



VICTIM **50** SUPPORT

Championing victims and survivors since 1974



Supporting victims,
creating change

2023–24 Annual Report and Accounts

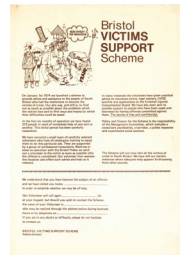
victimsupport.org.uk

Supporting victims and survivors for 50 years

Victim Support's work has expanded significantly since the first scheme was set up half a century ago. Today, with decades of experience in supporting victims we continue to deliver high quality and innovative support, and work to amplify victims' voices.

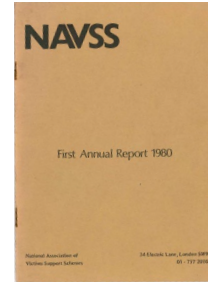
1974

The world's first charity for victims of crime begins providing practical help and emotional support as a team of volunteers from the Bristol Victims Support Scheme (BVSS) begins knocking on doors to people who have recently suffered crime. With the help of a £1,500 loan from Nacro, BVSS helps 500 people in the first five months.



1979

NAVSS (National Association of Victims Support Schemes) registers as a national charity with funding from private trusts and the Home Office's Voluntary Services Unit.



1981

To ensure victims across England and Wales receive a consistent service, minimum standards are introduced, and the police, social services and other charities join management boards. A design competition is held to find a new logo and the striking images of a victim holding their head in despair wins.



1986

By 1986, every county in England and Wales has at least one Victim Support local scheme, with a fund for £136,000 provided by the Home Office for local groups in financial difficulty. This year also sees a pilot support project being set up in Essex specifically to support families bereaved by murder or manslaughter.



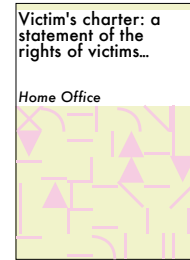
1988

To support people bereaved by murder, the Families of Murder Victims Project is launched, and in Bedfordshire, a Children as Victims of Crime Project begins.



1990

Victims get rights for the first time following publication of the *Victim's charter* which Victim Support helped create. The Charter sets out what victims are entitled to from the police, the courts and other parts of the criminal justice system.



1998

National Victim Supportline launches providing immediate support to callers. The Crime and Disorder Act defines 'antisocial behaviour' for the first time helping identify a new group of victims. Victim Support responds by creating local projects to support people who are not victims of a criminal offence but have support needs.



2003

The Witness Service now operates in every criminal court in England and Wales.



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2008

The merger of the local charities that make up Victim Support begins on 1 January.



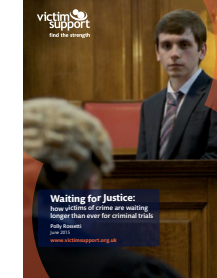
2013

Victims and their caseworkers feature in the critically-acclaimed Channel 4 Cutting Edge documentary *The Murder Workers*.



2015

VS publishes a report *Waiting for Justice* which looks at how victims of crime are waiting for criminal trials.



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2019

VS publishes a number of research reports, on the needs of those bereaved by homicide, the barriers to escaping abusive relationships and learnings from Domestic Violence Protection Orders.

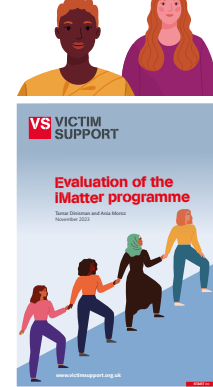


Victim support becomes part of the national Criminal Justice in Wales partnerships, setting objectives and goals to improve the experience of victims and witnesses across Wales.



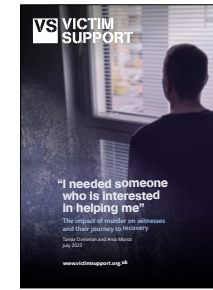
2021

We launch our national iMatter programme designed for women aged 16 and over who have been, or are currently, victims of domestic abuse.



2023

VS publishes a research report into the impact of murder on those who witness them. Our Homicide Service is expanded to support more people, including eyewitnesses of homicide and major criminal incidents.



1977

Communities across the country are encouraged to set up their own victim support schemes with guidelines and advice provided in partnership with Nacro.



1980

Support schemes for victims of crime spring up across the country. At the start of the year NAVSS has 20 members – by September there are 67. Dame Helen Reeves was appointed the first Director of the NAVSS.



1985

Recognising the need for specialist support for certain crime types, Victim Support set up working parties to develop new services for victims of sexual assault and for families bereaved by murder or manslaughter.

"On one occasion, I went round and spoke to a woman who had been assaulted. Her husband answered the door, the police report had been very vague as to who had assaulted her, but by their interaction, it was immediately obvious to me that there was a strange atmosphere... She led me into the dining room and said the best thing is if you give me your phone number and I'll call you from a friend's house."

Victim of crime

1987

Home Office gives £2 million in the first major core funding grant to Victim Support.



1989

The first Witness Service is set up following concerns that the support available to victims at court is limited.

1994

We now offer help to one million people a year. The Crown Court Witness Service is launched.



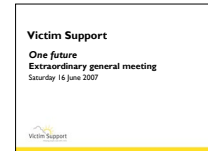
2002

Victim Support publishes the report *'Criminal Neglect'* highlighting the failure of public services outside the criminal justice system, such as health and housing, to provide for the needs of victims. A key recommendation is for a cross government approach to tackling crime.



2007

Members of Victim Support from across England and Wales vote at an extraordinary general meeting to create a single national charity to replace the existing federation.



2010

To ensure people bereaved by murder or manslaughter receive a consistent service and support across a range of needs, the Homicide Service is created. It uses paid staff to act as a single point of contact providing practical help for as long as victims need. Caseworkers are notified of violent deaths within 24 hours and provide specialist support until it is no longer needed.



2014

Elected police and crime commissioners begin taking responsibility for commissioning victim services following an increase in funding to £55.5million for victims services from central government.



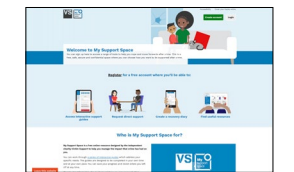
2017

VS responds to a year of horrific terror attacks in London, Manchester and abroad, contacting over 1,400 people affected. Following the attacks our Supportline begins to operate 24/7 with specially trained staff and volunteers on hand to ensure victims and their families access immediate support, advice and financial assistance. Supportline remains 24/7 to this day.



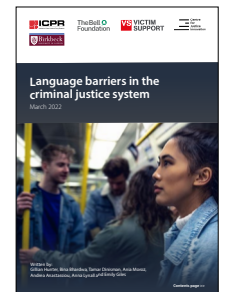
2020

We adapt our services to meet the challenges from the Covid-19 pandemic. Ensuring continued delivery, we develop new guidance materials to specifically address the new needs we are seeing from people most impacted. We launch our new interactive platform My Support Space providing a range of interactive tools to help manage the impact of crime. We made our live chat service available 24/7 for everyone living in England and Wales.



2022

As part of a two year Home Office funded project we develop resources for external agencies to improve the initial response and support to survivors of non-recent child sexual abuse. We publish a research report on language barriers in the criminal justice system in collaboration with Birkbeck, University of London and the Centre for Justice Innovation.



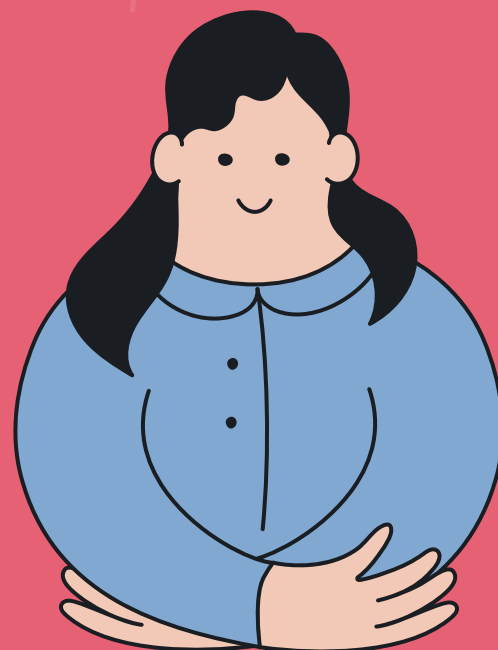
2024



CHAMPIONING VICTIMS AND SURVIVORS SINCE 1974

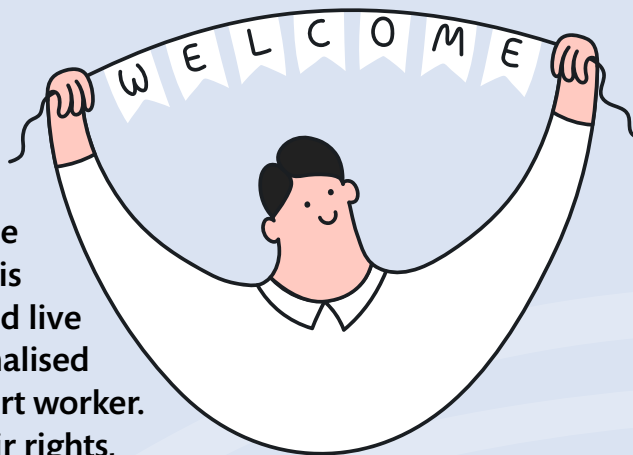
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Foreword

Over the past year, Victim Support's (VS) expert services have continued to provide a lifeline for victims in England and Wales: Some 787,000 people have accessed our services this year (through police referrals, support line and live chat) and we have provided specialist, personalised support to over 140,000 people from a support worker. Whether we are helping victims to access their rights, providing vital emotional support through unimaginably difficult times or campaigning for change – improving lives after crime remains at the heart of everything we do. That's why the theme of this report, and the title of our 2024–2029 strategy, is supporting victims, creating change.



Our mission has never been more important, given the enormous challenges facing victims today. These challenges are not new ones. Rather, long standing problems – ineffective courts and deteriorating trust in the police – have become chronic and victims' faith in the criminal justice system is at breaking point.

Sustained underinvestment has left courts across the country holding enormous backlogs. Victims face staggering delays, with some waiting as long as six years for their case to go to trial. At the end of 2023 there were 67,573 cases outstanding in the Crown Court, the highest figure on record since publication of statistics began in 2014. On average, cases take 262 days to go through the Crown Court: 52% longer than 2014 levels. For rape cases, this figure reaches 393 days, 58% higher than 2014 levels.

Meanwhile, public faith in the police is deteriorating rapidly. A recent [YouGov poll](#) revealed more than half of the public do not trust the police to solve crimes and over a third have no faith in the authorities to maintain law and order. This overwhelming lack of confidence is driven, in part, by police failing to tackle rudimentary crimes. In 2023 charging rates for burglary were at 3.9 per cent, while in nearly half of all neighbourhoods, police have failed to solve a single burglary in the past three years. These are sobering figures. But arguably more entrenched is the mistrust among women, stemming from the deluge of recent cases of police perpetrated abuse, particularly in the Metropolitan Police. Then there is the cold reality that in 2023, just three per cent of reported rape cases resulted in a guilty verdict. Such staggeringly poor justice outcomes only fuel the view of many women that the criminal justice system is not set up to serve them.

In this environment, independent victims' services, like ours, are more vital than ever – and we value the funding, which allows us to deliver them. But we must acknowledge the cost pressures facing us and the rest of the sector. Put simply, we are increasingly expected to deliver more support, with less money. Huge increases in reporting of sexual violence means more victims being referred on to services which do not have the capacity to support them, while changes to the nature of crime, like fraud, is creating new victim groups who need and deserve support.

Funding pots have not grown with this demand, or inflation, which presents challenges for an already underfunded sector.

Despite these deep rooted issues, the past year has seen some milestones worth celebrating. We have been keenly involved in shaping the Victims and Prisoners Bill, now the Victims and Prisoners Act, after it received royal assent in May. This landmark legislation will finally deliver national oversight of the Victims' Code, ensuring basic rights, such as the right for victims to receive information and be referred to support services, are monitored and enforced.

We have also seen governments and corporations increasingly recognise the need to get a handle on tech-enabled crime, which is rapidly spiralling. While the volume of fraud – now accounting for nearly forty per cent of all crime – drastically outweighs the resource devoted to tackling it, the launch of the Government's new **fraud strategy** is broadly a positive step. Similarly, moves from dating apps like **Tinder** and **Bumble**, who have introduced photo verification and mandatory ID checks, shows a willingness from corporations to start taking more responsibility for the abuse perpetrated on their platforms. In turn, we have responded to the needs of victims, introducing new fraud support services, to help the thousands targeted on a daily basis to recover, and recoup their stolen money.

We have also witnessed technology change the nature of other crimes like sexual violence. **Cyber flashing** is now a criminal offence and in our services, we have seen a dramatic rise in the number of sextortion victims seeking support and we have had to adapt to meet this need.

Meanwhile, we have been exploring how we can expand our digital offering to better support victims. This year we developed an app version of our online support platform, My Support Space, which offers advice and coping strategies for a broad range of crimes. So, while technology presents enormous challenges, it could also offer solutions for innovative and diverse ways of reaching and helping victims.

What next?

This year marks VS's 50th birthday and our staff have a host of exciting events planned up and down the country to celebrate. Not least, our event in parliament, bringing together politicians and thought leaders to discuss what the future of victims' services looks like. We are working closely with the new Government to ensure victims' voices are heard at the highest levels.



The Victims and Prisoners Bill getting royal assent was a special moment – we now need to turn our focus to making sure that it delivers for victims and truly brings about the change they need.

Our new strategy, which has just launched, lays out our vision for a future where victims' rights are respected, their voices are heard, and they feel well supported – setting the direction of our work for the next five years. As we move forward in this goal, we will ensure that no one is left behind.

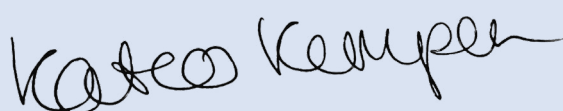
This includes those suffering the debilitating effects of persistent antisocial behaviour. We will be campaigning to improve how local authorities, law enforcement, housing providers and other services, treat these victims, while also calling for more support services for anyone experiencing antisocial behaviour.

Improving experiences at court will be another key focus. Driving down wait times is not within our gift – but we can, and will, put pressure on government to do so. We will also advocate for victims, ensuring they are receiving access to special measures and highlighting the importance of roles like Independent Sexual Violence Advocates in supporting victims through the criminal justice system. Finally, in the face of adversity, we are more determined than ever to keep innovating and improving our vital services. We want to thank our commissioners, funders and supporters for putting their trust in us – and to our incredible staff for their outstanding work and tireless commitment to supporting people through adversity. If working with victims has taught us anything, it is that people can rebuild their lives after trauma – but they need help along the way. That help must be of the highest standard, tailored to the unique needs of each individual – that’s what we will deliver.

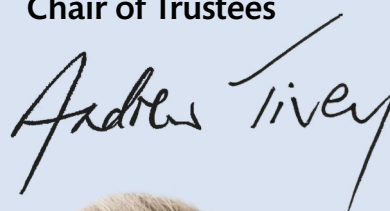
We can only deliver our services and support victims if we receive adequate funding. The impact of the rises in employers National Insurance contributions from April 2025 will have a significant impact on victims’ services. Organisations that deliver essential services to victims and survivors will face increased costs at a time when demand for their support is increasing.

We believe action is needed. We are calling on the Government to increase the budget for victims’ services to cover these increased costs. Without additional funding, the planned changes will have a detrimental impact on the whole sector and the ability of victims and survivors to access vital support.

Katie Kempen
Chief Executive Officer



Andrew Tivey
Chair of Trustees



About us

VS makes a profound difference to the lives of the people we support.

We provide free, independent and confidential support to people affected by crime or traumatic events, helping them move forward with their lives. We also work to understand the issues that victims and witnesses face and bring about positive change.



We are local
– our skilled local staff and volunteers are embedded in the communities in which they live and work (see page 9).

We are national
– we provide some services for people across the whole of England and Wales (see page 9).

We are independent
of the police, the government, local authorities, immigration services and the criminal justice system.

We are inclusive
and positively strive to meet the needs of different people and take deliberate action to create environments where everyone feels respected.

We make a difference
and ensure the quality of all our services through our continual improvement approach.

Our purpose

We exist to support victims to move forward and bring change through their voice.

Our vision

We are working towards a future where victims’ rights are respected, their voices are heard, and they feel well supported.

Our mission

We provide a range of specialist services for victims, witnesses and survivors that are tailored to individual needs and informed by evidence.

We:

- **Enable** them to feel safer and more informed about strategies to reduce risk.
- **Empower** them to access their rights and entitlements.
- **Listen** with compassion, validate their experiences and help them move forward.
- **Support** them to be heard and campaign for improvements in victims’ rights.



VS services in England and Wales

Local services

We deliver local services in 31 areas throughout England and Wales. They are funded by their local Police and Crime Commissioner/Mayor's Offices, and by other local funders, and ensure the provision of vital victim support services that meet local needs and priorities.

These local services are supported by our National Resilience Team who cover vacancies or respond to surges in demand.

National services

VS delivers the National Homicide Service (England and Wales), supporting bereaved families affected by murder or manslaughter (see page 12). We also deliver the Wales Hate Crime Report and Support Centre (see page 13).

We believe that every person affected by crime should have access to independent victim services. To prevent a postcode lottery for victims, our national digital and telephony services are available to anyone in need throughout England and Wales, including in the 12 counties where we are not commissioned to provide a local service. They are:



Supportline: 08 08 16 89 111

– a free 24/7 telephone service



Live chat

– free 24/7 messaging service



My Support Space

– online self-help platform and app



What we do

We support victims

Experiencing crime can be life-changing. It may result in trauma and affect day-to-day life, including wellbeing and sleep. It may also affect relationships with a partner, with family and friends as well as with work colleagues. Furthermore, it can be hugely challenging to navigate the criminal justice system and know your rights as a victim of crime.

SAFETY

We help people feel safer and more secure

INFORM

We help people understand their rights and feel empowered

VALIDATE

We ensure people feel listened to and understand their experience

REFLECT

We help develop strategies for coping with daily life and build resilience

CONNECT

We ensure people have strong networks and have their voices heard

We create change

We are independent of the police, the government, the local authorities and the criminal justice system. This independence allows us to speak out and champion victims' rights for the benefit of everyone affected by crime, both now and in the future.

- We share and amplify the voices of victims
- We speak with an informed national voice
- We help shape legislation, policy and practice
- We collaborate with other organisations.

"My court case being pushed back had a massive effect on my mental health... – he's literally shattered me. He's shattered me physically and he's shattered me mentally. When you break a glass, you can't put that glass back together, and that's what I feel like he's done to me.

"Normal people who come from where I come from – we need to have a voice. I want to be that voice. When it's an average person, a working class person, a person that's on a low income, a person of a minority, it's like our story doesn't matter... there are people who will listen. It is lonely, it is hard, it is isolating, but communicating is key.

"My ISVA was called Sally and she was brilliant. In fact, she saved my life and I wouldn't have been able to get through it all without her. She was ... super helpful and really knew about the criminal justice system and was able to guide me through that."

DA survivor supported by VS

Jenna* outlines her role as an Independent Sexual Violence Advisor (ISVA)

There is no typical day for an ISVA, our work can be fast-paced, varied, and at times, time-critical.

Although we provide a similar range of support to all our clients, every case is different and each victim responds to significant trauma in different ways meaning each case needs bespoke interventions.

Every client's needs are different. We take into account the varying needs and abilities of clients and try to promote an accessible service for all.

Many of our calls may be assisted through interpreting services. In these cases, we are vigilant to ensure that any criminal justice agencies are also taking the necessary steps to allow the client to understand what is being offered as well as be understood. We request that interpreters/intermediaries are used when necessary.

We provide a lot of reassurance to those we support, normalising trauma responses, and the impacts of trauma that they may be experiencing. We can promote healthy coping strategies, explore pathways of support that may increase their support networks, and have regular check-ins so that the client is able to have a safe space to discuss the impacts of their experiences.



We are careful to place boundaries in the work we undertake, to ensure that evidence and the criminal justice process is not undermined. We do not discuss the evidence with our clients, nor the experience of the sexual violence itself. We ensure the client is aware of the limitations of our role and will seek to explore other support where their needs fall outside of the ISVA scope.

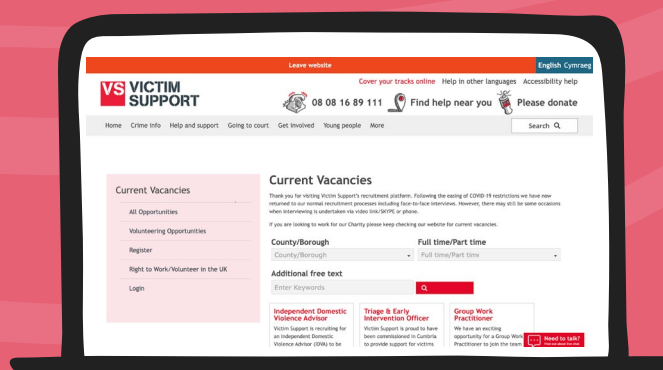
Being an ISVA has its challenges, it is hard to see the frustration and upset a client feels when trial or sentencing hearing has been adjourned and feeling powerless that nothing can be done to provide comfort.

This is sometimes the case after years of waiting for a case to even get to court. Similar emotions come to the fore when cases result in acquittal. After years of support and getting to court this is by far the hardest part of the role of an ISVA. This is sometimes the case after years of waiting for a case to even get to court.

However, the best part of being an ISVA is seeing how far a client comes physically and mentally after the huge trauma of a sexual offence.

*Name changed to protect identity.

Find out more about ISVA and other roles on the [VS website](#).



Our services

We provide a wide range of crime-specific and multicrime services. Our services work closely with partner organisations to reach all communities and ensure those affected get the most appropriate help and support. Some examples include:



Multicrime

Our local multicrime services help victims, witnesses and supporters of those who have experienced a crime. These services are needs-based, meaning every victim has the opportunity to access support if they need it, to reflect the range of impact crime can have regardless of crime type. They provide a lifeline for many victims who have nowhere else to turn. A high proportion of victims supported within multicrime services includes victims and survivors of serious violence, standard and medium risk domestic abuse and sexual harassment and non-contact abuse.

Our support is personalised to the individual and we will help victims to understand the impacts the crime has had on them and build strategies to help manage daily life. We can work on a safety plan, provide information on rights, entitlements and the criminal justice system, collaborate with other agencies and strengthen support networks.



Terrorism and other major incidents of crime

We provide a national response to terrorism and major incidents of crime. We have a specialist virtual caseworker team based at our National Contact Centre in Cardiff that can provide immediate support and information in the event of a major incident to anyone who has been affected.



Domestic abuse

We offer a range of services to people who have experienced domestic abuse, including where no report has been made to the police. The vast majority of victims-survivors of domestic abuse and our service users are female. We provide them with holistic support that recognises the impact of violence against women and girls. We also provide support to male, trans and non-binary people who have experienced domestic abuse, with services that recognise and respond to their needs.

Our support is victim-led and based on what the individual needs. We undertake

a detailed needs and risk assessment and then develop an individualised safety and support plan aimed at reducing risk. We advocate with a range of agencies including health, housing, civil and criminal agencies to help victims to access support and services that they are entitled to, to live free from harm. Our new service model and resources also help us to consider the impact of domestic abuse in the broader context of victimisation and ensures that support is trauma informed. In many of our contracts, VS is uniquely placed to support victims regardless of crime types so where a victim of domestic abuse is impacted by other crime we can provide holistic person-centred support.

As part of our domestic abuse portfolio, we provide voluntary perpetrator programmes to tackle the root cause of domestic abuse through healthy relationship education and support programmes. These prevention programmes aim to support changes in a perpetrator's mindset and behaviours to prevent repeat offences and to reduce prevalence of domestic abuse.



Sexual violence

Our Independent Sexual Violence Advisors (ISVAs) help people who have been raped or who have experienced other sexual offences (see page 11). This includes helping survivors to take the action that is right for them, supporting them in choosing whether or not to report the crime, coordinating with health and other support services and helping them to navigate the criminal justice system.

393 days – the average time for a rape case to reach Crown Court



National Homicide Service

We provide the National Homicide Service in England and Wales, supporting families who have been bereaved by, or witness to murder and manslaughter at home and abroad. The service is offered to bereaved

families by their police family liaison officer, the Foreign, Commonwealth and Development Office, other agencies or by self-referral.

We provide confidential and independent support to bereaved families. Caseworkers put together a support plan personalised to the individual and support is available for as long as needed. We can assist with funeral arrangements, help manage the legal and financial issues that arise such as benefits and probate, and provide help navigating the criminal justice system including the coronial process. We will also help individuals to understand thoughts, behaviours and reactions to trauma and their bereavement. This can include referrals for specialist counselling and other services for both adults and children affected.

89% of people felt that the support provided by the National Homicide Service helped them to better cope and recover from their trauma

VS Children and young people

CYP

We have a growing number of services providing specialist support to children and young people (CYP) who have experienced crime or a traumatic event. With a mix of crime-specific CYP services and multicrime CYP services, support is delivered both in person and through the use of technology, offering CYP one-to-one support, access to group work programmes and peer support opportunities, as well as universal prevention and awareness sessions. These services provide high-quality support, designed to identify and reduce risks, recognise and increase protective factors, and develop coping strategies to increase levels of resilience.

VS Fraud

FRAUD

We help those who have been defrauded by ensuring they are safe, informed and advised about their rights and entitlements. We provide support to recover from the impacts of fraud, and ensure that victims are connected to the people and networks that will help prevent future fraud. We also support people to share their experiences with others in order to support other victims and raise awareness about the dangers of fraud.

Pauline, a 58-year-old woman, was a victim of romance fraud, sending the scammer and his accomplices £315,000 over a two-and-a-half year period. She met the perpetrator online and within a few weeks he was using fake scenarios to extract money from her including alleged business problems, the death of his daughter and his kidnapping by loan sharks.

"We were extremely romantic, had audio daily and we texted incessantly. He would text me all times of the day and night - it might have been 5am and he was thinking of me, that kind of thing... In photos he looked like a nearly perfect image of a man and it got to the point I was deeply in love with him.

"It took Lisa [VS support worker] a long time to make me understand I am a victim and not an idiot and it's the scammers who are the bad people...

"Victim Support were there for me when I needed them and I would recommend them one hundred per cent. In the early stages you might not want to talk to anyone but down the line you realise it is nice and, in a way, it's much easier to talk to someone you don't know at all."

VS Hate crime

HATE CRIME

We support those who have experienced hate crime. This includes the team delivering the Wales Hate Support Centre, a specialist hate crime service funded by the Welsh Government. The centre provides direct support to adults and young people affected by hate crime, third party reporting, hate crime training and engagement and partnership working across Wales.

VS Antisocial behaviour

ANTISOCIAL BEHAVIOUR

We advocate for victims by speaking to different agencies on their behalf, help them to understand the process of tackling antisocial behaviour, provide advice on personal safety and home security, and equip victims with the necessary tools to effectively report it. We also support them through mediation and the court process.

Ethan* and his wife have experienced persistent antisocial behaviour

Ethan and his wife have been the victims of persistent antisocial behaviour for more than three years including abuse, intimidation and harassment from a neighbour and her family.

The antisocial behaviour has included loud noises at all hours of the day, food waste tipped on their drive, swearing, standing on their lawns and flower beds and shining car headlights into their living room.

They are annoyed at the police who had been little help, but have worked with the council to secure a civil injunction which has recently been served on the neighbour. VS attended court with the victims and has provided support, feedback and practical advice and suggestions.

Ethan says "It's been really stressful and the quality of our life is just awful. I mean, in the last 90 days or so we've been woken up at least 25 times after midnight. My wife's anxiety levels have been through the roof and I've lost over a stone in weight and have been hospitalised. Last year I got into a bit of difficulty and had to go to hospital and my wife says it's because of all the stress and, looking back on it, it probably was.

"In terms of the criminal justice system everything seems to be in favour of the perpetrator and there's not enough for the victim. You have really got to go out of your way to prove what they are doing to you – and I have proved it no end – but it then gets thrown back in your face. And everything takes so long. People need to react to victims a lot quicker and when they say they are going to do something they need to act upon it.

"We've had a very good caseworker who came to court with me. She listens to me and is very empathetic and she has given me feedback. From a practical point of view she has asked questions of the police and at one point she talked about whether mediation with the neighbour would be an option."

*Name changed to protect identity.



Watch this space for more information on our ASB campaign

"Time and again antisocial behaviour victims fall through the gaps when they try to do something about their situation. They are passed from pillar to post, between housing providers, the council and police, with no one taking action. By the time people reach our services, many say that they have exhausted all options and have nowhere left to turn. Instead of the current postcode lottery that exists around services like ours, victims need fully funded, robust support to catch them after they've reported."

Katie Kempen, CEO

2023–24 in numbers

OVER 730,000

people were contacted by VS and offered information and support



OVER 33,000

live chats were handled by VS



OVER 24,000

calls to our 24/7 Supportline were answered



OVER 140,000

people received personalised support from a support worker



OVER 6,700

pieces of print, broadcast and online coverage that mentioned VS and our support for victims



2.3 million

users visited the VS website for information and support



1,458

people who were supported by our National Homicide Service including:



1,114 people bereaved by homicide

117 eyewitnesses

227 children and young people



Trustees' report

Achievements and performance

We said we would empower more people with specialist support and advocacy to feel safer and move beyond the impact of the harm they have experienced. We said we'd achieve this by providing specialist support, building resilience and contributing to people feeling safer.

We continued to develop and grow our knowledge, practice and services in relation to sexual violence, fraud, domestic abuse and children and young people.

Sexual violence

A significant amount of work has taken place to identify and implement continuous development and learning in the sexual violence space. This includes a VS-wide staff survey to identify areas of continual development, an internal audit focusing on support provided to victims and survivors of image-based sexual abuse, and the creation of a supporters' forum for frontline workers across VS to meet, share best practice, and grow in a safe and supportive space.

A new local group programme was developed for female victim-survivors of sexual violence, and new sexual violence support materials were developed for My Support Space (see page 19).



In December 2023 the Lord Chancellor and Justice Secretary, Alex Chalk, visited VS as part of 16 days of action against gender based abuse, and recorded an interview with the Michaela-Clare Addison, National Sexual Violence Lead, to promote the role of ISVAs.

Throughout the year VS worked to highlight the voices and experiences of victims/survivors with stories featuring in media such as BBC Radio London, The Stylist, Good Housekeeping and the BBC (print). Frontline ISVAs have reported the positives of victim-survivors knowing that VS are advocating for wider change to their experiences on a national level.

**BBC RADIO
LONDON**

STYLIST Good Housekeeping

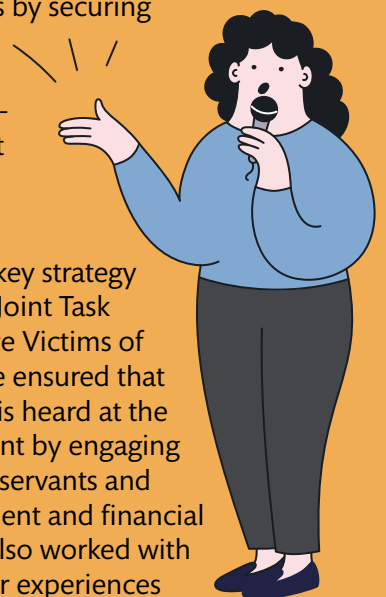
Fraud

Our Fraud Community of Practice (CoP), made up of VS staff and volunteers from England and Wales, hosted expert speakers on a range of topics, including identity fraud, banking fraud, cryptocurrency fraud, and economic crime and domestic abuse. Fraud CoP members also developed a new risk assessment tool to identify victims who are at risk of harm due to the impacts of fraud. This new tool will help us to more effectively identify those victims who are most at risk of harm due to the unique impacts of fraud, ensuring a tailored personal response to their specific support needs.

We expanded our fraud support offer, launching a new service to support Nationwide customers affected by fraud. We are in discussion with another bank about potential additional services in 2024.

We continued to build on the success of local peer support programmes by securing funding from Lloyds Banking Group to for a two-year pilot to trial one-to-one and group support for victims impacted by relationship fraud.

We used our expertise in key strategy forums such as the Fraud Joint Task Force and the Home Office Victims of Fraud Group, and we have ensured that the experience of victims is heard at the highest level of government by engaging with ministers, senior civil servants and those in the law enforcement and financial services sector. We have also worked with fraud victims to share their experiences in the three government and industry consultation responses VS submitted in 2023.



**Fraud accounts for nearly
40% of all crime**

Alison* was left traumatised after being defrauded

Alison lost more than £200,000 as a victim of a relationship fraud. Over the following 18 months Alison was supported by one of our fraud caseworkers after her bank refused to reimburse her. As well as helping Alison appeal to the bank, she was also supported to make a complaint to the Independent Office of Police Conduct when her local police force declined to investigate the fraud. She also had to appeal to the Financial Ombudsman when her bank refused to refund her losses. Alison has since been reimbursed in full. She has also received an apology from the police, who have now opened an investigation into the fraud.

Alison agreed to share her story in our evidence submission to the Home Affairs Select Committee. This enabled us to bring to the attention of those who make the law the devastating impacts of fraud and the routine failures of redress for its victims.

Alison said: "I am traumatised by what he did to me. It stains my life now for the rest of my days. I am now financially secure again. The relief is overwhelming and the healing process is well under way. If this could happen to me, it could happen to anyone."

*Name changed to protect identity.



Children and Young People

The WeMatter pilot (a service which delivers online group/peer support to children experiencing domestic abuse) was evaluated by the VS research team. The outcomes from the WeMatter wellbeing surveys and interviews are highly positive in terms of children and young people's overall experience of the programme.

"WeMatter has the potential for considerable expansion as a service in its own right and as a complementary offering for CYP and wider family support."

Extract from WeMatter evaluation report

Following the evaluation the WeMatter service has been rolled out nationally.

We have seen other innovative examples of our specialised support and advocacy helping young people feel safer and heard, for example our children and young people homicide service advocating for young people to receive support in safe settings like schools, and early intervention projects in primary schools empowering children, parents and teachers to speak out to ask for help after crime.

Our new children and young people training and toolkits have been co-created with our

community of practice and are based on the experiences of young people. These have been successful in providing consistent and holistic approaches in helping young people feel safer.

**Children & Young People Now
Awards 2022**

Winner





Ben Donagh, VS's Children and Young People National Lead was awarded CYP Champion of the Year at this year's CYP Now Awards ceremony.

Ben received this prestigious award following nomination by colleagues at VS who shared Ben's achievements and passion to amplify the voices of children and young people impacted by crime and drive improvements.



Domestic abuse

New homicide e-learning was introduced for staff and volunteers, including resources on coercive and controlling behaviour, stalking in domestic abuse cases, violent resistance, suicide and domestic abuse and conspiratorial homicide (so-called honour-based abuse).

Alongside a host of expert webinars, a two-day staff conference focusing on domestic abuse was held in Birmingham in October. The conference

included a number of expert speakers including Nicole Jacobs, Domestic Abuse Commissioner.

As part of a range of activities during the 16 days of action against Violence Against Women and Girls, a webinar was held with input from an expert speaker on technological abuse and VS joined the social media campaign using the campaign hashtag #16DaysOfActivism



Victim Support @VictimSupport · Dec 1, 2023

As part of #16DaysOfActivism, we're sharing four ways you can be an ally to women and girls, helping to end gender-based violence.

It doesn't matter if it wasn't reported to the police, we're here for all victims of crime.

📞 08 08 16 89 111

victimsupport.org.uk/live-chat



How can I be an ally to women and girls to help end gender-based violence?

Listen

When a survivor of abuse is telling you their experience, it's important to listen and believe them.

Hold each other accountable

If a friend or family member is using misogynistic terms, if it's safe to do so, call them out on it.

Understand consent

Only a freely given, informed and enthusiastic 'yes' is acceptable. She can change her mind too.

Be a role model

Challenge unacceptable actions and role model healthy behaviours in relationships to help raise awareness.

We said we would develop new services that will meet new and emerging need. We said we would reach more people who do not report a crime or engage with services.



We improved the Victim Support website

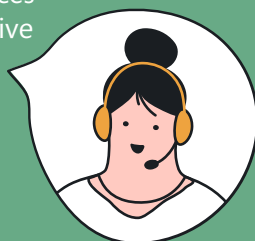
We reviewed the information contained on the VS website and took steps to further improve and develop this content. This included adding more information and resources about emerging crime types such as sextortion and online image-based abuse.

We worked to optimise the website to ensure that people would be able to find the information they needed when they typed related terms into search engines. The majority of the 2.3 million users who visited the site in 2023–24 found the VS website through search engines.

A significant amount of work was undertaken to improve the capacity and staffing of our 24/7 live chat service. This service is primarily accessed through the website, and support via this method is available 24/7. Being able to provide support when many other victims' services are closed is a vital part of our live chat offer, and one we know is valued by those who use it.

"It is a lifeline... when people are in fear of talking, chat works."

Live chat service user



We developed the My Support Space platform

We continued to develop our interactive platform with new guides and animations on topics such as domestic abuse and the rising cost of living, sextortion, and abuse and violence towards retail workers.

We produced leaflets and postcards to help people understand how My Support Space could help them, and delivered webinars for staff and volunteers on how to use the website with a client.

"After reading through the [My Support Space] guide, I was able to relate to what has happened to me and not to feel ashamed as I am not the only victim to be scammed and it could happen to anyone. The techniques and guides provide a useful way of dealing with my situation and helps to find a way moving forward. It has given me the tools to cope and also to spot in future what could be a scam and to prevent it."

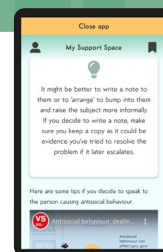
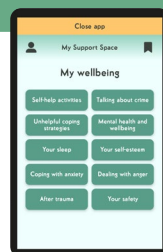
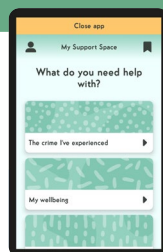
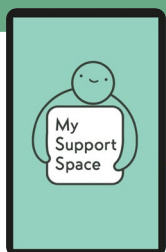
Victim of fraud, who completed the Investment fraud guide



28/04/2024

Exceptional

I was really nervous about attending court, but the information available on this app really calmed me down and made me feel more prepared for the daunting experience, thank you!!



We developed the My Support Space app

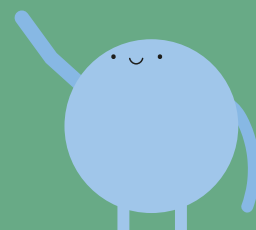
We produced an app version of My Support Space, designed for people who access information on their smartphone. This app provides information and advice for the many victims and survivors who may not want, or be ready, to access other services.

This first phase of the app includes:

- Easy to understand articles broken down into three distinct sections (rights and information, my wellbeing and by the crime experienced).
- Clear, helpful animations that explain difficult information, or guide you through simple exercises and tips to cope

- The ability to save articles to revisit them later.
- Further support options including the ability to launch live chat from the app.

We launched the app in autumn 2024 and we will be working on other exciting app features over the next six months.



We said we would deliver effective services in the way people want to receive them.

We embedded the VS service model

We started the year with an organisation-wide event to launch the new case management procedure which has been rewritten to embed our new service model across our services and align with our new case management system, Compass.

To embed learning and ensure staff felt supported during implementation, we ran a series of drop-in clinics for staff to ask questions about support planning, case review tools, using service agreements and developing 'staying safe and well' toolkits. Alongside these, we also trained all staff working with children and young people services on the new outcome and risk tools we had developed.

Victims have informed the development of our new service model and we continue to seek feedback via the VS Voice app (see page 23) to inform development. We designed support plans, the service agreement and the staying safe and well toolkit with a group of some of our former service users and feedback highlighted that introducing a service agreement would be helpful in setting out our boundaries and scope from the outset. This means victims were clear on how we could support and what support would look like. All the service users we spoke to highlighted that a support plan would help keep them on track and having the option to set goals gave them a focus and something to achieve, which is important when delivering a strengths-based approach.

"It makes it really clear what your support will look like. It gives you something to look forward to. At the beginning when you first talk to the caseworker you don't know what to expect but by having this, at the end of the chat you have a plan. Having a plan is really important to make it clear what to expect, what your caseworker will do and what you can do to help yourself."

Service user group member

Throughout the year, we released a series of bite-size learning sessions on subjects including 'strengths-based approaches', support planning, dealing with challenging contacts, how to introduce our service and broaching the subject of domestic abuse. Overall, these webinars have over 1,400 views and are available on our e-learning site.

Another key development has focused on our case review process and we have created new resources to ensure that case reviews are undertaken regularly to check progress, impact and quality of support including tools to check recording practice, to observe practice and to promote reflection.

To gain further insight we undertook a service audit to monitor compliance with the service model across our services. The findings have informed our rolling programme of support for staff which includes training, podcasts, workshops, drop-ins and new supporting resources that directly address the gaps in knowledge, understanding and practice in relation to our service model. A specific response to the audit was the creation of case recording practice guidance; a new guidance document for supporters outlining consistent ways for case notes to be written.



We said we would innovate and continually improve our services.

Team leader and manager focus groups, and visits to local areas have enabled us to check the impact of change and to share insight from victims about how they want to receive support. Teams report that implementation of the service model has helped them to manage caseloads with tools helping to introduce our offer, assess risks, identify needs, structure support and review progress and impact. Insight from VS voice surveys have also helped us to promote areas of innovation and ways to manage caseloads with areas exploring and trialling tiered support options, offers of digital support, booking systems and group work.

We plan to continue to empower local areas to open up discussions with commissioners, using the evidence based service model and VS voice insights to explore how services can better meet needs of service users while maintaining supporter wellbeing in line with VS's care and compassion model.

We implemented and rolled out the new Case Management System

Our new Case Management System has been rolled out to the majority of areas in which VS operates, with all areas using it by July 2024.

This has been an extensive and complex project, configuring the system to meet the needs of the different services we provide across England and Wales.

The new system is secure and user friendly and we have streamlined our case management process through its design, linking processes with our service model. It will help us to achieve our strategic objective of 'utilising our insight' by using the data compiled through the Case Management System to provide the most efficient and effective services, and to articulate the best services and pathways for victims.

Utilising our insight

We make the most of implementing learning and insight from our services in order to provide the most efficient and effective services, and to articulate the best services and pathways for victims.

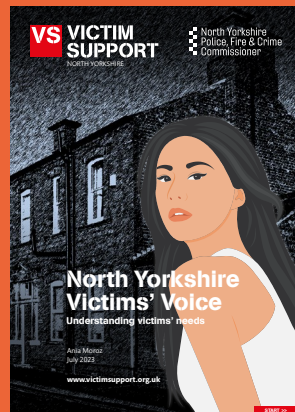


We said we would effect change by making the case for people to have stronger rights and feel respected by the criminal justice system. We said we would empower people to achieve the rights to which they are entitled and to speak out about their experiences to improve the criminal justice system.

Through research, policy development and communication activity, we continued to build insights, and to amplify the experience of victims and witnesses of crime.

We have undertaken research exploring the experiences of victim-survivors of domestic abuse and sexual abuse as well as children and young people with services and the criminal justice system.

We published research into the impact of murder on witnesses and their journey to recovery, and victims needs in North Yorkshire.



We have increased our efforts to promote victims' stories in the media and maintained our high media profile. We achieved coverage in broadcast and print media outlets on a wide range of issues affecting victims, including the impact of long court delays and the scale of the court backlog. We secured coverage of victims' experiences across all crimes, notably, sexual violence, hate crime, domestic abuse, homicide, fraud and antisocial behaviour.

We pushed for improvement throughout the Victims and Prisoners Bill's (now the Victims and Prisoners Act) passage through parliament, alongside the NSPCC and other organisations. This included submitting oral and written evidence to the Bill Committee, facilitating a joint open letter about filling the Victims' Commissioner role, a repeat of our victims' rights survey to track progress with agencies delivering rights within the Victims' Code, and high-profile media coverage. We are pleased that the Government subsequently announced changes which were incorporated into the Victims and Prisoners Act which strengthen support for national oversight of rights in the Victims' Code. These changes will allow ministers to issue notices if they believe criminal justice agencies' compliance with rights is unsatisfactory. We will continue our work with the government to ensure that these changes lead to tangible and positive outcomes for victims.

We have contributed towards consultations on the role of Independent Sexual Violence Advocates and Independent Domestic Violence Advocates, sexual violence in courts, expanding the Criminal Injuries Compensation Scheme, Domestic Homicide Reviews, reimbursement following authorised push payments fraud, mandatory reporting of child sexual abuse, as well as provide oral and written evidence to the Home Affairs Select Committee's inquiry into fraud. We have also hosted visits by the Lord Chancellor, Solicitor General, Director of Public Prosecutions, Anti-Fraud Champion and Independent Anti-Slavery Commissioner to our services to meet victims and our frontline staff.

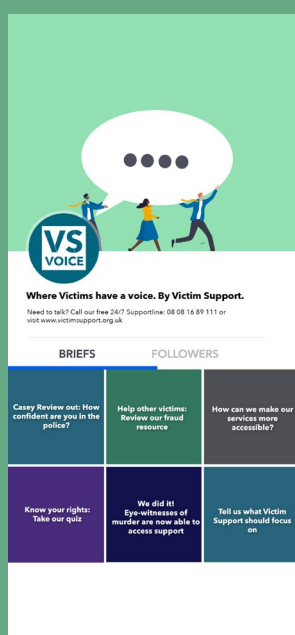


We established our new lived experience forum with insights gathered through a dedicated app – the VS Voice app.

VS Voice is an app where victims of crime and traumatic events can share their experience, views, ideas and opinions about the support they received, services available as well as what changes are needed within, and outside, the criminal justice system.

Since the launch in October 2023, 272 people with lived experience of crime and traumatic events have joined the app and take part in our lived experience forum, by completing a weekly survey on various topics.

The forum plays a vital role in Victim Support's commitment to ensuring the way the organisation is run at every level is informed by people with lived experience. We utilise what victims tell us to develop services and influence change, so VS can continue to be a strong voice for victims and witnesses and create change.



"In the face of adversity, we are more determined than ever to keep innovating and improving. Technological developments like the VS Voice app are vital to the developments of our services."

Andrew Tivey, Chair of Trustees

2024–2029 strategy

Over the last 18 months we engaged a variety of stakeholders in the development of our 2024–2029 strategy, identifying emerging themes and priorities from various contributions, comments, ideas and suggestions.

The consultation demonstrated the huge value placed on our services by those who have used them, and the pride that our staff and volunteers take in delivering them. It also highlighted a passion for making change happen, as victims currently face enormous challenges including ineffective courts and deteriorating trust in the police. These, and other themes, form the basis of our strategic priorities which our yearly plans will be mapped against (see page 25).

We are proud of the profound difference we make to the lives of the people we support. Our new strategy will allow us to continue to build on our decades of experience in supporting victims and help create much needed change for victims and survivors.

Read more about our new strategy [*Supporting victims, creating change*](#).

Our purpose, vision and mission drive our work and strategy

Our purpose

We exist to support victims to move forward and bring change through their voice.

Our vision

We are working towards a future where victims' rights are respected, their voices are heard, and they feel well supported.

Our mission

We provide a range of specialist services for victims, witnesses and survivors that are tailored to individual needs and informed by evidence.

We will:

- Enable them to feel safer and more informed about strategies to reduce risk.
- Empower them to access their rights and entitlements.
- Listen with compassion, validate their experiences and help them move forward.
- Support them to be heard and campaign for improvements in victims' rights.



Future plans

Our 2024–2029 strategy sets out six strategic priorities. Underpinning each of the priorities are planned activities for the coming year. This is set out in the table below.

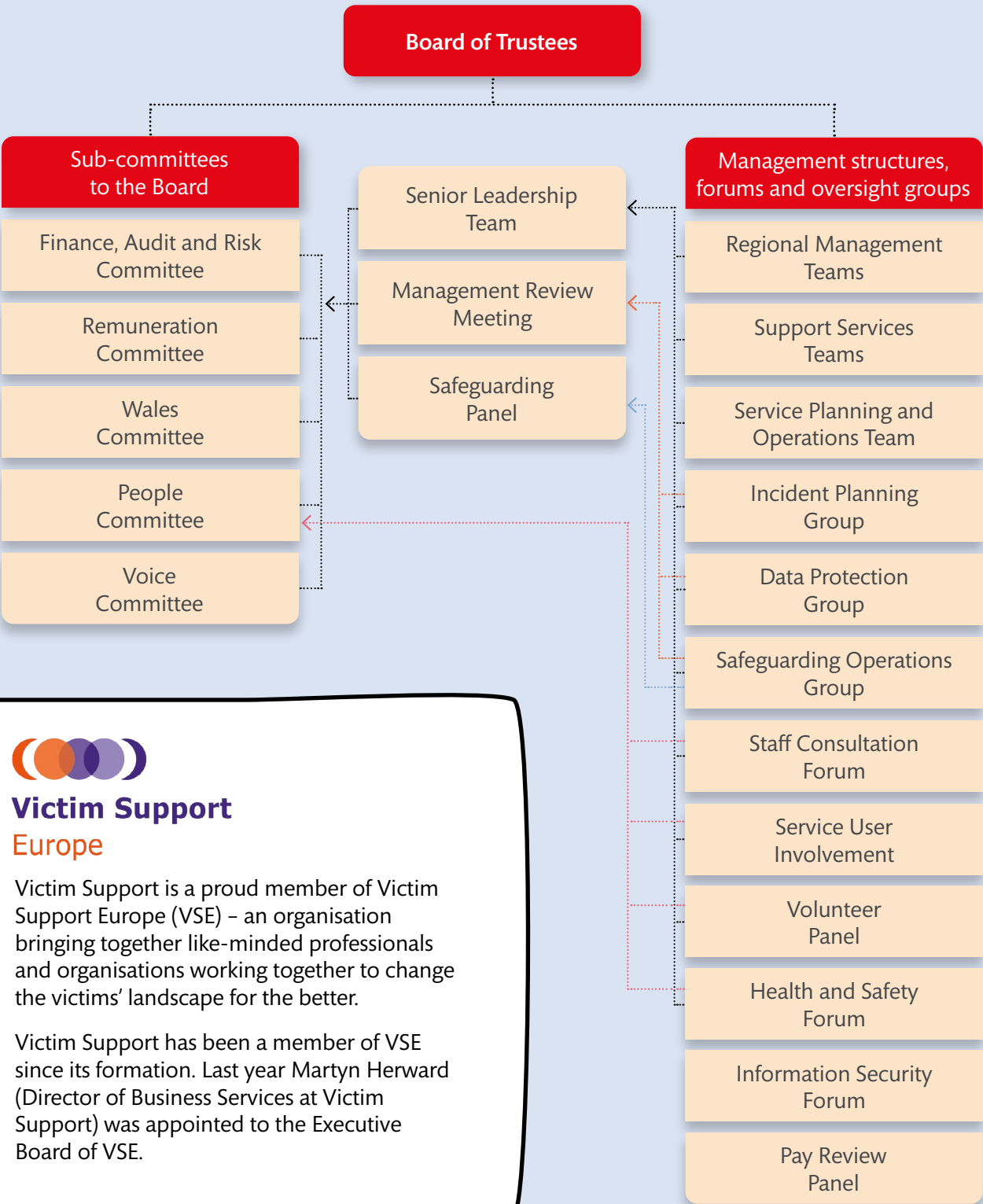
Strategic priority	Planned activity
 Voice and influence: We will be a recognised, trusted and nationally prominent victims' voice. We will influence required reform at a national and local level.	We will campaign for change in order to improve victims' experiences of the criminal justice system and support services at a national and local level.
 Enhancing our strengths: We will be ambitious leaders in our areas of strength in order to ensure that the highest number of victims can access the services that they need to move forward with their lives.	We will strengthen the digital services and journey that we deliver for victims. We will continue to effectively respond to victims' needs through developing responsive, high-quality crime-specific and multicrime services.
 Delivering quality and innovation: We will embed a culture of quality and innovation, delivering victims' services of a high standard.	We will continually improve, driving high-quality, efficient and impactful services.
 Utilising our insight: We will make the most of implementing learning from Victim Support's data in order to provide the most efficient and effective services, and to articulate the best services and pathways for victims.	We will use data and management information to best understand and deliver against victims' needs.
 Supporting our people and culture: We are focused and united on delivering for victims, recognised as an employer and volunteering opportunity of choice. We are an organisation where learning and improvement are at the heart of how people work and interact.	We will be a consistently victim-centred organisation with a clear understanding of victims' experiences and needs. We will embed modern people practices that encourage and retain employees and volunteers.
 Reaching victims: We will be a well-run, financially stable organisation that effectively responds to the need for victims' services.	We will be the service provider of choice for victim support services commissioned by police and crime commissioners and other commissioners and funders within the public and commercial sectors.

Accountability report

Structure, governance and management

Victim Support (referred to in this document as ‘VS’) is a company limited by guarantee, incorporated on 28 August 1987, and registered as a charity with the Charity Commission on 17 November 1987. The company is governed according to its articles of association which were amended and agreed by special resolution on 9 December 2022.

Governance structures



Organisation

Board of Trustees

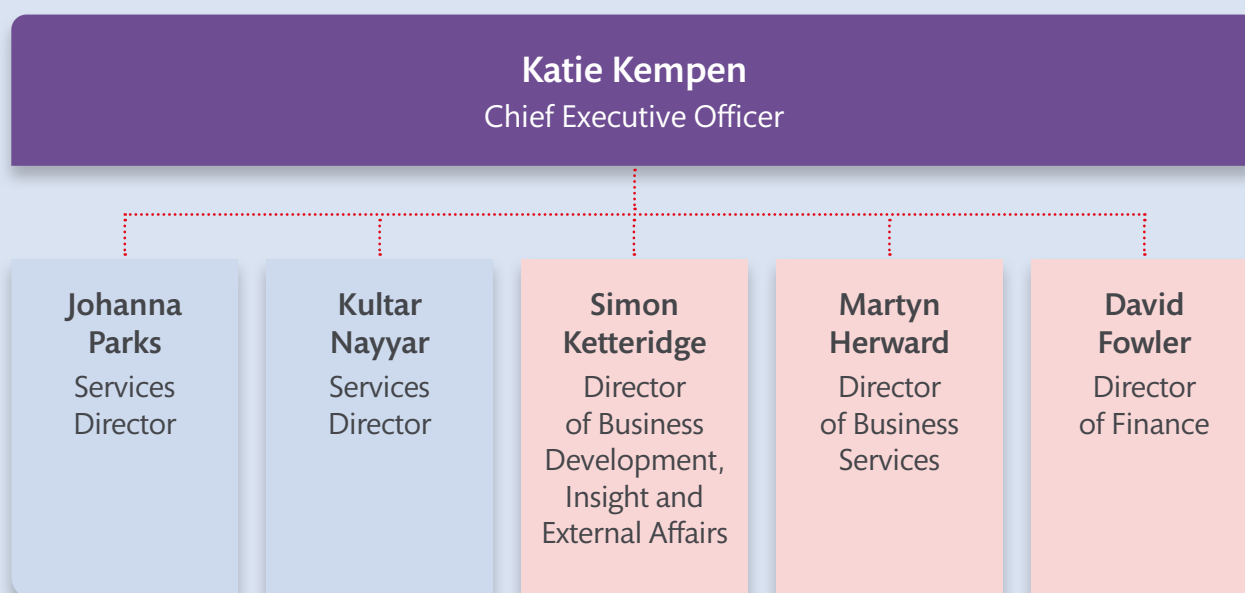
The Board of Trustees is ultimately responsible for setting the strategic direction, management and safeguarding of the charity's assets, but has delegated most operational decisions to the Chief Executive Officer and members of the Senior Leadership Team.

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

More information about the trustees can be found on page 63 or on the [VS website](#).

The Senior Leadership Team

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



Our CEO, Katie Kempen completed the Reading Half Marathon for VS

Katie said: "Huge thanks to everyone who sponsored and supported me. I high fived everyone I could and really enjoyed the run, at least until the final three miles."

"Thanks all for your sponsorship. Victim Support will make great use of the funds to support victims of crime."

Katie raised nearly **£1,500** for VS. Thank you, Katie!

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

Trustees' duty to promote the success of the Charity

– Section 172 statement

The Trustees are the directors of Victim Support and have a duty to promote the success of the Charity. In doing so, they are required by section 172(1) of the Companies Act 2006 to have regard (amongst other matters) to:

- the likely consequences of any decision in the long term;
- the interests of the Charity's employees and volunteers;
- the need to foster the Charity's business relationships with third party stakeholders including service users, suppliers, partners and funders;
- the impact of the Charity's operations on the community and the environment; and
- the desirability of the Charity maintaining a reputation for high standards of business conduct.

The Board of Trustees meets at least quarterly with the Senior Leadership Team to review progress against the strategy and receives updates on the Charity's operations, performance and plans. The Board also holds an annual away day to focus on strategic planning. The sub-committees meet quarterly to review activities and plans in the areas they oversee (see sub-committee on page 26).

The Charity has in place a formal framework for managing and reporting on risk, which is outlined on pages 36 to 39. The Charity ensures that it maintains a reputation for high standards of business conduct by having a comprehensive range of policies and procedures which are regularly reviewed and approved by the Board, including Anti-fraud and corruption policy, Safeguarding policy and procedure, Whistleblowing policy and procedure, Ethical policy and Code of conduct.

VS recognises the importance of engaging with our stakeholders, including service users, employees, volunteers, funders, partners, and the wider community. We strive to maintain open and transparent channels of communication to ensure that their needs, concerns, and perspectives are adequately considered in our decision-making processes. We believe that effective stakeholder engagement is fundamental to achieving our charitable objectives and delivering the highest level of support and services to victims and survivors of crime.

Throughout this report there are examples of how we interact with our service users together with more general interaction with each of the stakeholder groups outlined below.

Service users

Our primary stakeholders are the victims of crime and their families. We engage with them through various channels, including helplines, face-to-face support, and online platforms. We actively seek their feedback and input to understand their needs, concerns, and expectations. For example, we conduct regular surveys and focus groups to gather their views on our services and identify areas for improvement.

Employees

Our dedicated and skilled employees are essential to the effective running of our organisation. We engage with them through regular individual and team meetings, communities of practice, performance appraisals, staff surveys and the Staff Consultation Forum. We actively involve them in decision-making processes, seeking their expertise and insights to improve our services and organisational practices. We provide opportunities for them to participate in training and development programmes, ensuring their professional growth and wellbeing. We encourage and support the six staff networks (see page 57) which provide valuable peer support to members of those groups.

Volunteers

Volunteers also play a crucial role in delivering our services. We engage with them through regular meetings, training sessions, and volunteer forums. We also provide opportunities for volunteers to share their experiences and suggestions, ensuring their voices are heard and valued.

Funders

We engage with our funders through regular meetings and ongoing communication, including quarterly reports and periodic events. We ensure transparency in our financial management and demonstrate the impact of their contributions. We actively seek their feedback and explore opportunities for collaboration to maximise our resources and reach.

Partners and collaborators

We engage with partner organisations, such as law enforcement agencies, government bodies, and other charities, to enhance our service provision and advocate for the rights of victims. We actively participate in collaborative initiatives, working groups, and forums to share best practices, exchange knowledge, and influence policy development. We value their expertise and input in shaping our strategic direction.

Local communities

We engage with local communities through awareness campaigns, public events, and community forums. We actively seek their input to understand the specific needs and challenges faced by victims in their areas. By involving them in our decision-making processes, we ensure our services are personalised to meet the unique requirements of each community.

At VS, we are committed to engaging with our stakeholders and considering their interests in our decision-making processes. We recognise that their input is vital in shaping our services, policies, and strategic direction. By actively involving our stakeholders, we aim to deliver more effective support to victims of crime and contribute to a safer and more inclusive society.

Subsidiary companies

VS has one wholly owned subsidiary company: Victims Support Limited (02609147) which delivers victim awareness courses. Further information about Victims Support Limited can be found in note 10 to the financial statements.

Key management personnel remuneration

The directors, who are the charity's trustees, and the Senior Leadership Team comprise the key leadership of the Charity in charge of managing the organisation on a day-to-day basis. The remuneration of senior employees is reviewed annually and monitored against average earnings in the sector for similar roles. The directors' benchmark is salary levels in other charities of a similar size.

Public benefit

The trustees refer to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. In particular, as required by the Charities Act 2011, the trustees consider how planned activities will contribute to the aims and objectives they have set. The trustees give careful consideration to the information contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, when planning future activities and when setting appropriate policies for the year.

Good governance

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

Appointment of trustees

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

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

Ethical policy

The charity's ethical policy sets out a framework for the ethical execution of our charitable purpose. The policy aims to support VS and its Board of Trustees in recognising and resolving ethical issues and conflicts and making VS a safer place.

Routes for raising concerns

VS has a whistleblowing policy and procedure in place to enable staff and volunteers to report any matter of concern in addition to other routes such as raising a grievance. We also have a third-party reporting platform that allows anonymous reporting, ensuring there are no barriers to any members of staff or volunteers raising concerns. All complaints, grievances and whistleblowing matters, whether these be initiated internally or externally, are thoroughly investigated and, where appropriate, management or other disciplinary action is taken.

Safeguarding

We believe that:

- no one should ever experience abuse or harm of any kind; and
- we have a responsibility to promote the welfare and best interests of all people to keep them safe and to carry out our work in ways that protect them.

We are committed to:

- protecting all service users, including children and young people, who are offered or receive VS's services, from any type of abuse or harm. This includes the children and families of adults who use our services or any vulnerable adult, child or young person who comes to our notice in the course of our work;
- protecting anyone working for or on behalf of VS, whether they are staff (including seasonal or agency staff, secondees or students) or volunteers, from any type of abuse or harm; and
- ensuring that all our activity is undertaken within the overarching principles that guide our approach to safeguarding and that those working for VS undergo appropriate checks and continually uphold our commitments to safeguarding.

Internal governance around safeguarding includes:

The Safeguarding Panel

The Safeguarding Panel is chaired by the Chief Executive Officer. Participants include members of the Senior Leadership Team, a Board representative and an independent panel member. The Panel oversees safeguarding in VS and is responsible for developing and monitoring policies and procedures for safeguarding and promoting the welfare of children and adults who may be in need of safeguarding across the organisation. The Safeguarding Panel updates the Board at each of its meetings and provides an Annual Safeguarding Report to the Board each year.

We would like to note our thanks to Rachel Sacks, the Independent Member of the Safeguarding Panel for her continued contribution to this panel.

The Safeguarding Operational Group

The Safeguarding Operational Group is a sub-group of the Safeguarding Panel. This group brings together operational experience, sharing good practice as well as co-ordinating and reviewing internal safeguarding case audits. During the year the terms of reference and membership have been reviewed to ensure the right representation to drive audit and improvements across VS.

Continual improvement approach

Our continual improvement approach ensures that our operational and support service processes are quality assured and controlled through ongoing monitoring and audit. Identified issues lead to improvement and action planning. The processes that we control and monitor include safeguarding, DBS checks, complaints and recruitment.

Line management and case review

Staff and volunteers working for VS have regular, formal meetings with their line managers, which include discussions on safeguarding approaches and practices. Regular case reviews also include consideration on safeguarding issues.

Fundraising

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

- VS is a member of the Fundraising Regulator.
- VS monitors fundraising activities through its supporter database and by evaluating campaign results.
- In 2023–24 no complaints (2022–23: none) were received about fundraising activity.

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

Fundraising accounts for about 2.3% (2022–23: 3.6%) of our income.

Trustees' expenses

There was no trustees' remuneration or other benefits for the year ended 31 March 2024 (2022–23: nil). Expenses reimbursed to trustees of £2,287 relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

Trustee induction and training

New trustees undergo an induction, which includes meetings with the Chair, Chief Executive Officer and Senior Leadership Team members. In addition to being provided with a range of induction materials and visiting our services, they are provided with a governance manual which outlines their legal obligations under charity and company law as well as on policies specific to VS as an organisation. An audit of the Board is undertaken on a regular basis (typically every 12–18 months). The results provide information on the required approach to training and recruitment.

Board and Committee membership

Board membership

A full list of the Board members (trustees) can be found on page 63.

The trustees met four times in 2023–24. Trustee attendance throughout the year at Board meetings was 75%.

Committee membership

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee met five times in 2023–24. Members include Kathryn Adkins (Chair), Debbie Gillatt, Caroline Green, Clarisse Mallem, and Andrew Tivey.

People Committee

The People Committee met four times in 2023–24. Members include Amanda Hamilton-Stanley (Chair), Angela Gascoigne, Rachel Onikosi, and Sue Steen.

Remuneration Committee

The Remuneration Committee met twice in 2023–24. Members include Andrew Tivey (Chair), Kathryn Adkins and Amanda Hamilton-Stanley.

Wales Board

The Wales Committee considers matters and makes policy recommendations to the VS Board, noting whether issues have a particular impact on Wales and whether separate provisions should apply. The Committee is chaired by Angela Gascoigne (trustee) and met four times in 2023–24.

Voice Committee

In 2023–24 the Voice Committee met twice. The committee oversees the strategic direction of activities and efforts to bring about positive change for victims and witnesses in the criminal justice system and how their needs are met in the criminal justice system and in wider society. Members include Amanda Hamilton-Stanley and Rachel Onikosi.

Principal risks and uncertainties

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

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

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

- Regular review of VS's systems of control, risk management and compliance
- Being provided with assurance on national improvement plans and corrective actions through the work of a Management Review Team that takes account of emerging risks and opportunities and reviews quality, performance and compliance metrics, considering any findings that arise
- Ensuring that appropriate action is taken by management on recommendations emerging from 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 Leadership Team (SLT). The work of the governance committees, the Chief Executive Officer and the SLT is supported by VS's line management structure.

The risk management framework

VS recognises that effective risk management relies on sound arrangements combined with a culture of risk management that permeates all levels and operational functions of the organisation. The organisation's approach to risk management is an ongoing process of:



- **Risk identification** determines which risks are applicable to VS
- **Risk assessment** identifies the likelihood of the risk and the impact it would have on VS if realised
- **Risk management approach and controls** (ie, mitigate, transfer, accept) mitigate the identified risk
- **Residual risk** assessment ensures that controls are operating as intended to effectively reduce the risk in accordance with VS's risk appetite
- **Horizon scanning** underpins the risk management framework to identify new and emerging risks that may apply to VS.

This is supported by timely, accurate and insightful risk reporting to enhance the quality of decision-making.

The VS risk register is a central repository capturing all the risks and corresponding controls providing a real-time view of VS's risk environment. The register also enables the capture of issues and the allocation of actions providing reassurance that these are remediated in a timely manner.

The risk register is maintained 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 SLT with onwards reporting to the Board of Trustees, and bottom up escalation of risks by individual functions and managers.

In addition, VS's control framework includes:

- The requirement to assess and mitigate risk as an integral part of project initiation and implementation
- A quality assurance system that meets the criteria of ISO 9001
- Maintaining and testing business continuity arrangements to ensure an effective response in the event of a critical incident, thereby ensuring that the organisation's business continuity management system is robust.

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

Risk appetite

VS's risk management approach is not designed to eliminate risk entirely, but provides a framework within which risks and opportunities are identified, prioritised and managed in accordance with the organisation's appropriate risk tolerance levels. This is to ensure that VS maintains a high-quality service to clients while allowing the flexibility required to adapt to the nature of our work supporting people affected by crime and adverse events.

During the year, the SLT, the Finance, Audit and Risk Committee, and the Board of Trustees have continued to develop the organisation's approach to risk appetite. Risk appetite considers the amount and type of risk that VS is willing to accept in order to meet their strategic objectives. This can vary over time and over different categories of risk.

The Board of Trustees regularly review risk appetite levels to ensure they remain suitable, not only to provide appropriate governance of risk, but also provide a framework within which the organisation can optimise service delivery and performance.

Principal risks

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

Risk	Management
Governance risk	<ul style="list-style-type: none"> ■ An independent Board of Trustees with a wide range of skills and experience ■ A well-documented governance structure and reporting lines ■ Oversight from specialist committees and panels including Finance, Audit and Risk Committee, People Committee, Remuneration Committee and Safeguarding Panel ■ Trustees involved in specific major projects offer scrutiny and guidance ■ Regular skills audits and succession planning
Financial risk	<ul style="list-style-type: none"> ■ Regular review of financial performance, projections, applicable Key Performance Indicators and financial controls by the SLT and the Finance, Audit and Risk Committee, with ongoing reporting to the Board ■ Annual budgeting and forecasting processes, including review and challenge by the Finance and Audit Committee and Board of Trustees ■ Robust financial modelling of income, costs, margins, reserves, cash balances and cash flow ■ Delegated authority process, ensuring trustee and senior management review of significant income and expenditure contracts ■ Monitoring relationships with commissioners, contract performance and any risks to funding ■ Identifying and successfully pursuing new income growth and diversification opportunities ■ Assessing unsuccessful bids to identify causes, lessons learned and related actions required
Quality risk	<ul style="list-style-type: none"> ■ Quality Management System (QMS) that meets the criteria of ISO 9001 ■ Management Review Team that has oversight of internal assessment against organisational quality objectives, performance and contractual and legal requirements ■ Development of new service model and associated tools, along with new case management system, to strengthen quality of service delivery ■ Internal audit plan ensures regular review of service delivery with mitigating actions put in place to address any issues arising

Risk	Management
Project risk	<ul style="list-style-type: none"> ■ Regular review by specialist teams of performance against business plans, delivery of key projects and mitigation of risks, with ongoing reporting to the SLT and the Board of Trustees ■ Continuous improvement of policies and procedures ■ Development of new service model to strengthen service quality
Fraud and regulatory risks	<ul style="list-style-type: none"> ■ Senior level engagement in policy setting and ongoing improvements to performance management and reporting ■ Comprehensive training for staff and volunteers ■ Dedicated specialists in safeguarding, health and safety, data protection, information security, and quality and performance ■ Regular review of, and investment in, IT systems and information reporting ■ Policies and procedures that meet ISO27001 certification requirements ■ Review of internal and external safeguarding measures and safeguarding policy to ensure ongoing compliance with best practice ■ Compliance monitoring undertaken regularly by Management Review Team ■ Governance review to ensure systems are in place that keep the Board informed on key matters ■ Delegated authority in place to ensure appropriate level of review/ approval of financial transactions and commitments
Operational risk (linked to physical asset utilisation)	<ul style="list-style-type: none"> ■ Regular review, with SLT and trustee oversight, of property portfolio ■ Key asset related transactions reviewed by SLT and trustees ■ Oversight of investment in physical assets, including IT systems, by the Finance, Audit and Risk Committee
Staffing risk	<ul style="list-style-type: none"> ■ Training programmes, comprehensive e-learning catalogue and development plans for all employees ■ Staff and volunteer engagement surveys and follow up action plans ■ Strong focus on wellbeing including surveys and dedicated intranet site ■ Regular reviews of skills gaps, succession planning and resourcing processes

Streamlined Energy and Carbon Reporting (SECR)

Victim Support greenhouse gas emissions and energy-use data for the period of 1 April 2023 to 31 March 2024

Scope	Description	TCO ₂ e
Scope 1	Direct emissions	24.9
Scope 2	Indirect emissions	54.8
Scope 3	Upstream Emissions	3,145.6
Total		3,225.3

Quantification and reporting methodology

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

All scope 1, scope 2 and upstream and downstream scope 3 emissions were measured using the financial control approach. Under this approach, the scope 1 and 2 emissions of managed office spaces are categorised under scope 3, upstream leased assets.

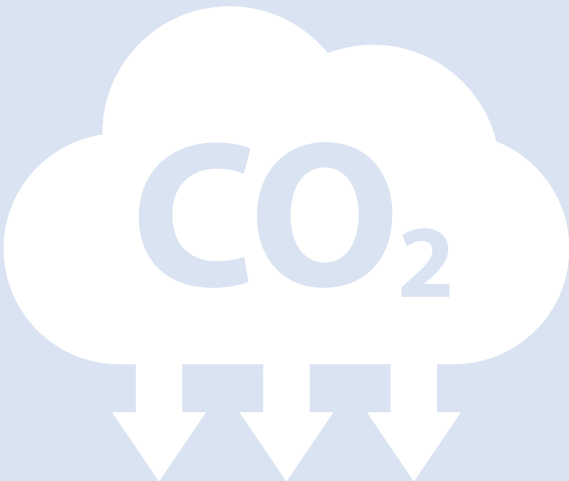
Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO₂e per staff FTE = 2.626

Measures taken to reduce carbon emissions

- Reduce the number of offices overall from 42 to 36, to reduce energy consumption and general emissions
- New offices to have an energy rating of C
- Environmental Champions working at a local level on energy saving initiatives
- Use of public transport, over cars encouraged for travelling.

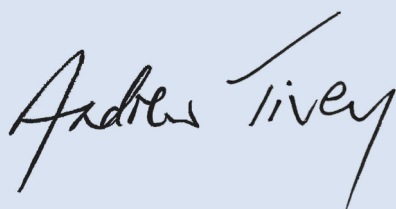
Energy consumption used to calculate emissions (KWh)	300,059
Energy consumption breakdown (KWh)	
Direct GHG emissions: gas consumption	170,783
Indirect energy emission: purchased electricity	129,276



Trustees' report

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2024 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).



Andrew Tivey
Chair of Trustees



Financial review

Income, expenditure and balance sheet

The core market for victim support services remains challenging with many multi-year contracts retendered with no uplift. Against this backdrop the charity increased income by 4.3% to £50.4m (2022–23: £48.3m) reflecting our continued success in winning contracts to deliver support to victims and their families.

Total expenditure was £50.8m compared with £48.5m in 2022–23, generating an overall deficit of £0.39m (2022–23: deficit of £0.24m). Net assets were £9.4m (2022–23: £9.8m) and of this, £6.9m was held in cash (2022–23: £9.3m). The decline in cash held relates to spending of multi-year Covid funding. Trade debtor balance was £4.0m (2022–23: £5.1m), 79.5 % of which was current with negligible debts over 90 days. The level of deferred income decreased to £1.5m (2022–23: £3.0m). Robust working capital management continued to support the maintenance of a healthy balance sheet.

Reserves policy

The Board of Trustees and the Finance, Audit and Risk Committee have reviewed the reserves policy during 2023–24 and remain of the view that free reserves, defined as unrestricted reserves less the net book value of fixed assets, remains the most appropriate measure of reserves for the charity. Taking into account the business environment in which the charity operates, the Board considers that the charity needs to maintain sufficient free reserves to cover: responsive action in the event of a significant financial downturn or setback, contractual commitments, working capital requirements and the development needs of the charity. The Board has estimated that the level of free reserves should be maintained within a range of £3.5m–£5.5m.

Reserves and general funds

Total reserves at 31 March 2024 were £9.4m (2022–2023: £9.8m) of which £1.8m (2022–2023: £2.6m) was restricted and £7.6m (2022–2023: £7.2m) was unrestricted. During the year the Trustees designated £0.48m (2022–2023: £0) to enable the development of new and innovative service delivery models to maintain our high levels of quality while maximising reach. This will drive efficiency of operation and investment in both face-to-face delivery and digital applications to reach those service users most in need of our support. The development of new operating models is a necessary response to the challenging funding environment where budgets are often held flat over multi-year contracts.

The level of free reserves is £5.4m (2022–23: £6.3m) which is within our target range of our reserves policy of £3.5m to £5.5m.

The trustees are committed to utilising free reserves to benefit service users in a timely manner but also need to reflect the operating conditions associated with major contracts that can impact our cash flow in the short term.

Restricted funds

The year-end balances represent income which has been recorded but where related expenditure has not yet been incurred. The majority of these funds are from grant funded activity, but also include donations made to the charity with restrictions attached to their use. Victim Support's assets are sufficient to fulfil its obligations.

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 including HR, IT, Finance and Business Development functions 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, including:

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2024–25 but also for a period of at least one year from the approval of these financial statements
- Forecasted cashflow 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.



Trustees' responsibilities in relation to the financial statements

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

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

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

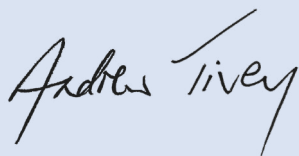
The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with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

Statement as to disclosure to the auditor

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; and
- 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 5 December 2024 and signed on their behalf by:



Andrew Tivey
Chair

Auditor's report

Independent auditor's report to the members of Victim Support

Opinion

We have audited the financial statements of Victim Support (the 'charity') and its subsidiary for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, 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 FRS 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 charity and the group's affairs as at 31 March 2024 and of the group's 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 charity 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Strategic Report and Report of the Trustees, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 course of 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 the audit:

- the information given in the Report of the Trustees which includes the Strategic Report and the Directors' 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 Report of the Trustees has 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 charity and its 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 Report of the Trustees.

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:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 40, 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 charity'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 charity 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 the financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

Based on our understanding of the charity and its industry, we considered that non-compliance with the following laws and regulations might have a material effect on the financial statements: employment regulation and health and safety regulation and anti-money laundering regulation.

To help us identify instances of non-compliance with these laws and regulations, and in identifying and assessing the risks of material misstatement in respect to non-compliance, our procedures included, but were not limited to:

- Inquiring of management and, where appropriate, those charged with governance, as to whether the charity is in compliance with laws and regulations, and discussing their policies and procedures regarding compliance with laws and regulations;
- Inspecting correspondence, if any, with relevant licensing or regulatory authorities;
- Communicating identified laws and regulations to the engagement team and remaining alert to any indications of non-compliance throughout our audit; and
- Considering the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud.

We also considered those laws and regulations that have a direct effect on the preparation of the financial statements, such as tax legislation, pension legislation, the Companies Act 2006, the Charities Act 2011 and the Charities Statement of Recommended Practice.

In addition, we evaluated the trustees' and management's incentives and opportunities for fraudulent manipulation of the financial statements, including the risk of management override of controls, and determined that the principal risks related to posting manual journal entries to manipulate financial performance, management bias through judgements and assumptions in significant accounting estimates, income recognition (which we pinpointed to the cut-off assertion), and significant one-off or unusual transactions.

Our audit procedures in relation to fraud included but were not limited to:

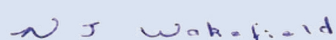
- Making enquiries of the trustees and management on whether they had knowledge of any actual, suspected or alleged fraud;
- Gaining an understanding of the internal controls established to mitigate risks related to fraud;
- Discussing among the engagement team the risks of fraud; and
- Addressing the risks of fraud through management override of controls by performing journal entry testing.

There are inherent limitations in the audit procedures described above and the primary responsibility for the prevention and detection of irregularities including fraud rests with management. As with any audit, there remained a risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal controls.

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

Use of the audit report

This report is made solely to the charity'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 charity'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 charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.



Nicola Wakefield

Senior Statutory Auditor

For and on behalf of Forvis Mazars LLP
Chartered Accountants and Statutory Auditor
6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS

Date: 18 December 2024

Financial statements

Consolidated statement of financial activities for the year ended 31 March 2024

		Unrestricted 31.03.24 £000	Restricted 31.03.24 £000	Total 31.03.24 £000	Unrestricted 31.03.23 £000	Restricted 31.03.23 £000	Total 31.03.23 £000
Notes							
Income and endowments from:							
Charitable activities	2.1	40,052	8,847	48,899	34,557	11,641	46,198
Fundraising	2.2	96	1,012	1,108	163	1,386	1,549
Other trading activities	2.3	222	1	223	419	–	419
Other income	2.4	153	–	153	136	–	136
Total income		40,523	9,860	50,383	35,275	13,027	48,302
Expenditure on:							
Raising funds	3.1	171	–	171	121	–	121
Charitable activities	3.2						
Service delivery		40,012	9,964	49,976	34,975	12,859	47,834
Victims' Voice		625	–	625	583	–	583
Total charitable expenditure		40,637	9,964	50,601	35,558	12,859	48,417
Total expenditure		40,808	9,964	50,772	35,679	12,859	48,538
Net (expenditure) income		(285)	(104)	(389)	(404)	168	(236)
Transfer between funds	16	701	(701)	–	–	–	–
Net movement in funds in the year		416	(805)	(389)	(404)	168	(236)
Reconciliation of funds							
Total funds brought forward on 1 April		7,191	2,608	9,799	7,595	2,440	10,035
Total funds carried forward as at 31 March 2024		7,607	1,802	9,409	7,191	2,608	9,799

Balance sheet as at 31 March 2024

	Notes	Consolidated		Charity (2158780)	
		31.03.24	31.03.23	31.03.24	31.03.23
		£000	£000	£000	£000
Tangible fixed assets					
Property, plant and equipment	8	12	253	12	253
Intangible fixed assets					
Property, plant and equipment	8	1,701	638	1,701	638
Investments in subsidiaries	10	-	-	10	10
Total fixed assets		1,713	891	1,723	901
Current assets					
Debtors and prepayments	11	6,462	6,854	6,582	6,926
Cash at bank and in hand		6,949	9,321	6,819	9,229
Total current assets		13,411	16,175	13,401	16,155
Creditors					
Amounts falling due within one year	12	(5,382)	(6,936)	(5,382)	(6,926)
Net current assets		8,029	9,239	8,019	9,229
Provision for liabilities	14	(333)	(331)	(333)	(331)
Net assets		9,409	9,799	9,409	9,799
Funds					
Unrestricted funds:					
General funds	16	7,127	7,191	7,127	7,191
Designated funds	16	480	-	480	-
Total unrestricted funds		7,607	7,191	7,607	7,191
Restricted funds	16	1,802	2,608	1,802	2,608
Total share capital and funds		9,409	9,799	9,409	9,799

The deficit for the year of the parent charity was £389,000 (2022-23: £190,000).

The notes on pages 47 to 55 form part of these financial statements. The financial statements were approved by the Board on 5 December 2024 and were signed on its behalf by:



Andrew Tivey
Chair



Kathryn Adkins
Treasurer

Consolidated cash flow statement for the year ended 31 March 2024

		31.03.24	31.03.23
	Notes	£000	£000
Net cash (outflow) from operating activities	a	(1,435)	(1,443)
Cash flows from investing activities	b	-	-
Capital expenditure and financial investment	c	(937)	(638)
Decrease in cash in the reporting period		(2,372)	(2,081)
Reconciliation of net cash flow to movement in net cash			
Decrease in cash in the period		(2,372)	(2,081)
Net cash at 1 April		9,321	11,402
Net cash at 31 March		6,949	9,321
Notes to the statement of cash flows for the year ended 31 March 2024			
a. Reconciliation of cash flows from operating activities to net expenditure			
		31.03.24	31.03.23
		£000	£000
Net (expenditure) for the reporting period		(389)	(236)
Adjustments for:			
Depreciation charges		116	65
Decrease/(increase) in debtors		392	(414)
Increase in creditors		(1,554)	(857)
Net cash used in operating activities		(1,435)	(1,443)
b. Analysis of cash flows as shown on the cash flow statement			
Returns on investments and servicing of finance			
Interest received		-	-
Net cash outflow for returns on investment and servicing of finance		-	-
c. Capital expenditure and financial investment			
Purchase of tangible fixed assets		(937)	(638)
Net cash outflow for capital expenditure and financial investment		(939)	(638)
	01.04.23	Movement	31.03.24
	£000	£000	£000
Net cash			
Cash at bank and in hand	9,321	(2,372)	6,949

The notes on pages 47 to 55 form part of these financial statements.

Notes to the financial statements

The charity is a private limited company (registered number 2158780) which is incorporated and domiciled in the UK and is a public benefit entity. The address of the registered office is Victim Support, Building 3, Eastern Business Park, Wern Fawr Lane, Old St Mellons, Cardiff, CF3 5EA.

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 2019 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) 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 undertaking Victims Support Limited (registration number 02609147) on a line-by-line basis.

Going concern

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

The Trustees' report (page 34) discusses the matters that were considered in reaching that conclusion, specifically the value of the firm order book, the cash and working capital position, reserves and bid activity.

Accordingly, the 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.

Expenditure

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

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

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

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

Fixed assets

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

Funds

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

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

Pensions

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.

2. Income

	31.03.24			31.03.23		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
2.1 Income from charitable activities						
Moj Homicide	–	–	–	–	4,235	4,235
Local authorities and other statutory bodies	1,874	1,030	2,904	2,240	1,200	3,440
Police and other criminal justice agencies	31,561	6,317	37,878	31,195	5,086	36,281
Other grants and contracts	6,618	1,499	8,117	1,122	1,120	2,242
Total	40,053	8,846	48,899	34,557	11,641	46,198
2.2 Income and endowments from:						
Donations	73	80	153	57	–	57
Legacies	22	–	22	8	–	8
Grants	1	932	933	98	1,386	1,484
Donated goods and services	–	–	–	–	–	–
Total	96	1,012	1,108	163	1,386	1,549
2.3 Other trading activities						
Fundraising events	73	–	73	190	–	190
Sponsorships	–	–	–	–	–	–
Trading operations	149	1	150	229	–	229
Total	222	1	223	419	–	419
2.4 Other income	153	–	153	136	–	136
Total	153	–	153	136	–	136
Total income	40,523	9,860	50,383	35,275	13,027	48,302

Other grants and contracts includes grants from the Ministry of Justice for live chat for £423,000 (2022–23: £355,000) and My Support Space for £140,000 (2022–23: £140,000).

3. Expenditure

	31.03.24			31.03.23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
3.1 Cost of raising funds	171	–	171	121	–	121
Total cost of raising funds	171	–	171	121	–	121
3.2 Charitable activities						
Service delivery	40,012	9,964	49,976	34,975	12,859	47,834
Victims' Voice	625	–	625	583	–	583
Restructuring and development	–	–	–	–	–	–
Total charitable expenditure	40,637	9,964	50,601	35,558	12,859	48,417
Total expenditure	40,808	9,964	50,772	35,679	12,859	48,538

4. Total expenditure includes charges for:

	31.03.24			31.03.23		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Depreciation	116	–	116	64	–	64
Trustees' reimbursed expenses	2	–	2	1	–	1
Audit fees	41	–	41	42	–	42
Operating lease rentals	950	–	950	1,021	–	1,021

5. Support costs

	Raising funds	Service delivery	Victims' Voice	Total 31.03.24	Total 31.03.23	Basis of allocation
	£000	£000	£000	£000	£000	
Governance	–	43	–	43	78	No. of staff
Finance	3	892	10	905	913	No. of staff
Information technology	8	2,334	25	2,366	2,205	No. of staff
People services	3	1,010	11	1,024	901	No. of staff
Other corporate services	4	1,235	13	1,252	1,047	No. of staff
Total	18	5,514	59	5,590	5,144	

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

6. Trustees'/Members' remuneration and benefits

No trustee remuneration or other benefits were made for the year ended 31 March 2024 (2022–23: £nil). Expenses reimbursed to trustees of £2,287 (2022–23: £1,031) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

	31.03.24	31.03.23
	£000	£000
Trustees'/Members' travel expenses	2	1

7. Staff costs

7.1 Analysis of staff costs

	31.03.24	31.03.23
	£000	£000
Wages and salaries	33,284	31,335
Social security costs	3,107	3,000
Pension costs	1,508	1,394
Total	37,899	35,729
Other staff costs		
External consultancy	494	465
Redundancy and termination	198	80
Agency staff	315	331
Total	1,007	876
Total staff costs	38,906	36,605

Redundancy costs paid in the year were £197,628 (2022–23: £80,434).

Agency staff comprises staff to provide long-term illness and vacancy cover.

7.2 Key management personnel

	31.03.24	31.03.23
	£000	£000
Remuneration to key management personnel	784	732

The key management personnel are listed on page 63.

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

	31.03.24	31.03.23
	£000	£000
£60,000–£70,000	15	9
£70,001–£80,000	3	1
£80,001–£90,000	5	6
£90,001–£100,000	1	–
£100,001–£110,000	–	1
Total	24	17

The total pension contributions for the above employees were £72,669 (2022–23: £88,685).

7.4 Number of employees

The average number of employees is split as follows:

	31.03.24	31.03.23
	£000	£000
Support and management	150	152
Service delivery	995	1,004
National Homicide Service	87	74
Total	1,232	1,230

Annual leave carry over at 31 March 2024 was calculated at £346,919 (2022–23: £287,086) which is 0.7% (2022–23: 0.6%) of total expenditure. This amount is not material and therefore no provision has been made.

7.5 Volunteers

A total of 408 (2022–23: 571) dedicated volunteers generously gave 23,768 (2022–23: 43,884) hours of their time to Victim Support in 2023–24.

8. Property, plant and equipment

	Long leasehold £000	Fixtures & fittings £000	Office equipment £000	Software & IT infrastructure £000	Total tangible £000	Total intangible £000
Cost						
At 1 April 2023	287	122	49	5,100	5,558	638
Additions	-	-	-	-	-	937
Reclass				(216)	(216)	216
Disposals	(287)	(45)	(49)	(1,694)	(2,075)	-
At 31 March 2024	-	77	-	3,190	3,266	1,791
Depreciation						
At 1 April 2023	(287)	(84)	(49)	(4,884)	(5,304)	-
Depreciation charge in year	-	(26)	-	-	(26)	(90)
Depreciation on disposals	287	45	49	1,695	2,076	-
At 31 March 2024	-	(65)	-	(3,189)	(3,254)	(90)
Net book value as at 31 March 2024	-	12	-	-	12	1,701
Net book value as at 31 March 2023	-	38	-	215	253	638

9. Operating leases commitments

Total commitments under operating leases were as follows:

	31.03.24 £000	31.03.23 £000
Payable within one year	304	614
Payable between two and five years	88	156
Total	392	770

10. Investments in subsidiaries

Victims Support Limited (02609147), a company incorporated in the UK, is wholly owned by the charitable company. Audited accounts are filed with the Registrar of Companies. The cost of this investment is £10,000. A summary of the results for the year and the financial position at 31 March 2024 is shown in the table below. The profits of the company will be donated to Victim Support within nine months of the year end.

	31.03.24	31.03.23
Turnover	72,224	90,990
Cost of sales	(5,053)	(6,029)
Gross profit	67,171	84,961
Administrative expenses	(62,423)	(63,276)
Net profit	4,748	21,685
Distribution to Victim Support	(7,068)	(64,438)
(Decrease)/Increase in net assets	(2,320)	(42,753)
Statement of financial position		
Debtors	22,604	14,885
Cash at bank	128,723	93,705
Creditors	(141,327)	(96,270)
Net assets	10,000	12,320

11. Debtors

	Consolidated		Charity	
	31.03.24	31.03.23	31.03.24	31.03.23
	£000	£000	£000	£000
Trade debtors	3,966	5,106	3,966	5,106
Inter-company debtors	–	–	142	87
Other debtors	19	26	19	27
Prepayments	731	699	717	685
Accrued income	1,746	1,023	1,737	1,021
Total	6,462	6,854	6,582	6,926

12. Creditors: amounts falling due within one year

	Consolidated		Charity	
	31.03.24	31.03.23	31.03.24	31.03.23
	£000	£000	£000	£000
Trade creditors	823	791	823	791
Taxation and social security	2,091	1,940	2,091	1,930
Other creditors	256	599	256	599
Accruals	687	645	687	645
Deferred income	1,525	2,961	1,525	2,961
Total	5,382	6,936	5,382	6,926

13. Deferred income

	At 01.04.23 £000	Deferred in the year £000	Released in the year £000	Balance at 31.03.24 £000
Total	2,961	628	(2,064)	1,525

14. Provisions for liabilities

	Balance at 01.04.23 £000	Movement in provision £000	Balance at 31.03.24 £000
Dilapidations	331	2	333
Total	331	2	333

The provision relates to dilapidation costs for 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	31.03.24 Total funds £000	Unrestricted funds £000	Restricted funds £000	31.03.23 Total funds £000
Fixed assets	1,713	–	1,713	891	–	891
Current assets	10,544	2,867	13,411	11,705	4,470	16,175
Current liabilities	(4,317)	(1,065)	(5,382)	(5,074)	(1,862)	(6,936)
Provision for liabilities	(333)	–	(333)	(331)	–	(331)
Total	7,607	1,802	9,409	7,191	2,608	9,799

16. Movement in funds

	At 01.04.23	Income	Expenditure	Transfer between funds	Gains and losses	At 31.03.24
	£000	£000	£000	£000	£000	£000
16.1 Restricted funds						
National Homicide Service – MoJ	1	–	–	–	–	1
National Homicide Service – non MoJ	307	114	(42)	(290)	–	89
Other central restricted	79	–	(9)	53	–	123
Total – central	387	114	(51)	(237)	–	213
Restricted by location						
Wales and West	474	4,103	(4,268)	–	–	309
London	727	1,939	(2,091)	(68)	–	507
Northern England and East Midlands	778	2,339	(2,249)	(270)	–	598
South East	242	1,364	(1,305)	(126)	–	175
Total – locality	2,221	9,745	(9,913)	(464)	–	1,589
Total restricted funds	2,608	9,860	(9,964)	(701)	–	1,802
Unrestricted funds						
General funds	7,191	40,043	(40,808)	701	–	7,127
Designated funds	–	480	–	–	–	480
Total unrestricted funds	7,191	40,523	(40,808)	701	–	7,607
Total funds	9,799	50,383	(50,772)	–	–	9,409

MoJ grants and contracts: During the year the charity received £5.2m in contract income (2022–23: £4.2m grant-in-aid restricted) in unrestricted funds for the National Homicide Service.

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

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

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

Designated funds: The challenging funding environment for our core victim support services will require us to invest in new and innovative service delivery models to maintain our high levels of quality while maximising reach.

The development of these models will drive efficiency of operation and investment in both personal delivery models and digital applications to reach those service users most in need of our support.

17. Related party transactions

Other than transactions with the subsidiary company (Victims Support Limited) there were no related party transactions during the year (2022–23: nil). Transactions with Victim Support Limited in the year totalled £62,423 (2022–23: £63,276) 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 2024 the amount owed by Victims Support Limited to Victim Support charity was £142,329 (2022–23: £86,686).

Thank you

Thank you to staff, volunteers and those who have used our services

We would like to take this opportunity to thank our staff, volunteers for their work supporting victims and creating change.

We would also like to say a huge thank you to all those people who have used our services, particularly those who have helped us continually improve our offer to victims and witnesses of crime.

We are committed to providing the highest standard of support, tailored to the unique needs of each individual.



Remembering Nancy Vlasto

Nancy Vlasto, former Service Delivery Volunteer at VS, recently passed away at the age of 98.

Nancy took on cases dealing with serious crime as such homicide, speaking to bereaved families. She was a nurse during the war, a deputy head teacher and in her retirement offered her time to teach children to read and write.

Nancy carried out fundraising activities for VS. She had a horse costume, and would dress herself and her mobility scooter up as Blossom the Horse, travelling around Kingston upon Thames raising money. She gave talks and presentations about VS and raised in the region of £20,000.



Equality, diversity and inclusion

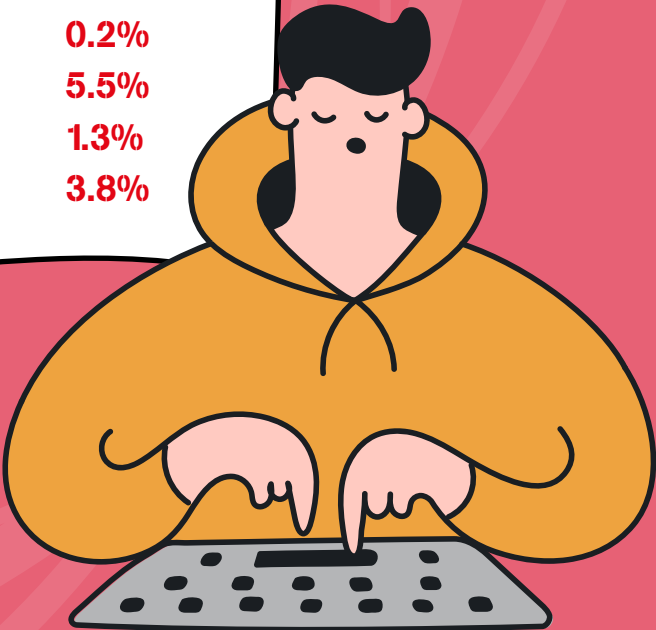
At VS, we take pride in being a diverse organisation that is committed to supporting and promoting equality and inclusion in the services we provide, as well as through our employee and volunteer practices. Key activities with staff and volunteers were undertaken this year:

- Our six EDI staff networks have continued to provide both peer support to members and valuable lived experience insight to inform strategy, policy and service development. Networks have held a number of events throughout the year alongside blog posts and other activities. Highlights include an interactive Black History Month event, breast cancer and menopause awareness sessions, and trans and non-binary inclusion webinars. Alongside our staff networks our Menopause Café and Grief Café have continued to grow.
- We maintained our accreditations including Disability Confident, Stonewall Top 100 Employer, and being named the National Centre for Diversity 'Charity of the Year'.
- We have implemented a new Equality Impact Assessment procedure and toolkit, which includes a number of supporting resources as well as an interactive workshop. This will help us to ensure all of our policies and services are as inclusive as possible.
- We have published our gender, disability and ethnicity pay gaps with associated actions to drive improvement (see page 59). Although gender pay gap reporting is mandatory, we choose to go further and examine our disability and ethnicity pay gaps to ensure we create a fully inclusive workplace.
- We have launched a mentoring programme aimed at increasing representation of those with underrepresented characteristics amongst leadership roles. The programme will last until October 2024 and will involve webinars and workshops alongside mentoring sessions.



Composition of the VS staff*

Female:	84.9%
Male:	14.2%
Non-binary/other:	0.9%
Asian:	7.1%
Black:	6.9%
Mixed:	2.9%
White British:	75.9%
White other:	6.7%
Other:	0.6%
Heterosexual:	87.8%
LGB+:	10.5%
Other:	1.7%
Disabled:	20.0%
Non-disabled:	80.0%
No religion:	52.6%
Buddhist:	0.6%
Christian:	35.2%
Hindu:	0.7%
Jewish:	0.2%
Muslim:	5.5%
Sikh:	1.3%
Other:	3.8%



*Data excludes staff who did not answer or who preferred not to respond.
All data above from end of year analysis – snapshot of 1 April 2024.

Pay gap analysis

We have been reporting our gender pay gap since 2017 in line with statutory requirements. Ethnicity and disability pay gap reporting is not currently a legal requirement, but as part of our commitment to equality, diversity and inclusion we also analyse and publish this data.

Gender pay gap

For the financial year 2023–24, our mean gender pay gap is 15.0% and our median gender pay gap is 7.9%. This represents a slight increase in the mean gap but a reduction in the median gap.

Our gender pay gap is not caused by differences in pay for men and women working in the same role or position, but rather because women comprise only 76% of the fourth quartile (the highest paid roles) compared to 90% of the first, second and third quartiles.

[Find out more about the gender pay gap at VS.](#)

Ethnicity pay gap

For the financial year 2023–24, our mean ethnicity pay gap is -1.5% and our median ethnicity pay gap is -10.0%. This means the pay gap has increased further in favour of those from Black, Asian and minority ethnic communities. However, further analysis shows us that this picture is significantly affected by London weighting payments, which minority ethnic staff are more likely to receive. When analysed separately, the ethnicity pay gap is in favour of White staff both in and outside of London.

There is no evidence to indicate that our ethnicity pay gap is caused by differences in pay for Black, Asian and minority ethnic staff and White staff working in the same role or position.

[Find out more about the ethnicity pay gap at VS.](#)

Disability pay gap

For the financial year 2023–24, our mean disability pay gap is 4.8% and our median disability pay gap is 4.4%. This represents a reduction in the mean gap but a slight increase in the median.

Our disability pay gap is not caused by differences in pay for disabled and non-disabled staff in the same role or position, but rather because the percentage of disabled staff is lower in the upper two quartiles.

[Find out more about the disability pay gap at VS.](#)



Our funders

We are thankful to all those who have supported us in 2023–24. We would particularly like to recognise the following organisations:

Abri	Herefordshire and Worcestershire Clinical Commissioning Group
The Access to Justice Foundation	Home Office
Bank of Ireland (UK) plc	Hull City Council
Bangor Crematorium	Koestler Arts
Barclays Bank UK plc	Laverstock and Ford Parish Council
Bedfordshire and Luton Community Foundation as part of the Luton Rising – Community Investment Fund	Lloyds Bank plc
Bedfordshire Police	London Borough of Bexley
Brighton and Hove City Council	London Borough of Camden
Bristol Missing Link Limited	London Borough of Ealing
Brit Insurance	London Borough of Haringey
Cardiff City Council	London Borough of Islington
Central Bedfordshire Council	London Borough of Merton
Chiltern Academy	London Borough of Tower Hamlets
City of London Corporation/ City of London Police	London Borough of Waltham Forest
City of Doncaster Council	Luton Borough Council
Co-op	Mankind UK Limited
Compass Wellbeing CIC	Maresfield Parish Council
Conflict Management Plus Ltd	Mayor's Office for Policing and Crime (London)
Conor Spraggs Foundation	MedReg Consultancy Limited
Covid-19 Support Fund (Association of British Insurers)	Ministry of Justice
Cumbria Victims Charitable Trust	National Lottery Community Fund
Denmead Parish Council	National Westminster Bank plc
Dudley Metropolitan Borough Council	Nationwide Building Society
Evander	North Horsham Parish Council
Foundations	NHS Lancashire and South Cumbria Integrated Care Board
Free Hospital Trust Fund	Nursing and Midwifery Council
General Medical Council	Patricia Routledge Charitable Trust
General Optical Council	Police and Crime Commissioner for Avon and Somerset
General Osteopathic Council	Police and Crime Commissioner for Bedfordshire
Gloucestershire County Council	Police, Fire and Crime Commissioner for Cumbria
Gosport Borough Council	Police and Crime Commissioner for Derby
Greater London Authority	Police and Crime Commissioner for Devon and Cornwall
Greater Manchester Combined Authority	Police and Crime Commissioner for Dorset

Police, Fire and Crime Commissioner for Essex
Police and Crime Commissioner
for Gloucestershire

Police and Crime Commissioner for Gwent

Police and Crime Commissioner for Hampshire
and the IoW

Police and Crime Commissioner for Humberside

Police and Crime Commissioner for Kent

Police and Crime Commissioner for Lancashire

Police and Crime Commissioner for Lincolnshire

Police and Crime Commissioner for Norfolk

Police and Crime Commissioner for North Wales

Police, Fire and Crime Commissioner for York
and North Yorkshire

Police and Crime Commissioner for South Wales

Police and Crime Commissioner for South
Yorkshire

Police, Fire and Crime Commissioner
for Staffordshire

Police and Crime Commissioner for Suffolk

Police and Crime Commissioner for Sussex

Police and Crime Commissioner for Warwickshire

Police and Crime Commissioner for West Mercia

Police and Crime Commissioner for West
Midlands

Police and Crime Commissioner for Wiltshire

Potton Consolidated Charity

Public Services Ombudsman for Wales

Rochdale Metropolitan Borough Council

Royal Borough of Kensington and Chelsea

Sacred Heart High School

Sandwell Metropolitan Borough Council

Secom Security System

Sir Charles Jessel Charitable Trust

Slater and Gordon Lawyers

Smile For Joel

Social Care Wales

Somerset Community Foundation

Standing Together Against Domestic Abuse

Stonewall Park Charitable Trust

Suffolk County Council

Sussex Community Foundation

The Moira Fund

The Labour Party (on behalf of the Labour Party
and the Co-operative Party for the provision
of the Services)

UK Parliament

The Zochonis Charitable Trust

Vivid Housing Association

Wakefield Community Safety Partnership

Wakefield Council

Wakefield District Housing

Walsall Metropolitan Borough Council

Welsh Government

West Sussex County Council

West Yorkshire Combined Authority

Winchester City Council

Worcestershire County Council



Our supporters and fundraisers

We are thankful to all those who fundraised and supported us in 2023–24.



Damien raised over £3,000 for VS

In June 2023, Damien, a prominent YouTuber known for his financial literacy videos, fell victim to a brutal assault while out for a Champion's League football match. Damien was talking to a friend's girlfriend when he was suddenly attacked by a stranger, leaving him unconscious on the floor, covered in blood and in need of serious medical attention. He found himself hospitalised and remained under medical care for 24 hours.

In response to the traumatic incident, Damien courageously shared his experience in a YouTube video, shedding light on the assault. However, after receiving legal advice amidst ongoing court proceedings, the video was removed. In response to the video, Damien's loyal subscribers rallied behind him, demonstrating their overwhelming support by sending money to help him through this difficult time.

Grateful for the generosity, Damien humbly acknowledged that he had enough money to support himself and donated the money received to VS. Recognising that not everyone has the same platform and audience to rely on in times of need, Damien emphasised the importance of organisations like Victim Support, which provide crucial support to victims.

Together, with the support of his dedicated subscribers, Damien raised an incredible **£3,048** for VS.

Reference and administrative details

Charity number: 298028 Registered as a charity in England and Wales
Company number: 2158780 Registered as a company limited by guarantee in England and Wales
Registered office: Building 3, Eastern Business Park, Wern Fawr Lane, Old St Mellons, Cardiff, CF3 5EA
Secretary: David Fowler

Advisers

Auditor: Forvis Mazars LLP, 6 Sutton Plaza, Sutton Court Road, Sutton, Surrey SM1 4FS
Bankers: Lloyds Banking Group plc, 25 Gresham Street, London EC2V 7HN
Solicitors: Bates Wells Braithwaite, 10 Queen Street Place, London EC4R 1BE

Directors and trustees

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

Key management personnel

President	HRH, The Princess Royal
Chair	Andrew Tivey
Vice-chair	Roger Harding (until 8 December 2023), Kathryn Adkins (from 8 December 2023)
Treasurer	Kathryn Adkins
Trustees	Sudeep Chatterjee (from 8 December 2023) Claire Collins (from 20 March 2024) Andrew Edwards (until 8 December 2023) Helen Evans Angela Gascoigne (from 8 December 2023) Debbie Gillatt Caroline Green (from 20 March 2024) Amanda Hamilton-Stanley Laura Johnson (until 7 December 2023) Clarisse Mallem Rachel Onikosi Amanda Stanley-Hamilton Sue Steen (from 8 December 2023)

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

Senior Leadership Team


Katie Kempen	Chief Executive Officer (from 26 June 2023)
Diana Fawcett	Chief Executive Officer (until 25 June 2023)
Zoe Byrne	Services Director – South and Wales (until 24 November 2023)
David Fowler	Director of Finance (from 22 January 2024)
Carrie Rich	Director of Finance (until 3 November 2023)
Martyn Herward	Director of Business Services
Simon Ketteridge	Director of Business Development, Insight and External Affairs
Kultar Nayyar	Services Director – London and Homicide
Johanna Parks	Services Director – Northern England and Midlands

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

Join us in supporting victims and creating change

- Find a career at VS
- Become a valued volunteer
- Take on a challenge for VS or make a donation
- Tell people about the support available for victims
- Follow us on social media and help us create change

Find out more: victimsupport.org.uk



Supporting victims,
creating change

Patricia* is using her experience to bring about change

Patricia was assaulted by her son in her home. She is appalled by the lack of action and support from the police who kept cancelling meetings and then closed her case without even informing her. She is grateful for the kindness and support shown by her caseworker at VS and is now hopeful her case will be reopened.

She is now using her experience and her voice to bring about change:

She said "Victims don't seem to have any rights. I hope telling my story makes the police sit up and be a lot more considerate to victims."

"I won't ever get over what happened to me, but I just hope that telling my story does some good. Perhaps it will help stop someone going through what I did."

*Name changed to protect identity.





VICTIM **50** SUPPORT

Championing victims and survivors since 1974

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 our 24/7 live chat service:
victimsupport.org.uk/live-chat
- using BSL: **victimsupport.org.uk/bsl**
- Online: **victimsupport.org.uk**

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

victimsupport.org.uk

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 [Linkedin.com/company/victim-support](https://www.linkedin.com/company/victim-support)

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Victim Support, Building 3, Eastern Business Park, Wern Fawr Lane, Old St Mellons, Cardiff CF3 5EA

Telephone: 020 7268 0200

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Registered office as above.



Investors
in Diversity
Gold UK
Leaders in Diversity

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