



# #WeStandTogether



2017-18  
ANNUAL REPORT  
& ACCOUNTS

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

We are local

We are national

We are independent

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The Board of Trustees of Victim Support presents its Annual Report which incorporates the Strategic Report and the audited financial statements for the year ended 31 March 2018. These comply with the Companies Act 2006, Victim Support's governing document and the Statement of Recommended Practice (SORP) – Accounting and Reporting by Charities, 2015. Details of our trustees and professional advisers, as well as legal and administrative information, are included on pages 35–37 and 59.





# Foreword

## From our President, HRH, The Princess Royal

This year we have witnessed some truly shocking events, both in the UK and abroad. The terror attacks in London and Manchester killed dozens of people, left hundreds physically injured and affected countless others, both emotionally and financially.

We have seen a public groundswell against the widespread prevalence of sexual assault and harassment, particularly in the workplace, and the continued exposure of historic cases of sexual abuse. We have also seen a disturbing increase in homicides nationally, particularly those involving young people and knife crime.

Never has the need for effective support and a voice for victims been so apparent. As President of Victim Support I thank all our committed staff and volunteers and wish you all continued success.



# Welcome

Thank you for taking an interest in Victim Support and our work in 2017–18.

The theme of this report is **#WeStandTogether**, the Twitter hashtag used by community leaders and organisations to encourage people to come together and celebrate their differences. We also use it in this report as a mark of solidarity with survivors, their families and friends, and all the people affected by crime and traumatic events.

**We are Victim Support and **#WeStandTogether** to speak for and with survivors to ensure they get the support they need and the respect they deserve.**

# Welcome

In 2017–18 we offered our support to over one million victims of crime. We also delivered a wide range of specialist services for people affected by homicide, domestic abuse, sexual violence, non-recent abuse and hate crime, to name just some of the areas in which we work. We remain the single largest provider of police and crime commissioner funded multi-crime victims services across England and Wales.

This year, as well as working with the families bereaved by the terror attacks and knife crime, our National Homicide Service has been supporting the relatives of people who died in the terrible Grenfell Tower fire. This important independent specialist service has helped those affected to navigate the criminal justice system and provided them with practical and emotional support.

We also continued to speak for and with victims of crime. We carried out research and published reports on areas such as victims' rights and the experience of the criminal justice system by survivors of domestic abuse. We used this evidence to help increase understanding of vulnerable victims' needs and to press for improvements.

The overall financial result for the year was a deficit of £3.9m. During 2017–18, Victim Support further reviewed its costs and implemented a number of significant savings, including a restructured central support services and Senior Management Team, the relocation of our London headquarters and an increased focus on cost control. Although these changes have already taken place, the savings will be realised in full in 2018–19.

In making decisions about expenditure we prioritised funding for services that we know are essential to victims – such as our free confidential Supportline, which, since the Westminster terror attacks in March 2017, operates 24 hours a day, seven days a week. This crucial service took hundreds of calls following the terrorist attacks in London and Manchester, provided immediate support to those callers and in many cases referred them to our community services for longer-term specialist support.

We take the safeguarding of our clients, and the right of all staff and volunteers to feel comfortable and safe in their working environment, extremely seriously. In light of some of the abuse issues raised elsewhere in the charity sector this year, we undertook a formal review of our practice. We did not identify any causes for concern, however we will continue to ensure our approach in identifying and tackling inappropriate behaviour is proactive, rigorous and robust.

As Chief Officer and Chair of Victim Support we are proud of what we have achieved this year. As we enter 2018–19 with a healthy order book and a balanced budget, we look forward to building on our successes and working together to go forward to a position of strength.

We'd like to take this opportunity to thank everyone who has supported us.

**We are Victim Support and [#WeStandTogether](#).**



**Diana Fawcett\***  
Chief Officer

**Andrew Tivey\*\***  
Chair of Trustees

\* Diana Fawcett was appointed Chief Officer in February 2018. She was previously Operations Director and has been at Victim Support since February 2015.

\*\* Andrew Tivey was appointed as Chair of Trustees in November 2017. He has been on the Victim Support Board since October 2016.

# About Victim Support

## Who we are

**Victim Support is an independent charity dedicated to supporting victims of crime and traumatic incidents in England and Wales. Our purpose is to provide specialist help and services to support people to cope and recover to the point where they feel they are back on track with their lives and to ensure their voices are heard.**

Victim Support works with victims of crime and we put them at the heart of our organisation and the way we run our services. Our work, our support and our voice are informed and shaped by them.

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

### **We are local**

Our services are delivered locally through skilled staff and volunteers who are deeply rooted in these communities.

### **We are national**

Our local services benefit from secure technology, consistent service and quality standards and the ability to share best practice and innovate based on research, national trends and performance.

### **We are independent**

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

We work closely with all these organisations and other specialist partner agencies to achieve our vision – a world where victims and witnesses are given the support they need and the respect they deserve.

**71% of adults said it was important for victims of crime to receive help and support from a victim service that is separate and independent from the police.<sup>1</sup>**

**We are local**

**We are national**

**We are independent**

1. YouGov poll – YouGov Plc. Total sample size was 1,934 adults from England and Wales. Fieldwork was undertaken 6–7 February 2018. The survey was carried out online. The figures have been weighted to GB adults, filtered by adults in England and Wales (aged 18+).

**SPECIALIST SERVICES:**

Antisocial behaviour

Hate crime

Children and young people

Vulnerable victims

Modern-day slavery

Non-recent child abuse

Mental health

Witness services

Road traffic accidents

Sexual violence

Domestic abuse

Restorative justice

Fraud

**What we do**

We provide free confidential support 24 hours a day, seven days a week, 365 days a year for people affected by crime and traumatic events – regardless of whether they have reported the crime to the police.

We contact and offer local support to those who are referred to Victim Support by the police and other agencies.

The support services we offer are tailored to the needs of each person.

Our teams of highly trained staff and volunteers provide a wide range of specialist services that help people affected by all types of crime: from burglary, hate crime, fraud and theft, to domestic abuse, child sexual exploitation and terrorism.

We run the National Homicide Service providing a dedicated, comprehensive wraparound service and a vital independent voice for those bereaved by murder and manslaughter in England and Wales.

We champion victims' rights and issues locally and nationally, working closely with policy-makers, commissioners, agencies in the criminal justice system, local government and other providers, partners and organisations.

The impact of crime can be life-changing so we are proud to provide long-term support to victims of both crime and traumatic events. Support is available for as long as it is needed, as we are committed to helping victims move beyond crime.

**TYPES OF SUPPORT:**

Personal safety services

Restorative justice

Longer-term emotional and practical help

Advocacy

Peer support and group work

Immediate emotional and practical help

Help in navigating the criminal justice system

Information and advice

# 2017–18 at a glance





## 2017–18 in brief



Awarded the Restorative Service Quality Mark – recognising the quality of our restorative justice services.



Supported over 1,400 people affected by the UK terrorist attacks in 2017.



Supported 22 people affected by the Grenfell Tower fire.



Celebrated one year of our Supportline being open 24 hours a day, seven days a week for victims.

Continued to build our evidence-based Beyond Crime tools to help victims cope and recover.



Brought about changes to the CICAs\* policy regarding child sexual abuse survivors 'consenting'.



Highlighted our LGBT+ services and named the top charity in the Stonewall Workplace Equality Index 2018.



Celebrated Volunteers' Week and said a huge thank you to our 1,146 amazing volunteers.



Achieved SafeLives' Leading Lights accreditation for some services – the mark of quality for domestic violence services.



Published *Survivors' justice*, a report looking at domestic abuse survivors' experience of the criminal justice system.



Spoke with and for victims through the media generating 6,670 pieces of national and local broadcast, media and print.



Named number 22 in the prestigious Inclusive Top 50 UK Employers list.

\*Criminal Injuries Compensation Authority.



# 2017–18 in numbers

**10.6 million: the estimated number of crimes in England and Wales**

**1 in 5 people became a victim of crime**

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

We received **1 million+** referrals from the police and other agencies

**We work with the police and other agencies to offer information and specialist support to victims of crime**

## We offered support

**Information and specialist support offered to 1,035,032 people including:**

**113,151** survivors of domestic violence  
**3,014** family members bereaved by homicide  
**354,273** victims of violent crime  
**125,123** victims of burglary

Around **60%** of crimes were not reported to the police

**As an independent charity we help victims whether or not they have reported the crime to the police**

We received **61,910** requests for information and support via our 24/7 Supportline, website and live chat

## We provided specialist support

**Specialist case management provided to 133,965 people including:**

**43,265** survivors of domestic violence  
**2,256** family members bereaved by homicide  
**58,197** victims of violent crime  
**12,461** victims of burglary

## We tailored support

<b>29.8%</b> received information and advice	<b>6.8%</b> received services to improve their personal safety
<b>21.0%</b> received immediate emotional support	<b>3.7%</b> received restorative justice services
<b>11.3%</b> received immediate practical support	<b>16.3%</b> received other services including advocacy services
<b>11.1%</b> received ongoing emotional support	

**704,219** people visited our website for information and advice, viewing a total of **2,357,528** web pages

## We measured the difference our support made

Around **seven in ten** people said they felt better informed



Nearly **seven in ten** people said they felt safer



More than **seven in ten** people said their health and wellbeing improved



More than **nine in ten** people were satisfied with the service they received



## Achievements and performance (service delivery)

### Objective:

Provide victims and witnesses with high-quality practical and emotional support.

**We said** we would enable anyone who has been affected by crime to access help and support more easily by rolling out live chat, and extending our independent Supportline to 24 hours a day, seven days a week.

**We did** roll out live chat in ten commissioning areas, and since March 2017 our independent Supportline has been operating 24 hours a day, seven days a week.

**We said** we would work towards ISO 9001 quality management accreditation.

**We did** embed Victim Support's Quality Management System. We are now working towards applying for ISO 9001 external quality management accreditation from the British Standards Institute.

**We said**, to ensure that victims and witnesses are central to shaping our services, we would develop our co-production activity.

**We did** develop a strategy and co-produced 11 projects with both adult and younger service users. We built on these successes by improving our materials to support the development of all our co-production activity nationally.

**Provide victims  
and witnesses  
with high-quality  
practical and  
emotional  
support**

### Objective:

Actively seek new opportunities, working innovatively with partners, to expand and develop services to meet victims' needs.

**We said** we would progress the roll-out of our single point of contact service model, where appropriate.

**We did** roll out a single point of contact service model in agreed commissioning areas.

**We said** we would grow our specific crime services and pilot innovative service models to meet the needs of victims of domestic abuse, fraud, hate crime and antisocial behaviour.

**We did** successfully pilot innovative domestic abuse, fraud, hate crime and antisocial behaviour service models to better meet the needs of victims. We will be evaluating the success of these in the coming months.

**We said** we would work in collaboration with new national and local partners so that victims can access the widest range of support services, and so that Victim Support can reach under-represented groups through other routes.

**We did** work in collaboration with over 200 local and national partners so that victims could access the widest range of support services, and so that Victim Support could reach under-represented groups. We formed new partnerships after the terror attacks which have led to collaborative work which will improve our response to any future event.

## Achievements and performance (victims' voice)

### Objective:

Strengthen victims' rights, safeguard and protect vulnerable victims through effective stakeholder management.

**We did** publish one report on victims' rights and one report on the experience of the criminal justice system by survivors of domestic abuse. Both reports helped increase understanding of vulnerable victims' needs. We published four other reports on other areas of work.

**We said** we would publish three new pieces of evidence-based research to increase understanding of vulnerable victims' needs.

**Ensure victims' voices are heard to bring about positive change**

**We said** we would publish a manifesto for the general election outlining the unmet needs of victims and witnesses.

### Objective:

Increase awareness and understanding of what Victim Support does and why our support is needed.

**We did** publish a manifesto calling for the strengthening of victims' rights and better support for vulnerable victims. Several of the recommendations were adopted by the three main political parties in their own manifestos.

**We did** launch our two evidence-based reports on victims' rights and needs at a parliamentary reception attended by MPs and government officials. We used this research to press for improvements ahead of the Government's Victims' Strategy.

**We said** we would influence decision-makers and engage stakeholders using evidence-based research.

**We said** we would continue to develop our ability to support the victims of terrorist attacks and major incidents.

**We did** respond to four terror attacks in the UK as well as those affecting British citizens abroad. We published a report based on analysis of the needs of survivors and those bereaved from these attacks. We continue to work closely with other third sector providers and the Government to improve the pathway of survivors and increase understanding of our role.



# Achievements and performance (restructuring, development and fundraising)

## Objective:

Retain contracts, develop a strong pipeline of future business and ensure we continue to deliver the best value for money.

**We said** we would ensure our tendering activities and service models provide best value.

**We did** ensure our tendering activities and service models provided best value. We achieved an overall average score of 87% with regards to price.

**We said** we would move out of our National Support Centre in London to drive further efficiencies.

**We did** move out of our National Support Centre in London, creating financial and operational efficiencies. We also undertook a strategic review to scrutinise all our central costs. The outcome of this has been a significant reduction in costs.

**We said** we would seek opportunities to work in partnership to provide cost-effective services.

**We did** explore, and continue to seek, partnerships to provide cost-effective services.

**We said** we would roll out a staff competency framework and continue to implement our learning and development strategy.

**We did** develop and roll out a staff competency framework. We continue to work to embed this alongside other learning and development activity to equip our people to meet changing needs.

**Ensure we have a sustainable operating model, optimising our resources and utilising high-quality staff and volunteers to deliver better services.**

## Objective:

Develop and implement our commercial and fundraising activity to grow independent income to raise awareness of victims' issues and support unmet needs.

**We said** we would aim to expand our Victim Awareness Course to over 25 police forces in England and Wales.

**We did** roll out the Victim Awareness Course to 18 police forces. We will continue this roll-out into the next financial year.

**We said** we would develop our fundraising activity with the launch of a national campaign to raise funds and brand awareness for unmet needs.

**We did** develop a community fundraising programme to grow local income and raise awareness. While this didn't raise as much income as we had hoped, we took prudent action on costs and refocused our activity in this area. Calls to Supportline, our 24/7 telephone service which is funded by public donations, increased tenfold during 2017-18 and is therefore our fundraising priority.

**We said** we would develop our commercial offer and generate income from the sale of our carefully selected products and services.

**We did** establish a relationship with the banking sector to help customers who have become victims of fraud. We launched a number of commercial partnerships where the products and services offered enable people to feel empowered, safe and protected.

# #WeStandTogether



We are Victim Support and **#WeStandTogether** to speak for and with survivors to ensure they get the support they need and the respect they deserve

## #WeStandTogether

- All day, every day (p14)
- Regardless of the type of crime (p16)
- No matter who you are (p18)
- In partnership, today and tomorrow (p20)
- Through the very darkest of times (p23)

We are local

We are national

We are independent





## **#WeStandTogether** all day, every day

Crime and traumatic events, and their impact, don't stick to a 9am to 5pm schedule so neither do we. **#WeStandTogether** all day, every day through our free confidential Supportline which is available 24 hours a day, seven days a week.

Last year our Supportline, based in Wales, took **55,074** calls from people across England and Wales seeking information and support. This was more than ten times the number of calls we took the previous year, and we continue to see a rapid increase in demand for this service.

The service can be anonymous – we don't need to know who they are or where they are calling from unless they want us to. We know that victims' experiences of the police are often negative, particularly in the case of the most serious crimes such as domestic abuse and sexual assault and for the most vulnerable victims.<sup>2</sup> Therefore being independent, providing a confidential service and offering anonymity are all important aspects of our service.

**“It's very important to be able to talk to somebody who can understand what you've been [through] and can support you. Just to know that there is somebody on the end of the phone... that you can phone when you are absolutely drained and don't know where to turn and to talk to somebody about that.”**  
**Victim of rape and domestic abuse**

2. Pettitt, B., Greenhead, S., Khalifeh, H., Drennan, V., Hart, T., Hogg, J. and Moran, P. (2013) *At risk, yet dismissed*. London: Victim Support and Mind.



The majority of people who called us had experienced harassment, alarm and distress or were a victim of domestic violence. Just over half of our calls were outside a typical working day. Callers often told us that, as a result of crime, they were struggling to cope, had difficulty sleeping, experienced flashbacks or feared being alone. Our specially trained staff were able to provide immediate emotional and practical support, referring callers to a local Victim Support service for ongoing support where appropriate.

**We rely on the generous donations of the public to be able to answer these calls. If you are able to, we'd really appreciate your support [victimsupport.org.uk/donate](https://victimsupport.org.uk/donate)**

#### **The importance of our Supportline service**

Our Supportline is able to help and support victims of all types of crime. However, many of our calls are from people who have experienced a serious sexual offence or are a victim of domestic abuse. Only **15%** of these victims ever report to the police, but they still require access to a support service that can provide support and advice on issues including how to safely leave their partner, support their children and/or find alternative accommodation.

**Free  
Confidential  
Independent  
Supportline  
08 08 16 89 111**



**Domestic violence** was one of the most common crimes experienced by callers

**93.5%** of all calls to Supportline were answered

**69** calls were answered on Christmas Eve and Christmas Day

**55,074** calls were answered by our 24/7 Supportline

We have seen a **tenfold** increase in call volumes compared with the previous year

Top locations for calls were **London, Greater Manchester** and **West Yorkshire**



## #WeStandTogether regardless of the type of crime

The impact of 'low-level' crime on victims can often be underestimated. Crimes such as burglary can not only affect a person's finances, but also have a profound impact on their emotional wellbeing and sense of security. #WeStandTogether regardless of the type of crime.

Last year there were **438,971** burglaries reported to the police, a **9%** increase on the previous year. We contacted **125,123** victims of burglary to offer them information and specialist support. Our website contains information and safety tips for those who have experienced burglary, and for some people that was the only information they needed. However, **12,461** of these burglary victims required our specialist support.

Even though burglary is one of the most common crime types and classified as a low-level crime, the impact can be significant. For many victims of burglary the impact wasn't just financial – it also affected their emotional wellbeing and sense of security. The thought of a stranger being in their home was very distressing and made them feel unsafe in the one place we all expect to feel secure.

Victim Support helped victims of burglary by providing specialist emotional support to cope with the effects of burglary. We also provided practical help such as assisting with cancelling payment cards, sharing information and advice about security systems, locks and repairs and dealing with other agencies such as the police or housing department, or providing information about court procedures.

### **Kerry's story**

*"My relationship had ended and they had left, so I was living at home alone. I had moved into the back bedroom as I felt safer. I was up late one evening when I heard something. It sounded wrong..."*

Kerry went downstairs at 4am to find a man with a crowbar, working on her window. The noises she heard were the cracks where the wood was breaking. They stood there, staring at each other. Eventually, the man broke eye contact and ran away.

Kerry phoned the emergency services and waited for the police to arrive. They were helpful upon their arrival, but Kerry was feeling frightened and vulnerable. This fear increased when she found a knife in her shed.

*"The police said that he wouldn't have entered the house with a knife as then it would have been seen as entering a house with a weapon, an automatic custodial. Also, the forensics suggested that it may be a knife used in gang-related crime. This is not reassuring to hear and gets your mind all over the place."*

Later that day the case was closed. There was no follow-up from the police and Kerry was still feeling traumatised from the event. This was when Victim Support made contact with Kerry.

*"Victim Support rang me and asked if I needed anything. I was so on edge, I burst into tears. They gave me a personal alarm, helped me get blinds fitted on the windows and fake CCTV cameras. They were really supportive, even when I popped into their office to ask questions."*

*"They even managed to get a burglar alarm commissioned. They were so lovely. I was told I didn't have to worry about ringing and that they were there to support me."*

Kerry is still sleeping on the sofa and understands that it is a long road to recovery, but she knows that her house is as secure as it can be and she has a safety plan in place, should something similar happen again.

*"Victim Support gave me calls and reassurance and would ask me simple things like 'how are you?'. They kept me updated and I couldn't rate them highly enough – I couldn't have done it without them. They did everything they could to make me feel safe in my home and they let me do things in my own time. They were simply amazing."*

3. Office for National Statistics (2015) *Crime statistics, focus on public perceptions of crime and the police, and the personal well-being of victims: 2013 to 2014*. London: Office for National Statistics.

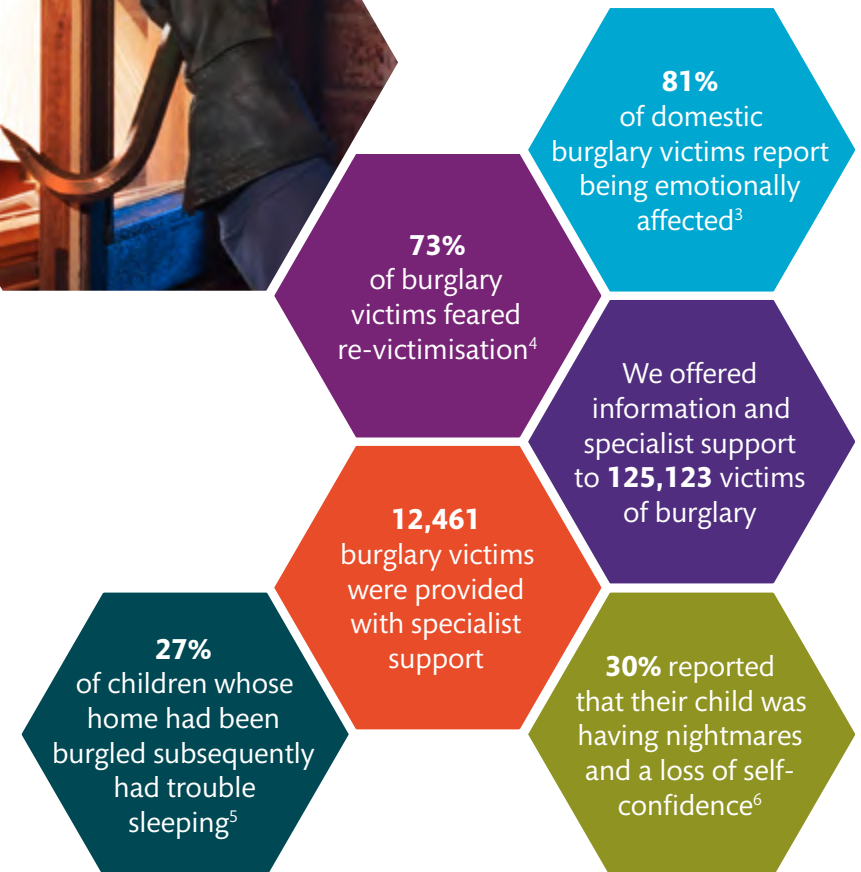
4. Brady, K. T., Kileen, T. K., Brewenton, T. and Lucerini, S. (2000) Comorbidity of psychiatric disorders and posttraumatic disorder. *Journal of Clinical Psychiatry*, 61, 22–32.

5. Victim Support and ADT (2014) *Take no more*.

6. Victim Support and ADT (2014) *Take no more*.

## The impact of burglary

The impact of burglary can be wide ranging and long lasting. It can have a profound effect on both adults and children.







## #WeStandTogether no matter who you are

Victim Support is an inclusive employer and service provider. We work to ensure that we are there for everyone who has experienced crime, regardless of race or ethnicity, religion or belief, age, sexual orientation, disability or gender identity. #WeStandTogether no matter who you are.

Inclusivity is central to who we are as an organisation. We celebrate and value diversity and we work inclusively with all communities to offer support to those affected by crime.

During the recruitment process we look for staff and volunteers who share our values. Everyone at Victim Support undertakes equality, diversity and inclusion training and further enhanced learning is offered in specific areas such as disability, faith and religion, mental health, race awareness and LGBT+ awareness.

We provide information about our services in over **20 languages** including Arabic, Cantonese, Gujarati, Hindi, Polish, Punjabi, Turkish, Urdu and Welsh. We also supply easy read materials and large print information on our services for those who need it.

One of the notable events in the Victim Support calendar is Pride. Staff and volunteers across England and Wales join in local events to show their support for Pride and use it as an opportunity to highlight the help available from Victim Support to LGBT+ individuals. We also run ongoing projects such as Rainbow Bridge, a service in Wales funded by the Big Lottery which is run specifically for LGBT+ victims of domestic abuse.

We know from previous Victim Support research that people with mental health problems are more likely to be victims of crime so we have dedicated tools and information to enable our staff and volunteers to provide effective and accessible support. Over the last year we have begun to work more closely with mental health organisations to provide a joined-up service.

Many of our local Victim Support teams have dedicated community outreach workers who build and develop relationships with local community leaders and groups. For example, in June last year our team in north London worked with members of the Finsbury Park mosque after the terror attack.

Sometimes people can become victims of hate crime because an attacker has targeted them for who they are or what an attacker thinks they are. These can be criminal or non-criminal acts such as graffiti, vandalism, name callings, assault or online abuse on social media. Hate incidents can be extremely frightening and often can escalate to crimes or tension in a community. Last year we supported **4,953** victims of hate crime to cope and recover.

We work with other organisations and statutory bodies to ensure that we can best meet the needs of those affected by hate crime. For example, Victim Support in Wales works with Action on Elder Abuse and the Welsh Government to support those who have been targeted because of their age.

### Victim Support offered and provided support to a diverse range of victims

Different victims face different barriers to reporting a crime or seeking help. For example, LGBT+ victims of hate crime tell us that one of their main concerns with reporting homophobic or transphobic crime is the fear of being outed by doing so. Disabled people face a totally different set of barriers to reporting hate crime, with many fearing that they won't be believed due to their physical disability or mental health problem. We work to reach as many victims as we can and to offer independent confidential support.

Information about Victim Support's staff and equality, diversity and inclusion work as an employer can be found on page 56.

**841** victims were provided with language support

People with a severe mental illness are **five times** more likely to be a victim of assault<sup>7</sup>

**4,953** victims of hate crime were provided with specialist support

**3.7%** of victims supported had a disability or additional needs

Information about Victim Support's services is available in over **20** languages

People with a limiting disability or illness are **three and a half times** more likely to suffer serious violence<sup>8</sup>

**113,611** referrals were victims under the age of 18



7. Pettitt, B., Greenhead, S., Khalifeh, H., Drennan, V., Hart, T., Hogg, J. and Moran, P. (2013) *At risk, yet dismissed*. London: Victim Support and Mind.

8. Rosetti, P., Dinisman, T. and Moroz, A. (2016) *Insight report: an easy target?* London: Victim Support.



## #WeStandTogether in partnership, today and tomorrow

Since March 2017 five terror attacks have taken place in London and Manchester. **#WeStandTogether** with other organisations and agencies to provide support, and with survivors themselves to ensure they get the help they need and the respect they deserve. We will continue to offer support to those affected and we will do so for as long as it is needed.

The horrific terror attacks of 2017 are something many of us will never forget. The London and Manchester attacks left **36** people dead, hundreds physically injured and countless others affected emotionally, physically, socially and financially.

Victim Support had contact with more than **1,400** people affected by the terror attacks. Through our local services, the National Homicide Service and our 24/7 Supportline, we provided specialist emotional support and practical help.

One year after the attack our caseworkers continue to work with hundreds of people, providing long-term support to help survivors cope and recover from the trauma they have experienced. They help by developing coping strategies, building people's confidence and self-esteem, and establishing support networks and peer support.

While we hope that atrocities such as these never happen again, it is important that we continue to learn from our experience. Drawing on this, we produced two reports, *Responding to terror attacks* and *Impact of terrorism*. They outline a number of recommendations for responding to terrorist attacks. Working with the Ministry of Justice and other parts of government, we are pleased to say that some of these recommendations have already been implemented. We have also been collaborating with other charities to ensure that we can provide effective joined-up support.

We'd like to say a heartfelt thanks to all of you who generously gave to our One UK appeal. This raised **£24,085** and has meant that we can continue to provide support to those who need it, for as long as they need it.



## **#WeStandTogether to support those affected by terrorist attacks, people like Natalie**

Natalie Senior and her two daughters Eve (14) and Emilia (11) were at the Manchester Arena on the night of the terrorist attack. The family, who were from Bradford, were in the foyer of the Arena when the bomb went off.

*"As soon as I heard it I knew it was a bomb, but in that moment, you don't know what's going to happen next."*

Fearing the worst, Natalie told Emilia to run as her physical injuries weren't as serious and she could make a quicker getaway.

Natalie and Eve made their way to the station by the Arena from where Eve was taken to the Royal Manchester Children's Hospital first as she was in a critical state. Natalie was then taken to the Royal Bolton Hospital where she stayed for three nights, before being transferred to Manchester to be with Eve.

Both Natalie and Eve underwent several operations to remove shrapnel from their legs. They were both initially discharged in wheelchairs for the first month, then were on crutches for two months after that. Both are still undergoing physiotherapy treatment to nerve damage that could affect them for up to two years.

Natalie's youngest daughter Emilia suffered hearing problems as a result of the blast, which she is still struggling with today.

Natalie first found out about the help from Victim Support when the police visited them in hospital. Once Natalie accepted the offer of help, they were assigned Victim Support volunteer Nigel to support them.

*"Nigel came to visit us once a week – or as often as needed when we were struggling. He built up such a strong relationship with all of the family and he is still supporting us now. It's been so helpful to have one consistent person, outside of the family, who's been there from the start and knows everything that's happened."*

One of the most significant ways in which Nigel supported the family was when he accompanied Natalie and the girls to the re-opening of the Manchester Arena.

*"This was a really difficult and daunting experience and it really helped to have Nigel by our side on the day."*

Nigel also supported the family with practical matters, such as looking into compensation available to the family, especially as Eve was initially in a wheelchair due to the extent of her injuries.

As part of her recovery, Natalie has just completed a six-week course for survivors of the Manchester attack run by Victim Support.

*"We met weekly with Victim Support caseworkers, volunteers and other survivors of the attack. It was really helpful to meet people in a similar position to us who knew exactly what we'd been through."*

*"From the beginning we were able to give input on what we wanted to get out of these sessions, and we all worked with the team to create a really positive environment which focused on helping us find ways of coping. We had sessions on managing anxiety, how to sleep better, and dealing with feelings of guilt that many of us had been experiencing."*

*"Victim Support as a whole has been very valuable. I have met three different Victim Support caseworkers and all were very good. Nigel, who is a Victim Support volunteer, is our main point of contact and has a wealth of knowledge and support that's helped all the family in many different areas."*



## Reaching those affected by the terrorist attacks

It is difficult to know how many people were affected by the terrorist attacks as they occurred in crowded areas and people quickly dispersed. We therefore used our national and local resources to help reach those who might need our support.

We asked our staff and volunteers to spread the word via their own networks



Our targeted Google adverts reached up to  
**304,681**



We reached up to  
**56m** people  
through the media including  
the *Telegraph*, the *Independent*,  
the *Daily Mail* and the *Manchester Evening News* at the time  
of the attacks

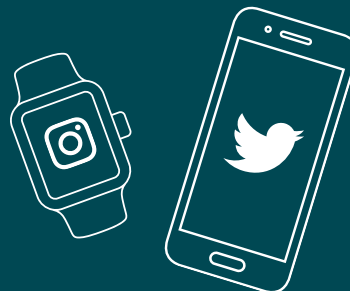
We produced thousands of leaflets and postcards highlighting our support and handed them out in affected areas



Our targeted Facebook adverts offering support reached  
**342,673**



We were in contact with more than 1,400 people affected by the terror attacks



All data from Victim Support internal data sources.

## It's our job to help

VS is the leading, independent victims' charity in England and Wales for people affected by crime and traumatic incidents. We've been helping people deal with being a victim or witness of crime for more than 40 years. We offered help to just under a million people last year, including many people bereaved by murder and manslaughter. We work closely with the police, government and other parts of the criminal justice system. But unlike the rest of the criminal justice system, our only job is to help look after victims and witnesses.

We have specially trained staff and volunteers to do this work and to help support you. All the help we give is confidential and free.

"I felt I got the best support possible. I don't know what I would have done without Victim Support. I would love to be able to give something back to the charity to say "thank you".  
Service user

## #WeStandTogether through the very darkest of times

Last year our National Homicide Service, funded by the Ministry of Justice, supported more than **2,256** people bereaved by murder and manslaughter in England and Wales. This included the relatives of people who died during the terrible Grenfell Tower fire and the London and Manchester terror attacks and those bereaved as a result of knife crime. #WeStandTogether through the very darkest of times.

### What it's like working with murder victims' families

The following is from an interview by Sky News with a caseworker from Victim Support's National Homicide Service.

"You knock on the door. You know no one wants your knock on the door, they want a time machine instead, something to take them back to the day before it happened.

The door opens. You see a drawn, worn face. You see the lines and bags of shock, of numbness, of the most unbearable pain.

You introduce yourself, introduce Victim Support. These people behind the door are amazingly warm and welcoming. They make you a cup of tea. And then you listen. And you marvel at the strength and determination and compassion and humour in this dark, sad place.

You tell yourself that it's this strength that has led to you coming here, this strength that makes us human, that keeps us going – not random, brutal acts of violence.

As homicide caseworkers we bear witness to emotions that can feel crushing, drowning, unbearable. We walk with people across a creaking bridge between hope and hopelessness.

Right at the beginning, a few days after their world has been torn apart – people's needs are stark, raw, yelling at you. Some of them you can meet; many you can't.

You try to offer a sense of being someone on their side, a connection to a more hopeful future, reassurance that guilt and anger and nightmares are normal. You watch the boy's mum throwing herself into practical matters, making phone calls, greeting family members, fending off the press, reading sympathy cards.



The boy's girlfriend is lost, quiet, unreachable for now.

His dad is angry – towards himself, towards the killers, towards the world.

There's a massive hole in this family now, an emptiness that nothing can ever truly fill. Staying cautiously, realistically hopeful is incredibly hard and you need to be ready to face the desolation together.

You have to connect with people in a way that tries to understand, but doesn't pretend to ever fully do so. You have to be open and pragmatic and kind. You have to be professional and you have to be yourself.

There's a necessary balance here; this is their grief, their pain and any of your own has to be suspended.

They tell you they don't know when the funeral will be. The police are doing their best, the coroner is doing her best, but the circumstances – the vicious, bloody circumstances – are delaying the process.

Add this to the loss; add not being able to bury your son to the loss. And add not knowing what happened to your child, the child you took to school when he was five, whose birthday party you organised when he was ten, whose terrible taste in music you hated when he was 15, who you'll be burying at 20.

There have been no arrests yet and they suspect justice may never be done; or there have been arrests and the people who took their son's life turn out to be just children, just like him.

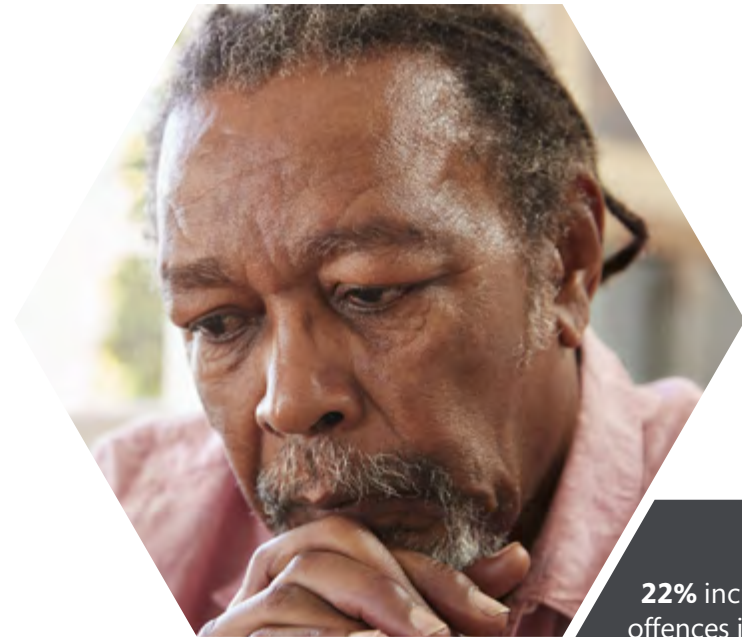
The world that used to make sense for these normal people no longer seems to exist. The beliefs they had in people's goodness, in God perhaps, in a society that values peace and justice, are shattering. They don't feel normal any more. There is no normal right now.

Sometimes we teach and sometimes we learn. But you have to remember we're all in this together, that each person is unique, each person needs their own particular support.

You thank them and you leave and you hope you've made a small difference. Next time, you hope you'll make another small difference.

One day, you hope – you know – they can craft a new life, one that doesn't ever forget their son but that grows and develops around him, his laughter, his tears, his life and his death.

One day, you dream, there will be no need for the work we do."



**22%** increase in offences involving knives or sharp instruments

We supported **2,256** bereaved by murder and manslaughter

**62.8%** increase in demand for support for this service

# Future plans

We will build on the work done this year around our three strategic aims: service delivery, victims' voice, and restructuring, development and fundraising.

## Service delivery

STRATEGIC AIM	OBJECTIVES	ACTIVITY
Provide victims and witnesses with high-quality practical and emotional support.	To build the capacity and capability of Supportline.	<ul style="list-style-type: none"><li>■ We will actively seek to increase the capacity and visibility of our 24/7 Supportline.</li><li>■ We will seek to ensure services for victims have the necessary funding to deal with major incidents such as terrorist attacks.</li></ul>
	To develop tools and techniques to support victims and witnesses.	<ul style="list-style-type: none"><li>■ We will grow the range of evidence-based tools and techniques available to support people and prevent re-victimisation.</li></ul>
	To enhance the accessibility of our services.	<ul style="list-style-type: none"><li>■ We will strengthen our digital offer to enhance provision of information and referral routes.</li></ul>

## Voice

STRATEGIC AIM	OBJECTIVES	ACTIVITY
Ensure victims' voices are heard to bring about positive change.	To actively champion victims' and witnesses' interests through research and representation.	<ul style="list-style-type: none"><li>■ We will carry out a survey to monitor compliance with the Victims Code and compare with previous results. We will use the results to highlight gaps in compliance and champion victims' interests to influence change.</li><li>■ We will continue to engage with decision-makers to promote victims' interests and strengthen victims' rights.</li></ul>
	To continue to learn and improve our services following terrorist attacks.	<ul style="list-style-type: none"><li>■ We will continue to build on our lessons learned exercise on the response to terrorist attacks to ensure we continue to improve our support.</li><li>■ We will inform the government's major incidents framework, reflecting victims' needs and experiences.</li></ul>

# Future plans

## Development and fundraising

STRATEGIC AIM	OBJECTIVES	ACTIVITY
Ensure we have the right skills, systems and income levels, we get the best value for money and we optimise our assets to deliver innovative and better services.	To deliver the business development strategy.	<ul style="list-style-type: none"><li>■ We will develop additional services beyond our core multi-crime services.</li><li>■ We will increase free reserves and cash balances to ensure we maintain financial stability.</li><li>■ We will grow our community events fundraising income.</li></ul>
	To enhance service quality and consistency.	<ul style="list-style-type: none"><li>■ We will embed the Quality Management System, ensuring engagement and adherence.</li></ul>
	To improve the recruitment, support and development of staff and volunteers.	<ul style="list-style-type: none"><li>■ We will strengthen our learning and skills capability.</li><li>■ We will increase the diversity of our volunteer applicants.</li></ul>

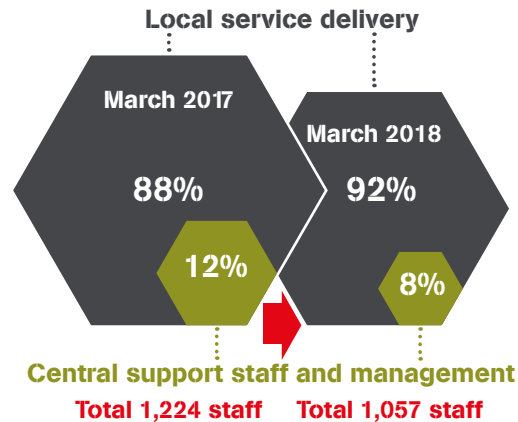


# Financial review

2017–18



## Simplified and reduced central support structure



## Reduction in management team



## Closure of London headquarters



# Financial overview

2017-18 was the third full year after the fundamental change in our operating environment to the current model of highly competitive local commissioning of services for victims. The commissioning environment remains competitive with downward pressure on contract values though our market share of available contracts has remained constant.

The overall result for the year was a deficit of £3.9m (2016-17: £6.1m). During 2017-18, we undertook a strategic review of our cost base and future prospects. As a result of this we identified a number of savings in central support costs which will result in annualised savings of c£4m. The implementation of these savings began in the year but will not be fully realised until 2018-19.

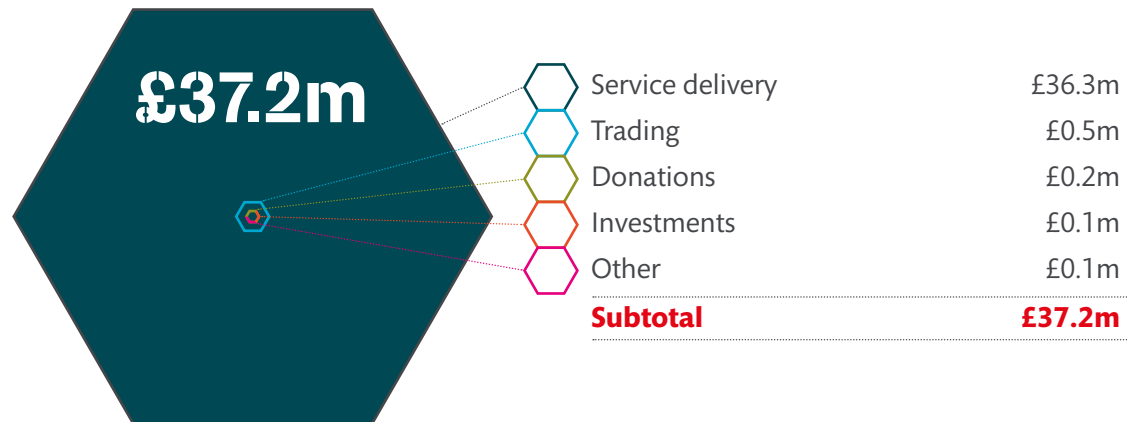
The central support structure has been simplified and reduced in size, including the Senior Management Team which was combined with the Operations Management Team. The overall number of members was reduced, leading to significant full-year savings.

A number of central teams have been relocated outside London. The planned closure of the London headquarters office went ahead and those staff remaining in London now work alongside operational colleagues in service delivery offices across London. There is a continuing focus on cost control.

We enter 2018-19 with a healthy order book, a balanced budget, and adequate cash and reserve balances to deliver the 2018-19 budget. Good management of working capital, maximising cash and minimising debtor balances remain key to our financial sustainability.

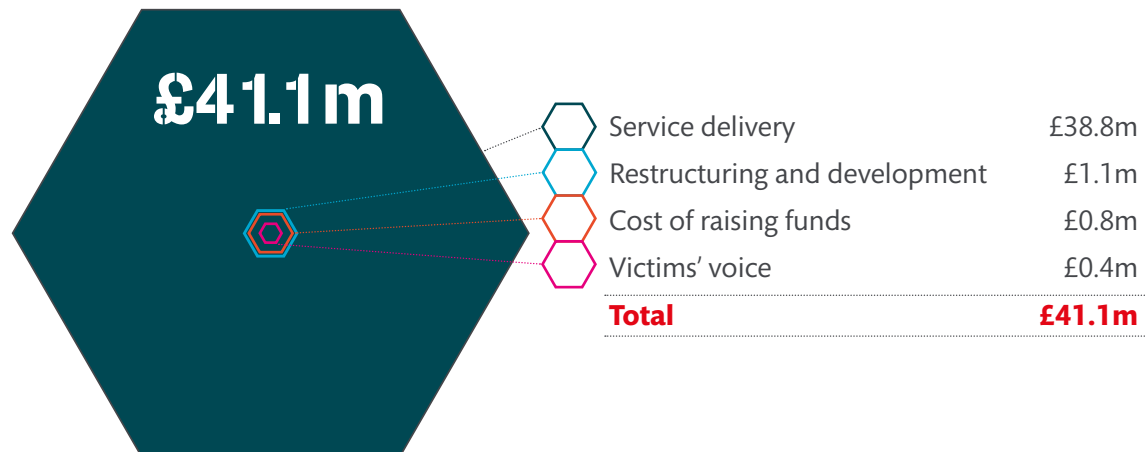
## 2017–18 at a glance – income and expenditure

### Where our money came from 2017–18



Our total income for the year was £37.2m, which is £0.8m more than the previous year. 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 £3.9m of reserves.

### How our money was spent 2017–18



Our overall expenditure was £41.1m, a reduction of £1.7m against last year. The reduction in expenditure reflects the completion of the 'restructuring and development' programme and rigorous cost control to reduce costs to a sustainable level.



# 2017–18 at a glance

## Service delivery

Using the new models developed in 2016–17, we successfully retained core victim contracts in North Yorkshire, Essex, Hampshire and West Yorkshire.

We expanded our portfolio winning five new contracts to deliver services to victims of sexual and domestic violence.

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 was completed in 2017–18.

## Victims' voice

In 2017–18 Victim Support published six research reports focusing on victims' experience of the criminal justice system, with a focus on domestic abuse, and accessing entitlements under the Victims Code, as well as the needs of those affected by the 2017 terror attacks. These reports have provided a foundation for our engagement with senior stakeholders in government and the criminal justice system, which has resulted in support and action on the majority of our recommendations, including increased monitoring of the Victims Code, changes to criminal injuries compensation to effectively recognise grooming, and improving the support of those affected by terror attacks in the future.

## Restructuring and development

During 2017–18 we changed the focus of the restructuring and development programme to emphasise cost control over income diversification. Cost savings were identified that will eliminate the 2017–18 deficit in 2018–19, returning us to a sustainable financial position. We continue to explore strategic partnerships with other charities to enhance and broaden the services we provide to meet the needs of victims, irrespective of whether crimes are reported to the police.

## Balance sheet

Net assets at 31 March 2018 were £7.8m (2016–17: £11.7m). Of this £4.0m was held in cash and short-term investments (2016–17: £7.1m). The trade debtor balance was £3.3m (2016–17: £2.9m) which represents 35 days outstanding (2016–17: 30 days).

The charity has entered into an agreement (subject to contract) to sell its freehold properties for £0.5m. Completion of the sale is expected to increase the charity's cash balance by £0.5m and its free reserves by a similar amount.

## Reserves policy

The Board of Trustees and the Finance Committee reviewed the reserves policy during 2017–18 and concluded that free reserves, defined as unrestricted reserves less the net book value of fixed assets, is a more appropriate measure of reserves. Taking into account the business environment in which the charity operates, the Board considers that the charity needs to maintain sufficient free reserves to cover: responsive action in the event of a significant financial downturn or setback, contractual commitments, working capital requirements and the development needs of the charity. The Board has estimated that the level of free reserves should not fall below £2m.

## Reserves

Total reserves at 31 March 2018 were £7.8m (2016–17: £11.7m) of which £2.7m (2016–17: £3.8m) was restricted and £5.1m (2016–17: £7.9m) was unrestricted.

The level of free reserves was £2.5m (2016–17: £5.3m) which was £0.5m above the floor level.

## Investment policy and performance

The Finance Committee sets investment policy and regularly reviews investment performance. The investment policy is to invest non-working capital in a portfolio of risk-free cash equivalents or in a low-to-medium-risk managed portfolio. 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.

At 1 April 2017 the investment portfolio was divided between the Newton Growth and Income Fund for Charities and the Newton Real Return Fund, with a small holding in the COIF Charities Investment Fund Income Units and BlackRock Investment Management Common Investment Fund Accumulation Units. The Newton Real Return Fund was liquidated during the year to meet the charity's cash requirements. The remainder of the portfolio yielded a gain of £0.02m (2016–17: £0.4m) in the year and income of £0.1m (2016–17: £0.2m) making a total return of £0.1m (2016–17: £0.6m).

## Going concern

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

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

Recognising Victim Support has incurred losses while investing in and restructuring its operating model in the transition to the commissioning environment that began in 2014–15, the trustees have considered several factors in concluding that the adoption of the going concern basis in the preparation of these financial statements is appropriate. These have included:

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2018–19 but also for a period of at least one year from the date of approval of these accounts
- The rigour of pipeline monitoring and cost controls that are in place so that the outcome of the last restructuring of the central support functions in 2017–18 delivers sufficient savings to create a balanced budget and eliminate further losses in 2018–19 and beyond, while still maintaining the capabilities required to meet victims' and Commissioners' needs.
- Cash management and working capital controls in place to manage the potential risks of late payments by Commissioners and ensure restricted and unrestricted assets and reserves are appropriately managed.
- Opportunities to realise surplus assets to further strengthen the cash and free reserves position. In this regard, Victim Support has entered into an agreement (subject to contract) to sell certain freehold properties that are no longer required.

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



# Principal risks and uncertainties

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

Victim Support's governance structure and operating model are designed to ensure that it can manage effectively the principal risks that might affect its ability to deliver its 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 Victim Support's systems of control, risk management and compliance
- being provided with assurance on national improvement plans and corrective actions through the work of a Management Review Team that takes account of emerging risks and opportunities and reviews the work of internal audit, quality, performance and compliance review, considering any findings that arise
- ensuring that appropriate action is taken by management on recommendations coming out of independent review
- reviewing the nature and scope of external audit. Any matters raised by external audit for the attention of management, significant findings or identified risks are examined so that appropriate action can be taken.

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

## The risk management framework

Victim Support 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 Senior Management Team with onwards reporting to the Board of Trustees, and bottom-up escalation of risks by individual functions and managers.
- The requirement to assess risk as an integral part of project initiation.
- A quality assurance system that meets the criteria of ISO 9001.
- Maintaining and testing business continuity arrangements to ensure an effective response in the event of a critical incident, thereby ensuring that the organisation's business continuity management system is robust.

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

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

RISK	MANAGEMENT
Failure to maintain financial viability	<ul style="list-style-type: none"> <li>Regular review of financial performance and applicable Key Performance Indicators, especially income growth and expenditure targets, by the Senior Management Team and the Finance Committee, with ongoing reporting to the Board.</li> <li>Robust financial modelling procedures established around income, costs, margins, reserves, cash balances and cash flow.</li> <li>Management and Finance Committee oversight of cash, including ensuring effective control over contract payment terms and effective management of debtors.</li> <li>Successful implementation of the new organisational structure and cost reduction programmes.</li> <li>Monitoring relationships with commissioners, contract performance and any risks to funding.</li> <li>Identifying and successfully pursuing new income growth and diversification opportunities.</li> <li>Assessing lost bids to identify causes and related actions required.</li> <li>Financial planning, projections and budget monitoring.</li> </ul>
Quality assurance in place is not adequate or appropriate	<ul style="list-style-type: none"> <li>Quality Management System that meets the criteria of ISO 9001.</li> <li>Management Review Team that has oversight of internal assessment against organisational quality objectives, performance, and contractual and legal requirements.</li> </ul>
Key projects, such as Skype roll-out, relocation of IT and digital teams, and the embedding of General Data Protection Regulation (GDPR), are not delivered on time, in budget and to agreed scope	<ul style="list-style-type: none"> <li>Regular review by specialist teams of performance against business plans, delivery of key projects and mitigation of risks, with ongoing reporting to the Senior Management Team and the Board.</li> </ul>
Events, such as a serious fraud, data security breach, health and safety incident, safeguarding incident or other compliance failure, have an impact on service quality and reputation	<ul style="list-style-type: none"> <li>Senior level engagement in policy setting and ongoing improvements to performance management and reporting.</li> <li>Comprehensive training for staff and volunteers.</li> <li>Dedicated specialists in data protection and GDPR, information security, health and safety, safeguarding and quality and performance.</li> <li>Regular review of, and investment in, IT systems, information reporting and new infrastructure.</li> <li>Review of internal and external safeguarding measures and safeguarding policy to address Charity Commission lessons learned advice following high-profile safeguarding incidents within charities.</li> <li>Compliance monitoring undertaken regularly by Management Review Team.</li> </ul>
Physical assets not efficiently and effectively utilised with economy to meet operational needs	<ul style="list-style-type: none"> <li>Property strategy and plans regularly reviewed, and Senior Management Team and trustee oversight of property rationalisation.</li> <li>Key asset-related transactions reviewed by Senior Management Team and trustees.</li> <li>Regular review of utilisation of assets.</li> <li>Oversight of investment in physical assets, including IT systems, by the Finance Committee.</li> </ul>
Financial risk: the charity's principal financial assets are bank balances and receivables which are subject to credit risk; and investments which are subject to credit risk and market movements	<ul style="list-style-type: none"> <li>Financial policy and procedures.</li> <li>Investment policy sets include the charity's attitude to risk.</li> <li>Regular review of financial risk by the Senior Management Team and the Finance Committee, with ongoing reporting to the Board.</li> </ul>

# Structure, governance and management

## Governing document

Victim Support is a company limited by guarantee, incorporated on 28 August 1987, and registered as a charity with the Charity Commission on 17 November 1987. The company is governed according to its memorandum and articles of association. The charity adopted a new governing document for the 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 setting the strategic direction and the management and safeguarding of the charity's assets, but has delegated the majority of operational decisions to the Chief Officer and members of the Senior Management Team. The Board approves a Scheme of Delegation that sets out the responsibilities of the Chief Officer and the Senior Management Team. 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.

## Good governance

The Board commissioned a review of governance arrangements during 2017–18. The findings and proposals contained within the review were considered by the Governance and Nominations Committee and the Board. We comply with the Charity Governance Code in all material respects and the programme of work to address areas of improvement identified has already commenced and will continue into 2018–19.

## Appointment of trustees

The articles of association determine that the number of trustees shall not be less than five and (unless otherwise determined by ordinary resolution) not more than 12. There are currently 11 trustees on the Board. The trustees are both charity trustees and directors of a company limited by guarantee, which means that their activities are regulated by both charity and company law.

Appointments to the Board are overseen by the 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.

## Fundraising

Victim Support raises funds from individual donors, charitable trusts, companies and third-party challenge events without using the services of professional fundraisers or commercial participators. Donor recruitment channels have been updated with GDPR-compliant opt-in consent statements and renewed consent from existing and new donors has been closely monitored.

- Victim Support is a member of the Fundraising Standards Board.
- Victim Support monitors fundraising activities through its supporter database and by evaluating campaign results.
- In 2017–18, two complaints were received about fundraising activity.

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

Fundraising accounts for about 1% of our income.



## Trustees' expenses

There was no trustees' remuneration or other benefits for the year ended 31 March 2018. Expenses reimbursed in the year were £3,596. Details of these expenses are in the financial statements.

## Trustee induction and training

New trustees undergo an induction day which includes meetings with the Chair, Chief Officer and Senior Management Team 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 Victim Support as an organisation.

An annual skills audit of the Board is undertaken. The results inform the training plan.

## Board members and meeting attendance

Trustees						
	April 2017	June 2017	Sept 2017 Strategy day	Nov 2017	Jan 2018	% Attendance
Jo Cumbley	1	1	–	1	1	80%
Tom Davies (retired 2 November 2017)	1	1	1	n/a	n/a	100%
Christopher Digby-Bell	n/a	n/a	n/a	1	1	100%
Catherine Dugmore (retired 2 November 2017)	1	1	1	n/a	n/a	100%
Elizabeth Dymond CBE	1	1	1	1	1	100%
Andrew Edwards	n/a	n/a	n/a	n/a	1	100%
Roger Harding	n/a	n/a	n/a	1	1	100%
Tim Maxted* (retired 2 November 2017)	–	–	–	n/a	n/a	0%
Sarah Miller	1	1	1	1	1	100%
Les Mosco	1	1	1	1	1	100%
Geoff Pollard	1	1	1	1	1	100%
Will Sandbrook	–	–	1	1	–	40%
Andrew Tivey	1	1	1	1	1	100%
Maria Thomas (retired 2 November 2017)	–	–	1	n/a	n/a	33%
Moyna Wilkinson	1	1	–	–	1	60%

\*Co-opted member of the Board.

The Board has five sub-committees, which are listed below, along with the number of times they met in 2017–18:

- Audit Committee – five meetings
- Finance Committee – eleven meetings
- Governance and Nominations Committee – four meetings
- Equality, Diversity and Inclusion Committee – four meetings
- Remuneration Committee – two meetings.

## Key management personnel remuneration

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

In 2017–18 no pay increases were awarded to the Senior Management Team.

## 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 16 August 2018 and signed on their behalf by:



Andrew Tivey  
Chair

# Auditor's report

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

### Opinion

We have audited the financial statements of Victim Support for the year ended 31 March 2018 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2018 and of the group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

### Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.



## Opinions on other matters prescribed by the Companies Act 2006

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

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

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

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

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

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

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 37, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's or the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis

of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

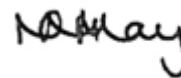
## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Nicola May  
Senior Statutory Auditor  
For and on behalf of  
**Crowe U.K. LLP**  
Statutory Auditor

London  
21 August 2018

# Financial statements

## Consolidated statement of financial activities for the year ended 31 March 2018

	Notes	Unrestricted 31.3.18 £'000	Restricted 31.3.18 £'000	Total 31.3.18 £'000	Unrestricted 31.3.17 £'000	Restricted 31.3.17 £'000	Total 31.3.17 £'000
<b>Income and endowments from:</b>							
Charitable activities	2.4	23,792	12,523	36,315	18,680	16,806	35,486
Donations and legacies	2.1	149	81	230	188	176	364
Other trading activities	2.2	246	270	516	195	125	320
Investments	2.3	70	–	70	185	–	185
Other income	2.5	45	1	46	6	48	54
<b>Total income</b>		<b>24,302</b>	<b>12,875</b>	<b>37,177</b>	<b>19,254</b>	<b>17,155</b>	<b>36,409</b>
<b>Expenditure on:</b>							
Raising funds	3.1	838	–	838	561	27	588
<b>Charitable activities</b>	3.2						
Service delivery		26,030	12,710	38,740	20,212	18,040	38,252
Victims' voice		430	–	430	625	–	625
Restructuring and development		1,114	–	1,114	3,397	–	3,397
<b>Total charitable expenditure</b>		<b>27,574</b>	<b>12,710</b>	<b>40,284</b>	<b>24,234</b>	<b>18,040</b>	<b>42,274</b>
<b>Total expenditure before gains and losses on investments</b>		<b>28,412</b>	<b>12,710</b>	<b>41,122</b>	<b>24,795</b>	<b>18,067</b>	<b>42,862</b>
Net gains/(losses) on investments		19	–	19	383	–	383
<b>Net income/(expenditure)</b>		<b>(4,091)</b>	<b>165</b>	<b>(3,926)</b>	<b>(5,158)</b>	<b>(912)</b>	<b>(6,070)</b>
Transfers between funds	16	1,220	(1,220)	–	481	(481)	–
<b>Net movement in funds in the year</b>		<b>(2,871)</b>	<b>(1,055)</b>	<b>(3,926)</b>	<b>(4,677)</b>	<b>(1,393)</b>	<b>(6,070)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward on 1 April		7,929	3,753	11,682	12,399	5,146	17,545
Prior period adjustment		–	–	–	207	–	207
Restated opening balance		7,929	3,753	11,682	12,606	5,146	17,752
<b>Total funds carried forward as at 31 March</b>		<b>5,058</b>	<b>2,698</b>	<b>7,756</b>	<b>7,929</b>	<b>3,753</b>	<b>11,682</b>

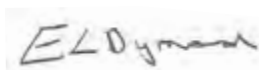
## Balance sheet as at 31 March 2018

	Notes	Consolidated		Charity	
		31.3.18 £'000	31.3.17 £'000	31.3.18 £'000	31.3.17 £'000
<b>Tangible fixed assets</b>					
Property, plant and equipment	8	2,544	2,612	2,544	2,612
<b>Investments</b>					
Investment in subsidiaries	10.1	–	–	10	10
<b>Total fixed assets</b>		<b>2,544</b>	<b>2,612</b>	<b>2,554</b>	<b>2,622</b>
<b>Current assets</b>					
Current investments	10.2	2,031	5,495	2,031	5,495
Debtors and prepayments	11	5,118	6,128	5,107	6,115
Cash at bank and in hand	–	1,956	1,578	1,955	1,567
<b>Total current assets</b>		<b>9,105</b>	<b>13,201</b>	<b>9,093</b>	<b>13,177</b>
<b>Creditors</b>					
Amounts falling due within one year	12	(3,401)	(3,147)	(3,346)	(3,145)
<b>Net current assets</b>		<b>5,704</b>	<b>10,054</b>	<b>5,747</b>	<b>10,032</b>
Provision for liabilities	14	(492)	(984)	(492)	(984)
<b>Net assets</b>		<b>7,756</b>	<b>11,682</b>	<b>7,809</b>	<b>11,670</b>
<b>Funds</b>					
<b>Unrestricted funds</b>					
	16	5,058	7,929	5,111	7,916
<b>Total unrestricted funds</b>	<b>16</b>	<b>5,058</b>	<b>7,929</b>	<b>5,111</b>	<b>7,916</b>
<b>Restricted funds</b>					
Restricted	16	2,698	3,753	2,698	3,754
<b>Total share capital and funds</b>	<b>–</b>	<b>7,756</b>	<b>11,682</b>	<b>7,809</b>	<b>11,670</b>

The notes on pages 44 to 55 form part of these financial statements. The financial statements were approved by the Board on 16 August 2018 and were signed on its behalf by:



**Andrew Tivey**, Hon Treasurer and Chair



**Elizabeth Dymond CBE**, Trustee and Audit Committee Chair



## Consolidated cash flow statement for the year ended 31 March 2018

	Notes	31.3.18 £'000	31.3.17 £'000
Net cash outflow from operating activities	a	(2,523)	(4,190)
Cash flows from investing activities: dividends received	b	70	185
Capital expenditure and financial investment	c	2,831	286
<b>Increase/(decrease) in cash in the reporting period</b>		<b>378</b>	<b>(3,719)</b>
<b>Reconciliation of net cash flow to movement in net cash</b>			
Increase/(decrease) in cash in the period		378	(3,719)
Change in net cash resulting from cash flows		378	(3,719)
Net cash at 1 April		1,578	5,297
<b>Net cash at 31 March</b>		<b>1,956</b>	<b>1,578</b>

The notes on pages 44 to 55 form part of these financial statements.

Notes to the statement of cash flows for the year ended 31 March 2018

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

	31.3.18 £'000	31.3.17 £'000
Net expenditure for the reporting period	(3,926)	(6,070)
Adjustments for:		
Depreciation charges	720	1,037
Gains on investments	(19)	(383)
Interest received	(23)	(13)
Dividend received	(47)	(172)
Decrease in debtors	1,010	1,804
(Decrease) in creditors	(238)	(393)
<b>Net cash used in operating activities</b>	<b>(2,523)</b>	<b>(4,190)</b>

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

**Returns on investments and servicing of finance**

<b>Interest received</b>	(23)	(13)
<b>Dividends received</b>	(47)	(172)
<b>Net cash inflow for returns on investments and servicing of finance</b>	<b>(70)</b>	<b>(185)</b>

**c. Capital expenditure and financial investment**

Purchase of tangible fixed assets	(652)	(1,714)
Sale of fixed asset investment	3,483	2,000
<b>Net cash inflow for capital expenditure and financial investment</b>	<b>2,831</b>	<b>286</b>

	1.4.17 £'000	Movement £'000	31.3.18 £'000
<b>Net cash:</b>			
Cash at bank and in hand	1,578	378	1,956

The notes on pages 44 to 55 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 1 Bridge Street, Derby, DE1 3HZ.

## 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. Victim Support 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 Victim Support and its subsidiary undertakings, namely Victims Support Limited (registration number 02609147) and VS Trading (Cornwall) Limited (registration number 04631310), on a line-by-line basis.

### Going concern

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

The Trustees' Annual Report (page 31) discusses the matters that were considered in reaching that conclusion, specifically the value of the firm order book, the cash and working capital position, reserves and bid activity.

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.

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

Income from the sale of goods or services is the amount derived from ordinary activities. Income is recognised net of VAT where applicable. Donated goods for resale in the charity 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. Expenditure is stated net of recoverable VAT where applicable but includes any irrecoverable VAT.

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

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

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

## Fixed assets

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

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

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

## Pensions

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

## Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the 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	31.3.18			31.3.17		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<b>2.1 Income and endowments from:</b>						
Donations	30	80	110	100	127	227
Legacies	119	1	120	83	5	88
Grants	-	-	-	5	12	17
Donated goods and services	-	-	-	-	32	32
<b>Total</b>	<b>149</b>	<b>81</b>	<b>230</b>	<b>188</b>	<b>176</b>	<b>364</b>
<b>2.2 Other trading activities</b>						
Fundraising events	106	187	293	49	85	134
Sponsorships	-	-	-	31	-	31
Trading operations	140	83	223	115	40	155
<b>Total</b>	<b>246</b>	<b>270</b>	<b>516</b>	<b>195</b>	<b>125</b>	<b>320</b>
<b>2.3 Investment income</b>						
Interest received	23	-	23	13	-	13
Dividend	47	-	47	172	-	172
<b>Total</b>	<b>70</b>	<b>-</b>	<b>70</b>	<b>185</b>	<b>-</b>	<b>185</b>
<b>2.4 Income from charitable activities</b>						
Moj homicide	-	-	-	-	2,865	2,865
Local authorities and other statutory bodies	1,407	2,607	4,014	14,332	5,846	20,178
Police and other criminal justice agencies	22,115	5,677	27,792	-	7,662	7,662
Other grants and contracts	270	4,239	4,509	4,348	433	4,781
<b>Total</b>	<b>23,792</b>	<b>12,523</b>	<b>36,315</b>	<b>18,680</b>	<b>16,806</b>	<b>35,486</b>
<b>2.5 Other income</b>	<b>45</b>	<b>1</b>	<b>46</b>	<b>6</b>	<b>48</b>	<b>54</b>
<b>Total income</b>	<b>24,302</b>	<b>12,875</b>	<b>37,177</b>	<b>19,254</b>	<b>17,155</b>	<b>36,409</b>



**3. Expenditure**

	31.3.18			31.3.17		
	Unrestricted £'000	Restricted £'000	Total £'000	Unrestricted £'000	Restricted £'000	Total £'000
<b>3.1 Costs of raising funds</b>						
Raising funds	838	-	838	561	27	588
<b>Total</b>	<b>838</b>	<b>-</b>	<b>838</b>	<b>561</b>	<b>27</b>	<b>588</b>
<b>3.2 Charitable activities</b>						
Service delivery	26,030	12,710	38,740	20,212	18,040	38,252
Victims' voice	430	-	430	625	-	625
Restructuring and development	1,114	-	1,114	3,397	-	3,397
<b>Total charitable expenditure</b>	<b>27,574</b>	<b>12,710</b>	<b>40,284</b>	<b>24,234</b>	<b>18,040</b>	<b>42,274</b>
<b>Total expenditure before gains and losses on investments</b>	<b>28,412</b>	<b>12,710</b>	<b>41,122</b>	<b>24,795</b>	<b>18,067</b>	<b>42,862</b>
Net (gains)/losses on investments	(19)	-	(19)	(383)	-	(383)
<b>Total</b>	<b>28,393</b>	<b>12,710</b>	<b>41,103</b>	<b>24,412</b>	<b>18,067</b>	<b>42,479</b>
<b>4. Total expenditure includes charges for:</b>						
Depreciation	720	-	720	1,037	-	1,037
Trustees' reimbursed expenses	4	-	4	4	-	4
Audit fees	34	-	34	39	-	39
Operating lease rentals	1,314	-	1,314	1,490	-	1,490
<b>Total</b>	<b>2,072</b>	<b>-</b>	<b>2,072</b>	<b>2,570</b>	<b>-</b>	<b>2,570</b>

Audit fees for the year were £33,796 (2016-17: £39,137).

**5. Support costs**

	Staff costs	Overheads	Total 31.3.18	Staff costs	Overheads	Total 31.3.17
	£'000	£'000	£'000	£'000	£'000	£'000
Support services	2,383	1,239	3,622	3,671	2,065	5,736
Governance	260	26	286	699	-	699
<b>Total</b>	<b>2,643</b>	<b>1,265</b>	<b>3,908</b>	<b>4,370</b>	<b>2,065</b>	<b>6,435</b>

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

## 6. Trustees'/members' remuneration and benefits

None of the trustees have been paid any remuneration or received any other benefits for the year ended 31 March 2018 (2016–17: £nil). Expenses reimbursed to trustees of £3,596 (2016–17: £3,737) 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 31.3.18 £'000	Total 31.3.17 £'000
Travel expenses	4	4
<b>Total</b>	<b>4</b>	<b>4</b>

## 7. Staff costs

### 7.1 Analysis of staff costs

	31.3.18 £'000	31.3.17 £'000
Wages and salaries	24,899	25,741
Social security costs	2,333	2,296
Pension costs	1,164	1,227
<b>Total</b>	<b>28,396</b>	<b>29,264</b>

### Other staff costs

External consulting	593	1,190
Redundancy and termination	475	710
Agency staff	321	410

<b>Other staff costs</b>	<b>1,389</b>	<b>2,310</b>
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<b>Total staff costs</b>	<b>29,785</b>	<b>31,574</b>
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Redundancy costs paid in the year were £0.41m (2016–17: £0.64m). Agency staff comprises staff to provide long-term illness and vacancy cover.

### 7.2 Key management personnel

Remuneration to key management personnel	768	692
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At the start of the financial year the key management personnel consisted of the Chief Executive Officer, Finance Director, Operations Director, IS and Digital Director, Human Resources Director, Engagement and Enterprise Director, and Strategy and Governance Director. Following a number of changes that were planned at 1 April and further changes arising from the strategic review, the key management personnel now consists of the Chief Officer, Director of Finance and People, Director of Support Services, Service Director Northern England and East Midlands, Service Director South East, Service Director London and Homicide and Service Director Wales and West.

Total employee benefits for the key management personnel for the year ended 31 March 2018 were £767,750 (2016–17: £691,574).

The ongoing annual cost of key management personnel following the restructuring is £600,887.

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

	31.3.18 Number	31.3.17 Number
£60,000–£70,000	10	7
£70,001–£80,000	–	1
£80,001–£90,000	1	2
£90,001–£100,000	1	2
£140,001–£150,000	1	1
<b>Total</b>	<b>13</b>	<b>13</b>

The total pension contributions for the above higher-paid staff were £38,908 (2016–17: £26,904).

**7.4 Number of employees**

The average number of employees is split as follows:

	31.3.18 Number	31.3.17 Number
Support and management	89	149
Service delivery	920	1,030
National Homicide Service	48	45
<b>Total</b>	<b>1,057</b>	<b>1,224</b>

Annual leave carry over at 31 March 2018 was calculated at £149,841 (2016–17: £276,995) which is 0.4% of total expenditure. No provision has been made for this amount as it is not material.

**7.5 Volunteers**

A total of 1,146 dedicated volunteers generously gave 103,044 hours of their time to Victim Support in 2017–18.

**8. Property, plant and equipment**

	Freehold property	Long leasehold	Fixtures and fittings	Office equipment	Software and IT infrastructure	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Cost</b>						
At 1 April 2017	427	181	45	48	6,282	6,983
Additions	–	105	–	–	547	652
Disposals	–	–	–	–	(1,945)	(1,945)
<b>At 31 March 2018</b>	<b>427</b>	<b>286</b>	<b>45</b>	<b>48</b>	<b>4,884</b>	<b>5,690</b>
<b>Depreciation</b>						
At 1 April 2017	(153)	(181)	(40)	(48)	(3,949)	(4,371)
Charge for the year	(17)	(17)	(3)	–	(683)	(720)
Disposals	–	–	–	–	1,945	1,945
<b>At 31 March 2018</b>	<b>(170)</b>	<b>(198)</b>	<b>(43)</b>	<b>(48)</b>	<b>(2,687)</b>	<b>(3,146)</b>
<b>Net book value as at 31 March 2018</b>	<b>257</b>	<b>88</b>	<b>2</b>	<b>–</b>	<b>2,197</b>	<b>2,544</b>
<b>Net book value as at 31 March 2017</b>	<b>274</b>	<b>–</b>	<b>5</b>	<b>–</b>	<b>2,333</b>	<b>2,612</b>

**9. Operating lease commitments**

At 31 March 2018, total commitments under operating leases were as follows:

	31.3.18 £'000	31.3.17 £'000
Expiring within one year	703	978
Expiring between two and five years	2,572	753
<b>Total</b>	<b>3,275</b>	<b>1,731</b>



## 10. Investments

### 10.1 Investments in subsidiaries

Victims Support Limited (02609147), a company incorporated in the UK, is wholly owned by the charitable company. Audited accounts are filed with the Registrar of Companies. The cost of this investment is £10,000. A summary of the results for the year and the financial position at 31 March 2018 are shown in the table below.

VS Trading (Cornwall) Limited (04631310), a company incorporated in the UK, is wholly owned by the charitable company. Audited accounts are filed with the Registrar of Companies. The cost of this investment is £1. The company raises funds for Victim Support by providing catering services at Truro Magistrates' Court. A summary of the results for the year and the financial position at 31 March 2018 is shown below.

	Victims Support Limited		VS Trading (Cornwall) Limited	
	31.3.18 £	31.3.17 £	31.3.18 £	31.3.17 £
Turnover	64,174	46,947	6,951	10,000
Cost of sales	(24,296)	(17,813)	(1,752)	(6,000)
<b>Gross profit</b>	<b>39,878</b>	<b>29,134</b>	<b>5,199</b>	<b>4,000</b>
Administrative expenses	(35,183)	(28,724)	(3,884)	(2,357)
<b>Operating profit/(loss)</b>	<b>4,695</b>	<b>410</b>	<b>1,315</b>	<b>1,643</b>
Donation to Victim Support	-	(410)	(1,315)	(1,643)
Reported profit/(loss)	4,695	-	-	-
<b>Statement of financial position</b>				
Fixed assets	-	-	-	284
Stock	-	-	-	100
Debtors	15,027	10,257	-	10,000
Cash at bank	508	468	-	10,601
Creditors	(840)	(725)	-	(8,417)
Net assets	14,695	10,000	-	12,568

### 10.2 Current investments

	31.3.18 £'000	31.3.17 £'000
Market value at 1 April	5,495	7,112
Disposal in the year	(3,483)	(2,000)
Net gain/(loss) on revaluation	19	383
<b>Carrying value (market value) at the end of year</b>	<b>2,031</b>	<b>5,495</b>
<b>Historical cost</b>	<b>2,017</b>	<b>5,500</b>

The managed funds are predominantly invested in the Newton Growth and Income Fund for Charities which is a multi-asset fund invested primarily in UK and international securities. In addition, Victim Support holds Charities Investment Fund Income Units with COIF and Common Investment Fund Accumulation Units with BlackRock Investment Management.

**11. Debtors**

	Consolidated		Charity	
	31.3.18	31.3.17	31.3.18	31.3.17
	£'000	£'000	£'000	£'000
Trade debtors	3,285	2,872	3,229	2,870
Inter-company debtors	-	-	46	-
Other debtors	100	108	100	108
Prepayments	674	966	674	966
Accrued income	1,059	2,182	1,058	2,171
<b>Total</b>	<b>5,118</b>	<b>6,128</b>	<b>5,107</b>	<b>6,115</b>

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

Trade creditors	818	912	818	910
Taxation and social security	1,345	1,222	1,339	1,221
Other creditors	212	229	163	230
Accruals	502	518	502	518
Deferred income	524	266	524	266
<b>Total</b>	<b>3,401</b>	<b>3,147</b>	<b>3,346</b>	<b>3,145</b>

**13. Deferred income**

	At 1.4.17	Deferred in the year	Released in the year	Balance at 31.3.18
	£'000	£'000	£'000	£'000
<b>Total</b>	<b>266</b>	<b>421</b>	<b>(163)</b>	<b>524</b>

**14. Provisions for liabilities**

	Balance at 1.4.17	Movement in provision	Balance at 31.3.18
	£'000	£'000	£'000
Dilapidations	734	(242)	492
Restructuring	250	(250)	-
<b>Total</b>	<b>984</b>	<b>(492)</b>	<b>492</b>

Dilapidations provision relates to leasehold properties where Victim Support has a contractual obligation to bear such costs. The dilapidations will become payable on lease terminations. Restructuring provision related to costs incurred on staff reductions at the National Support Centre.

**15. Analysis of net assets between funds**

	Unrestricted funds £'000	Restricted funds £'000	31.3.18 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	31.3.17 Total funds £'000
Fixed assets	2,544	–	2,544	2,474	138	2,612
Current assets	4,496	4,609	9,105	8,107	5,094	13,201
Current liabilities	(1,490)	(1,911)	(3,401)	(1,668)	(1,478)	(3,147)
Provision for liabilities	(492)	–	(492)	(984)	–	(984)
<b>Total</b>	<b>5,058</b>	<b>2,698</b>	<b>7,756</b>	<b>7,929</b>	<b>3,753</b>	<b>11,682</b>

**16. Movement in funds**

	At 1.4.16 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	Gains and losses £'000	At 1.4.17 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	Gains and losses £'000	At 31.3.18 £'000
<b>16.1 Restricted funds</b>											
<b>Moj grants</b>											
National Homicide Service	27	2,865	(2,867)	196	–	221	3,306	(3,313)	(94)	–	120
<b>Total</b>	<b>27</b>	<b>2,865</b>	<b>(2,867)</b>	<b>196</b>	<b>–</b>	<b>221</b>	<b>3,306</b>	<b>(3,313)</b>	<b>(94)</b>	<b>–</b>	<b>120</b>
<b>Central restricted funds</b>											
Supportline	33	–	–	(33)	–	–	150	(145)	–	–	5
Freehold property reserve	146	–	(8)	–	–	138	–	(9)	(129)	–	–
Other restricted	148	267	(274)	(106)	–	35	450	(441)	74	–	118
<b>Total</b>	<b>327</b>	<b>267</b>	<b>(282)</b>	<b>(139)</b>	<b>–</b>	<b>173</b>	<b>600</b>	<b>(595)</b>	<b>(55)</b>	<b>–</b>	<b>123</b>
<b>Restricted by location</b>											
Wales and West	237	2,816	(2,873)	178	–	358	2,560	(2,519)	(62)	–	337
London	1,716	4,268	(4,636)	(354)	–	994	4,113	(3,905)	(218)	–	984
Northern England and East Midlands	1,717	5,576	(5,710)	(87)	–	1,496	1,402	(1,201)	(903)	–	794
South East	932	1,363	(1,699)	(85)	–	511	894	(1,177)	112	–	340
Moj grant-in-aid	190	–	–	(190)	–	–	–	–	–	–	–
<b>Total</b>	<b>4,792</b>	<b>14,023</b>	<b>(14,918)</b>	<b>(538)</b>	<b>–</b>	<b>3,359</b>	<b>8,969</b>	<b>(8,802)</b>	<b>(1,071)</b>	<b>–</b>	<b>2,455</b>
<b>Total restricted funds</b>	<b>5,146</b>	<b>17,155</b>	<b>(18,067)</b>	<b>(481)</b>	<b>–</b>	<b>3,753</b>	<b>12,875</b>	<b>(12,710)</b>	<b>(1,220)</b>	<b>–</b>	<b>2,698</b>
<b>16.2 Unrestricted funds</b>	<b>12,606</b>	<b>19,254</b>	<b>(24,795)</b>	<b>481</b>	<b>383</b>	<b>7,929</b>	<b>24,302</b>	<b>(28,412)</b>	<b>1,220</b>	<b>19</b>	<b>5,058</b>
<b>Total funds</b>	<b>17,752</b>	<b>36,409</b>	<b>(42,862)</b>	<b>–</b>	<b>383</b>	<b>11,682</b>	<b>37,177</b>	<b>(41,122)</b>	<b>–</b>	<b>19</b>	<b>7,756</b>

**Moj grants:** During the year the charity received £3.3m 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.

The freehold property reserve was reclassified from restricted to unrestricted funds to match the treatment of the associated freehold property which is not treated as restricted.

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

## 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 £35,183 (2016–17: £24,693) which related to costs incurred by the trading company on victim awareness courses, paid by the charity on behalf of the subsidiary.



# Thank you – our people

Thank you to our **1,057 staff** and **1,146 volunteers** who continually strive for a world where victims and witnesses are given the support they need and the respect they deserve.

We are also fortunate to benefit from the involvement of people who have used our services. They help us continually improve our services.

## Diversity matters and we value it

We take pride in being a diverse organisation and an equal opportunities employer. As an organisation we are enriched by the participation of all individuals and communities.

Victim Support has internal networks (Lesbian, Gay, Bisexual and Transgender; Disability and Mental Health; Black, Asian and Minority Ethnic) open to staff and volunteers across England and Wales.

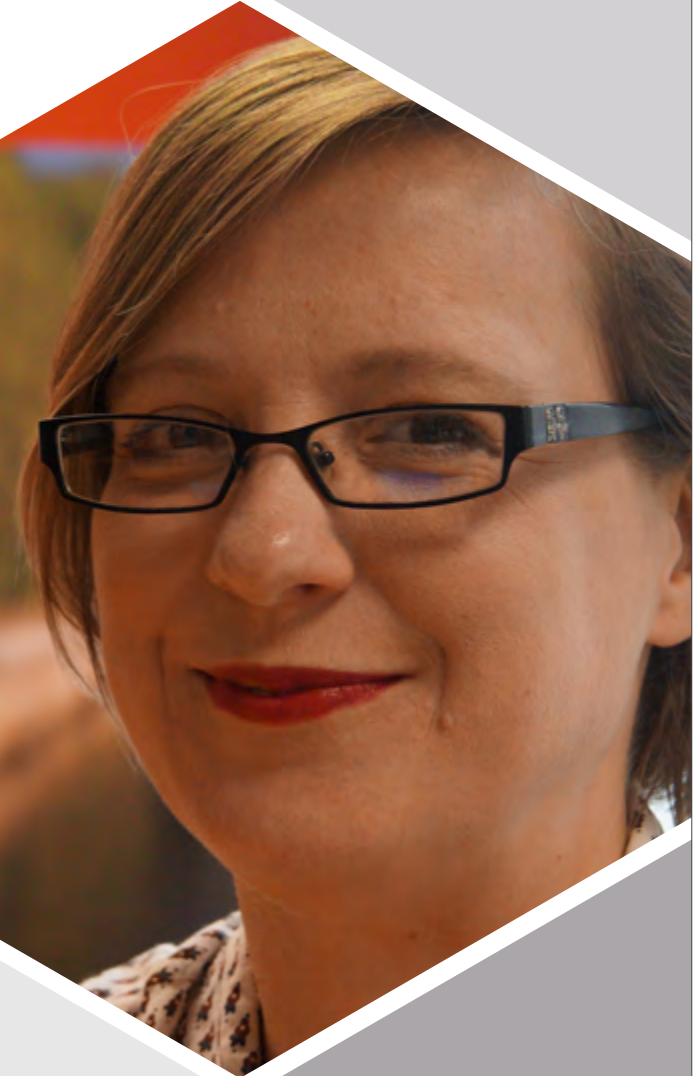
The aim is to explore issues affecting these groups, to increase organisational knowledge, awareness and understanding of the issues affecting these groups to help our staff and volunteers to deliver a better service for victims.

## Victim Support's gender pay gap

As of 5 April 2017, women's mean pay at Victim Support was 17.6% lower than men's, while women's median pay was 6.8% lower than men's.

The gap arose because the ratio of women to men at Victim Support decreases at higher levels of the organisation. However, recent structural changes have reduced the mean gender pay gap to around 14% and the median pay gap to 6.7%.

In our regular reviews of our selection criteria and procedures we will continue to ensure there is no systematic gender bias which could be contributing to this pay gap. If any evidence is found we will act swiftly and robustly to address this – both in policy and in practice.



# Thank you – our funders

We are thankful to all the organisations who funded us in 2017–18:

Achieving for Children  
Avon and Somerset Police and Crime Commissioner  
Bedford Borough Council  
Bedfordshire Police and Crime Commissioner  
Big Lottery Fund  
Birmingham City Council  
Bradford City Council  
Bristol City Council  
Bury Metropolitan Borough Council  
Cannock Chase District Council  
Children's Society  
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 Community Safety Partnership  
Essex Police and Crime Commissioner  
Gateshead Borough Council  
General Medical Council

Gloucestershire Police and Crime Commissioner  
Greater Manchester Combined Authority  
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  
Humber 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 Havering  
London Borough of Merton  
London Borough of Sutton  
London Borough of Tower Hamlets  
London Borough of Waltham Forest  
London Borough of Wandsworth  
London Luton Airport Ltd  
Luton Borough Council  
Manchester City Council  
Mayor's Office for Policing and Crime (London)  
Merseyside Police and Crime Commissioner  
Ministry of Justice  
National Westminster Bank plc  
Newcastle City Council  
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  
People's Postcode Trust

Radian  
Rochdale Metropolitan Borough Council  
Royal Borough of Kensington and Chelsea  
Royal Borough of Kingston upon Thames  
Safe! Support for Young People Affected by Crime  
Sandwell Metropolitan Borough Council  
Sentinel  
Solihull Metropolitan Borough Council  
South Gloucestershire Council  
South Tyneside Borough Council  
South Wales Police and Crime Commissioner  
South Yorkshire Police and Crime Commissioner  
Staffordshire Community Foundation  
Stoke on Trent City Council  
Suffolk Police and Crime Commissioner  
Surrey Police and Crime Commissioner  
Sussex Police and Crime Commissioner

Tameside Metropolitan Borough Council  
Thames Valley Police and Crime Commissioner  
Trafford Borough Council  
Wakefield District 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 Sussex County Council  
West Yorkshire Police and Crime Commissioner  
Wiltshire Police and Crime Commissioner  
Winchester City Council

# Thank you – our supporters

We are thankful to the following individuals, organisations and community groups, and trusts and foundations that supported us in 2017–18:

## Individuals

The late Hazel Abbott  
 Rahima Ali  
 Sam Allen  
 The late Clara Alman  
 R Apthorp  
 Tom Atkinson  
 James Banting  
 Ben Barker  
 Alex Bradley  
 Jason Bradshaw  
 The late Georgina Helen Brady  
 Sarah Butler  
 The late Joanna Buxton MBE  
 Ava Carpenter  
 John Mark Castle  
 Theresa Chalk  
 Emma Cooper  
 Gordon Dixon  
 The late Oliver Dodge  
 Melissa Else  
 Sophie Evison  
 Trevor and Sheila Fairhurst  
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 Alicia Hamber-Stott  
 Andrew Harrison  
 Leanne Helm  
 Lisa Hesketh  
 Tracey Highton

S Hoad & S Roake  
 Bryn Hughes  
 Brian Hunt  
 (PC Nicola Hughes Memorial Fund)  
 The late Margaret Jarrett  
 Vicki Jones  
 B J Kestelman  
 Priscilla Litter  
 Sam MacDonald  
 Liz Mahon  
 Rachel Mallett  
 Tom Marlow  
 Samantha Martin  
 D McCunnell  
 Janice Menezes  
 Mr & Mrs Meyer  
 S Munday  
 Jo Parton  
 Nina Patrick  
 Sophie Pead  
 Lawrence Pollard  
 Mrs Rachel Pugh  
 Suzy and Owen Richards  
 (Smile for Joel)  
 Darren Rodwell  
 Sara Roscoe  
 Alex Rossi  
 The late Charles Salmon  
 Deborah Scott  
 Caroline Seton

Rob Seymour  
 Maralyn Smith  
 Rebecca Smith  
 Graeme Stephenson  
 Rachel Summerbell  
 Joe Tarbert  
 The late Graham Tilston  
 B Tomsu  
 Nicole Watson  
 Conor Witherow  
 India Wood  
 Lindsey Wynne-Jones  
 Hannah Zemzam

## Organisations and community groups

Alchemy Tattoo Studio  
 BAE Systems – Submarines  
 Ballamy LLP  
 Barratt Homes (Manchester Branch)  
 BOC Group plc  
 Buttle UK  
 Carmarthenshire Domestic Abuse Forum Ltd  
 Chatsworth House Enterprises Ltd  
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 Corsham Masonic Lodge

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 Ikea Ltd  
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 Lowdham Prison  
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 Outlet Women's Group  
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 St Augustine's Church  
 St James Church  
 Strutt & Parker Ltd  
 The Community Foundation for Staffordshire  
 The Cranbrook School  
 The Heart of England Conference and Events Centre  
 Waitrose – Bracknell  
 Waitrose – Leighton Buzzard  
 Waitrose – Poole  
 Waitrose – Warminster  
 Waitrose Limited  
 Warwickshire County Council  
 Wiltshire Provincial Grand Chapter of Royal Arch Masons  
 Wokingham Rock Choir

## Trusts and foundations

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 Hackney Parochial Charity  
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 Michael Varah Memorial Fund  
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 Nikki's Wishes  
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 Potton Consolidated Charity  
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 Sir James Reckitt Charity  
 The 29th May 1961 Charitable Trust  
 The Annandale Charitable Trust  
 The Big Give  
 The Charles Irving Charitable Trust  
 The Donald Forrester Trust  
 The Fulmer Charitable Trust  
 The Moira Fund  
 The Porta Pia 2012 Foundation  
 The Rothera Family Charity Trust  
 The Vandervell Foundation  
 The Zochonis Charitable Trust

# Reference and administrative details

## President

HRH, The Princess Royal

## Trustees

Andrew Tivey (Chair and Hon Treasurer)

Les Mosco, Vice Chair

Jo Cumbley

Tom Davies (retired 2 November 2017)

Christopher Digby-Bell (joined 2 November 2017)

Catherine Dugmore (retired 2 November 2017)

Elizabeth Dymond CBE

Andrew Edwards (joined 2 November 2017)

Roger Harding (joined 2 November 2017)

Tim Maxted (co-opted until 2 November 2017)

Sarah Miller

Geoff Pollard

Will Sandbrook

Maria Thomas (retired 2 November 2017)

Moyna Wilkinson

## Senior Management Team

Diana Fawcett, Chief Officer

Martyn Herward, Director – Support Services

Bernadette Keane, Service Director – London and Homicide

Ellen Miller, Service Director – Northern England and East Midlands

Kultar Nayyar, Service Director – South East

Tony Silcock, Director – Finance and People

Sara Vaughan, Service Director – Wales and West

## Bankers

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

## Solicitors

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

## Auditor

Crowe U.K. LLP, St Bride's House, 10 Salisbury Square, London EC4Y 8EH

## Investment managers

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

## Company Secretary

Tony Silcock

## 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



# Find out more

## Information and support

- Call our free confidential Supportline **08 08 16 89 111**
- Use Next Generation Text (add **18001** before any of our phone numbers)
- Go online: **victimsupport.org.uk**

## Get involved

- Support our work: **victimsupport.org.uk/donate**
- Volunteer with us: **victimsupport.org.uk/volunteer**
- Fundraise for us: **victimsupport.org.uk/fundraise**

**victimsupport.org.uk**

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Telephone: 020 7268 0200

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Registered office as above.



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