

WE ARE VICTIM SUPPORT

.....
Victims and witnesses know they can always turn to us for **help** • Our services meet **local need**, drawing on **national strength** • We **speak up** strongly for victims and witnesses • Victims and witnesses **value** the excellence of our volunteers and staff • We **work with others** to help victims and witnesses • We **make every penny count** as we strengthen our funding base
.....

*In its 40th year, **Victim Support** has seen as much change as at any time in its history, yet has held true to its mission – to provide victims and witnesses with the **high quality support** they need, and to **speak up** on their behalf to ensure they get the **respect** they deserve.*

We believe this annual report demonstrates how our volunteers and staff have delivered on these ambitious objectives and indicates how they will continue to do so in the future.

We continue to deliver outstanding services for victims and witnesses. This year we provided practical and emotional help to more than 152,000 victims – 10% more than in 2012/13 – and supported nearly 198,000 witnesses at court. The vast majority of this help was delivered through our teams, made up of more than 4,300 volunteers. They have supported in high profile cases including the NHS inquiry into Jimmy Savile's activities in hospitals and trials arising from Operation Yewtree and other historical abuse investigations. Our specialist services continue to develop, with an expanding children and young people programme and new restorative justice projects. We support victims of domestic and sexual violence and tackle antisocial behaviour (ASB) and hate crime.

Our charity has embraced fundamental changes to how victim and witness services are commissioned and has seen its expertise recognised through successful bids nationally and locally. Victim Support has been commissioned by the Ministry of Justice to continue providing the homicide service.

To help police and crime commissioners (PCCs) prepare to take on responsibility for commissioning, the Ministry of

Justice extended our grant contract until April 2015. We remain confident that PCCs will seek to commission our charity, benefiting from its expertise, experience and determination to help them deliver their vision of victim services.

We have played a significant role in extending the rights of victims and witnesses too. Many improvements to the Victims Code announced in October 2013 reflect our submissions to the Ministry of Justice. Victims now have the right to read out their Victim Personal Statements in court and are entitled to receive information about restorative justice. Most importantly, the proposal that only victims of certain crimes should be automatically referred to support services was abandoned following a campaign by our charity. We are determined to ensure there is robust monitoring of how the criminal justice system meets its obligations under the new Code to turn these rights into a reality for victims.

The Board of Trustees appointed Mark Castle to be the new Chief Executive following the departure of Javed Khan and has been delighted with his leadership and the vision he has outlined for the future of the charity through a new corporate strategy. The Board has benefited greatly from the fresh input of the National Advocates, representing the views and interests of volunteers.

We continue to engage with stakeholders and partners through the All Party Parliamentary Group on Victims and



The contact came when I was really upset; it was nice speaking to someone with such a caring nature and having someone listen to me. Victim Support helped me realise that the crime wasn't my fault." **SERVICE USER**

Witnesses and the Victims' Services Alliance, which now has more than 50 members. We published the ground-breaking report *At risk, yet dismissed* into the impact of crime on people with mental health problems and led the debate about the treatment of vulnerable witnesses and victims of sexual exploitation.

Our media profile has continued to rise, with volunteers and frontline staff now regularly featuring on radio and television explaining their work. We redeveloped our website to focus on the needs of victims and witnesses and introduced secure online self-referral. A specialist children's website will follow soon.

It has been a year of celebration too as Victim Support marks 40 years of progress for victims and witnesses since the foundation of the Bristol Victims Support Scheme. Local and national events have honoured the contribution of the 55,000 people who have volunteered over the last four decades and a memories project has been launched to capture the living history of the charity.

As we look forward to 2014/15, the Board is confident that the charity will continue to adapt to the evolving needs of victims and witnesses and the challenges that the charity faces. With the skills and commitment of our volunteers and staff we have no doubt Victim Support is well placed to continue making a real difference to victims and witnesses.

CONTENTS

<i>Strategic report</i>	02
<i>Who we are</i>	02
<i>Our people</i>	06
<i>Our services</i>	08
<i>How we operate</i>	16
<i>Future plans</i>	22
<i>Structure, governance, management</i>	24
<i>Statement of trustees' responsibilities</i>	36
<i>Auditor's report</i>	37
<i>Financial statements</i>	38
<i>Our thanks</i>	54

Victim Support has a presence in every community across England and Wales. Our volunteers and staff give people practical and emotional support so they can cope and recover from the effects of crime.

This help ranges from something as simple as filling in a form, to supporting people to get rehoused or receive medical treatment. We help people deal with their feelings and emotions through challenging and traumatic times.

We do this through working in partnership with the criminal justice system, local and national commissioners and other charities and public sector agencies, such as housing and health.

We help victims to find their strength



95% of victims are satisfied
with our support



60% of victims feel safer
after we helped



72% of victims feel reduced impact of crime on relationships and social life



81% of victims feel reduced impact of crime on health and wellbeing

We're wide-reaching



1,086,998
police referrals



366,167
needs assessments



152,726
victims receiving practical and emotional help



59,927
face-to-face meetings



Michael*

Michael was a happy and popular teenager who played football, cricket and basketball, until a notorious gang tried to recruit him.

When he refused, Michael became a target for intimidation and violent threats on his way to and from school. On one occasion he was confronted by dozens of masked youths at the school gates.

Despite an escort, the intimidation continued and Michael soon became too afraid to attend school. His days were spent at home, growing angry and confused, and he stopped eating.

His education suffered but, because he was a victim not an offender, Michael was unable to access help from police and social workers who tackle gang issues. His parents and siblings suffered too, worried for each other and struggling to cope with the situation.

That is when Victim Support stepped in.

Our caseworker provided a range of practical and emotional support to Michael and his family.

She helped rehouse them away from the neighbourhood where the gang was based and found Michael a new school. She helped rebuild Michael's confidence, taking him out of his home onto the streets gradually so he could feel secure once more. And we helped his family claim compensation from his old school for failing to ensure he could receive an education for nearly two years.

Michael has since completed his education, regularly attends a local youth club and hopes to join the Army. He also sits on a safeguarding panel, helping a local authority understand the needs of gang victims.

Mum Sharon says: *"My husband and I have properly raised our son to know right from wrong. It was painful watching him change: he became withdrawn, even angry, and didn't want to get out of bed and he stopped eating. And then he stopped going to the school because it could not protect him.*

"When the situation was at its worst, into our lives walked a Victim Support gang intervention caseworker. I liken her to an angel, a Mary Poppins, who instantly made everything seem so much brighter and better.

"From our first meeting, she left a feeling of hope which we'd lost. We finally had someone to give us the support and advice we so desperately needed and deserved. We trusted her and she has never let us down. I really don't know where we would be without her and Victim Support."

*Name has been changed for anonymity

*We remain as indebted as ever to our **volunteers** for their ongoing and outstanding commitment to Victim Support and their dedication to supporting victims and witnesses.*

It is no exaggeration to say that without their efforts the vast majority of the services we provide to victims and witnesses would not be delivered.

We believe it is essential that volunteers remain at the heart of everything we do. The gift of their time, energy and experience is compelling proof to victims and witnesses that their community cares. That knowledge alone can put people suffering the trauma of crime on the road to recovery.

Because of this we value our volunteers' views and in early 2014 carried out a comprehensive survey to measure their levels of satisfaction and engagement and to understand the

challenges and opportunities that volunteering brings. The survey demonstrated an exceptionally high overall engagement index of 93%, which is an increase of 4% from 2012. This underlines our volunteers' affinity with Victim Support.

In 2013 we worked with the National Citizen Service to deliver workshops to young people about volunteering at Victim Support. As a result, Loughborough and Leeds Universities have set up student-led support services, providing peer support to other students who are victims of crime.

Our new peer mentoring projects in schools have enabled young people aged 14 and above to offer support to peers who have been victims of crime. We have introduced a national youth advisory panel giving young people (13+) the opportunity to advise on how best to support young victims and witnesses of crime.

Thanks to projects like these, the future of volunteering in our organisation has never been brighter, with nearly a third of volunteers under the age of 34 and almost a fifth under 25. Newer recruits benefit from the immense experience of our long-serving volunteers and specialist volunteers who support victims and witnesses of more serious crimes.

The growing diversity of our volunteer base gives us confidence that volunteering is going from strength to strength.

Volunteering has a strong future



Under 34s

make up nearly a third of our volunteers



Under 25s

make up nearly a fifth of our volunteers

Our volunteers are valuable



957,607 hours

*of volunteers' time**



£15,124,917

*value of volunteers**

What our volunteers contribute

We estimate that in terms of equivalent salary costs, the net value of our volunteers' working time is more than £15 million per year. Yet their true worth to our organisation and society is much broader than financial value. Our volunteers restore people's faith in human nature and in their communities and their trust in the criminal justice system. They help people find the strength to put their ordeals behind them, and in doing so, ease the burden on services such as health, housing and policing. They give witnesses the confidence to give evidence effectively, ensuring justice is delivered more efficiently. Their contribution is, quite simply, priceless.

* Estimates. The hourly rate for volunteers who support victims and witnesses is based on the mean average hourly rate for full-time workers in 2013 as published by the Office for National Statistics (£15.87). The hourly rates for administrative help and governance are taken from the average hourly rate of pay for administrative and senior managerial posts, respectively, within Victim Support.



490 Milestone Awards

received by staff and volunteers for long service



90% of staff

are happy to recommend our services



Leaders in Diversity

the first national charity to receive this award

As a frontline service delivery organisation, our people are our greatest asset. We recognise that investing in and supporting them is critical to our success.

We delivered nearly 40% more staff and volunteer training days and extended our suite of e-learning programmes. We also ensured that our senior managers benefited from an intensive programme to help them prepare for the new commissioning environment. We are proud that they have remained focused on helping victims and witnesses as the commissioning landscape has changed around them.

Our latest staff engagement survey found we exceeded both UK and charity sector benchmarks in some areas. More than 90% of staff would be happy to recommend our services and 85% are proud to work for Victim Support. There was a 9% increase in staff who believed that actions are taken as a result of their feedback and an 8% increase in those believing we offer a fair benefits package. We have developed local and national action plans building on our strengths and addressing areas which need improvement. We continued our Milestone Awards, with more than 490 staff and volunteers receiving one in recognition of long service to the charity.

As the organisation undergoes change we have strived to improve internal communications. Our Chief Executive updates staff through a regular and well-read blog and we use the disp@tch email newsletter to highlight key messages and direct people to our recently improved intranet Surf. In addition, our Corporate Management Team (CMT) went 'on the road' to visit teams in Manchester, London and Exeter, providing them with a direct opportunity to question our senior team face-to-face.

We successfully recruited a new Chief Executive, Mark Castle, formerly CEO of the Association of Police and Crime Commissioners, and he has been supported by an able and committed CMT. Staff turnover increased but remains low in comparison to the sector and we remain able to attract

excellent candidates. One in three internal vacancies was filled through internal appointments, reflecting our investment in our own people.

We completed all preparatory work for pensions auto-enrolment and met our staging date, 1 September 2013. We also took the opportunity to reduce the number of pensions suppliers and the overall administration costs. No member of staff lost out in these changes and we were able to achieve lower charges and a better deal for a significant number of employees. In addition, our Employee Assistance Programme continues to be valued by staff. Where they need to, they can access and obtain a wide range of independent advice.

We were marked out as 'one to watch' in the Best Companies survey following our debut entry and we are proud that our HR team have been shortlisted in the HR Management section of the *Charity Times Awards*. This reflects their sustained excellence across all HR disciplines.

Equality, diversity and inclusion

Victim Support believes equality, diversity and inclusion (EDI) are critical to our work of helping people cope and recover from crime. For several years, EDI has been a priority for the charity, with considerable effort and focus on improving our performance in this area. We are very proud that this year we became the first national charity to be awarded 'Leaders in Diversity' status – the highest EDI status available. This recognises that we have embedded EDI throughout the charity and consider it essential for the success of our work. Key steps along the path to this success include the 2012 EDI survey of staff and volunteers. We are determined to maintain our focus on EDI and share our good practice across the sector.

Our Witness Service has delivered unparalleled practical and emotional support to prosecution and defence witnesses in every criminal court in England and Wales and has ensured that the needs and wellbeing of the witness or victim are at the heart of proceedings.

198,872

witnesses supported
at court

26,135

pre-trial visits
arranged

39,791

vulnerable or
intimidated witnesses
supported

11,788

young witnesses
supported

52,799

other people helped
(such as friends
and family)

Highly trained staff and volunteers explain who's who in the courtroom and seek to make witnesses feel comfortable and confident enough to give the best possible evidence. We provide safe and private waiting rooms for victims and witnesses away from the main public waiting area. We organise pre-trial visits so a victim or witness can familiarise themselves with the courtroom and its processes. We help vulnerable or intimidated witnesses (VIWs) by arranging 'special measures' such as screens in court or a video link to the court from another location, subject to approval from the court.

We understand the concerns and worries a person can experience when faced with the prospect of giving evidence in court and our staff and volunteers will do everything in their power to ensure a smooth journey through the court process. We also understand that recalling some events can be distressing and we take pride in the fact that our staff and volunteers have the skills, experience and empathy to help people cope.

During 2013/14 we helped victims and witnesses give evidence in historical abuse cases arising from Operation Yewtree and other high profile sexual abuse cases. We also assisted the Ministry of Justice in piloting pre-recorded video evidence and expanding the use of Victim Personal Statements.

The Ministry of Justice recently held a commissioning process and has selected an alternative provider. We will work closely with the Ministry of Justice to ensure that people giving evidence in court continue to receive the best possible support during the transition to this new provider.

The Young Witness Service

The increase in the number of prosecutions for child sexual exploitation has highlighted the need for better support for young people giving evidence at court. Our eight young witness services (South Yorkshire, Thames Valley, Surrey, Sussex, Greater Manchester, Kent, Nottingham and Essex) provide best practice examples of the holistic support offered, from pre-trial home and court visits to support after cases have concluded. We believe that no child should have to give evidence in a courtroom and better use of remote links would improve the quality of evidence. We work closely with Independent Sexual Violence Advisors (ISVAs) and registered intermediaries, who explain questions to children, to ensure that young people receive co-ordinated support. This model shows how the right help can reduce the impact on young people of giving evidence and help them cope and recover.



I was 14 when I was sexually abused by someone I knew. The trial was adjourned twice; it took nearly two years until I was able to give my evidence. I wanted to give up but knowing that the Young Witness Service was there to support me helped me carry on. There is nothing easy about giving evidence, but they helped me survive, believe in myself and move forward.” **NOTTINGHAM YOUNG WITNESS, AGED 16**



Mary

For years, Mary suffered violence at home at the hands of her partner. When he was charged, Mary found she had a new fear – going to court to give evidence against him. She questioned if she would be able to appear in court and desperately wanted reassurance and help. So Mary was surprised and relieved to find out about our Witness Service. Our volunteers talked to her in a quiet area of court while she waited to give evidence and helped to keep her calm.

Gradually, she began to control her nerves and in time her confidence grew so much she chose not to give evidence from behind screens but to face her abuser. As she started to describe her ordeal to the jury, her ex-partner shouted, swore and kicked the dock.

Mary says: *“I was very nervous and his behaviour made it even harder. But I had a Witness Service volunteer there with me all the time and that made a huge difference.*

“She helped me stay calm and just by being there she helped me keep confident so I could keep giving evidence. I was very upset afterwards and cried a lot, but I knew I had given evidence as best I could.

“If the Witness Service hadn’t been there for me I wouldn’t have had the courage to keep going.”

When Mary left court she went back to the Witness Service room and thanked the whole team for their support. They referred Mary for some more emotional support from her local Victim Support team, while her ex-partner was convicted and jailed.

Since then, Mary has been able to move on with her life with increased confidence and a new sense of safety for herself and her children.

We help witnesses feel better



94% of witnesses were satisfied with the help they received from us



71% of witnesses said they felt safer as a result of the Witness Service



90% of witnesses were satisfied with the information we provided

Our homicide service is now four years old and continues to go from strength to strength.

Its specialist caseworkers and volunteers have now supported more than 5,000 people bereaved by murder and manslaughter, including 1,542 taken on during 2013/14. There were 495 homicides last year and our offer of support was taken up in 403 of those cases – a consent rate of 83%.

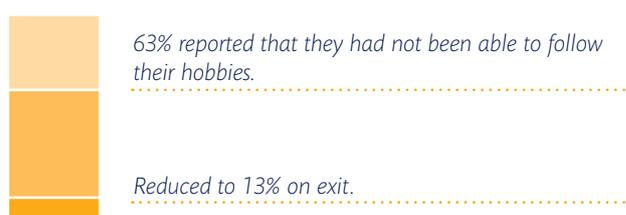
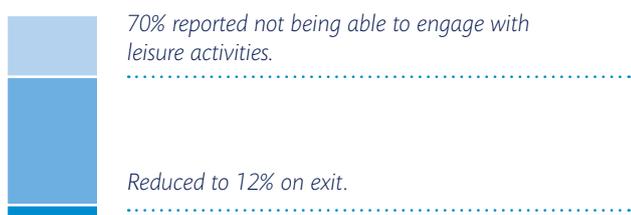
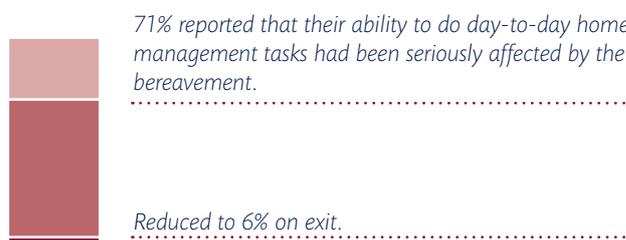
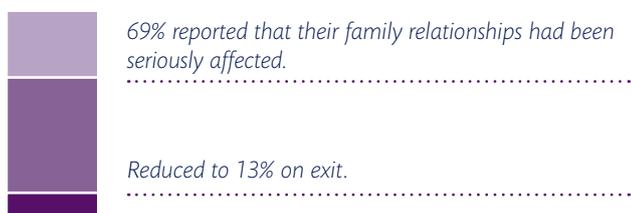
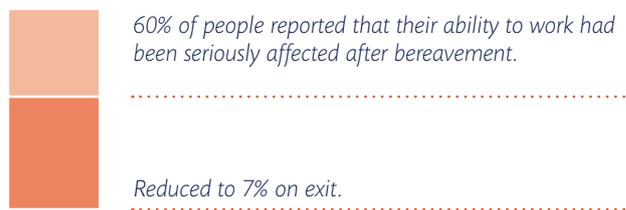
Our new outcomes measurements demonstrate the value of this service, with 89% of people we support saying we made a difference to their lives.

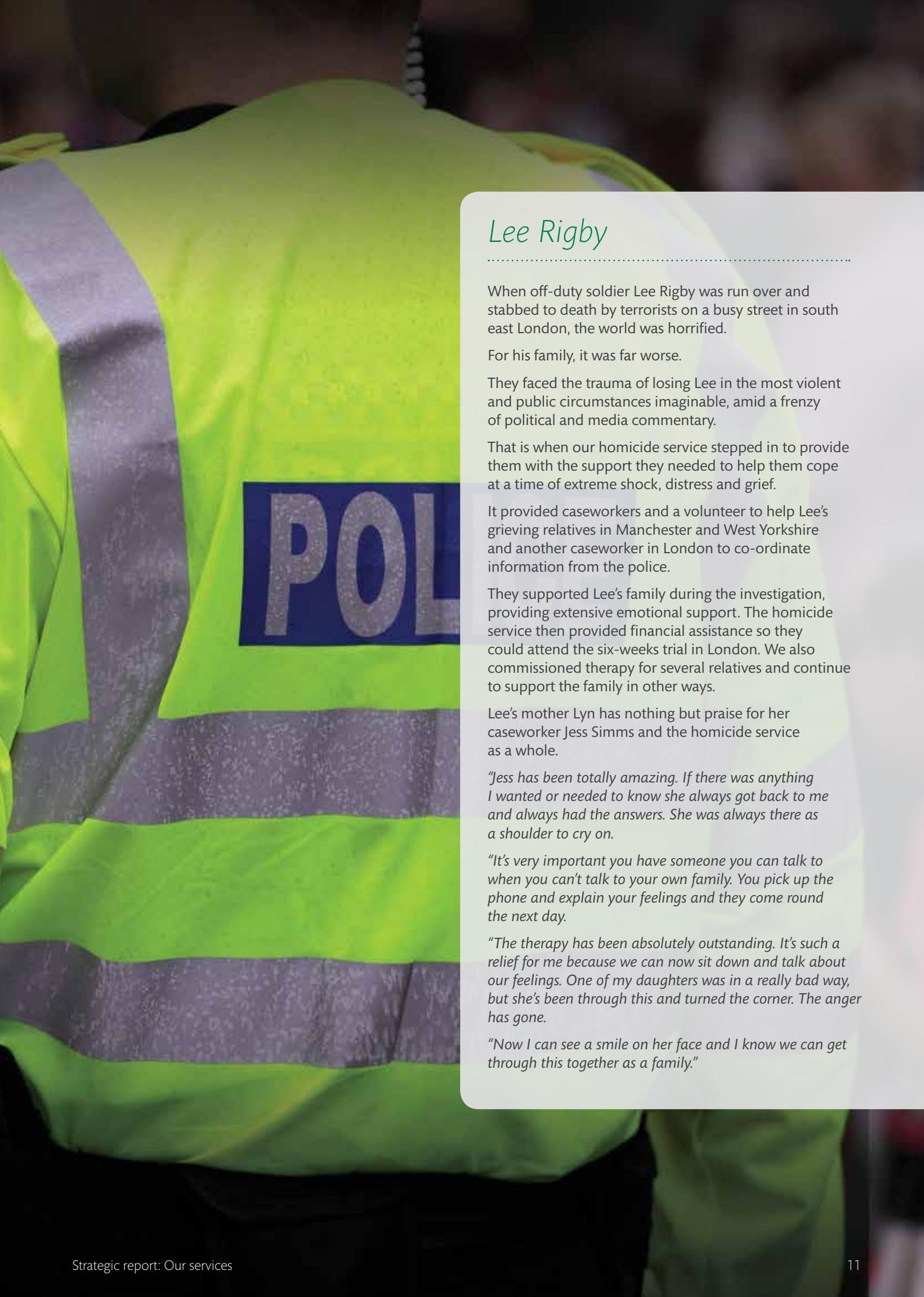
The expertise, experience and value for money the homicide service offers was recognised by the Ministry of Justice, which has recommissioned Victim Support to provide this service for another two and a half years.

We have secured additional legal help through Co-op following an increase in requests for advice on family law, and offer new services through Shelter and Payplan debt management.

Significant operational achievements include supporting the family of Lee Rigby (see opposite), and the service is currently supporting families bereaved by the loss of flight MH17 over Ukraine.

We make a real difference





Lee Rigby

When off-duty soldier Lee Rigby was run over and stabbed to death by terrorists on a busy street in south east London, the world was horrified.

For his family, it was far worse.

They faced the trauma of losing Lee in the most violent and public circumstances imaginable, amid a frenzy of political and media commentary.

That is when our homicide service stepped in to provide them with the support they needed to help them cope at a time of extreme shock, distress and grief.

It provided caseworkers and a volunteer to help Lee's grieving relatives in Manchester and West Yorkshire and another caseworker in London to co-ordinate information from the police.

They supported Lee's family during the investigation, providing extensive emotional support. The homicide service then provided financial assistance so they could attend the six-weeks trial in London. We also commissioned therapy for several relatives and continue to support the family in other ways.

Lee's mother Lyn has nothing but praise for her caseworker Jess Simms and the homicide service as a whole.

"Jess has been totally amazing. If there was anything I wanted or needed to know she always got back to me and always had the answers. She was always there as a shoulder to cry on.

"It's very important you have someone you can talk to when you can't talk to your own family. You pick up the phone and explain your feelings and they come round the next day.

"The therapy has been absolutely outstanding. It's such a relief for me because we can now sit down and talk about our feelings. One of my daughters was in a really bad way, but she's been through this and turned the corner. The anger has gone.

"Now I can see a smile on her face and I know we can get through this together as a family."

*Though we know that the type of crime a victim has suffered is not a reliable indicator of their needs, we also know that some people need **specialist support**. Victim Support now provides a wide range of services specifically targeted at helping people cope and recover from particular offences.*

We use specialist caseworkers and volunteers who receive additional training to deliver these services, which are mostly funded locally.

Domestic violence

Victim Support provides more than 70 Independent Domestic Violence Advisors (IDVAs) – more than any other organisation in England and Wales. They specialise in the support of female, male and child victims of domestic abuse where victims are at higher risk of harm. We continue to offer high quality support to victims of domestic abuse through our specially trained volunteer-supporters. They help people who may otherwise be overlooked to manage the risks they face through safety planning. Some of our volunteer-supporters receive additional training to provide support to those at higher levels of risk, and also offer 'holding calls', which involve telephone support to high risk victims awaiting IDVA allocation. We provide early intervention to service users and help them to access our support through outreach work. We give all people referred to Victim Support for other crime types the opportunity to disclose abuse and access support before things escalate, or before they've reported the crime to the police.

We have expanded our expertise in working with children and young people who experience domestic abuse in families and relationship abuse by peers through the Domestic Violence Relationship Abuse (DVRAP) pilots in Warwickshire, Norfolk, Northumbria and Ealing, West London. The £1.5 million project, funded by the Department for Education, supported more than 500 children aged 3–18 through one to one support, group work and positive activities.

DVRAP has also worked in over 30 schools and youth voluntary groups, delivering healthy relationship and domestic abuse awareness sessions and drop-in support sessions to over 1,200 children and young people. These sessions led to the creation of a safety planning app to help young people suffering relationship abuse get the help they need.

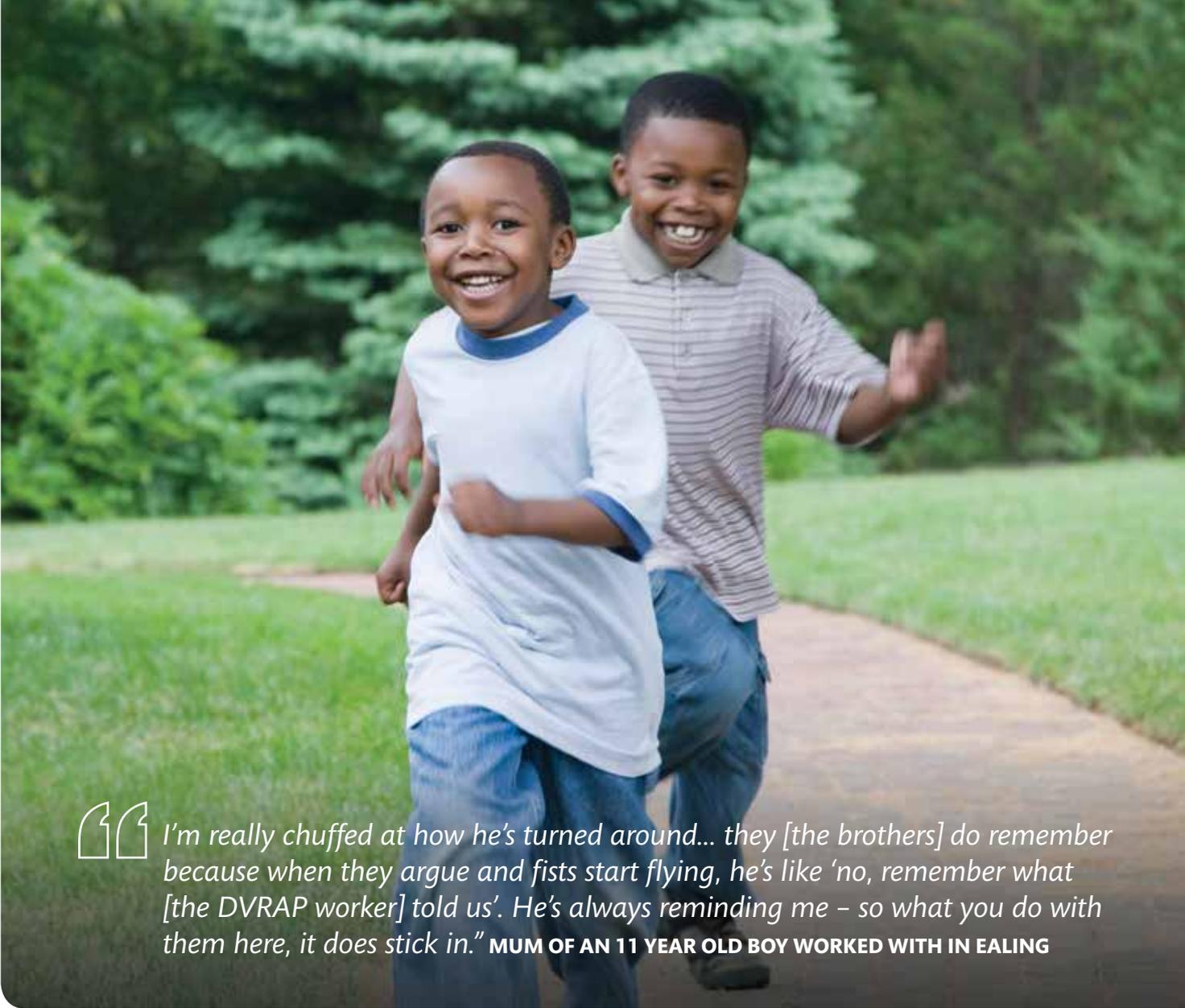
Victim Support has strong partnerships with local multi agency risk assessment conferences and works closely with other local partners to escalate higher risk cases.

Sexual violence

Operation Yewtree and other high profile inquiries into historical sexual abuse have brought into focus the complex support needs of victims and witnesses of sexual violence. Victim Support continues to play a leading role in helping victims of these offences and advising on the police and prosecution response to them. A team of volunteers from the West Yorkshire division supported the NHS Speaking Out inquiry into the activities of Jimmy Savile in hospitals across Leeds. They delivered emotional support to 17 victims, including several for more than 12 months. The Speaking Out report acknowledged the skill and commitment of this team and thanked them for their contribution. In addition, West Yorkshire Victim Support sat on the oversight panel for West Yorkshire Police when it examined its own contact with Savile and continues to advise the force on how it tackles all sexual offences. We employ a small number of Independent Sexual Violence Advisors, who provide specialist support to high risk victims of sexual abuse, including those suffering within same sex relationships and young people. We also work with specialist sexual violence organisations, local safeguarding teams and the police, and are active in local partnerships tackling trafficking, street workers and female genital mutilation. We continue to work with the Home Office, Crown Prosecution Service and police to ensure victims' voices are central to future developments in tackling sexual violence.

Antisocial behaviour

We now have 26 community projects to tackle ASB, each reflecting local circumstances, needs and the requirements of the funders. They support victims of intimidation, harassment, abuse and other forms of intrusive ASB. Typical help includes advocacy with housing departments, helping victims gather evidence to evict neighbours, securing civil injunctions,



“ I’m really chuffed at how he’s turned around... they [the brothers] do remember because when they argue and fists start flying, he’s like ‘no, remember what [the DVRAP worker] told us’. He’s always reminding me – so what you do with them here, it does stick in.” **MUM OF AN 11 YEAR OLD BOY WORKED WITH IN EALING**

liaising with police and local authority teams and supporting witnesses in civil court proceedings. Over the last year we have brought ASB project workers together to share best practice, ensure consistency of service delivery standards and demonstrate to funders and partners that we deliver the best possible support to victims.

Restorative justice

Victims now have the right for information about restorative justice (RJ) in their area under the revised Victims Code, and we believe offering them the opportunity to meet their offender, ask questions and receive an apology can have valuable benefits. Victim Support is involved in 31 projects that have some sort of RJ element. These include pre-sentence RJ at ten Crown Courts under the Pathfinder project with Restorative Solutions. Judges adjourn sentencing for offenders who plead guilty to allow a meeting to take place. Victim Support currently has 41 members of staff and 171 volunteers trained in RJ. They handled 1,451 referrals in 2013/14, of which 657 were suitable for RJ. Around 270 offers were made to victims and there have been 68 face-to-face conferences and 72 other interventions.

Hate crime

Victim Support plays a leading role in helping people targeted because of their race, faith, sexual orientation or because they are disabled. We have continued to develop and shape services to ensure victims of hate crime are better supported. A hate crime toolkit was created to provide our staff and volunteers with additional guidance and greater understanding of the impact of hate crime on individuals within the community. To support the toolkit our specialist hate crime learning has been enhanced and hate crime promotional materials have been developed to demonstrate that we are there to support victims and they can turn to us for help. Our national hate crime network has enabled us to strengthen partnerships with organisations including Stonewall, Faith Matters, Stop Hate UK and Mencap, sharing good practice and campaigning.

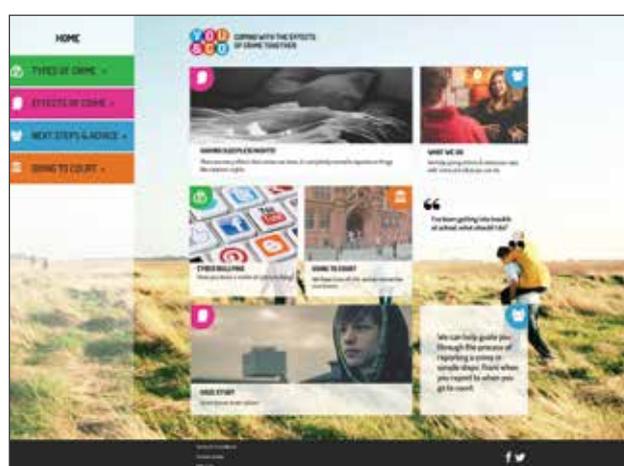
Children and young people are among the most vulnerable users of the criminal justice system. They experience more crime than adults, particularly serious sexual, physical and domestic violence, and need specialist support with everything from reporting crime to giving evidence.

To address their needs, Victim Support has invested in quality, intensive service development delivered in young people's own environments – schools, youth groups, homes and local communities – building trust and confidence in young people. By working alongside them, we have reduced the risks of victimisation, built in protective support networks and increased young people's resilience, self-esteem and ability to make safer choices.

Our 27 specialist projects address gang and street violence, domestic and relationship abuse, sexual violence, cyber bullying, peer mentoring, ASB and hate crime. Specialist youth workers and volunteers deliver these through one-to-one support and group work, enabling young people to explore their experiences both individually and with their peers. They use activity toolkits, music, sports/positive activities, games and art to achieve this.

The link between some children becoming victims and then offenders is well evidenced and our focus has been on breaking this cycle through supporting victims at the earliest opportunity to build their confidence in the criminal justice system. Participation projects like our London project 'Exposure' ensure that young people become part of the solution to youth victimisation. Exposure is led by 20 young peer mentors, developing resources and training materials and delivering workshops in order to support other young people to identify the effects of crime and have the confidence to access support.

To meet new targets and demands, the Children and Young People (CYP) team has been working in partnership with the NSPCC. We have reviewed all our safeguarding, data, recruitment and selection policies to give this programme a secure foundation. There is now a revised safeguarding framework with new training for designated safeguarding



You & Co website

officers, safer recruitment training for managers and level 2 safeguarding training for all volunteers and staff. The team's operating guidance and procedures have also been revised, with training and toolkits to support volunteers.

Victim Support is committed to involving children and young people in the development and design of these services and ensuring they have the opportunity to influence the work of the charity and the criminal justice system as a whole.

We have developed a new CYP brand, 'You & Co', with the help of youth marketing agency Livity and young people themselves. This work has been done in parallel with the creation of a dedicated CYP website featuring innovations including an interactive courtroom to help young witnesses understand the legal process better. Other ongoing projects include an app which will help children make their own safety plans.

“ You helped me understand the consequences if you do wrong... I understand I shouldn't carry a knife even for protection.”

14 YEAR OLD VICTIM OF SERIOUS ASSAULT

Regional highlights

In **South Wales**, we have joined forces with the police to identify both gaps and overlaps in service provision to victims of crime. Project Undivided, launched by the Police and Crime Commissioner, aims to ensure that victims get value for money from the services commissioned on their behalf, the best standards are set and decision-making in the future is properly informed. A member of Victim Support staff will follow crimes and incidents of ASB from initial contact with the force through to a service user survey.

Across **Wales**, Victim Support is to provide a comprehensive service to victims of hate crime and related incidents, with a 24 hour helpline number and single point of contact. With the launch of the All Wales Hate Crime Reporting Centre, victims of hate crime can report by letter, text, email and social media or in person at drop-in surgeries in all 22 unitary authorities across Wales. We will work alongside established partners and organisations in minority community groups to encourage victims to report hate crime and incidents. We will share data with the police and local authorities to help them identify trends and hotspot areas and target their resources more efficiently to prevent offending. The service is victim-led and tailored to individual needs, operated by trained specialist volunteers and caseworkers through follow up calls, evidence outcomes and a satisfaction survey. The team will work with young people in schools and colleges to raise awareness of hate crime issues.

In **Plymouth**, the Victims Champion Service tackling ASB has dealt with around 700 serious cases since it launched four years ago. With funding from the PCC for Devon and Cornwall, our staff are seconded to work with the local authority ASB team, supported by our volunteers. The project was set up following the suicide of Fiona Pilkington and delivers support to all victims of ASB, including those deemed to be high risk. Recently, the team has trained police community support officers on how to recognise ASB and work with its victims.

In **Cleveland**, we have been commissioned to develop a 'soft intelligence tool' based on our internal policy evidence tool system. This tool allows the PCC to review good and bad practice within the criminal justice system based on reports uploaded by staff across the criminal justice system. We analyse the data to identify trends and produce a regular report with the PCC which can inform decision making and discussion. Feedback from agencies across Cleveland has been positive and other PCCs are considering similar commissions with Victim Support.

In **Manchester**, we are collaborating with NHS staff in accident and emergency wards and on maternity units to get help to victims of domestic violence. A dedicated team of caseworkers funded by the PCC has raised awareness of how to spot patients at risk among healthcare professionals. A telephone hotline is available for NHS staff to refer victims to the team, who make contact with them, conduct risk assessments and make referrals to safeguarding agencies. They give practical support, including personal safety advice and information, allowing victims to make informed choices. If appropriate, victims will be referred on to the core Victim Support service.

In the **City of London**, the Vulnerable Victims Project provides emotional support, practical help and information to vulnerable male and female victims of crime who reside and/or work in the City. Here, vulnerability is defined as victims of domestic abuse, sexual violence, so-called honour-based violence, female genital mutilation, forced marriage, stalking, hate crime, child exploitation and child abuse, as well as missing persons. The project has recently established three outreach sites to provide face-to-face support to the 8,500 people who live and the 350,000 people who work in the City.

We are committed to improving the quality of the services we provide to victims and witnesses and to finding new ways to make our services more accessible and cost-effective.

Victim Support routinely reviews its key processes to ensure that we maximise the impact our staff and volunteers can have and that they have the support they need to make a real difference to the lives of people affected by crime.

IT development and case management system rollout

Victims can now securely refer themselves to Victim Support through our website. This allows people who have chosen not to report to the police or who have not taken up the initial offer of support to seek support confidentially at a time of their choosing. It was designed in consultation with service delivery staff to ensure the process is as quick and simple as possible for victims. Data is secure from the point of entry and enters the CMS with the daily update of police referrals. The system went live in March and currently receives approximately 100 self-referrals per week. We anticipate that this number will rise through promotion with commissioners and other partners. Online self-referral has been a long-standing objective for the charity and this is a significant achievement. Victim Support continues to look to new technology to get help to victims and witnesses in other cost-effective and convenient ways. We continue to work with the National Police Information Assurance Team to ensure our key systems are fit for purpose. This relationship continues to drive our desire for excellence in the management of the data that we handle for our service users. We have completed the rollout of the new CMS and will continue to develop new capabilities to reflect the changing environment in which we are operating.

Performance framework

We were awarded the PQASSO external Quality Mark at level 1 in November 2013 following an extensive self-assessment process and a detailed external accreditation review. Work is under way to progress towards the level 2 award. The PQASSO work forms part of the development of a wider comprehensive quality management framework. During the year we have developed and rolled out our own service specific standards and audit tools for key service areas. We have also implemented a programme of quarterly performance challenge reviews and continued to implement an internal audit programme based on detailed specific themed reviews. The Performance Management and Futures teams have worked closely on developing monthly oversight reports for the Ministry of Justice and PCCs.

Contact methodology

We have revised all our victim letters, using feedback from victims to establish what works best for them. The result has been an increase in the response rate. We have also completely revised our complaints procedure to ensure it is easier and simpler for victims and witnesses to tell us when they feel they have not received a satisfactory level of service.



She was available when it suited and was very supportive. Each problem we had to deal with, she was positive and we worked through it. Between us we nailed everything. She had some good advice."

SERVICE USER



Victim Support has been very useful. I was really frightened when the crime happened. Some people came out to see me and gave me a personal alarm which I keep on me which has been helpful."

SERVICE USER

The past year has seen the local commissioning landscape for victims' services continue to evolve as PCCs develop their plans for the future.

In early 2013, the Ministry of Justice consulted with PCCs on how referral of victims to services and delivery of services should be commissioned. We assisted the Ministry of Justice by setting out current processes and options available and locally, we supported PCCs in understanding the current model and the complexities of meeting victims' needs.

Following this consultation it was agreed that there would be an extension of the Victim Support model of handling referrals and providing services beyond the anticipated date of April 2014. Under this arrangement PCCs have had shared oversight of the Ministry of Justice grant contract. The majority of PCCs will take on responsibility for the commissioning of referral and associated services from April 2015. A small number of PCCs chose to take on this responsibility earlier, in October 2014.

Our divisional managers continue to engage with PCCs and their teams in their areas and in regional forums to support their preparations for commissioning future victims' services. At the time of writing, some PCCs have completed and awarded contracts, others have recently embarked upon the process, and the majority are still drawing up specifications and considering options. Some PCCs are coming together to commission jointly and share commissioning frameworks, while others are pursuing purely local solutions. We are encouraged by the dedication and passion with which commissioners and their teams have approached this process with a shared mission – to improve the support available for people affected by crime.

Dorset was the first PCC office to commission victim services locally and awarded us the three-year contract. Under the new arrangements, we will be able to help more victims

than ever before, with a 24 hour helpline and funding to support people affected by ASB and business crime. Northamptonshire was the second PCC to commission locally and has also chosen Victim Support to provide it with an integrated victim and witness support service. Securing these contracts is recognition of the outstanding work our staff and volunteers do for victims, their skills and commitment and the excellent value for money we offer.

We have worked and will continue to work with PCCs, other commissioners and partners to ensure that appropriate arrangements are put in place that ensure the proper support of victims during any transitional period between services or service providers. For example:

- Our staff have helped PCCs and their teams gain an insight into the views and experiences of victims in their areas by organising focus groups and beneficiary panels.
- Through building up relationships with PCCs, we have been able to listen to their priorities and tailor innovative solutions to address local concerns. For example, Cleveland PCC has commissioned us to run an adapted version of our Policy Evidence Tool to enable them to collate 'soft' intelligence, perception data and agency issues.
- We now produce monthly performance reports for PCCs that include data on performance, value and cost to help with their preparations for future commissioning.

We are determined to be flexible and to tailor our services to different and diverse communities and to help PCCs deliver their vision of victim services, and we remain confident of our ability to win the right to continue to deliver excellent quality services to victims and witnesses.

In addition to the support that we provide in helping people move on from their experiences of crime, we also campaign for the better treatment of victims and witnesses in the criminal justice system.

Victims Code

The most significant development has been the introduction of a revised Code of Practice for Victims of Crime by the Ministry of Justice, a vitally important document which sets out the minimum standard of service that victims can expect from criminal justice agencies. We were delighted that the Government listened to our concerns and dropped proposed changes to the Code which would have removed automatic access to support services for many victims. The new Code also contains important new rights in relation to RJ and the right to read out a Victim Personal Statement in court. We are now campaigning to ensure that the Code is backed up by a robust system of monitoring and enforcement – so that the rights that it lays out become a reality for victims.

At Risk, Yet Dismissed

With Mind and a number of academic partners, we published *At Risk, Yet Dismissed*, the first major study of the impact of crime on victims with mental health problems. It found that people with severe mental illness were five times more likely to be a victim of assault and three times more likely to be a victim of household crime than people in the general population. The impacts are wide-ranging and can be devastating for some people with mental health problems, who are also much less satisfied with the police and less likely to report fair or respectful treatment. We have sought to persuade key agencies to adopt the study's recommendations and have been particularly encouraged by the College of



Research, policy and consultation documents

Policing's decision to overhaul police training and procedures on mental health, as well as the announcement of a parliamentary inquiry into mental health and policing.

All Party Parliamentary Group on Victims and Witnesses

The policy team continues to provide the secretariat for the All Party Parliamentary Group on Victims and Witnesses, which has once again been an excellent forum for engaging with stakeholders. Speakers during 2013/14 included the then Director of Public Prosecutions, Keir Starmer QC; the then Victims' Minister, Damian Green MP; Tom Winsor, Her Majesty's Chief Inspector of Constabulary; leading members of the judiciary; academics; researchers; and victims of crime.

General election 2015

The policy team led the development of policy priorities that we would like each of the parties to adopt as part of their manifestos for 2015. We believe that, if enacted, each one of the proposals below would improve the experiences of victims and witnesses within the criminal justice system.

1. A single complaints system for all victims of crime.
2. An enhanced role for the Victims' Commissioner in monitoring and enforcing victims' rights.
3. Judges to write to victims after a conviction, setting out exactly what the sentence means and what further involvement or information the victim can expect.
4. Court-ordered compensation to be paid to a victim immediately, without having to wait for the money to be recovered from the offender.
5. All child witnesses to be offered an accredited, trained intermediary to support them during a trial.
6. Appropriate pre-trial counselling to be offered to all child victims of sexual exploitation.
7. No child to be forced to enter a court building to give evidence.
8. A co-ordinated, cross-government strategy to improve the treatment by the criminal justice system of victims of crime with mental health issues.

As well as helping thousands of people cope and recover from crime every day, Victim Support has a duty to speak up strongly for victims and witnesses.

During 2013/14 the charity raised its media profile through clearer messaging, better engagement with journalists, and a sharper focus on showcasing the skills of staff and volunteers who deliver frontline services.

Victim Support has begun commenting on high profile criminal trials that its staff and volunteers have been involved in, such as the Oxford grooming case and the murder of Daniel Pelka. This work has continued throughout the Operation Yewtree historical abuse trials. By making a spokesperson available for interview outside court, the charity was able to highlight the skills of the Witness Service and raise its profile in the run up to national commissioning. Victim Support has also been able to shape the national debate about the treatment of vulnerable witnesses in court and issues relating to the sexual exploitation of young people. This success was reflected by a significant increase in the volume and value of coverage.

Our digital footprint has increased significantly following the rollout of social media to 41 police force areas, with training to empower and encourage local teams to highlight their own achievements, fundraising and partnerships on Twitter. The corporate Victim Support Twitter account now has more than 10,000 followers, giving the charity greater opportunities to raise awareness of its services, of victim and witness services and to promote fundraising and volunteering opportunities. Twitter was used successfully in January to launch a short film to mark the charity's 40th anniversary. Local and national accounts joined forces with police forces, charities and leading journalists on Twitter to give more than 1.2 million people the opportunity to view the film. Divisional managers have used their accounts to engage with PCCs, stakeholders and partners.

A major piece of work has been the redevelopment of the Victim Support website, refocusing it on helping victims, witnesses and people who want to support the charity. The web team worked with award-winning digital agency Reading Room to develop a new strategy, with input from fundraising, operations, volunteering and other internal stakeholders. In addition to the secure online referral tool, the new site reflects the priorities of local commissioning, with each division allocated a page with key information for people seeking help.



Dawn Penfold from the Witness Service, at Southwark Crown Court during the Rolf Harris trial

We anticipate these pages developing additional content in the future and plan to work with divisional managers to delegate this process to a local level.

The media team will continue to work closely with fundraising and other developing functions in the charity to support their activity, including corporate partnerships and awareness raising campaigns.

The Business Development team was set up last year to develop new and existing products that improve and expand our services to both victims and witnesses and secure funding to support the future growth of the charity in a competitive commissioning environment.

We believe there are many opportunities for Victim Support to use the skills and commitment of its staff and volunteers beyond our current service provision. The Business Development team's role is to identify and lead on developing them so that the charity continues to innovate and grow sustainably.

The team was set up to develop new and existing services to help victims and witnesses and secure future funding for the charity. During 2013/14 it has made significant progress, winning nearly £1 million from PCCs and helping local and national commissioning bids for core and specialist services.

The team has added five new permanent members of staff and three on short term contracts to ensure it can help the charity retain existing service provision, develop new products which complement those currently in place and move into new sectors including health, housing and education. The charity has recruited successfully from the private sector to bring in the skills necessary to ensure competitive bids are put together for nationally commissioned services.

The team has focused on developing a holistic approach to the victim's journey through the criminal justice system. Notable examples include the Victims Services' Hub. This is a natural extension of our current community services, offering a one stop shop where all victims can get needs assessments, witness care, help with Victim Personal Statements, information and referral to specialist providers. Each hub can be tailored to the needs of different police force areas and PCC requirements. We have been actively piloting parts of this service in Cumbria and Harrogate and are currently working with an early adopter PCC to deliver our first hub from October 2014.

The charity won £890,000 from competed PCC funding for specialist services supporting victims of domestic violence, ASB and mental health victimisation and helping children in families suffering from relationship abuse. The experience gained in these processes will benefit the charity in future rounds of local commissioning.

We have supported criminal justice agencies through victim awareness training and are developing a suite of services to

deliver that on a more formal basis. Our Victim Awareness Course (VAC) is an educational and rehabilitative classroom-based course, available as a diversion from court for low-level volume offending. VACs challenge offenders to think about criminal conduct and the impact upon their victims, the local community, wider society and themselves. The courses have been piloted with Hampshire and Isle of Wight police, and have featured in both national and local media. They are now available to larger police forces. They are being developed further to as part of the Transforming Rehabilitation competition with prime providers for offenders in custody and the community.

RJ development programmes secured over £1 million funding for an 18 month pre-sentence Crown Court trial to deliver victim offender conferencing. RJ will continue to be a focus for funding with PCCs in the future.

Victim Support is exploring other new markets such as health, housing and education with relevant service needs for victims, either via prevention through education, direct additional services or in partnership with other key providers.

The Modern Day Slavery Bill review is in progress and the charity is looking to increase national support of human trafficking victims and enhance prevention through supporting positive prosecution. Our focus for the coming year will be on expanding our services to provide more holistic domestic and sexual violence help, enhanced housing related support following ASB and business and economic crime.

PCC competed funds

Victim Support secured funding from PCCs for ten different projects under the Ministry of Justice 'competed funds' programme. The charity will now provide mental health advocates, domestic violence caseworkers in hospitals, services for male victims of sexual violence, children and Young People Workers. There will also be ISVA service and support for deaf and disabled victims of crime.

Fundraising and Income Generation has changed significantly over the last year. A dedicated team is now in place, with nine new roles created to secure financial growth over the short and medium term.

Total funds raised through fundraising have increased from £1.3 million in 2012/13 to £2 million in 2013/14. A further £8.2 million has come through income generation (mainly contracts and grants). Notable results include a three year partnership with home security specialist ADT. The charity will receive £150,000 of financial support from ADT under this partnership, which has seen the launch of the 'Take No More' anti-burglary campaign. We aim to support victims of burglary, which increased in many parts of England and Wales last year, and raise awareness of the impact this crime has on people. The launch of the partnership secured around £1 million of media coverage in advertising equivalent value and positioned Victim Support at the heart of the debate about burglary and property crime. Our research into the impact of crime on children and call for sentencing to reflect the previously unidentified psychological harm has been referenced by ministers and MPs. The team has secured other corporate partnerships with major firms including Yale UK and Barclays, suggesting that Victim Support has a bright future in this area.

There has been an increase in the number of participants taking on challenges such as the Great North Run, the Virgin London Marathon and the Great North Swim. These events offer the opportunity for service users, volunteers and members of the public to fundraise for Victim Support and engage further with our organisation.

We continue to have wonderful support from members of the public, including victims of crime. The family of PC Nicola Hughes, shot dead with a colleague in Manchester by a fugitive, have raised more than £35,000 for Victim Support. Nicola's father Bryn has staged a golf day and a boxing night and has competed in the North Pole Marathon. Nicola's mother also organised a fun run and activity day in Nicola's name, raising several thousand pounds to support the homicide service in recognition of the support it has provided. Other victims whose tireless fundraising has helped the charity include Trevor and Sheila Fairhurst, whose daughter Carly was killed by her boyfriend after she suffered months of abuse in secret. A complainant in an Operation Yewtree historical abuse trial donated her fees from media interviews to Victim Support in recognition of the support she received from our Witness Service.



To ensure we deliver a professional service to all our supporters, we have introduced a Partnerships Database to gather all relevant information across the charity. By logging all communications we can offer fundraising products and opportunities to those that wish to use them. Part of this process will include asking service users if they are happy for us to contact them in the future, creating a database of possible supporters, whether they are keen to support via fundraising, research or any other means.

The outlook for Victim Support in growing its voluntary income and diversifying its funding base is positive, with surveys showing 18% of people would be keen to support Victim Support if they had the mechanisms to do so. The work carried out in 2013/14 has provided the platform for us to significantly expand and enhance these mechanisms.

Income generation continues to grow, with specialist managers working with divisions to secure money from local funding sources including PCCs, local authorities and other statutory organisations. This has resulted in a pan-Wales project to support victims of hate crime as well as specialist projects in domestic violence, homelessness and RJ.

Victim Support will shortly implement a new corporate strategy, mapping out how we will continue our historic mission to help people cope and recover after crime.

The charity will continue to adapt to the new commissioning landscape, responding to the needs of victims and witnesses by developing and delivering new services for them.

There will be a relentless focus on improving our performance wherever possible, so that we make an even greater difference to the lives of victims and witnesses and for commissioners to remain confident that we deliver outstanding value for money.

We will build resilience by diversifying our funding base through identifying and securing new sources of income. We will help secure the future of others in the voluntary sector too by sharing our expertise and experience with them. Victim Support will take on other responsibilities too, such as helping to prevent people from suffering crime in the first place. We know from speaking to victims that more than anything they want other people not to have the same experiences, and we will seek to develop our work in this field.

Crime continues to develop with technology and social change and we are determined that our support services keep pace with this. The rise in cyber crime, from harassment to fraud, must be matched by advances in help for those who suffer these crimes. It is our duty to ensure technology

works for victims too and we will seek to enhance our use of texts, emails, online toolkits and secure referrals. We hope innovations like these will make our services even more accessible and open them up to hard-to-reach groups in the future.

Victim Support will listen to victims and gather the evidence necessary to challenge the criminal justice system to improve its treatment of victims and witnesses. The increased availability of data offers us the opportunity to identify problems and potential solutions and to share best practice with our partners. We will support robust monitoring of the Victims Code and help the police, the courts and other agencies understand and respect the rights of victims and witnesses. We will make sure those affected by crime are always treated with the respect they deserve.

Through our 40th anniversary, we have celebrated the contribution of more than 55,000 volunteers to society and marked four decades of progress for victims and witnesses. Our focus is firmly on the future and the opportunities it presents us to improve delivery and better help to those who need it, and to speak up for them more strongly than ever before.

“ [Victim Support] rang me every week and somebody was there for me and I hadn't been left – I was encouraged that it was okay to feel the way I did and I found it easier not to feel I was a victim and I could cope.”

SERVICE USER





References and Administrative Details

The trustees of Victim Support, who are also the directors of the charity for the purposes of the Companies Act, present their annual report and audited financial statements for the year ending 31 March 2014. This report, including the financial figures, has been prepared in accordance with the charity's memorandum and articles of association and *Accounting and Reporting by Charities: Statement of Recommended Practice (SORP)* published by the Charity Commission in 2005 and all current statutory requirements.

Charity details

Name: Victim Support UK

Other names used: Victim Support

Charity registration number: 298028
Registered as a charity in England & Wales

Company registration number:
2158780

Registered as a company limited by guarantee in England & Wales

Registered and principal office:
Hallam House, 56–60 Hallam Street,
London W1W 6JL

Website: www.victimsupport.org.uk

Email: contact@victimsupport.org.uk

Telephone: 020 7268 0200

President

HRH The Princess Royal

Trustees

The number of trustees shall be not fewer than five and (unless otherwise determined by ordinary resolution) not more than twelve. The following trustees served throughout the period to which this report relates:

Enid Rowlands (Chair)
Nicholas Griffin (Vice Chair)
Richard Wilson FCA (Hon Treasurer)
Sandra Caldwell CB
Jo Cumbley (from 5 December 2013)
Tom Davies (*ex officio* trustee) (from 20 November 2013)
Mike Day (until 5 December 2013)
Tony Foster (until 10 June 2014)
Bernard Herdan CB
Sarah Miller
Gillian Nussey (*ex officio* trustee) (until 5 December 2013)
Cindy Rampersaud
Will Sandbrook
Deborah Spring

Company secretariat

Javed Khan (until 21 March 2014)
(Chief Executive and Company Secretary)
Mark Castle (from 2 June 2014)
(Chief Executive and Company Secretary)
Caroline Rose (Board & CMT Secretary)

Company members

The company members appoint the trustees and are responsible for reviewing the work of the charity at the Annual General Meeting. At the start of the financial year, Victim Support had 32 company members; at the end of the financial year there were 16 company members. During the year, 23 company members left and 7 new company members joined.

Executive

Corporate Management Team

Javed Khan (until 21 March 2014)
(Chief Executive)
Mark Castle (from 2 June 2014)
(Chief Executive)
Karen Froggatt (Locality Director, North)
Jeff Gardner (Locality Director, London and National Homicide Service)
Susannah Hancock (until 9 August 2013)
(Assistant Chief Executive)
John Hayward-Cripps (Locality Director, South)
Joe Healy (Human Resources Director)
Carolyn Hodrien (Locality Director, Central & Wales)
Jo Keaney (Corporate Director of Finance)
Gaynor McKeown (Director of Development)
Adam Pemberton (Assistant Chief Executive)

Bankers

Lloyds TSB, High Holborn, PO Box 1000, BX1 1LT

Solicitors

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

Auditors

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

Investment managers

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

Structure, Governance, Management

Our governing document

Victim Support is a company limited by guarantee, incorporated on 28 August 1987 and registered as a charity on 17 November 1987. The company is governed according to its memorandum and articles of association. The Board of Trustees adopted a new memorandum and articles of association for the single charity on 30 June 2008. The articles were amended by special resolution on 12 November 2012 and again on 17 June 2013 when the Assembly was dissolved and a new governance structure was adopted.

Our purpose and role

Victim Support has two clear charitable objectives:

- to reduce the distress, poverty and disadvantageous effects on victims and witnesses of crime and other forms of harmful behaviour, including on the families and friends of such persons and others affected who are in need; and
- to advance public education and awareness by research into and analysis of experience of issues relating to victims and witnesses of crime, the families and friends of such persons, and others affected, and to disseminate the useful results of such research.

Public benefit

Our priorities for the period 2011-2015 are set out in our Corporate Strategy. This highlights our key corporate objectives and sets out what we want to achieve for victims and witnesses over the four years to 2015. In determining these objectives and priorities the Board has paid due regard to the Charity Commission's guidance on public benefit. Our six core objectives are:

- Victims and witnesses will know they can always turn to us for help.
- Our services will meet local need, drawing on national strength.
- We will make every penny count as we strengthen our funding base.
- Victims and witnesses will value the excellence of our volunteers and staff.
- We will work with others to help victims and witnesses.
- We will speak up strongly for victims and witnesses.

Our vision

We have a clear vision for Victim Support: to be the world's best charity for victims and witnesses. We will put volunteering at the heart of what we do and work with others wherever we can.

Our values

Strong: helping victims and witnesses to find their inner strength.

Diverse: understanding that everyone is different and deserves to be valued for who they are.

Welcoming: friendly and easy to approach.

Straightforward: doing what we say.

Excellent: achieving the best results and continuously improving.

Ambitious: aiming high and looking to the future.

Our structure

Since July 2008 Victim Support across England and Wales has been a single charity. This resulted from the merger of 77 local charities that were previously joined in a federation. We have around 1,450 staff nationwide supporting around 4,300 active volunteers who do most of the face-to-face work of helping victims and witnesses.

Company members

Company members are comprised of the trustees and the National Advocates. They can attend the Annual General Meeting, vote, propose resolutions and elect our trustees. Company members agree to contribute an amount not exceeding £1 to the assets of the charity if it is wound up. The total number of such guarantees at 31 March 2014 was 16 (32 in 2013).

The Board of Trustees

Our trustees are responsible for the general control and management of the administration of the charity. They have ultimate responsibility for directing the affairs of the charity, and ensuring that it is solvent, well run, and delivering the charitable outcomes for the benefit of the public for which it has been set up. Our trustees are not paid for their work. Between 1 April 2013 and 31 March 2014 the Board met formally six times and held two Strategy Days to consider long-term strategy and planning.

Recruitment and appointment of trustees

Trustees are appointed for up to two consecutive three-year terms and must retire after their first term but are then eligible to be re-appointed (but not normally for more than two consecutive full terms). The Board may, in exceptional circumstances, allow a trustee to serve for longer, but only up to an absolute maximum of nine consecutive years.

We carry out a skills audit each year of trustees and, when vacancies occur, we advertise through both external and internal communications (such as the national press, our website and intranet) seeking, in particular, candidates who are able to demonstrate the skills which we need. The Governance & Nominations Committee (GNC) assesses each application against a person specification and draws up a shortlist of candidates. Interviews are carried out by a panel, usually made up of the Chair and trustee members of the GNC. The active volunteer trustees are elected by the Divisional and National Advocates from a shortlist of volunteer candidates drawn up by the GNC.

When the number of suitable candidates is the same or fewer than the number of trustee vacancies, the candidates are appointed at the Annual General Meeting without the need for an election. However, where there are more candidates than vacancies, new trustees are elected by the company members at the Annual General Meeting.

If we receive insufficient or unsuitable applications, or if particular skills are sought, the Board may look to co-opt new trustees from external sources. Here the Board will perform the function of the GNC, as described above, and will vote as necessary on which candidates to co-opt.

Trustee induction and training

All new trustees are supported through an induction process. This includes meetings with the Chair, Chief Executive, operational directors and the Board & CMT Secretary as well as written induction materials and relevant training. New trustees are encouraged to visit our local services and attend regional meetings which helps them to understand more about what we do and prepares them for making well-informed and effective decisions. Further training needs are met both individually and as a Board.

Delegation and decision making

The Board of Trustees delegates some of its powers to help fulfil its duties and responsibilities. The Board monitors and controls all delegated work through a process of regular reporting. This ensures that all decisions made under delegated powers can be ratified (as appropriate) by the full Board.

Audit Committee

The Audit Committee ensures that the internal and external audit, risk and quality assurance responsibilities and duties of the Board of Trustees are managed effectively. The Audit Committee has four members – three trustees and an independent member. The Audit Committee met four times between 1 April 2013 and 31 March 2014. External and internal auditors attended Committee meetings as required and the Committee met with them privately on at least one occasion.

Equality, Diversity & Inclusion Committee

It is the responsibility of the Equality, Diversity & Inclusion Committee to report all matters regarding equality, diversity and inclusion and ensure that we have a positive agenda and approach to these issues in our strategic direction. The Equality, Diversity & Inclusion Committee is comprised of six members who are two trustees and four independent members. During the year the Committee met three times.

Finance Committee

The Finance Committee ensures that the financial responsibilities, financial risk management and duties of the Board of Trustees are effectively managed. It monitors the charity's day-to-day financial management and reporting. The Finance Committee is comprised of three trustees including at least one member with recent and relevant financial experience. The Committee is chaired by the Hon Treasurer. During the year the Finance Committee met four times.

Governance & Nominations Committee

The Governance & Nominations Committee leads the process for appointments and election to the Board of Trustees as well as independent members to the committees. It also reviews and makes recommendations to the Board of Trustees on the overall corporate governance arrangements and ensures that the corporate governance responsibilities and duties of the Board of Trustees are managed effectively. The Committee has four members – three trustees and a National Advocate. The Governance & Nominations Committee met four times during the year 2013/14.

Remuneration Committee

The Remuneration Committee ensures that the employment and remuneration duties of the Board of Trustees are effectively managed. During 2013/14 the Committee focused on total reward matters for senior staff and on wider pay and benefits for all staff. The members of the Remuneration Committee are the Chair of the Board and three trustees. The Chief Executive and the HR Director (who absent themselves when personal remuneration terms are under discussion) attend Remuneration Committee meetings as advisors. During the year the Committee met twice.

Chief Executive and Corporate Management Team

The day-to-day management of Victim Support and the implementation of decisions of the Board of Trustees is the responsibility of the Chief Executive and the Corporate Management Team. During the year, the Corporate Management Team met formally at least twice each month and additionally when necessary.

Volunteers' involvement in governance and decision making

We have a localised governance model involving volunteer advocates within Victim Support – the Volunteer, Divisional and National Advocates. Each victim and witness service team may have one Volunteer Advocate. Each Volunteer Advocate within a division then chooses a volunteer to be their Divisional Advocate. The four National Advocates are elected to serve up to two terms of three years each by the Divisional Advocates from their number within each locality. The National Advocates receive and represent the views of Divisional Advocates and volunteers at Victim Support. They regularly exchange views with the Chair and Chief Executive, volunteers and the Head of Volunteering.

Additionally, there is ongoing work to improve the informal means by which volunteers influence decision making and communicate and engage with the charity. This work was led by the Volunteer Communications Working Group, which was set up by the trustees in 2012. Following a series of volunteer consultations, eight new principles were adopted for volunteer communication and engagement. These are:

- **Diverse:** To communicate and engage with volunteers using diverse methods and channels.
- **Interactive:** To develop and improve our electronic channels of communication, making them more interactive and accessible to volunteers.
- **Two-way:** All communications with volunteers will be two-way.
- **Direct:** To communicate directly with volunteers and cut down on our bureaucracy.
- **Clear:** All communications will be clear and straightforward and use plain English.
- **Respect and recognition:** To communicate with volunteers with respect, recognising their value and listening to their feedback.
- **Responsibility:** To take responsibility for delivering clear and accessible communications. In turn, volunteers will take responsibility for accessing this information and for keeping themselves informed.
- **Culture change:** To embed a new culture of volunteer communication and engagement across the organisation.

These principles have guided the development of a volunteer e-forum to provide a space for discussions and sharing of ideas, a good practice bank whereby volunteers can post questions, ideas, and discussion topics.

Subsidiary and related parties

Victims Support Limited

(company registration number 2609147)

Victim Support has a wholly owned trading company, Victims Support Limited (VS Limited). The main activities of VS Limited are the sale of Victim Support merchandise and the partnership with ADT.

Victim Support Cymru

(company registration number 5300870)

Victim Support Cymru (VS Cymru) is a subsidiary charity of Victim Support. It works within Wales to recognise and represent the language and service provisions of victims and witnesses in Wales. The subsidiary currently has no trading activities and is dormant.

The Chair of VS Cymru has been an *ex officio* member of the Board of Trustees since 2013. The Board would like to thank the trustees of VS Cymru, the staff and volunteers for their continued work in Wales.



Risk Management and Internal Control Statement

The Board has overall responsibility for ensuring that the organisation operates an appropriate system of controls, financial and otherwise, to provide reasonable assurance that:

- the charity is operating efficiently and effectively;
- proper records are maintained and the financial information used within the charity or for publication is reliable; and
- the charity complies with relevant laws and regulations.

The trustees have identified the major risks to which the charity is exposed and have put in place systems to mitigate them.

The Chief Executive, supported by the rest of the Corporate Management Team (CMT), has delegated authority from the Board for decisions relating to our risk management.

The Audit Committee is responsible for monitoring the effectiveness of the internal controls and reports its results to the Board. This is achieved through:

- reviewing Victim Support's systems of control, risk management and compliance;
- reviewing and approving the annual internal audit plan, considering any findings that arise and agreeing changes to audit plans to take account of emerging risks and new areas of business;
- ensuring that appropriate action is taken on recommendations made by the internal auditors; and
- reviewing the nature and scope of the external audit, and any matters raised for the attention of management. Any significant findings or identified risks are examined so that appropriate action can be taken.

Internal audit services were provided to Victim Support during the year by Mazars LLP. Their annual internal audit report to the Audit Committee concluded that all areas reviewed by them in the year were given a positive internal audit opinion.

The Finance Committee ensures that we manage our financial responsibilities effectively.

All of the above is supported by our line management structure.

The systems of control operated within Victim Support are designed to provide reasonable, but not absolute, assurance against material misstatement or loss.

They include:

- our corporate strategy 2011–2015 setting out the charity's six corporate objectives;
- a strategic delivery plan, annual budget and cash flow forecasts;
- regular consideration by CMT, the Finance Committee and the Board of results compared with budgets, forecasts and trends, cash flow and reserves levels;
- segregation of duties;
- an identification of, and management of, risks; and
- a regular review of financial procedures.

The CMT, the Audit Committee and the Board play a key role in the identification, evaluation and monitoring of major risks to which Victim Support is exposed. Victim Support has robust risk management and monitoring processes in place to assist in the strategic and operational management of the organisation. The key areas of risk that have been identified to the successful delivery of Victim Support's corporate objectives are:

- the move from central government funding of services to victims and witnesses;
- robustness of systems to cope with the needs of our business;
- data and information security;
- legal and compliance issues damaging the reputation of our charity as well as affecting service delivery;
- stakeholder relations;
- ensuring an engaged workforce; and
- managing risks around new services and work streams.

Victim Support recognises that effective risk management is reliant on a culture of risk management that permeates all levels and operational functions of the organisation.

To encourage this, additional components of the risk management framework include:

- maintaining operational and function risk registers in addition to the corporate risk register;
- the requirement for managers to prepare a comprehensive project initiation document for all new initiatives, which mandates an assessment of risk;

- a quality assurance system based on PQASSO, a quality standard that is used widely across the Third Sector;
- a Data Controller Group which ensures that the needs of the business are balanced against the need to protect information properly;
- a National Disaster Recovery Team which ensures that the organisation's business continuity management system is robust; and
- a Health and Safety Forum which ensures attention to Health and Safety related risks.

The Board has established a level of reserves held to mitigate the impact on the organisation of the risks that do materialise.

Victim Support is committed to its risk management processes, and the CMT and the Board are ensuring the continuous improvement of risk management and control processes which are both appropriate to the organisation and whose effect can be measured.

As a result of the good practice that we use within risk management and internal control our quality assurance system was externally assessed and we achieved the PQASSO level 1 Quality Mark.

How effective is our risk management?

Important improvements this year to the risk and control framework have included:

- a strong focus on effective risk management as a central part of how we have prepared for the move from central government funding of services to victims and witnesses;
- our quality assurance system;
- a Data Protection audit by a specialist Data Protection consultancy which provided a positive audit opinion, and implementation of an action plan that came out of the audit;
- a review of business continuity arrangements within our localities;
- concluding the rollout of our new Case Management System (CMS) across the charity which supports the business process and ensures confidentiality, integrity and availability of data; and
- rollout of other IS solutions across the charity ensuring our IS infrastructure will meet future requirements.



Financial Review

Summary

Victim Support is principally funded by the Ministry of Justice (MoJ) but also raises money from a variety of other sources, both statutory and non-statutory. During the year our turnover increased by just over £2m. This was due both to an increase in funding from the MoJ and an increase in voluntary income. Total income for the year was **£50.2m** and expenditure was **£50.0m**. Restricted reserves decreased by £0.7m to £4.7m and unrestricted reserves increased by £0.8m to £17.7m. The decrease in restricted reserves was mainly due to the completion of the Case Management System (CMS) and the Big Lottery project. During the year a number of projects were undertaken in order to drive efficiency savings. These included the introduction of online expenses and a partnership management tool.

Income

Total income for the year was **£50.2m** (£48.1m in 2012/13 excluding investment gains). The increase in income was mainly due to more voluntary income and statutory grants. We received just over **£1m** of funding from the Prisoners' Earnings Act, an increase of £200k in the year. This is spent on practical services for victims of the most serious crimes, vulnerable victims and victims of repeat offences. Our legacy income increased significantly this year from £116k to £1m following receipt of a single large legacy. This is being used in the Bedfordshire area as well as supporting projects that will benefit all our services. Investment income remained at **£0.5m** mostly from short-term deposits held within the UK clearing bank system. In 2012, we placed **£5m** in a structured long-term deposit with RBS bank, and this will mature next year. Returns on investments have been volatile throughout the year, and despite gains towards the end of the year, these were not sufficient to overturn losses at the beginning, resulting in an overall loss of £109k for the year. We are expecting the investments to return to better gains in 2014/15.

In summary, grant-in-aid income from the MoJ was **£38.4m** (£38.4m in 2012/13) and other MoJ income was **£1.0m** (£0.8m in 2012/13). Income from other statutory bodies, including local authorities, criminal justice agencies and other grants and contracts, was **£8.0m** (£6.9m in 2012/13). Details of our local donors and the purposes of some of the grants can be found in notes 21 and 22 of the financial statements. Income from other sources was **£2.8m** (£2.0m in 2012/13).

Expenditure

Our total expenditure for the year was **£50.0m** (£47.2m in 2012/13 excluding losses on investments) of which £36m relates to staff salaries (£33.5m in 2012/13).

Non-apportioned support costs increased to **£7.8m** (£6.9m in 2012/13) following the investment in our fundraising and business development team to maximise the opportunities that the new commissioning framework provides. The charity continues to review all support services as we continue to aspire towards even greater efficiency and value for money. **£47.8m**, or 96% of our total expenses, was spent on services to victims and witnesses. This figure includes support costs. Spending on policy and public education was maintained at around **£0.9m** (£0.9m 2012/13).

Reserves

Our total reserves on the balance sheet date were **£22.4m** (£22.3m in 2012/13). Of these, **£4.7m** (£5.4m in 2012/13) are restricted and **£17.7m** (£16.9m in 2012/13) are unrestricted.

Reserves policy

The Board and the Finance Committee reviewed our reserves policy in 2014 and identified a revised target figure for 'available' reserves of £11.5m. In line with current policy, this takes into account the risk profile of the organisation, funding from government and other sources, contractual commitments, working capital requirements and the development needs of the charity. 'Available' reserves are defined as 'that part of a charity's income fund that is freely available'. They exclude restricted funds and any unrestricted funds not readily available for spending, which include any funds that could only be readily available through disposing of fixed assets held for charitable use.

We have achieved our target figure for 'available' reserves (£m):

Unrestricted reserves £17.7
Less unrestricted fixed assets £2.8
Total available reserves £14.9

These available reserves (excluding the designated amount of £1.51m) represent 4.2 months of our core running costs. The additional £3.4m over our target will be reinvested in delivering frontline services.

Investment policy

The investment policy was reviewed by the Finance Committee in 2014. The revised policy follows.

Policy statement

The trustees of Victim Support wish to pursue, on behalf of the charity, an investment policy which enables them to meet their objectives in respect of the requirements of the charity. Victim Support's investments are divided between two distinct

portfolios which have the following investment objectives:

- Portfolio 1 – risk free cash or cash equivalents.
- Portfolio 2 – to target an absolute return (in sterling terms) over the long term from an actively managed portfolio with a medium level of risk, but consistent with attention to volatility in the shorter term.

The choice of investment type will take into account:

- immediate financial needs – cash required for use in the near future is sufficient and easily accessible taking into account past patterns of income and expenditure as an indication of future trends and anticipated demand for cash to support the charity's operations;
- future spending commitments – cash will be planned to be available in the medium term to meet these needs;
- long-term organisational objectives – cash will be planned to be available for projects, initiatives, changes in strategy or other spending that the charity is planning in the long term to meet their funding needs as they arise;
- restricted funds we hold and any limitations on how those funds can be used;
- unplanned changes in activity or events that may impact on the charity. This includes the wider economic and financial outlook; for example, the likelihood of inflation or deflation, or changes in interest rates;
- the balance between capital growth and income return;
- whether the investment complies with our ethical principles; and
- how the current investment portfolio is performing and its outlook.

The trustees have delegated the management of the investment portfolios to Newton Investment Management Limited. The trustees require their investment managers to pay attention to the standard investment criteria, namely the suitability of the class of investment and the need for diversification insofar as this is appropriate to the circumstances of the charity. We are able to place restrictions on the type of investments or markets in which the managers may invest on the charity's behalf.

Investment performance benchmark

There is no specific benchmark for Portfolio 1 given the requirement for protection of capital. The performance

of Portfolio 2 will be assessed by comparison with LIBOR (London Interbank Offered Rate) +4% per annum over rolling five-year periods.

Grant making

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

Going concern

The financial review above outlines the charity's financial position. Taking into account the current funding agreement with the MoJ, other sources of income, the level of reserves and the budget and cash flow forecast, the Board has a reasonable expectation that Victim Support has adequate resources to continue in operational existence for the foreseeable future. Thus it continues to adopt the going concern basis of accounting in preparing the annual financial statements. However, from October 2014 the advent of local commissioning and the police and crime commissioners taking on the responsibility of victims service has meant a new commissioning landscape for Victim Support to operate in. This means that a number of services will no longer be nationally commissioned through the MoJ and will be open to competitive tender. We have already been successful in a number of bids in 2014/15, including the homicide service.

Hence, Victim Support believes that it will be in a strong position to continue offering a quality service to victims and witnesses within this new market. In preparing the budgets and forecasts the Board has taken into consideration the current economic climate (including local commissioning), the potential impact that this will have on our various sources of income and the associated costs. The Board believes that the charity is well placed to successfully manage the associated business risks.

List of Committees and Members

President

HRH The Princess Royal

The Assembly

(last meeting was on 14 August 2013)

Chair Gillian Nussey

East Midlands Anthony Blackett,
Michael Butler

East of England Colin Willis,
Paul Norman

London Danny Barnett,
Richard Conradi, Jonathan Tillson

North East Brewis Henderson,
Bob Rutherford

North West John Shufflebottom,
Sheila Sams

South East George Dunford

South West Alison Smith,
Francis Wakem

Wales John Bellis, Veronica Simpson

West Midlands Keith Leanord,
Margaret Eldridge

Yorkshire & the Humber David
Selman, Robert Thompson

Divisional Advocates

(from 30 August 2013)

Yvonne Bobb (South East London)

William Brown (Derbyshire & Notts)

Rachel Brunner (Kent)

Mary Burnett (North East London)

Christine Cooper (Glos & Wilts)

John Cowen (Merseyside & Cheshire)

Marc Cranfield-Adams (South West

London) (from 8 November 2013)

Lynne Cunningham (South Yorkshire)

Doug Dows (Humber & North

Yorkshire)

Margaret Eldridge (West Mercia,
Staffs, Warks)

Graham Foulston (Wales)

Sara Fuller (Avon & Somerset)

(from 8 October 2013)

Joanne Hall (Westminster and City)

Pam Hampshire (North London)

Steven Haws (West Yorkshire)

Brewis Henderson (Durham & Teesside)

(until 8 December 2013)

Olga Hill (West Midlands)

Roger Hunter (Sussex & Surrey)

Matthew Kehily (Devon & Cornwall)

(from 25 February until 16 May 2014)

Glyn Morgan (Greater Manchester)

Anton Morgan-Thorne (South West

London) (until 8 November 2013)

Alistair Munro (Avon, Somerset &

Dorset) (until 8 October 2013)

Paul Norman (Beds & Cambs)

Mairead O'Regan (Northants and Lincs)

Adrienne Pain (North West London)

Donna Pringle (Devon & Cornwall)

(until 19 November 2013)

Cy Rodgers (Hants, Hampshire & IOW)

Sheila Sams (Cumbria & Lancashire)

Mia Scully (Thames Valley)

(until 29 June 2014)

Phil Smith (Durham & Teesside)

(from 3 February 2014)

Etty Watson (Derbyshire & Leics)

(until 7 March 2014)

John Whale (Essex & Herts)

Colin Willis (Norfolk & Suffolk)

David Yearnshire (Northumbria)

(until 1 July 2014)

National Advocates

(from 16 October 2013 unless
otherwise stated)

Richard Conradi (London)

Doug Dows (North)

(from 4 February 2014)

Brewis Henderson (North)

(until 8 December 2013)

Veronica Simpson (Central & Wales)

Francis Wakem (South)

Finance Committee

Chair Richard Wilson

Nicholas Griffin, Cindy Rampersaud

Audit Committee

Chair Tony Foster (until 1 June 2014),

Bernard Herdan (from 1 June 2014)

Sandra Caldwell, Jagat Chatrath (until

20 May 2014), Tom Davies (from

10 April 2014), Elizabeth Dymond (from

1 November 2013), Will Sandbrook

(from 18 June 2013 until 10 April 2014)

Governance & Nominations

Committee

Chair Bernard Herdan (until 10 April

2014), Nicholas Griffin (from 10 April

2014)

Jo Cumbley (from 10 April 2014), Mike

Day (until 5 December 2013), Deborah

Spring, Francis Wakem

Remuneration Committee

Chair Enid Rowlands

Mike Day (until 5 December 2013),

Nicholas Griffin, Cindy Rampersaud

(from 10 April 2014), Richard Wilson

Equality, Diversity & Inclusion Committee

Chair Enid Rowlands (until 10 April

2014), Sarah Miller (from 10 April 2014)

Danny Barnett (from 3 October 2013),

Judy Clements, Jo Cumbley

(from 10 April 2014), Fiyaz Mughal,

Linbert Spencer

Victims Support Limited

Company registration number

2609147

Registered as a private limited company
in England & Wales

Directors: Deborah Spring, Tanya von
Ahlefeldt

Company Secretary: Jo Keaney

Registered office: Hallam House,

56-60 Hallam Street, London W1W 6JL

Victim Support Cymru

Charity registration number: 1108998

Registered as a charity in England
& Wales

Company registration number

5300870

Registered as a company limited by
guarantee in England & Wales

Chair John Bellis (until 4 October 2013),

Tom Davies (from 20 November 2013)

Trustees Don Cronin (until 4 October

2013), Rhian Davies-Moore, Andrew

Edwards (from 14 January 2014),

Graham Foulston (from 31 March 2014),

Angela Gasgoine (from 14 January

2014), Ian Jones (from 14 January 2014),

Mel Nock, Janet Oates (until 4 October

2013), Carol Slater, Carol Warburton

(until 4 October 2013)

Company Secretary Carol Warburton

(until 4 October 2013), Jo Keaney (from

6 December 2013)

Registered office 1 Alexandra Gate,

Ffordd Pengam, Cardiff CF24 2SA

ENTRANCE TO COURTS



Statement of Trustees' Responsibilities

Charity and company law requires the Board of Trustees to prepare financial statements and a report for each financial year that give a true and fair view of the state of affairs of the charity and of the surplus or deficit for that period, in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

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 charity and the group and of the net incoming resources of the group for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate.

The Board of Trustees has overall responsibility for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the trustees confirms that, so far as he or she is aware, there is no relevant audit information of which the charity's and group's auditors are unaware. Each of the trustees has taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charity's and group's auditors are aware of that information.

Auditors

Crowe Clark Whitehill was appointed as the charitable company's auditors at the Annual General Meeting on 5 December 2013 until the conclusion of the next Annual General Meeting.

The Trustees' Annual Report and Strategic Report were approved by the Board on 17 November 2014 and signed on its behalf:



Enid Rowlands
Chair

Report of the Independent Auditor to members of Victim Support

We have audited the financial statements of Victim Support for the year ended 31 March 2014 on pages 38 to 53. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities set out on page 36, 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.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Strategic Report and the Report of the Trustees to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2014 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

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

- adequate 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.

N. Hashemi

Naziar Hashemi
(Senior Statutory Auditor)
for and on behalf of Crowe Clark Whitehill LLP
Statutory Auditor, London

Date: 4 December 2014

Victim Support: Consolidated statement of financial activities for the year ended 31 March 2014

	Notes	Unrestricted funds £'000	Restricted funds £'000	Total funds 31.3.14 £'000	Total funds 31.3.13 £'000
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	1,071	753	1,824	1,135
Activities for generating funds	3	36	235	271	245
Investment income	4	497	-	497	549
Incoming resources from charitable activities					
Services to victims and witnesses	5	36,085	11,470	47,555	46,142
Other incoming resources		53	-	53	-
Total incoming resources		37,742	12,458	50,200	48,071
RESOURCES EXPENDED					
Costs of generating funds					
Costs of generating voluntary income	6	716	25	741	398
Fundraising trading: cost of goods sold and other costs	6	31	114	145	187
Charitable activities					
Services to victims and witnesses	7	34,909	12,895	47,804	45,329
Policy and public education		897	-	897	862
Governance costs	10	379	-	379	435
Total resources expended		36,932	13,034	49,966	47,211
NET INCOMING/(OUTGOING) RESOURCES BEFORE TRANSFERS					
		810	(576)	234	860
Gross transfers between funds	21	74	(74)	-	-
Net incoming/(outgoing) resources before other recognised gains and losses		884	(650)	234	860
Other recognised gains/(losses)					
(Losses)/gains on investment assets		(109)	-	(109)	280
Net movement in funds		775	(650)	125	1,140
RECONCILIATION OF FUNDS					
Total funds brought forward		16,934	5,365	22,299	21,159
Total funds carried forward		17,709	4,715	22,424	22,299

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

The notes on pages 41 to 53 form part of these financial statements.

Victim Support: Consolidated balance sheet at 31 March 2014

	Notes	31.3.14 £'000	31.3.13 £'000
FIXED ASSETS			
Tangible assets	15	2,918	3,152
Investments	16	10,213	12,620
		13,131	15,772
CURRENT ASSETS			
Debtors	17	3,897	2,268
Short-term deposits		8,500	5,500
Cash at bank and in hand		836	2,959
		13,233	10,727
CREDITORS			
Amounts falling due within one year	18	(3,440)	(3,700)
		9,793	7,027
NET CURRENT ASSETS			
		22,924	22,799
TOTAL ASSETS LESS CURRENT LIABILITIES			
Provisions for liabilities	19	(500)	(500)
Net assets		22,424	22,299
FUNDS			
Unrestricted funds:			
General	21	13,444	12,520
Designated		4,265	4,414
		17,709	16,934
Restricted funds:			
Restricted		4,715	5,365
Total funds		22,424	22,299

The financial statements were approved by the Board on 17 November 2014 and were signed on its behalf by:



E. Rowlands (Chair) – Trustee

The notes on pages 41 to 53 form part of these financial statements.

Victim Support: Consolidated cash flow statement for the year ended 31 March 2014

	Notes	31.3.14 £'000	31.3.13 £'000
Net cash (outflow)/inflow from operating activities	1	(1,205)	1,755
Returns on investments and servicing of finance	2	323	335
Capital expenditure and financial investment	2	1,759	(3,267)
Increase/(decrease) in cash in the period		877	(1,177)
Reconciliation of net cash flow to movement in net cash	3		
Increase/(decrease) in cash in the period		877	(1,177)
Change in net cash resulting from cash flows		877	(1,177)
Movement in net cash in the period		877	(1,177)
Net cash at 1 April		8,459	9,636
Net cash at 31 March		9,336	8,459

Notes to the cash flow statement for the year ended 31 March 2014

1. RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	31.3.14	31.3.13
	£'000	£'000
Net incoming resources	234	860
Depreciation charges	828	101
Profit on disposal of fixed assets	(53)	-
Interest receivable	(346)	(394)
Dividends receivable	(151)	(155)
(Increase)/decrease in debtors	(1,457)	56
(Decrease)/increase in creditors	(260)	1,287
Net cash (outflow)/inflow from operating activities	(1,205)	1,755

2. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN THE CASH FLOW STATEMENT

	31.3.14	31.3.13
	£'000	£'000
Returns on investments and servicing of finance		
Interest received	174	180
Dividends received	149	155
Net cash inflow for returns on investments and servicing of finance	323	335

Capital expenditure and financial investment

Purchase of tangible fixed assets	(675)	(965)
Purchase of fixed asset investments	-	(2,302)
Sale of tangible fixed assets	134	-
Sale of fixed asset investments	2,300	-
Net cash inflow/(outflow) for capital expenditure and financial investment	1,759	(3,267)

3. ANALYSIS OF CHANGES IN NET CASH

	At 1.4.13	Cash flow	At 31.3.14
	£'000	£'000	£'000
Net cash:			
Cash at bank and in hand	8,459	877	9,336
Total	8,459	877	9,336

Notes to the financial statements for the year ended 31 March 2014

1. Accounting policies

- a) 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 accounting standards, the Companies Act 2006 and the requirements of the Statement of Recommended Practice, Accounting and Reporting by Charities.
- The trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. The Trustees' Annual Report discusses the impact of local commissioning from October 2014 on Victim Support and how the charity is well placed to face this challenge. The accounts have, therefore, been prepared on the basis that the charity is a going concern.
- b) The statement of financial activities and balance sheet show the consolidated results of the charitable company and its wholly owned subsidiary for the year and consolidated financial position at 31 March 2014 respectively. As the difference between the group and charity balance sheet is not considered material, separate balance sheets and notes have not been presented. The results and balance sheet of the trading subsidiary are disclosed in Note 16.
- c) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Income from donated services and gifts in kind is recognised as an incoming resource where the provider of the service has incurred a financial cost and the benefit to the charity is reasonably quantifiable.
- d) Legacy income is included within the accounts when the charity has entitlement and the amount receivable is known with reasonable certainty.
- e) Grants are recognised in full in the statement of financial activities 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. 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.
- f) Income from the sale of goods or services is the amount derived from ordinary activities and is net of VAT. Donated goods for resale in the charity shops are shown as income when sold.
- g) Grants for the purchase of fixed assets are credited to restricted incoming resources when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.
- h) Resources expended are included on an accruals basis and are recognised when there is a legal or constructive obligation to pay. They include irrecoverable VAT.
- i) 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.
- j) 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. Timesheets are used as the initial basis to apportion support staff costs based on the activity they are supporting with any non-apportioned support time being denoted as such. These non-apportioned support costs are then allocated on the basis of the number of full-time equivalent staff and volunteers working on certain activities. This allocation is shown in note 9.
- k) Cost of generating funds consists of direct, shared and indirect costs associated with the income generating activities of the organisation.
- l) Governance costs include external and internal audit, trustees' expenses, other expenses relating to compliance with constitutional and statutory requirements and an apportionment of shared and indirect costs.
- m) Items of equipment are capitalised where the purchase price exceeds £10,000. Depreciation costs are allocated to activities on the basis of use. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life: for software and IT infrastructure and fixtures and fittings, this is four years. Freehold buildings are depreciated at 4% per annum on a straight line basis. Leasehold improvements are depreciated over the term of the lease.
- n) Restricted funds are to be used for the purposes specified by the donor. Relevant expenditure is chargeable to the fund together with a fair allocation of management and support costs where this is allowed by the donor. Locally generated income is normally treated as restricted income as it will be used in the location of the donor; for example, grants donated by local authorities and other statutory bodies will be used to provide services within the boundaries the local authority operates within.
- o) Unrestricted funds are available for the general objects of the charity.

- p) Designated funds relate to fixed asset transfers and unrestricted funds allocated by the Board of Trustees for a specific purpose.
- q) Victim Support operates a number of defined contribution pension schemes. The assets of the schemes are held separately from those of Victim Support in independently administered funds. The pension cost charge represents contributions payable by Victim Support, which has no other liability under the scheme.
- r) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the lease duration.
- s) Investment in subsidiary is stated at cost less any impairment. Listed investments are included at market value at the balance sheet date. The statement of financial activities includes net gains and losses arising on revaluations and disposals throughout the year.
- t) Provision is made for dilapidations on leasehold properties where the charity has a contractual obligation to bear such costs. Movements on the provision are included in the expense heading to which they relate.

2. VOLUNTARY INCOME

	31.3.14	31.3.13
	£'000	£'000
Donations	351	375
Legacies	999	116
Grants	429	605
Donated services and facilities	45	39
Total	1,824	1,135

3. ACTIVITIES FOR GENERATING FUNDS

	31.3.14	31.3.13
	£'000	£'000
Fundraising events	132	122
Sponsorships	22	2
Trading operations	117	121
Total	271	245

4. INVESTMENT INCOME

	31.3.14	31.3.13
	£'000	£'000
Dividends received	151	155
Deposit account interest	346	394
Total	497	549

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	31.3.14	31.3.13
	£'000	£'000
Moj: core	36,000	36,000
Moj: homicide	2,400	2,400
Moj: practical services fund	1,034	837
Restorative justice pathfinder	499	-
Local authorities and other statutory bodies	6,021	5,123
Police and other criminal justice agencies	932	376
Trusts	68	72
Other grants and contracts	480	1,334
Other income	121	-
Total	47,555	46,142

6. COSTS OF GENERATING FUNDS

	Direct staff costs	Other direct costs	Allocated support costs	Total 31.3.14	Total 31.3.13
	£'000	£'000	£'000	£'000	£'000
Cost of generating voluntary income	614	52	75	741	398
Trading operations	75	53	17	145	187
Total	689	105	92	886	585

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

7. CHARITABLE ACTIVITIES COSTS

	Direct staff costs	Other direct costs	Grant funding of activities	Allocated support costs	Total 31.3.14	Total 31.3.13
	£'000	£'000	£'000	£'000	£'000	£'000
Services to victims and witnesses	31,164	8,962	112	7,566	47,804	45,329
Policy and public education	699	131	-	67	897	862
Total charitable activities cost	31,863	9,093	112	7,633	48,701	46,191
Governance costs	258	95	-	26	379	435
Total charitable activities and governance costs	32,121	9,188	112	7,659	49,080	46,626

8. GRANTS PAYABLE

	31.3.14	31.3.13
	£'000	£'000
Services to victims and witnesses	112	613

9. SUPPORT COSTS

	Staff costs	Overheads	31.3.14	31.3.13
	£'000	£'000	£'000	£'000
Finance, HR and IS services	1,775	240	2,015	1,519
Premises and office costs	387	2,735	3,122	3,188
Management	1,021	1,593	2,614	2,155
Total support costs	3,183	4,568	7,751	6,862

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

10. GOVERNANCE COSTS

	31.3.14	31.3.13
	£'000	£'000
Staff costs	258	273
Committees and Board expenses	21	34
Governance costs – other costs	74	114
Governance costs – allocated support	26	14
Total	379	435

11. NET INCOMING/(OUTGOING) RESOURCES

Net incoming resources for the year are stated after charging:

	31.3.14	31.3.13
	£'000	£'000
Depreciation	828	101
Trustees' reimbursed expenses	11	15
Auditors' remuneration:		
Audit	26	25
Other services	7	3
Operating lease rentals:		
Property	1,743	1,927
Other	149	167

12. TRUSTEES' REMUNERATION AND BENEFITS

Trustees' expenses

There were no trustees' remuneration or other benefits for the year ended 31 March 2014 nor for the year ended 31 March 2013. Expenses reimbursed to trustees in note 11 above are the travel and subsistence costs of 9 trustees (2013: 9), 11 assembly members (2013: 14) and 3 other committee members (2013: 3) for attending trustee meeting and other sub-committees of the Board of Trustees.

13. STAFF COSTS

	31.3.14	31.3.13
	£'000	£'000
Wages and salaries (including temporary staff)	31,961	29,862
Social security costs	2,682	2,561
Other pension costs	1,350	1,098
Total	35,993	33,521

	31.3.14	31.3.13
	No.	No.
The number of employees paid more than £60,000 were:		
£60,001-£70,000	1	2
£70,001-£80,000	8	9
£90,001-£100,000	1	1
£130,001-£140,000	1	1
Total	11	13

The total pension contributions for the above higher paid staff were £55,098 (2013: £59,175).

	31.3.14	31.3.13
	No.	No.
	FTE	FTE
The average weekly number of employees (full-time equivalent) during the year was as follows:		
Support and management	123	120
Service delivery	1,096	1,046
Homicide	38	34
Total	1,257	1,200

14. OPERATING LEASE COMMITMENTS

At 31 March 2014 annual commitments under operating leases expiring were as follows:

	Property	Others	Property	Others
	31.3.14	31.3.14	31.3.13	31.3.13
	£'000	£'000	£'000	£'000
Within 1 year	308	23	225	10
Between 2 and 5 years	1,050	108	1,002	94
Over 5 years	86	-	239	2
Total	1,444	131	1,466	106

15. TANGIBLE FIXED ASSETS

	Freehold property £'000	Long leasehold £'000	Fixtures and fittings £'000	Software and IT infrastructure £'000	Total £'000
COST					
At 1 April 2013	531	181	33	3,960	4,705
Additions	-	-	-	675	675
Disposals	(104)	-	-	(344)	(448)
At 31 March 2014	427	181	33	4,291	4,932
DEPRECIATION					
At 1 April 2013	106	90	33	1,324	1,553
Charge for year	19	35	-	774	828
Eliminated on disposal	(23)	-	-	(344)	(367)
At 31 March 2014	102	125	33	1,754	2,014
NET BOOK VALUE					
At 31 March 2014	325	56	-	2,537	2,918
At 31 March 2013	425	91	-	2,636	3,152

16. FIXED ASSET INVESTMENTS

	31.3.14	31.3.13
	£'000	£'000
Carrying value (market value) at the beginning of the year	12,620	10,038
Additions to investment at cost	2	2,302
Disposal proceeds	(2,300)	-
Net (loss)/gain on revaluation	(109)	280
Carrying value (market value) at the end of year	10,213	12,620
Historical cost		
Structured deposit with Royal Bank of Scotland	5,000	5,000
Managed funds	5,043	7,341
TOTAL	10,043	12,341

The managed funds are invested in Newton Real Return Fund which is a multi-asset fund invested primarily in UK and international securities.

16. FIXED ASSET INVESTMENTS (continued)**Investments**

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

	31.3.14	31.3.13
	£	£
Turnover	16,789	17
Cost of sales	(7,157)	(200)
Gross profit/(loss)	9,632	(183)
Administrative expenses	(1,858)	-
Operating profit/(loss)	7,774	(183)
Deed of covenant to parent company	(7,591)	-
Profit/(loss) on ordinary activities before tax	183	(183)
Tax on profit/(loss) on ordinary activities	-	-
Profit/(loss) for the financial year	183	(183)
Debtors	34,716	171
Cash at bank	9,646	9,646
Creditors	(34,362)	-
Net assets	10,000	9,817
Share capital	10,000	10,000
Profit and loss account	-	(183)
Shareholders' fund	10,000	9,817

17. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.14	31.3.13
	£'000	£'000
Trade debtors	1,645	1,039
Other debtors	169	145
Prepayments	748	479
Accrued income	1,335	605
Total	3,897	2,268

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.14	31.3.13
	£'000	£'000
Trade creditors	1,402	1,422
Taxation and social security	779	770
Other creditors	256	284
Accruals and deferred income	1,003	1,224
Total	3,440	3,700

19. PROVISIONS FOR LIABILITIES

	Balance at 1.4.13	Movement in provision	Balance at 31.3.14
	£'000	£'000	£'000
Dilapidations	500	-	500
Total	500	-	500

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

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	31.3.14 Total funds	31.3.13 Total funds
	£'000	£'000	£'000	£'000
Fixed assets	2,755	163	2,918	3,152
Investments	10,213	-	10,213	12,620
Current assets	7,971	5,262	13,233	10,727
Current liabilities	(2,730)	(710)	(3,440)	(3,700)
Provision for liabilities	(500)	-	(500)	(500)
Total	17,709	4,715	22,424	22,299

21. MOVEMENT IN FUNDS

	At 1.4.13	Incoming resources	Outgoing resources	Investment losses	Transfer between funds	At 31.3.14
	£'000	£'000	£'000	£'000	£'000	£'000
RESTRICTED FUNDS						
Moj grants						
National victims' service	338	-	338	-	-	-
National homicide service	-	2,400	2,400	-	-	-
Practical services fund – PEA	656	1,034	1,024	-	-	666
Total	994	3,434	3,762	-	-	666
Central restricted funds						
FCO – homicide abroad	-	100	100	-	-	-
Big Lottery – mental health	49	46	95	-	-	-
Supportline	-	41	41	-	-	-
Freehold property reserve	248	-	10	-	(74)	164
Restorative justice pathfinder	-	499	253	-	-	246
Other	45	878	899	-	-	24
Total	342	1,564	1,398	-	(74)	434
Restricted by purpose and location						
Central and Wales locality	530	953	1,129	-	-	354
London locality	1,074	2,428	2,403	-	-	1,099
North locality	1,371	2,019	1,969	-	-	1,421
South locality	1,054	2,060	2,373	-	-	741
Total	4,029	7,460	7,874	-	-	3,615
TOTAL RESTRICTED FUNDS	5,365	12,458	13,034	-	(74)	4,715
UNRESTRICTED FUNDS						
Designated						
Fixed assets reserve	2,904	-	817	-	668	2,755
Other	1,510	-	-	-	-	1,510
Total	4,414	-	817	-	668	4,265
Unrestricted						
South locality	-	490	6	-	-	484
Moj grant-in-aid	-	36,000	35,324	-	(676)	-
Revaluation reserve	282	-	-	(109)	-	173
General unrestricted	12,238	1,252	785	-	82	12,787
Total	12,520	37,742	36,115	(109)	(594)	13,444
TOTAL UNRESTRICTED FUNDS	16,934	37,742	36,932	(109)	74	17,709
TOTAL FUNDS	22,299	50,200	49,966	(109)	-	22,424

21. MOVEMENT IN FUNDS (continued)

Moj grants: 2013/14 was the final year of a three-year funding agreement with the Ministry of Justice. Under this agreement the charity received £38.4m in grant-in-aid in 2013/14. Of the £38.4m, £2.4m is restricted for a service to provide emotional and practical support to bereaved families of homicide victims.

Other central government funding: The charity received £1,034k of income from the Prisoners' Earnings Act. This will be spent on practical services for victims of serious crime, vulnerable victims and victims of repeat offences. The service will be needs based and will provide practical support to minimise the effects of crime. Examples of spend include boarding-up and making homes secure, new locks and other security, short-term financial assistance, counselling and replacement goods where appropriate. As this income is received six months in arrears there is a timing delay between receipt of funds and the relevant expenditure occurring. As such the MoJ has agreed the carry forward of the funds not spent as at 31 March 2014 of £666k to be carried forward into next year. The Foreign and Commonwealth Office made a grant of £100k supporting the families bereaved by homicide abroad.

Funds restricted by purpose and location: The locality reserves restricted by purpose and/or location will be spent on services as specified by the donors and a further breakdown of some of these reserves, where disclosure is required, is given in note 22.

Mental health research project funded by The Big Lottery: This is a large-scale research project managed by the communications and external affairs team in association with Mind; The Institute of Psychiatry; King's College London; St George's University of London and Kingston University; and University College London. The objectives of the project are to influence policy in relation to access to justice for victims with mental health problems, and to give a 'voice' to people with mental health problems to convey their experiences as victims of crime and in accessing justice, and educate agencies with a duty of care towards victims with mental health problems.

Freehold property reserve: This related to two freehold properties purchased with Big Lottery funding where restrictions apply on the use of the property. If the properties are sold some of the original grant may have to be repaid. During the year one of the properties was disposed of which made a small profit of £4k.

Unrestricted funds: These are available for the general objectives of the charity. The transfers relate to the capitalisation of fixed assets that are transferred to the designated fixed asset reserve.

Designated funds: Included in the designated funds of £4.27m, £1.51m has been set aside by the Board for approved projects to assist with Victim Support's growth strategy. The remaining amount of £2.76m relates to fixed assets.

22. ADDITIONAL GRANT DISCLOSURES

The individual grants shown below are those requiring a full disclosure of incoming and outgoing resources as part of the grant terms and conditions. These grants are included in the movement in funds note under 'funds restricted by purpose and location'.

		At 1.4.13	Incoming resources	Outgoing resources	Transfer between funds	At 31.3.14
		£'000	£'000	£'000	£'000	£'000
Bromley Domestic Abuse Advocacy Project	Safer Bromley Partnership	25	80	85	-	20
Home Security Programme	London Borough of Lewisham	13	68	69	-	12
Serious and Violent Crime Support Services	London Borough of Southwark	7	87	94	-	-
Young Victims Services	The Big Lottery Fund	5	90	95	-	-
Support of Wales Regional Office	Welsh Assembly Government	30	-	5	-	25
North East Regional Lesbian, Gay, Bi-sexual and Transgender Domestic Abuse Project	Northern Rock Foundation	29	51	51	(4)	25
Cease 24 Children's Services	The Big Lottery Fund	14	19	21	(12)	-
City Safe Liverpool	Hate Crime City Safe	8	39	45	-	2
Grassroots	Comic Relief	14	-	14	-	-
Cease 24 Independent Domestic Violence Advocate Services	Northern Rock	-	68	68	-	-
Newcastle Independent Domestic Violence Advocate Service	Northern Rock	-	30	30	-	-
Voice Project	The Big Lottery Fund	3	27	21	(3)	6
Youth Forum and Peer Mentor Project	The Big Lottery Fund	-	10	10	-	-

23. CONTINGENT LIABILITIES

As at 31 March 2014 there were no contingent liabilities.

24. CAPITAL COMMITMENTS

Capital commitments contracted but not provided in the financial statements are as follows:

	31.3.14	31.3.13
	£'000	£'000
Development of new Case Management System	-	338
Total	-	338

*We would like to **thank** all the individuals who have supported us this year and in particular everyone who made a donation, took part in an event, organised an event or remembered us in their will.*

We would also like to acknowledge the ongoing support of the family of the late PC Nicola Hughes who have worked tirelessly to raise funds for Victim Support and other charities.

Below are some of the individuals, companies and trusts who made substantial contributions:

Individuals

Miss B Clark
Ms R Lee-Wright
Mrs I Simon
Mr J Spinks

Companies

ADT
Yale

Trusts

The Band Trust
Barrow Cadbury Trust
Gilbert & Eileen Edgar Foundation
The Annandale Charitable Trust
The Moira Fund
The Princess Anne's Charities
The Swire Charitable Trust
The Worshipful Company of Security Professionals
Charitable Trust Fund

Thanks to donors by locality

South

Abbotts Ann Parish Council
Alderholt Parish Council
Aldwick Parish Council
Allhallows Parish Council
Allington Parish Council
Angmering Parish Council
Arborfield and Newland Parish Council
Arlesey Town Council
Arreton Parish Council
Asda
Aylesbury Town Council
Aylesford Parish Council
Aylesham Agricultural Show
Badger Farm Parish Council
Barton Evangelical Church
Beaminster Town Council
Beech Parish Council
Bembridge Parish Council
Bersted Parish Council
Billingshurst Parish Council
Binfield Parish Council
Bishops Caundle Parish Council
Bletchingly Parish Council
Borough Green Parish Council
Bosham Parish Council
Bracknell Forest Council
Bradford on Avon Parish Council
Bradpole Parish Council
Braishfield Parish Council
Brampton Parish Council

Bransgore Parish Council
Bremhill Parish Council
Brentwood Police
Bristol City YOT
Bristol Neighbourhood Watch Fund
Bristol Textile Recyclers
Brympton Parish Council
Bucklebury Parish Council
Burgess Salmon
Burghclere Parish Council
Burnham Parish Council
Bursledon Parish Council
Burton Bradstock Parish Council
Business & Professional Women UK Ltd,
Colchester
Buxted Parish Council
Cardinham Parish Council
Carfax Lodge
Caterham Valley Parish Council
Charles Irving Charitable Trust
Chatteris Town Council
Chetnole & Stockwood Parish Council
Chideock Parish Council
Childs Play Training
Chiltern Town Council
Chilworth Parish Council
Chineham Parish Council
Chipping Sodbury Lions Club
Clanfield Parish Council
Clarendon Lodge

Co-Operative Women's Guild Lea Ring
Branch
Cobtree Charity Trust
Codford Parish Council
Cople Parish Council
Corfe Mullen Parish Council
Cottenham Parish Council
Covingham Parish Council
Cowes Town Council
Crawley Charity Partnership
Crewkerne Town Council
Cringeford Horticultural Society
Crowthorn Parish Council
Cuckfield Parish Council
Ditton Parish Council
Doddington Parish Council
Dr GM Leach
Dragon Tours
Durrington Town Council
East Boldre Parish Council
East Preston Parish Council
East Stoke Parish Council
Ellingham, Harbridge & Ibsley Parish Council
Fair Oak & Horton Heath Parish Council
Felpham Parish Council
Feock Parish Council
Ferndown North Neighbourhood Watch
Ferndown Town Council
Flitwick Town Council
Fordingbridge Town Council
Forest Hill with Shotover Parish Council

Forest Row Parish Council
 Four Marks Parish Council
 Freshwater Parish Council
 Froyle Parish Council
 Gale Family Charity Trust
 Gamlingay Parish Council
 Gillingham Town Council
 Go Ahead Ladies Club
 Godalming Town Council
 Godshill Parish Council
 Gorfield Parish Council
 Grade Ruan Parish Council
 Grayscott Parish Council
 Grove Parish Council
 Hall & Woodhouse
 Hamble-le-Rice Parish Council
 Hanbury Turvey Trust
 Hanham Parish Council
 Haslemere Town Council
 Hawkley Parish Council
 Headley Parish Council
 Heathfield & Waldron Parish Council
 Hedge End Town Council
 Henley on Thames Town Council
 Hertford Parish Council
 Hilperton Parish Council
 HMP Shepton Mallet
 Hook Parish Council
 Hordle Parish Council
 Horndean Parish Council
 Hythe & Dibden Parish Council
 Kempston East Methodist Church
 Kings Somborne Parish Council
 Kings Worthy Parish Council
 Kingsclere Parish Council
 Kirkley Poor's Land Estate
 Kirton & Falkenham Parish Council
 Lakenheath Parish Council
 Lancing Parish Council
 Legal and General
 Leysdown Parish Council
 Lindfield Parish Council
 Lindford Parish Council
 Lions Club
 Liss Parish Council
 Long Ashton Parish Council
 Ludgvan Parish Council
 Lyme Regis Town Council
 Lymington & Pennington Town Council
 MJA Parton
 Mangotsfield Parish Council
 March Town Council
 Maresfield Parish Council
 Medstead Parish Council
 Melborn Parish Council
 Mellsham Parish Council
 Milton Keynes WI
 Nailsea Town Council
 Netheravon Parish Council
 Nettlesome & Seaview Parish Council

New Forest District Council
 New Milton Town Council
 North Horsham Parish Council
 North Mymms Parish Council
 Northhill Parish Council
 Nursling & Rownhams Parish Council
 Old Alresford Parish Council
 Oxford WI
 Patchway Town Council
 Patricia Routledge Charitable Trust
 PCC of St Peter's
 Penryn Town Council
 Peter Ruffles MBE
 Petersfield Town Council
 Petworth Town Council
 Pevensey Parish Council
 Plaxtol Parish Council
 Polperro Community Council
 Pucklechurch Parish Council
 Pulborough Parish Council
 Purton Parish Council
 Quartet Community Fund
 Rawreth Parish Council
 Reading Borough Council
 Ringwood Town Council
 Riverhead Parish Council
 Rotary Club of Exmouth
 Rotary Club of Brentwood
 Rowlands Castle Parish Council
 Rustington Parish Council
 Ryde Town Council
 The late T Kalejaiye
 Safer Suffolk Foundation
 Sandy Hill Academy
 Sawston Parish Council
 Selwood Parish Council
 Shaftesbury Town Council
 Shefford Town Council
 Sherborne Town Council
 Shere Parish Council
 Shillington Parish Council
 Society of Merchant Venturers
 Somptry Parish Council
 Sonning WI
 Soroptimist Group
 South Petherton Parish Council
 Southborough Town Council
 Spelthorne Parish Council
 St Augustine's Church
 St Faith's Trust
 St John's Church Fellowship
 St Joseph's Furniture Market
 St Leonards & St Ives Parish Council
 Stotfold Town Council
 Sturminster Newton Town Council
 Suffolk County Council
 Sussex Police
 Swanage and Purbeck Rotary
 Swanage Town Council
 Swanmore Parish Council

Tadley Town Council
 The Wednesday Group
 Tatsfield Parish Council
 Teignbridge Community & Public Health Fund
 Thames Valley Police
 Thames Valley Probation Service
 Thanet Owls
 The Athestan Probus Club
 The Falmer Charitable Trust
 The GC Gibson Charitable Trust
 The Neighbourly Charitable Trust
 The Stonewall Park Charitable Trust
 The Walter Farthing Trust Ltd
 Thornhackett Group Parish Council
 Trish Emmans
 Unicorn Club
 Valley Park Parish Council
 Venture Telecom Ltd
 Verdon Smith Family Charitable Trust
 Verwood Town Council
 Waitrose
 Wallingford Town Council
 Warboys Parish Council
 Wareham St Martin Parish Council
 Wareham Town Council
 Wareham St Martin Parish Council
 Warfield Parish Council
 Waterbeach Parish Council
 West Ashton Parish Council
 West End Parish Council
 West Lulworth Parish Council
 Westbury Parish Council
 Westerleigh Parish Council
 Wheatley Hubbard
 Whiston Services Ltd.
 Whitechurch Town Council
 Whitehill Town Council
 Whitsbury Parish Council
 Whittlesey Town Council
 Wickwar Parish Council
 Willingdon & Jevington Parish Council
 Wimborne Methodist Church
 Wincanton Town Council
 Wisborough Green Parish Council
 Wittersham Parish Council
 Woman's Institute
 Wonston Parish Council
 Worshipful Company of Weavers
 Yarmouth Town Council

North

Barnsley MBC – IDVA Services & Core Services
 Bolton Borough Council – IDVA Services, Domestic Violence Services & Core Services
 Bury Borough Council – Core Services Grant
 Bury Borough Council – IDVA Services
 Cheshire West Council – Core Services Grant
 Church Burgess Trust – Volunteering Services

Cleveland PCC – Strategic Victims Project
 Court Martial Service – Witness Project
 Doncaster MBC – Core Services
 Durham Constabulary – Police Property Fund
 Gateshead Borough Council – Antisocial Behaviour Project
 General Medical Council – Witness Project
 Greater Manchester PCC – Domestic Violence Services & Counselling Services
 Halton Borough Council – Core Services Grant
 Hartlepool Borough Council – NDC Hartlepool Project
 HMCS Court Improvement Directorate – Community Justice Court Project
 Home Office – Barnsley IDVA
 Home Office – Cease 24 IDVA Services
 Home Office – Humber ISVA
 Home Office – Newcastle IDVA Services
 Home Office – Trafford IDVA
 Hull City Council – Antisocial Behaviour
 Humberside Probation – Restorative Justice
 Knowsley Borough Council – Antisocial Behaviour Project
 Lancaster District Council – Core Services
 Leeds City Council – Well Being Fund
 Leeds Community Safety – Antisocial Behaviour
 Manchester City Council – Core Services Grant, Domestic Violence Services, Antisocial Behaviour and Hate Crime Services
 Newcastle City Council – Commissioning Grant (Hate Crime, ASB, IDVA & Core Services)
 North Tyneside Council – Core Services Grant
 North Tyneside Council – Hate Crime Project
 North Yorkshire Police – IDVA Services
 Northumberland County Council – Cease 24 IDVA Services
 Northumbria Police – Cease 24 IDVA Services
 Oldham Borough Council – Domestic Violence Services
 Preston Borough Council – Core Services
 Rank Foundation – Restorative Justice Project
 Rochdale Borough Council (Public Health) – Domestic Violence Services
 Rochdale MBC – Antisocial Behaviour Project
 Rochdale Safer Communities – IDVA Services
 Rotherham MBC – Core Services
 Samuel Roberts Trust Fund – Commissioned Services
 Sheffield City Council – Antisocial Behaviour
 Sir Hugh & Lady Sykes Charity
 Sir James Reckitt Charity – Hull Core Services
 South Tyneside Council – Antisocial Behaviour Project
 South Yorkshire PCC – Vulnerable Victims Project

South Yorkshire Probation – Restorative Justice Project
 Stockport Borough Council – Core Services Grant
 Stockport Homes – Antisocial Behaviour Project
 Stockport Homes – Crime Prevention Initiative
 Sunderland Partnership – Antisocial Behaviour Project
 Tameside MBC – Antisocial Behaviour Project
 Trafford Borough Council – IDVA Services
 Wakefield Community Safety Partnership – Antisocial Behaviour
 Wakefield District Housing – Antisocial Behaviour
 Wakefield Metropolitan District Council – Antisocial Behaviour
 West Lancashire Borough Council – Core Services
 West Yorkshire PCC – Service Mapping & Web Design
 West Yorkshire Police – Antisocial Behaviour
 Wigan Borough Council – Wigan Reassurance Project

Central & Wales

Bassetlaw, Newark & Sherwood Community Safety Partnership
 Birmingham City University
 Broxtowe Borough Council
 Cardiff City Council
 Charnwood Borough Council
 Claire Seabourne
 Counties BCU
 Coventry University
 Derbyshire Constabulary
 Derbyshire Probation Trust
 Dudley CDRP
 Dyfed Powys Police and Crime Commissioner
 First Step
 G4S Care & Justice Service
 Galleries of Justice
 Her Majesty's Courts Service
 Kettering Borough Council
 Leicester City Council
 Leicestershire & Rutland Probation Trust
 Leicestershire County Council
 Lichfield District Council
 LIDAS
 Lucy Faithfull Foundation
 Mansfield District Council
 Midlands Women's Aid
 Newcastle-under-Lyme Borough Council
 Newport City Council
 North West Leicestershire District Council
 Northampton Borough Council
 Northamptonshire Police and Crime Commissioner
 Nottingham CDP
 Nottingham City Council
 Nottinghamshire County Council

Nottinghamshire Police
 Nottinghamshire Police Force Headquarters
 Oadby & Wigston Borough Council
 Safer Caerphilly Community Safety Partnership
 Safer City Partnerships
 Safer Vale Partnership
 Staffordshire Police and Crime Commissioner
 Stoke on Trent City Council
 Tamworth Borough Council
 University of Keele – School of Medicine
 University of Warwick
 Wellingborough Borough Council

London

City of London Police
 Home Office
 Hyde Northside Homes
 John Laing Charitable Trust
 London Borough of Barking & Dagenham
 London Borough of Barnet
 London Borough of Bexley
 London Borough of Brent
 London Borough of Bromley
 London Borough of Camden
 London Borough of Croydon
 London Borough of Ealing
 London Borough of Enfield
 London Borough of Hackney
 London Borough of Hammersmith & Fulham
 London Borough of Haringey
 London Borough of Harrow
 London Borough of Havering
 London Borough of Hillingdon
 London Borough of Hounslow
 London Borough of Islington
 London Borough of Lewisham
 London Borough of Merton
 London Borough of Redbridge
 London Borough of Southwark
 London Borough of Sutton
 London Borough of Tower Hamlets
 London Borough of Waltham Forest
 London Borough of Wandsworth
 Mayor's Office for Policing and Crime
 Royal Borough of Kensington & Chelsea
 Royal Borough of Kingston upon Thames
 The Big Lottery Fund

Supportline

British Transport Police



I couldn't have asked for more, I looked forward to his phone calls. Jimmy felt like someone you could turn to. I didn't feel like a number with him. I felt like Jimmy honestly put himself in my shoes. From the first phone call Jimmy made me feel really comfortable."

SERVICE USER

PHOTO CREDITS

Cover and page 11 ©Shutterstock

Page 5 ©Branislav Ostojic/Hemera/thinkstock

Page 9 ©Michael Blann/photodisc/istock

Page 13 ©Jack Hollingsworth/photodisc/thinkstock

Page 15 ©Branislav Ostojic/Hemera/thinkstock

Page 21 ©iStock

Page 23 ©William Casey/istock/thinkstock

Page 29 ©Ricardo Reitmeyer/istock/thinkstock

Pages 24, 31 and 35 ©Gabrielle Motola

You can have a positive impact on us

We rely on support from people like you – our volunteers, donors, supporters, influencers or partners. Our success is your success too. However, like most charities, we need your help. Get in touch to find out how you can help us to have an even bigger impact on the lives of victims and witnesses.

www.victimsupport.org.uk

Facebook: [/victimsupport](https://www.facebook.com/victimsupport)

Twitter: [@victimsupport](https://twitter.com/victimsupport)

Registered charity number 298028

Registered address: Victim Support, Hallam House, 56–60 Hallam Street, London W1W 6JL

P935 12|14