

Listening and supporting

Annual Report and Accounts
2014/15

“Everyone else I spoke to didn’t seem to want to know, they promised everything and delivered nothing. But Victim Support was a calm voice of reason and listened to me.”

Service user

Who we are

Victim Support is the charity for victims and witnesses of crime in England and Wales. Every year, our staff and volunteers offer more than one million adults and children free and confidential help through our local and specialist services and our national Supportline.

Our staff and volunteers run projects tackling domestic and sexual violence, antisocial behaviour and hate crime and work alongside young people affected by relationship abuse, bullying and gang issues. We also deliver restorative justice and work with offenders to change their behaviours.

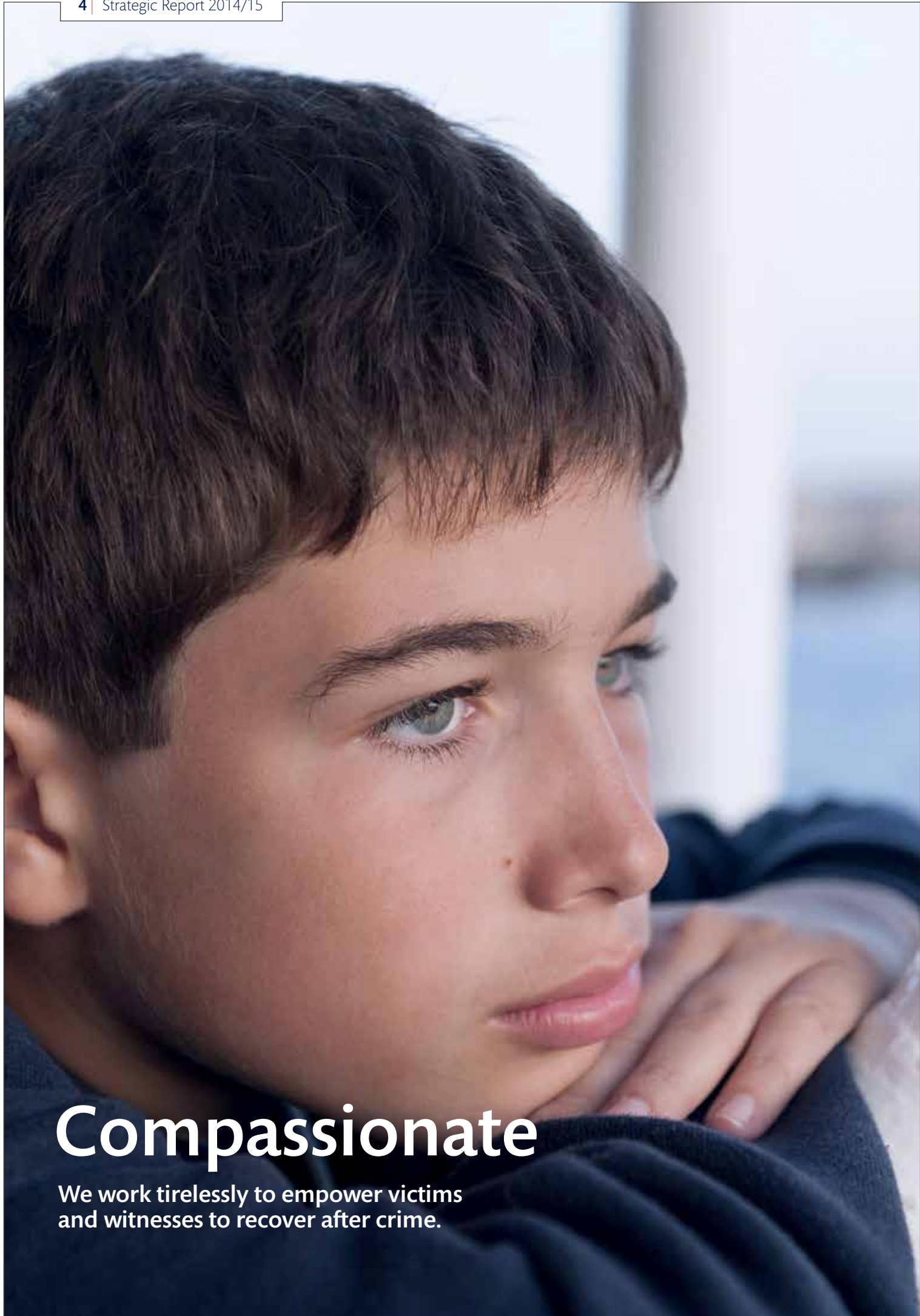
Our Homicide Service helps people bereaved by murder or manslaughter and we provide a range of other pathways to help vulnerable people cope and recover from crime as they navigate the criminal justice system.

Victim Support employs over 1,300 staff and has 4,000 volunteers and works in partnership with other charities, Police and Crime Commissioners, schools, local authorities and criminal justice agencies.

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Compassionate

We work tirelessly to empower victims and witnesses to recover after crime.

Introduction from Chair of Trustees



It is only a few months since I was appointed Chair of the Board at Victim Support and I am pleased to say it has been an exciting, challenging and rewarding introduction to this wonderful charity.

Despite a number of significant changes to how victims and witnesses receive the help they need to cope and recover from crime, it has been a year of real success for our organisation. We have increased the number of victims we helped, expanded our range of specialist services and remain the biggest provider of support for people affected by crime across England and Wales.

We are delighted that of the 41 elected Police and Crime Commissioners responsible for providing victims with support services, 37 chose Victim Support to be their partner. The shift in responsibility from central to local government brought challenges but also opportunities and I am pleased our charity seized so many of them.

We were commissioned to provide the national Homicide Service for people bereaved by murder or manslaughter; we developed the UK's first website for child victims of crime and a safety app for young people; we put domestic violence workers on hospital wards; we delivered restorative justice on behalf of victims and worked with police to change offenders' behaviour. Thanks to the commitment of our staff and volunteers, we led a successful handover of the Witness Service from our charity to another provider.

We spoke up for victims by publishing a report into hidden crimes suffered by children and celebrated the immense contribution our staff and volunteers have made to society in our 40th anniversary year. We are grateful to HRH, The Princess Royal for her support in creating the President's Club to help fundraising.

To ensure that Victim Support remains best placed to help victims and witnesses in the future, we have agreed a new five-year strategy, a new vision, mission and values with an emphasis on giving victims high-quality support and championing their interests.

Changes to the Board have included the departure of my predecessor, Enid Rowlands, who stood down as Chair in December. I would like to thank her and a number of other trustees who left during 2014/15 for their contributions and welcome new colleagues to the Board. Together, we are committed to maintaining strong governance as the charity moves into a more competitive operating environment.

Finally, I would like to thank our staff and volunteers for their tremendous commitment during a year of unprecedented change. It is because of their tireless efforts, their expertise and experience that Victim Support remains the leading provider of victim services.

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Catherine Dugmore
Chair

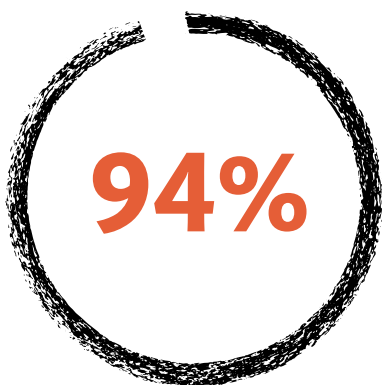
Our key achievements in 2014/15

During 2014/15:

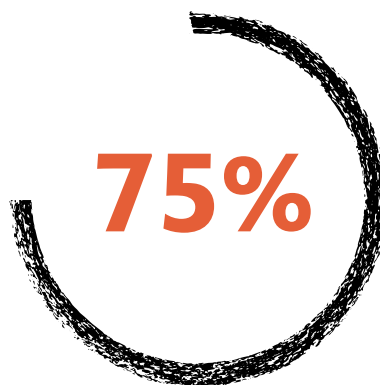
- we helped **155,305** people cope and recover from crime through **70,260** face-to-face meetings and **297,521** telephone support calls
- we carried out **304,224** needs assessments after receiving **1,190,160** referrals from police forces
- we supported **1,393** people bereaved by **417** murders or manslaughter through our Homicide Service
- we worked with **41 Police and Crime Commissioners** across England and Wales and the **Mayor's Office for Policing and Crime** in London
- we worked with **10,000 children** educating them about safer relationships and developed a **safety planning app** for them
- we placed **domestic violence caseworkers** in hospital accident and emergency departments and launched a **pan-Wales hate crime support centre**
- we supported **193,048** people as they gave evidence in criminal courts, including **31,729** vulnerable or intimidated witnesses and **13,881** children
- we launched the **UK's first website for young victims of crime** featuring an **interactive digital courtroom**
- we enabled **140 restorative justice interventions** for victims and delivered **25 Victim Awareness Courses**, in partnership **with three police forces**

- **we published research** into the **under-reporting of crime by children** and young people and **influenced a future Victims Law**
- we set up the **President's Club**, supported by our **President, HRH, The Princess Royal**, to raise funds from major donors
- we worked with the **Ministry of Justice** to develop and deliver its **Victims' Information Service telephone line**
- our volunteers gave **945,709 hours** of their time to work for Victim Support
- we estimate* the **945,709 hours** our volunteers gave to the charity were **worth £14.9 million**. This comprises:
 - **£5,889,138** help for victims
 - **£8,812,331** help for witnesses
 - **£236,405** administration and governance

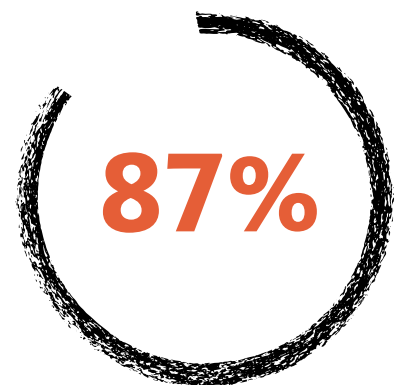
*using total number of volunteer hours and the average hourly rate for full-time workers in 2014 published by Office for National Statistics.



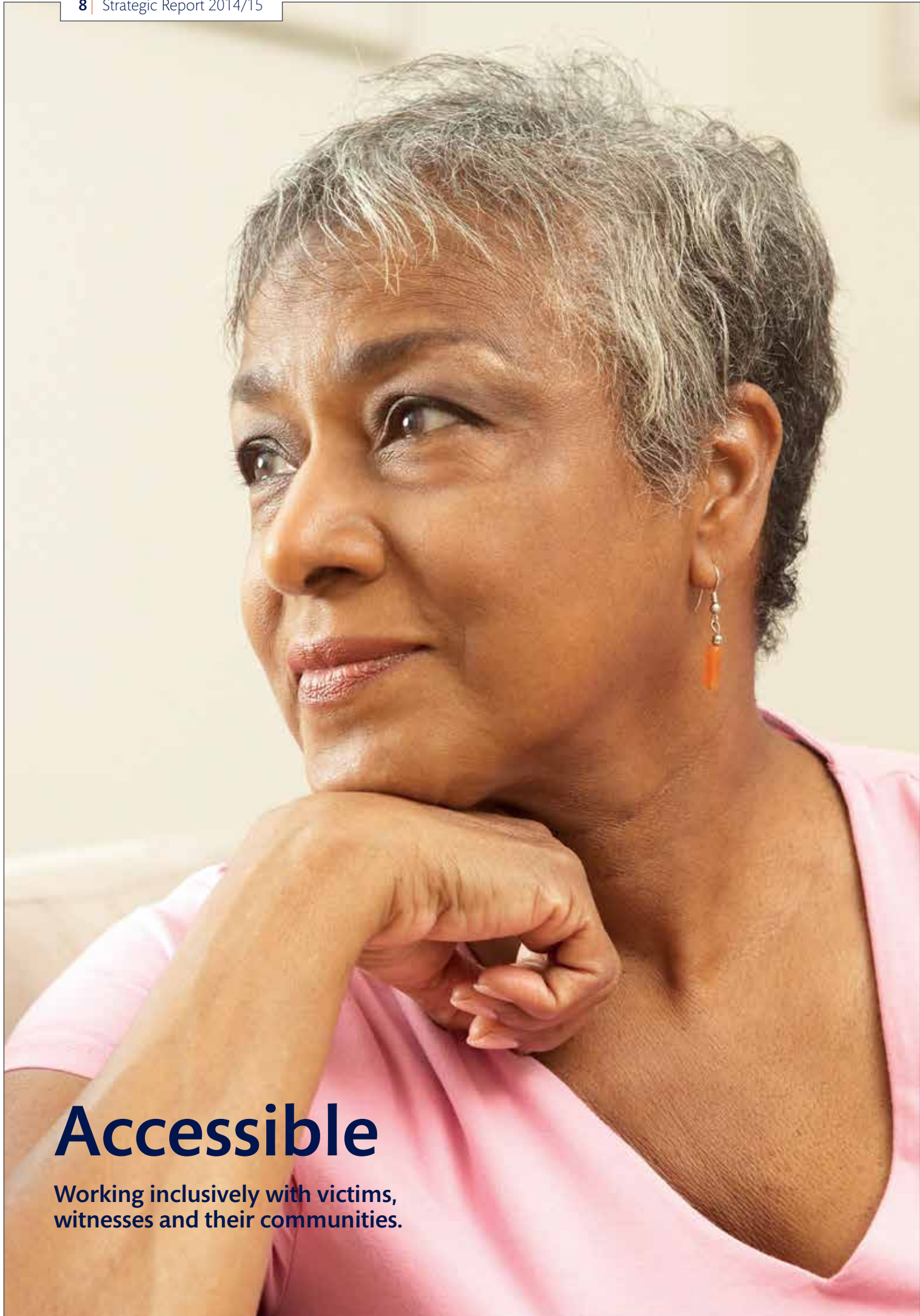
94% of victims were satisfied with the support we gave them while 85% felt we reduced the impact of the crime on their health and well-being.



75% felt we reduced the impact of the crime on their relationships and social life while 59% of victims felt safer after we helped.



87% of victims felt their needs were met by our support while 80% felt better informed as a result of the help we gave them.



Accessible

Working inclusively with victims, witnesses and their communities.

Introduction from Chief Executive



My vision for the year ahead is quite simple – to deliver on our new strategy. I have spent much of my first year at Victim Support meeting frontline staff and volunteers and hearing them tell me what makes their work special. It is their experiences of helping people cope and recover from crime and their insights into what works best for victims that have informed our new strategy (see page 11).

Victim Support was founded on the basis that people who suffer crime need help, often immediately and sometimes later too. We have learned that those needs are not only practical – if police, prosecutors and courts fail to treat victims with dignity they will lose their confidence and with it the chances of securing justice. It is these fundamental truths that underpin our vision that victims and witnesses should be given the support they need and the respect they deserve.

The mission we have set ourselves is challenging – and deliberately so. With more experience of helping victims and witnesses than any other charity, it is right that we set the standards for quality and innovation across the sector. Last year we helped more people than over the previous 12 months and this year we hope to improve again, with technology playing a major role. Already, around 500 people per month refer themselves to Victim Support online and we will look to develop our digital offer further, both as an independent charity and in partnership with Police and Crime Commissioners (PCCs). Collaboration will be a major theme too. A consortium of charities led by Victim Support will soon begin to deliver the new Pan-London Domestic Violence Service. The days of one charity or agency having all the answers are over.

Our strategy commits us to champion the interests of victims and witnesses and the year ahead provides plenty of opportunities. With PCCs firmly established, we can look forward to fresh elections in May 2016. We will work with all candidates to make the case for better support for victims and witnesses. We will help the Government turn its commitment to a Victims Law into reality and make sure that the measures passed are ambitious, effective and enforceable. We will refresh our programme of research to help inform and educate the public, our partners and ourselves about the emerging needs of victims of crime.

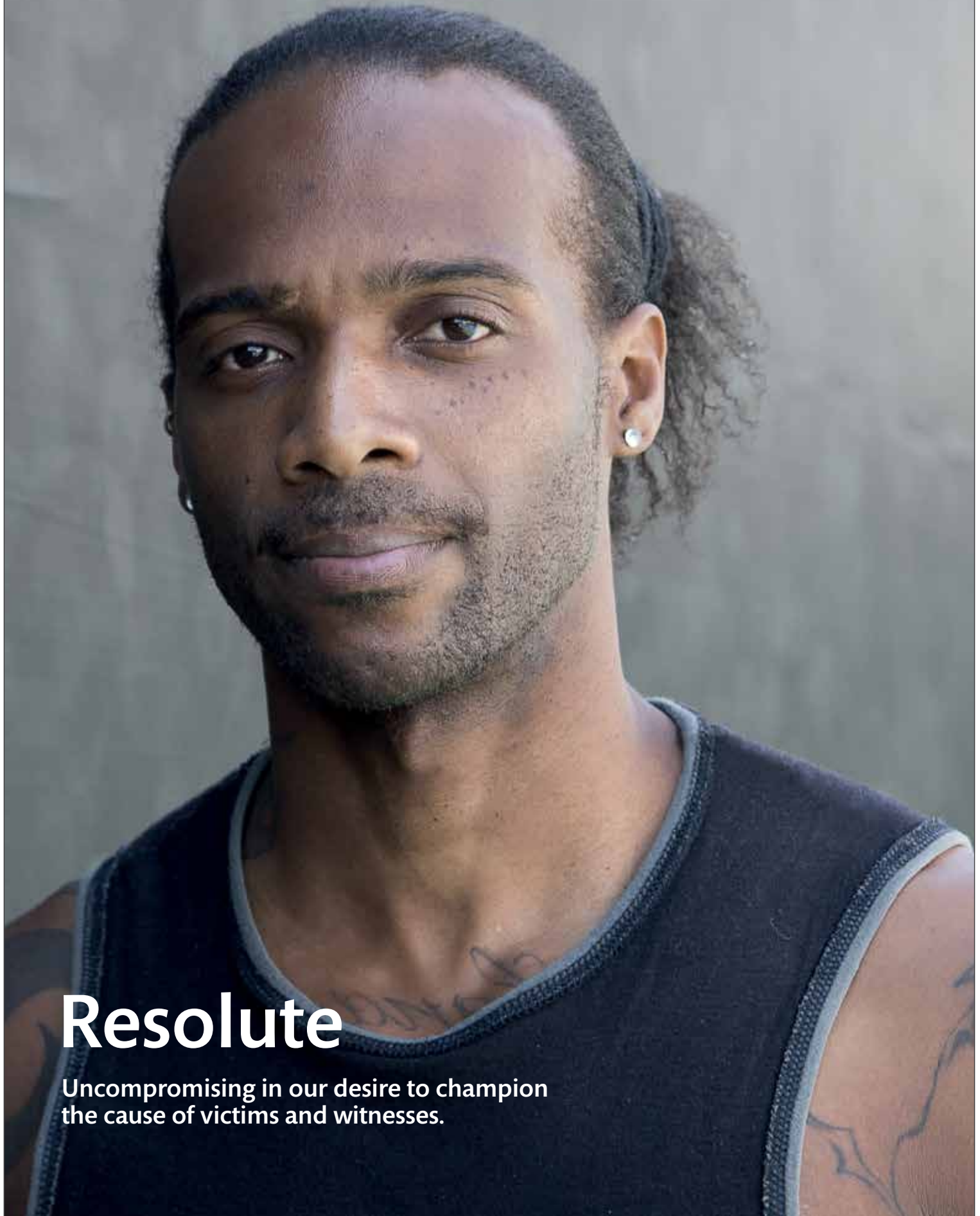
Finally, we will redouble our efforts to create a sustainable operating model in a challenging environment. We know our staff and volunteers have unrivalled experience but recognise, too, that those who commission services on behalf of the public expect value as well as quality. Austerity will continue and while we hope the Comprehensive Spending Review will deliver additional resources for victims, our charity must diversify its income sources to achieve its mission, through expanding our fundraising and working with new corporate partners.

To guide us, our staff and volunteers have developed a new set of values. It is by being compassionate, accessible, resolute and effective that we will retain the best of our traditions while ensuring that we adapt to the new environment.

It is a great privilege to be Victim Support's CEO and I look forward to working with the Board of Trustees, our staff and volunteers and our donors, commissioners and partners who will be supporting our work throughout 2015/16.

A handwritten signature in black ink, appearing to be 'Mark Castle'. The signature is fluid and cursive, written in a professional style.

Mark Castle
Chief Executive



Resolute

Uncompromising in our desire to champion the cause of victims and witnesses.

Achieving our objectives from 2015 to 2020

Our new strategy sets out our ambitions for the next five years. We are operating in a more competitive environment than ever before and our strategy explains how we will make the most of our opportunities over this next period, building our funding streams and providing innovative and effective services designed to win contracts.

This strategy redefines Victim Support as an agile and effective organisation that can support and advocate for victims and witnesses of crime more effectively than ever before.

Our vision

A world where victims and witnesses are given the support they need and the respect they deserve.

Our mission – making our vision a reality

To realise our vision, Victim Support's mission comprises three interlocking elements:

1. To provide victims and witnesses with high-quality practical and emotional support



2. To champion the interests of victims and witnesses



3. To construct a sustainable operating model using high-quality staff and volunteers.

Our values – our passion

Our new strategy takes us in a different direction and we need values that can reflect and shape our ambitions for the future.



- Our values show how we do things; they will act as a rallying call for our staff, our volunteers and our supporters.
- We will apply them to every aspect of our work as we strive to deliver our strategy.
- They will inform our decision-making and translate directly into our behaviours.
- We will measure them, and they will guide our recruitment and performance management.
- Developed with the help of over 1,300 staff and 4,000 volunteers, these values will unite our people around core principles.

Our objectives

During the life of this strategy we will measure our progress towards achieving our vision against six clear objectives. These are set out below accompanied by the tasks we believe the charity must perform in order to secure them.

To provide victims and witnesses with high-quality practical and emotional support

1. We will secure the mandate from commissioners to ensure that victims and witnesses get the help they need.

To deliver this objective we will:

- anticipate the upcoming requirements by investing in improving our insight and understanding of the operating environment
- develop a decision-making architecture and business infrastructure that ensures success in this competitive environment.

2. We will demonstrate that we are a provider of efficient, high-quality services.

To deliver this objective we will:

- deliver high-quality services that enable victims to get their lives back on track and witnesses to give best evidence, setting the standard for excellence in provision
- develop a performance and 'lessons learned' culture that ensures rigour and constant improvement are embedded in our operating model.

To champion the interests of victims and witnesses

3. We will establish an authoritative and respected voice on issues of importance to victims and witnesses.

To deliver this objective we will:

- capture and share the victim and witness experience through robust, evidence-based research
- anticipate emerging trends to ensure that we proactively meet the needs of victims and witnesses and exploit social media and technology to reach all sections of the community.

4. We will effect change to the criminal justice system for the benefit of victims and witnesses.

To deliver this objective we will:

- advocate for national and local solutions that advance the interests of victims and witnesses
- participate in forums and groups that aim to effect change in the criminal justice system and which will benefit victims and witnesses.

To construct a sustainable operating model using high-quality staff and volunteers

5. We will invest in collaboration and partnerships locally, nationally and internationally.

To deliver this objective we will:

- seek out opportunities to work in partnerships that provide better support for victims and witnesses
- share our good practice and learning from others.

6. We will create financial resilience together with a confident and skilled workforce.

To deliver this objective we will:

- diversify our income streams to enable us to be resilient to change and drive down our costs to ensure that we retain a competitive advantage
- recruit, retain and engage with high-quality volunteers and staff and create an innovative employment model that is responsive to change.



Effective

Delivering results through high-quality services,
providing the best value for our clients.

Reference and administrative details

The trustees of Victim Support, who are also the directors of the company for the purposes of the Companies Act, present their annual report and audited financial statements for the year ending 31 March 2015. This report, including the financial figures, has been prepared in accordance with the charity's memorandum and articles of association, the Statement of Recommended Practice (SORP) *Accounting and reporting by charities* 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 and Wales

Company registration number: 2158780

Registered as a company limited by guarantee in England and 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

Catherine Dugmore (Chair) (joined on 16 December 2014)

Enid Rowlands (Chair) (retired on 16 December 2014)

Tom Davies OBE (Vice Chair)

Nicholas Griffin (Vice Chair) (retired on 16 December 2014)

Richard Wilson FCA (Hon. Treasurer)

Sandra Caldwell CB

Jo Cumbley

Elizabeth Dymond (joined on 13 January 2015)

Tony Foster (retired on 10 June 2014)

Bernard Herdan CB

Sarah Miller

Les Mosco (joined on 16 December 2014)

Geoff Pollard (joined on 16 December 2014)

Cindy Rampersaud (retired on 16 December 2014)

Will Sandbrook

Deborah Spring (retired on 16 December 2014)

Maria Thomas (joined on 16 December 2014)

Company secretariat

Mark Castle OBE (Chief Executive and Company Secretary) (from 2 June 2014)

Caroline Rose (Board and Senior Management Team Secretary)

Company members

Company members consist of the trustees and the national advocates. They can attend the Annual General Meeting, vote, propose resolutions and elect our trustees. At the start of the financial year, Victim Support had 16 company members; at the end of the financial year there were 16 company members. During the year, six company members retired and six new company members joined. Company members agree to contribute an amount not exceeding £1 to the assets of the charity if it is wound up.

Bankers

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

Solicitors

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

Clifford Chance, 10 Upper Bank Street, London E14 5JJ (pro bono advice and meeting rooms)

Hogan Lovells, Atlantic House, Holborn Viaduct, London EC1A 2FG (pro bono meeting rooms)

Auditor

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

Investment managers

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

Structure, governance and 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 charity adopted a new governing document for the single charity on 30 June 2008. This was amended by special resolution on 12 November 2012 and again on 17 June 2013.

Our charitable objectives

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

The trustees have given careful consideration to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives, when planning future activities and when setting appropriate policies for the year.

Our governance structure

Since 30 June 2008, Victim Support across England and Wales has been a single charity after the merger of 77 local charities that were previously joined in a federation. In 2013, the charity amended its articles of association and introduced volunteer representatives to its governance structure. Our volunteers now play an important role in our governance as divisional and national advocates. We have one divisional advocate for each division chosen by volunteer advocates from each team or office. The divisional advocates represent volunteers' views to the staff and management through regular meetings with volunteers and attendance at Regional Voice Meetings, which are also attended by a linked trustee and senior managers. Each of our four localities is represented by a national advocate who is elected by the divisional advocates. The national advocates regularly meet with the Chair and the Chief Executive to exchange high-level information that affects our volunteers and service delivery. The divisional and national advocates also elect the active volunteer trustees on the Board from a shortlist prepared by the Governance and Nominations Committee.

Divisional advocates

The following divisional advocates were Witness Service volunteers with Victim Support and transferred to Citizens Advice on 1 April 2015:

Margaret Eldridge (West Mercia, Staffordshire and Warwickshire)

Joanne Hall (Westminster and City)

Paul Norman (Bedfordshire and Cambridgeshire)

Adrienne Pain (North West London)

Mike Perry (Kent) (from 24 October 2014)

Cy Rodgers (Hampshire, Isle of Wight and Dorset)

Phil Smith (Durham and Teesside)

Richard Smith (Avon and Somerset) (from 12 January 2015)

The following divisional advocates have retired:

Rachel Brunner (Kent) (until 1 September 2014)
 John Cowen (until 19 June 2015)
 Lynne Cunningham (South Yorkshire) (until 27 November 2014)
 Sara Fuller (Avon and Somerset) (until 12 January 2015)
 Matthew Kehily (Devon and Cornwall) (until 16 May 2014)
 Mia Scully (Thames Valley) (until 29 June 2014)
 Colin Willis (Norfolk and Suffolk) (until 8 July 2014)
 David Yearnshire (Northumbria) (until 1 July 2014)

The following divisional advocates continue to volunteer with Victim Support and to represent their divisions:

Yvonne Bobb (South East London)
 William Brown (Derbyshire and Nottinghamshire)
 Mary Burnett (North East London)
 Christine Cooper (Gloucestershire and Wiltshire)
 Marc Cranfield-Adams (South West London)
 Graham Foulston (Wales)
 Pam Hampshire (North London)
 Steven Haws (West Yorkshire)
 Olga Hill (West Midlands)
 Roger Hunter (Sussex and Surrey)
 Glyn Morgan (Greater Manchester)
 Mairead O'Regan (Northamptonshire, Lincolnshire and Leicestershire)
 Sheila Samms (Cumbria and Lancashire)
 John Whale (Essex and Hertfordshire)

National advocates

Richard Conradi (London) (until 31 March 2015 – transferred to Citizens Advice)
 John Cowen (North) (11 December 2014 to June 2015)
 Doug Dows (North) (until 21 October 2014)
 Veronica Simpson (Central and Wales)
 Francis Wakem (South)

Board of Trustees

The articles determine that the number of trustees shall be not less than five and (unless otherwise determined by ordinary resolution) not more than 12 in number. We currently have 12 trustees on the Board. Our trustees are both charitable trustees and directors of a company limited by guarantee, which means that their activities are governed by both charity and company law. They are jointly and severally responsible for the overall control and management of the charity and must ensure that it is solvent, well run and delivers the charitable outcomes for which it has been set up. Between 1 April 2014 and 31 March 2015, the Board met formally four times and held one Strategy Day to consider long-term strategy and planning.

Our trustees

Catherine Dugmore (Chair)



Catherine was appointed Trustee and Chair in December 2014. As well as chairing the Board, Catherine chairs the Governance and Nominations Committee and the Remuneration Committee and is a member of the Finance Committee. Catherine's executive career was as an Audit Partner with PriceWaterhouseCoopers. Catherine has pursued a non-executive portfolio career since 2004 during which time she has been Vice Chair and Trustee of Action for Children and Vice Chair and Chair of the Audit Committee at North Middlesex University Hospital. She is also a Trustee of the Royal Botanic Gardens, Kew and a member of the Ethics Sub-Committee at the Commonwealth War Graves Commission.

Tom Davies OBE (Vice Chair)



Tom was appointed Chair of Victim Support Cymru in November 2013 when he also became an ex officio Trustee of the Board in accordance with the articles of association. He joined the Audit Committee in April 2014. Tom followed a career in education across England and Wales from teacher to head, then Chief Inspector and finally as Director of Education for Cardiff. Tom was Director for Wales at the Prince's Trust and then Commissioner for Wales at the Independent Police Complaints Commission for ten years, retiring in 2013. Tom was a board member of the Big Lottery Fund and a member of the Big Lottery Fund Wales Committee. He is currently a board member of the Disclosure and Barring Service and of Glas Cymru (Welsh Water).

Richard Wilson FCA (Hon. Treasurer)



Richard was appointed Trustee in 2010 when he also joined the Finance Committee as its Chair. Richard also sits on the Remuneration Committee. Richard is a senior partner at Ernst & Young with significant experience of working with companies ranging from large multinational groups to privately owned entities. He has over 25 years' experience of providing assurance and advisory services including external audit, mergers and acquisitions, divestments, corporate governance and business restructuring services.

Sandra Caldwell CB



Sandra was elected to the Board in November 2009 and joined the Audit Committee in 2011. Before retiring, Sandra was Deputy Chief Executive of the Health and Safety Executive and had responsibility for multimillion-pound budgets. Sandra has previous experience as a trustee both within a charitable fund and Citizens Advice and has covered both strategy development and the monitoring of executive delivery. Sandra is also a Magistrate at Central Hertfordshire Bench.

Bernard Herdan CB



Bernard was elected to our Board in November 2010. During the year Bernard has chaired the Governance and Nominations Committee and the Audit Committee. Bernard has had a varied career in the UK and continental Europe spanning the private and public sectors. He held senior positions in government agencies including Chief Executive of the Driving Standards Agency, Criminal Records Bureau, the UK's Identity and Passport Service, and Security Industry Authority. Bernard is currently a Disciplinary Panel member at the Council of the Inns of Court, Non-Executive Director of the Disclosure and Barring Service and a Trustee of the Alzheimer's Society.

Sarah Miller



Sarah was elected to the Board in November 2011. She has been on the Equality, Diversity and Inclusion Committee since 2012 and has chaired that committee since April 2014. Sarah is Head of Press and Public Affairs at the Charity Commission. Prior to this, she spent 11 years working in senior communications positions in a number of large national and international charities including World Vision UK, the Salvation Army and Citizens Advice. Sarah is a member of the Chartered Institute of Public Relations and has been an active volunteer with the Salvation Army for many years.

Will Sandbrook



Will was co-opted to the Board in May 2012 and became a director of our trading subsidiary, Victims Support Limited in December 2014. Will is Executive Director of Strategy for National Employment Savings Trust (NEST) Corporation – the trustee corporation overseeing the implementation of the NEST pension scheme. Prior to this, Will served in previous roles within NEST as Head of Strategy and Head of Corporate Affairs. Will began his career as a civil servant working for the Department for Work and Pensions (DWP), where he spent five years prior to joining NEST. At DWP, he worked as a Senior Policy Analyst on pension reform, financial inclusion policy, benefit payment modernisation and benefit fraud prevention, and subsequently was in the team responsible for developing government's marketing approach on pension saving.

Jo Cumbley



Jo was elected as an active volunteer Trustee in 2013. She is a member of the Equality, Diversity and Inclusion Committee and joined the Governance and Nominations Committee in April 2014. Formerly a volunteer with the Witness Service at Camberwell Green Magistrates' and Youth Court assisting victims and witnesses to give evidence, she is now volunteering with the Homicide Service in London, supporting those bereaved by murder and manslaughter. Jo worked as a Barrister for 16 years. Having completed pupillage at the Criminal Bar, Jo joined the Solicitor's Office of HM Customs and Excise as a prosecutor. Her more recent roles include legal adviser at the Attorney General's Office and senior lawyer at both the HM Revenue & Customs Prosecutions Office and the Crown Prosecution Service. Aside from her volunteering role, Jo is currently a full-time mother to three small children.

Geoff Pollard



Geoff was elected as an active volunteer Trustee in December 2014 and joined the Governance and Nominations Committee in May 2015. Geoff is an active volunteer with the Witness Service at Bury St Edmunds Magistrates' Court and with Victim Support in the Suffolk community. He has completed most of the available training, including supporting people bereaved by murder, manslaughter and crime-related death. He is the local volunteer advocate, community engagement volunteer and has regular meetings with the local Safer Neighbourhood Police Commander. He is heavily involved in local community projects and fundraising. In a career spanning 45 years, Geoff held senior positions in sales, marketing and general management in large international companies.

Maria Thomas



Maria was elected to the Board in December 2014. Maria is Head of Partnership Management at the Shaw Trust. She participates in Home Office, Ministry of Justice and Department for Work and Pensions advisory groups on policy, strategy and best practice in relation to social justice. She is the Chair of Trustees of Welsh Women's Aid, working in an advisory capacity on national campaigns and on domestic violence outcomes and standards development and embedding them into local services across Wales. Maria has a far-reaching knowledge, and relationships with partner organisations within skills, justice and employment sectors across the UK that can add value to winning proposals, demonstrated by successful contract and implementation of tenders such as Work Programme, New Deal, Pathways to Work, National Offender Management Service Cymru, and Welsh Assembly Government Skills.

Les Mosco



Les was elected to the Board in December 2014 and joined the Finance Committee and the Remuneration Committee in February 2015. Les recently retired from the Ministry of Defence where he was Commercial Director. Les has had almost 40 years of senior commercial and contracting experience. He is an experienced board director in both the public and private sectors, respected for his objectivity, independent strategic thought and constructive advice at board level. Les has provided board-level consultancy and interim management on complex commercial, strategic and business issues. He brings board-level skills and experience in contract management, partnering and bidding as well as a deep understanding of government processes.

Elizabeth Dymond



Elizabeth was first appointed to Victim Support as an independent member of the Audit Committee in November 2013 and was co-opted as a Trustee to the Board in January 2015. She was elected to chair the Audit Committee in March 2015. Elizabeth is the Treasury Accountant and a Deputy Director at HM Treasury. She is studying part-time at Cass Business School for a postgraduate diploma in charity accounting and financial management. Having qualified as a chartered accountant in 1991, Elizabeth has worked as an auditor in public practice, as head of management reporting in a FTSE-100 company and headed up the financial analysts at the Competition Commission. Elizabeth previously sat on the board of the Asset Protection Agency (an executive agency of HM Treasury).

Delegation

The Board of Trustees is ultimately responsible for the distribution and safeguarding of the charity's assets but has delegated the majority of operational decisions to the Chief Executive and members of the Senior Management Team. The Board annually approves a Scheme of Delegation that sets out the responsibilities of the Chief Executive and the Senior Management Team. The Board monitors and controls all delegated work through a process of regular reporting.

There are some issues about which the Board of Trustees requires early warning and others about which the Senior Management Team, Chief Executive or a committee may seek the Board's input. An agreed approach to risk assessment and management identifies issues that require early flagging and possible escalation to the Board of Trustees, such as where there is a potential for high risk and/or high impact.

The Board has reserved the following decisions for itself:

- determining the overall strategic direction of Victim Support
- ensuring compliance with the objectives, purposes and values of Victim Support and with its governing document
- approving policies, plans and budgets to achieve these objectives and monitoring performance against them
- agreeing or ratifying all policies and decisions on matters that might create significant risk to Victim Support, financial or otherwise
- ensuring the solvency, financial strength and good performance of Victim Support
- ensuring that Victim Support complies with all the relevant laws, regulations and requirement of its regulators
- the appointment (and, if necessary, dismissal) and monitoring performance of the Chief Executive
- holding the Chief Executive, members of the Senior Management Team and the committees to account for the exercise of powers and delivery against plans and budgets
- setting and maintaining a framework of delegation and internal control within Victim Support
- ensuring high standards of governance that command the confidence of Victim Support's stakeholders.

The role and responsibilities of the Chair

The Chair, who must first have been appointed a Trustee, is appointed by the Board in accordance with the articles of association. The Chair provides leadership and direction to the Board of Trustees, enabling them to fulfil their responsibilities for the overall leadership, stewardship and accountability of the charity to its stakeholders. The Chair works in partnership with the Chief Executive to ensure that trustee decisions are implemented and the charity is managed effectively. The performance of the Chair is appraised annually by two senior trustees.

Recruitment and appointment of trustees

There are formal, rigorous and transparent procedures for the appointment of our trustees. The appointments are overseen by the Governance and Nominations Committee (GNC). When a vacancy on the Board arises, the GNC refers to the skills audit of trustees that we undertake each year and identifies any particular skills gaps we have on the Board. The GNC then approves a person specification for the role, setting out the essential and desirable competencies.

We advertise the vacancies both internally and externally in the national and charity press, aiming to reach a wide range of potential applicants from all communities. Applicants are asked to submit a CV and covering letter, setting out how they are suitable for the role and demonstrating that they have the essential or desirable competencies asked for. The GNC then assesses each application against the person specification and draws up a shortlist of candidates. Interviews are carried out by a panel, usually composed of the Chair and members of the GNC.

Vacancies for active volunteer trustees are advertised internally in our volunteer publication (*Support Network*) and by email to all volunteers whose email addresses we hold. We also put up posters for the vacancy in all our offices and ask divisional and national advocates to recommend any suitable volunteers. The recruitment process for active volunteer trustees also includes a role for divisional and national advocates in electing nominees from a list of suitable candidates.

Both volunteer trustees and external trustees are then elected to the Board at the Annual General Meeting by the company members, after which the new trustees take up their roles.

Trustees are appointed for an initial term of three years. This may be renewed upon receipt of a satisfactory appraisal by the Chair for a further period of three years, after which the trustee must step down unless, in exceptional circumstances, the Board allows a trustee to serve for a further term of up to three years.

Trustee induction and training

All new trustees are supported through an induction process. This includes meetings with the Chair, Chief Executive and Senior Management Team members as well as being provided with written induction materials and identification of relevant training. New trustees visit our local services and are encouraged to attend Regional Voice Meetings, where divisional advocates meet senior managers. These events all help them to understand more about the organisation and our purposes and equip them to make well-informed and effective decisions. Further training needs are met both individually and as a Board.

Trustee, board and committee appraisal

The performance of each trustee is appraised by the Chair annually. Where it is identified that a trustee's performance can be improved through targeted training, the trustee is offered the opportunity to attend appropriate education and training events. The Board as a whole undertakes an annual self-evaluation of its effectiveness. It then reviews the results and draws up an action plan for enhancing its overall performance. Similarly, each committee undertakes a review of its performance annually and the results are reported back to members of the committee, the GNC and the Board.

Board meeting attendance 2014/15

| | 10 June 2014 | 30 September 2014 | 16 December 2014 | 24 March 2015 |
|-------------------|--------------|-------------------|------------------|---------------|
| Sandra Caldwell | ✓ | ✓ | ✓ | ✓ |
| Jo Cumbley | ✓ | ✓ | ✓ | ✓ |
| Tom Davies | ✓ | ✓ | ✓ | ✓ |
| Catherine Dugmore | n/a | n/a | ✓ | ✓ |
| Elizabeth Dymond | n/a | n/a | n/a | ✓ |
| Tony Foster | ✓ | n/a | n/a | n/a |
| Nicholas Griffin | ✓ | ✗ | ✓ | n/a |
| Bernard Herdan | ✓ | ✓ | ✗ | ✓ |
| Sarah Miller | ✓ | ✓ | ✓ | ✓ |
| Les Mosco | n/a | n/a | ✓ | ✓ |
| Geoff Pollard | n/a | n/a | ✓ | ✓ |
| Cindy Rampersaud | ✓ | ✗ | ✗ | n/a |
| Enid Rowlands | ✓ | ✓ | ✓ | n/a |
| Will Sandbrook | ✗ | ✓ | ✗ | ✓ |
| Deborah Spring | ✓ | ✗ | ✓ | n/a |
| Maria Thomas | n/a | n/a | ✗ | ✓ |
| Richard Wilson | ✓ | ✓ | ✓ | ✓ |

Committees and members

Audit Committee

Chair: Tony Foster (until 1 June 2014), Bernard Herdan CB (1 June 2014 to 24 March 2015), Elizabeth Dymond (from 24 March 2015)

Members: Tony Foster (until 1 June 2014), Sandra Caldwell CB, Tom Davies OBE (from 10 April 2014), Will Sandbrook (until 10 April 2014), Bernard Herdan, Elizabeth Dymond, Victoria Harrity (from 23 June 2015), Richard Fass (from 23 June 2015)

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 six members including four trustees and two independent members. The Audit Committee met four times during the year. External and internal auditors attended committee meetings as required and met the Audit Committee privately on at least one occasion.

Equality, Diversity and Inclusion Committee

Chair: Enid Rowlands (until 10 April 2014), Sarah Miller (from 10 April 2014)

Members: Enid Rowlands (until 10 April 2014), Sarah Miller, Danny Barnet (until 11 March 2015), Judy Clements, Jo Cumbley, Fiyaz Mughal, Linbert Spencer

It is the responsibility of the Equality, Diversity and 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 and Inclusion Committee is comprised of two trustees and three independent members. During the year the committee met three times.

Finance Committee

Chair: Richard Wilson

Members: Richard Wilson, Nicholas Griffin (until 16 December 2014), Cindy Rampersaud (until 16 December 2014), Catherine Dugmore (from 6 February 2015), Les Mosco (from 6 February 2015)

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 and Nominations Committee

Chair: Bernard Herdan CB (until 10 April 2014), Nicholas Griffin (10 April 2014 to 16 December 2014), Catherine Dugmore (from 16 December 2014)

Members: Bernard Herdan CB (until 10 April 2014), Nicholas Griffin (10 April 2014 to 16 December 2014), Catherine Dugmore (from 16 December 2014), Jo Cumbley (from 10 April 2014), Deborah Spring (until 16 December 2014), Francis Wakem, Geoff Pollard (from 19 May 2015)

The Governance and 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 is chaired by the Chair of the Board and has four members in total, including three trustees and a national advocate. The Governance and Nominations Committee met four times during the year.

Remuneration Committee

Chair: Enid Rowlands (until 16 December 2014), Catherine Dugmore (from 16 December 2014)

Members: Enid Rowlands (until 16 December 2014), Nicholas Griffin (until 16 December 2014), Cindy Rampersaud (10 April 2014 to 16 December 2014), Richard Wilson, Catherine Dugmore (from 16 December 2014), Les Mosco (from 6 February 2015)

The Remuneration Committee ensures that the employment and remuneration duties of the Board of Trustees are effectively managed. During 2014/15, 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, the Treasurer and one other member of the Finance Committee. The Chief Executive and the HR Director (who absent themselves when personal remuneration terms are under discussion) attend Remuneration Committee meetings as advisers. During the year the committee met four times.

Chief Executive and Senior Management Team

The Chief Executive (CEO) is appointed by the Board of Trustees. He is responsible for leading the development and execution of the charity's long-term strategy as determined by the Board of Trustees with a view to delivering the charitable objects. The CEO is accountable to the Board of Trustees for all day-to-day management decisions. He communicates on behalf of the charity to our beneficiaries, funders, the media, employees and volunteers, government authorities, the public and other stakeholders. The CEO's performance is appraised annually by the Chair and a senior trustee. The Chief Executive is supported by a Senior Management Team divided into six functional areas. The Senior Management Team meets formally once a month and additionally when necessary.

Mark Castle OBE (Chief Executive and Company Secretary) (joined on 2 June 2014)

Barry Alston (Information Services and Digital Director) (joined on 1 July 2015)

Paula Barlow (Interim Human Resources Director) (joined on 10 June 2015)

Simon Edge (Interim Culture and Change Director) (joined on 1 April 2015)

Diana Fawcett (Operations Director) (joined on 16 February 2015)

Karen Froggatt (Locality Director, North) (until 16 February 2015)

Jeff Gardner (Locality Director, London and National Homicide Service) (until 31 March 2015)

Lucy Hastings (Director of Policy and Product Development) (joined on 21 April 2015)

John Hayward-Cripps (Locality Director, South) (until 31 March 2015)

Joe Healy (Human Resources Director) (until 26 June 2015)

Carolyn Hodrien (Locality Director, Central and Wales) (until 16 February 2015)

Jo Keaney (Corporate Director of Finance) (until 31 July 2015)

Christopher Kinsella (Interim Corporate Director of Finance) (joined 24 July 2015)

Gaynor McKeown (Director of Development) (until 6 February 2015)

Adam Pemberton (Assistant Chief Executive) (currently on secondment to HM Inspectorate of Constabulary)

Steven Yick (Interim Information Services and Digital Director) (from 12 January 2015 to 1 July 2015)

Subsidiaries

Victims Support Limited

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 providing specialised training to other organisations.

Company registration number: 2609147

Registered as a private limited company in England and Wales

Directors: Deborah Spring (until 16 December 2014), Tanya von Ahlefeldt, Will Sandbrook (from 16 December 2014)

Company Secretary: Jo Keaney (until 31 July 2015)

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

Victim Support Cymru

Victim Support Cymru (VS Cymru) is a subsidiary charity of Victim Support. While the charity itself is dormant, Victim Support works within Wales to recognise and represent the language and service provisions of victims and witnesses in Wales.

Charity registration number: 1108998

Registered as a charity in England and Wales

Company registration number: 5300870

Registered as a company limited by guarantee in England and Wales

Chair: Tom Davies OBE

Trustees: Tom Davies OBE, Rhian Davies-Moore, Andrew Edwards, Graham Foulston, Angela Gascoigne, Ian Jones, Mel Nock (until 18 March 2015), Carol Slater

Company Secretary: Jo Keaney (until 31 July 2015)

Registered office: c/o Rumney Police Station, 2nd Floor Suite, 713 Newport Road, Rumney, Cardiff CF3 4FD

VS (Trading) Cornwall Limited

Victim Support has a wholly owned trading company, VS Trading (Cornwall) Limited. The activities of this subsidiary are to raise funds for Victim Support through catering at Truro Court.

Company registration number: 4631310

Registered as a private limited company in England and Wales

Directors: Georgina Constable (until 20 February 2015), Penelope Burt, Heather Welch (from 20 February 2015)

Company Secretary: Sally Piper

Registered office: Carnon Building, Wilson Way, Pool, Redruth, Cornwall TR15 3RS

Risk management and internal control

Introduction

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

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

The Board of Trustees is satisfied that the arrangements in place during the year meet charity and company law and other statutory and best practice requirements. The Board of Trustees, the Audit Committee and the Senior Management Team (SMT) all have key roles 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.

Ability to manage risk

Victim Support's governance structure and operating model are designed to ensure that we can manage effectively the major risks that might affect our ability to deliver our strategic objectives. The Board of Trustees has identified the major risks to which the charity is exposed and has put in place systems to mitigate them, as set out below.

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

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

Internal audit services were provided during the year by Mazars LLP. Areas reviewed by Mazars in the year received a positive internal audit opinion. External audit was provided by Crowe Clark Whitehill LLP. An unqualified opinion on Victim Support's accounts will be provided alongside the financial statements.

Day-to-day risk management is delegated to the Chief Executive. He works closely with and is supported by the SMT. During the course of the year Victim Support's senior management structure was reorganised to improve our focus on managing client relationships, operational delivery and product development.

The work of the governance committees, the Chief Executive and the SMT is supported by our line management structure.

Our risk management framework

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

- maintaining operational and function risk registers in addition to the corporate risk register
- the requirement to assess risk as an integral part of project initiation
- the adoption of a quality assurance system based on PQASSO, a quality standard used widely across the third sector – we have achieved the PQASSO level 1 Quality Mark, and are working towards achieving level 2 (the

PQASSO Quality Mark provides assurance mapping of quality areas across the organisation)

- maintaining and testing business continuity arrangements to ensure an effective response in the event of a critical incident, thereby ensuring that the organisation's business continuity management system is robust.

Systems of control

Our new Victim Support '2020 strategy', agreed by the Board of Trustees during the year, ensures that the focus of our work is appropriate to both the charity's objectives and the new competitive commissioning environment. The system of control is designed to support the strategy, and includes:

- information risk system – a Security Working Group meets on a regular basis to review information security-related risks and to ensure the security of data within Victim Support's systems
- personal data handling and control – a Data Controller Group meets on a regular basis to review data protection-related risks, including compliance with Victim Support's data protection and information security policy and the Data Protection Act
- finance systems – including a strategic delivery plan; budget and cash flow forecasts; regular review by the SMT, the Finance Committee and the Board of Trustees of results compared with budgets, forecasts and trends, cash flow and reserves levels
- operational systems – including segregation of duties, identification and management of risks and opportunities, regular review of financial procedures, and programme management to ensure delivery of projects to time, cost and quality
- HR and employment law systems – a dedicated HR team ensures compliance with employment law, taking external professional advice where required
- health and safety management systems – regular review against an annual health and safety management plan ensures that we remain compliant with health and safety legislation and best practice
- in-house legal support, particularly for the review of contracts, and use of external legal advice where required
- controls in relation to the management of our property portfolio to ensure that it delivers value for money
- a change management programme agreed by the Board of Trustees during the course of the year to equip Victim Support for the new commissioning environment.

Review of effectiveness

Our risk and internal control arrangements have enabled us to ensure that there were no weaknesses in the systems of risk management and internal control during the year that affected the achievement of our key policies and objectives. The principal areas of risk that have been monitored are:

- ensuring the effective delivery of services to victims and witnesses during the year by securing sufficient resources in the new commissioning environment following the move from central government funding of services
- changing structures, business processes and skills sets to deliver services more effectively within the new commissioning environment
- demonstrating the capability of our service delivery and the strength of our evidence when speaking up strongly for victims and witnesses by having robust systems to cope with the needs of our business and customers
- managing through the uncertainty caused by delays in the commissioning of services to victims and witnesses
- promoting awareness of Victim Support and its reputation as a charity delivering services to victims and witnesses
- continuing to build stakeholder relations and partnerships
- ensuring necessary investment for the future.

These are the principal areas of risk to which the charity is exposed and the Board of Trustees is satisfied that systems are in place to continue to mitigate them going forwards. The Board of Trustees has established a level of reserves held to mitigate the impact on the organisation of the risks that do materialise.

Conclusion

Victim Support is committed to its risk management processes. The Board of Trustees, its governance committees and the SMT are ensuring the continual application and improvement of risk management and control processes that are both appropriate to the organisation and whose effect can be measured.

The Board of Trustees' confidence in its risk and control arrangements is based on the results of the good risk management and internal control practices applied, and on the assurance provided by internal and external audit, and external quality accreditation.

Financial review

Summary

Victim Support was principally funded by the Ministry of Justice (MoJ), but 2014/15 was the last year we received a grant-in-aid from the MoJ for running our victim and witness services. From 2015/16 our contracts will be directly with Police and Crime Commissioners for victim services as part of the Government's localism agenda. Additionally, Victim Support raises money from a variety of other sources, both statutory and non-statutory. During the year our turnover increased by almost £3m. This was due to an increase in funding on our grants and contracts for service delivery. Total income for the year was **£53.1m** and expenditure was **£54.1m**. Restricted reserves decreased by £29k to £4.7m and unrestricted reserves also decreased by £0.4m to £17.3m. The decrease in restricted reserves was mainly due to the Prisoners' Earnings Act money being fully spent. During the year a number of projects were undertaken in order to drive efficiency savings. These included the introduction of a travel management system.

Income

Total income for the year was **£53.1m** (£50.2m in 2013/14) excluding investment gains. The increase in income was mainly due to an increase in winning grants or contracts for providing services to victims and witnesses. We received just over **£0.5m** of funding from the Prisoners' Earnings Act, a reduction of £0.5m in the year as the grant ceased. This was spent on practical services for victims of the most serious crimes, vulnerable victims and victims of repeat offences. Money raised through fundraising sources of **£1.2m** was down from last year (£2.1m in 2013/14). This was due to a number of anticipated corporate sponsorship and trusts delaying decisions until 2015/16. Investment income was **£0.3m**, mostly from short-term deposits held within the UK clearing bank system, and the **£5m** structured deposit with the Royal Bank of Scotland matured in the year. Returns on investments have improved this year and we invested a further £2.5m into a growth and income fund with Newton Investment Management Limited. This has helped to increase the gains to **£0.5m** (£0.1m loss in 2013/14).

In summary, grant-in-aid income from the MoJ was **£34.2m** (£38.4m in 2013/14) and other MoJ income was **£1.9m** (£1.0m in 2013/14). Income from other statutory bodies, including local authorities, criminal justice agencies and other grants and contracts, was **£15.0m** (£8.0m in 2013/14). 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 **£1.6m** (£2.8m in 2013/14).

Expenditure

Our total expenditure for the year was **£54.1m** (£50.0m in 2013/14 excluding losses on investments) of which £39.6m relates to staff salaries (£36.0m in 2013/14). Due to the change in the commissioning environment together with the support areas such as Finance, HR and Information Systems (IS) becoming increasingly focused on supporting service delivery, non-apportioned support costs slightly reduced to **£7.5m** (£7.8m in 2013/14). The charity continues to review all support services as we continue to aspire towards even greater efficiency and value for money. **£51.4m**, or 95% of our total expenses, was spent on services to victims and witnesses. This figure includes support costs. Spending on policy and public education was **£0.6m** (£0.9m 2013/14).

Reserves

Our total reserves on the balance sheet date were **£21.9m** (£22.4m in 2013/14). Of these, **£4.7m** (£4.7m in 2013/14) are restricted and **£17.3m** (£17.7m in 2013/14) are unrestricted.

Unrestricted reserves include funds that are 'not readily and/or available' for spending – for example, funds that are being applied for a specific locality contract or grant, or funds already spent that reflect the net book value of fixed assets. Unrestricted reserves less funds not readily available gives us our 'available' reserves – that is, the part of the charity's income fund that is freely available.

Reserves policy

The Board of Trustees and the Finance Committee reviewed our reserves policy in 2015. Taking into account the

change in the commissioning environment, they identified a revised target baseline for 'available' reserves of £7m. In line with current policy, the target baseline also takes into account the risk profile of the organisation, funding from service delivery contracts and other sources, contractual commitments, working capital requirements and the development needs of the charity.

Outcome

We have achieved our target figure for 'available' reserves:

Unrestricted reserves £17.3m

Less unrestricted fixed assets and locality reserves £2.9m

Total available reserves £14.4m

Included in the above figures for available reserves are £1.4m set aside for growth that have been de-designated and put back into the unrestricted general reserves. These available reserves represent around 4.5 months of our core running costs.

The additional £7.4m (available reserves £14.4m–£7m baseline) available reserves over the new baseline will be used to support organisational change within Victim Support in 2015/16, including major investments such as developing a new case management system.

Investment policy

The investment policy was reviewed by the Finance Committee in 2015. We outline the revised policy below.

Policy statement

The Board of Trustees of Victim Support wishes to pursue, on behalf of the charity, an investment policy that enables it to meet its 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 have an 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
- how the current investment portfolio is performing and its outlook.

The Board of Trustees has 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 appropriate to the circumstances of the charity. We are able to place restrictions on the type of investments or markets in which the manager 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 Inter-Bank Offered Rate) +4% per annum over rolling five-year periods.

Grant-making

The charity makes hardship grants to relatives bereaved by murder or manslaughter 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 relatives bereaved by murder or manslaughter. 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. As Victim Support has entered into a more competitive environment it continues to review contract length and value in order to monitor financial resilience. As a result of Victim Support losing the Witness Service from 1 April 2015, a number of actions have been commenced to reduce the charity's cost base. A significant change programme is in motion to reduce support costs by around £2.5m so that the charity can be more agile and respond to contract successes and losses. Taking into account the known contracts and their length and value, other sources of income, the level of reserves and the budget and cash flow forecast, the Board of Trustees has a reasonable expectation that Victim Support has adequate resources to continue in operational existence for the foreseeable future. The Board continues to adopt the going concern basis of accounting in preparing the annual financial statements.

Victim Support believes that it continues to 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 of Trustees 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. Thus the Board of Trustees believes that the charity is well placed to successfully manage the associated business risks.

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 contained in the Charities SORP
- make judgements 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
- 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 the 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/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.

Auditor

Crowe Clark Whitehill was re-appointed as the charitable company's auditor at the Annual General Meeting on 16 December 2014 until the conclusion of the next Annual General Meeting.

The Trustees' Annual Report and Strategic Report were approved by the Board on 7 September 2015 and signed on its behalf:



Catherine Dugmore
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 2015 on pages 36 to 51. 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of trustees' responsibilities set out on page 32, 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 2015 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
- have been prepared in accordance with the requirements of the Companies Act 2006.

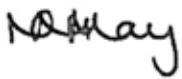
Opinion on other matters prescribed by the Companies Act 2006

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.



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

10 September 2015

Victim Support: Consolidated statement of financial activities for the year ended 31 March 2015

| | Notes | Unrestricted funds £'000 | Restricted funds £'000 | Total funds 31.3.15 £'000 | Total funds 31.3.14 £'000 |
|---|-------|-----------------------------|---------------------------|---------------------------------|---------------------------------|
| Incoming resources | | | | | |
| Incoming resources from generated funds | | | | | |
| Voluntary income | 2 | 250 | 562 | 812 | 1,824 |
| Activities for generating funds | 3 | 226 | 179 | 405 | 271 |
| Investment income | 4 | 307 | - | 307 | 497 |
| Incoming resources from charitable activities | | | | | |
| Services to victims and witnesses | 5 | 34,388 | 17,162 | 51,550 | 47,555 |
| Other incoming resources | | | | | |
| | | - | - | - | 53 |
| Total incoming resources | | 35,171 | 17,903 | 53,074 | 50,200 |
| Resources expended | | | | | |
| Costs of generating funds | | | | | |
| Costs of generating voluntary income | 6 | 1,475 | 64 | 1,539 | 741 |
| Fundraising trading: cost of goods sold and other costs | 6 | 19 | 89 | 108 | 145 |
| Charitable activities | | | | | |
| Services to victims and witnesses | 7 | 33,706 | 17,641 | 51,347 | 47,804 |
| Policy and public education | | 587 | - | 587 | 897 |
| Governance costs | | | | | |
| | 10 | 484 | - | 484 | 379 |
| Total resources expended | | 36,271 | 17,794 | 54,065 | 49,966 |
| Net (outgoing)/incoming resources before transfers | | (1,100) | 109 | (991) | 234 |
| Gross transfers between funds | 21 | 138 | (138) | - | - |
| Net (outgoing)/incoming resources before other recognised gains and losses | | (962) | (29) | (991) | 234 |
| Other recognised gains/(losses) | | | | | |
| Gains/(losses) on investment assets | | 516 | - | 516 | (109) |
| Net movement in funds | | (446) | (29) | (475) | 125 |
| Reconciliation of funds | | | | | |
| Total funds brought forward | | 17,709 | 4,715 | 22,424 | 22,299 |
| Total funds carried forward | | 17,263 | 4,686 | 21,949 | 22,424 |

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

Victim Support: Consolidated balance sheet at 31 March 2015

| | Notes | 31.3.15 £'000 | 31.3.14 £'000 |
|--|-------|------------------|------------------|
| Fixed assets | | | |
| Tangible assets | 15 | 2,372 | 2,918 |
| Investments | 16 | 8,231 | 10,213 |
| | | 10,603 | 13,131 |
| Current assets | | | |
| Debtors | 17 | 5,974 | 3,897 |
| Short-term deposits | | 4,800 | 8,500 |
| Cash at bank and in hand | | 6,314 | 836 |
| | | 17,088 | 13,233 |
| Creditors | | | |
| Amounts falling due within one year | 18 | (5,242) | (3,440) |
| | | 11,846 | 9,793 |
| Total assets less current liabilities | | | |
| Provisions for liabilities | 19 | (500) | (500) |
| | | 21,949 | 22,424 |
| Net assets | | | |
| Funds | | | |
| Unrestricted funds: | | | |
| General | | 15,046 | 13,444 |
| Designated | | 2,217 | 4,265 |
| | | 17,263 | 17,709 |
| Restricted funds: | | | |
| Restricted | | 4,686 | 4,715 |
| | | 21,949 | 22,424 |

The financial statements were approved by the Board on 7 September 2015 and were signed on its behalf by:



Catherine Dugmore
Chair of Board of Trustees



Richard Wilson
Hon. Treasurer

Victim Support: Consolidated cash flow statement for the year ended 31 March 2015

| | Notes | 31.3.15 £'000 | 31.3.14 £'000 |
|--|-------|------------------|------------------|
| Net cash outflow from operating activities | 1 | (1,165) | (1,205) |
| Returns on investments and servicing of finance | 2 | 807 | 323 |
| Capital expenditure and financial investment | 2 | 2,136 | 1,759 |
| Increase in cash in the period | | 1,778 | 877 |
| Reconciliation of net cash flow to movement in net cash | 3 | | |
| Increase in cash in the period | | 1,778 | 877 |
| Change in net cash resulting from cash flows | | 1,778 | 877 |
| Movement in net cash in the period | | 1,778 | 877 |
| Net cash at 1 April | | 9,336 | 8,459 |
| Net cash at 31 March | | 11,114 | 9,336 |

Notes to the cash flow statement for the year ended 31 March 2015

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

| | 31.3.15 | 31.3.14 |
|---|----------------|----------------|
| | £'000 | £'000 |
| Net (outgoing)/incoming resources | (991) | 234 |
| Depreciation charges | 910 | 828 |
| Profit on disposal of fixed assets | – | (53) |
| Interest receivable | (142) | (346) |
| Dividends receivable | (165) | (151) |
| Increase in debtors | (2,579) | (1,457) |
| Increase/(decrease) in creditors | 1,802 | (260) |
| Net cash outflow from operating activities | (1,165) | (1,205) |

2. Analysis of cash flows for headings netted in the cash flow statement

| | 31.3.15 | 31.3.14 |
|--|----------------|----------------|
| | £'000 | £'000 |
| Returns on investments and servicing of finance | | |
| Interest received | 643 | 174 |
| Dividends received | 164 | 149 |
| Net cash inflow for returns on investments and servicing of finance | 807 | 323 |

Capital expenditure and financial investment

| | | |
|---|--------------|--------------|
| Purchase of tangible fixed assets | (364) | (675) |
| Sale of tangible fixed assets | – | 134 |
| Sale of fixed asset investments | 2,500 | 2,300 |
| Net cash inflow for capital expenditure and financial investment | 2,136 | 1,759 |

3. Analysis of changes in net cash

| | At 1.4.14 | Cash flow | At 31.3.15 |
|--------------------------|------------------|------------------|-------------------|
| | £'000 | £'000 | £'000 |
| Net cash: | | | |
| Cash at bank and in hand | 9,336 | 1,778 | 11,114 |
| Total | 9,336 | 1,778 | 11,114 |

Notes to the financial statements for the year ended 31 March 2015

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 subsidiaries for the year and consolidated financial position at 31 March 2015 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 subsidiaries 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 in.
- o. Unrestricted funds are available for the general objectives 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 defined contribution pension scheme. The assets of the scheme are held separately from those of Victim Support in an independently administered fund. The pension cost charge represents contributions payable by Victim Support, which has no other liability under the scheme.
- 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 a 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

| | 31.3.15 | 31.3.14 |
|---------------------------------|----------------|----------------|
| | £'000 | £'000 |
| Donations | 424 | 351 |
| Legacies | 2 | 999 |
| Grants | 318 | 429 |
| Donated services and facilities | 68 | 45 |
| Total | 812 | 1,824 |

3. Activities for generating funds

| | 31.3.15 | 31.3.14 |
|--------------------|----------------|----------------|
| | £'000 | £'000 |
| Fundraising events | 175 | 132 |
| Sponsorships | 71 | 22 |
| Trading operations | 159 | 117 |
| Total | 405 | 271 |

4. Investment income

| | 31.3.15 | 31.3.14 |
|--------------------------|----------------|----------------|
| | £'000 | £'000 |
| Dividends received | 165 | 151 |
| Deposit account interest | 142 | 346 |
| Total | 307 | 497 |

5. Incoming resources from charitable activities

| | 31.3.15 | 31.3.14 |
|--|----------------|----------------|
| | £'000 | £'000 |
| Moj: core | 32,964 | 36,000 |
| Moj: homicide | 2,575 | 2,400 |
| Moj: practical services fund | 539 | 1,034 |
| Restorative justice pathfinder | 373 | 499 |
| Local authorities and other statutory bodies | 10,073 | 6,021 |
| Police and other criminal justice agencies | 3,527 | 932 |
| Trusts | 42 | 68 |
| Other grants and contracts | 1,362 | 480 |
| Other income | 95 | 121 |
| Total | 51,550 | 47,555 |

6. Costs of generating funds

| | Direct staff costs | Other direct costs | Allocated support costs | Total 31.3.15 | Total 31.3.14 |
|-------------------------------------|--------------------|--------------------|-------------------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost of generating voluntary income | 1,096 | 317 | 126 | 1,539 | 741 |
| Trading operations | 58 | 44 | 6 | 108 | 145 |
| Total | 1,154 | 361 | 132 | 1,647 | 886 |

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 31.3.15 | Total 31.3.14 |
|---|--------------------|--------------------|-----------------------------|-------------------------|---------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Services to victims and witnesses | 35,194 | 8,673 | 153 | 7,327 | 51,347 | 47,804 |
| Policy and public education | 468 | 89 | – | 30 | 587 | 897 |
| Total charitable activities cost | 35,662 | 8,762 | 153 | 7,357 | 51,934 | 48,701 |
| Governance costs | 362 | 108 | – | 14 | 484 | 379 |
| Total charitable activities and governance costs | 36,024 | 8,870 | 153 | 7,371 | 52,418 | 49,080 |

8. Grants payable

| | 31.3.15 | 31.3.14 |
|-----------------------------------|---------|---------|
| | £'000 | £'000 |
| Services to victims and witnesses | 153 | 112 |

9. Support costs

| | Staff costs | Overheads | 31.3.15 | 31.3.14 |
|-----------------------------|--------------|--------------|--------------|--------------|
| | £'000 | £'000 | £'000 | £'000 |
| Finance, HR and IS services | 1,167 | 81 | 1,248 | 2,015 |
| Premises and office costs | 617 | 2,819 | 3,436 | 3,122 |
| Management | 676 | 2,143 | 2,819 | 2,614 |
| Total support costs | 2,460 | 5,043 | 7,503 | 7,751 |

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

| 10. Governance costs | 31.3.15 | 31.3.14 |
|--------------------------------------|----------------|----------------|
| | £'000 | £'000 |
| Staff costs | 362 | 258 |
| Governance costs – other costs | 108 | 95 |
| Governance costs – allocated support | 14 | 26 |
| Total | 484 | 379 |

11. Net incoming/(outgoing) resources

Net incoming resources for the year are stated after charging:

| | 31.3.15 | 31.3.14 |
|---------------------------------|----------------|----------------|
| | £'000 | £'000 |
| Depreciation | 910 | 828 |
| Trustees' reimbursed expenses | 3 | 11 |
| Auditor's remuneration: | | |
| Audit | 26 | 26 |
| Other services | 8 | 7 |
| Operating lease rentals: | | |
| Property | 1,679 | 1,743 |
| Other | 153 | 149 |

12. Trustees' remuneration and benefits

Trustees' expenses

There were no trustees' remuneration or other benefits for the year ended 31 March 2015 nor for the year ended 31 March 2014. Expenses reimbursed to trustees in note 11 above are the travel and subsistence costs of 11 trustees (2014: 9) for attending trustee meetings and other sub-committees of the Board of Trustees.

| 13. Staff costs | 31.3.15 | 31.3.14 |
|--|----------------|----------------|
| | £'000 | £'000 |
| Wages and salaries (including temporary staff) | 35,208 | 31,961 |
| Social security costs | 2,854 | 2,682 |
| Other pension costs | 1,576 | 1,350 |
| Total | 39,638 | 35,993 |

| | 31.3.15 | 31.3.14 |
|---|----------------|----------------|
| | No. | No. |
| The number of employees paid more than £60,000 were: | | |
| £60,001–£70,000 | 1 | 1 |
| £70,001–£80,000 | 3 | 8 |
| £80,001–£90,000 | 2 | – |
| £90,001–£100,000 | 3 | 1 |
| £110,001–£120,000 | 1 | – |
| £130,001–£140,000 | 1 | 1 |
| £140,001–£150,000 | 1 | – |
| Total | 12 | 11 |

The total pension contributions for the above higher-paid staff were £52,887 (2014: £55,098).

The above bandings include a number of staff that received redundancy payments as a result of a restructure within the change programme.

| | 31.3.15 | 31.3.14 |
|--|----------------|----------------|
| | No. | No. |
| The average weekly number of employees (full-time equivalent) during the year was as follows: | | |
| Support and management | 111 | 123 |
| Service delivery | 1,202 | 1,096 |
| Homicide | 41 | 38 |
| Total | 1,354 | 1,257 |

14. Operating lease commitments

At 31 March 2015 annual commitments under operating leases expiring were as follows:

| | Property | Others | Property | Others |
|-----------------------|-----------------|----------------|-----------------|----------------|
| | 31.3.15 | 31.3.15 | 31.3.14 | 31.3.14 |
| | £'000 | £'000 | £'000 | £'000 |
| Within 1 year | 327 | 22 | 308 | 23 |
| Between 2 and 5 years | 923 | 84 | 1,050 | 108 |
| Over 5 years | 26 | – | 86 | – |
| Total | 1,276 | 106 | 1,444 | 131 |

15. Tangible fixed assets

| | Freehold property | Long leasehold | Fixtures and fittings | Software and IT infrastructure | Total |
|-------------------------|----------------------|-------------------|--------------------------|--------------------------------------|--------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Cost | | | | | |
| At 1 April 2014 | 427 | 181 | 33 | 4,291 | 4,932 |
| Additions | - | - | 12 | 352 | 364 |
| Disposals | - | - | - | (565) | (565) |
| At 31 March 2015 | 427 | 181 | 45 | 4,078 | 4,731 |
| Depreciation | | | | | |
| At 1 April 2014 | 102 | 125 | 33 | 1,754 | 2,014 |
| Charge for year | 17 | 35 | 1 | 857 | 910 |
| Eliminated on disposal | - | - | - | (565) | (565) |
| At 31 March 2015 | 119 | 160 | 34 | 2,046 | 2,359 |
| Net book value | | | | | |
| At 31 March 2015 | 308 | 21 | 11 | 2,032 | 2,372 |
| At 31 March 2014 | 325 | 56 | - | 2,537 | 2,918 |

16. Fixed asset investments

| | 31.3.15 | 31.3.14 |
|--|----------------|----------------|
| | £'000 | £'000 |
| Carrying value (market value) at the beginning of the year | 10,213 | 12,620 |
| Additions to investment at cost | 2,501 | 2 |
| Disposal proceeds | (5,000) | (2,300) |
| Net gain (loss) on revaluation | 517 | (109) |
| Carrying value (market value) at the end of year | 8,231 | 10,213 |
| Historical cost | | |
| Managed funds | 7,543 | 5,043 |
| Structured deposit with Royal Bank of Scotland | - | 5,000 |
| Total | 7,543 | 10,043 |

The managed funds are invested in Newton Real Return Exempt Fund (£5m) and the Newton Growth and Income Fund for Charities (£2.5m) which are multi-asset funds invested primarily in UK and international securities.

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 in the table below.

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

| | Victims Support Limited | | VS Trading (Cornwall) Limited | |
|---|--------------------------------|----------------|--------------------------------------|----------------|
| | 31.3.15 | 31.3.14 | 31.3.15 | 31.3.14 |
| | £ | £ | £ | £ |
| Turnover | 68,317 | 16,789 | 11,545 | 18,775 |
| Cost of sales | (3,197) | (7,157) | (5,400) | (7,983) |
| Gross profit | 65,120 | 9,632 | 6,145 | 10,792 |
| Administrative expenses | (7,372) | (1,858) | (2,117) | (2,965) |
| Donation to Victim Support | (57,748) | (7,591) | (2,000) | (10,000) |
| Operating profit/(loss) | - | 183 | 2,028 | (2,173) |
| Interest receivable | - | - | 3 | 2 |
| Profit/(loss) on ordinary activities before tax | - | 183 | 2,031 | (2,171) |
| Tax on profit/(loss) on ordinary activities before taxation | - | - | - | - |
| Profit/(loss) for the financial year | - | 183 | 2,031 | (2,171) |
| Fixed assets | - | - | 284 | 559 |
| Stock | - | - | 100 | 469 |
| Debtors | 25,630 | 34,716 | - | - |
| Cash at bank | 27,740 | 9,646 | 10,776 | 16,527 |
| Creditors | (43,370) | (34,362) | (1,221) | (9,647) |
| Net assets | 10,000 | 10,000 | 9,939 | 7,908 |

17. Debtors: Amounts falling due within one year

| | 31.3.15 | 31.3.14 |
|----------------|----------------|----------------|
| | £'000 | £'000 |
| Trade debtors | 2,532 | 1,645 |
| Other debtors | 225 | 169 |
| Prepayments | 969 | 748 |
| Accrued income | 2,248 | 1,335 |
| Total | 5,974 | 3,897 |

18. Creditors: Amounts falling due within one year

| | 31.3.15 | 31.3.14 |
|------------------------------|----------------|----------------|
| | £'000 | £'000 |
| Trade creditors | 1,470 | 1,402 |
| Taxation and social security | 1,234 | 779 |
| Other creditors | 274 | 256 |
| Accruals and deferred income | 2,264 | 1,003 |
| Total | 5,242 | 3,440 |

19. Provisions for liabilities

| | Balance at 1.4.14 | Movement in provision | Balance at 31.3.15 |
|---------------|------------------------------|----------------------------------|-------------------------------|
| | £'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 | 31.3.15 Total funds | 31.3.14 Total funds |
|---------------------------|-------------------------------|-------------------------|--------------------------------|--------------------------------|
| | £'000 | £'000 | £'000 | £'000 |
| Fixed assets | 2,217 | 155 | 2,372 | 2,918 |
| Investments | 8,231 | - | 8,231 | 10,213 |
| Current assets | 10,911 | 6,177 | 17,088 | 13,233 |
| Current liabilities | (3,596) | (1,646) | (5,242) | (3,440) |
| Provision for liabilities | (500) | - | (500) | (500) |
| Total | 17,263 | 4,686 | 21,949 | 22,424 |

21. Movement in funds

| | At 1.4.14 | Incoming resources | Outgoing resources | Investment gains | Transfer between funds | At 31.3.15 |
|---|---------------|--------------------|--------------------|------------------|------------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Restricted funds | | | | | | |
| Moj grants | | | | | | |
| National homicide service | - | 2,575 | 2,575 | - | - | - |
| Practical services fund – PEA | 666 | 539 | 1,162 | - | (43) | - |
| Total | 666 | 3,114 | 3,737 | - | (43) | - |
| Central restricted funds | | | | | | |
| FCO – homicide abroad | - | 101 | 101 | - | - | - |
| Supportline | - | 41 | 8 | - | - | 33 |
| Freehold property reserve | 164 | - | 9 | - | - | 155 |
| Restorative justice pathfinder | 246 | 373 | 582 | - | - | 37 |
| Other | 24 | 639 | 580 | - | (13) | 70 |
| Total | 434 | 1,154 | 1,280 | - | (13) | 295 |
| Restricted by purpose and location | | | | | | |
| Central and Wales locality | 354 | 1,214 | 1,246 | - | (60) | 262 |
| London locality | 1,099 | 6,453 | 5,655 | - | - | 1,897 |
| North locality | 1,421 | 2,391 | 2,530 | - | (12) | 1,270 |
| South locality | 741 | 3,577 | 3,346 | - | (10) | 962 |
| Total | 3,615 | 13,635 | 12,777 | - | (82) | 4,391 |
| Total restricted funds | 4,715 | 17,903 | 17,794 | - | (138) | 4,686 |
| Unrestricted funds | | | | | | |
| Designated | | | | | | |
| Fixed assets reserve | 2,755 | - | 901 | - | 364 | 2,218 |
| Other | 1,510 | - | 61 | - | (1,449) | - |
| Total | 4,265 | - | 962 | - | (1,085) | 2,218 |
| Unrestricted | | | | | | |
| Other | - | 75 | 68 | - | 7 | 14 |
| Central and Wales locality | - | 661 | 600 | - | 60 | 121 |
| North locality | - | 328 | 303 | - | 12 | 37 |
| South locality | 484 | 427 | 421 | - | (13) | 477 |
| MoJ grant-in-aid | - | 32,964 | 32,663 | - | (301) | - |
| Revaluation reserve | 173 | - | - | 516 | - | 689 |
| General unrestricted | 12,787 | 716 | 1,254 | - | 1,458 | 13,707 |
| Total | 13,444 | 35,171 | 35,309 | 516 | 1,223 | 15,045 |
| Total unrestricted funds | 17,709 | 35,171 | 36,271 | 516 | 138 | 17,263 |
| Total funds | 22,424 | 53,074 | 54,065 | 516 | - | 21,949 |

Moj grants: During the year the charity received £34.2m in grant-in-aid. Of this, £1.2m is restricted for a service to provide emotional and practical support to families bereaved by murder or manslaughter. From October 2014 Victim Support received a further £1.38m from the MoJ to continue the Homicide Service.

Other central government funding: The charity received £539k of income from the Prisoners' Earnings Act. This was spent on practical services for victims of serious crime, vulnerable victims and victims of repeat offences. 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.

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.

Freehold property reserve: This related to nine 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.

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: At the year-end the amount designated for growth, £1.4m, was released back to the unrestricted general reserves. The designated funds now relate to fixed assets only.

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 1.4.14 | Incoming resources | Outgoing resources | Transfer between funds | At 31.3.15 |
|--|---------------------------|-----------|--------------------|--------------------|------------------------|------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Vulnerable Youth Project | Big Lottery Fund | - | 90 | 87 | - | 3 |
| Support of Wales Regional Office | Welsh Assembly Government | 25 | - | 17 | - | 8 |
| North East Regional LGBT Domestic Abuse Project | Northern Rock Foundation | 25 | 28 | 44 | - | 9 |
| Cease 24 Independent Domestic Violence Advocate Services | Northern Rock Foundation | - | 30 | 30 | - | - |
| Newcastle Independent Domestic Violence Advocate Service | Northern Rock Foundation | - | 15 | 15 | - | - |
| Voice Project | Big Lottery Fund | 6 | 52 | 53 | (1) | 4 |

23. Contingent liabilities

As at 31 March 2015 there were no contingent liabilities.

24. Capital commitments

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

| | 31.3.15 | 31.3.14 |
|---|----------|------------|
| | £'000 | £'000 |
| Development of new case management system | - | 338 |
| Total | - | 338 |



Our Thanks

29th May 1961 Charitable Trust

AD Power Will Trust

ADT

Alan H Wright

Alastair Keir and Irina Townsend

Albert Hunt Trust

Alton Town Council

Annandale Trust

Annett Trust

ASDA Foundation

Barnsley Metropolitan Borough Council

Barrow Cadbury Trust

Bassetlaw, Newark and Sherwood Community Safety Partnership

Big Lottery Fund

Birmingham Community Safety Partnership

Bishopstoke Parish Council

Bolton Metropolitan Borough Council

Borough Council of Wellingborough

Bracknell Forest Council

Bradford Metropolitan City Council

Bradley Stoke Parish Council

Bransgore Parish Council

Bridport Town Council

British Transport Police

Broxtowe Borough Council

Buckingham Town Council

Bury Metropolitan Borough Council

Calne Town Council

Cardiff City Council

Catholic Marriage Care

Charles Irving Charitable Trust

Charnwood Borough Council

Chasing Rainbows

Cheshire Police and Crime Commissioner

Chiddingfold Parish Council

Chineham Parish Council

City of London Police

Claire Seabourne

Clanfield Parish Council

Cleveland Police and Crime Commissioner

Cobtree Charitable Trust

Community Matters (Milton Keynes)

Community Safety Team Wigan

Community Safety Unit Tameside

Court Martial Service

Coventry University

Cowes Employees Charity

Crime Prevention Panel

Crowthorne Parish Council

Cumbria Police and Crime Commissioner

De Montfort University

Denmead Parish Council

Derbyshire, Leicestershire, Notts & Rutland Community Rehabilitation Company

Derbyshire Police and Crime Commissioner

Doncaster Metropolitan Borough Council

Dorchester Town Council

Dover Town Council

Dragon Tours

Dudley Community Safety Partnership

Durham Police and Crime Commissioner

Dyfed Powys Police and Crime Commissioner

East Dorset District Council

Eastleigh Borough Council

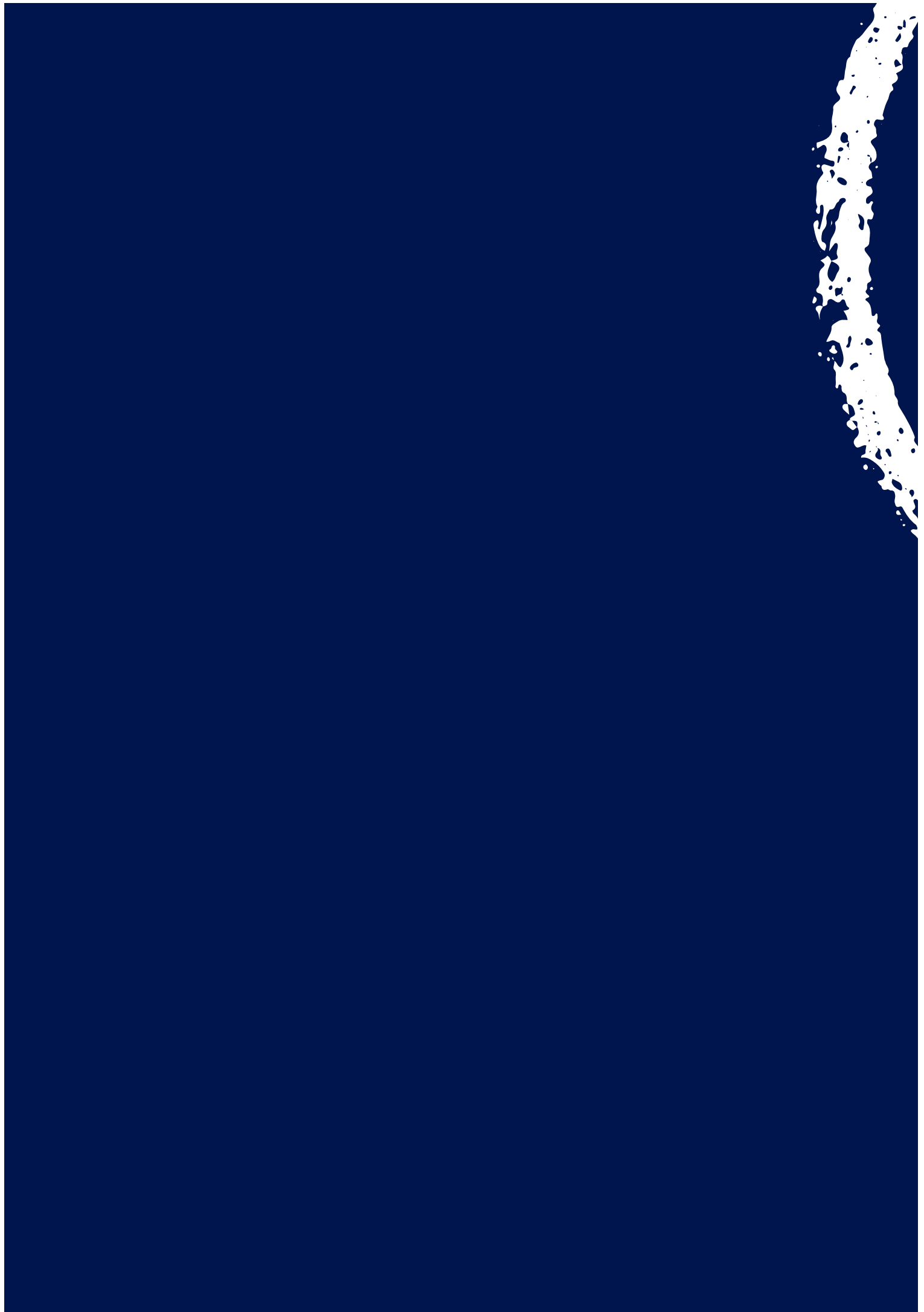
Edwin Brian Grimshaw

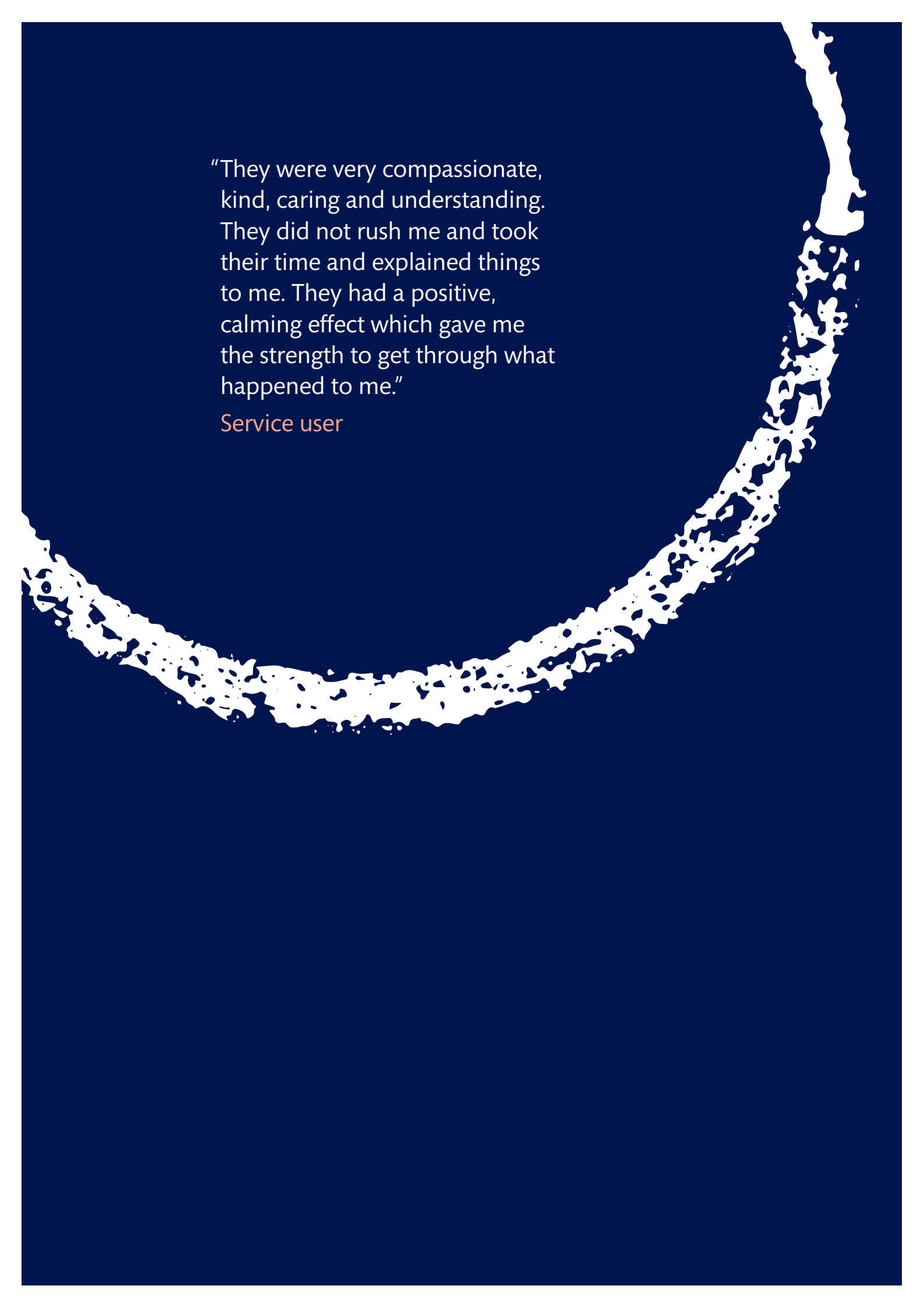
Elizabeth Sandison, on behalf of the late Alan Carter
Fidelity UK Foundation
Foreign & Commonwealth Office
Forest Row Parish Council
Frank Donald Thornton
Fulmer Charitable Trust
Gale Family Trust
Gateshead Borough Council
Gateshead Civic Centre
GC Gibson Charitable Settlement
Gedling Borough Council
General Medical Council
Gilbert and Eileen Edgar Foundation
Gillingham Town Council (Dorset)
GM Morrison Charitable Trust
Greater Manchester Police and Crime Commissioner
Grimsby and Scunthorpe Rape Crisis Centre
Guildford Borough Council
Gwent Police and Crime Commissioner
H Woodward
Halton Borough Council
Hartlepool Borough Council
Headley Parish Council
Heathfield and Waldron Parish Council
Helen Jean Cope Charity
High Sheriff Surrey Youth Award
Home Office
Hook Parish Council
Hordle Parish Council
Horndean Parish Council
Hound Parish Council
Hull City Council
Humberside Police and Crime Commissioner
Hythe and Dibden Parish Council
Ian Dawber
Itchen Cork Lodge
James Weir Foundation
John Lewis Community Matters Scheme
Kempston Town Council
Kettering Borough Council
Kings Worthy Parish Council
Kirkley Poor's Land Estate
Knowsley Borough Council
Koestler Trust
Lancashire Police and Crime Commissioner
Lancaster Borough Council
Leeds City Council
Leicester City Council
Leighton Linlade Rotary Club
Leopold De Rothschild Charitable Trust
Lewisham Police
Lichfield District Council
Lincoln Integrated Domestic Abuse Services
Lincolnshire Police and Crime Commissioner
Linford Parish Council
Liss Parish Council
Lloyds Bank Community Fund
London Borough of Barking and 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 and 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
Lordshill Community Centre
Louis Baylis Charitable Trust
Lucy Faithfull Foundation
Mansfield District Council
Masonic Samaritans Fund
Mayor's Office for Policing and Crime (MOPAC)
Medicash Charitable Trust
Medstead Parish Council
Merchant Venturers
Merseyside Police and Crime Commissioner
Mr and Mrs Meyer
Michael and Anna Wix Charitable Trust
Michael Whitehead
Ministry of Justice
Mulberry Trust
Neighbourly Charity Trust
New Milton Town Council
Newcastle City Council
Newcastle-under-Lyme Borough Council
Newport City Council
NHS Tower Hamlets Clinical Commissioning Group
North Horsham Parish Council
North Tyneside Borough Council
North Wales Police and Crime Commissioner
North Yorkshire Police and Crime Commissioner
Northamptonshire County Council
Northamptonshire Police and Crime Commissioner
Northern Rock
Northumberland County Council
Northumbria Police and Crime Commissioner
Norwich Lions Club
Nottingham City Council
Nottingham Crime and Drugs Partnership
Nottinghamshire County Council
Oldham Metropolitan Borough Council
Open Society Foundations
Patricia Routledge Charitable Trust
Pauline M Counsell
Pennycress Trust
Peter Courtauld Charitable Trust
Petersfield Town Council
Potton Consolidated Charities
QCIC
Rank Foundation Limited
Redcar and Cleveland Borough Council
Reece Lee Byrne
Reigate and Banstead Borough Council
Rest-Harrow Trust
Rochdale Metropolitan Borough Council
Rotary Club of Weymouth

Rotary Club of Wimborne
Rothera Charity Trust
Rotherham Metropolitan Borough Council
Round Table Benevolent Fund
Rowan Bentall Charitable Trust
Royal Borough of Kensington and Chelsea
Royal Borough of Kingston upon Thames
Rutland County Council
Safer Caerphilly Community Safety Partnership
Safer City Partnerships
Safer Vale Partnership
Salisbury City Almshouse
Samuel Roberts Trust Fund
Samuel Williams Trust
Sandwell Metropolitan Borough Council
Securitas
Shaftesbury Town Council
Sheffield City Council
Sheffield Town Trust
Shillington Parish Council
Sir James Reckitt Charity
SOHO Housing
Soroptimist International of Cockermouth and District
South Tyneside Council
South Yorkshire Community Rehabilitation Company
South Yorkshire Police and Crime Commissioner
St Augustine's Church
St Ives Town Council
St Joseph's Furniture Market
Staffordshire Police and Crime Commissioner
Staffordshire University
Stockport Borough Council
Stockport Homes Limited
Stoke-on-Trent City Council
Stonewall Park Charitable Trust
Sunderland City Council
Tadley Town Council
Tamworth Borough Council
Thirteen Group
Tom Redpath
Trafford Metropolitan Borough Council
Trinity Womens Group
Vandervell Foundation
Vanni Treves
Waitrose
Wakefield District Housing
Wakefield Metropolitan District Council
Walsall Council
Walter Guinness Charitable Trust
Wellingborough Borough Council
Wendover Parish Council
West Dorset District Council
West End Parish Council
West Lancashire Borough Council
West Midlands Police and Crime Commissioner
West Yorkshire Police and Crime Commissioner
Whitchurch Town Council
Whitehill Town Council
William Clasper
Wiltshire Fire and Rescue
Wixamtree Trust
Woodcocks Howorth and Nuttall
Worshipful Company of Security Professionals
Wragge and Co Charitable Trust
Your Homes Newcastle
Zochonis Charitable Trust







“They were very compassionate, kind, caring and understanding. They did not rush me and took their time and explained things to me. They had a positive, calming effect which gave me the strength to get through what happened to me.”

Service user



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
P1070 | 0915

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