



# Supporting victims, creating change

2024-25 Annual Report and Accounts

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

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# Foreword from our CEO and Chair of Trustees

## A year of challenge and change for victims

**Once again, victims have faced huge challenges in their journey for justice – continuing to endure agonising waits as court backlogs have persisted. This has been compounded by a creaking system, where court dates are adjourned at the last minute and so-called rights are not delivered.**

The ongoing crisis in prisons has seen victims learning of perpetrator early release schemes through the press and being left to deal with the uncertainties of these releases alone. Far too often, victims are made to feel like an afterthought, left in the dark about decisions with huge impacts on their lives

The victims' sector has also seen change. The Victims and Prisoners Act became law in the summer of 2024, promising a strengthening of victims' rights once implemented. A new government has also set high ambitions to crack down on antisocial behaviour and halve serious violence and violence against women and girls.

However, against this backdrop, vital services have faced seismic financial shocks. The increases to national insurance contributions and a cut to funding for victims' services have left organisations like Victim Support with significant financial challenges for the year ahead.

Amongst this challenge and change, Victim Support has celebrated its 50th birthday and launched a new strategy – and we are proud of the impact our charity has had on those we support and the environment we operate within, delivering our purpose to support victims and bring change through their voice.

Delivering on our priority to use our voice and influence, we played a successful role in campaigning for key changes to the Victims and Prisoners Act, which promise to give more teeth to the reforms.

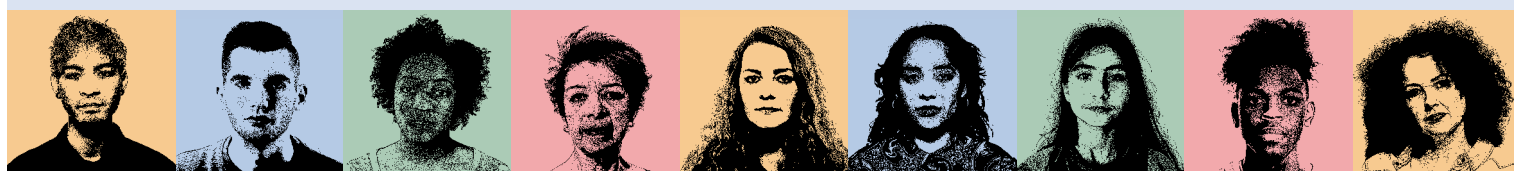
Our *Suffering for Justice* report reflected the experience of sexual violence survivors in the courts – clearly outlining how the system retraumatises victims, and demanding change.

And, as victims' services funding was cut, Victim Support was on the front foot – drawing attention to the impact of these cuts in Parliament, government and the media, and campaigning to ensure that victims are not forgotten and get the services they so badly need.

Victim Support is proud to step up in times of emergency, with our Homicide Service providing in-depth support to those bereaved by, and eyewitnesses to, homicide. In the wake of the horrendous murders and stabbings of young girls in Southport, Victim Support stood up our services as part of a wider response. Our teams continued to deliver services through the racist disorder that followed, providing support to those impacted by hate crime.

As victims' services face increased demands with fewer resources, we've sought to deliver on our priority to innovate. We were proud to launch our new My Support Space app, providing victims and their supporters with a wealth of information at their fingertips, and enabling self-directed support, alongside the option to live chat, at the touch of a button. And we're working to continuously improve our personalised, high-quality support for victims, through innovations such as our newly rolled out play therapy service.

We're committed to using data and insights to ensure our services are as effective and efficient as possible. In 2024–25, we introduced a new case management system, Compass – helping us better understand victims' journeys and needs. Meanwhile, our new Data and Insight team is using new technologies to improve our reporting.



Victim Support can only succeed when our people are resilient and able to deliver the support that victims need. This year, we have prioritised investing in our people and culture. Our staff networks are thriving, providing a space for staff to engage, enjoy and strengthen our work. Our mentoring programme has been a success and a joy, and we have signed the Menopause Workplace Pledge. We have benchmarked our benefits and brought in a new exceptional safeguarding recognition scheme, celebrating excellent safeguarding work each month. We will continue to build on this work, embedding a compassionate and caring approach to our colleagues throughout all we do.

We continue to work to reach as many victims as possible, and – with over two million people visiting our website, a new app and a live chat service in place – our services remain a lifeline to victims across the year.

Beyond delivering on our priorities, our 50th year brought many highlights.



We were thrilled to welcome our President, Her Royal Highness The Princess Royal, to Bristol – where our story began – to celebrate 50 years of serving victims with our staff and volunteers.

The Home Secretary and Mayor of West Yorkshire also joined us at our celebration in Castleford.

We were also invited to mark our anniversary at the Houses of Parliament. This was an exciting way to reflect on all we've achieved – and highlight just how much remains to be done to help victims of crime heal and move on with their lives positively.

This year marked a leadership transition as Andrew Tivey concluded his tenure as Chair of Trustees, following eight years of impactful and dedicated service. We welcomed Yvonne Thomas as our new Chair of Trustees. She brings valuable insight and a broad perspective shaped by her extensive experience across both the criminal justice and commercial sectors.'

Victim Support has been a lifeline to millions across our 50 years. We have continued to make impact throughout a challenging 2024-25 and look forward to continuing to do so over the year ahead.



*Katie Kemp*

**Katie Kemp**  
Chief Executive Officer

*Yvonne Thomas*

**Yvonne Thomas**  
Chair of Trustees



# A fond farewell and a warm welcome



We recently bid farewell to our Chair of Trustees, **Andrew Tivey**, who has stepped down after more than eight years of dedicated service – seven and a half of those as Chair. Andrew's leadership has been instrumental in guiding Victim Support through some of the most challenging periods in our history. From navigating significant changes to our funding model, to steering the organisation through the pandemic, and championing our transition into a more digitally empowered service – his impact has been profound. His unwavering commitment to our mission, deep understanding of our work, and steadfast support for both staff and service users have been truly inspirational. We are immensely grateful for his contributions and leadership, and we thank him sincerely for everything he has done.

**From all of us at Victim Support – thank you, Andrew.**



We were delighted to welcome **Yvonne Thomas** as our new Chair of Trustees. Yvonne joined Victim Support in April 2025, bringing with her a deep understanding of both the criminal justice system and commercial environments – experience that will be invaluable in guiding our strategic direction. She previously served as Chief Executive Officer at the Clink Charity and has held senior roles at the Ministry of Justice. Her deep understanding of the sector, strategic insight and commercial acumen make her an exceptional addition to our leadership. Yvonne brings tremendous energy, passion, and commitment to our mission, and we are excited to have her guiding the next chapter of Victim Support's journey.

**From all of us at Victim Support – we warmly welcome you, Yvonne.**

# About us

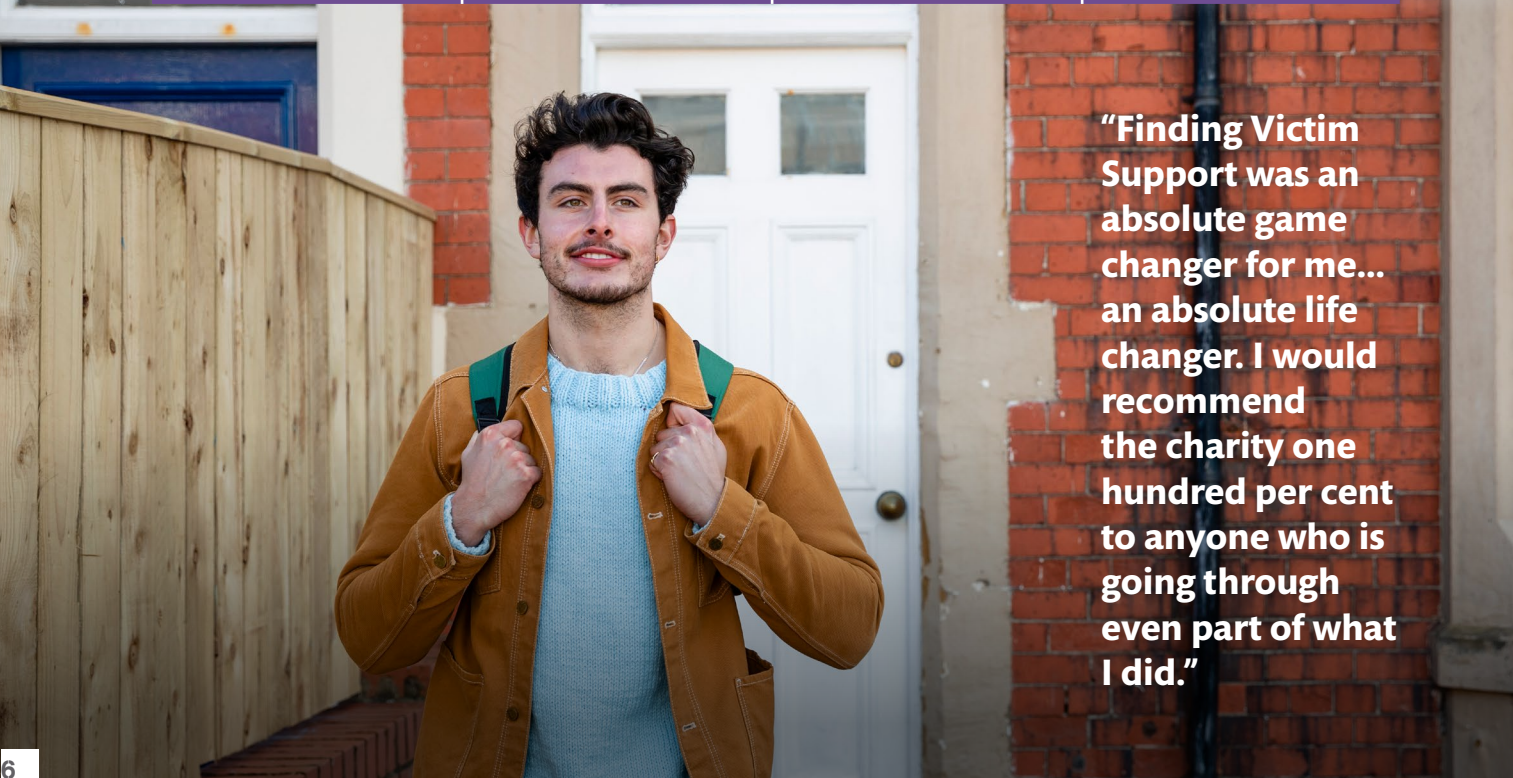
Victim Support makes a profound difference to the lives of the people we support.

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

<b>We are local</b> – our skilled local staff and volunteers are embedded in the communities in which they live and work.	<b>We are national</b> – we provide some services for people across the whole of England and Wales.	<b>We are independent</b> of the police, the government, local authorities, immigration services and the criminal justice system.	<b>We are inclusive</b> and positively strive to meet the needs of different people and take deliberate action to create environments where everyone feels respected.	<b>We make a difference</b> and ensure the quality of all our services through our continual improvement approach.
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<b>Our purpose</b> We exist to support victims to move forward and bring change through their voice.	<b>Our vision</b> We are working towards a future where victims’ rights are respected, their voices are heard, and they feel well supported.	<b>Our mission</b> We provide a range of specialist services for victims, witnesses and survivors that are tailored to individual needs and informed by evidence.
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We:			
<b>Enable</b> victims to feel safer and more informed about strategies to reduce risk.	<b>Empower</b> victims to access victims’ rights and entitlements.	<b>Listen</b> with compassion, validate victims experiences and help victims move forward.	<b>Support</b> victims to be heard and campaign for improvements in victims’ rights.





# What we do:

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



## Multi-crime

Our local multi crime services help victims, witnesses and supporters of those who have experienced a crime. These services are needs-based, meaning every victim has the opportunity to access support if they need it, to reflect the range of impact crime can have regardless of crime type. They provide a lifeline for many victims who have nowhere else to turn.

A high proportion of victims supported within multi-crime services include victims and survivors of serious violence, non-high risk domestic abuse; non domestic abuse and domestic abuse- related stalking; and contact and non-contact sexual violence, including image-based sexual abuse.

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



## Terrorism and other major incidents of crime

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



## Domestic abuse

We offer a range of services to people who have experienced domestic abuse, whether it be from a partner, ex-partner or family member and including where no report has been made to the police.

Domestic abuse is a deeply gendered issue that disproportionately affects women and girls. However, we recognise

that patriarchal harm is wide reaching and are proud to provide support to male, trans, and non-binary survivors.

Our specialist staff provide personalised, trauma-informed support that prioritises safety, emotional wellbeing, and long-term recovery. This includes helping survivors navigate complex systems, liaising with agencies, and advocating for their rights and needs. In the past year, we supported **over 40,000 domestic abuse cases** across England and Wales.

Our impact is clear: **98% of victim-survivors reported that our services helped them.**

In addition to survivor support, we deliver **perpetrator programmes** in select regions, offering individuals the opportunity to take responsibility for their actions and begin the process of behavioural change.



## Sexual violence

Our specialist sexual violence services provide support for all victim-survivors of all forms of sexual offences aged four years plus. Our Independent Sexual Violence Advisors (ISVAs) and Children Independent Sexual Violence Advisors (CHISVAs) provide support which varies from case to case and will depend on the needs of the individual and their particular circumstance. (CH)ISVAs aim to empower victim-survivors to make informed choices about what's right for them regardless of whether they have felt able to, or have chosen not to, report to the police. (CH)ISVAs often coordinate with health and other support services and helping victim-survivors to navigate the criminal justice system.

Our research *Suffering for Justice*, published in 2024, documented the importance and benefit of the support of (CH)ISVAs.



## National Homicide Service

We provide the National Homicide Service, supporting those bereaved by and eyewitness to homicide who reside in England and Wales. This includes families of British nationals murdered abroad.

The Homicide Service provides a resilience-orientated and systemic framework of support. We deliver tailored support within a trauma-informed culture, aiming to empower clients to move forward safely in a way that is meaningful to them.

Our team is fully skilled and supported to help our clients find their best opportunities of recovering and regaining hope. Most referrals into the Homicide Service come through police Family Liaison Officers and the Foreign, Commonwealth and Development Office. The Homicide Service has a Peer Support team where support is offered from those with lived experience of homicide and a focused CYP team providing tailored support to children and young people bereaved by and witness to homicide.



## Children and young people

We have a growing number of services providing specialist support to children and young people (CYP) who have experienced crime or a traumatic event. These services – ranging from crime-specific to multi-crime support – are delivered both face-to-face and through digital platforms, ensuring CYP can access help in a way that suits them best.

Support includes one-to-one sessions, group work programmes, peer support opportunities, and universal prevention and awareness activities, helping CYP feel seen, heard, and empowered.



## Fraud

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



## Hate crime

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



## Antisocial behaviour

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





# Victim Support services in England and Wales

## Local services

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

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

## National services

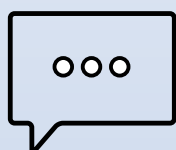
We deliver the National Homicide Service (England and Wales), supporting bereaved families affected by murder or manslaughter. We also deliver the Wales Hate Crime Report and Support Centre.

We believe that every person affected by crime should have access to independent victim services.



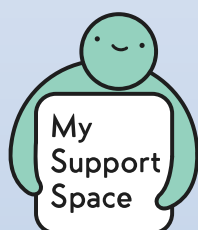
**Supportline: 08 08 16 89 111**

– free 24/7 telephone service



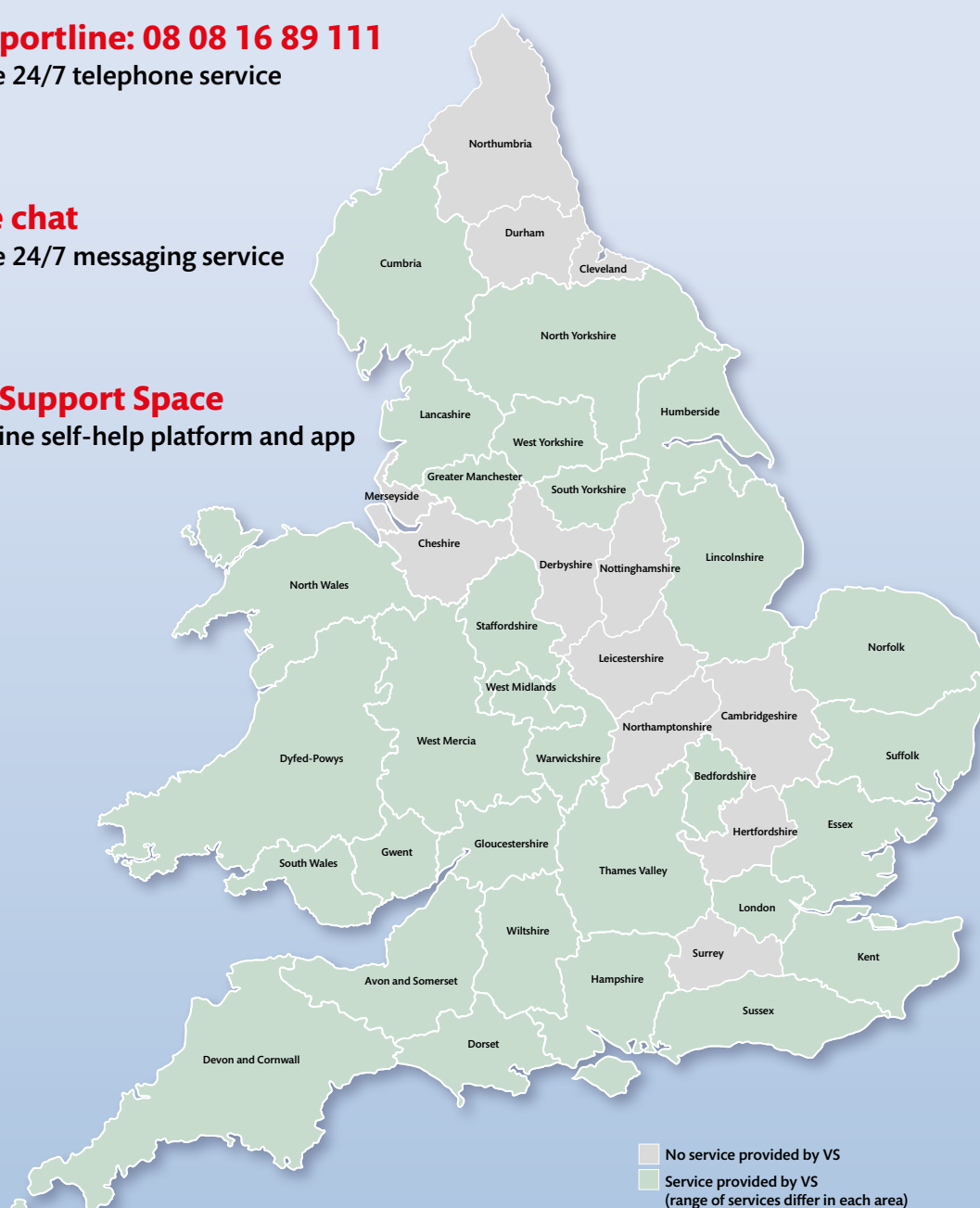
**Live chat**

– free 24/7 messaging service



**My Support Space**

– online self-help platform and app



# Year one of our 2024–2029 strategy

Over the last year, we have worked hard with our stakeholders to implement and embed our 2024–2029 strategy.

We have welcomed the opportunity to build relationships with the new Government and to work constructively with new Ministers. External political pressures meant that we, like all other charities in our sector, needed to urgently reallocate money we had expected to spend helping victims of crime to paying larger than expected national insurance contributions as an employer. We are grateful for the support we have received from our Commissioners to enable us to do this and minimise the direct impact on victims.

We are proud of the profound difference we make to the lives of the people we support. We will continue to build on our 50 years of experience in supporting victims – delivering high-quality, innovative support and amplifying victims' voices to create much-needed change in society and the criminal justice system.

Our strategy is crucial for all of us at Victim Support and the people we're here to support. Victims of crime face enormous challenges including ineffective courts and deteriorating trust in the police. At the same time, cost pressures facing Victim Support and the rest of the sector mean that we need to deliver more support with less money.





## Underpinning our strategy are six strategic priorities:

Please find out more about the [2024–2029 Victim Support Strategy here](#)

1

### Using our voice and influence



**We will** be a recognised, trusted and nationally prominent victims' voice. We will influence required reform at a national and local level.

4

### Utilising our insight



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

2

### Enhancing our strengths



**We will** be ambitious leaders in our areas of strength in order to ensure that the highest number of victims can access the services that they need to move forward with their lives.

5

### Supporting our people and culture



**We will** focus and unite on delivering for victims, recognised as an employer and volunteering opportunity of choice. We are an organisation where learning and improvement are at the heart of how people work and interact.

3

### Delivering quality and innovation



**We will** embed a culture of quality and innovation, delivering victims' services of a high standard.

6

### Reaching victims



**We will** be a well-run, financially stable organisation that effectively responds to the need for victims' services.



# 2024-25 in numbers

OVER  
655,000

people were contacted by us and offered information and support

OVER  
32,000

live chats were handled by us

NEARLY  
19,000

calls to our 24/7 Supportline were answered

OVER  
109,000

people received personalised support from a support worker

NEARLY  
4,000

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

2.3  
million

users visited our website for information and support

1,413

people who were supported by our National Homicide Service including:

1,057

people bereaved by homicide

178

eyewitnesses

204

children and young people

94% of service users were either 'very satisfied' or 'satisfied' with the Homicide Service and the support we provided.



# Trustees' report

## Our progress against our strategic priorities

### Strategic priority one: Using our voice and influence



To mark our 50th anniversary, we hosted two major national events alongside a series of local celebrations. Our President, HRH The Princess Royal, spoke at the first event in Bristol – the birthplace of the original Victim Support scheme in 1974.

We held a parliamentary reception attended by MPs, peers, civil servants, and sector leaders. The event featured powerful speeches from survivors and the Minister for Victims and Violence Against Women and Girls (VAWG), and saw the launch of our insight paper, *Through My Darkest Days*, which reflects on Victim Support's 50-year journey and the ongoing challenges victims continue to face.



We were pleased to welcome the Minister for Victims and VAWG to our London offices on her first ministerial visit. She met with our CEO and frontline staff to discuss the importance of victims' rights and the critical role of support services. We hosted the Victims' Commissioner at our National Contact Centre in Cardiff, alongside Welsh Police and Crime Commissioners and representatives from the Welsh Government.

Finally, over the past year we focused heavily on making the case for victims' services funding, in response to a planned cut in the core grant for Police and Crime Commissioners. We secured significant media coverage and led the sector in a joint letter to the Prime Minister, setting out our concerns and making a compelling case for sustained investment in victims' services.

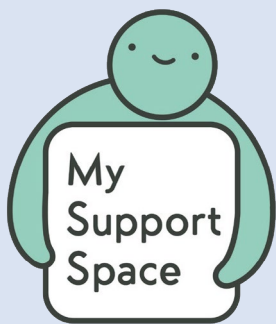


## Strategic priority two: Enhance our strengths



At Victim Support, we are uniquely positioned to assist victims of all crime types. Our broad range of services includes Supportline/live chat 24/7, specialist support for multi-crime, domestic abuse, hate crime, stalking, children and young people, and sexual violence services. The impact of crime can be devastating and varies from person to person.

In 2024–2025, we continued to strengthen our organisation-wide approach to support by further developing our Support Framework, which defines core elements of support for all services: **Safety, Inform, Validate, Reflect, and Connect**. To bring this to life, we introduced engaging and evidence-based toolkits for our supporters to use when delivering support, along with complementary self-help guides within our My Support Space platform.



To increase the number of victims who can access support, we developed more options for getting help. Built around our Support Framework, we made significant progress this year by developing group work programmes, information webinars, and more My Support Space guides and tools for

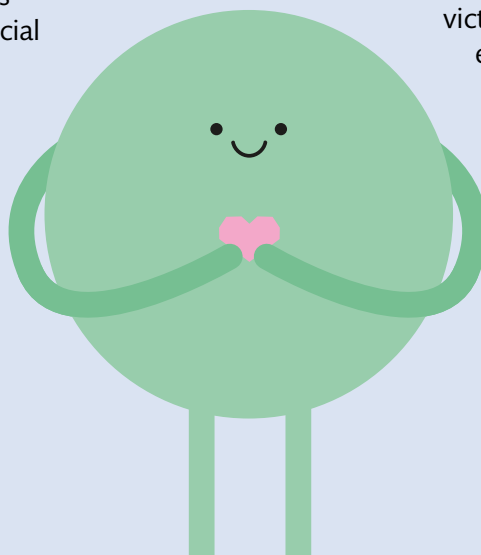
victims to access directly. We also now offer more opportunities for victims to book online or talk to us via live chat from My Support Space, our online support resource. In April 2024, we launched the My Support Space app, designed to work alongside the existing My Support Space website. This digital support platform has since been expanded with powerful new features, offering tailored support for victims of criminal damage and arson, individuals experiencing persistent antisocial behaviour, and witnesses preparing to go to court. We are continually reviewing and assessing the impact of new ways of working, and for group work, we have growing evidence of the value of peer support and validation.

We remain steadfast in our commitment to enhancing our strengths and leading with ambition – especially when it comes to supporting children and young people affected by crime. In 2024–2025, we made significant strides to ensure that more young victims across England and Wales can access the tailored, trauma-informed support they need, with 65 services now offering specialist support to children and young people.

Our offer of support for children and young people has particularly been strengthened across Wales. Specialist Children and Young People caseworkers are now in place in Gwent, North Wales, Dyfed-Powys, and our Pan-Wales Hate Crime Service, delivering high-quality, evidence-based support tailored to the unique needs and experiences of children and young people affected by crime. We are also now introducing play therapy to our Hampshire service to help younger children process the impact of crime and support their future outcomes.

Our digital group work programme WeMatter, for children and young people affected by domestic abuse, has developed further in 2024–2025, and we supported nearly 1,000 children across England, offering trauma-informed, early intervention via structured online sessions that build emotional resilience and healthy relationship skills. As one of the first domestic abuse recovery programmes for children and young people to undergo a pilot randomised control trial, WeMatter is generating robust evidence to shape future service design and policy.

We raised awareness of romance fraud and its devastating impact by appearing on This Morning, supporting a courageous victim who shared her personal experience.



Romance fraud can leave victims feeling isolated and deeply affected – not only financially, but emotionally. At Victim Support, we are committed to ensuring that no one affected by this crime feels they have to cope alone.



# Kathy's story

**Kathy\*, 68, was defrauded out of £116,000 by a serial fraudster who also viciously attacked her, nearly choking her to death.**

The fraudster groomed Kathy – one of many he had targeted – but went on the run after the attack. Numerous police failings meant he was not taken into custody for two years. Thanks largely to Kathy's testimony, he was imprisoned for 10 years – but she was horrified to learn he was released after serving just four. She now fears for her life and is planning to move abroad. She is disgusted by his early release, but thankful for how Victim Support has helped her.

Kathy says: "The judicial system has seriously let me and all the other victims down. I believe it will take a murder before people sit up and learn how these vile, psychopathic fraudsters can affect people. They have no conscience at all and ruin lives completely.

"Something has got to change in this country because fraud is now a colossal problem. Professional fraudsters, who groom, abuse and target many 'vulnerable' women are being allowed early release. And they will no doubt reoffend because this is all they know.

"My advice to anyone else who has been through even part of what I've endured is – find out as much as you can about the new person in your life, straightaway. Fraudsters will always target a specific person of means, particularly women.

"You can be reeled in very quickly. They all work to a pattern so look out for signs you are being groomed. They will be very interested in any close family and friends and will slowly start to remove these people from your life. They may start sending you flowers and arrange wonderful dinner dates etc. They have the gift of making you feel very special."

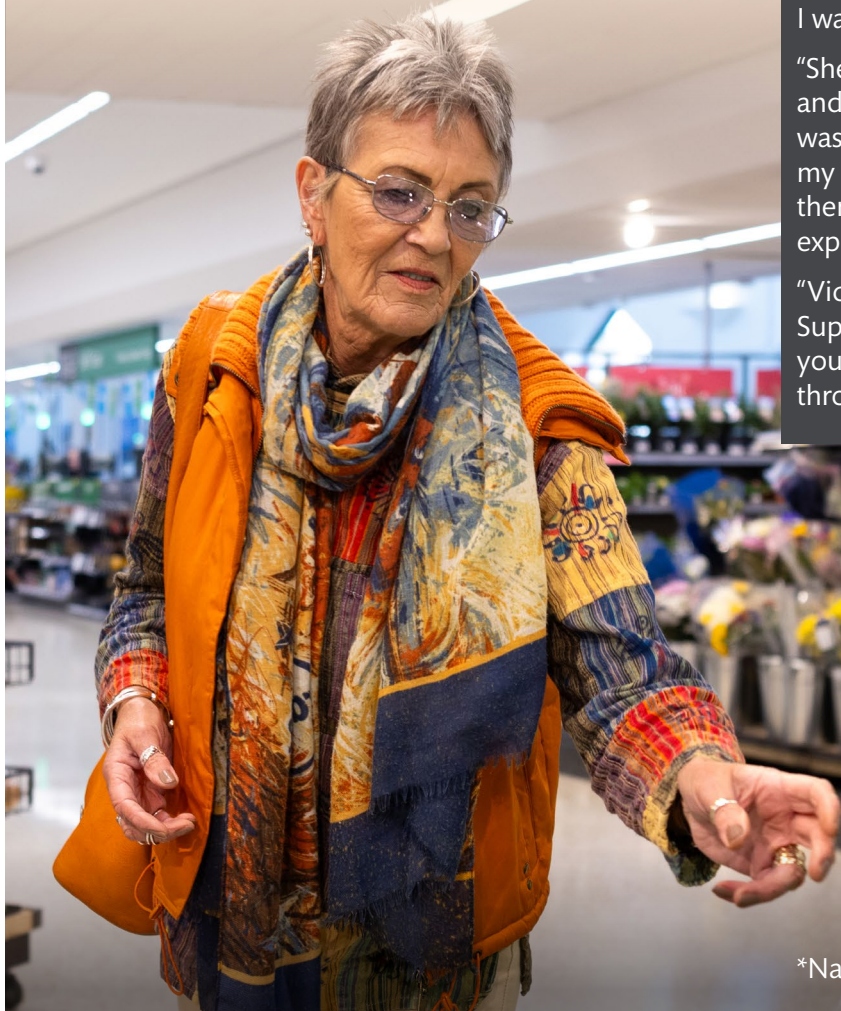
## How we helped

"Sharon\* is an outstanding member of the Victim Support team and she has been my lifeline.

"She has become my first 'go to' and my confidant and she's always straight there for me. She oozes empathy and is so down-to-earth and experienced. She doesn't need to read off a script – she is the script! She just absolutely got what I was on about and was always very reassuring.

"She was my saviour. She acted like a counsellor and I could talk and talk to her about what I was going through. I kept her updated about my statements and letters etc and she's always there for some good advice with her years of experience and wisdom.

"Victims of crime should always contact Victim Support. You can't carry all of that around with you and I don't know how you're going to get through it without some kind of support."



\*Name changed to protect identity.



# Strategic priority three: Delivering quality and innovation

In 2025, we made a bold promise: to deliver quality and innovation in everything we do. We are not just meeting that promise, we are redefining it. By embedding a culture of **creativity, curiosity** and **inquisitiveness** through our *Innovation Strategy*, we are transforming the way victims' services are delivered across England and Wales.

We proudly launched our *Innovation Strategy* in early 2025, a dynamic blueprint that reflects what innovation truly means to us.

Built on the principles of **collaboration, intuition, innovation, and courage**, this strategy is more than a document – it marks a significant step forward in how we approach transformation.

Our Innovation Panel plays a central role in this evolution, acting as innovation architects who champion new ideas and help dismantle silos and barriers to change. It fuels our innovation pipeline, evaluating exciting ideas from our passionate staff and championing a culture where creativity thrives. Our panel brings these ideas to life, turning inspiration into impact. Whether it is a small tweak or a groundbreaking initiative, every idea matters because every improvement helps us better support victims.

We established a lived experience forum in 2023 to better understand the needs and perspectives of victims of crime and traumatic events. These experiences are gathered through a dedicated app called VS Voice, which provides a safe and accessible space for individuals to share their experiences, views, ideas, and opinions. The app allows users to give feedback on the support they received, comment on available services, and suggest changes both within and beyond the criminal justice system. Forum members told us that by taking part they feel empowered and believe they are improving experiences for others.

We have conducted wide-ranging surveys on critical topics like victims' rights, the long-term impact of crime, fraud and its consequences, the role of digital support and the effects of funding cuts.

Every insight helps us evolve, ensuring our services remain responsive, relevant, and resilient.

*"I just felt it's a chance that maybe things that gone wrong in my situation, it may help someone else's... It's a small little chance for me to put a bit of my experience out there, and it's made a big difference, really."* Victim Support lived-experience forum member

We have conducted wide-ranging surveys on critical topics like victims' rights, the long-term impact of crime, fraud and its consequences, the role of digital support and the effects of funding cuts.

Every insight helps us evolve, ensuring our services remain responsive, relevant, and resilient. For us, innovation is not just a goal, it is our way forward. And we are just getting started.

## In 2024-25:

53

Survey briefs launched

2,105

Surveys completed

39.65

Respondents on average per survey

# Christine's story

**Christine\*, 30, has been the victim of persistent and aggressive stalking, intimidation and harassment for over two years.**

The stalker is her ex-partner who has also enlisted his friends and family to hound her online and throughout the area in which she lives. She is particularly worried about the effect this has had on her young son. A restraining order has been put in place on her ex, but she says the police have not treated the issue of stalking seriously. She is full of praise for her caseworker and Victim Support's local stalking service.

Christine says: "The police need to take stalking far more seriously and should have specialists who know about stalking. They don't understand enough about the type of insidious, underhand behaviours that people do which can ruin your life.

"It felt like he was left to do whatever he wanted and I was stuck in a glass bowl where he still had control. And the worst part of it was I can now see why women go back, because I felt more controlled being separated from him than I did when we were together.

"It does get better. When you're at your lowest you think - 'I can't feel any better because I can't control what he's doing' - but that's not true. Eventually you will get stronger and you do rebuild yourself and you become a little more resilient."

## How we helped

"My caseworker did all this research for me and liaised with the police and helped me get back on my feet. He also took the pressure off me because, dealing with all this as well the police, can be really stressful. But if something happens now I report it first to Phil and he helps sort it out and does the chasing and liaising on my behalf.

"He's always there if I want to chat and just offload. The support is ongoing and I would massively recommend Victim Support which has literally been a life-saver. If I didn't have them I don't know how I would have got through it all."

\*Name changed to protect identity.



## Strategic priority four: Utilising our insight

We have continued to campaign for change to improve victims' experiences of the criminal justice system and support services at a local and national level. We undertook and published *Suffering for Justice*, a groundbreaking research report into the experiences of sexual violence victim-survivors navigating the courts and cross-examination. The report found that the court process was re-traumatising victim survivors, with some being diagnosed with post-traumatic stress disorder and having suicidal thoughts; some made suicide attempts while going through the court process.

- **73%** of victim-survivors were subjected to questions and accusations associated with rape myths by the defence during cross examination.
- **50%** of cases analysed waited three years or more from the point of reporting to the police to the first court date.
- **47%** of cases analysed were adjourned, some up to four times, often at the last minute, with no explanation.

Victim Support CEO Katie Kempen said:

*"The court process is, quite simply, asking too much of victim-survivors. There is a postcode lottery, when it comes to whether they are receiving vital rights – like special measures and information about the progress and outcome of their case. Victim-survivors who go to court are left dealing not only with the impact of the crime, but also their experience of the criminal justice system. The process is re-traumatising people and profoundly damaging their mental health – many regret that they ever reported the crime to the police. This research must be a catalyst for change – victim-survivors are paying way too high a price for justice."*

We will always advocate for victims' rights and use our trusted and nationally prominent voice to demand change where it is needed.

The BBC and other national media used our research to publish their own in-depth articles in the issues raised by *Suffering for Justice*, helping our message be heard across the country.





## Strategic priority five: Supporting our people and culture

We have:

- Reviewed and benchmarked our benefits and terms and conditions
- Improved how we recognise our people by:
  - Launching our 'exceptional safeguarding recognition scheme' every month we celebrate contributions, achievements, best practice hard work and success of teams and individuals who demonstrate our values in carrying their safeguarding responsibilities. Time after time, we find our wonderful staff go above and beyond what is expected of them to ensure victims are safe and that their voices can be heard
  - Introducing recognition leave for employees with long service to reward their loyalty and dedication to Victim Support
- Implemented a mentoring programme for employees from minoritised backgrounds
- Introduced the menopause support plan and signed the [Menopause Workplace Pledge](#).

We have put new support and development processes in place, including introducing senior leadership champions for our Staff Networks. We have embedded these networks and currently have five networks that we are incredibly proud of:

- Disability network
- Gender empowerment network
- LGBTQ+ network
- Mental health and wellbeing network
- R.A.C.E. inclusive network.

They are an integral part of our Equality, Diversity and Inclusion strategy that we proudly promote across Victim Support. Each network aims to:

- raise awareness of the barriers facing the communities they represent, through webinars, blogs and resources
- provide confidential signposting and support to staff and volunteers
- create spaces for networking and shared lived experience during network meetings, and
- act as a critical friend to Victim Support to continue to drive our inclusion work forwards.

All staff and volunteers are welcome to join our networks.





# John's story

**John\*, 35, endured years of racial and ableist abuse from colleagues in his workplace.**



His job was also undermined and denigrated and he was demoted even though he was always praised for his work. As a result, John became suicidal and was on long-term sick leave. He has successfully taken his employer to a tribunal after securing nearly 5,000 messages sent by his colleagues about him, showing the extent of the horrific abuse and discrimination.

John says: “I would come back to my house in the evening and break down in tears. It was the stress of what I had been through all day and knowing I had to do it all over again the next day. It breaks you. I felt suicidal and I felt that nobody in the world understood my situation and I would be doing everyone a favour if I just ended it.

“I read conversations where they talked about afflicting me with physical violence and planning an ambush on me.

“I’ve seen emails proclaiming that white men are in charge and some of them complained I should not be sat in an open-plan office but have my own place to work because I smelt like a poor person.”

## How we helped

“Victim Support should be people’s number one place to go to. The name itself was part of the reason I was very quick to jump in. Because, honestly, who else is going to support me? Some of these charities are geographically limited whereas Victim Support is national and has facilities and resources to help you whatever your situation.

“It’s been very good to talk to Rosie (caseworker) because the only people who know about this business are my wife and some very close friends. When someone external from an organisation with familiarity of these issues like Rosie comes along, you are almost talking to a kindred spirit.

“They have seen and dealt with similar experiences to mine and they can level with you and that’s really good. Rosie is someone I can call anytime and she’s very keen to help.”

\*Name changed to protect identity.





## Strategic priority six: Reaching victims

In 2025 we have seen the external economic and political environment change significantly. Unexpected announcements from the government imposing significant extra costs on Victim Support as an employer have had potential to impact our service delivery significantly.

We have worked dynamically with our Commissioners to navigate these challenges and we are grateful for their co-operation and support.

We collaborated closely with those in the victims' sector and the wider charity sector to highlight the impact that these increased employer costs would have on our ability to deliver our services, and we continue to work with partners on this issue.

Year one of the strategy saw the completion of a major organisational restructure aligned with strategic priorities. Key functions in data, insight, and communications were strengthened, enabling more effective service delivery and advocacy.










# Future plans

Our 2024–2029 strategy (see page 10) sets out six strategic priorities. Underpinning each of the priorities are planned activities for the coming year. This is set out in the table below.



Strategic priority	Planned activity
 <p><b>Voice and influence:</b> We will be a recognised, trusted and nationally prominent victims’ voice. We will influence required reform at a national and local level.</p>	<p><b>We will</b> continue our transformational work to ensure we use our voice and influence for victims, we will actively market our policy positions and occupy our space in the public and political arenas.</p> 
 <p><b>Enhancing our strengths:</b> We will be ambitious leaders in our areas of strength in order to ensure that the highest number of victims can access the services that they need to move forward with their lives.</p>	<p><b>We will</b> strengthen our digital services, ensuring they make it easier for victims to access the services we provide.</p> <p><b>We will</b> develop the Victim Support Domestic Abuse strategy and prepare for the introduction of the Victims and Prisoners Act and commissioning duty to collaborate.</p>
 <p><b>Delivering quality and innovation:</b> We will embed a culture of quality and innovation, delivering victims’ services of a high standard.</p>	<p><b>We will</b> implement the Victim Support innovation strategy.</p> <p><b>We will</b> strengthen Victim Support’s digital delivery approach to deliver high-quality, efficient self-service solutions for service users.</p> 



### Strategic priority

### Planned activity



#### Utilising our insight:

We will make the most of implementing learning from Victim Support's data in order to provide the most efficient and effective services, and to articulate the best services and pathways for victims.

**We will** transform the use of our data and improve analytics and accessibility of organisational data to provide the best services for victims.



#### Supporting our people and culture:

We are focused and united on delivering for victims, recognised as an employer and volunteering opportunity of choice. We are an organisation where learning and improvement are at the heart of how people work and interact.

**We will** be a consistently victim-centred organisation with a clear understanding of victims' experiences and needs.

**We will** deliver improved employee recruitment and retention and enhance productivity.



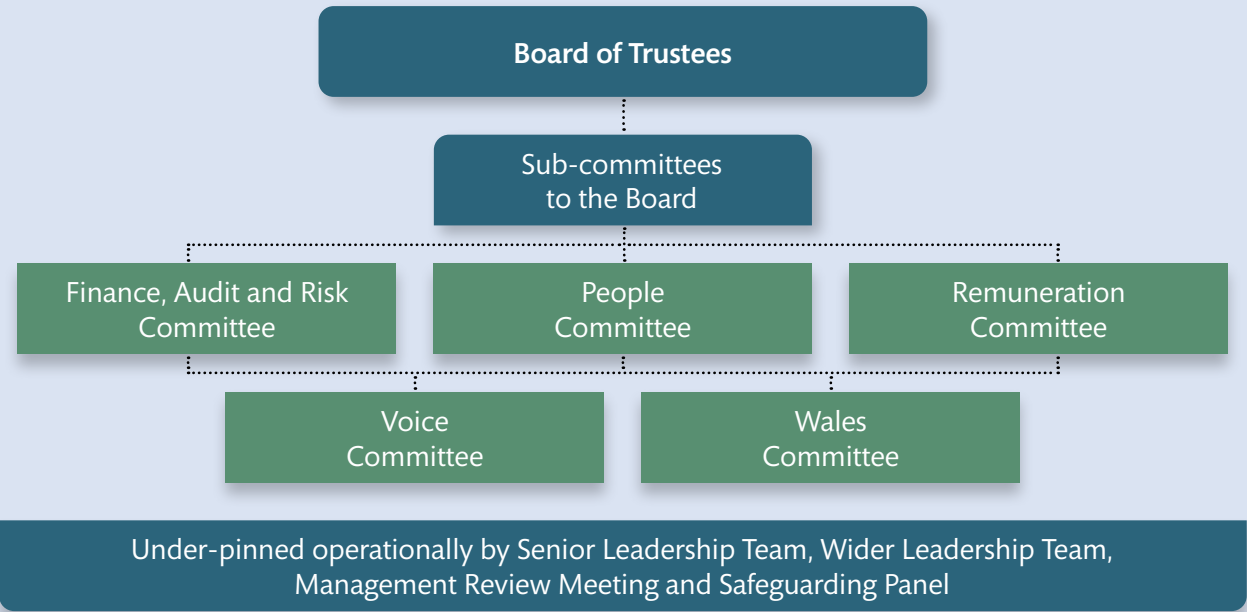
#### Reaching victims:

We will be a well-run, financially stable organisation that effectively responds to the need for victims' services.

**We will** adopt and embed income growth and resilience planning into all of our business development work to ensure we can respond to victims' needs.

# Structure, governance and management

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





# Organisation

## Board of Trustees

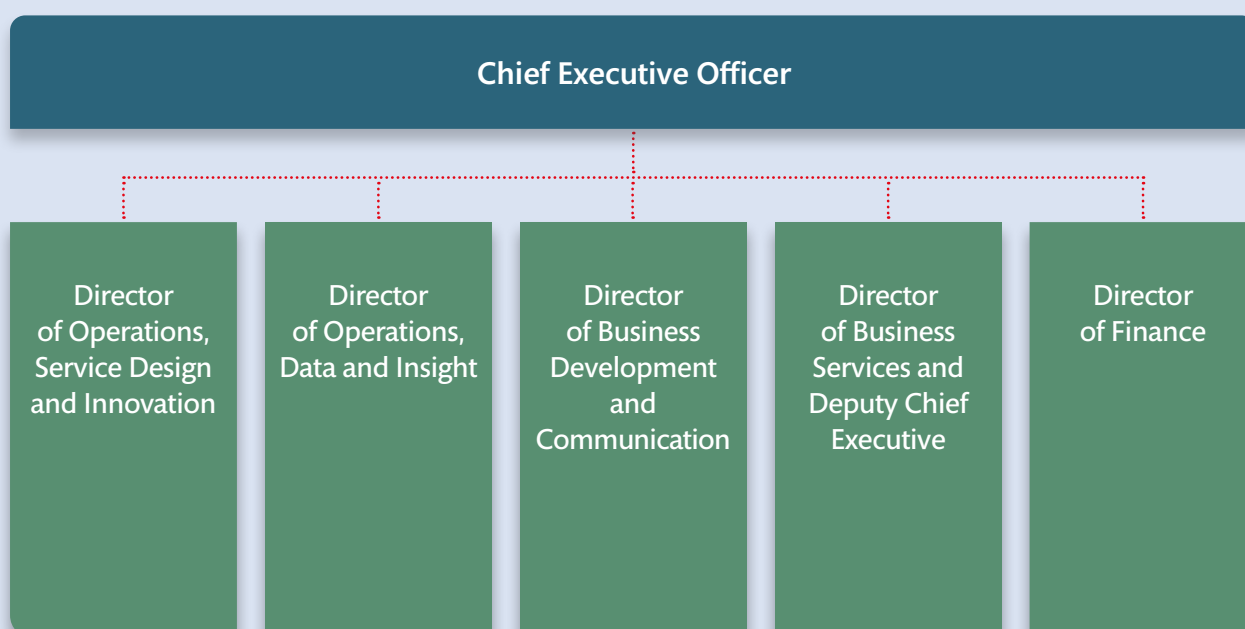
The Board of Trustees is ultimately responsible for setting the strategic direction, management and safeguarding of the charity's assets, but has delegated most operational decisions to the Chief Executive Officer and members of the Senior Leadership Team.

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

More information about trustees can be found on the VS Website.

## The Senior Leadership Team

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



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

# Trustees' duty to promote the success of the Charity – Section 172 statement

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

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

The Board of Trustees meets at least quarterly with the Senior Leadership Team to review progress against the strategy and receives updates on the Charity's operations, performance and plans. The Board also holds an annual away day to focus on strategic planning. The sub-committees meet quarterly to review activities and plans in the areas they oversee (see sub-committee on page 24).

The Charity has in place a formal framework for managing and reporting on risk, which is outlined on pages 31 to 34. The Charity ensures that it maintains a reputation for high standards of business conduct by having a comprehensive range of policies and procedures which are regularly reviewed and approved by the Board, including Anti-fraud and corruption policy, Safeguarding policy and procedure, Whistleblowing policy and procedure, Ethical policy and Code of conduct.

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

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

## Service users

Our primary stakeholders are victims of crime and their families. We engage with them through various channels, including helplines, face-to-face support, and online platforms. We actively seek their feedback and input to understand their needs, concerns, and expectations. For example, we conduct focus groups and carrying out regular surveys and through our VS Voice app (see page 16) to gather their views on our services and identify areas for improvement.

## Employees

Our dedicated and skilled employees are essential to the effective running of our organisation. We engage with them through regular individual and team meetings, communities of practice, personal development reviews, staff surveys and the Staff Consultation Forum. We actively involve them in decision-making processes, seeking their expertise and insights to improve our services and organisational practices. We provide opportunities for them to participate in training and development programmes, ensuring their professional growth and wellbeing. We encourage and support the five staff networks (see page 19) which provide valuable peer support to members of those groups.

## Volunteers

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



## Funders

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

## Partners and collaborators

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

## Local communities

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

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

## Subsidiary companies

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

## Key management personnel remuneration

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

## Public benefit

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

## Good governance

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

## Appointment of trustees

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

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

Ethical policy

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

Routes for raising concerns

VS has a whistleblowing policy and procedure in place to enable staff and volunteers to report any matter of concern in addition to other routes such as raising a grievance. We also have a national feedback and complaints policy and procedure which is a secure platform for managing service users concerns. All complaints, grievances and whistleblowing matters, whether these be initiated internally or externally, are thoroughly investigated and, where appropriate, management or other disciplinary action is taken.

Safeguarding

VS strongly believes that no individual should ever experience abuse or harm of any kind. We recognise our responsibility to promote the welfare and best interests of all individuals, ensuring their safety and conducting our work in ways that protect them.

VS is committed to safeguarding everyone that comes into contact with the charity. The National Head of Safeguarding (NHOS) leads the development of our national safeguarding strategy, principles, and practices to ensure effective safeguarding throughout VS.

Governance and leadership:

The NHOS reports bi-monthly to the Safeguarding Panel (SP), chairs the Safeguarding Operational Group (SOG), and delivers monthly Designated Safeguarding Officer (DSO) Forums.

The NHOS provides staff and volunteers with the necessary skills and resources to maintain a culture of vigilance and care, along with governance processes.

Internal governance:

Safeguarding Panel (SP)	The National Head of Safeguarding (NHOS)	The Safeguarding Operational Group (SOG)
<ul style="list-style-type: none"><li>■ Primary strategic group chaired by National Safeguarding Lead Officer (NSLO)</li><li>■ Oversees and develops our safeguarding arrangements including:<ul style="list-style-type: none"><li>■ Identifying safeguarding priorities to inform the annual business plan</li><li>■ Monitoring of the Safeguarding Risk Register</li><li>■ Progress against actions identified in the thematic Safeguarding Audit Action Plan</li><li>■ Compliance with the Safeguarding Policy</li><li>■ Effectiveness of safeguarding arrangements in protecting our service users.</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ Deputy to the NSLO</li><li>■ Acts as a central contact for a network of Designated Safeguarding Officers (DSOs) by providing guidance, training, and advice when a decision is needed on whether to make a safeguarding referral</li><li>■ Ensure there is an up to date list of approved DSOs, oversee mandatory training is in place, refreshed and recorded</li><li>■ Reviews the Safeguarding Policy and Procedure responding to legislative and national policy change and evidenced best practice, and implements necessary changes</li><li>■ Lead on allegations concerning staff and volunteers, carrying out lessons learnt investigations and suicide and death notifications reporting to the SP bi-monthly.</li></ul>	<ul style="list-style-type: none"><li>■ SOG is a sub-group of the Safeguarding Panel and meets six times per year</li><li>■ The group brings together operational experience, sharing good practice and reviewing internal safeguarding case audits. The SOG’s role is to:<ul style="list-style-type: none"><li>■ Provide assurance to the Safeguarding Panel of compliance to policy and procedures</li><li>■ Ensure a robust safeguarding culture across VS</li><li>■ Manage delivery of effective audits</li><li>■ Lead and support multi-agency partnerships</li><li>■ Promote safeguarding as everyone’s business and develop communications and strategies to raise awareness across operational services.</li></ul></li></ul>



Significant contributions have been made by Rachel Sacks, an Independent Member, and Debbie Gillatt, the Lead Trustee for Safeguarding, to the effectiveness of the SP over the past year. Their expertise and dedication have been instrumental in shaping policies and practices that ensure the safety and wellbeing of those under the direction of the NHOS.

### Key activities include:

- Delivery of a six-month Safeguarding Roadshow to embed policy changes and develop a safeguarding culture.
- Introduction of Safeguarding Adults Week annually. VS is dedicated to providing effective and safe services. The week provides everyone at VS an opportunity to reflect on our safeguarding practices and enhance their knowledge to better protect and support individuals.
- Development of a mandatory learning pathway for DSOs and delivery of various training sessions.
- Development of training materials and support for the rollout of the new Case Management System.
- Addressing issues with police responses to mental health-related welfare calls through the Right Care, Right Person initiative.

### Continual improvement approach:

Our continual improvement approach ensures that our operational and support service processes are quality assured and controlled through ongoing monitoring and audit. Identified issues lead to improvement and action planning.

## Fundraising

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

- VS is a member of the Fundraising Regulator.
- VS monitors fundraising activities through its supporter database and by evaluating campaign results.
- In 2024–25 no complaints (2023–24: none) were received about fundraising activity.

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

Fundraising accounts for about 0.9% (2023–24: 2.3%) of our income.

## Trustees' expenses

There was no trustees' remuneration or other benefits for the year ended 31 March 2025 (2023–24: nil). Expenses reimbursed to trustees of £2,780 (2023–24: £2,287) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

## Trustee induction and training

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

## Board and Committee membership

### Board membership

A full list of the Board members (trustees) can be found on page 62.

The trustees met three times in 2024–25 with a March 2025 meeting rescheduled to 7 April 2025. Trustee attendance throughout the year at Board meetings was 75%.

### Committee membership

#### Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee met four times in 2024–25, with two additional catch-ups between meetings. Members include Kathryn Adkins (Chair until December 2024), Caroline Green (Chair from December 2024) Debbie Gillatt, Clarisse Mallem, Marion Richards (from December 2024) and Andrew Tivey.

#### People Committee

The People Committee met four times in 2024–25. Members include Amanda Hamilton-Stanley (Chair until October 2024), Sue Steen (Chair from October 2024) Angela Gascoigne, Claire Collins (from January 2025) and Rachel Onikosi (until December 2024).

#### Remuneration Committee

The Remuneration Committee met once in 2024–25. Members include Andrew Tivey (Chair), Kathryn Adkins and Sue Steen.

#### Wales Committee

The Wales Committee considers matters and makes policy recommendations to the VS Board, noting whether issues have a particular impact on Wales and whether separate provisions should apply. The Committee is chaired by Angela Gascoigne (trustee) and met three times in 2024–25.

#### Voice Committee

In 2024–25 the Voice Committee met three times. The committee oversees the strategic direction of activities and efforts to bring about positive change for victims and witnesses in the criminal justice system and how their needs are met in the criminal justice system and in wider society. Members include Amanda Hamilton-Stanley (Chair), Claire Collins (from December 2024), Clarisse Mallem (from December 2024) and Rachel Onikosi (until December 2024).

The trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate, including:

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2024–25 but also for a period of at least one year from the approval of these financial statements
- Forecasted cashflow for a period of at least one year from the approval of these financial statements
- The rigour of pipeline monitoring and cost controls that are in place to ensure that the charity delivers a balanced budget
- Cash and working capital controls in place to manage the potential risks of late payments by Commissioners and ensure restricted and unrestricted reserves are appropriately managed.

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

# Principal risks and uncertainties

The Board of Trustees holds ultimate responsibility for ensuring that effective risk management and internal control systems are in place to address the principal risks facing VS.

Our governance structure and operating model are designed to identify, assess, and manage risks that could impact the achievement of our strategic objectives.

## Governance and oversight

The Finance, Audit and Risk Committee (FARC) monitors the effectiveness of risk management and internal controls, ensuring that VS operates within its defined risk appetite. The Committee reports directly to the Board of Trustees and fulfils its responsibilities by:

- Regularly reviewing VS's systems of control, risk management, and compliance.
- Receiving assurance on national improvement plans and corrective actions from the Management Review Team, which monitors emerging risks, quality, performance, and compliance metrics.
- Ensuring management acts on recommendations from independent reviews.
- Reviewing the scope and findings of external audits, including any significant risks or issues raised, and ensuring appropriate follow-up actions are taken.

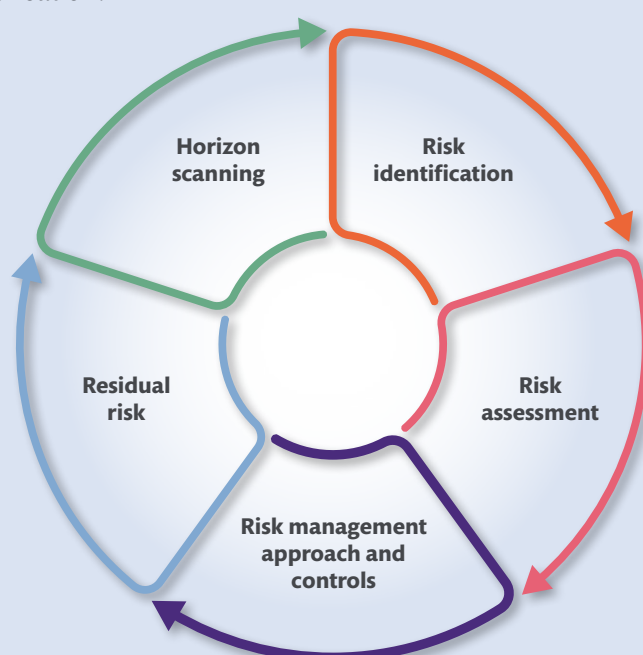
Day-to-day risk management is delegated to the Chief Executive Officer who works closely with and is supported by the Senior Leadership Team (SLT). The work of the governance committees, the Chief Executive Officer and the SLT is supported by VS's line management structure.

## The risk management framework

VS recognises that effective risk management is both a structured process and a cultural commitment. Our approach is embedded across all levels of the organisation and includes:

- **Horizon scanning:** Identifying new and emerging risks that may affect VS
- **Risk identification:** Determining which risks are relevant to our operations
- **Risk assessment:** Evaluating the likelihood and potential impact of each risk
- **Risk management approach and controls:** Applying appropriate strategies (eg. mitigation, transfer, acceptance) to manage identified risks
- **Residual risk assessment:** Ensuring that controls are effective and aligned with VS's risk appetite.

This framework is supported by timely, accurate, and insightful risk reporting to enhance decision-making across the organisation.





## Risk register and reporting

The VS risk register serves as a central repository for all identified risks and their associated controls, offering a real-time view of our risk environment. It also captures issues and tracks actions to ensure timely resolution.

Risk registers are maintained at both corporate, central function and area/service levels. Risk review is integrated into the business planning cycle through:

- Top-down review by the SLT, with reporting to the Board of Trustees
- Bottom-up escalation of risks by individual functions and managers.

## Control framework

VS's control framework includes:

- Mandatory risk assessments as part of all project initiation and implementation processes
- A Quality Management System
- Regular testing and maintenance of business continuity plans to ensure resilience in the event of critical incidents.

The Board of Trustees ensures that all necessary steps are taken to protect VS's employees, volunteers, assets, and reputation.

## Risk appetite

VS's risk management approach is not intended to eliminate all risk but to provide a structured framework for identifying, prioritising, and managing risks and opportunities in line with our tolerance levels. This enables us to maintain high-quality services while remaining agile and responsive to the needs of those we support.

Throughout the year, the SLT, FARC, and the Board of Trustees have continued to refine our approach to risk appetite and have developed a single risk appetite statement:

Victim Support is open to appropriate risk taking and willing to carry risk in the pursuit of achieving our vision **'we are working towards a future where victims' rights are respected, their voices are heard, and they feel well supported'**.

*'We are eager to be innovative and accept greater uncertainty to maximise opportunities and realise potential higher benefits and value for money even though there may be higher residual risks. Informed and balanced decisions are made that align with the realisation of our six strategic priorities:*

- 1. Using our voice and influence**
- 2. Enhancing our strengths**
- 3. Delivering quality and innovation**
- 4. Utilising our insight**
- 5. Supporting our people and culture**
- 6. Reaching victims.**

*'Victim Support takes a more cautious or minimal approach to risk taking to some activities including our legal and regulatory responsibilities, the safety and welfare of our personnel and service users and security.'*

The Board regularly reviews risk appetite levels to ensure they remain appropriate – balancing effective governance with the flexibility needed to optimise service delivery and performance.

## Principal risks and mitigation strategies

Risk	Management
<b>Governance risk</b>	<ul style="list-style-type: none"> <li>■ Independent board with diverse expertise</li> <li>■ Clear governance structure and reporting lines</li> <li>■ Active oversight from specialist committees and panels</li> <li>■ Conflict of Interests register</li> <li>■ Ongoing training for Board members</li> </ul>
<b>Financial risk</b>	<ul style="list-style-type: none"> <li>■ Strong financial oversight and modelling</li> <li>■ Proactive income diversification and bid analysis</li> <li>■ Adequate insurance cover</li> </ul>
<b>Operational risk</b>	<ul style="list-style-type: none"> <li>■ Quality Management System</li> <li>■ Internal audits and performance reviews</li> <li>■ Client feedback channels</li> <li>■ Regular performance reviews and reporting</li> <li>■ Continuous improvement embedded in service delivery</li> <li>■ Change readiness and an innovation strategy</li> <li>■ Maintaining excellent relationships</li> <li>■ Business continuity and disaster recovery plans</li> </ul>

Risk	Management
<b>Regulatory, legal and compliance risk</b>	<ul style="list-style-type: none"> <li>■ Strong policy framework and specialist roles</li> <li>■ Robust safeguarding policies, procedures, monitoring and review</li> <li>■ Whistleblower protections and reporting mechanisms</li> <li>■ Monitoring of upcoming legal and regulatory changes</li> <li>■ Mandatory training in key compliance areas</li> </ul>
<b>People risk</b>	<ul style="list-style-type: none"> <li>■ Quality Management System</li> <li>■ Internal audits and performance reviews</li> <li>■ Client feedback channels</li> <li>■ Regular performance reviews and reporting</li> <li>■ Continuous improvement embedded in service delivery</li> <li>■ Change readiness and an innovation strategy</li> <li>■ Maintaining excellent relationships</li> <li>■ Business continuity and disaster recovery plans</li> </ul>
<b>Security risk</b>	<ul style="list-style-type: none"> <li>■ ISO27001 accredited</li> <li>■ Regular penetration testing</li> <li>■ Access controls and monitoring</li> <li>■ Annual cyber-security training</li> <li>■ Annual data protection training</li> </ul>
<b>Reputational risk</b>	<ul style="list-style-type: none"> <li>■ Plans in place for managing reputational incidents</li> <li>■ Media monitoring</li> <li>■ Proactive engagement with stakeholders</li> </ul>



# Streamlined Energy and Carbon Reporting (SECR)

Victim Support greenhouse gas emissions and energy-use data for the period of 1 April 2024 to 31 March 2025

Scope	Description	2023-2024 (TCO <sub>2</sub> e)	2024-2025 (TCO <sub>2</sub> e)
Scope 1	Direct emissions	24.9	9.4
Scope 2	Indirect emissions	54.8	25.3
Scope 3	Upstream emissions	3,145.6	3,599.9
<b>Total</b>		<b>3,225.3</b>	<b>3,634.6</b>

2023-2024 Scope 2 market-based emissions reported.

2024-2025 Scope 2 location-based emissions reported.

## Quantification and reporting methodology

Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard<sup>1</sup> and uses the appropriate Government emission conversion factors for greenhouse gas company reporting<sup>2</sup>.

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

## Intensity measurement

The chosen intensity measurement ratio is total gross emissions in metric tonnes CO<sub>2</sub>e per staff FTE (Increase due to fewer FTE):

2023-2024 = 2.9

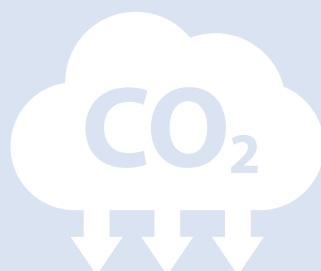
2024-2025 = 3.2

## Measures taken to reduce carbon emissions:

- Most offices now use 100% renewable tariff
- Reduced the number of offices where gas is used
- Moved into smaller, more efficient office spaces, where appropriate
- Environmental Champions working at a local level on energy saving initiatives
- Use of public transport over cars is encouraged for business travel.

Energy consumption used to calculate emissions (KWh)	2023-2024	2024-2025
<b>Total energy consumption breakdown (KWh)</b>	<b>300,059</b>	<b>149,023</b>
<b>Direct GHG emissions: gas consumption</b>	170,783	23,420
<b>Indirect energy emission: purchased electricity</b>	129,276	125,603

**Business mileage:** 889,808.5 miles travelled 2024-2025



1. <https://ghgprotocol.org/corporate-standard>

2. <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Trustees' report

The trustees are pleased to present their annual directors' report together with the financial statements of the charity for the year ending 31 March 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

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

*Yvonne Thomas*

Yvonne Thomas  
Chair of Trustees



## Financial review

### Income, expenditure and balance sheet

The consolidated statement of financial activities for the year ended 31 March 2025 is provided on page 43 of this report.

Income for the year increased by 4.6% to £52.7m (2023–24: £50.4m) reflecting our continued work to secure contracts to deliver support to victims and their families.

Total expenditure for the year was £52.2m (2023–24: £50.8m), generating net income of £0.51m (2023–24: net expenditure of £0.39m).

Net assets were £9.9m (2023–24: £9.4m), with £6.5m held in cash (2023–24: £6.9m). Trade debtors increased to £7.5m (2023–24: £4.0m) due to changes in the phasing of invoices, but 93.9% of the debt was current with few debts over 90 days. Deferred income increased to £2.1m (2023–24: £1.5m).

### Reserves policy

The Board of Trustees and the Finance, Audit and Risk Committee have reviewed the reserves policy and remain of the view that free reserves, defined as unrestricted funds, less the net book value of fixed assets and designated funds, is the most appropriate measure of reserves for the charity.

Taking into account the business environment in which the charity operates, the Board considers that the charity needs to maintain sufficient free reserves to cover: responsive action in the event of a significant financial downturn or setback, contractual commitments, working capital requirements and the development needs of the charity. Due to the level of organisational activity taking place, the Board of Trustees has estimated that the level of free reserves should increase to a range of £4.7m–£6m.

### Reserves and general funds

Total funds at 31 March 2025 (note 16) of £9.9m (2023–2024: £9.4m) comprised £1.7m (2023–2024: £1.8m) of restricted funds and £8.2m (2023–2024: £7.6m) of unrestricted funds.

### Restricted funds

The balance at 31 March 2025 represents income which has been recorded but where related expenditure has not yet been incurred. The majority of these funds are from grant funded activity, but also include donations made to the charity with restrictions attached to their use. Victim Support's assets are sufficient to fulfil its obligations.

### Unrestricted funds

The unrestricted funds represent the accumulated surpluses generated from general business activities and are funds that are available for use at the discretion of the Board of Trustees. They comprise designated funds and general funds.

Designated funds are funds that the Board of Trustees has earmarked for specific purposes.

At 31 March 2025 there was £0.73m (2023–2024 £0.48m) of funds designated for digital pathway and growth reform.

The level of free reserves at 31 March 2025 was £6.3m (2023–24: £5.4m), which is above the target range of our reserves policy of £4.7m to £6.0m. However, a further £0.25m of funds has been designated in 2025/26 for digital reform. The Board of Trustees is committed to utilising free reserves to benefit service users in a timely manner, while also being mindful of the operating conditions associated with major contracts that can impact cash flow in the short term.

### Going concern

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

Contracts and grant income generate a contribution towards the central costs of managing the charity including HR, IT, Finance and Business Development functions to support local contract delivery; a technology platform that delivers a highly secure data hosting environment; a case management system with outcome-based reporting capability; GDPR compliance; safeguarding compliance; the



delivery of consistent service standards and quality across the regions; continual knowledge sharing; service innovation; research and data gathering on national trends and performance.

The trustees have considered several factors in concluding that the adoption of a going concern basis in the preparation of these financial statements is appropriate, including:

- The forward pipeline of secured and prospective contract and grant awards (and sensitivity to historic renewal or win rates) not only for 2025-26 but also for a period of at least one year from the approval of these financial statements
- Forecasted cashflow for a period of at least one year from the approval of these financial statements
- Pipeline monitoring and cost controls that are in place to ensure that the charity delivers a balanced budget
- Cash and working capital controls in place to manage the potential risks of late payments by Commissioners and ensure restricted and unrestricted reserves are appropriately managed.

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

## Trustees' responsibilities in relation to the financial statements

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

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

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

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

### Statement as to disclosure to the auditor

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

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

The Strategic and Trustees' Annual Reports were approved by the trustees on 21 November 2025 and signed on their behalf by:



**Yvonne Thomas**  
Chair of Trustees

## Auditor's report

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

#### Opinion

We have audited the financial statements of Victim Support (the 'charity') and its subsidiary for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Charity Balance Sheets, the Consolidated Statement of Cash Flows, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity and the group's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

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

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

We have nothing to report in this regard.



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

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

- the information given in the Report of the Trustees which includes the Strategic Report and the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared, is consistent with the financial statements; and
- the Strategic Report and the Directors' Report included within the Report of the Trustees has been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Report of the Trustees.

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

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

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

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

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

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

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

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

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

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

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

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


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

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

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

### Use of the audit report

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



**Nicola Wakefield**

Senior Statutory Auditor

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

Date: 25 November 2025

# Financial statements

## Consolidated statement of financial activities for the year ended 31 March 2025

		Unrestricted 31.03.25 £000	Restricted 31.03.25 £000	Total 31.03.25 £000	Unrestricted 31.03.24 £000	Restricted 31.03.24 £000	Total 31.03.24 £000
Notes							
<b>Income and endowments from:</b>							
Charitable activities	2.1	40,315	11,226	51,541	40,052	8,847	48,899
Fundraising	2.2	373	97	470	96	1,012	1,108
Other trading activities	2.3	624	2	626	222	1	223
Other income	2.4	97	-	97	153	-	153
<b>Total income</b>		<b>41,409</b>	<b>11,325</b>	<b>52,734</b>	<b>40,523</b>	<b>9,860</b>	<b>50,383</b>
<b>Expenditure on:</b>							
Raising funds	3.1	157	-	157	171	-	171
<b>Charitable activities</b>	3.2						
Service delivery		39,998	11,448	51,446	40,012	9,964	49,976
Victims' Voice		621	-	621	625	-	625
<b>Total charitable expenditure</b>		<b>40,619</b>	<b>11,448</b>	<b>52,067</b>	<b>40,637</b>	<b>9,964</b>	<b>50,601</b>
<b>Total expenditure</b>		<b>40,776</b>	<b>11,448</b>	<b>52,224</b>	<b>40,808</b>	<b>9,964</b>	<b>50,772</b>
<b>Net income (expenditure)</b>		<b>633</b>	<b>(123)</b>	<b>510</b>	<b>(285)</b>	<b>(104)</b>	<b>(389)</b>
Transfer between funds	16	(5)	5	-	701	(701)	-
<b>Net movement in funds in the year</b>		<b>628</b>	<b>(118)</b>	<b>510</b>	<b>416</b>	<b>(805)</b>	<b>(389)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward on 1 April		7,607	1,802	9,409	7,191	2,608	9,799
<b>Total funds carried forward as at 31 March 2025</b>		<b>8,235</b>	<b>1,684</b>	<b>9,919</b>	<b>7,607</b>	<b>1,802</b>	<b>9,409</b>



## Balance sheet as at 31 March 2025

	Notes	Consolidated		Charity	
		31.03.25 £000	31.03.24 £000	31.03.25 £000	31.03.24 £000
<b>Tangible fixed assets</b>					
Property, plant and equipment	8	-	12	-	12
<b>Intangible fixed assets</b>					
Property, plant and equipment	8	1,346	1,701	1,346	1,701
Investments in subsidiaries	10	-	-	10	10
<b>Total fixed assets</b>		<b>1,346</b>	<b>1,713</b>	<b>1,356</b>	<b>1,723</b>
<b>Current assets</b>					
Debtors and prepayments	11	8,596	6,462	8,723	6,581
Cash at bank and in hand		6,465	6,949	6,328	6,820
<b>Total current assets</b>		<b>15,061</b>	<b>13,411</b>	<b>15,051</b>	<b>13,401</b>
<b>Creditors</b>					
Amounts falling due within one year	12	(6,231)	(5,382)	(6,231)	(5,382)
<b>Net current assets</b>		<b>8,830</b>	<b>8,029</b>	<b>8,820</b>	<b>8,019</b>
Provision for liabilities	14	(257)	(333)	(257)	(333)
<b>Net assets</b>		<b>9,919</b>	<b>9,409</b>	<b>9,919</b>	<b>9,409</b>
<b>Funds</b>					
Unrestricted funds:					
General funds	16	7,505	7,127	7,505	7,127
Designated funds	16	730	480	730	480
<b>Total unrestricted funds</b>		<b>8,235</b>	<b>7,607</b>	<b>8,235</b>	<b>7,607</b>
Restricted funds	16	1,684	1,802	1,684	1,802
<b>Total share capital and funds</b>		<b>9,919</b>	<b>9,409</b>	<b>9,919</b>	<b>9,409</b>

The surplus for the year of the parent charity was £510,000 (2023-24: deficit £389,000).

The notes on pages 46 to 54 form part of these financial statements. The financial statements were approved by the Board on 21 November 2025 and were signed on its behalf by:



**Yvonne Thomas**  
Chair of Trustees



**Caroline Green**  
Treasurer

## Consolidated cash flow statement for the year ended 31 March 2025

		31.03.25	31.03.24
	Notes	£000	£000
Net cash (outflow) from operating activities	a	(480)	(1,435)
Cash flows from investing activities	b	-	-
Capital expenditure and financial investment	c	(4)	(937)
<b>Decrease in cash in the reporting period</b>		<b>(484)</b>	<b>(2,372)</b>
Reconciliation of net cash flow to movement in net cash			
Decrease in cash in the period		(484)	(2,372)
Net cash at 1 April		6,949	9,321
<b>Net cash at 31 March</b>		<b>6,465</b>	<b>6,949</b>
Notes to the statement of cash flows for the year ended 31 March 2025			
<b>a. Reconciliation of cash flows from operating activities to net income/(expenditure)</b>			
		31.03.25	31.03.24
		£000	£000
Net income/(expenditure) for the reporting period		510	(389)
Adjustments for:			
Depreciation charges		371	116
(Increase)/decrease in debtors		(2,134)	392
Increase/(decrease) in creditors		773	(1,554)
Net cash used in operating activities		(480)	(1,435)
<b>b. Analysis of cash flows as shown on the cash flow statement</b>			
<b>Returns on investments and servicing of finance</b>			
Interest received		-	-
<b>Net cash outflow for returns on investment and servicing of finance</b>		<b>-</b>	<b>-</b>
<b>c. Capital expenditure and financial investment</b>			
Purchase of tangible fixed assets		(4)	(937)
<b>Net cash outflow for capital expenditure and financial investment</b>		<b>(4)</b>	<b>(937)</b>
	01.04.24	Movement	31.03.25
	£000	£000	£000
<b>Net cash</b>			
Cash at bank and in hand	6,949	(484)	6,465

The notes on pages 46 to 54 form part of these financial statements.

## Notes to the financial statements

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

### 1. Accounting policies

#### Basis of preparation

The financial statements have been prepared under the historical cost convention, with the exception of investments, which are included at market value, and in accordance with applicable United Kingdom Accounting Standards including the charities SORP, FRS102 (*Accounting and Reporting by Charities*) published in 2019 and the Companies Act 2006. Victim Support meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the accounting policy note.

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

#### Group financial statements

The group financial statements consolidate the financial statements of Victim Support and its subsidiary undertaking Victims Support Limited (registration number 02609147) on a line-by-line basis.

#### Going concern

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

The Trustees' report (page 37) discusses the matters that were considered in reaching that conclusion, specifically the value of the firm order book, the cash and working capital position, reserves and bid activity.

Accordingly, the financial statements have been prepared on the basis that the charity is a going concern.

#### Significant judgements and estimates

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

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

#### Income recognition

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

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

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

Legacy income is included in the accounts when the charity has entitlement, and receipt is probable and can be measured.

Grants are recognised in full in the SOFA in the year in which they are receivable unless the grant agreement specifies that the grant is to be used in a future accounting period in which case the income is deferred. For performance-related grants, income is recognised using the proportion of costs incurred for the work performed to date in comparison to the forecast total costs to completion method.

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



Income from the sale of goods or services is the amount derived from ordinary activities. Income is recognised net of VAT where applicable.

### **Expenditure**

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

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

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

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

### **Fixed assets**

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

### **Funds**

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

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

### **Pensions**

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

On 18 November 2024 seven employees transferred to Victim Support under TUPE as members of Dyfed Pension Fund. This is a defined benefit scheme that forms part of the Local Government Pension Scheme. At 31 March 2025 Victim Support's share of the plan assets was £307k, and the share of liabilities was £221k. The notional surplus of £86k has not been recognised in the financial statements in line with paragraph 28.22 of FRS 102 as management do not believe that the charity will be able to recover the surplus either through reduced contributions in the future or through refunds from the plan. The full disclosures relating to defined benefit schemes have not been included in the financial statements on the grounds that the scheme is considered immaterial.

### **Operating leases**

Rentals payable under operating leases, where substantially all the risk and rewards of ownership remain with the lessor, are charged to the SOFA on a straight-line basis over the lease duration.

### **Investments**

Investment in a subsidiary is stated at cost less any impairment. Listed investments are included at market value at the balance sheet date.

The SOFA includes gains and losses arising on revaluations and disposals throughout the year.

### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

## 2. Income

	31.03.25			31.03.24		
	Unrestricted £000	Restricted £000	Total £000	Unrestricted £000	Restricted £000	Total £000
<b>2.1 Income from charitable activities</b>						
Local authorities and other statutory bodies	2,328	795	3,123	1,874	1,030	2,904
Police and other criminal justice agencies	31,295	7,988	39,283	31,561	6,317	37,878
Other grants and contracts	6,692	2,443	9,135	6,617	1,500	8,117
<b>Total</b>	<b>40,315</b>	<b>11,226</b>	<b>51,541</b>	<b>40,052</b>	<b>8,847</b>	<b>48,899</b>
<b>2.2 Income and endowments from:</b>						
Donations	54	13	67	73	80	153
Legacies	318	-	318	22	-	22
Grants	1	84	85	1	932	933
Donated goods and services	-	-	-	-	-	-
<b>Total</b>	<b>373</b>	<b>97</b>	<b>470</b>	<b>96</b>	<b>1,012</b>	<b>1,108</b>
<b>2.3 Other trading activities</b>						
Fundraising events	350	2	352	73	-	73
Sponsorships	-	-	-	-	-	-
Trading operations	274	-	274	149	1	150
<b>Total</b>	<b>624</b>	<b>2</b>	<b>626</b>	<b>222</b>	<b>1</b>	<b>223</b>
<b>2.4 Other income</b>	97	-	97	153	-	153
<b>Total</b>	<b>97</b>	<b>-</b>	<b>97</b>	<b>153</b>	<b>-</b>	<b>153</b>
<b>Total income</b>	<b>41,409</b>	<b>11,325</b>	<b>52,734</b>	<b>40,523</b>	<b>9,860</b>	<b>50,383</b>

Other grants and contracts includes grants from the Ministry of Justice for live chat for £422,000 (2023-24: £423,000) and My Support Space for £140,000 (2023-24: £140,000).

### 3. Expenditure

	31.03.25			31.03.24		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
<b>3.1 Cost of raising funds</b>	157	–	157	171	–	171
<b>Total cost of raising funds</b>	<b>157</b>	<b>–</b>	<b>157</b>	<b>171</b>	<b>–</b>	<b>171</b>
<b>3.2 Charitable activities</b>						
Service delivery	39,998	11,448	51,446	40,012	9,964	49,976
Victims' Voice	621	–	621	625	–	625
Restructuring and development	–	–	–	–	–	–
<b>Total charitable expenditure</b>	<b>40,619</b>	<b>11,448</b>	<b>52,067</b>	<b>40,637</b>	<b>9,964</b>	<b>50,601</b>
<b>Total expenditure</b>	<b>40,776</b>	<b>11,448</b>	<b>52,224</b>	<b>40,808</b>	<b>9,964</b>	<b>50,772</b>

### 4. Total expenditure includes charges for:

	31.03.25			31.03.24		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£000	£000	£000	£000	£000	£000
Depreciation	371	–	371	116	–	116
Trustees' reimbursed expenses	3	–	3	2	–	2
Audit fees	43	–	43	41	–	41
Operating lease rentals	757	–	757	950	–	950

### 5. Support costs

	Raising funds	Service delivery	Victims' Voice	Total 31.03.25	Total 31.03.24	Basis of allocation
	£000	£000	£000	£000	£000	
Governance	–	51	1	52	43	No. of staff
Finance	3	1,083	12	1,098	904	No. of staff
Information technology	7	2,215	24	2,246	2,367	No. of staff
People services	4	1,053	11	1,068	1,024	No. of staff
Other corporate services	5	1,332	14	1,351	1,253	No. of staff
<b>Total</b>	<b>19</b>	<b>5,734</b>	<b>62</b>	<b>5,815</b>	<b>5,591</b>	

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

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

No trustee remuneration or other benefits were made for the year ended 31 March 2025 (2023–24: £nil). Expenses reimbursed to trustees of £2,780 (2023–24: £2,287) relate to travel and subsistence costs for attending trustee meetings and other sub-committees of the Board of Trustees in the year.

	31.03.25	31.03.24
	£000	£000
Trustees'/Members' travel expenses	3	2



## 7. Staff costs

### 7.1 Analysis of staff costs

	31.03.25	31.03.24
	£000	£000
Wages and salaries	34,385	33,284
Social security costs	3,242	3,107
Pension costs	1,574	1,508
<b>Total</b>	<b>39,201</b>	<b>37,899</b>
<b>Other staff costs</b>		
External consultancy	527	494
Redundancy and termination	219	198
Agency staff	268	315
<b>Total</b>	<b>1,014</b>	<b>1,007</b>
<b>Total staff costs</b>	<b>40,215</b>	<b>38,906</b>

Redundancy costs paid in the year were £219,362 (£197,628 2023–24).

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

### 7.2 Key management personnel

	31.03.25	31.03.24
	£000	£000
Remuneration to key management personnel	680	784

The key management personnel are listed on page 62.

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

	31.03.25	31.03.24
£60,000–£70,000	17	15
£70,001–£80,000	2	3
£80,001–£90,000	4	5
£90,001–£100,000	0	1
£100,001–£110,000	0	0
£110,001–£120,000	1	0
<b>Total</b>	<b>24</b>	<b>24</b>

The total pension contributions for the above employees were £83,042 (2023–24: £72,669).

### 7.4 Number of employees

#### The average number of employees is split as follows:

	31.03.25	31.03.24
Support and management	143	150
Service delivery	1,105	995
National Homicide Service	91	87
<b>Total</b>	<b>1,339</b>	<b>1,232</b>

Annual leave carry over at 31 March 2025 was calculated at £369,315 (2023–24: £346,919) which is 0.7% (2023–24 0.7%) of total expenditure. This amount is not material and therefore no provision has been made.

### 7.5 Volunteers

A total of 310 (2023–24: 408) dedicated volunteers generously gave 20,000 (2023–24: 23,768) hours of their time to Victim Support in 2024–25.

## 8. Property, plant and equipment

	Long leasehold £000	Fixtures & fittings £000	Office equipment £000	Software & IT infrastructure £000	Total tangible £000	Total intangible £000
<b>Cost</b>						
At 1 April 2024	-	77	-	3,190	3,266	1,790
Additions	-	-	-	-	-	4
<b>At 31 March 2025</b>	-	77	-	3,190	3,266	1,794
<b>Depreciation</b>						
At 1 April 2024	-	(65)	-	(3,189)	(3,254)	(90)
Depreciation charge in year	-	(12)	-	-	(12)	(359)
<b>At 31 March 2025</b>	-	(77)	-	(3,189)	(3,266)	(449)
<b>Net book value as at 31 March 2025</b>	-	-	-	-	-	1,346
<b>Net book value as at 31 March 2024</b>	-	12	-	-	12	1,701

## 9. Operating leases commitments

Total commitments under operating leases were as follows:

	31.03.25 £000	31.03.24 £000
Payable within one year	447	304
Payable between two and five years	391	88
<b>Total</b>	<b>838</b>	<b>392</b>

## 10. Investments in subsidiaries

Victims Support Limited (02609147), a company incorporated in the UK, is wholly owned by the charitable company. Audited accounts are filed with the Registrar of Companies. The cost of this investment is £10,000. A summary of the results for the year and the financial position at 31 March 2025 is shown in the table below. The profits of the company will be donated to Victim Support within nine months of the year end.

	31.03.25	31.03.24 Restated
Turnover	84,310	78,024
Cost of sales	(8,583)	(5,053)
<b>Gross profit</b>	<b>75,727</b>	<b>72,971</b>
Administrative expenses	(70,093)	(71,277)
<b>Net profit</b>	<b>5,634</b>	<b>1,694</b>
Distribution to Victim Support	–	(7,068)
Increase/(Decrease) in net assets	5,634	(5,374)
<b>Statement of financial position</b>		
Debtors	20,558	20,552
Cash at bank	137,806	128,723
Creditors	(145,784)	(142,329)
<b>Net assets</b>	<b>12,580</b>	<b>6,946</b>

## 11. Debtors and prepayments

	Consolidated		Charity	
	31.03.25	31.03.24	31.03.25	31.03.24
	£000	£000	£000	£000
Trade debtors	7,493	3,966	7,502	3,966
Inter-company debtors	–	–	146	142
Other debtors	14	19	13	19
Prepayments	505	731	488	717
Accrued income	584	1,746	574	1,737
<b>Total</b>	<b>8,596</b>	<b>6,462</b>	<b>8,723</b>	<b>6,581</b>

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

	Consolidated		Charity	
	31.03.25	31.03.24	31.03.25	31.03.24
	£000	£000	£000	£000
Trade creditors	898	823	898	823
Inter company creditors	–	–	–	–
Taxation and social security	2,483	2,091	2,483	2,091
Other creditors	388	256	388	256
Accruals	401	687	401	687
Deferred income	2,061	1,525	2,061	1,525
<b>Total</b>	<b>6,231</b>	<b>5,382</b>	<b>6,231</b>	<b>5,382</b>

### 13. Deferred income

	At 01.04.24 £000	Deferred in the year £000	Released in the year £000	Balance at 31.03.25 £000
<b>Total</b>	<b>1,525</b>	<b>1,549</b>	<b>(1,013)</b>	<b>2,061</b>

### 14. Provisions for liabilities

	Balance at 01.04.24 £000	Movement in provision £000	Balance at 31.03.25 £000
Dilapidations	333	(76)	257
<b>Total</b>	<b>333</b>	<b>(76)</b>	<b>257</b>

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

### 15. Analysis of net assets between funds

	Unrestricted funds £000	Restricted funds £000	31.03.25 Total funds £000	Unrestricted funds £000	Restricted funds £000	31.03.24 Total funds £000
Fixed assets	1,346	–	1,346	1,713	–	1,713
Current assets	11,643	3,418	15,061	10,544	2,867	13,411
Current liabilities	(4,497)	(1,734)	(6,231)	(4,317)	(1,065)	(5,382)
Provision for liabilities	(257)	–	(257)	(333)	–	(333)
<b>Total</b>	<b>8,235</b>	<b>1,684</b>	<b>9,919</b>	<b>7,607</b>	<b>1,802</b>	<b>9,409</b>



## 16. Movement in funds

	At 01.04.24	Income	Expenditure	Transfer between funds	Other movements	At 31.03.25
	£000	£000	£000	£000	£000	£000
<b>16.1 Restricted funds</b>						
National Homicide Service – MoJ	1	–	–	–	–	1
National Homicide Service – non MoJ	89	53	(40)	–	–	102
Other central restricted	123	–	(58)	–	–	65
<b>Total – central</b>	<b>213</b>	<b>53</b>	<b>(98)</b>	<b>–</b>	<b>–</b>	<b>168</b>
Restricted by location						
Wales and West	309	4,023	(4,022)	–	–	310
London	507	3,742	(3,802)	5	–	452
Northern England and East Midlands	598	2,152	(2,192)	–	–	558
South East	175	1,355	(1,334)	–	–	196
<b>Total – locality</b>	<b>1,589</b>	<b>11,272</b>	<b>(11,350)</b>	<b>5</b>	<b>–</b>	<b>1,516</b>
<b>Total restricted funds</b>	<b>1,802</b>	<b>11,325</b>	<b>(11,448)</b>	<b>5</b>	<b>–</b>	<b>1,684</b>
<b>Unrestricted funds</b>						
General funds	7,127	41,409	(40,776)	(5)	(250)	7,505
Designated funds	480	–	–	–	250	730
<b>Total unrestricted funds</b>	<b>7,607</b>	<b>41,409</b>	<b>(40,776)</b>	<b>(5)</b>	<b>–</b>	<b>8,235</b>
<b>Total funds</b>	<b>9,409</b>	<b>52,734</b>	<b>(52,224)</b>	<b>–</b>	<b>–</b>	<b>9,919</b>

**MoJ funding:** During the year the charity received £5.4m (2023–24 £5.2m) in unrestricted funds in contract income for the National Homicide Service.

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

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

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

**Designated funds:** Further digital investment of £250k in our London Domestic Abuse programme increases designated funds held in reserves to £730k. The breakdown is shown below:

- £200k for Growth Reform
- £250k for Digital Reform for London DA
- £280k for Digital Pathway.

## 17. Related party transactions

Other than transactions with the subsidiary company (Victims Support Limited) there were no related party transactions during the year (2023–24: nil). Transactions with Victims Support Limited in the year totalled £70,093 (2023–24: £71,277) which related to costs incurred by the trading company on victim awareness courses, paid by the charity on behalf of the subsidiary. At 31 March 2025 the amount owed by Victims Support Limited to Victim Support charity was £145,784 (2023–24: £142,329).

# Equality, diversity and inclusion

Principles of equality, diversity and inclusion continue to underpin all that we do at Victim Support. In 2024–25 we have worked to expand on progress made in recent years, as well as bringing in a number of new initiatives to advance inclusion for all, from our service users to our staff and volunteers.

- Our EDI staff and volunteer networks have continued to meet, holding webinars and interactive events on a range of themes from supporting minoritised victims of crime to celebrating Black culture. We have brought in protected time for network leads in recognition of the value this work brings to the organisation. Each network also now has a Senior Leadership Team Champion to help promote the network more widely.
- We maintained our Stonewall Top 100 and Gold Employer accreditations, renewed our Disability Confident and Mindful Employer status, and have signed the Menopause Workplace Pledge.
- We have launched a neurodiversity review to examine our approach to supporting neurodivergent service users as well as employees and volunteers. This has involved widespread research and lived experience consultation. The review and resulting recommendations will be launched in 2025–26.
- We have published our gender, disability and ethnicity pay gaps with associated actions to drive improvement (see page 57). Although gender pay gap reporting is mandatory, we choose to go further and examine our disability and ethnicity pay gaps to ensure we create a fully inclusive workplace.
- We have renewed the mentorship programme for 2025, aimed at increasing representation of those with underrepresented characteristics in leadership roles, following a successful year in 2024.



**Stonewall**  
**DIVERSITY  
CHAMPIONS**



## Composition of the Victim Support staff\*

Female:	85.8%	Other:	1.5%
Male:	13.8%	Disabled:	21.3%
Non-binary/other:	0.5%	Non-disabled:	78.7%
Asian:	7.1%	No religion:	54.3%
Black:	5.4%	Buddhist:	0.7%
Mixed:	2.5%	Christian:	33.5%
White British:	77.8%	Hindu:	0.8%
White other:	6.4%	Jewish:	0.2%
Other:	0.8%	Muslim:	5.9%
Heterosexual:	87.0%	Sikh:	1.4%
LGB+:	11.5%	Other:	3.2%



\*Data excludes staff who did not answer or who preferred not to respond.  
All data above from end of year analysis – snapshot of 1 April 2025.



## Pay gap analysis

We have been reporting our gender pay gap since 2017 in line with statutory requirements. Ethnicity and disability pay gap reporting is not currently a legal requirement, but as part of our commitment to equality, diversity and inclusion we also analyse and publish this data. Our most up to date pay gap information relates to 2023–24.

### Gender pay gap

For the financial year 2023–24 our mean gender pay gap is 15.1% and our median gender pay gap is 6.3%. This represents a slight increase in the mean gap but a reduction in the median gap.

Our gender pay gap is not caused by differences in pay for men and women working in the same role or position, but rather because women comprise only 75% of the fourth quartile (the highest paid roles) compared to 90% of the first, second and third quartiles.

**[Find out more about the Gender, ethnicity and disability pay gap information at Victim Support.](#)**

### Ethnicity pay gap

For the financial year 2023–24, our mean ethnicity pay gap is -0.3% and our median ethnicity pay gap is -2.9%. This means the pay gap has narrowed from 2022/23, with Black, Asian and Minority Ethnic employees receiving a slightly higher average pay. However, further

analysis shows us that this picture is significantly affected by London weighting payments, which minority ethnic staff are more likely to receive. When analysed separately for a truer reflection, the ethnicity pay gap is in favour of White staff both in and outside of London.

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

**More information can be found here:**  
**[Gender, ethnicity and disability pay gap information – Victim Support](#)**

### Disability pay gap

For the financial year 2023–24, our mean disability pay gap is 3.6% and our median disability pay gap is 0.6%. This represents a reduction in both the mean and median gap compared to 2023–24.

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

**More information can be found here:**  
**[Gender, ethnicity and disability pay gap information – Victim Support](#)**





# Thank you

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

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

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



## Our funders

We are thankful to all those who have supported us in 2024-25. We would particularly like to recognise the following organisations:

Abri	Home Office
The Access to Justice Foundation	Hull City Council
Bank of Ireland (UK) plc	Koestler Arts
Barclays Bank UK plc	Laura Eshelby
Bedfordshire and Luton Community Foundation as part of the Luton Rising- Community Investment Fund	Lloyds Bank plc
Bedford Blues Athletic Colts	London Borough of Bexley
Bedfordshire Police	London Borough of Camden
Brighton and Hove City Council	London Borough of Ealing
Bristol Missing Link Limited	London Borough of Haringey
Brit Insurance	London Borough of Islington
Central Bedfordshire Council	London Borough of Merton
City of London Corporation/ City of London Police	London Borough of Tower Hamlets
City of Doncaster Council	London Borough of Waltham Forest
Co-op Kent	Luton Borough Council
Compass Wellbeing CIC	Mankind UK Limited
Conflict Management Plus Limited	Maresfield Parish Council
Conor Spraggs Foundation	Mayor's Office for Policing and Crime (London)
Covid-19 Support Fund (Association of British Insurers)	Michael J. Betts
David Whitehouse-Hayes	Ministry of Justice
Denmead Parish Council	Moonraker Masonic Lodge Devizes
Dudley Metropolitan Borough Council	National Lottery Community Fund
Evander Glazing and Locks Foundations	National Westminster Bank plc
Free Hospital Trust Fund	Nationwide Building Society
General Medical Council	NHS Lancashire and South Cumbria Integrated Care Board
General Optical Council	Nursing and Midwifery Council
General Osteopathic Council	One Stop Blackpole
Gilbert and Eileen Edgar Foundation	One Stop Shoreham
Gloucestershire County Council	The Patricia Routledge Foundation
Gosport Borough Council	Police and Crime Commissioner for Avon and Somerset
Greater London Authority	Police and Crime Commissioner for Bedfordshire
Greater Manchester Combined Authority	Police, Fire and Crime Commissioner for Cumbria
Herefordshire and Worcestershire Clinical Commissioning Group	Police and Crime Commissioner for Derbyshire
	Police and Crime Commissioner for Devon and Cornwall
	Police and Crime Commissioner for Dorset
	Police, Fire and Crime Commissioner for Essex



Police and Crime Commissioner for Gloucestershire	Royal Borough of Kensington and Chelsea
Police and Crime Commissioner for Gwent	Sandwell Metropolitan Borough Council
Police and Crime Commissioner for Hampshire and the IoW	Secom Security System
Police and Crime Commissioner for Humberside	Sir Charles Jessel Charitable Trust
Police and Crime Commissioner for Kent	Slater and Gordon UK Limited
Police and Crime Commissioner for Lancashire	Smile For Joel
Police and Crime Commissioner for Lincolnshire	Social Care Wales
Police and Crime Commissioner for Norfolk	Somerset Community Foundation
Police and Crime Commissioner for North Wales	Standing Together Against Domestic Abuse
Police, Fire and Crime Commissioner for York and North Yorkshire	St. Peter's Women's Group Sussex
Police and Crime Commissioner for South Wales	Suffolk County Council
Police and Crime Commissioner for South Yorkshire	The Moira Fund
Police, Fire and Crime Commissioner for Staffordshire	The Labour Party (on behalf of the Labour Party and the Co-operative Party for the provision of the Services)
Police and Crime Commissioner for Suffolk	UK Parliament
Police and Crime Commissioner for Sussex	The Zochonis Charitable Trust
Police and Crime Commissioner for Warwickshire	Vivid Housing Association
Police and Crime Commissioner for West Mercia	Wakefield Community Safety Partnership
Police and Crime Commissioner for West Midlands	Wakefield Council
Police and Crime Commissioner for Wiltshire	Wakefield District Housing
Potton Consolidated Charity	Walsall Metropolitan Borough Council
Public Services Ombudsman for Wales	Welsh Government
Rochdale Metropolitan Borough Council	West Sussex County Council
	West Yorkshire Combined Authority
	Winchester City Council
	Worcestershire County Council





## Our supporters and fundraisers

We are thankful to all those who fundraised and supported us in 2024-25

A brutal act of senseless violence prompted members of staff from Slade Primary School in Tonbridge, Kent to undertake a group challenge to honour the memory of a former pupil and raise vital funds for the Victim Support Homicide service.

Tom Waugh, aged only 20 and who attended Slade during his primary school years, was out with friends when confronted by two youths who attempted to rob them at knifepoint. In an act of tremendous bravery Tom sought to help his friends escape but was in turn targeted and brutally killed.



The devastating impact this has had on Tom's family, and on the community in Tonbridge, is still felt today. As a result, headteacher Karen Slade suggested that staff members come together as 'Team Slade' and take part in the Tonbridge Half Marathon event to raise much needed funds, and much needed awareness, for Victim Support's Homicide service, a service which was able to offer support to Tom's parents and brother during the most challenging and traumatic period imaginable.

The determination of the Tonbridge community and bravery of Tom's family and others who knew and loved him ensured Team Slade's initial target of £1,000 was pledged incredibly quickly, and then exceeded by a staggering amount, with the current amount raised a truly phenomenal £7,750. We would like to thank Tom's family, friends, the terrific Team Slade and all those who have so kindly supported them in their fundraising – your generosity will help to ensure vital services remain able to support those who so desperately need it.





# Legal and administrative information

<b>Charity name:</b>	Victim Support
<b>Charity number:</b>	298028 Registered as a charity in England and Wales
<b>Company number:</b>	2158780 Registered as a company limited by guarantee in England and Wales
<b>Registered office:</b>	Building 3, Eastern Business Park, Wern Fawr Lane, Old St Mellons, Cardiff CF3 5EA
<b>Company Secretary:</b>	<b>David Fowler</b> (until 9 January 2025) <b>Sahreen Safdar</b> (from 10 January 2025 to 4 July 2025) <b>Martyn Herward</b> (from 4 July 2025 to date)

## Advisers

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

## Directors and trustees

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

## Key management personnel

<b>President</b>	<b>HRH, The Princess Royal</b>
<b>Chair</b>	<b>Andrew Tivey</b> (until 7 April 2025) <b>Yvonne Thomas</b> (from 7 April 2025)
<b>Vice-chair</b>	<b>Kathryn Adkins</b> (until 6 December 2024) <b>Debbie Gillatt</b> (from 6 December 2024) <b>Amanda Hamilton-Stanley</b> (from 6 December 2024)
<b>Treasurer</b>	<b>Kathryn Adkins</b> (until 6 December 2024) <b>Caroline Green</b> (from 6 December 2024)
<b>Trustees</b>	<b>Andrew Tivey</b> (until 7 April 2025) <b>Kathryn Adkins</b> (until 6 December 2024) <b>Sudeep Chatterjee</b> <b>Claire Collins</b> <b>Helen Evans</b> <b>Angela Gascoigne</b> <b>Debbie Gillatt</b> <b>Caroline Green</b> <b>Amanda Hamilton-Stanley</b> <b>Clarisse Mallem</b> <b>Rachel Onikosi</b> (until 6 December 2024) <b>Marion Richards</b> (from 6 December 2024) <b>Sue Steen</b> <b>Yvonne Thomas</b> (from 7 April 2025)

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

## Senior Leadership Team

<b>Katie Kempen</b>	Chief Executive Officer
<b>Rachel Weeks</b>	Interim Director of Finance (from 4 July 2025)
<b>Sahreen Safdar</b>	Director of Finance (from 9 January 2025 to 4 July 2025)
<b>David Fowler</b>	Director of Finance (until 9 January 2025)
<b>Martyn Herward</b>	Director of Business Services and Deputy Chief Executive
<b>Simon Ketteridge</b>	Director of Business Development, Insight and External Affairs (until 2 May 2025)
<b>Kultar Nayyar</b>	Director of Operations, Data and Insight
<b>Johanna Parks</b>	Director of Operations, Service Design and Innovation

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



# Join us in supporting victims and creating change

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

Find out more: [victimsupport.org.uk](https://victimsupport.org.uk)





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

For information and support, contact us by:

- calling: Supportline **08 08 16 89 111**
- using our 24/7 live chat service:  
**victimsupport.org.uk/live-chat**
- using BSL: **victimsupport.org.uk/bsl**
- Online: **victimsupport.org.uk**

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

**victimsupport.org.uk**

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

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