

A portrait of a woman with long, dark, wavy hair, wearing glasses and a dark patterned top. She is looking directly at the camera with a serious expression. The background is a plain, light-colored wall.

**2018—19**  
**ANNUAL REPORT & ACCOUNTS**  
[www.victimsupport.org.uk](http://www.victimsupport.org.uk)

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# From our President, HRH, The Princess Royal

As a specialist provider of victim services, Victim Support knows that the impact of crime can be life-changing, not only for the victim, but also their families, friends and even those who may have witnessed the crime.

This year we have seen a continued and deeply disturbing increase in the number of homicides associated with knife crime, particularly those involving young people. These crimes devastate both families and communities. We are therefore working closely with victims, their families and community partners to ensure our services reach and help all those affected by these terrible crimes.

As President of Victim Support I have had the opportunity again this year to hear about the services we offer and to meet staff and volunteers. I have been deeply impressed by their knowledge, understanding and commitment. I would like to thank them for their professionalism and continued hard work to support victims and those close to them.





# Welcome

**Over the past year police recorded crime figures show theft, fraud and the most serious violent offences increasing. Knife crime figures now stand at the highest level ever recorded.**

At the same time, nearly 91% of the five million crimes recorded annually are not prosecuted in the courts. Disturbingly the proportion of cases that are dropped due to victims not supporting the action show a sharp rise, up to 43% in the case of violent crimes. Lengthy delays, poor conviction rates, demands for phones and personal records, and the prospect of cross-examination are making more people drop claims. It is clear that increasing numbers of victims do not want to endure the criminal justice process and also worryingly that falling prosecution rates could make people even more reluctant to report crime if they feel that they are unlikely to achieve justice.

While these statistics reflect the scale of the problem they cannot fully convey the devastating human cost that results from these tragedies. Every day we see the impact on individuals, families and whole communities of crime and the problems in the criminal justice system. The causes of crimes are complex and in many of the most serious crimes offenders have themselves been victims.

It is in this challenging context that our specialist teams of committed staff and volunteers contacted nearly 850,000 victims of crime and went on to advise and support nearly 125,000 people who had experienced crimes including homicide, domestic abuse, sexual violence, historic abuse and hate crime, in their local communities across England and Wales. In addition, we also supported over 76,000 victims through our National Contact Centre where we handle incoming calls from victims who contact us directly – often those who are reluctant to report the crime to the police. We are currently developing new digital solutions to enable us to support more victims and ensure our specialist teams and the limited funding available goes to those who are most affected by crime.



We operate in a complex commissioning environment, with the nature of crime getting more complex every year. We pride ourselves on being able to adapt and flex according to the needs of commissioners and the local communities and we will also continue to develop and improve our services in line with what victims tell us they need and what evidence tells us works. In 2018–19 we started long term research on language barriers in the Criminal Justice System and the needs of victims with mental health problems. During the year we completed research on the needs of people bereaved by homicide and the learnings from Domestic Violence Prevention Orders.

We achieved higher media profile this year than ever before so we were able to give voice to people who have experienced crime and ensure their experiences are highlighted. We were pleased to see that many of the priorities we have been pressing for were included in the Government's Victims' Strategy published in the Autumn.

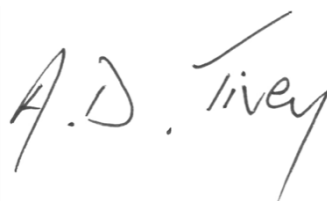
We are pleased that this year we were able to successfully complete the restructuring and repositioning of the Charity envisaged in our 2015–2020 strategy to meet the challenges of the environment and changing victims' needs and commissioner requirements. We also completed a review of our governance arrangements, streamlining our committee structures. Realising the intended benefits from past investments in technology and service delivery and a balanced financial model, we ended the year with a surplus of £644k. This reflects the huge effort put in by every member of the team across the whole organisation.

VS staff and volunteers are some of the most highly skilled and experienced in the sector, and our service users bring their experiences and insight. Our governance arrangements are now putting all these skills and ideas at the heart of how we run VS and develop as an organisation to better deliver our vision.

We begin 2019–20 in a very strong position, with many exciting opportunities ahead. As the largest and most experienced victim services provider in England and Wales we have the expertise to deliver innovative solutions to the rising number of victims needing support, in a way and at a time that works for them. But we cannot do this alone, we need everyone involved in the criminal justice system to come together and work with us to continue to transform the lives of those most affected by crime and to ensure their voice is heard.



**Diana Fawcett**  
Chief Executive Officer



**Andrew Tivey**  
Chair of Trustees

# 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 until they feel they are back on track with their lives. We work with our clients in a way that suits them and ensure their voices are heard throughout their support and beyond.

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

## We are local

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

## We are national

Our local services benefit from secure technology, as well as consistent levels of service and quality standards. Our national function permits us 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 some minority communities or people with mental health conditions, face barriers in reporting to the police.

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





## What we do

We provide free confidential support 24 hours a day, 365 days a year for people affected by crime and traumatic events – regardless of whether they have reported a 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 and traumatic events: 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 and traumatic events can be life-changing, so we are proud to provide long-term support to victims and witnesses. Support is available for as long as it is needed, as we are committed to helping victims move beyond crime.



# A successful year

2018–19 was a busy and highly successful year for Victim Support. In addition to the hundreds of thousands of victims we helped to move beyond crime, we also consistently raised their experiences and the issues that matter to them loudly in the media and with government and worked with them to press for positive change.

We were pleased to retain all of our services that were competitively recommissioned and in addition we won additional services across England and Wales so we can help more people. This included successfully securing the contract to provide the new London Victim and Witness Service, the largest contract for victim services in the UK, which was expanded to include the provision of both restorative justice and pre-trial witness services. We are delighted that the commissioners recognised the strength of our offer, our commitment and our innovative approach.

We also successfully retained the National Homicide Service contract which includes the delivery of a new ‘peer to peer’ digital platform in 2019–20. The scope of the service has been extended to include providing a service to families bereaved by murder or manslaughter before 2010 and in London we will be also now be supporting witnesses to homicide.

In 2017–18 we started delivering a Fraud Support Service for some of the UK’s largest high street banks from our National Contact Centre in South Wales and this year we expanded this service further. This service provides support to victims of fraud – a crime that can have a lasting financial and emotional effect.

This year we also launched ‘New Era’, a new county wide domestic abuse service in Staffordshire and our staff were recognised for their knowledge and understanding of the difficulties victims of domestic abuse face when they were asked to feature in a 30-minute Channel 5 factual programme on the subject.

Using the research findings and insights we have from the range and scale of our services across England and Wales we worked closely with the government during the development of the Victims’ Strategy, which was published in September 2018. Our Victim of the System report revealed again the scale of problems encountered by victims with six in ten victims not receiving their rights under the Victims’ Code.





We welcomed the publication of the strategy and were pleased to see that a number of our key policy asks were adopted by the government. These included commitments to: reforms to the Criminal Injuries Compensation Scheme; improve the monitoring of the Victims' Code; enshrine victims' rights in legislation; and improve the court experience for victims.

As part of the reforms of the Criminal Injuries Compensation Scheme we were pleased to see the government finally abolish the "same roof rule"— an archaic rule that meant that victims of sexual assault who had lived under the same roof as the offender before 1979 could not claim compensation for the abuse they had experienced. We have long called for this unfair rule to be scrapped and will in 2019–20 work with the government to ensure proposals for a new scheme address our wider concerns.

One mark of our service quality came this year when our West Yorkshire Independent Sexual Violence Advisor service was awarded the first Lime Culture 'Quality Mark' in the country for supporting male victims of sexual violence. Our Independent Sexual Violence Advisor service continues to grow and in 2019–20 we will be in the first tranche of organisations working towards Lime Culture's new national quality mark for ISVA services.

Our work to ensure we are a diverse and inclusive workplace was recognised this year when we were recognised for leadership on race equality and inclusion in the workplace in Business in the Community's 2018 Best Employers for Race list. We were also ranked number 14 in the 2019 National Centre for Diversity's Top 100 and number 27 in Stonewall's Top 100 Employers — a great achievement and a real recognition of our commitment to equality and diversity. We were also delighted to have secured grant funding from The Bell Foundation this year, to work with South Asian communities in East Lancashire to develop new materials in community languages that are culturally appropriate.

Volunteers have long been a vital part of the team here at Victim Support and we were very pleased to win the first ever Police & Crime Commissioner-nominated award at the national Lord Ferrers Awards, which celebrates volunteering work supporting policing. The PCC in West Yorkshire, and chair of the APCC, nominated us for our work supporting survivors of the Manchester Arena Attack. Volunteers from this team were also shortlisted for 'Volunteer Team of the Year' at the Third Sector Excellence Awards this year and our Northern England volunteer team received a Highly Commended certificate at the same awards.

In what has been a busy and highly successful year, our teams have been able to demonstrate the quality and diversity of our work during several high-profile visits. The Victim's Commissioner, Baroness Newlove, visited several of our services including Sussex, where a successful multi-agency seminar, sponsored by the OPCC, was held. We were also pleased to welcome our President, HRH The Princess Royal at our York offices, where she met staff and volunteers, as well as meeting staff, volunteers and partners on an extended visit to our National Contact Centre.



# TRUSTEE'S ANNUAL REPORT

## 2018–19 in numbers

An estimated **11.2 million crimes** took place in 2018–19 in England and Wales, an increase of 4% on the year before, with an estimated **9.9 million victims**.

**21% of the population** experienced at least one crime.

Information and specialist support was offered to **849,236** people including:

- **119,926** survivors of domestic violence
- **1,584** family members bereaved by homicide
- **297,304** victims of violent crime
- **92,127** victims of burglary.

Specialist case management was provided to **123,435** victims of crime including:

- **43,850** survivors of domestic abuse
- **1,412** family members bereaved by homicide
- **56,287** victims of violent crime
- **9,446** victims of burglary.

In addition to our specialist case management services we also supported **76,332** additional victims through our National Contact Centre, home to our 24/7 Supportline and a number of other specialist services. The dedicated team handle calls, emails, enquiries for support from our website, referred calls from a number of external organisations and LiveChat initiated through our website. The number of contacts handled continues to grow year on year.

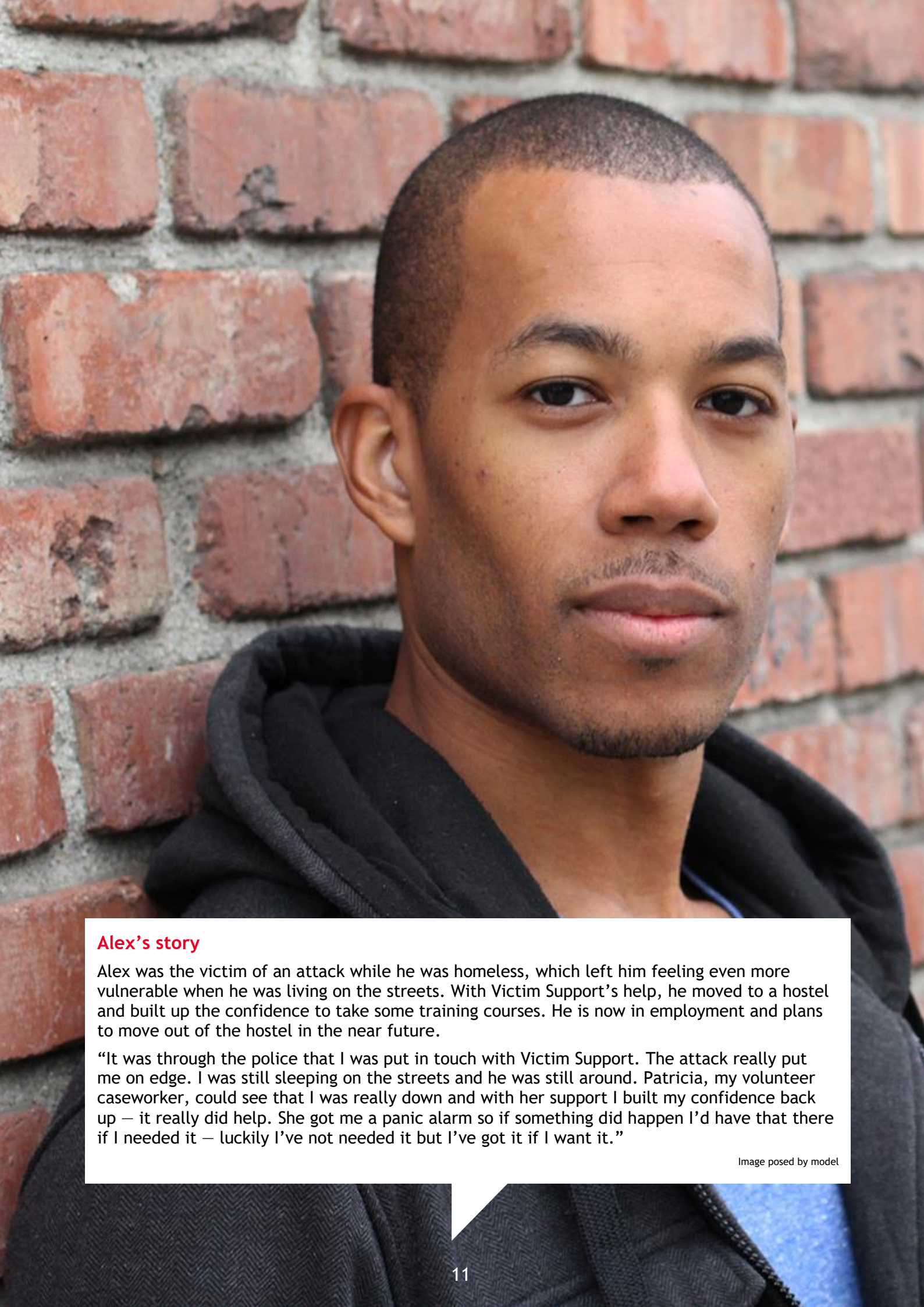
Our tailored services cover many areas of both practical and emotional support and often victims take up several of our services. In 2018–19 we provided **297,079** services including advocacy, personal safety advice and on-going emotional support. It is important to stress that victims can request support from us whenever they need it and for as long as they need it.

We measure the difference our support makes and in 2018–19 those receiving our services told us that:

- **83%** felt better informed about the support available and the options open to them
- **76%** felt safer following our help and support
- **77%** felt that their wellbeing had improved as a result of their contact with Victim Support.







### Alex's story

Alex was the victim of an attack while he was homeless, which left him feeling even more vulnerable when he was living on the streets. With Victim Support's help, he moved to a hostel and built up the confidence to take some training courses. He is now in employment and plans to move out of the hostel in the near future.

"It was through the police that I was put in touch with Victim Support. The attack really put me on edge. I was still sleeping on the streets and he was still around. Patricia, my volunteer caseworker, could see that I was really down and with her support I built my confidence back up — it really did help. She got me a panic alarm so if something did happen I'd have that there if I needed it — luckily I've not needed it but I've got it if I want it."

Image posed by model



# Reaching out

It is crucial that victims of crime and traumatic incidents know about our services and how to contact us for help, even if they choose not to report the crime to the police.

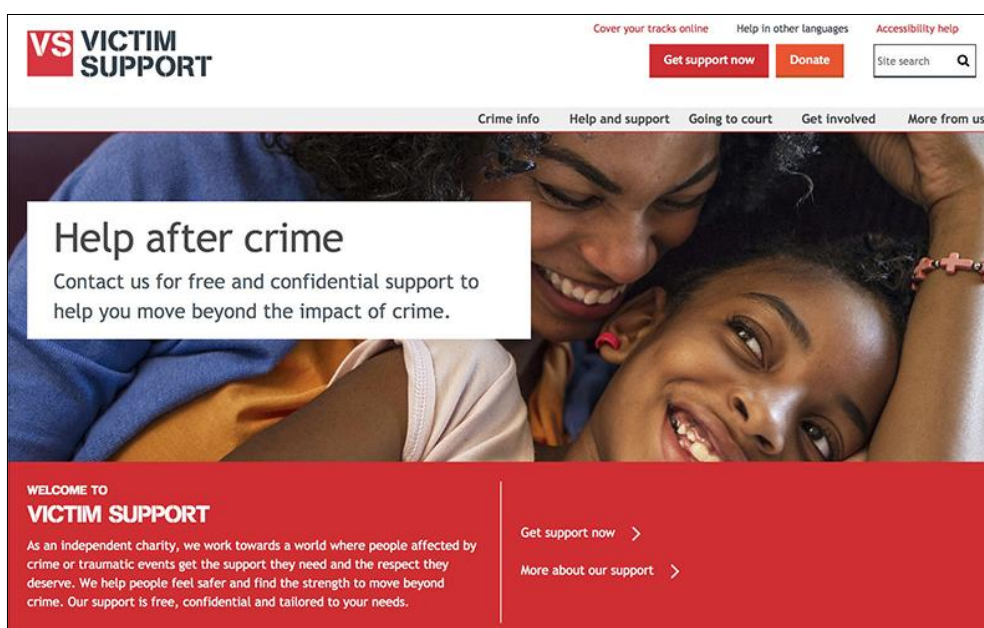
We use a variety of ways to reach out, through print and broadcast media, our website, social media channels and having a presence in community locations and at events to ensure people know we are here as far and wide as possible across England and Wales.

## Media

- We were featured or mentioned in **349** national broadcast and newspaper pieces and **1,245** regional broadcast and print pieces
- We increased our profile substantially by being included in **4,257** online news pieces.

## Website

- **716,000** people visited our website for information and advice, viewing a total of **2,018,022** web pages
- **7,401** people requested support through the website
- **65.2%** of visitors to our website are female and **30%** of our web visitors are aged 25–34.



## Social channels

- We have over **21,000** Twitter followers and **17,000** Facebook followers
- Our social media accounts reflect important events such as the **anniversaries of the Manchester Area and London Bridge terror attacks**. They help to spread awareness that the support we offer is ongoing and available no matter how long after the incident took place.



### Juliet's story

Juliet had her data leaked as part of a big data breach. Following this she was victim of a phone scam which resulted in her handing over thousands of pounds to a fraudster. The attack affected her both financially and emotionally.

"It took me a couple of months to feel ready to talk about it, but when I did, Victim Support was brilliant. I requested a face-to-face meeting and had the chance to talk through my experience without any kind of judgement on the part of the listener or the need to downplay how upset I was, as I had done with family and friends.

"I found it extremely healing to have a person to talk to – it helped me get things into perspective. My caseworker allowed me to accept that I had been a victim rather than a fool, to stop blaming myself for being so badly deceived, and to recognise that I had been the target of a serious crime. The support I received played a considerable part in my healing process."

Image posed by model



# Achievements and performance

Every year we set ourselves ambitious objectives to ensure we are delivering the very best services possible and that we are continually improving as an organisation. The table below summarises our achievements against targets for 2018–19:

<b>SERVICE DELIVERY</b> <b>Strategic Aim: Provide victims and witnesses with high-quality practical and emotional support</b>		
Objective	We said	We did
To build the capacity and capability of Supportline	We will actively seek to increase the capacity and visibility of our 24/7 Supportline	We increased the capacity of National Contact Centre to allow us to support over 76,000 people in need across a range of services, including our core Supportline, new fraud services and other bespoke services for those in need of our specialist support. We have continued to promote the Supportline number to other organisations, on all press releases and through all our social media channels so more people are aware of the services we can offer when they need them
	We will seek to ensure services for victims have the necessary funding to deal with major incidents such as terrorist attacks	We secured additional funds and we have also worked closely with partners to establish a single support telephone line for use after a major incident or terrorist attack
To develop tools and techniques to support victims and witnesses	We will grow the range of evidence-based tools and techniques available to support people and prevent re-victimisation	We have developed more of our popular practical tools and self-help materials on subjects such as sleep, wellbeing, anger management, home and property safety and using technology to help feel safe
To enhance the accessibility of our services	We will strengthen our digital offer to enhance provision of information and referral routes	<p>We launched several new digital tools, and developed a peer to peer platform in conjunction with the Ministry of Justice which enables bereaved family members to provide support to each other. This was launched in April 2019</p> <p>We have been working this year on a new website which we will launch in 2019 which will significantly increase the help and information victims can access online</p>



<b>VOICE</b> <b>Strategic Aim: Ensure victims' voices are heard to bring about positive change</b>		
<b>Objective</b>	<b>We said</b>	<b>We did</b>
<b>To actively champion victims' and witnesses' interests through research and representation</b>	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	We published the survey of victims' experience and presented the findings of our survey to Government highlighting key areas for improvement
	We will continue to engage with decision-makers to promote victims' interests and strengthen victims' rights	We were actively involved in the development of the Victims Strategy and a number of our recommendations were adopted in the final document. We continue to represent victims' interests and have an influential voice in local and national policy making
<b>To continue to learn and improve our services following terrorist attacks</b>	We will continue to build on our lessons learned exercise on the response to terrorist attacks to ensure we continue to improve our support	We have worked with other charities collaboratively to develop improvements in cross-agency responses to major incidents, in particular terror attacks  We also strengthened our ability to respond following a major incident or terrorist attack with the development of a single support line in conjunction with partner charities
	We will inform the government's major incidents framework, reflecting victims' needs and experiences	We have fed our recommendations into Government planning at national and local levels

## DEVELOPMENT AND FUNDRAISING

Strategic Aim: 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 service

Objective	We said	We did
<b>To deliver the business development strategy</b>	We will develop additional services beyond our core multi-crime services	We developed a range of new services such as providing support for Fraud victims with several high street banks, the delivery of support for witnesses appearing at Nursing and Midwifery and General Medical Council hearings, specialist antisocial behaviour services for a major university, modern day slavery services in a number of areas and many more
	We will increase free reserves and cash balances to ensure we maintain financial stability	Free reserves increased by £2.1m and the cash balance by £2.7m
	We will grow our community events fundraising income	We exceeded our Fundraising targets and continue to grow the number and value of community events nationally
<b>To enhance service quality and consistency</b>	We will embed the Quality Management System, ensuring engagement and adherence	We achieved further progress with embedding our Quality Management System throughout the whole organisation developing new support materials, webinars, and new monitoring systems focused on assuring quality and high performance in every aspect and area of VS
<b>To improve the recruitment, support and development of staff and volunteers</b>	We will strengthen our learning and skills capability	We completed the roll out of new Learning and Development courses which improve access for staff and volunteers and promote management support for learning.  A new career development matrix developed in conjunction with staff has been developed and will be embedded further in 2019–20
	We will increase the diversity of our volunteer applicants	We continue to improve the quality of our Equality, Diversity and Inclusion (EDI) data on all our current volunteers. A new Volunteer Development Framework is being developed and will ensure a clearer path for all volunteers. Our volunteer materials have been assessed to ensure these promote diversity and any visible barriers to recruitment removed.  We are also continually working to improve EDI data capture for volunteer applicants, to identify meaningful trends and comparisons

# Future plans

2019–20 will be the final year of our five-year strategy. We will build on the work done this year around our three strategic aims:

- service delivery
- victims voice
- ensuring our sustainability.

Strategic aim	2019–20 Objectives	How we will meet them
Provide victims and witnesses with high-quality practical and emotional support	Maintain and enhance the quality, scope and reach of our services	We will develop our range of evidence based support tools We will enhance our digital offer with new online resources for support and information We will pilot new service offers including our bereavement by suicide project
Ensure victims' voices are heard to bring about positive change	To actively champion victims' and witnesses' interests through research and representation	We will continue to engage with decision-makers to promote victims' interests and strengthen victims' rights We will publish research to build understanding and knowledge of victims' experience We will develop the 2020 VS Corporate Strategy through engagement with our stakeholders
Ensure sustainability through business development and effective use of our assets	We will deliver our business development strategy and optimise our central support functions	We will deliver income generation activity and achieve our financial goals We will enhance our central support functions to add value to our services





### Carla's story

When Carla first met her partner, he was charming and affectionate but very soon into the relationship things took a dark turn. Carla lived with the abuse for five years and as a consequence has been diagnosed with complex PTSD.

“One morning I had woken up and my front door had been locked from the outside and I knew he had been in the house and was trying to intimidate me. He was dangerous and manipulative and it was at this point I knew I couldn't do this alone. I was scared and desperate and I called Victim Support.

“They assigned me an IDVA (Independent Domestic Abuse Advisor) and a few days later changed all my locks and installed additional security.

“It was so important having my IDVA who could validate my experience. It's so hard when you've been told for so long that this is all your fault. She helped with things such as applying for legal aid to get a protective order issued. She helped me with getting to court and advising on lots of practical issues throughout my divorce. If it wasn't for Victim Support I wouldn't have felt safe or supported throughout all of this.”

Image posed by model

# STRATEGIC REPORT

## 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 Executive Officer and members of the Senior Management Team.

The Board approves a Scheme of Delegation, which was most recently updated and approved in February 2019, setting out the responsibilities of the Chief Executive Officer and the Senior Management Team. The Board monitors and controls all delegated work through a process of regular reporting.

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

### Public benefit

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

### 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 continue to work to agreed actions as a result of the 2017–18 review.

Victim Support has established a Staff Consultation Forum (SCF) as a formal mechanism for communicating with employees on matters that affect their employment. The SCF, which meets quarterly, is attended by senior managers and elected employee representatives. VS also provides regular updates by email, webinars and on the intranet. Information on the financial performance and position is communicated to all staff on a quarterly basis in this manner.

### Appointment of trustees

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

company law. Appointments to the Board are overseen by the People Committee (formerly the Governance and Nominations Committee). Trustees are appointed for an initial term of up to three years. They may be re-appointed for a further period of three years, after which the trustee must step down unless, in exceptional circumstances, the Board allows a trustee to serve for a further term of up to three years.

## Ethical policy

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

The Charity takes its responsibilities for safeguarding very seriously. A Safeguarding Panel, which reports annually to the Board of Trustees, has responsibility for all safeguarding matters. Day-to-day safeguarding matters are dealt with by the Safeguarding Operational group.

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

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

## Fundraising

The charity raises funds from individual donors, charitable trusts, companies and third-party challenge events without using the services of professional fundraisers or commercial participators. 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 Standard Board
- Victim Support monitors fundraising activities through its supporter database and by evaluating campaign results
- In 2018–19 one complaint (2017–18: two) was 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 1.6% (2017–18: 0.6%) of our income.

## Trustees' expenses

There was no trustees' remuneration or benefits for the year ended 31 March 2019 (2017–18: nil). Expenses reimbursed in the year to seven trustees amounting to £3,774 (2017–18: ten, £3,596). Details of these expenses are in the financial statements.

## Trustee induction and training

New trustees undergo an induction programme which includes meetings with the Chair, Chief Executive Officer and Senior Management Team members and visits to services. 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.

Training sessions on varied topics have been incorporated into each Board meeting, to ensure continuous personal development for Trustees.

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



## Board members and meeting attendance

Trustees					
	April 2018	July 2018	November 2018	February 2019	% Attendance
Andrew Tivey	1	1	1	1	100%
Elizabeth Dymond	1	1	1	1	100%
Geoff Pollard	1	1	1	1	100%
Jo Cumbley	1	—	—	1	50%
Les Mosco	1	1	1	—	75%
Moyna Wilkinson	1	1	1	—	75%
Christopher Digby-Bell	1	1	1	1	100%
Roger Harding	1	1	—	1	75%
Andrew Edwards	—	1	1	—	50%
Kathryn Adkins (joined 14 November 2018)	N/A	N/A	1	1	100%
Lianne Smith (joined 14 November 2018)	N/A	N/A	1	1	100%
Richard Goodenough-Bayly (joined 14 November 2018)	N/A	N/A	1	—	50%
Sarah Miller (retired 14 November 2018)	1	1	N/A	N/A	100%
Will Sandbrook (retired 14 November 2018)	—	—	N/A	N/A	0%

## Board sub-committees

In 2018–19, as part of our governance review, the Board’s sub-committees went through a restructure, which took effect from September 2018. The Board now has three sub-Committees.

The Governance & Nominations Committee and the Equality, Diversity & Inclusion Committee merged to form the People Committee. The Finance Committee and the Audit Committee merged to form the Finance, Audit & Risk Committee. The Remuneration Committee remained a separate Committee.

Listed below is the number of times each committee met in 2018–19:

- Audit Committee – Three meetings
- Equality, Diversity & Inclusion Committee – Two meetings
- Finance, Audit & Risk Committee – Two meetings
- Finance Committee – Ten meetings
- Governance & Nominations Committee – Two meetings
- People Committee – Two meetings
- Remuneration Committee – One meeting.

# Committee membership

## Pre-September 2018

### Audit Committee

- Elizabeth Dymond (Chair)
- Christopher Digby-Bell
- Richard Fass (Independent Member)
- Moyna Wilkinson

### Equality, Diversity & Inclusion Committee

- Sarah Miller (Chair)
- Jo Cumbley
- Bertille Calinaud (Independent Member)
- Angela Ishmael (Independent Member)
- Derek Burnett (Independent Member)
- Judy Clements (Independent Member)
- Moyna Wilkinson

### Finance Committee

- Andrew Tivey (Chair)
- Elizabeth Dymond
- Les Mosco

### Governance & Nominations Committee

- Jo Cumbley (Chair)
- Geoff Pollard
- Francis Wakem (Independent Member)

## Post-September 2018

### Finance, Audit & Risk Committee

- Elizabeth Dymond (Chair)
- Andrew Tivey
- Les Mosco
- Moyna Wilkinson
- Kathryn Adkins
- Lianne Smith

### People Committee

- Jo Cumbley (Chair)
- Geoff Pollard
- Roger Harding
- Moyna Wilkinson
- Francis Wakem (Independent Member)
- Derek Burnett (Independent Member)

### Remuneration Committee

- Andrew Tivey (Chair)
- Les Mosco
- Roger Harding





## 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 all staff including senior staff is reviewed annually by the Remuneration Committee and normally reviewed in accordance with inflation. It is also monitored against average earnings in the sector for similar roles. The directors' benchmark is the pay level in other charities of a similar size and the remuneration benchmark is normally the midpoint of the range paid for similar roles.



Senior Management Team



# FINANCIAL REVIEW

2018–19 was the first year of operation following the strategic review that took place during 2017–18. The purpose of the strategic review was to reduce the cost base in order to eliminate the financial deficit that the charity had incurred from 2014–15 onwards. The strategy achieved its primary aim, delivering a surplus of £0.6m (2017–18: deficit £3.9m).

2018–19 was a significant year for commissioning; the charity's two largest contracts (Mayor's Office of Policing and Crime and the National Homicide Service) were retendered and successfully retained along with 12 other contracts where we were the current provider.

## Balance sheet

Net assets at 31 March 2019 were £8.4m (2017–18: £7.7m). Of this £6.6m was held in cash (2017–18: £4.0m). The trade debtor balance was £2.5m (2017–18: £3.3m) which represents 25 days outstanding (2016–17: 35 days).

## Reserves policy

The Board of Trustees and the Finance, Audit and Risk Committee reviewed the reserves policy during 2018–19 and remain of the view that free reserves, defined as unrestricted reserves less the net book value of fixed assets, remains the most appropriate measure of reserves for the charity. Taking into account the business environment in which the charity operates, the board considers that the charity needs to maintain sufficient free reserves to cover: responsive action in the event of a significant financial downturn or setback, contractual commitments, working capital requirements and the development needs of the charity. The Board has estimated that the level of free reserves should not fall below £2m, as per policy.

## Reserves

Total reserves at 31 March 2019 were £8.4m (2017–18: £7.8m) of which £2.1m (2017–18: £2.7m) was restricted and £6.3m (2017–18: £5.1m) was unrestricted.

The level of free reserves was £4.7m (2017–18: £2.5m) which was £2.7m above the floor level. Taking into account the future development needs of the charity, this is an acceptable level of reserves.

## Investment policy and performance

The Finance, Audit and Risk Committee sets investment policy and reviews investment performance. The investment policy is to invest non-working capital in a portfolio of risk-free cash equivalents or in a low-to-medium risk managed portfolio. During 2018–19, the Finance Committee (prior to the formation of the Finance, Audit and Risk Committee) took the view that that it would be appropriate to convert the portfolio into cash in order to strengthen the working capital position.

At 1 April 2018, the portfolio was invested in COIF Charities Investment Fund Income Units, Blackrock Investment Management Common Investment Fund Accumulation Units and Newton Growth and Income Fund for Charities. Sale of the investments yielded a gain of £0.2m (2017–18: £0.02m) which when added to income earned prior to the sale of £0.01m (2017–18: £0.1m) resulted in a total return for the year of £0.2m (2017–18: £0.1m).

## Going concern

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

Contracts and grant income generate a contribution towards the central costs of managing the charity which 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.

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

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2019–20 but also for a period of at least one year from the approval of these financial statements
- The rigour of pipeline monitoring and cost controls that are in place to ensure that the charity delivers a balanced budget
- Cash and working capital controls in place to manage the potential risks of late payments by Commissioners and ensure restricted and unrestricted reserves are appropriately managed.

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



# Principal risks and uncertainties

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

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

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

- Reviewing 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 quality, performance and compliance review, considering any findings that arise
- Ensuring that appropriate action is taken by management on recommendations coming out of independent review
- Reviewing the nature and scope of external audit. Any matters raised by external audit for the attention of management, significant findings or identified risks are examined so that appropriate action can be taken.

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

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



## The risk management framework

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:

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

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

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

Risk	Management
Failure to maintain financial viability	<p>Victim Support's Board of Trustees and Senior Management Team planned for a balanced operating model in 2018-19. The plan was successfully delivered against, reducing costs while also winning two of the charity's largest contracts that were re-tendered during the year. Pursuit of contracts and grants continues together with ongoing control of costs. Effective management of the financial position is through:</p> <ul style="list-style-type: none"><li>▪ Regular review of financial performance, projections, applicable Key Performance Indicators and income and expenditure budgets by the Senior Management Team and the Finance, Audit and Risk Committee, with ongoing reporting to the Board</li><li>▪ Robust financial modelling around income, costs, margins, reserves, cash balances and cash flow</li><li>▪ Management and Board oversight of cash, including ensuring effective control over contract payment terms and effective management of debtors</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></ul>

Quality assurance in place is not adequate or appropriate	<ul style="list-style-type: none"> <li>▪ Quality Management System (QMS) 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 mobilising innovative digital solutions for key contracts, 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 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 safeguarding, health and safety, data protection, information security and quality and performance</li> <li>▪ Regular review of, and investment in, IT systems and information reporting</li> <li>▪ Review of internal and external safeguarding measures and safeguarding policy to ensure ongoing compliance with best practice</li> <li>▪ Compliance monitoring undertaken regularly by Management Review Team</li> <li>▪ Governance review to ensure systems are in place that keep the Board informed on key matters.</li> </ul>
Physical assets not efficiently and effectively utilised with economy to meet operational needs	<ul style="list-style-type: none"> <li>▪ Regular review, with Senior Management Team and trustee oversight, of leased property portfolio</li> <li>▪ Key asset related transactions reviewed by Senior Management Team and trustees</li> <li>▪ Oversight of investment in physical assets, including IT systems, by the Finance, Audit and Risk Committee.</li> </ul>
Employees and volunteers with key skills are not attracted, developed and retained to deliver necessary capability, capacity and flexibility	<ul style="list-style-type: none"> <li>▪ Training programmes and eLearning</li> <li>▪ Regular review of skills gaps, succession planning and resourcing processes</li> <li>▪ Staff and volunteer engagement surveys and follow up action plans.</li> </ul>
Financial risk: the charity's principal financial assets are bank balances and receivables which are subject to credit risk	<ul style="list-style-type: none"> <li>▪ Financial policy and procedures</li> <li>▪ Regular review of financial risk by the Senior Management Team and the Finance, Audit and Risk Committee, with ongoing reporting to the Board.</li> </ul>

## Trustees' responsibilities in relation to the financial statements

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

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

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

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

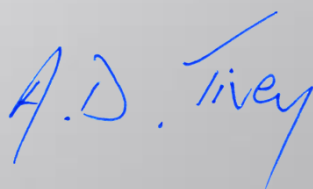
### Statement as to disclosure to auditors

On 25 June 2018, Crowe Clark Whitehill LLP changed its name to Crowe U.K. LLP. They were re-appointed as auditor during the year and have indicated their willingness to continue in office.

Insofar as the trustees are aware at the time of approving their annual report:

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

The Strategic and Trustees' Annual Reports were approved by the trustees on 8 August 2019 and signed on their behalf by:



**Andrew Tivey**  
Chair of Trustees





# 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 2019 which comprise the Consolidated Statement of Financial Activity, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2019 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern

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

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

## Other information

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 29, 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.

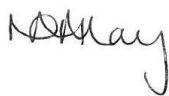
## Auditor's responsibilities for the audit of the financial statements

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

**Date 16<sup>th</sup> September 2019**



# Financial Statements

## Consolidated statement of financial activities (incorporating income and expenditure account) for the year ended 31 March 2019

	Notes	Unrestricted 31.03.19 £'000	Restricted 31.03.19 £'000	Total 31.03.19 £'000	Unrestricted 31.03.18 £'000	Restricted 31.03.18 £'000	Total 31.03.18 £'000
<b>Income from:</b>							
Charitable activities	2.1	23,899	11,467	35,366	23,792	12,523	36,315
Donation and legacies	2.2	544	45	589	149	81	230
Other trading activities	2.3	292	135	427	246	270	516
Investments	2.4	26	—	26	70	—	70
Other income	2.5	335	1	336	45	1	46
<b>Total income</b>		<b>25,096</b>	<b>11,648</b>	<b>36,744</b>	<b>24,302</b>	<b>12,875</b>	<b>37,177</b>
<b>Expenditure on:</b>							
Raising funds	3.1	188	18	206	838	—	838
<b>Charitable activities</b>	<b>3.2</b>						
Service delivery		23,438	12,211	35,649	26,030	12,710	38,740
Victims' voice		375	—	375	430	—	430
Restructuring & development		23	—	23	1,114	—	1,114
<b>Total charitable expenditure</b>		<b>23,836</b>	<b>12,211</b>	<b>36,047</b>	<b>27,574</b>	<b>12,710</b>	<b>40,284</b>
<b>Total expenditure before gains and losses on investments</b>		<b>24,024</b>	<b>12,229</b>	<b>36,253</b>	<b>28,412</b>	<b>12,710</b>	<b>41,122</b>
Net gains on investments		153	—	153	19	—	19
<b>Net income/(expenditure)</b>		<b>1,225</b>	<b>(581)</b>	<b>644</b>	<b>(4,091)</b>	<b>165</b>	<b>(3,926)</b>
Transfer between funds	16	6	(6)	—	1,220	(1,220)	—
<b>Net movement in funds in the year</b>		<b>1,231</b>	<b>(587)</b>	<b>644</b>	<b>(2,871)</b>	<b>(1,055)</b>	<b>(3,926)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward on 1 April		5,058	2,698	7,756	7,929	3,753	11,682
<b>Total funds carried forward as at 31 March</b>	<b>16</b>	<b>6,289</b>	<b>2,111</b>	<b>8,400</b>	<b>5,058</b>	<b>2,698</b>	<b>7,756</b>

The notes on pages 36 to 44 form part of these financial statements.

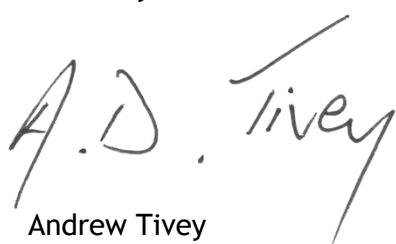
## Balance sheet as at 31 March 2019

	Notes	Consolidated 31.03.19 £'000	31.03.18 £'000	Charity (2158780) 31.03.19 £'000	31.03.18 £'000
<b>Tangible fixed assets</b>					
Property, plant and equipment	8	1,639	2,544	1,639	2,544
<b>Investments</b>					
Investments in subsidiaries	10.1	—	—	10	10
<b>Total fixed assets</b>		<b>1,639</b>	<b>2,544</b>	<b>1,649</b>	<b>2,554</b>
<b>Current assets</b>					
Current investments	10.2	—	2,031	—	2,031
Debtors and prepayments	11	4,365	5,118	4,353	5,107
Cash at bank and in hand		6,638	1,956	6,634	1,955
<b>Total current assets</b>		<b>11,003</b>	<b>9,105</b>	<b>10,987</b>	<b>9,093</b>
<b>Creditors</b>					
Amounts falling due within one year	12	(3,850)	(3,401)	(3,843)	(3,346)
<b>Net current assets</b>		<b>7,153</b>	<b>5,704</b>	<b>7,144</b>	<b>5,747</b>
Provision for liabilities	14	(392)	(492)	(392)	(492)
<b>Net assets</b>		<b>8,400</b>	<b>7,756</b>	<b>8,401</b>	<b>7,809</b>
<b>Funds</b>					
<b>Unrestricted funds</b>	16	6,289	5,058	6,290	5,111
<b>Total unrestricted funds</b>		<b>6,289</b>	<b>5,058</b>	<b>6,290</b>	<b>5,111</b>
<b>Restricted funds</b>					
Restricted	16	2,111	2,698	2,111	2,698
<b>Total share capital and funds</b>		<b>8,400</b>	<b>7,756</b>	<b>8,401</b>	<b>7,809</b>

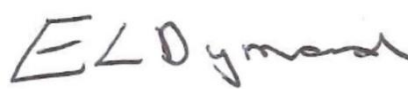
The surplus for the year of the parent charity was £649,000 (2017–18: deficit £3,931,000).

The notes on pages 36 to 44 form part of these financial statements.

The financial statements were approved by the Board on 8 August 2019 and were signed on its behalf by:



Andrew Tivey  
Chair of Trustees



Elizabeth Dymond  
Treasurer

## Consolidated cash flow statement for the year ended 31 March 2019

	Notes	31.03.19 £'000	31.03.18 £'000
Net cash inflow/(outflow) from operating activities	a	2,225	(2,523)
Cash flows from investing activities: dividends received	b	26	70
Capital expenditure and financial investment	c	2,431	2,831
<b>Increase in cash in the reporting period</b>		<b>4,682</b>	<b>378</b>
Reconciliation of net cash flow to movement in net cash			
Increase in cash in the reporting period		4,682	378
Net cash at 1 April		1,956	1,578
<b>Net cash at 31 March</b>		<b>6,638</b>	<b>1,956</b>

Notes to the statement of cash flows for the year ended 31 March 2019

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

	31.03.19 £'000	31.03.18 £'000
Net income / (expenditure) for the reporting period	644	(3,926)
Adjustments for:		
Depreciation charged to I&E	650	720
Depreciation in year on freehold properties	9	—
Gains on investments	(153)	(19)
Interest received	(15)	(23)
Dividends received	(11)	(47)
Decrease in debtors	753	1,010
Increase/(decrease) in creditors	348	(238)
<b>Net cash generated / (used) in operating activities</b>	<b>2,225</b>	<b>(2,523)</b>

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

#### Returns on investments and servicing of finance

Interest received	(15)	(23)
Dividends received	(11)	(47)
<b>Net cash inflow for returns on investment and servicing of finance</b>	<b>(26)</b>	<b>(70)</b>

### c. Capital expenditure and financial investment

Sale/(Purchase) of tangible fixed assets	247	(652)
Sale of current asset investment	2,184	3,483
<b>Net cash inflow for capital expenditure and financial investment</b>	<b>2,431</b>	<b>2,831</b>

	01.04.18 £'000	Movement £'000	31.03.19 £'000
<b>Net cash:</b>			
Cash at bank and in hand	1,956	4,682	6,638

The notes on pages 36 to 44 form part of these financial statements.



## Notes to the financial statements

The charity is a private company limited by guarantee (registered number 2158780) which is incorporated in England and Wales 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, FRS102 ('Accounting and Reporting by Charities') published in 2015 and the Companies Act 2006. Victim Support meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the accounting policy note.

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

#### Group financial statements

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

#### Going concern

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

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2019–20 but also for a period of at least one year from the approval of these financial statements
- The rigour of pipeline monitoring and cost controls that are in place to ensure that the charity delivers a balanced budget.

Cash and working capital controls in place to manage the potential risks of late payments by Commissioners and ensure restricted and unrestricted reserves are appropriately managed.

The Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on the basis that the charity is a going concern.

#### Significant judgements and estimates

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

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

#### Income recognition

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

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

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

Legacy income is included in the accounts when the charity has entitlement, 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 shop are shown as income when the sale takes place.

### Expenditure

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

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

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

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

### Fixed assets

Items of equipment are capitalised where the purchase price exceeds £5,000. Depreciation costs are allocated to activities on the basis of use. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life: for software and IT infrastructure and fixtures and fittings, this is five years. Freehold buildings are depreciated over 25 years 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 may be treated as restricted income to 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 risk 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 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. Details of financial instruments are shown in Note 18.

## 2. Income

	Unrestricted £'000	Restricted £'000	31.03.19 Total £'000	Unrestricted £'000	Restricted £'000	31.03.18 Total £'000
<b>2.1 Income from charitable activities</b>						
Local authorities and other statutory bodies	1,369	2,463	3,832	1,407	2,607	4,014
Police and other criminal justice agencies	21,816	4,959	26,775	22,115	5,677	27,792
Other grants and contracts	714	4,045	4,759	270	4,239	4,509
<b>Total</b>	<b>23,899</b>	<b>11,467</b>	<b>35,366</b>	<b>23,792</b>	<b>12,523</b>	<b>36,315</b>
<b>2.2 Income and endowments from</b>						
Donations	42	36	78	30	80	110
Legacies	502	9	511	119	1	120
<b>Total</b>	<b>544</b>	<b>45</b>	<b>589</b>	<b>149</b>	<b>81</b>	<b>230</b>
<b>2.3 Other trading activities</b>						
Fundraising events	144	101	245	106	187	293
Trading operations	148	34	182	140	83	223
<b>Total</b>	<b>292</b>	<b>135</b>	<b>427</b>	<b>246</b>	<b>270</b>	<b>516</b>
<b>2.4 Investment income</b>						
Interest received	15	—	15	23	—	23
Dividend	11	—	11	47	—	47
<b>Total</b>	<b>26</b>		<b>26</b>	<b>70</b>	<b>—</b>	<b>70</b>
<b>2.5 Other income</b>	335	1	336	45	1	46
<b>Total income</b>	<b>25,096</b>	<b>11,648</b>	<b>36,744</b>	<b>24,302</b>	<b>12,875</b>	<b>37,177</b>

## 3. Expenditure

	Unrestricted £'000	Restricted £'000	31.03.19 Total £'000	Unrestricted £'000	Restricted £'000	31.03.18 Total £'000
<b>3.1 Cost of raising funds</b>	188	18	206	838	—	838
<b>Total</b>	<b>188</b>	<b>18</b>	<b>206</b>	<b>838</b>	<b>—</b>	<b>838</b>
<b>3.2 Charitable activities</b>						
Service delivery	23,438	12,211	35,649	26,030	12,710	38,740
Victims' voice	375	—	375	430	—	430
Restructuring and development	23	—	23	1,114	—	1,114
<b>Total charitable expenditure</b>	<b>23,836</b>	<b>12,211</b>	<b>36,047</b>	<b>27,574</b>	<b>12,710</b>	<b>40,284</b>
<b>Total expenditure</b>	<b>24,024</b>	<b>12,229</b>	<b>36,253</b>	<b>28,412</b>	<b>12,710</b>	<b>41,122</b>



#### 4. Total expenditure includes charges for:

	31.03.19	31.03.18
	£'000	£'000
Depreciation	650	720
Trustees' reimbursed expenses	4	4
Audit fees	48	34
Operating lease rentals	1,031	1,314

Audit fees for the year were £35,000 (2017–18: £31,000)

#### 5. Support costs

	31.03.19			31.03.18 (restated)		
	Staff costs	Overheads	Total	Staff costs	Overheads	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Support services	3,143	1,465	4,608	2,643	1,228	3,871
Governance	-	59	59	-	37	37
<b>Total</b>	<b>3,143</b>	<b>1,524</b>	<b>4,667</b>	<b>2,643</b>	<b>1,265</b>	<b>3,908</b>

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

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

None of the trustees have been paid any remuneration or received any other benefits for the year ended 31 March 2019 (2017–18: £nil). Expenses reimbursed to seven trustees of £3,774 (2017–18: ten, £3,596) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

## 7. Staff costs

	31.03.19 £'000	31.03.18 £'000
<b>7.1 Analysis of staff costs</b>		
Wages and salaries	22,596	24,899
Social security costs	1,976	2,333
Pension costs	1,056	1,164
<b>Total</b>	<b>25,628</b>	<b>28,396</b>
<b>Other staff costs</b>		
External consulting	379	593
Redundancy and termination	210	475
Agency staff	147	321
<b>Total</b>	<b>736</b>	<b>1,389</b>
<b>Total staff costs</b>	<b>26,364</b>	<b>29,785</b>

Redundancy costs paid in the year were £0.21m (2017–18: £0.41m). Agency staff comprises staff to provide long-term illness and vacancy cover.

### 7.2 Key management personnel

	31.03.19 £'000	31.03.18 £'000
Remuneration to key management personnel	525	768

The key management personnel are listed on page 50.

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

	31.03.19 Number	31.03.18 Number
£60,001–£70,000	4	10
£70,001–£80,000	1	—
£80,001–£90,000	1	1
£90,001–£100,000	1	1
£140,001–£150,000	—	1
<b>Total</b>	<b>7</b>	<b>13</b>

The total pension contributions for the above higher paid staff were £28,009 (2017–18: £38,908).

### 7.4 Number of employees

The average number of employees is split as follows:

	31.03.19 Number	31.03.18 Number
Support and management	69	89
Service delivery	814	920
National Homicide Service	40	48
<b>Total</b>	<b>923</b>	<b>1,057</b>

Annual leave carry-over at 31 March 2019 was calculated at £252,703 (2017–18: £149,841) which is 0.07% of total expenditure. No provision has been made for this amount as it is not material.

### 7.5 Volunteers

A total of 1,496 (2017–18: 1,146) volunteers generously gave 65,412 (2017–18: 103,044) hours of their time to Victim Support in 2018–19.

## 8. Property, plant and equipment

	Freehold property £'000	Long leasehold £'000	Fixtures & fittings £'000	Office equipment £'000	Software & IT infrastructure £'000	Total £'000
<b>Cost</b>						
At 1 April 2018	427	287	45	49	4,884	5,692
Additions	—	—	—	—	—	—
Disposals	(427)	—	—	—	—	(427)
<b>At 31 March 2019</b>	—	287	45	49	4,884	5,265
<b>Depreciation</b>						
At 1 April 2018	(172)	(200)	(43)	(49)	(2,684)	(3,148)
Charge for the year	—	(21)	(2)	—	(627)	(650)
Disposals	172	—	—	—	—	172
<b>At 31 March 2019</b>	—	(221)	(45)	(49)	(3,311)	(3,626)
<b>Net book value at 31 March 2019</b>	—	66	—	—	1,573	1,639
<b>Net book value at 31 March 2018</b>	255	87	2	—	2,200	2,544

## 9. Operating lease commitments

Total commitments under operating leases were as follows:

	31.03.19 £'000	31.03.18 £'000
Expiring within one year	639	703
Expiring between two and five years	1,377	2,572
<b>Total</b>	<b>2,016</b>	<b>3,275</b>

## 10. Investments

### 10.1 Investments in subsidiaries

Victims Support Limited (02609147) and VS Trading (Cornwall) Limited (04631310), companies incorporated in England and Wales, are wholly owned by the charitable company.

The registered office of each company is the same as that of Victim Support and can be found on page 50.

Audited results for both companies are filed with the Registrar of Companies. A summary of the results for the year and the financial position at 31 March 2019 are shown in the table below.

	Victims Support Limited		VS Trading (Cornwall) Limited	
	31.03.19 £	31.03.18 £	31.03.19 £	31.03.18 £
Turnover	59,324	64,174	6,877	6,951
Cost of sales	(23,091)	(24,296)	(227)	(1,752)
<b>Gross profit</b>	<b>36,233</b>	<b>39,878</b>	<b>6,650</b>	<b>5,199</b>
Administrative expenses	(36,983)	(35,183)	(3,548)	(3,884)
<b>Operating (loss)/profit</b>	<b>(750)</b>	<b>4,695</b>	<b>3,002</b>	<b>1,315</b>
Donation to Victim Support	(4,695)	—	(3,168)	(1,315)
<b>Reported (loss)/profit</b>	<b>(5,445)</b>	<b>4,695</b>	<b>(166)</b>	<b>—</b>
<b>Statement of financial position</b>				
Debtors	12,474	15,027	—	—
Cash at bank	3,861	508	1	167
Creditors	(7,085)	(840)	—	—
<b>Net assets</b>	<b>9,250</b>	<b>14,695</b>	<b>1</b>	<b>167</b>
<b>Cost of investment</b>	<b>10,000</b>	<b>10,000</b>	<b>1</b>	<b>1</b>



## 10.2 Current investments

	31.03.19 £'000	31.03.18 £'000
Market value at 1 April	2,031	5,495
Disposal in the year	(2,184)	(3,483)
Net gain on revaluation	153	19
<b>Carrying value (market value) at the end of year</b>	<b>—</b>	<b>2,031</b>
<b>Historical cost</b>	<b>—</b>	<b>2,017</b>

The current investments were short-dated UK and international securities held in managed multi-asset funds.

## 11. Debtors

	Consolidated		Charity	
	31.03.19 £'000	31.03.18 £'000	31.03.19 £'000	31.03.18 £'000
Trade debtors	2,445	3,285	2,426	3,229
Inter-company debtors	—	—	7	46
Other debtors	60	100	60	100
Prepayments	767	674	767	674
Accrued income	1,093	1,059	1,093	1,058
<b>Total</b>	<b>4,365</b>	<b>5,118</b>	<b>4,353</b>	<b>5,107</b>

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

	Consolidated		Charity	
	31.03.19 £'000	31.03.18 £'000	31.03.19 £'000	31.03.18 £'000
Trade creditors	884	818	882	818
Taxation and social security	1,616	1,345	1,615	1,339
Other creditors	201	212	194	163
Accruals	433	502	437	502
Deferred income	716	524	715	524
<b>Total</b>	<b>3,850</b>	<b>3,401</b>	<b>3,843</b>	<b>3,346</b>

## 13. Deferred income

	01.04.18 £'000	Deferred in the year £'000	Released in the year £'000	31.03.19 £'000
<b>Total</b>	<b>524</b>	<b>599</b>	<b>(407)</b>	<b>716</b>

## 14. Provisions for liabilities

	01.04.18 £'000	Movement in provision £'000	31.03.19 £'000
<b>Total</b>	<b>492</b>	<b>(100)</b>	<b>392</b>

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

## 15. Analysis of net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	31.03.19 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	31.03.18 Total funds £'000
Fixed assets	1,639	—	1,639	2,544	—	2,544
Current assets	8,386	2,617	11,003	4,496	4,609	9,105
Current liabilities	(3,344)	(506)	(3,850)	(1,490)	(1,911)	(3,401)
Provision for liabilities	(392)	—	(392)	(492)	—	(492)
<b>Total</b>	<b>6,289</b>	<b>2,111</b>	<b>8,400</b>	<b>5,058</b>	<b>2,698</b>	<b>7,756</b>

## 16. Movement in funds

	01.04.18 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	Gains and losses £'000	31.03.19 £'000
<b>16.1 Restricted funds</b>						
MoJ grants						
National Homicide Service	120	3,359	(3,438)	—	—	41
<b>Total</b>	<b>120</b>	<b>3,359</b>	<b>(3,438)</b>	<b>—</b>	<b>—</b>	<b>41</b>
Central restricted funds						
Supportline	5	—	(5)	—	—	—
Other restricted	118	(10)	(25)	—	—	83
<b>Total</b>	<b>123</b>	<b>(10)</b>	<b>(30)</b>	<b>—</b>	<b>—</b>	<b>83</b>
Restricted by location						
Wales and West	337	2,789	(2,874)	4	—	256
London	984	3,799	(4,000)	16	—	799
Northern England and East Midlands	794	988	(1,046)	(11)	—	725
South East	340	723	(841)	(15)	—	207
<b>Total</b>	<b>2,455</b>	<b>8,299</b>	<b>(8,761)</b>	<b>(6)</b>	<b>—</b>	<b>1,987</b>
<b>Total restricted funds</b>	<b>2,698</b>	<b>11,648</b>	<b>(12,229)</b>	<b>(6)</b>	<b>—</b>	<b>2,111</b>
<b>16.2 Unrestricted funds</b>	<b>5,058</b>	<b>25,096</b>	<b>(24,024)</b>	<b>6</b>	<b>153</b>	<b>6,289</b>
<b>Total funds</b>	<b>7,756</b>	<b>36,744</b>	<b>(36,253)</b>	<b>—</b>	<b>153</b>	<b>8,400</b>

**Note 16 continued**

	01.04.17 £'000	Incoming resources £'000	Outgoing resources £'000	Transfer between funds £'000	Gains and losses £'000	31.03.18 £'000
<b>16.1 Restricted funds</b>						
<b>MoJ grants</b>						
National Homicide Service	221	3,306	(3,313)	(94)	—	120
<b>Total</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	—	150	(145)	—	—	5
Freehold property reserve	138	—	(9)	(129)	—	—
Other restricted	35	450	(441)	74	—	118
<b>Total</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	358	2,560	(2,519)	(62)	—	337
London	994	4,113	(3,905)	(218)	—	984
Northern England and East Midlands	1,496	1,402	(1,201)	(903)	—	794
South East	511	894	(1,177)	112	—	340
<b>Total</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>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>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>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 £3.4m (2017–18: £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 in 2017–18 to match the treatment of the associated freehold property which was not classified as restricted.

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

## 17. Related party transactions

Other than transactions with the subsidiary company (Victims Support Limited) there were no related party transactions during the year (2017–18: nil). Transactions with the Victim Support charity in the year totalled £41,678 (2017–18: £35,183) which related to costs incurred by the trading company on victim awareness courses, paid by the charity on behalf of the subsidiary. At 31 March 2019 Victim Support was owed £3,846 by Victims Support Limited (2017-18: Victim Support owed £4,318 to Victims Support Limited).

## 18. Financial instruments

The value of financial instruments, at amortised cost was:

	31.03.19 £'000	31.03.18 £'000
Financial assets	10,237	6,388
Financial liabilities	(1,908)	(2,023)

Financial assets are defined as Cash plus debtors (excluding prepayments and anything owed by HMRC). Financial liabilities are defined as Creditors (excluding deferred income and anything owed to HMRC).



# THANK YOU

## Our people

Thank you to our **923** staff and **1,496** 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 2018, women's mean pay at Victim Support was 11.9% lower (April 2017: 17.6% lower) than men's, while women's median pay was 7.0% (April 2017: 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. 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. The average salary for female and male staff is shown below:

	Female	Male	Gender Pay Gap		
Mean	£24,503	£27,807	£3,304	11.9%	Lower
Median	£22,838	£24,563	£1,726	7.0%	Lower

	Female	Male
Quartile 1 (lowest 25%)	89%	11%
Quartile 2 (lower middle)	88%	12%
Quartile 3 (upper middle)	84%	16%
Quartile 4 (highest 25%)	73%	27%



# Our funders

**We are thankful to all the organisations who funded us in 2018–19:**

AA Drive Tech  
BBC Children in Need  
Bedford Borough Council  
Bell Foundation  
Big Lottery  
Birmingham City Council  
Bristol City Council  
Burnley Borough Council  
Bury Metropolitan Borough Council  
Cannock Chase District Council  
Cardiff City Council  
City of London Corporation / City of London Police  
Department for Education  
Doncaster Metropolitan Borough Council  
Dudley Community Safety Partnership  
Eurostar  
Foreign & Commonwealth Office  
Gateshead Borough Council  
General Medical Council  
Greater Manchester Combined Authority  
Hillingdon Community Trust  
Home Office  
Hull City Council  
Leeds Community Safety  
Lichfield District Council  
London Borough of Barking & Dagenham  
London Borough of Barnet  
London Borough of Bexley  
London Borough of Camden  
London Borough of Croydon  
London Borough of Ealing  
London Borough of Hammersmith & Fulham  
London Borough of Haringey  
London Borough of Havering  
London Borough of Islington  
London Borough of Lewisham  
London Borough of Merton  
London Borough of Redbridge  
London Borough of Richmond  
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)  
Ministry of Justice  
Newcastle City Council  
NHS Bromley Clinical Commissioning Group  
People's Postcode Trust  
Police and Crime Commissioner for Avon and Somerset

Police and Crime Commissioner for Cumbria  
Police and Crime Commissioner for Devon & Cornwall  
Police and Crime Commissioner for Dorset  
Police and Crime Commissioner for Essex  
Police and Crime Commissioner for Gloucestershire  
Police and Crime Commissioner for Gwent  
Police and Crime Commissioner for Hampshire and the IoW  
Police and Crime Commissioner for Humber  
Police and Crime Commissioner for Kent  
Police and Crime Commissioner for Lancashire  
Police and Crime Commissioner for Lincolnshire  
Police and Crime Commissioner for Merseyside  
Police and Crime Commissioner for Norfolk  
Police and Crime Commissioner for North Wales  
Police and Crime Commissioner for North Yorkshire  
Police and Crime Commissioner for Northumbria  
Police and Crime Commissioner for South Wales  
Police and Crime Commissioner for South Yorkshire Police  
Police and Crime Commissioner for Staffordshire  
Police and Crime Commissioner for Suffolk  
Police and Crime Commissioner for Surrey  
Police and Crime Commissioner for Sussex  
Police and Crime Commissioner for Warwickshire  
Police and Crime Commissioner for West Mercia  
Police and Crime Commissioner for West Midlands  
Police and Crime Commissioner for West Yorkshire  
Police and Crime Commissioner for Wiltshire  
Radian  
Rise Mutual  
Royal Bank of Scotland  
Royal Borough Kensington & Chelsea  
Redbridge Council for Voluntary Services  
Rochdale Metropolitan Borough Council  
Rossendale Borough Council  
Sandwell Metropolitan Borough Council  
Solihull Metropolitan Borough Council  
South Gloucestershire Council  
South Tyneside Borough Council  
South Tyneside Homes  
Stoke on Trent City Council  
Trafford Borough Council  
Verisure  
Vivid Housing Association  
Wakefield Council  
Wakefield District Housing  
Walsall Metropolitan Borough Council  
Welsh Government  
West Sussex County Council  
Winchester City Council



# Our supporters

We are thankful to all those who have supported us in 2018–19, however we would particularly like to recognise the following individuals, organisations and community groups, and trusts and foundations, for making a significant contribution this year:

## Individuals

Ava Carpenter  
B J Kestelman  
B V Adyen  
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Sarah Jane Rowlands  
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Stacey Early  
Svetlana Pomeroy  
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William Roberts

## Organisations and community groups

Barlow Robbins Solicitors  
Bedfordshire Police  
Blackmore Vale Lions

Ecclesiastical Insurance  
Harpenden Village Rotary Club  
Hilti  
HSBC Bank  
Hydro Cleansing Ltd  
Inner Wheel Luton  
J Sainsbury plc  
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Mind  
NatCen  
Petersfield Town Council  
Philip Barnes & Co  
Rocal Group  
St Augustine's Church  
Sussex Police  
Take a Break Coffee shop – Exeter Courts  
Tea Bar Basildon Essex  
The Heart of England Conference & Events Centre  
The Lees School  
The Sir James Reckitt Charity  
University of Dundee  
Waitrose  
Waitrose – Canterbury  
Waitrose – Cirencester  
Waitrose – Lewes  
Worcester City Council

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Chatsworth House Trust  
Enterprise Rent-a-Car (Foundation Fund)  
G M Morrison Charitable Trust  
Jack Petchey Foundation  
John R Murray Charitable Trust  
Kings Court Trust  
Michael Varah Memorial Fund  
Millichope Foundation  
Patricia Routledge Charitable Trust  
PC Nicola Hughes Memorial Fund  
Savannah Charitable Trust  
Sir John Priestman Charity Trust  
Souter Charitable Trust  
Survivors Trust in Hull  
The Annandale Charitable Trust  
The Fulmer Charitable Trust  
The Moira Fund  
The Peter Courtauld Charitable Trust  
The Rainford Trust  
The Rothera Family Charity Trust  
The Zochonis Charitable Trust

# Reference and administrative details

Charity number: 298028  
Company number: 2158780  
Registered office: 1 Bridge Street, Derby DE1 3HZ  
Company Secretary: Tony Silcock  
Advisers  
Auditors: Crowe U.K. LLP St Bride's House, 10 Salisbury Square,  
London EC4Y 8EH  
Bankers: Lloyds Banking Group plc 25 Gresham Street, London EC2V 7HN  
Solicitors: Bates Wells Braithwaite 10 Queen Street Place, London EC4R 1BE

## Directors and Trustees

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

### Key management personnel:

#### President

HRH, The Princess Royal

#### Chair

Andrew Tivey

#### Vice-chair

Les Mosco

#### Treasurer

Elizabeth Dymond CBE

#### Trustees

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Jo Cumbley

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Roger Harding

Sarah Miller (to 11 November 2018)

Geoff Pollard

Will Sandbrook (to 11 November 2018)

Lianne Smith (from 11 November 2018)

Moyna Wilkinson

#### Senior Management Team

Diana Fawcett, Chief Executive 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 of Finance & People

Sara Vaughan, Service Director – Wales and West (to 31 May 2019)







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

For information and support, contact us by:

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

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

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