## Trustees

Catherine Dugmore (Chair)

Tom Davies OBE (Vice Chair)

Richard Wilson FCA (Hon Treasurer)

Sandra Caldwell CB (retired 29 September 2015)

Jo Cumbley

Elizabeth Dymond

Bernard Herdan CB (retired 29 September 2015)

Sarah Miller

Les Mosco

Geoff Pollard

Will Sandbrook

Maria Thomas

Moyna Wilkinson (joined 29 September 2015)

## Bankers

Lloyds Bank plc, 25 Gresham Street, London EC2V 7HN

## Solicitors

Bates Wells Braithwaite, 10 Queen Street Place, London EC4R 1BE

Clifford Chance, 10 Upper Bank Street, London E14 5JJ

## Auditor

Crowe Clark Whitehill, St Bride's House, 10 Salisbury Square, London EC4Y 8EH

## Investment managers

Newton Investment Management, 160 Queen Victoria Street,  
London EC4V 4LA

## Company secretariat

Christopher Kinsella (Company Secretary, appointed 29 September 2015)

Mark Castle OBE (Company Secretary, retired 29 September 2015)

Caroline Rose (Board and Senior Management Team Secretary left  
14 August 2015)





# Changing lives

**Juliet\* was targeted by professional scammers after an online data breach. Victim Support was there to help her.**

After Juliet complained to a well-known telecommunications company, an 'engineer' from the company called to assure her that her case was in hand, he would fix a so-called computer virus and an engineer would even visit her the next day to repair her laptop. For her trouble, she was due £200. Unfortunately, the university lecturer had been targeted by professional scammers, who had obtained her personal details and information about her complaint following a data breach from the telecommunications company.

Under the pretence of assisting her, the scammers hacked into Juliet's computer as she logged into her online banking and manipulated her accounts. Instead of the expected £200, they 'accidentally' transferred £5,200 into her account and tricked her into refunding them the 'overpayment' of £5,000. Unfortunately this was not the telecommunications company's money, it was a transfer from her own savings account.

The next day, the scammer called to inform her that the technician was unable to attend due to an accident and he would transfer a further £5,000 into her account. Aware that something was amiss, Juliet put down the phone. Relating her feelings of distress and humiliation to us, she described the experience as a "mugging in my own home."

Juliet's caseworker gave her practical information and advice on following through a complaint and continued to provide non-judgemental emotional support.

\*Name changed to ensure anonymity

**"The scammer gave a very convincing performance of a distraught employee who'd never made a mistake before, and who would be fired for this error... It took me a couple of months to feel ready to talk about it, but when I did, Victim Support was brilliant... [I] had the chance to talk through my experience without any kind of judgement on the part of the listener, or the need to downplay how upset I was, as I had done with family and friends... The support I received played a considerable part in my healing process, and I would absolutely recommend it to anyone in a similar situation."**



# Changing lives

**It can be very difficult for young victims of sexual abuse to talk about their experiences. Victim Support helped them to find their voice.**

It can be very difficult for victims of child sexual exploitation or child sexual abuse to talk to other people about what happened. It's also very challenging for the worried and distressed parents – not knowing how to support the child or deal with the situation.

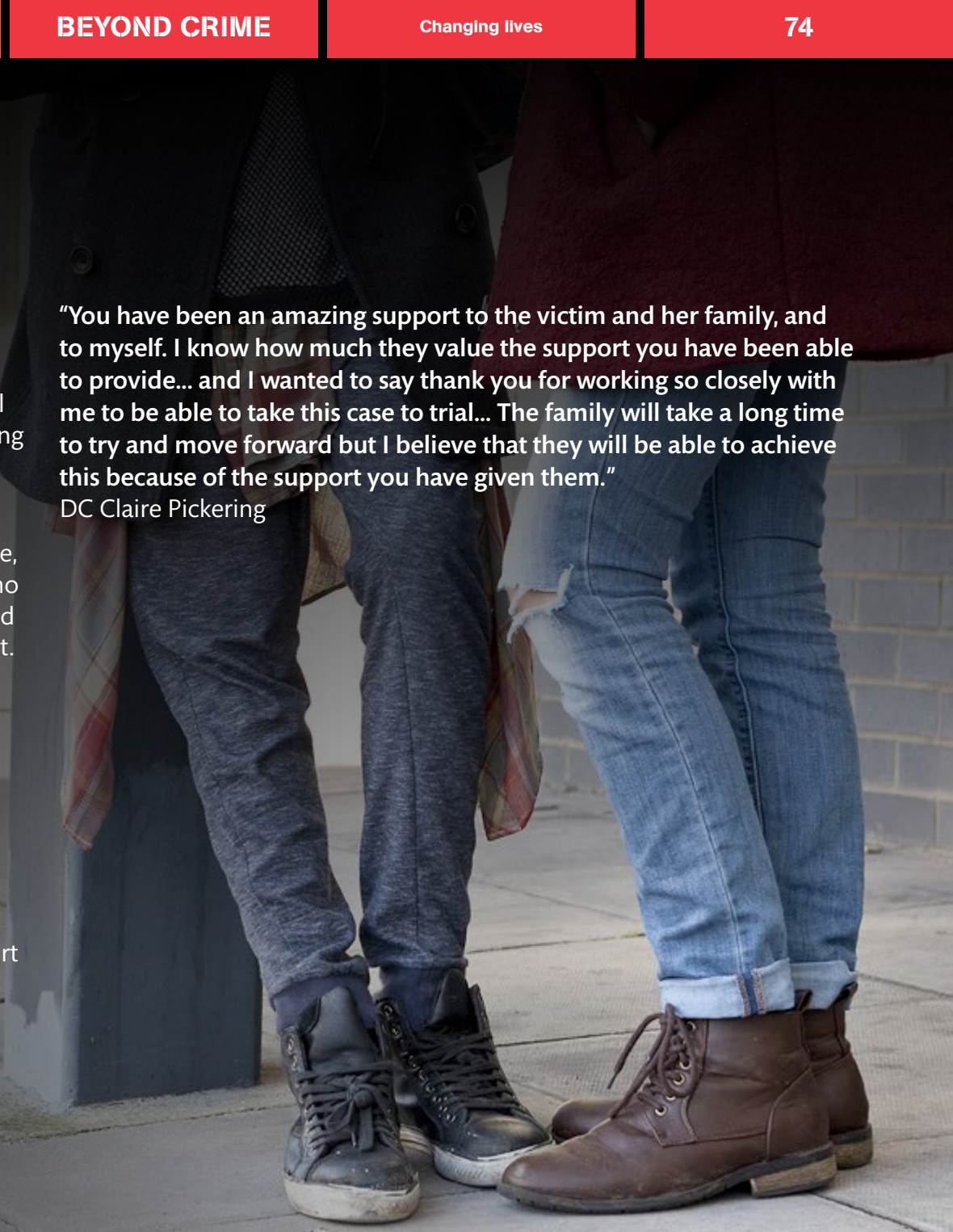
In May 2015, the Office of Police and Crime Commissioners for Lincolnshire, recognising the need for services to support children and young people who had suffered from child sexual exploitation and sexual abuse, commissioned Victim Support to provide a service for the area – known as the Castle project.

Within one year, the project received nearly 400 referrals in the area, with children ranging from age four to 18. VS carried out an initial needs assessment and then assigned a specialist trained caseworker who would carry out home visits and telephone support. We often found that these independent caseworkers enabled children to talk about their experiences, even when they had not previously spoken to police officers and social workers. Where the case went to court, our VS Specialist Young Witness Service in the area visited children to talk about going to court, and invited them to a pre-trial court visit so that they were less fearful of attending court and giving evidence, and could familiarise themselves with the trial setting.

The project has been hugely successful with excellent feedback from service users and agencies alike who appreciated the focused, informed and specialist support offered by VS. The Castle project has now been extended for another year.

**“You have been an amazing support to the victim and her family, and to myself. I know how much they value the support you have been able to provide... and I wanted to say thank you for working so closely with me to be able to take this case to trial... The family will take a long time to try and move forward but I believe that they will be able to achieve this because of the support you have given them.”**

DC Claire Pickering





# Changing lives

## Wolverhampton University Project

The Wolverhampton University Project operates a daily drop-in service where trained Victim Support student volunteers offer support and advice, while raising awareness of the organisation and the services provided among the student population. The project also has a slot during freshers' week to talk to new students about personal safety, and offers advice on being and staying safe in a new city away from home. Students who require long-term support are referred to local VS, and the team have good links with the university's nurse, who refers appropriate cases directly.

To ensure the service is always accessible to students, urgent support is available from VS outside the drop-in service or appointment hours.



# Changing lives

**Ananya\* and her two disabled sisters were subject to harassment and abuse in their own home. Victim Support was there to help them.**

For over three years, they suffered from a campaign of harassment and abuse in their home by their next-door neighbour and his family.

At first, the problems started with excessive noise, but the man's behaviour quickly escalated as he made lewd hand gestures, intimidated the sisters and ranted hateful abuse on a regular basis encouraged by his family.

As an active member of an extreme right-wing political party, their neighbour often went on marches. One evening, believing her neighbour to be out at a march, Ananya went to put the rubbish out. Drunk and angry, her neighbour appeared and began shouting. Ananya was terrified, but slowly backed away and managed to get into the safety of her house. He also posted abuse about the women on Facebook and included their address and ethnicity. The sisters were frightened others would target them too.

In a desperate search for peace and quiet, the family had the wall dividing their homes professionally soundproofed, but they could still hear his horrific rants and were forced to sleep in one room to escape the incessant noise. Ananya described the experience as feeling like a "prisoner in my own home" – a place where she had lived in for 35 years.

Despite being reported to the police several times, the offender defied repeated court orders to stop harassing them and continued the appalling alcohol-fuelled behaviour.

Ananya was referred to VS which offered her emotional and practical support.

**"Without my caseworker's involvement and listening support, it would have been impossible to cope. Victim Support suggested practical solutions. This was helpful because I could not think straight and I was overwhelmed by the constant hurdles – like the council and local authority who dismissed and belittled our cries for help – and even accused us of victimising our neighbours."**

The sisters' next-door neighbour later received a Criminal Behaviour Order and was sentenced to ten months in prison.

\* Name changed to ensure anonymity



We are an independent charity offering free, confidential support to people affected by crime and traumatic incidents.

For information and support:

- call free on our Supportline  
**08 08 16 89 111**
- use 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**

**victimsupport.org.uk**

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# LAST YEAR THERE WERE **5.2 MILLION** VICTIMS OF CRIME IN ENGLAND AND WALES

Victim Support (VS) is the leading, independent victims' charity in England and Wales for people affected by crime and traumatic incidents. We provide emotional support and practical help so that people move beyond crime to get their lives back on track.

Anyone can contact us, even if they haven't reported the crime to the police. Help is free and confidential.

We know that only 40% of crimes are reported to the police, so it is important to raise awareness of our work so that more people contact us to get the help they need. Please help us.

To learn more about our charity, please visit our website or email us on **victimsupport.org.uk/stay-in-touch**

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