



BEYOND CRIME

2016-17
ANNUAL REVIEW
& ACCOUNTS

www.victimsupport.org.uk

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LAST YEAR, ONE IN FIVE PEOPLE – that is, 10 million or 21% of the population in England and Wales – fell victim to crime¹

We know that many people do not report a crime to the police. The following are shocking statistics indicating the amount of suffering caused by crime. Behind each statistic is an individual, whose life has often been shattered and who struggles to cope and recover. We know that many crimes go unreported.

**2 million people
were victims of
domestic abuse**

**1.3 million were
female**

700,000 were male

**One in ten
children aged
10–15 were
victims of crime**

**830,000 people
were victims
of violent crime**

**645,000 people
were victims of
sexual offences**

**4.5 million people
were victims
of theft**

**4.1 million people
were victims
of fraud and
computer misuse**

**697 people were
killed by murder
or manslaughter**

**222,000 people
were victims
of hate crime**

Victim Support (VS) is there for anyone affected by crime, no matter when it took place or whether or not it was reported.

1. All figures on this page are from the Crime Survey for England and Wales for which the latest figures were available (as of May 2017).

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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 VS presents its Annual Report and audited financial statements for the year ended 31 March 2017. These comply with the Companies Act 2006, VS'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 pages 45–47 and 70.



From our President, HRH, The Princess Royal

An appeal to support our cause

The impact and the harm caused by crimes committed against people of all ages can, in some cases, be so traumatic that without the right support, they can become isolated from society, or trapped in a cycle of repeat victimisation.

In February I had the opportunity to visit a local VS service, 'Victim Lincs', and whilst there, I listened to people talking about how crime had affected them and saw, at first hand, the commitment of the local staff and volunteers to supporting local people and helping them to regain a sense of control and get their lives back on track.

This year VS supported the victims, witnesses and the bereaved of both the Croydon tram crash and the Westminster attack. I know that those affected have benefited from the excellent support and practical help they received from VS and will continue to do so for many months or years to come. I have enduring admiration for the responsiveness and professionalism consistently displayed by VS, both in times of sudden crisis and in the daily struggle against the more chronic difficulties experienced by so many.

VS exists to help victims of crime reclaim their lives and rejoin society feeling safer and more confident. The charity helps everyone, whether they have reported the crime or not and regardless of when the crime took place. To continue its charitable work, VS needs your support so that it can do more to help victims get beyond crime and have their voices heard.

Thank you.



Welcome

“Being relevant and credible in a world where everything changes and nothing stands still”² means being agile, innovative and understanding of the needs of victims and those who commission services on their behalf.

Our 2015–20 strategy was a response to the seismic change in our operating environment from a predominantly centralised grant-based one to a highly competitive local commissioning model. If year one was about listening, learning and putting the foundations of our five-year strategy firmly in place, year two has been about planned investment and implementation. We have designed and deployed a bespoke victims’ case management system that is fit for purpose. This, coupled with our investment in a secure data hosting environment that complies with the Home Office police systems accreditation standards, and a new data warehouse, allows us to more accurately record, protect, measure and evaluate every step of a victim’s journey with us. This enables us and our commissioners to better understand the positive difference our services are making to people’s lives, as well as helping to inform the types of services that our service users need and our commissioners want for them.

Looking forward

Armed with this new technology and with our new outcomes and quality frameworks, our staff have a growing suite of professional tools to understand the impact, harm and changing nature of crime. This will enable us to develop scalable services that are relevant, effective and efficient, not only for our commissioners but, most importantly, for those we are here to help.

Our focus has been on enhancing the service user experience. Using the theory of change to redesign our services, we have developed technology that increases our effectiveness and efficiency and trained all our staff and volunteers in how to use it. This convergence of technological and service innovation and our years of experience will enable our specialist staff and volunteers to support service users in ways that better reflect their needs; from webchat to digital solutions, we aim to be there for them.

It was clear to us that to invest in improvements of this scale and significance, we would have to plan to draw on our reserves and in doing so record a deficit. These new investments cannot be funded from in-year commissioned services so we have made a calculated use of some of our reserves to make these changes happen when they are most needed. We have also developed our fundraising and commercial capability to access the funds that can give us the freedom to fund our own research and innovation projects.

We’re proud to say that this year we’ve exposed the needs of some of the less heard victims of crime: children and young people at risk of radicalisation; victims of dating fraud; and victims and witnesses of terror attacks, among others, and we have plans to continue to be an active voice for those we’re here to champion. This will start with the launch of our report ‘Victim of the system’, with recommendations to ensure that what victims want and need are at the heart of any future policy developments.

We already have some truly amazing supporters, who have raised significant funds for us – thank you all – but we need to raise more if we are to continue to do our charitable work and meet growing unmet need.

Remaining sustainable, while continuing to deliver improved and excellent services, is a key priority for VS. We identified early on a need to diversify our income to allow us to extend our reach, and whilst we have seen real improvements in commissioners choosing us as their provider of choice, our fundraising efforts have been less successful. We will take careful stock this year. As we move forward into year three of our strategy we have taken difficult but necessary steps to become a leaner and more efficient charity so that we can focus on being the best at what we do: helping to empower victims to become survivors and move beyond crime to get their lives back on track.

Thank you to everyone who has supported and helped us to reach this point. And special thanks to those who have been impacted by crime but who have shown bravery and compassion by sharing their stories, which others can take strength from.



Catherine Dugmore
Chair



Mark Castle, OBE
Chief Executive

Introduction

Who we are

VS is the leading independent victims' charity in England and Wales. Our purpose is to help and empower 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 and provide much needed support.

Our values

Compassionate	working tirelessly to empower victims and witnesses to recover after crime.
Accessible	working inclusively with victims, witnesses and their communities.
Resolute	uncompromising in our desire to champion the cause of victims and witnesses.
Effective	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 people, and others affected, and to disseminate the useful results of such research.

Our strategic aims

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



What we do:

- Work to empower victims and witnesses of crime to enable them to cope and recover.
- Provide free, confidential emotional support and practical help.
- Provide specialist support services for people affected by domestic abuse; sexual violence; child sexual exploitation; hate crime; terrorism; homicide; antisocial behaviour; and fraud.
- Work with academia, government, local authorities and other specialist organisations and charities at home and abroad, to provide support and improve services.
- Champion victims' rights and issues locally and nationally, working closely with policy-makers, commissioners, the criminal justice system, local government and other providers, partners and organisations.
- Work in partnership with VS Scotland and VS Northern Ireland on UK-wide issues and internationally with VS Europe and Voices of Crime International to ensure we learn from best practice and support victims who cross borders.

How we are funded:

- Competing for and securing contracts to provide victim support services, either as VS, in partnership or as part of a consortium, from service commissioners such as Police and Crime Commissioners (PCCs) and local authorities.
- Charitable grants and trusts to fund research and service innovation.
- Fundraising.
- Income generation from trading activity.

“Somebody had rang me and they were threatening me, so I reported it again. The lady there [at the police station] said ‘do you want the guys at Victim Support to help you?’ and my initial thought was, no I’m fine, there are far worse people to look after than me... she said, ‘no, no, you are a victim’. I was, I was just drained and so, things started from there. Meeting my Victim Support caseworker was the best thing that ever happened to me.”

Victim of fraud speaking about his VS caseworker



Homicide Service

Losing a loved one because of the violent actions of another person is devastating. Bereavement is a painful experience for anyone, but when they lose someone because of the violent actions of another, families can immediately face a range of problems including navigating the complex criminal justice system, media intrusion and practical, emotional and financial issues.

The VS Homicide Service provides practical and emotional support to families bereaved through murder and manslaughter. During 2016-17 we provided support to 1,160 people across England and Wales.

In addition to the personalised and independent support provided by the Homicide Service caseworkers to assist with the wide range of practical and emotional needs and therapeutic services that may be required, a more recent development in the service has been the introduction of the 'Peer Support Service'.

The aim of the additional service offered to bereaved families is "through shared experience, to provide a confidential listening and support service for people bereaved by homicide to help them manage the impact of this huge loss in their life". The service is delivered by bereaved family members supported by VS, who are coping and recovering sufficiently in order to be able to support their peers.

With the help of those we support, the Homicide Service continues to look for ways to develop and improve the service offered to families affected by murder and manslaughter.

Sally* said: "Sarah has been supporting me since my son was murdered in March last year. She's probably saved my life with her compassion and kindness. I am grateful for her help in enabling me to access the best emotional and practical support."

"Sarah was there for me and my family whenever we needed her; she mainly visited me and still does. She was so good at putting me in touch with the right people and supported me with things that had never even occurred to me. The court case was the most harrowing part and Sarah really was a rock throughout. I can't thank Victim Support's Homicide Service enough."

*Name changed to protect individual's identity

Strategic report

2016–17



2016–17 in brief

Across England and Wales, 814,000³ victims of crime were offered VS help and support to take back control of their lives. This included victims of devastating crimes requiring highly specialist support, such as domestic abuse; sexual violence; child sexual exploitation; acts of terror and hate crime. We also helped 1,416 family members cope with their bereavement, following the loss of a loved one through murder or manslaughter.

The 'voice' of our strategy is to champion the interests of victims and witnesses. In 2016–17 we carried out research with victims and front line staff on the effects of terrorism, the impact of crime and victims' experience of the criminal justice system to produce three influential reports.

We used this evidence to engage with the Victims' Minister, government officials and parliamentarians to secure support for change. This influenced the set up of a new cross-departmental unit for victims of terrorism, and the roll out of pre-trial cross-examination for vulnerable victims.

We also improved our engagement with the general public. We increased our unprompted brand awareness by 3% with no above the line marketing activity; VS was mentioned in 5,230 media articles; in partnership with others, we ran two successful media campaigns to raise awareness of domestic abuse and romance fraud; and we launched our first digital challenge called '24 for 24' to raise funds for Supportline.

We also set up VS Trading. This aims to raise independent income by offering solutions to customers and businesses that support our mission. As part of this strategy we launched two products and an online shop. And our highly acclaimed Victim Awareness Course hit a significant milestone, providing over 1,000 offenders with the opportunity to understand the impact of their crimes.

Working constantly to provide best value, we have also become leaner by driving through back-office efficiencies and developing and delivering better services that also represent value for money for commissioners.

We were proud to retain the top place as the best third sector organisation in the Stonewall Top 100 Employers Workplace Equality Index. We were also awarded 'Charity of the Year' by the National Centre for Diversity and got to the final six in the National IT Service desk awards.

So, a big **thank you** to all our amazing supporters, to our funders, our staff and our volunteers, as well as to our partner charities and collaborators who made all this possible.

2016–17 in numbers

Last year we offered help to:

814,000

people including:

152,000

people impacted by
violent crime

106,000

victims who were deemed
vulnerable

91,000

victims of domestic violence

11,000

victims of hate crime

97%

satisfaction rating from
people we helped

1,416

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

1,000

offenders attended our
Victim Awareness Courses

81%

of people we helped felt
safer as a result of our
support

40

victims and witnesses
supported after the
Westminster terror
attacks

42%

of users of our new
live web chat service in
London were victims
of domestic or sexual
violence

Achievements and performance

Service delivery

STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE MET THEM
To provide victims and witnesses with high-quality practical and emotional support.	Provide good-quality services that are flexible, best value for money and which reflect the needs of victims and funders.	We said we would introduce new outcome-based service models to meet local commissioning needs. ■ We reviewed our services and have developed new quality standards and introduced an outcomes framework so that we can measure and report on the progress clients make. ■ We have developed a range of new services to meet new and emerging needs and local commissioning priorities. ■ Our new case management system supports more local flexibility, better reporting and quality assurance.
	Actively seek new opportunities, working innovatively with partners, to expand and develop services to meet people's needs.	We said we would further develop our range of innovative, evidence-based methods and techniques to help people move beyond crime. ■ We have adapted our service models based on research findings, we are developing our peer support model and are introducing a range of self-help and online tools to complement our telephone and face-to-face support work. ■ We are working closely with a wide range of local community and national organisations including disability and LGBT groups, mental health charities and faith groups to ensure we can meet the wide range of needs and deliver better support to victims.
		We said we would continue to review our premises and online capabilities so that we are accessible to people who need our services. ■ We have undertaken a national review of our premises and are improving the quality and accessibility of our offices while driving efficiencies through lower costs. ■ We have introduced new telephone and chat services that offer more choice and flexibility.

Accessible**Victim-led****Collaborative****Innovative****Ever-improving**

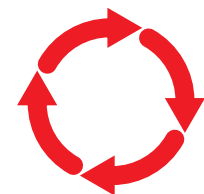
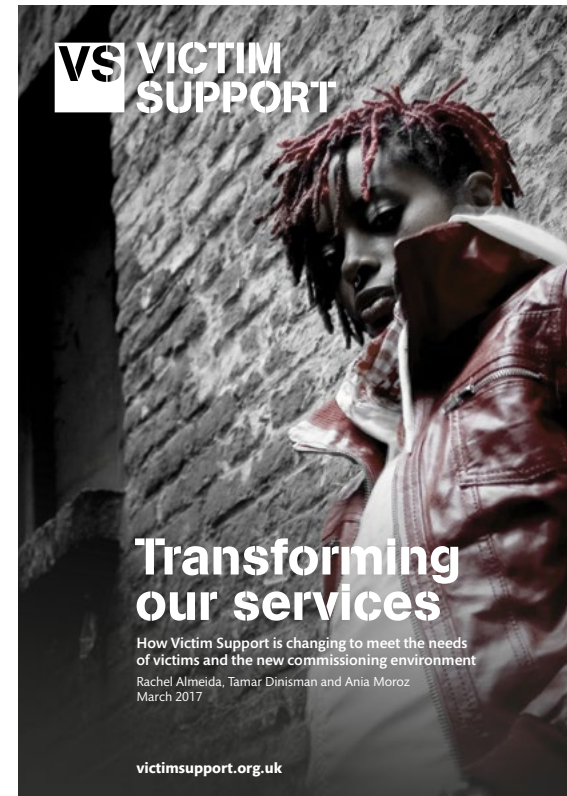
Spotlight on transforming our services

Because of our commitment to finding better ways to support victims, we conducted a major review of our services. At the heart of this process were the needs of victims and 400 were involved.

As well as input from victims, our service redesign has been built on the evidence of best practice and research into what achieves the best outcomes.

The implementation included the development of new service models; the creation of a new outcomes measurement framework; the roll out of an industry-leading next generation case management system; and the introduction of new specialist tools and techniques.

Transforming services is an incremental, continual process. A key driver is the need to demonstrate best value and effective solutions for people affected by crime.



Working with others in partnership



Our people

Our staff and volunteers are the people who strive for a world where victims and witnesses are given the support they need and the respect they deserve. Some 1,287 volunteers gave 267,144 hours of their time to support victims of crime in 2016-17, estimated to be worth £3.84 million to our charity.

We look for people who are compassionate, who work inclusively, who are uncompromising in their desire to champion the cause, and who deliver results. We believe victims and witnesses of crime should expect no less of us.

A few of our people highlights from this year include:

- We had a total of nine volunteers receive external awards, which included one Queen's Honour, one British Citizen Award and seven other local awards.
- The successful introduction of a national volunteer panel to input into decision-making. This, together with three of our trustees who also deliver the services, ensures volunteers' voices are heard throughout the organisation.
- Being named best third sector employer for LGBT+ equality in Stonewall's 2017 Top 100 Employers Workplace Equality Index, for the second year running.
- Re-accreditation of 'Leaders in Diversity', where our good practice included Equality, Diversity and Inclusion (EDI) e-learning; EDI networks; good practice in service delivery; and positive internal and external EDI messages.

**VS VICTIM
SUPPORT**

**YOU CAN
MAKE A
DIFFERENCE
TO VICTIMS'
LIVES**

Volunteer with us

victimsupport.org.uk

09





Specialist Witness Service

Victims and witnesses tell us that giving evidence in court is both “re-traumatising” and “terrifying”. VS has supported children as young as three years old in preparing to give evidence in court and continues to work with families and other professionals. We support young witnesses in a range of ways: they include pre-court visits, offering practice on live video links, setting up meetings with judges and advocates, and using stories, games and activities to help children build up their confidence and self-esteem. This combination of practical and emotional support ensures that children are fully prepared for the court process and have the best chance of giving their very best evidence.

This year we have expanded this specialist support across not only child witnesses but also in our support of sexual violence and domestic abuse victims. Our Independent Domestic Abuse and Independent Sexual Abuse Advocates are trained in the same preparation techniques in order for them to support vulnerable adult victims, impacted by trauma, through the challenges of giving evidence in court and achieving the same positive outcomes that we have achieved for young witnesses. In 2016–17 VS helped over 1,200 witnesses through their court experience, but our work didn’t stop there – we continued to help victims rebuild their lives once the court process was over up until the point our support was no longer needed.

Lara* (17) said: **“Vanessa from the Witness Service was brilliant, going above and beyond what I expected. She provided support throughout my court case, starting from her giving me and my family details of what would happen in court, right over to her helping me to write my statement. As well as the emotional and practical support just having a familiar face was really reassuring.”**

*Name changed to protect individual's identity

Achievements and performance

Victims' voice

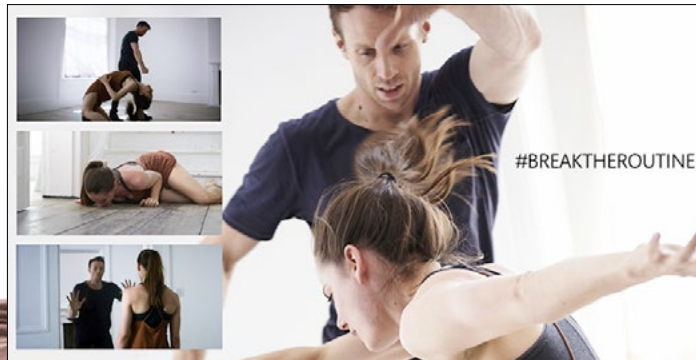
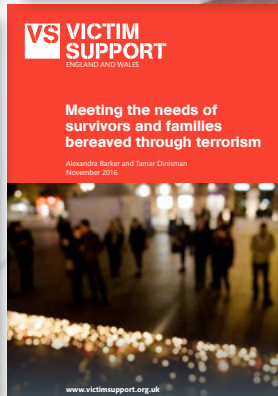
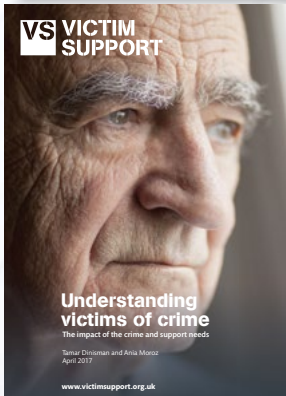
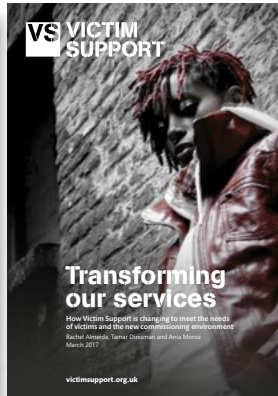
STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE MET THEM
Ensure victims' voices are heard to bring about positive change.	Ensure victims' issues and rights remain top of the agenda in the criminal justice system.	We said we would publish new evidence-based insights, findings and recommendations to help raise awareness and bring about positive change for victims. ■ We published 'Meeting the needs of survivors and families bereaved through terrorism', 'Focus on Violent Crime', 'Focus on Theft' and 'An Easy Target? Risk factors affecting victimisation rates for violent crime and theft'. ■ Drawing on the experiences of over 400 victims and a review of our services, we produced an evidence-based report that highlighted good practice. This was shared with PCCs.
		We said we would support the passage of a Victims' Law through Parliament. ■ In response to the government's changing agenda we conducted research with victims on their experience of the criminal justice system and shared this with government to shape their policies.
		We said we would work with the Foreign and Commonwealth Office (FCO), counter-terrorism and other security agencies to ensure that victims of terrorism are supported. ■ VS held two round table discussions with the FCO, Counter-Terrorism Command, clinical psychologists and victims to discuss our initial research findings into the needs of victims and witnesses of terrorism. ■ In the immediate aftermath of the terrorist attack in Westminster we worked with the London Mayor's Office for Policing and Crime, the Ministry of Justice and Counter-Terrorism Command in a joint effort to ensure victims and witnesses received the help they needed.

Achievements and performance

Victims' voice

STRATEGIC AIM	2016-17 OBJECTIVES	HOW WE MET THEM
Ensure victims' voices are heard to bring about positive change.	Increase awareness and understanding of what VS does and the need for support. 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.	We said we would run campaigns to raise awareness and increase understanding and engagement with what VS does. ■ We jointly led on a highly successful awareness campaign around Valentine's Day about the impact and risks of romance fraud. Partners included Get Safe Online, City of London Police, Age UK, the Metropolitan Police and the Online Dating Association. ■ We ran our biggest media campaign so far highlighting the issue of domestic abuse, using a professional contemporary dance film, in association with the National Centre for Domestic Violence and the J. Walter Thompson agency. The film had a specially recorded soundtrack by Ellie Goulding. We said we would develop new strategic opportunities with corporate partners to offer support to employees and customers who have been victims of crime. ■ We have developed relationships with the banking sector through our work with the National Joint Fraud Taskforce to support vulnerable victims of fraud. ■ We spoke to the tourist industry through ABTA, to highlight the aftercare needs of customers affected by major incidents and acts of crime.

How we ensured that victims' voices were heard



Other ways we engaged

1,000

offenders attended Victim Awareness Courses

742,293

total website visits

victimsupport.org.uk

national website refreshed to make our service more accessible



400

victims shared their experiences for our research

4 policy reports

published to spotlight issues important to victims and witnesses of crime

5,230

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 Employers Workplace Equality Index**

In October we launched our first **livechat** service, in London

Achievements and performance

Sustain

SUSTAINABILITY	2016-17 OBJECTIVES	HOW WE MET THEM
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.	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 (for example, cybercrime and acts of terror).	We said we would roll out the new case management system to provide better services to victims and customers. ■ The new case management system has been rolled out to all front line services. This will enable better data capture, measurement of impact and management of cases, ultimately providing better services to victims.
		We said we would generate income from identified commercial opportunities. ■ We worked with 14 PCCs offering Victim Awareness Courses across England and Wales, to enable offenders to understand the impact of crime and how they may behave differently in the future. A total of 1,000 offenders have now taken the course, with a 98% satisfaction rate among attendees. ■ We launched VS Trading and developed a new trading brand. We launched two commercial products aimed at enabling people to feel safer.
		We said we would raise awareness and improve understanding among the public and other audiences of our work as an independent charity. ■ We refreshed our brand. Unprompted awareness of VS increased by 3%. ■ We secured multi-year funding from The Big Lottery Fund to support our antisocial behaviour work and a grant from the Department of Education to prevent radicalisation in young people.

Achievements and performance

Sustain

SUSTAINABILITY	2016-17 OBJECTIVES	HOW WE MET THEM
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.	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 (for example, cybercrime and acts of terror).	■ We joined the Home Office Joint Fraud Taskforce as the leading charity representing victims of fraud. ■ We ran an effective campaign with City of London Police, Age UK and others around romance fraud and as a result have been working up pilot partnerships with companies in the financial sector to address unmet support and prevention of fraud.
		We said we would review our premises so that we're in the right place to provide the services that people need. ■ We have undertaken a national review of our premises to improve the quality and accessibility of our offices and drive efficiencies through lower costs.
		We said we would review our bidding process and approach to ensure they are effective. ■ We have implemented a number of measures, which were commended by internal auditors.
		We said we would review key IT systems and infrastructure to ensure best value for money and effectiveness. ■ Over the last year we implemented a new case management system, which enhances the level of support and our ability to engage with service users in different ways along the journey with us. We also completed a strategic review of our infrastructure and gained Board approval to implement this during the first quarter of 2017-18.



Eleanor and Ruth's story

Eleanor* and her daughter's lives were turned upside down by a neighbour who targeted them because of their race. VS was there to help them move beyond crime.

Eleanor and her daughter Ruth* were subjected to daily harassment from their neighbour after they were targeted because of their race. It began when Eleanor was parking her car on her driveway, something she did most days. Suddenly her neighbour screamed at her – branding her a “stupid yankee bitch”.

Over the next few years the situation worsened: their abuser would stand outside his home and watch their every move. Eleanor felt unable to leave her home and ended up confined to her own bedroom because her abuser would taunt her by standing right next to her front windows, so he could peer in. Despite her ordering him to go, he would refuse to leave.

Eleanor knew she needed help and contacted VS's Supportline. VS provided regular emotional support through home visits and phone calls. VS also gave Eleanor and Ruth a set of panic alarms, which helped them to feel safe when going about their daily routines.

The pair have since relocated and while the stress of their ordeal will take some time to completely recover from, Eleanor and Ruth are happy knowing that any time they need support VS is just a phone call away.

Eleanor said: **“He was so horrible to us and all his comments were always so personal. It caused untold stress for us, and has especially impacted on my illness. The help Victim Support offered us helped greatly and I would recommend anyone who's been a victim of crime to call their Supportline.”**

Future plans

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

Service delivery

STRATEGIC AIM	2017-18 OBJECTIVES	HOW WE WILL MEET THEM
To provide victims and witnesses with high-quality practical and emotional support.	Deliver consistent high-quality services that are flexible, provide best value for money and reflect the needs of victims and funders. Actively seek new opportunities, working innovatively with partners, to expand and develop services to meet people's needs.	■ To enable anyone who has been affected by crime to access help and support more easily, we will roll out live chat and extend our independent Supportline to 24 hours a day, seven days a week. ■ We will work towards ISO 9001 quality management accreditation.
		■ To ensure that victims and witnesses are central to shaping our services, we will develop our co-production activity. ■ We know victims benefit from a single point of contact. We will progress the roll out of our single point of contact service model, where appropriate.
		■ We will grow our specific crime services and will pilot innovative service models to meet the needs of victims of domestic abuse, fraud, hate crime and antisocial behaviour.
		■ We will work in collaboration with new national and local partners so that victims can access the widest range of support services and VS can reach under-represented groups through other routes.

Future plans

Victims' voice

STRATEGIC AIM	2017-18 OBJECTIVES	HOW WE WILL MEET THEM
Ensure victims' voices are heard to bring about positive change.	Strengthen victims' rights, and safeguard and protect vulnerable victims through effective stakeholder management.	■ We will influence decision-makers and effectively engage with stakeholders, using evidence-based research that highlights how to improve victims' and witnesses' experience of the criminal justice system. This will include a reception in Parliament to launch our reports 'Victim of the system' and 'Understanding victims of crime'.
		■ We will publish a manifesto for the general election outlining the unmet needs of victims and witnesses and their experiences of the criminal justice system.
		■ With a focus on vulnerable people, we will publish three new pieces of evidence-based research to improve how we support victims, and increase understanding of the needs of, and issues affecting, vulnerable victims.
		■ We will continue to develop our ability to support the victims of terrorist attacks and major incidents, building on the latest events in Croydon and Westminster, and continue to work with government, counter-terrorism and major incident planning agencies to ensure victims and witnesses of any future incidents get the support they need.

Future plans

Sustain

STRATEGIC AIM	2017-18 OBJECTIVES	HOW WE WILL MEET THEM
Ensure we have a sustainable operating model, optimising our resources and utilising high-quality staff and volunteers to deliver better services.	Retain contracts, develop a strong pipeline of future business and ensure we continue to deliver the best value for money.	■ We will roll out a new staff competency framework and continue to implement our learning and development strategy to ensure our people are equipped to meet changing needs.
		■ We will develop our commercial offer to businesses and generate income from the sale of our carefully selected products and services which enable people to feel empowered, safe and protected.
		■ We will develop our fundraising activity with the launch of a national campaign to raise funds and brand awareness for unmet need.
	Develop and implement our commercial and fundraising activity to grow independent income so that it can fund activity that will raise awareness of victims' issues and support unmet need.	■ We will aim to expand our Victim Awareness Course to over 25 police forces in England and Wales, generating unrestricted income from offenders to fund unmet need.
		■ We will ensure our tendering activities and service models provide best value.
		■ We will move out of our London Support Centre office to drive further efficiencies.
		■ We will seek opportunities to work in partnership to provide cost effective services.



Clare's story

Clare* was abroad at a beach party when she was drugged and raped. VS was there to help her move beyond crime.

Clare was working overseas during the holidays while studying at university and her younger sister had come out to visit her. The weather was perfect so they decided to head to the beach for some sun with another friend. After a day of clear skies dark clouds began to form and Clare was quickly getting soaked, but fortunately the women managed to find some shelter near a small hut, with a group of local men who worked at a café. The men passed a few drinks around for Clare and her friends, when Clare all of a sudden became confused and passed out.

When she woke she was in an extreme amount of pain and didn't recognise where she was. She looked up to see a man on top of her; confused and disorientated, she couldn't move and closed her eyes in the hope she could block out what was happening to her. The next day she told her friend she'd been raped and was sure that someone had spiked her drink. Unfortunately because of the language barrier she didn't go to the police until she returned to the UK. After reporting the incident to the police Clare was referred to VS and was offered emotional and practical advice. VS supported Clare every step of the way.

Clare said: **"It was really hard going to the police and I found they didn't take it too seriously as it happened abroad, but I don't regret reporting it as I am so grateful to Victim Support. I couldn't have done it without them. I'm not embarrassed about being a survivor. I'm happy knowing I am a survivor and that Victim Support really helped me move beyond the crime I faced."**

*Name changed to protect individual's identity

Growing fundraising

We raised half a million pounds of income through fundraising efforts

2016–17 was the first year of a new five-year fundraising strategy and our fundraising activity raised half a million pounds: £364,000 from donations and legacies and a further £134,000 from fundraising events. We tried a number of new initiatives to promote specific services and to attract new supporters.

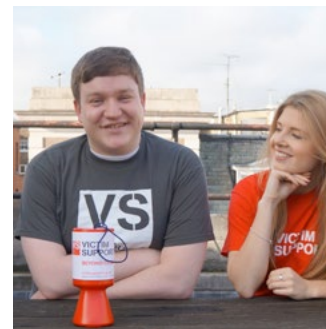
In addition we secured longer term restricted income through grants, trusts and foundations. Notable successes included a three-year grant from The Big Lottery Fund for an antisocial behaviour project in Plymouth worth £484,451 from April 2017, and a Department for Education safeguarding grant to prevent radicalisation worth £267,539 which started in December.

We set up new community fundraising initiatives this year and we have been fortunate to have the support of some inspirational fundraisers. One notable success was the 'Smile for Joel' fundraising campaign, set up by Suzy Richards in support of VS after losing her son, Joel, brother, Adrian, and father in the terror attack in Sousse, Tunisia in June 2015. So far the campaign has raised £60,000 through a range of events such as the Run for Joel fun run in September, which raised £27,000 and saw 1,100 runners take part.

We have begun piloting a VS university network to engage with students, who can benefit from volunteering and other development opportunities while raising valuable unrestricted funds for the charity. Many thanks to Eugenia Mirabella at University College London for her support to get this started.

We are again very grateful to the British Transport Police for choosing VS as one of their charity partners for their annual fundraising challenge. Over the first May bank holiday weekend 15 teams of riders, each travelling approximately 300 miles, cycled the entire 4,500 mile coastline of the UK mainland, raising £7,000 each for VS and two other charities.

We would like to thank our London Marathon runners, who raised £12,000, and supporters who took part in the first Parallel London event raising a further £2,000. Parallel London is a new fully inclusive sporting event.



Fundraising challenges

We know that the external environment has been difficult for fundraising, with a number of issues affecting income generation. These include public trust in charities affected by negative press campaigns; data protection compliance rulings from the Information Commissioner and Fundraising Regulator around marketing and donor management; and individual and corporate financial uncertainty in the wake of the EU referendum result.

Against this backdrop, we launched a new digital fundraising campaign, '24 for 24', to raise funds for our Supportline. This was a first for VS. Whilst income was lower than expected we are steadily building our supporter base through this. The area that was most challenging was to attract corporate partners to fundraise for us. We know this takes time and our engagement with some companies has led to interest in a more commercial arrangement. Despite these challenges we were particularly grateful to receive sponsorship and support from Securitas for our Carol Evening.

Fundraising regulation

VS has been monitoring and analysing all changes to fundraising regulation over the past year and has registered with the Fundraising Regulator.

VS has not engaged in data and telematching or data sharing and has no plan to engage companies for wealth screening activity. Where appropriate, changes have been made to VS data protection and privacy policies in line with the Fundraising Regulator, the Charity Commission and the Information Commissioner's Office guidance and regulation.

VS is working towards compliance with the General Data Protection Regulation (GDPR) and is on track to be fully compliant in all aspects of data collection, management and usage before the GDPR comes into effect in May 2018.

Looking forward VS has ambitious plans to:

- secure further larger grants for innovation and research
- grow funds through individual giving and community fundraising
- focus on growing the number of our supporters by improving engagement through digital campaigns.



Our thanks

We are grateful to the following individuals who have supported VS in 2016–17:

Hazel Abbott
 O Adenegan
 Gavin Alcorn, Matt Allingham, Jonathan Coussens,
 Mark Newton & Amanda Timlin
 Sam Allen & Rebecca Saunders
 Sally Atkinson & Sandeep Johal
 Tom Atkinson
 Ben Barker
 Lydia Barkwith, with friends Cassie & Chloe
 The late Desmond Barton
 James Bell
 Josephine Bellars
 Ava Blake
 Kim Boughton & Ellen Morgan
 Rebecca Bourne
 Jason Bradshaw, Lynsey Bradshaw & Lee Taylor
 Roderick Brenninkmeijer
 Alison Brittain & friends
 R Bullingham
 The late Joanna Buxton
 Michael Clarke
 Kiera Coward-Deyell
 Byron & Reece Cox
 Howard Cruthers
 Gareth Cuerden, Ffion Jones, Kanwal Mahmood,
 Chloe Perrett, Jessica Rees & Serena Thomas

Martin Deutsch
 Elizabeth Duncan
 Emma East & Lara Sharp
 Rachael Edwards
 Rebecca Ellis & colleagues at VS West Yorkshire
 Melissa Else
 Gemma Evans
 Sophie Evison
 Trevor & Sheila Fairhurst
 Eve Gardner
 Anthony Green
 Daniel Green
 Audrey Guibert
 Alicia Hamber-Stott
 Tracey Highton
 S Hoad & S Roak
 The late I M Hyde
 Hilary Innes
 Hannah & Sean Jukes
 Daniel Kane
 Jo Kennedy
 The late M Knowles
 Alison Krasner
 Janine Lonsdale, with her friend Leanne
 Martin Lyngvig
 Romaine Maret
 Chris Marshall
 Carly Mason

Peter & Frances Meyer
 David Payne
 Saskia Penrose, with her friend Emma
 Stephen Richards
 Suzy Richards
 Rebecca Richardson
 C Robson
 Danielle Rowe
 The late Charles Salmon
 Caroline Seton
 Alastair Sharp
 Matt Stollery
 Rachel Summerbell
 Lorren Swannack
 Paula Wade
 Sam Whitmore
 Conor Witherow
 Steven Withers, with friends Louise & Daniel
 Camila Zapata Besso

We are grateful to the following organisations and community groups that supported VS in 2016–17:

Arundel Rotary Club
 BAE Systems plc
 Ballamy LLP
 Bedford Park Neighbourhood Watch
 BOC Group plc
 Carmarthenshire Domestic Abuse Forum Ltd

Our thanks

The Challenge Network
 Chatsworth House Enterprises Ltd
 Clanfield Parish Council
 Co-operative Group Ltd
 Didcot Town Council
 Emmanuel Church
 Everyclick
 Inspiring Futures Ltd
 John Lewis plc
 Legal & General Group plc
 Lindford Parish Council
 Lions Club of Devizes
 Lloyds Banking Group plc
 HMP Lowdham Grange
 Luton Borough Council
 Markfield Parish Council
 Midrange Netball Club
 Mark Newton and colleagues at British Transport Police
 North Horsham Parish Council
 North Moreton Parish Council
 Phoenix Golf Club
 Redditch Borough Council
 Staff at Rocal Group
 Rossington Parish Council
 Sandwell Repairs Team
 Securitas
 The Security Institute
 St Aldhelm's Church

St Augustine's Church
 St Joseph's Furniture Market
 St Mary's Catholic Primary School
 Staffordshire FA Youth Council
 Stuart Bathhurst Catholic High School PE Department
 Tilehurst Methodist Church
 University of Worcester
 Wadebridge School
 Waitrose Limited
 Walsall Cricket Club
 Wiltshire Master's Masonic Lodge
 Wiltshire Provincial Grand Chapter of Royal Arch
 Masons
 Woodford Riding Stables
 The Worshipful Company of Security Professionals

We are grateful to the following trusts and foundations that supported VS in 2016-17:

The 29th May 1961 Charitable Trust
 The A D Power Will Trust
 The Annandale Charitable Trust
 The Austin Hope & Pilkington Trust
 The Aylesford Family Charitable Trust
 The Big Give
 The Charles Irving Charitable Trust
 The Charles Littlewood Hill Trust
 The Donald Forrester Trust
 The Fifty Trust

The Fulmer Charitable Trust
 The G M Morrison Charitable Trust
 The Gilbert and Eileen Edgar Foundation
 The Gowling WLG (UK) Charitable Trust
 The Gray Trust
 The Jessie Spencer Trust
 The Kirkley Poor's Land Estate
 The Koestler Trust
 The Millichope Foundation
 The Moira Fund
 The Patricia Routledge Charitable Trust
 The Roger Raymond Charitable Trust
 The Rothera Family Charity Trust
 The S C Wattenbach Trust
 Sandwell Leisure Trust
 Santander UK Foundation Ltd
 Sheffield Town Trust
 The Sir John Eastwood Foundation
 The Sir John Priestman Charity Trust
 The Stonewall Park Charitable Trust
 The Swire Charitable Trust
 The Talisman Charitable Trust
 The Thomas Farr Charity
 The Vandervell Foundation
 The Walter Guinness Charitable Trust
 The Zochonis Charitable Trust.



Jack's story

Jack* was subjected to a cruel attack, which left him needing emergency surgery. VS was there for him and his family.

Jack (13) was playing with a rugby ball close to home when a local teen took the ball and told him he would only return it if he came to a nearby park. The ball was kicked into the middle of the field; when Jack went to retrieve the ball he was followed and subjected to an unprovoked and relentless attack.

Jack managed to get away from his abuser and was rushed in for emergency surgery; he suffered many broken bones and nearly lost his eye in the horrific attack. Jack's mum Melanie* and his father David* noticed changes in his behaviour after the attack and were worried about him. They needed to give Jack the right support to help him move beyond crime and didn't know where to find it.

After deciding to report the incident to the police the family were referred to VS, who were there for the entire family providing emotional support, face to face and over the phone. They set up chances for Jack to do coaching with younger age groups, which helped him to rebuild his confidence. VS were there throughout the court process, which the family found traumatic and frustrating. It's been hard for Jack but he's slowly moving forward with his life.

Melanie said: **"The support given during the court process has been so important in helping support all of us. Jack struggled with nightmares and was able to come and see our caseworker on a weekly basis, helping him through his worries and fears."**

Jack said: **"Victim Support has been a great help from day one, and my caseworker has been a vital point of contact in getting information from the police. They've been invaluable and I'm not entirely sure I'd have gone ahead with the case had we not had their support."**



Hannah's story

Hannah* was targeted in a random attack which left her very shaken. VS was there to help her move beyond crime.

For Hannah, the day started just like any other. But as she was driving to the shops in her car, a young man suddenly stepped out into the road. She pressed firmly on the brakes and managed to do an emergency stop. The young man didn't seem to be acknowledging Hannah's car, so she beeped her horn to get his attention; he then turned to her and stared right at her.

Then, suddenly the young man made a beeline for Hannah's car and within seconds was standing right opposite the driver's side. He slammed his fist into the window – which shattered under the force – and Hannah was covered with shards of glass. She received multiple injuries to her face and body from the glass, and was in complete shock after the incident.

Unfortunately her attacker was never charged. However, VS was there for her and helped her make a complaint to the Crown Prosecution Service, and move beyond the assault that took place that day.

Hannah said: **"I'm still really shaken up from that day. Any time I'm driving and a pedestrian steps out suddenly into the road I automatically brake and I'm taken back to that day. I know that any time I need to I can call Victim Support for advice and emotional support."**

*Name changed to protect individual's identity

Financial review

2016–17

Financial review

2016–17 was the second full year after the fundamental change in our operating environment to the current model of highly competitive local commissioning of our services.

A number of grants and contracts for delivery of our services ended during the year; some were awarded to our competitors, and some were taken in house. As a consequence, and due to the fact that our fundraising activities are in their initial phase of growth, although some of these losses were offset by efficiency savings, our income reduced by £4.2m resulting in a planned deficit of £6.1m. Of this, £3.4m was a planned investment of reserves to support and improve the long term sustainability of the organisation.

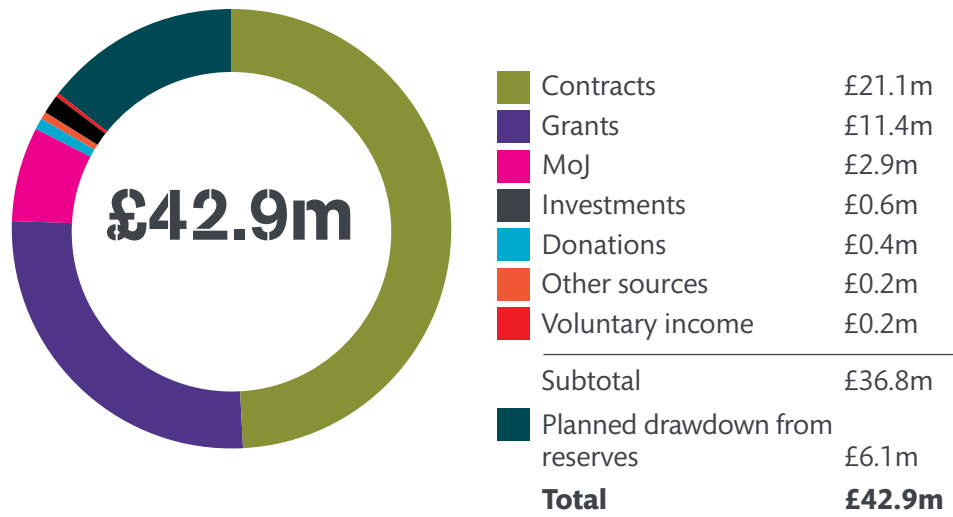
In response to the anticipated market pressures, and consistent with our strategy, we embarked upon an innovative service redesign, and implemented a new state of the art case management system which is hosted on a secure network that complies with the Home Office police systems accreditation standards for the protection of victims' data. Together with our investments in our data warehouse, these improvements put us at the leading edge in our ability to better serve the needs of commissioners, and to provide a strong platform for growth.

A further investment was made in developing our commercial and fundraising income streams, improving our service delivery model, and downsizing the organisation to be more fit for purpose going forward, whilst continuing to fulfil our charitable objective as a voice for victims.

We enter 2017–18 with a healthy order book, and adequate cash and reserves balances.

2016–17 at a glance – income and expenditure

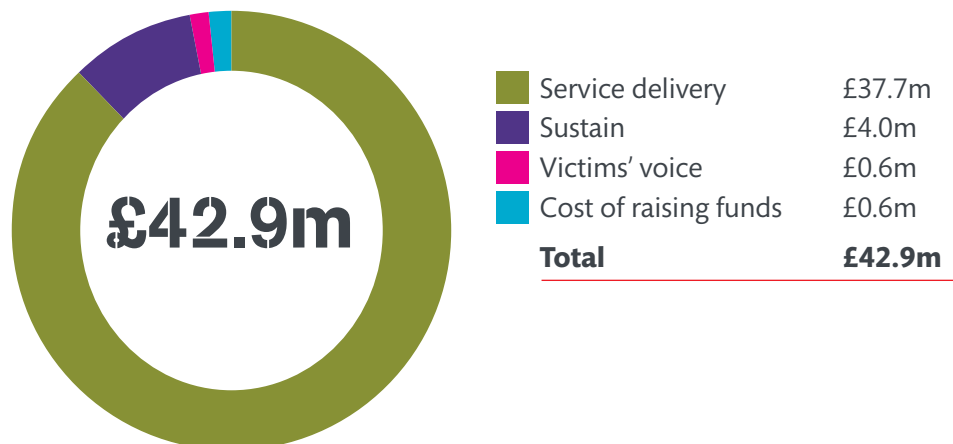
Where our money came from 2016–17



Our total income including £0.4m unrealised gains on investments for the year was £36.8m, which is £4.2m less than the previous year as a number of grants for service delivery were completed. During the year we were successful in retaining and winning significant contracts that have strengthened the long term order book. In addition we drew down £6.1m of reserves.

The strategy to develop additional sources of commercial income is at an early stage of implementation and a significant number of opportunities have been identified.

How our money was spent 2016–17



Our overall expenditure was £42.9m, a reduction of £2.4m against last year, consistent with lower income levels. The increased level of expenditure recorded under the 'sustain' category of charitable expenditure includes investments in income diversification, business process improvements, service redesign and other initiatives in support of our long term sustainability.

2016–17 at a glance

■ Service delivery

We conducted an evidence-based review of services and introduced a new outcomes framework and quality standard to provide better measurement of impact and value for money. Using new models, we successfully won core victim contracts including Greater Manchester, South Yorkshire and Humberside, and Lancashire, retaining our services in these areas.

We have also expanded our portfolio to develop services that meet emerging needs and local commissioners' priorities.

A major milestone of our business transformation agenda was met by rolling out the new case management system to all front line services. A property review was completed and a rationalisation of how we use our estate will be completed in 2017–18.

■ Victims' voice

We conducted research and published four policy documents addressing the unmet needs of victims. We reached new audiences through our growth in digital engagement. A survey of brand impact showed that unprompted awareness grew by 3%. We established effective relationships with the new government ministers appointed. A successful round table with senior stakeholders across government and counter-terrorism resulted in improvements in how witnesses of terrorism are offered support.

We expanded our Victim Awareness Course programme. It is now used by 14 police forces as an out of court disposal option, and 1,000 offenders have attended.

■ Sustain

The renewed focus on commercial income generation and fundraising continues to provide an improved platform for future growth. We established VS Enterprise. A social enterprise strategy was agreed to raise significant income over a five-year period. Early activity included agreement of a business model and a differentiated brand, the launch of an online shop and two products to help people stay safe. Investment in our business development capability has led to successful new business wins and extensions of contracts and grants which improved the firm order book for future delivery.

The new generation case management system, which is now fully implemented, together with a reduction of overhead costs, and efficiency savings across the service delivery operations, further underpin our sustainability.

Balance sheet

The balance sheet now contains the full value of the new generation case management system at £1.8m (2015–16: £0.4m). Debtors have reduced by £1.4m, reflecting continued successes in our credit control processes to a level of 30 days outstanding (2015–16: 42 days).

Cash and investments of £3.7m have been used to fund the continued deficit and the investment in the new generation case management system. The total cash and investment level is £7.1m (2015–16: 12.4m).

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 – ie, portion of the charity’s income fund that is freely available.

Reserves policy

The Board of Trustees and the Finance Committee review our reserves policy on a regular basis, most recently at the Board meeting in April and again in June 2017. Taking into account the new business environment following the change in the commissioning environment, they agreed a baseline for unrestricted reserves of £4m for the immediate future. 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 £11.7m (2015–16: 17.7m). Of these, £3.8m (2015–16: £5.1m) are restricted and £7.9m (2015–16: £12.6m) are unrestricted, which is £3.9m 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 assets 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. These were: the Newton Growth and Income Fund for Charities, which aims to maximise returns through capital growth and income with a minimum target income yield of 3% per annum; and 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 produces a monthly investment report on the managed funds, the Finance Committee reviews the investment performance quarterly and an annual report is issued to trustees. The investment portfolio yielded a gain of £0.4m in the year and an income of £0.2m, making a total return of £0.6m.

The 2016–17 results show a deficit in the year, as we have invested some reserves consistent with the strategy as agreed in 2015. The strategy includes investment in developing additional commercial income sources, increasing the effectiveness of fundraising, service redesign and other efficiency measures. The new generation case management system has been fully implemented, and the change programme which was commenced during 2014–15 has been successful.

Going concern

A premises rationalisation programme is at an advanced stage, and significant benefits have already been realised. These measures are all key to the continuous improvement in operating efficiencies, margins and contract tendering opportunities. A further central support cost reduction programme was instigated in January 2017 and this is largely completed. Opportunities to share some of the support costs with other organisations in the sector are also being explored.

All contract wins make a contribution to central costs, and no loss-making contracts are being taken. New contracts and extensions to existing contracts are being won on improved payment terms, leading to an ongoing reduction in working capital employed and therefore an improvement in cash efficiency in the medium term. 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. Over 95% of 2017–18 budgeted income is covered by known contracts currently in the firm order book. Additional contract opportunities have been identified in a number of related markets, but these have not yet been included in the projections.

Investment in fundraising continues as planned and this is anticipated to contribute significant revenue in the long term, both in terms of grants awarded for service delivery and other sources of income. Commercial income streams are under development and these include licensing income, sales of training, sales of IT and other specialised services.

Taking into account the known contracts and their length and value, other identified sources of income, cost efficiencies, 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 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.

Principal risks and uncertainties

Principal risks and uncertainties

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

VS's governance structure and operating model are designed to ensure that we can manage effectively 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 reviews and in relation to lessons learnt reviews conducted
- 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.

Our risk management framework

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

- Maintaining operational, directorate and team level/project risk registers in addition to the corporate risk register. Risk review is explicitly linked to the business planning cycle through top down review by the SMT with onwards reporting to the Board of Trustees, and bottom up escalation of risks by individual functions and managers.
- The requirement to assess risk as an integral part of project initiation.
- A quality assurance system that meets the criteria of ISO 9001. We are currently working towards ISO 9001 accreditation.
- 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
Failure to maintain financial viability	■ Regular review of financial performance and applicable Key Performance Indicators by the SMT and the Finance Committee, with ongoing reporting to the Board. ■ Robust financial modelling procedures established around income, costs, margins, reserves, cash balances and cash flow. ■ Diversification of income and close monitoring of fundraising and commercial income streams. ■ Cost reduction programmes.
Increased competition for income results in levels of income failing to meet forecast	■ Monitoring relationships with commissioners and risks to funding. ■ Assessing lost bids to identify causes and related training and guidance needs. ■ Diversification of income with regular review of income opportunities. ■ Financial planning, projections and budget monitoring.
Risk that quality assurance in place is not adequate or appropriate	■ Quality management system that meets the criteria of ISO 9001. ■ Quality and performance team with oversight of internal assessment against organisational quality objectives, contractual and legal requirements, and National Operating Standards. ■ Work towards ISO 9001 accreditation.
Risk that key projects, such as the next generation case management system, organisational culture and workforce development, and property rationalisation projects, are not delivered on time, in budget and to agreed scope	■ 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. ■ Close monitoring of strategic projects overview position and Key Performance Indicators relating to key projects.
Brand strength does not effectively support campaigning, fundraising and partnership building	■ Monitoring of brand impact.
Events, such as serious fraud, data security breach, health and safety incidents and failure to meet key stakeholder expectations, that could impact on reputation	■ Senior level engagement in policy setting and ongoing improvements to performance management and reporting. ■ Comprehensive training for staff and volunteers. ■ Dedicated specialists in data protection, information security, health and safety, and quality and performance. ■ Regular review of, and investment in, IT systems, information reporting and new infrastructure.
Employees and volunteers with key skills are not attracted, developed and retained to deliver necessary capability, capacity and flexibility	■ Training programmes and e-learning. ■ Regular review of skills gaps, succession planning and resourcing processes. ■ Staff and volunteer engagement surveys and follow up action plans.

RISK	MANAGEMENT
Physical assets not efficiently and effectively utilised with economy to meet operational needs	■ Property strategy and plans regularly reviewed, and SMT and trustee oversight of a property rationalisation project. ■ Key asset-related transactions reviewed by the SMT and trustees. ■ Regular review of utilisation of assets. ■ Oversight of investment in physical assets, including IT systems, by the Finance Committee.
The reduced level of central support	■ Transition plans relating to restructure of central support management and teams. ■ Business planning process that cascades key objectives from corporate plan to individual teams with allocation of people resources. ■ Regular review of objectives by each director and the corporate business plan by the SMT. ■ Ensuring that the Chief Executive and SMT have appropriate access to specialist skills needed.
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	■ Financial policy and procedures. ■ Investment policy includes the charity's attitude to risk. ■ Regular review of financial risk by the SMT and the Finance Committee, with appropriate support on ongoing reporting to the Board.

Structure, governance and management

Governing document

VS is a company limited by guarantee, incorporated on 28 August 1987, and registered as a charity with the Charity Commission on 17 November 1987. The company is governed according to its memorandum and articles of association. The charity adopted a new governing document for the new single charity on 20 June 2008, with an amendment agreed by special resolution on 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 SMT. 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 information contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, when planning future activities and when setting appropriate policies for the year.

Board evaluation

The Board commissioned a review of our governance arrangements during 2015–16. The findings and proposals contained within the review were considered by our Governance and Nominations Committee. Proposals for implementation will be considered by the Board during 2017.

Appointment of trustees

The articles of association determine that the number of trustees shall not be less than five and (unless otherwise determined by ordinary resolution) not more than 12. We currently have 12 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 Governance and Nominations Committee. 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 2017. Expenses reimbursed in the year were £4,000. Details of these expenses are in the financial statements.

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				
	26 July 2016	29 April 2016	27 July 2016	26 October 2016	25 January 2017	% attendance
Jo Cumbley ¹	–	–	–	–	1	20
Tom Davies	1	1	1	–	1	80
Catherine Dugmore	1	1	1	1	1	100
Elizabeth Dymond	1	1	1	1	1	100
Tim Maxted ³	n/a	n/a	n/a	–	–	0
Sarah Miller ²	–	–	–	–	1	20
Les Mosco	1	1	1	1	1	100
Geoff Pollard	1	1	1	1	1	100
Will Sandbrook	–	1	–	1	1	60
Maria Thomas	1	1	1	–	–	60
Andrew Tivey	n/a	n/a	n/a	1	1	100
Moyna Wilkinson	1	1	1	1	1	100
Richard Wilson	1	1	1	–	1	80

¹ Long term sick leave.

² Maternity leave.

³ Co-opted member of the Board, effective 26 October 2016.

The Board has five sub-committees, which are listed below, along with the number of times they met in 2016–17:

- Audit Committee – four meetings
- Finance Committee – four meetings
- Governance and Nominations Committee – two meetings
- Equality, Diversity and Inclusion Committee – one meeting
- Remuneration Committee – three 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.

The pay of the senior staff is reviewed annually and normally reviewed in accordance with inflation, although it is 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 the charity for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing 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 SORP
- 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
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

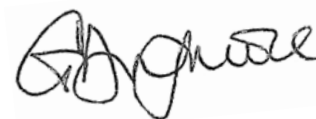
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply 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.

In so far as the directors are aware:

- there is no relevant audit information of which the charity's auditor is unaware
- 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' Annual Reports were approved by the trustees on 8 June 2017 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 2017 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 17.

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 2017 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.

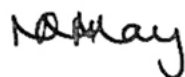
Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit, the information given in the 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
8 June 2017

Financial statements

VS: Consolidated statement of financial activities for the year ended 31 March 2017

		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	Notes	31.3.17	31.3.17	31.3.17	31.3.16	31.3.16	31.3.16
		£'000	£'000	£'000	£'000	£'000	£'000
Income and endowments from:							
Charitable activities	2.4	18,680	16,806	35,486	17,215	22,553	39,768
Donations and legacies	2.1	188	176	364	576	167	743
Other trading activities	2.2	195	125	320	139	39	178
Investments	2.3	185	-	185	241	-	241
Other income	2.5	6	48	54	48	59	107
Total income		19,254	17,155	36,409	18,219	22,818	41,037
Expenditure on:							
Raising funds	3.1	561	27	588	229	214	443
Charitable activities	3.2						
Service delivery		20,212	18,040	38,252	22,142	20,737	42,879
Victims' voice		625	-	625	481	450	931
Sustain		3,397	-	3,397	553	516	1,069
Total charitable expenditure		24,234	18,040	42,274	23,176	21,703	44,879
Total expenditure before gains and losses on investments		24,795	18,067	42,862	23,405	21,917	45,322
Net gains/(losses) on investments		383	-	383	(119)	-	(119)
Net income/(expenditure)		(5,158)	(912)	(6,070)	(5,305)	901	(4,404)
Transfers between funds	16.2	481	(481)	-	441	(441)	-
Net movement in funds in the year		(4,677)	(1,393)	(6,070)	(4,864)	460	(4,404)
Reconciliation of funds:							
Total funds brought forward on 1 April		12,399	5,146	17,545	17,263	4,686	21,949
Prior period adjustment	8	207	-	207	-	-	-
Restated opening balance		12,606	5,146	17,752	-	-	-
Total funds carried forward as at 31 March		7,929	3,753	11,682	12,399	5,146	17,545

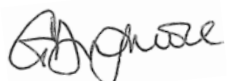
There are no gains or losses other than as recognised above and all incoming resources and resources expended arise from continuing activities.

The notes on pages 54 to 56 form part of these financial statements.

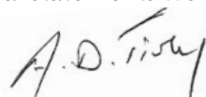
VS: Balance sheet as at 31 March 2017

		Consolidated		Charity	
			Restated		Restated
	Notes	31.3.17 £'000	31.3.16 £'000	31.3.17 £'000	31.3.16 £'000
Tangible fixed assets					
Property, plant and equipment	8	2,612	1,935	2,612	1,935
Investments					
Fixed investments	–	–	7,112	–	7,112
Investment in subsidiaries	10.2	–	–	10	10
Total fixed assets		2,612	9,047	2,622	9,057
Current assets					
Current investments	10.1	5,495	–	5,495	–
Debtors and prepayments	11	6,128	7,932	6,115	7,932
Cash at bank and in hand	–	1,578	5,297	1,567	5,285
Total current assets		13,201	13,229	13,177	13,217
Creditors					
Amounts falling due within one year	12	(3,147)	(3,772)	(3,145)	(3,778)
Net current assets		10,054	9,457	10,032	9,439
Provision for liabilities	14	(984)	(752)	(984)	(752)
Net assets		11,682	17,752	11,670	17,744
Funds					
Unrestricted funds					
Unrestricted funds	15.2	7,929	12,399	7,916	12,391
Prior year adjustment	–	–	207	–	207
Total unrestricted funds		7,929	12,606	7,916	12,598
Restricted funds					
Restricted	15.2	3,753	5,146	3,754	5,146
Total share capital and funds	–	11,682	17,752	11,670	17,744

The notes on pages 54 to 56 form part of these financial statements. The financial statements were approved by the Board on 8 June 2017 and were signed on its behalf by:



Catherine Dugmore, Chair of Board of Trustees



Andrew Tivey, Hon Treasurer

VS: Consolidated cash flow statement for the year ended 31 March 2017

	Notes	31.3.17 £'000	31.3.16 £'000
Net cash outflow from operating activities	1	(4,190)	(6,729)
Cash flows from investing activities: dividends received	2	185	240
Capital expenditure and financial investment	2	286	670
(Decrease)/increase in cash in the reporting period		(3,719)	(5,818)
Reconciliation of net cash flow to movement in net cash			
Increase/(decrease) in cash in the period		(3,719)	(5,818)
Change in net cash resulting from cash flows		(3,719)	(5,818)
Net cash 1 April		5,297	11,114
Net cash at 31 March		1,578	5,296

The notes on pages 54 to 56 form part of these financial statements.

Notes to the statement of cash flows for the year ended 31 March 2017

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

	31.3.17 £'000	31.3.16 £'000
Net income/(expenditure) for the reporting period	(6,070)	(4,404)
Adjustments for:		
Depreciation charges	1,037	975
(Gains)/losses on investments	(383)	119
Interest received	(13)	(36)
Dividends received	(172)	(205)
Decrease/(increase) in debtors	1,804	(1,958)
(Decrease)/increase in creditors	(393)	(1,218)
Net cash provided by (used in) operating activities	(4,190)	(6,727)

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

Returns on investments and servicing of finance

Interest received	(13)	(36)
Dividends received	(172)	(205)
Net cash inflow for returns on investments and servicing of finance	(185)	(241)

3. Capital expenditure and financial investment

Purchase of tangible fixed assets	(1,714)	(330)
Sale of fixed asset investment	2,000	1,000
Net cash inflow for capital expenditure and financial investment	286	670

	1.4.16 £'000	Movement £'000	31.3.17 £'000
Net cash:			
Cash at bank and in hand	5,297	(3,719)	1,578

The notes on pages 54 to 56 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 SORP, FRS 102 ('Accounting and Reporting by Charities') published in 2015 and the Companies Act 2006. VS meets the definition of a public benefit entity under FRS 102. 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 FRS 102 from the requirements to present a charity-only cash flow statement and certain disclosures about the charity's financial instruments.

Group financial statements

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

Going concern

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

The Trustees' Annual Report discusses the various matters which were considered in reaching that conclusion. Accordingly, the accounts have been prepared on the basis that the charity is a going concern.

Significant judgements and estimates

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

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

Income recognition

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

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

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.

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

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

Fixed assets

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

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

Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the SOFA 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.

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	31.3.17			31.3.16		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
2.1 Income and endowments from:						
Donations	100	127	227	324	36	360
Legacies	83	5	88	252	–	252
Grants	5	12	17	–	101	101
Donated goods and services	–	32	32	–	30	30
Total	188	176	364	576	167	743
2.2 Other trading activities						
Fundraising events	49	85	134	32	32	64
Sponsorships	31	–	31	–	–	–
Trading operations	115	40	155	107	7	114
Total	195	125	320	139	39	178
2.3 Investment income						
Interest received	13	–	13	36	–	36
Dividend	172	–	172	205	–	205
Total	185	–	185	241	–	241
2.4 Income from charitable activities						
MoJ homicide	–	2,865	2,865	–	3,125	3,125
Restorative justice pathfinder	–	–	–	–	119	119
Local authorities and other statutory bodies	14,332	5,846	20,178	12,336	6,622	18,958
Police and other criminal justice agencies	–	7,662	7,662	13	12,140	12,153
Trusts	–	–	–	–	103	103
Other grants and contracts	4,348	433	4,781	4,866	444	5,310
Total	18,680	16,806	35,486	17,215	22,553	39,768
2.5 Other income	6	48	54	48	59	107
Total income	19,254	17,155	36,409	18,219	22,818	41,037

3. Expenditure

	Unrestricted	31.3.17 Restricted	Total	Unrestricted	31.3.16 Restricted	Total
	£'000	£'000	£'000	£'000	£'000	£'000
3.1 Costs of raising funds						
Cost of raising funds	561	27	588	174	184	358
Trading operations	–	–	–	55	30	85
Total	561	27	588	229	214	443
3.2 Charitable activities						
Service delivery	20,212	18,040	38,252	21,874	20,737	42,521
Victims' voice (enterprise)	625	–	625	481	450	931
Sustain*	3,397	–	3,397	553	516	1,069
Total charitable expenditure	24,234	18,040	42,274	22,908	21,703	44,521
Total expenditure before gains and losses on investments	24,795	18,067	42,862	23,405	21,917	45,322
4. Net (gains)/losses on investments	(383)	–	(383)	119	–	119
Total	24,412	18,067	42,479	23,524	21,917	45,203

*Total sustain costs of £3.4m (2015–16: £1.3m) have increased through the investments in fundraising, income diversification, business process improvements and service redesign which underpin the long term sustainability of the organisation.

Total expenditure includes charges for:

Depreciation	1,037	–	1,037	975	–	975
Trustees' reimbursed expenses	4	–	4	8	–	8
Audit fees	39	–	39	55	–	55
Operating lease rentals	1,490	–	1,490	1,826	–	1,826
Total	2,570	–	2,570	2,864	–	2,864

Audit fees for the year were £39,137 (2015–16: £54,761).

5. Support costs

	Staff costs	Overheads	Total 31.3.17	Total 31.3.16
	£'000	£'000	£'000	£'000
Support services	845	475	1,320	1,427
Governance	698	–	698	
Premises, health and safety	1,322	743	2,065	2,885
Business support and development	1,505	847	2,352	2,602
Total	4,370	2,065	6,435	6,914

Support services includes finance, HR and IS.

6. Trustees' remuneration and benefits

None of the trustees have been paid any remuneration or received any other benefits for the year ended 31 March 2017 (2015-16: £nil). Expenses reimbursed to trustees of £3,737 (2015-16: £8,265) 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 shown below.

	Total 31.3.17 £'000	Total 31.3.16 £'000
Travel expenses	4	3
Mileage claims	-	1
Subsistence	-	4
Total	4	8

7. Staff costs

7.1 Analysis of staff costs

	31.3.17 £'000	31.3.16 £'000
Wages and salaries	25,741	26,424
Social security costs	2,296	2,373
Pension costs	1,227	1,273
Total	29,264	30,070

Other staff costs

Long term contracts	1,190	1,424
Redundancy costs	641	815
Compensation and termination costs	69	14
Agency staff	410	255

Other staff costs	2,310	2,508
Total staff costs	31,574	32,578

Redundancy costs paid in the year were £0.39m (2015-16: £0.82m) and an additional provision of £0.25m has been set up to pay for redundancies in the first quarter of the 2017-18 financial year.

7.2 Key management personnel remuneration

Remuneration to key management personnel	692	810
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The key management personnel of the charity comprise the Chief Executive Officer, Finance Director, Operations Director, IS and Digital Director, Human Resources Director, Engagement and Enterprise Director and Strategy and Governance Director.

Total employee benefits for the key management personnel for the year ended 31 March 2017 were £691,574 (2015-16: £809,987).

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

	31.3.17 Number	31.3.16 Number
£60,000–£70,000	7	3
£70,001–£80,000	1	4
£80,001–£90,000	2	3
£90,001–£100,000	2	2
£100,001–£110,000	–	2
£110,001–£120,000	–	–
£120,001–£130,000	–	–
£130,001–£140,000	–	–
£140,001–£150,000*	1	–
£150,001–£160,000**	–	1
Total	13	15

The total pension contributions for the above higher paid staff were £26,904 (2015–16: £42,719).

*Payments include salary in lieu of pension contributions.

**Payments include target-related pay and salary in lieu of pension contributions.

7.4 Number of employees

The average number of employees is split as follows:

	31.3.17 Number	31.3.16 Number
Support and management	149	167
Service delivery	1,030	1,030
Homicide	45	47
Total	1,224	1,244

Annual leave carry over at 31 March 2017 was calculated at £276,995 (2015–16: £242,000) which is 0.65% of total expenditure. For this reason, no provision has been made as the amount is not material.

7.5 Volunteers

A total of 1,287 dedicated volunteers generously gave 267,144 hours of their time to VS in 2016–17.

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
Cost							
At 1 April 2016	427	181	45	48	4,201	160	5,062
Prior year adjustment	–	–	–	–	–	207	207
Restated opening balance	427	181	45	48	4,201	367	5,269
Additions	–	–	–	–	2,081	–	2,081
Transfers	–	–	–	–	–	(367)	(367)
Disposals	–	–	–	–	–	–	–
At 31 March 2017	427	181	45	48	6,282	–	6,983
Depreciation							
At 1 April 2016	(136)	(179)	(37)	(46)	(2,936)	–	(3,334)
Additions	(17)	(2)	(3)	(2)	(1,013)	–	(1,037)
Disposals	–	–	–	–	–	–	–
At 31 March 2017	(153)	(181)	(40)	(48)	(3,949)	–	(4,371)
Net book value as at 31 March 2017	274	–	5	–	2,333	–	2,612
Net book value as at 31 March 2016	290	2	8	4	1,264	160	1,728

The prior year adjustment relates to an amount of £0.21m expensed in the 2015–16 accounts. These were costs associated with work on the new case management system; and as such should have been reported on the balance sheet under the 'assets under construction' category of the fixed assets. This has increased the opening unrestricted reserves by £0.21m.

9. Operating lease commitments

At 31 March 2017, annual commitments under operating leases expiring were as follows:

	31.3.17 £'000	31.3.16 £'000
Within one year	978	1,054
Between two and five years	753	1,054
Total	1,731	2,108

10. Investments

10.1 Current asset investments

	31.3.17 £'000	31.3.16 £'000
Market value at 1 April 2016	7,112	8,231
Additions to investment at cost	–	–
Disposal in the year	(2,000)	(1,000)
Net gain/(loss) on revaluation	383	(119)
Carrying value (market value) at the end of year	5,495	7,112
Historical cost	5,500	7,500

The managed funds are invested in multi-asset funds which are invested primarily in UK and international securities.

10.2 Investments in subsidiaries

Victims Support Limited, 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 2017 are shown in the table below.

VS Trading (Cornwall) Limited, 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 VS by providing catering services at Truro Magistrates' Court. A summary of the results for the year and the financial position at 31 March 2017 are shown below.

	Victims Support Limited		VS Trading (Cornwall) Limited	
	31.3.17	31.3.16	31.3.17	31.3.16
Turnover	46,947	9,663	10,000	10,546
Cost of sales	(17,813)	(1,838)	(6,000)	(3,214)
Gross profit	29,134	7,825	4,000	7,332
Administrative expenses	(28,724)	(1,236)	(2,357)	(2,347)
Operating profit/(loss)	410	6,590	1,643	4,985
Donation to VS	(410)	(6,590)	(1,643)	(4,000)
Reported profit/(loss)	-	-	-	985
Statement of financial position				
Fixed assets	-	-	284	284
Stock	-	-	100	100
Debtors	10,218	10,037	10,000	-
Cash at bank	468	97	10,601	10,601
Creditors	(724)	(134)	(8,417)	(60)
Net assets	9,962	10,000	12,568	10,925

11. Debtors

	Consolidated		Charity	
	31.3.17 £'000	31.3.16 £'000	31.3.17 £'000	31.3.16 £'000
Trade debtors	2,872	4,205	2,870	4,205
Other debtors	108	139	108	139
Prepayments	966	1,561	966	1,561
Accrued income	2,182	2,027	2,171	2,027
Total	6,128	7,932	6,115	7,932

12. Creditors: amounts falling due within one year

Trade creditors	912	943	910	943
Taxation and social security	1,222	1,365	1,221	1,365
Other creditors	229	244	230	253
Accruals	518	847	518	847
Deferred income	266	372	266	370
Total	3,147	3,771	3,145	3,778

13. Deferred income

	At 1.4.16 £'000	Deferred in the year £'000	Released in the year £'000	At 31.3.17 £'000
Total	370	266	370	266

14. Provisions for liabilities

	Balance at 1.4.16 £'000	Movement in provision £'000	Balance at 31.3.17 £'000
Dilapidations	752	(18)	734
Restructuring	–	250	250
Total	752	232	984

Dilapidations provision relates to leasehold properties where VS has a contractual obligation to bear such costs. The dilapidations will become payable on lease terminations. An additional provision has been made to cover dilapidations to be incurred when the lease for the National Centre is surrendered. Restructuring provision relates to costs likely to be incurred on staff reductions at the National Centre.

15. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	31.3.17 Total funds £'000	31.3.16 Total funds £'000
Fixed assets	2,474	138	2,612	1,728
Fixed investments	–	–	–	7,112
Current assets	8,107	5,094	13,201	13,229
Current liabilities	(1,668)	(1,478)	(3,147)	(3,771)
Provision for liabilities	(984)	–	(984)	(752)
Total	7,929	3,754	11,682	17,545

16. Movement in funds

	At 1.4.16 £'000	Prior year adjustment £'000	Restated opening balance £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	Gains and losses £'000	At 31.3.17 £'000
16.1 Restricted funds								
Moj grants								
National Homicide Service	27	–	27	2,865	(2,867)	196	–	221
Total	27	–	27	2,865	(2,867)	196	–	221
Central restricted funds								
Supportline	33	–	33	–	–	(33)	–	–
Freehold property reserve	146	–	146	–	(8)	–	–	138
Other	148	–	148	267	(274)	(106)	–	35
Total	327	–	327	267	(282)	(139)	–	173
Restricted by location								
Wales and West	237	–	237	2,816	(2,873)	178	–	358
London	1,716	–	1,716	4,268	(4,636)	(354)	–	994
North and East Midlands	1,717	–	1,717	5,576	(5,710)	(87)	–	1,496
South East	932	–	932	1,363	(1,699)	(85)	–	511
Moj grant-in-aid	190	–	190	–	–	(190)	–	–
Total	4,792	–	4,792	14,023	(14,918)	(538)	–	3,359
Total restricted	5,146	–	5,146	17,155	(18,067)	(481)	–	3,753
16.2 Unrestricted funds	12,399	207	12,606	19,254	(24,795)	481	383	7,929
Total funds	17,545	207	17,752	36,409	(42,862)	–	383	11,682

MoJ grants: During the year the charity received £2.9m in grant-in-aid restricted for the National Homicide Service.

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

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

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

17. Related party transactions

Other than transactions with the subsidiary company (Victims Support Limited), there were no other related party transactions in the year. Transactions with Victim Support Charity in the year totalled £24,693 (2015–16: £9,000) which related to costs incurred by the trading company on Victim Awareness Courses, paid by the charity on behalf of the subsidiary.

Our funders

Avon and Somerset Police and Crime Commissioner
 Barnsley Metropolitan Borough Council
 Basingstoke and Deane Borough Council
 Bedford Borough Council
 Bedfordshire Police and Crime Commissioner
 Big Lottery Fund
 Birmingham City Council
 Bolton Borough Council
 Bradford City Council
 Bristol City Council
 Bury Metropolitan Borough Council
 Central Bedfordshire Council
 City Bridge Trust
 Cumbria Police and Crime Commissioner
 Department for Education
 Devon and Cornwall Police and Crime Commissioner
 Doncaster Metropolitan Borough Council
 Dorset Police and Crime Commissioner
 Dudley Council
 Dyfed Powys Police and Crime Commissioner

Essex Police and Crime Commissioner
 Gateshead Borough Council
 General Medical Council
 Gloucestershire Police and Crime Commissioner
 Greater Manchester Police and Crime Commissioner
 Gwent Police and Crime Commissioner
 Hampshire and the Isle of Wight Police and Crime Commissioner
 Hampshire Constabulary and Thames Valley Policing Unit
 Hartlepool Borough Council
 Hertfordshire Police and Crime Commissioner
 Home Office
 Hull City Council
 Humberside Police and Crime Commissioner
 Kent Police and Crime Commissioner
 Lancashire Police and Crime Commissioner
 Leeds Community Safety
 Lichfield District Council
 Lincolnshire Police and Crime Commissioner

London Borough of Barking and Dagenham
 London Borough of Bexley
 London Borough of Bromley
 London Borough of Ealing
 London Borough of Harrow
 London Borough of Hounslow
 London Borough of Kingston
 London Borough of Merton
 London Borough of Richmond
 London Borough of Sutton
 London Borough of Tower Hamlets
 London Borough of Wandsworth
 London Luton Airport Ltd
 Manchester City Council
 Mayor's Office for Policing and Crime (London)
 Merseyside Police and Crime Commissioner
 Ministry of Justice
 Newcastle City Council
 Newcastle-under-Lyme Borough Council
 NHS Kingston Clinical Commissioning Group
 NHS South Tees Clinical Commissioning Group
 Norfolk Community Foundation

Norfolk Police and Crime Commissioner
 North Wales Police and Crime Commissioner
 North Yorkshire Police and Crime Commissioner
 Northamptonshire Police and Crime Commissioner
 Northumbria Police and Crime Commissioner
 Nottingham Police and Crime Commissioner
 Radian
 Rochdale Metropolitan Borough Council
 Safe! Support For Young People Affected By Crime
 Sandwell Metropolitan Borough Council
 Sentinel Housing Association
 South Gloucestershire Council
 South Tyneside Borough Council
 South Wales Police and Crime Commissioner
 South Yorkshire Police and Crime Commissioner
 Staffordshire Police and Crime Commissioner
 Stoke-on-Trent City Council

Suffolk Police and Crime Commissioner
 Surrey Police and Crime Commissioner
 Sussex Police and Crime Commissioner
 Tameside Metropolitan Borough Council
 Tamworth Borough Council
 Thames Valley Police and Crime Commissioner
 Trafford Borough Council
 Wakefield Housing
 Wakefield Metropolitan District Council
 Walsall Metropolitan Borough Council
 Warwickshire Police and Crime Commissioner
 Welsh Government
 West Mercia Police and Crime Commissioner
 West Midlands Police and Crime Commissioner
 West Yorkshire Police and Crime Commissioner
 Wiltshire Police and Crime Commissioner
 Winchester City Council



Rosie's story

Rosie* was subjected to years of violent, emotional and mental abuse by her husband. VS was there to help her become a survivor.

Rosie was subjected to years of violent, emotional and mental abuse by her partner, who despite the ongoing abuse went on to become her husband. The relentless attacks left her with a broken nose and severe bruising from head to toe; and one of the final attacks she received involved heavy blows to the head and strangulation. Her husband made her feel worthless and that she was to blame for the attacks, telling her she "deserved them".

Rosie knew she needed help but just didn't know where to go. After another hospital stay she was referred to VS. They were able to offer ongoing emotional and practical support for as long as it was needed. This included home visits, regular chats over the phone and support with going to court and a criminal trial.

It took some time but gradually Rosie has made a new life for herself and her children. She has experienced mental health issues as a result of her ordeal and flashbacks occur daily, but she knows that any time she needs us we're there.

Rosie said: **"Without Chloe* from Victim Support I would have been left feeling lonely and unsupported as I had minimal support from other agencies. Chloe* gave me strength, encouragement and the drive to carry on. This was not only with myself but with persevering with the conviction of my abuser. I hate to think where I would be without Victim Support."**



Westminster terror attack

On Wednesday 22 March a terrorist drove a car into pedestrians on Westminster Bridge and then fatally stabbed a police officer on duty outside Parliament. As a result, five people died and over 50 people were injured. VS was one of the official response agencies involved in the aftermath, offering support to the victims and witnesses.

Extra cover was put on the VS Supportline, hours were extended to provide 24/7 support, and the number was immediately promoted to support people affected by the incident. After a brief assessment, trauma first aid was arranged for many of the people who contacted the line.

Over the following days and weeks VS worked alongside the police, contacting many of the victims and witnesses to offer emotional support and practical help. Because the attack affected people from 12 other nations, VS was involved in arranging extended accommodation, expenses and translation, and supporting families with travel. Support was also offered to the bus company involved and to students at Edge Hill University in Ormskirk, Lancashire. Through our National Homicide Service, VS is now providing intensive specialist support to all the victims' families bereaved by the incident.



The VS Supportline number was requested by Westminster Council to offer help to people affected.

Reference and administrative details

President

HRH, The Princess Royal

Chief Executive

Mark Castle, OBE

Trustees

Catherine Dugmore (Chair)

Tom Davies OBE (Vice Chair)

Andrew Tivey FCA (Hon Treasurer) (joined 26 October 2016)

Richard Wilson FCA (retired 26 October 2016)

Jo Cumbley

Elizabeth Dymond

Sarah Miller

Les Mosco

Geoff Pollard

Will Sandbrook

Maria Thomas

Moyna Wilkinson

Tim Maxted (co-opted 26 October 2016)

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 Secretary

Christopher Kinsella

Charity registration number: 298028

Registered as a charity in England and Wales

Company registration number: 2158780

Registered as a company limited by guarantee in England and Wales

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

f VictimSupport **t** @VictimSupport

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Telephone: 020 7268 0200

Charity registration: 298028 Company no: 2158780
Registered in England. Limited by guarantee.
Registered office as above.

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 can 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 52% 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 at
victimsupport.org.uk

BEYOND CRIME



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