

People + Purpose

2023-24 Annual Report





Manaaki Tāngata | Victim Support is here 24/7 for people directly affected by crime, suicide and traumatic events, including their whānau and witnesses. We support people to feel informed, empowered, safe and able to cope with the impact.

+ Our key functions

Emotional support

We're someone independent who you can talk to. We listen without judgement and support you to identify ways to cope.

Practical assistance

We'll work with you to develop a support plan, access financial assistance if you're eligible, link you with community resources, and advocate on your behalf.

Information

We'll help you understand your rights, what happens next, how to access resources, and support you to make informed choices.

Criminal justice / coronial process support

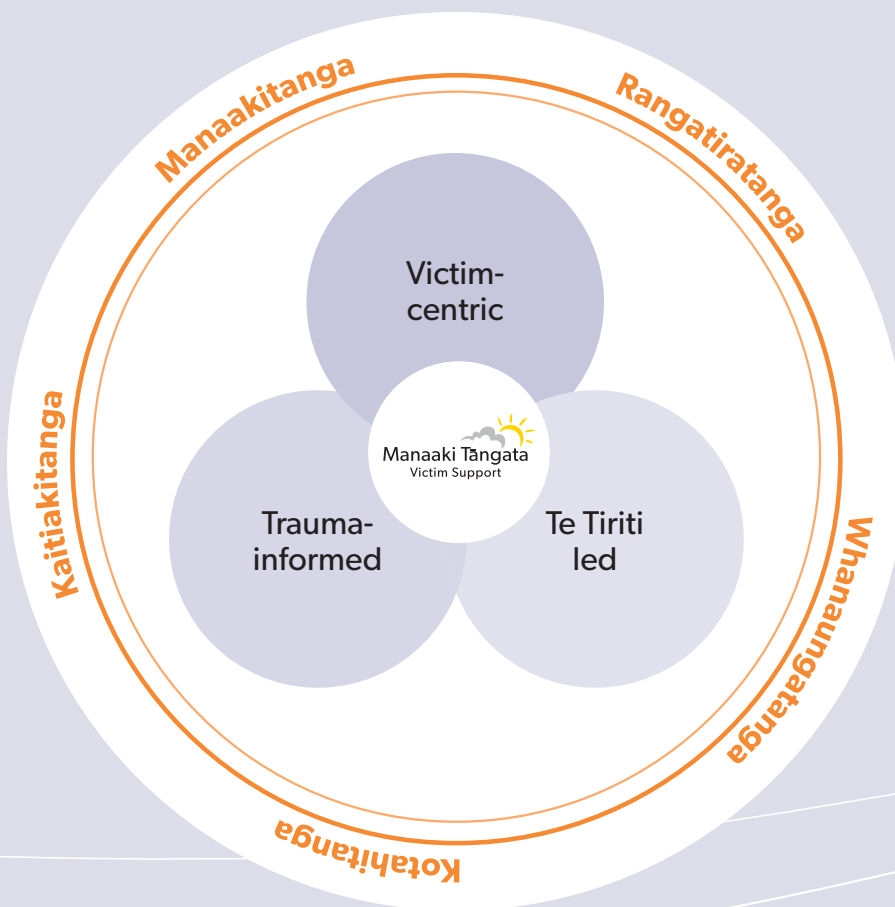
We'll help you understand the justice system, including Victim Impact Statements and Victim Notification Register applications.

Referrals

You may find our help is enough. However, we'll help you connect with other support services and counselling, when appropriate.

We are **Victim-centric, Trauma-informed, Te Tiriti led**

These three core principles complement the Victims Code, which help us live our organisational values and form the basis for our practice.



+ Our values

Manaakitanga

Respect, generosity, and care for others to strengthen the mana of victims.

Whanaungatanga

Our relationships and our connections to each other as a whānau, woven together by our shared experiences.

Rangitiratanga

Self-determination of individuals of victims and whānau, empowering them and respecting their right to choose their own path.

Kotahitanga

Unity, togetherness, and collective action, committing to Victim Support's mission, vision, and purpose.

Kaitiakitanga

Guardianship and responsibility to uphold the safety, wellbeing, and rights of those we support.



People and Purpose: two crucial things we have focused on relentlessly this year.

For nearly 40 years, Manaaki Tāngata | Victim Support has supported 100,000's of victims of crime, suicide and traumatic events. During that time, we have grown greatly in size and impact. And more recently, we have also got clearer on what matters most on that journey of growth – putting the wellbeing of our **People** first and having a clear **Purpose**.

The work our staff and volunteer teams have completed this year to sharpen our core purpose, and pilot the biggest change to our practice in several years has been incredible to experience. I continue to be moved and energised every time I visit our Support Workers and volunteers. This amazing collection of people were so clear on what needed to change and are helping drive it forward with such momentum.

And that momentum stretches well beyond our current transformation. We know that what we provide for victims makes a huge difference, and we are already looking at how we can more ambitiously ensure that all victims of crime can access the incredible support we offer. This purpose is clear, and I hope you feel inspired by the stories our people are sharing here. We have a lot more to come.

James McCulloch
CHIEF EXECUTIVE
Manaaki Tāngata



I want to acknowledge the governance review undertaken by Tregaskis Brown Ltd, with valuable input from local and regional committees, our Chief Executive James, and other key stakeholders. Following this review, the November 2023 AGM unanimously supported the adoption of Option 3B, which introduces four regional representatives, two Māori representatives, and two independent or co-opted members. This refreshed model ensures we uphold best practice governance standards, meet essential skills and competencies, and strengthen our sustainability for the future.

In the past year, James and his Senior Leadership Team, alongside our dedicated people and volunteers, have continued to deliver excellent service to an ever-increasing number of victims. A new operating model has been introduced with a strong focus on what can be improved in the future.

Our local group committees continue to decline and for those who have started the process to wind up, I thank you for your commitment to staff, volunteers and victims in your communities for 30 years or more. To all remaining committees, I thank you for your ongoing support in your communities.

Rob Marshall
NATIONAL CHAIRPERSON
Manaaki Tāngata

+ Highlights

2023

July

We began a new **3-year contract with the Ministry of Justice**, including a funding boost to grow our team and improve support for victims through the Victim Assistance Scheme.

August

Our annual Suicide Bereavement Service evaluation showed that **87% of participants found our service helpful and were satisfied with its quality**, reflecting continued improvement.

September

We introduced our **new core purpose** as a foundational document for the organisation. It's a clear guide to our work and its vital role in supporting victims.

October

We launched **Mātāpuna**, a new and improved intranet designed to improve internal communications and provide key updates and resources for our people.

November

Our **new website** was launched to enhance victim support accessibility, featuring a more user-friendly and victim-centric design.

December

We **signed a contract with One NZ** to provide our team with advanced technology, so they stay connected reliably with clients.

2024

January

We started on our **comprehensive project plan** to guide our people with clear direction and purpose, prioritise wellbeing, and optimise our capacity, setting the tone for the year ahead.

February

We presented an **oral submission to Parliament's Justice Committee** on the Family Violence (Strengthening Legal Protections) Legislation Bill, which aims to combat litigation abuse.

March

Te Kete Aronui, our new Learning Management System went live, offering user-friendly modules to support professional development and a unified approach to our work.

April

We re-signed our **Memorandum of Understanding with NZ Police**, reinforcing the trusted partnership that enables us to reach more victims in need.

May

Our national volunteer recruitment campaign, "**Do Good in the Dark Times**," successfully increased the programme's visibility and brought in new volunteers.

June

The Government announced a **major funding increase** for the Victim Assistance Scheme, from \$10 million to \$12 million, directly supporting victims in their recovery from crime.





From Cape Reinga to
Stewart Island, we're here
when you need us most.

50,210

Victims supported from
July 2023 to June 2024

24/7

365 days a year

In 2023/24 we supported*

%



* Figures for individual categories add up to more than the total number of victims supported due to some incidents being in more than one category.

** We are not a specialist family violence or sexual violence service, although we may provide interim support before referring victims to specialist agencies.

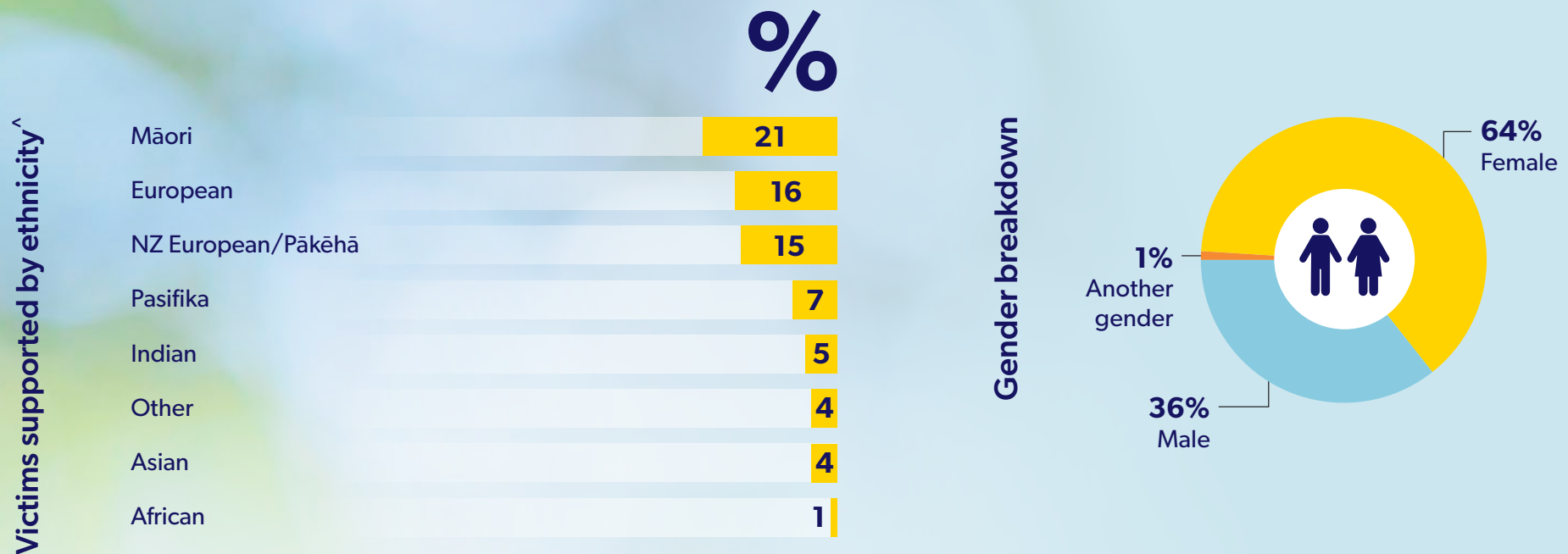
52,691⁺

calls to the
National Contact Service



+ Clients

Our dedicated team provide vital support to victims, helping them to feel heard, less stressed, more informed, empowered and engaged with the justice system.



[^] Figures from July 2023 to June 2024. NB. Ethnicity of 26% of victims was not specified.

32%
of adults
experience crime^{^^}

only **28%**
of crimes are reported
in New Zealand^{^^}

~1,000
victims are supported
weekly by Victim Support

^{^^} Ministry of Justice (2024). *New Zealand Crime and Victims Survey: Key results, June 2024, Results drawn from Cycle 6 (2023) New Zealand Crime and Victims Survey.*
<https://www.justice.govt.nz/assets/Documents/Publications/NZCVS-2023-Key-Results-Cycle-6.pdf>

+ Client

Caolan's story: How gentle guidance made a lasting difference

It was a quiet Saturday morning when Caolan's world was shattered. His friend Declan had been killed by a drunk driver. Caolan remembers the shock and disbelief vividly: "I was woken up at half six by my wife. Sam, Declan's partner, had called... Declan hadn't come home. It was chaos, just trying to make sense of it all."

Declan's parents lived in Ireland. He was an only child. "We needed to be sure it was him before telling his parents," Caolan says, recalling the dreadful moment he identified Declan's body. But amid the confusion and grief, one Police officer's words stood out. "He suggested we talk to Victim Support. I remember thinking, 'Oh, we don't need that.' But then I thought, maybe Sam does."



Karen called that same day – on a Saturday. She didn't pressure us, just let us know she was there when we were ready.

– Caolan



Caolan, pictured far right with his wife, meets with James McCulloch Victim Support CE, and Support Worker Karen.

Victim Support reached out almost immediately. "Karen called that same day – on a Saturday. She didn't pressure us, just let us know she was there when we were ready," Caolan recalls. It was a small gesture, but it brought comfort. "It was so reassuring. Everything felt like it was our choice. She was brilliant. We never felt forced, everything was on our terms."

Karen's support went far beyond that first call. She helped Sam with her Victim Impact Statement, arranged counselling, and sent resources for Declan's family in Ireland. "Declan's Mum found the materials so helpful, especially when there was nothing else like it," Caolan says. "It was so good for her to understand how she was feeling and know that it's OK to feel these waves of emotion."

Victim Support remained a consistent presence, especially during the gruelling court process. Karen arranged for Declan's cousin to attend the sentencing, ensuring that Declan's family was represented. "Without the financial assistance, it wouldn't have been possible," Caolan explains. "It meant everything to Declan's mum, knowing we were all there."

Caolan reflects Victim Support's impact with real gratitude. "You don't realise at first how much you need that help," he says. "There were days we just couldn't face it, but Karen was there, a friendly ear, helping us make sense of things." For Caolan, Victim Support was more than just a service – it was a lifeline. "I can't speak highly enough of them. The entire team does fantastic work and it's a really valuable service where I think anyone will find true value in taking part – even if it's only for a small part of their journey."

“

You don't realise at first how much you need that help. There were days we just couldn't face it, but Karen was there, a friendly ear, helping us make sense of things.

– Caolan

Consumer Evaluation Survey results

Each year, we survey our clients to understand the true impact of our mahi. Their feedback shows us the meaningful difference our support makes and enables continual improvement of our service.

“

My Support Worker stood right by me the whole time. She let me unload to her. She was there when I needed her. If I left a message for her, she would ring right back. I had a lot going on in my life and having the support of the Victim Support Worker was a life saver for me.

– Client supported after incident involving serious injury/death

93%

of victims experienced at least one of these positive outcomes:

- feeling listened to
- supported
- more informed
- better able to make decisions
- better able to cope
- less stressed

91%

found Victim Support ‘helpful’ or ‘very helpful’

42%

would likely have dropped out of the criminal justice process without our support

+ Operating Model Launch

From our humble beginnings in Gisborne in 1987 to becoming a nationwide organisation supporting 50,000 clients annually, we recognise the need to continually refine our practice for maximum impact. An independent review, along with consumer evaluation data and feedback from staff and volunteers, highlighted the need for enhanced clarity in our organisational purpose and consistency in our practice.



In November 2023, we launched a pilot programme to test a new operating model aimed at improving clarity and consistency for our frontline Support Workers and volunteers. Our Wellington, Tasman and West Coast teams served as “trailblazers,” testing refinements. These included our inaugural practice framework describing the theoretical foundation of our work, and an online guide featuring a six-stage practice process centred on meeting clients’ needs.

The trailblazers played a crucial role in refining our operating model, and their feedback was overwhelmingly positive. Many found the new approach gave them focus, set clear expectations with clients, improved their wellbeing, and reignited their passion for this vital mahi.

A key insight from the pilot was the significant impact of our refreshed organisational core purpose. We understand that a victim’s journey can last a lifetime, yet it is not sustainable for us to walk alongside clients indefinitely. Many clients have complex needs that go beyond the crime, suicide, or traumatic event. While we aim to empower individuals to cope with their experiences, we recognise that we cannot be everything to everyone. The core purpose helps us get clear on our “magic powers” as an organisation, enabling us to focus our efforts where we have the most impact.

We have now rolled out the practice framework organisation-wide and are excited to soon introduce the practice guide and our refreshed Salesforce client management system to further enhance our effectiveness.

+ Support Worker

Michelle's story: Streamlined support offers better care for victims

A passion for psychology and helping people in need led Michelle to join Victim Support. As a Support Worker in Marlborough for the last three years, she recently participated in our new operating model pilot - a transformative experience that's helped her provide more focused, effective support.

"I went into the training a little bit apprehensive," she recalls, "but during, I had this huge moment of clarity: I get this, I understand it, and it's going to make my role so much easier and better."

For Michelle, the model's shift toward a more victim-centric approach resonates deeply. "It's about assessing and assisting based on the victim's needs, not what we think they need. That's empowering for them and freeing for us."

This new framework has also had a positive impact on her day-to-day work. "It frees up so much more time, so I can dedicate that time to victims that need that support," Michelle says. "It's needs-based and victim-centric, which is exactly what our organisation should be."

For Michelle, these changes aren't just about efficiency. They're about truly meeting people where they are, respecting their autonomy, and focusing on what Victim Support does best: empowering victims.

“

It's needs-based and victim-centric, which is exactly what our organisation should be.



+ Projects



Advocacy

Evidence-based advocacy is essential to our work. It enables us to amplify the voices of victims and demonstrate to the Government and society why victims matter and how we create meaningful change. Our submissions this year included:

- Corrections (Victim Protection) Amendment Bill
- Courts (Remote Participation) Amendment Bill
- Family Violence (Strengthening Legal Protections) Legislation Bill
- Sexual Violence (Strengthening Legal Protections) Legislation Bill
- Te Aka Matua o te Ture Law Commission Issues Paper 51: Public safety and serious offenders: a review of preventive detention and post-sentence orders



One NZ

Victim Support's new partnership with One NZ began in April 2023. One NZ has assisted Victim Support with new handsets for all staff and volunteers, and we completed a guided setup and network transfer of new devices. Our partnership with One NZ sees all devices on a Mobile Device Management platform, with added security. We continue to work with One NZ on wider partnership opportunities as these arise and value our relationship, appreciating their ability to get Victim Support connected.



Volunteer recruitment

A national awareness and recruitment campaign was launched in April 2024 to attract new volunteers, and raise the profile of Victim Support. The multi-channel campaign sparked a 725% increase in users visiting the volunteer webpage, 360 enquiries and 88 applications; several of whom have now trained to be volunteers. The "Do good in the dark times" campaign not only had a conversion rate of 25%, well above industry average, it also increased awareness of Victim Support by reaching over 220,000 people across Aotearoa.



Innovation

In early 2024, we began the process of building a new Case Management System (CMS) to revolutionise the way we serve our clients. The system will enhance referral capture and triage, allow for efficient needs assessment and support planning, and guide users through the criteria of Victim Assistance Scheme applications. These innovations will help us scale, focus on delivering quality outcomes for our clients, and reduce labour-intensive tasks, helping us get our own people home on-time and in good shape too.

+ Volunteer

Franks' story: Determination to make a difference

In the heart of Auckland, Frank worked as a Territory Manager, connecting with local dairy and liquor store owners. During these visits, he heard numerous firsthand accounts of customers impacted by a troubling rise in ram raids. Determined to make a difference, Frank found Victim Support.

Over Frank's two years as a volunteer, he has encountered many cases that have stuck with him. One such experience occurred during a high-profile mass shooting in the Auckland CBD in July 2023. Assigned to support a construction worker who was grievously injured, Frank's fluency in his first language became a lifeline. "I was able to bridge the gap and provide the client with the information, practical assistance, and emotional support he needed," he reflects.

Frank also recalls supporting a mother after her child died by suicide. "I first met this heartbroken mother two days after the incident," he shares. Knowing the challenges posed by cultural and language barriers, Frank translated for police and the coroner, helping her understand the process. "It was the saddest case I ever got," he admits, "but it's really good to see the mum get better and better now."

At Victim Support, our people come from all walks of life, just like those we support. Our team thrives on the unique strengths each Support Worker and volunteer brings. "It's a really helpful and lovely team," Frank says. "We care for each other like whānau."



I was able to bridge the gap and provide the client with the information, practical assistance, and emotional support he needed.

+ Te Whiringa

Victim Support is committed to embedding the spirit of Te Tiriti o Waitangi at all levels of our organisation to improve outcomes for Māori, who are overrepresented among our clients. We also acknowledge the diversity of ethnicities in Aotearoa and the right of all communities to participate equitably in society. We believe that culturally responsive and mana-enhancing support for Māori is key to improving wellbeing for all New Zealanders.

To achieve this, we are implementing our Te Tiriti framework, Te Whiringa, gifted to us by our late kaumatua, Rawiri Wharemate.

This year, actions under Te Whiringa included:

- All staff engaged in external learning about Te Tiriti and its relevance to our mahi through the organisation, Groundwork
- A free online six-week te reo and tikanga class led by our Canterbury and Southern District Manager, Huata Arahanga
- A special Waitangi Day week of learning about te ao Māori
- The launch of Te Māhūri, a network for kaimahi Māori, providing input from a te ao Māori perspective into service delivery and communications.

A key achievement has been incorporating “Te Tiriti led” as one of our core principles in the new practice framework, alongside being victim-centric and trauma-informed. This milestone reinforces our commitment to Te Tiriti at both organisational and service delivery levels. It has been inspiring to see our staff and volunteers from all walks of life embrace being Te Tiriti led and reflect on how it shapes their practice.



+ Our LGC/RGCs

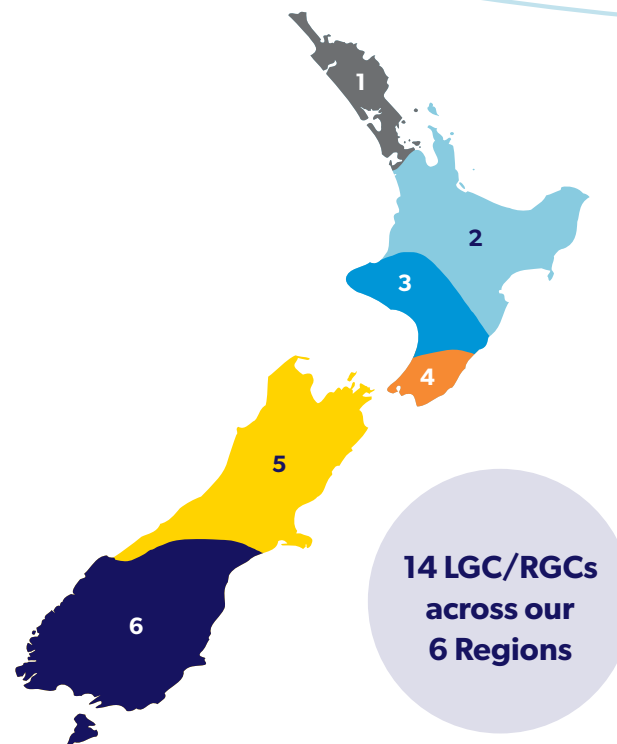
Across communities

Our Local Group Committees (LGCs) and Regional Group Committees (RGCs) continue to make an important contribution to their communities by promoting the excellent work carried out by our staff and volunteers.

Their available funds support their local districts by contributing to support work, team development and recognition. Currently there are 14 groups throughout the country, some are in the process of winding down and some have begun discussions about amalgamating in their region.



We acknowledge the passing of Panapa (Pat) Davis QSM. He was a member of the Mid North LGC for over 30 years, Vice Chair for 20 years, and a Māori representative on the National Board for six years. This was a huge commitment by Pat and he will be sorely missed.



Future Board Members

LGCs and RGCs made a positive contribution to the draft board member position description, and this will ensure that people with the right skills and competencies are elected and appointed to the national board. A Board Appointments Panel/Sub Committee will be formed comprising the Board Chair, a Board Independent/Co-opted member with relevant recruitment experience, an independent member/professional representative, a regional representative and a Māori representative. The panel will consider applicants and recommend regional representatives at the AGM. Hui a Iwi will continue to appoint Māori representatives at the AGM.

+ People and wellbeing



At Manaaki Tāngata | Victim Support, we're dedicated to building a strong culture where everyone feels valued, supported, and well-informed. Our focus on effective communication and prioritising all our people's wellbeing first has shaped much of our work over the past year.

Health, safety and wellbeing initiatives

The 2023-2024 year has been significant for Health, Safety, and Wellbeing (HSW). Our HSW committee was reinvigorated and has become a key group for all things HSW. We introduced new HSW-specific learning such as Vicarious Trauma Workshops in partnership with GROW, providing essential support and skills for our people. Additionally, the Get Home Safe App was launched for frontline teams, enhancing their safety in the field and ensuring they make it home safely.

Strengthening our internal communications

We've placed a strong focus on our internal communications to ensure our people have the right information when they need it. For the first time, we now have new channels to cater to different updates. This includes the introduction of He Kākano, our essential 'need-to-know' updates, alongside Kawerongo, our fortnightly wrap-up of feel good stories. We also launched Mātāpuna, our new intranet, which serves as a central hub for key updates and resources, to connect our people across the motu.

Focusing on building our peoples' capability

Another big step forward was introducing Te Kete Aronui our new Learning Management System that provides flexibility, allowing our people to complete online modules at their own pace. This makes it easy for everyone to access the same training ensuring consistency across our organisation.

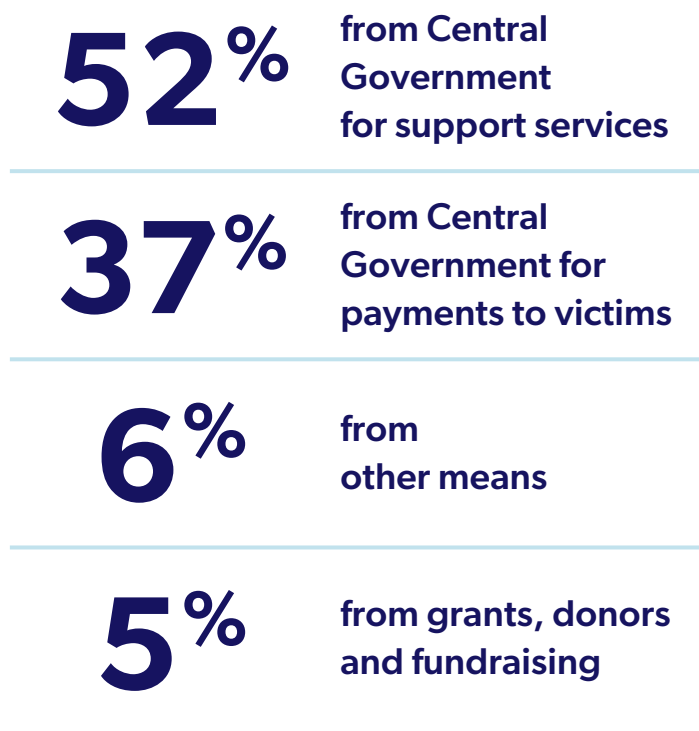
Ensuring our people have a voice

We also introduced our Employee Engagement Survey so we hear from our people on how they find their work environment. It was great that we had 81% of staff taking part. Our engagement score was 69%, with over 70% of people citing the people, the work we do, and the positive culture as highlights. These results give us a clear idea of what we're doing right and where we can keep improving.

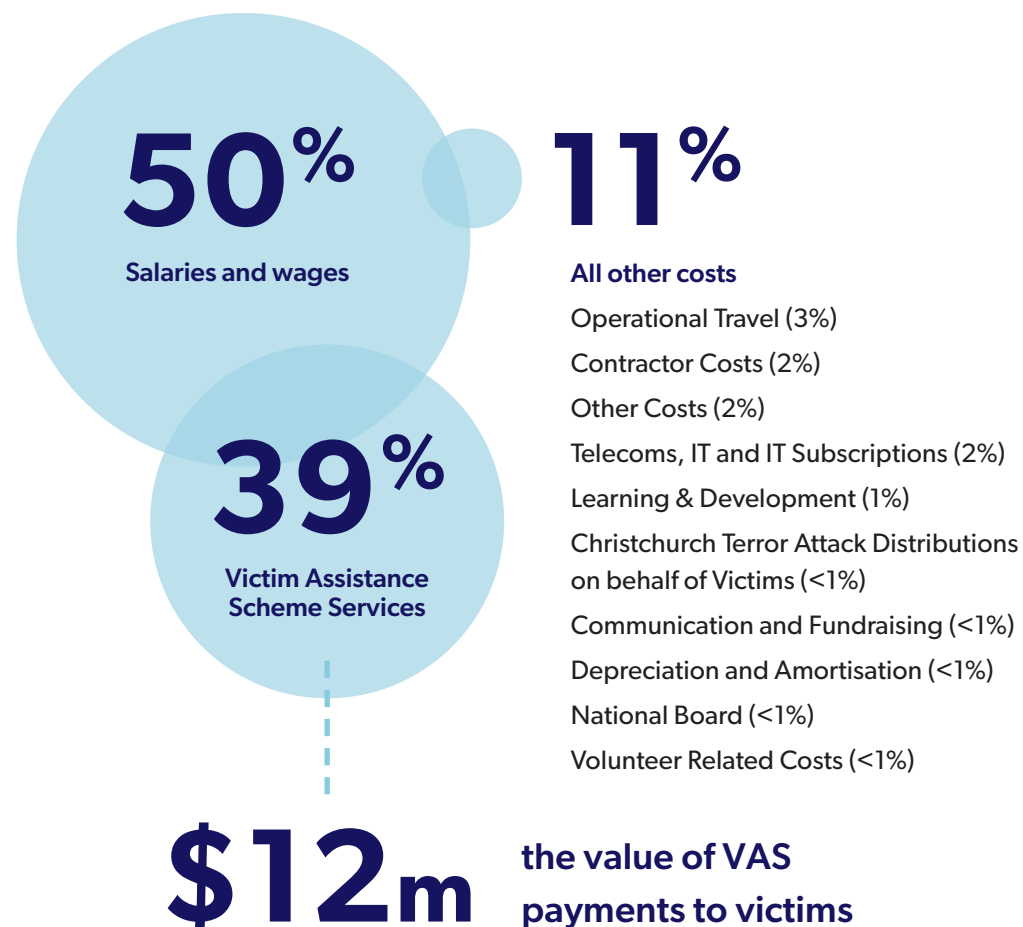


I have endless chances to learn and grow, and projects that have really boosted my skills and confidence. But even more, there is lots of change happening here, to make things better for everyone and I'm grateful to be a part of that.

+ Where our funds come from



+ How we use our funds



+ Grants

**Thank you to everyone that made these grants possible.
Your generosity means our team can be there to support
victims across Aotearoa, 24/7, 365 days of the year.**

Acorn Foundation
Advance Ashburton
Air Rescue Services
Aotearoa Gaming Trust
Ashburton District Council
Auckland Council
BlueSky Community Trust
Blue Waters Community Trust
Buller District Council
Buller REAP
Catalytic Foundation
Christchurch Casinos Charitable Trust
Christchurch City Council
Community Trust South
Dragon Community Trust
Dunedin City Council
Eastern & Central Community Trust
First Light Community Foundation
Four Winds Foundation
Grassroots Trust Central Limited
Hastings District Council

Hutt Mana Charitable Trust
ILT Foundation
Invercargill City Council
Kiwi Gaming Foundation
Lois McFarlane Charitable Trust
Mackenzie Charitable Foundation
Maurice Carter Charitable Trust
Milestone Foundation
Napier City Council
Nelson City Council
New Plymouth District Council
NH Taylor Charitable Trust
North & South Trust
One Foundation
Otago Community Trust
Oxford Sports Trust
Pub Charity
Rata Foundation
Rano Community Trust
Redwood Trust
Rotorua Lakes Trust

Rotorua Trust
Roy Owen Dixey Charitable Trust
Tauranga Energy Charitable Trust
The Community Trust of Mid and South Canterbury
The Lion Foundation
The Trusts Community Foundation
The Trusts West Support Fund
The United Lodge of Wanganui
Trillian Trust
Trust House Foundation
Trust Tairāwhiti
Trust Waikato
TR Moore Charitable Trust
WEL Energy Trust
Wellington City Council
West Coast Community Trust
West Coast REAP
Whakatane District Council
Whanganui Community Foundation



Our heartfelt thanks go out to our valued partners, where our collaboration is essential to making sure victims in Aotearoa are empowered, safe and able to cope. Together, we're working so every victim gets the support they deserve.



Te Whatu Ora
Health New Zealand



+ Thanks

Victim Support recognises the importance of working with our partners and sincerely values the relationships that we hold that enable us to support victims of crime, suicide and traumatic events. In particular, our close relationship with New Zealand Police and the re-signing of our Memorandum of Understanding is significant. Most of Victim Support's referrals come from Police. We are hosted by Police in stations around the country and we are committed to continually building on this relationship to ensure victims receive the support they need.

**Nāu te rourou, nāku te
rourou, ka ora ai te iwi.**

With your food basket and my food basket, the people will thrive.



Statement of Service Performance

FOR THE YEAR ENDED 30 JUNE 2024

Our core purpose – why we exist

Manaaki Tāngata | Victim Support is here 24/7 for people directly affected by crime, suicide and traumatic events, including their whānau and witnesses. We support people to feel informed, empowered, safe and able to cope with the impact.

Why we do this

We know crime, suicide and traumatic events can turn a person's world upside down. We want everyone in Aotearoa to know they're not alone and that there are people and resources in the community to help them when they need it most.

How we do this

We offer immediate and short-term emotional support, practical assistance, information, criminal justice system and coronial process support, and referrals to other agencies and counselling. For some clients, just one phone call with a Support Worker or Victim Support volunteer or information on coping resources is all they need. Having an independent person who can listen without judgement, normalise, and validate how they're feeling can make the world of difference. Others receive benefit from the financial support we offer through the Ministry of Justice's Victim Assistance Scheme. Some clients need support through the criminal justice system and/or coronial process, which can be difficult to understand and navigate. If we are not the right agency, we direct our clients to other resources and community or iwi agencies that can help.

While most referrals come from police, clients can also self-refer or be referred by other agencies. Typically, police refer clients to our 24/7 National Contact Service, which connects them with a local Support Worker. We provide support in-person, remotely, or a combination of both through trained staff and volunteers. We work with our clients to identify their needs, create a support plan, and empower them to make their own choices.

Our services provide effective and timely support

Crime, suicide and traumatic events can happen to anyone, anywhere, at any time. We know that timely and early support is an important step in helping people cope. That's why we're available 24/7 with our Support Workers and highly trained volunteers all over the country, and our National Contact Service that can be reached any time of the day or night, 365 days per year.

Our services are targeted to clients' needs

All situations are different, so our support is tailored to our clients' needs. Our support is responsive to Te Tiriti o Waitangi, cultural needs and diversity, and is sensitive to any trauma our clients are experiencing.

Victim Assistance Scheme

The Victim Assistance Scheme (VAS) provides financial support to help victims of serious crime in Aotearoa New Zealand. VAS can contribute to costs related to the crime, the justice process, and recovery. Manaaki Tāngata | Victim Support administers the VAS on behalf of the Ministry of Justice.

National Contact Service

Our National Contact Service (NCS) ensures Victim Support is available 24/7, 365 days a year. NCS handles direct calls from victims and referrals, assessing each client's situation to connect them with a Support Worker or, if needed, a specialist agency to ensure they receive the most suitable support.

The NCS also manages the Victims of Crime Information Line on behalf of the Ministry of Justice and is based in our National Office in the Police National Headquarters in Wellington.

Enhancing our practice through our new operating model

This year we are proud to have launched our new operating model aimed at enhancing clarity and consistency in our practice with clients. We took learnings from our annual consumer evaluation surveys, staff surveys, and an independent review of our practice to identify where we could improve. This highlighted the need to get clear on our organisational core purpose (see page 2), develop a clear practice process, strengthen supervision and reflective practice, and develop a streamlined client management system.

In November 2023, we launched a pilot programme to test the new operating model. This included our inaugural practice framework describing the theoretical foundation of our work, and an online guide featuring a six-stage practice process centred on meeting clients' needs.

A key insight from the pilot was the impact of our refreshed core purpose. We recognise that while a victim's journey may last a lifetime, it's unsustainable for us to provide indefinite support. Many clients face complex needs beyond the original incident, but our focus is on empowering them to cope, not being everything to everyone. Our core purpose clarifies where, how and with whom we can make the greatest impact by operationally defining key terms.

We completed rolling-out the first stage of the operating model – the practice framework – and have made great strides with the next stage – the practice guide and our refreshed Case Management System (CMS).

Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Number of people directly affected by crime, suicide and traumatic events who received our support	- Timely and early support is important in helping people cope. - We want those impacted to know there are people and resources in the community to help.	48,677 clients	50,210 clients	
Crime and traumatic events victims supported	- It's important that crime victims feel informed, empowered, safe and able to cope with the impact. - Support can help victims feel safe to report crime and engage with the justice system and prevent repeat victimisation.	45,324 unique victims supported	46,745 unique victims supported	
Clients supported following bereavement by suicide	Suicide postvention can help reduce distress, support recovery, and prevent contagion/clusters or imitative suicidal behaviour.	3,418 people supported following 656 suspected suicide referrals	3,533 people supported following 684 suspected suicide referrals	
Victims receiving Victim Assistance Scheme (VAS) funding	- VAS contributes to costs related to the crime, the justice process, and recovery. - VAS aims to alleviate some of the financial burden of being a victim, enable victims to access services that support their recovery and improved wellbeing, and to increase participation in justice proceedings.	4,675	7,170	2,500 – 3,500
Calls received by the National Contact Service	Because crime, suicide, and traumatic events can happen anytime, our 24/7 National Contact Service ensures timely, early support to help people cope.	59,340	52,691	

Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Calls received via the Victims of Crime Information Line	Victim Support is contracted by the Ministry of Justice to manage this 24/7 0800 number, playing a key role in the criminal justice system. We connect callers seeking information about their court case with the appropriate Court Victims Advisor.	15,299	15,129	
Calls to Victims of Crime Information Line answered within 38 seconds	Timely and early support is important in helping people cope.	73%	77%	80% calls answered within timeframe
Support actions and contact attempts undertaken within 24 hours of receiving the referral	Timely and early support is important in helping people cope.	75%-77% per quarter	75%-77% per quarter	80-90 %
Clients who found our service 'helpful' or 'very helpful'	- Every year we undertake an independent evaluation of a random sample of our clients so we can identify what works in our service and where we can improve. - We aim to make a positive difference in the lives of our clients, so they feel informed, empowered, safe, and able to cope with the impact.	95%	91%	90%
Clients who reported at least one of these positive outcomes: feeling listened to, supported, more informed, better able to make decisions, better able to cope and less stressed	- Every year we undertake an independent evaluation of a random sample of our clients so we can identify what works in our service and where we can improve. - We aim to make a positive difference in the lives of our clients, so they feel informed, empowered, safe, and able to cope with the impact.	94%	93%	90%
Victims who would likely have dropped out of the criminal justice system without our support	- Every year we undertake an independent evaluation of a random sample of our clients so we can identify what works in our service and where we can improve. - With the majority of crime going unreported and the stress of engaging in the justice system, having the right support makes a difference.	37%	42%	
Suicide bereavement clients who found our service 'helpful' or 'very helpful'	- Every year we undertake an independent evaluation of a random sample of our clients so we can identify what works in our service and where we can improve. - We aim to make a positive difference in the lives of our clients, so they feel informed, empowered, safe, and able to cope with the impact.	87%	85%	
Suicide bereavement clients who reported at least one of these positive outcomes: feeling listened to, supported, more informed about the help available, better able to cope with their grief, better connected to their support network	- Every year we undertake an independent evaluation of a random sample of our clients so we can identify what works in our service and where we can improve. - We aim to make a positive difference in the lives of our clients, so they feel informed, empowered, safe, and able to cope with the impact.	93%	89%	

Our people are critical to our success

We believe in empowering our people as much as those we serve, offering a work environment that prioritises our team's wellbeing.

We know that it is our people who are the heart of the mahi we do, and we strive to create a workspace that reflects our gratitude and commitment to their care.

We want to support our people to be the best that they can be in their roles and enable them to maintain a healthy work-life balance.



Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Employee engagement	- This provides information on how connected, committed, and dedicated our people are to our organisation and its goals. - With high levels of employee engagement, we will see lower employee turnover, less absenteeism, and greater productivity.	Not measured in this period	69% (81% response rate)	70% Employee Engagement Score
Building employee capability through learning	- Enhances employees' skills, knowledge, and confidence in doing their roles effectively. - Ensures our people have the right skills and knowledge to contribute to the organisation's direction and goals.	Approximately 60%	Approximately 80%	80% of employees have engaged in some form of learning over the past year aligned to their roles
Supporting our people's wellbeing	- Promoting wellbeing supports the prevention of stress and creates positive working environments where individuals and our organisation can thrive. - Good health and wellbeing can be a core enabler of employee engagement and organisational performance.	55%	87%	80% of employees have utilised their wellbeing provision
Keeping our people safe	- Getting our people home safe at night and in good shape. - A safe work environment can lead to better mental health, and less stress and anxiety for our people.	Not measured in this period	Approximately 60%	80% of visits completed have used Get Home Safe

We advocate for the rights and needs of victims of crime

Victim Support has a proud history of not only supporting individual victims and whānau, but also advocating for the needs and rights of those affected by crime, suicide and traumatic events in Aotearoa. We do this by making submissions on national legislation and policies and raising awareness among justice sector stakeholders and in society of why victims matter. We not only draw on nearly 40 years of experience supporting victims, but also on research – both our own and research from here and overseas. We are a

trusted voice, regularly invited to contribute to government consultations and media discussions on victims' issues.

This year, we completed the bulk of our qualitative research on victim blaming and planned our largest-ever public awareness campaign aimed at ending it. These initiatives focus on raising awareness among the public about what victim blaming is, its impact, and how to prevent it. Ultimately, this is designed to break down barriers for victims to seek help and report crime, contributing to a society where victims matter.

Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Use research and campaigns to raise awareness of the rights and needs of victims	- Research gives victims a voice and provides a strong evidence-base for our advocacy work. - Awareness campaigns highlight to society why victims matter.	Commenced victim blaming research.	- Completed interviews with 31 victims for our qualitative victim blaming research and analysed data. - Planned awareness campaign to launch the findings when completed.	
Contribute to government consultations and submissions on legislation and policy that affects people affected by crime, suicide and traumatic events	This enables us to advocate for a society and justice system that prioritises the needs and rights of victims.	- Made submissions on the following: - Accessibility for New Zealanders Bill - Family Court (Family Court Associates) Legislation - Criminal Activity Intervention Bill - Coroners Amendment Bill	- Our submissions this year included: - Corrections (Victim Protection) Amendment Bill - Courts (Remote Participation) Amendment Bill - Family Violence (Strengthening Legal Protections) Legislation Bill (including oral submission to Justice Committee) - Sexual Violence (Strengthening Legal Protections) Legislation Bill - Te Aka Matua o te Ture Law Commission Issues Paper 51: Public safety and serious offenders: a review of preventive detention and post-sentence orders.	
Contribute to discussions in the media on victims' issues	- This raises awareness of victims' needs and rights among the public. - Encourages victims to seek support even if they do not report the crime.	Not measured in this period.	Provided media commentary on a range of victims' issues including financial scams, aggravated robbery, the value of a victim-centric society, court delays.	
Educate those working with victims about victims' needs	Promotes victim-centric, trauma-informed practice among those working with victims.	Not measured in this period.	Ran workshop with Canterbury University journalism students on interviewing victims and victim-centric, trauma-informed media.	

We are committed to upholding Te Tiriti o Waitangi

Māori make up 34% of victims in Aotearoa and 21% of our clients. Victim Support is committed to upholding the principles of Te Tiriti o Waitangi across our organisation to better serve Māori. We continue to implement our Te Tiriti strategy, Te Whiringa, to ensure we live the spirit of Te Tiriti at all levels of our organisation.

Te Tiriti-led is one of our organisation's core principles

A key achievement this year was embedding Te Tiriti at the core of our organisation by making it one of the three guiding principles of our new practice framework, alongside being victim-centric and trauma-informed. This strengthens our staff and volunteers' understanding of colonisation, intergenerational, historical, and state trauma in the lives of Māori clients, while encouraging us to apply a te ao Māori lens to all aspects of our mahi, from support to decision-making.

Strengthening the voice of our kaimahi Māori

We have also established a rōpū for our kaimahi Māori to strengthen their whanaungatanga and provide input from a te ao Māori perspective into our service delivery and operating model.



Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Implement Te Whiringa (the Victim Support Te Tiriti o Waitangi Strategy)	Demonstrates our commitment to Te Tiriti o Waitangi and ensuring the service is responsive to Māori.	- Co-leads appointed for Te Whiringa project. - Board agrees Stages 1-3 of the Te Whiringa Action Plan. - As per stage 1, all 70 People Leaders undertook Te Tiriti training on "Why this matters" with Groundwork in May 2023. - Terms of Reference drafted for advisory groups to ensure delivery is tika and pono.	- Remaining staff and most volunteers (n=210) undertook Te Tirti training with Groundwork. - Basic te reo and tikanga online course completed by staff and volunteers. - Te Tiriti-led embedded as core organisational principle in practice framework. - Te Māhuri kamaihi Māori network established.	100% of employees have completed Te Tiriti training.

Our funding makes a difference

By remaining financially sustainable Victim Support may continue to provide services that create significant social impact.

Using robust procurement processes and systems that drive efficiencies we will improve the effectiveness of our funding spend. Being appropriately recognised by funders for our services allows us to provide quality and professional support. We are grateful for all funding received.

Measure	Why this is important	2022/23	2023/24	Target (if applicable)
Social value, measured by third party	- Social value is the social impact in dollar terms that a programme achieves for our clients over their lifetime. - This measure quantifies the positive outcomes that Victim Support creates, including: - Improved mental health - Increased employment - Reduced addiction - Reduced family violence - Reduced victimisation - Reduced offending - Reduced hardship benefit.	N/A	\$169,463,061	
Social Return on Investment, measured by third party	- This measure quantifies the positive outcomes that Victim Support creates (improved mental health, reduced victimisation etc.) relative to the funding spent. - It reflects our impact on those we support and highlights the efficiencies of our spending.	N/A	\$1:\$5.60 Every \$1 invested in Victim Support results in \$5.60 returned to NZ.	
Mutually beneficial partnerships and/or external contracts	- Partnerships and procurement play a pivotal role in supporting victims. We must have: - the right amount of funding - support through partnerships - competitive product/service agreements when procuring. - This should enable us to buy more for less or receive more than 'just' the product/service being procured.	Contract with Tandem Travel to assist with VAS work concerning Masjidain inquiry.	- Contracts, Partnerships and Procurement Strategy 2024 developed. - One NZ partnership signed December 2023. - Uber for Business utilised June 2023. - Implementation partner tender and relationship with Seisma Group signed May 2024.	

**All situations are different,
so our support is tailored
to our clients' needs.
Our support is responsive
to Te Tiriti o Waitangi,
cultural needs and
diversity, and is sensitive
to any trauma our clients
are experiencing.**



Financial summary

Statement of Comprehensive Revenue and Expenses

FOR THE YEAR ENDED 30 JUNE 2024

	\$	\$
	2024	2023
<i>Revenue</i>		
Central Government Funding – Support Services	16,863,830	12,667,490
Central Government Funding – Victim Payments	12,034,633	4,599,771
Grants and Fundraising Income	1,562,145	1,203,116
Other Funding for Support Services	1,555,775	1,039,425
Other Income	290,318	157,010
<i>Total Revenue</i>	<i>32,306,700</i>	<i>19,666,812</i>
<i>Expenditure</i>		
Salaries and Wages	15,236,943	12,824,926
Contractor Costs	612,512	573,051
National Board	135,006	100,308
Volunteer Related Costs	141,996	85,088
Telecoms, IT and IT Subscriptions	605,308	477,025
Operational Travel	809,926	849,419
Communication and Fundraising	142,911	208,702
Learning & Development	253,029	164,706
Victim Assistance Scheme Services	12,034,633	5,163,248
Christchurch Terror Attack Distributions on behalf of Victims	24	16
Depreciation and Amortisation	98,872	89,199
Other Costs	699,907	959,941
<i>Total Expenditure</i>	<i>30,771,067</i>	<i>21,495,629</i>
Total comprehensive revenue and expense	1,535,633	(1,828,817)

Summary Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2024

	\$	\$
	2024	2023
<i>Equity at start of period</i>	<i>1,729,624</i>	<i>3,558,441</i>
Net Surplus/(Deficit) for the Period	1,535,633	(1,828,817)
Transfer from Information Management Systems Reserve	–	–
Transfer to /(from) Accumulated Funds	9,540	948
Transfer to/(from) Christchurch Terrorist Attacks Reserve	147	126
Transfer to/(from) D Smith Memorial Reserve	(9,687)	(1,074)
Transfer to/(from) Regional Allocation Reserve	–	–
Equity at end of period	3,265,257	1,729,624

Financial summary

Summary Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2024

	\$	\$
	2024	2023
Net cash flows from operating activities	1,337,666	(2,967,889)
Net cash flows from investing activities	(33,834)	2,109,935
Net cash flows from financing activities	–	–
Net increase/(decrease) in cash and cash equivalents	1,303,833	(857,954)
Cash and cash equivalents at 1 July	2,183,123	3,041,077
Cash and cash equivalents at 30 June	3,486,956	2,183,123

Summary Statement of Financial Position

AS AT 30 JUNE 2024

	\$	\$
	2024	2023
<i>Current Assets</i>	4,844,585	3,383,513
<i>Non-Current Assets</i>		
Fixed Assets	253,134	95,452
Intangible assets	83,269	15,971
Work in progress	–	17,150
Total Assets	5,180,989	3,512,086
<i>Current Liabilities</i>	1,901,365	1,744,471
<i>Non-Current Liabilities</i>	14,366	37,991
Total Liabilities	1,915,732	1,782,462
<i>Equity</i>		
Accumulated Funds	2,930,791	1,385,618
Receipts for Victims of Christchurch Terrorist Attacks yet to be distributed	3,327	3,180
D Smith Memorial Research Fund	93,110	102,797
Regional Reserves	91,762	91,762
Information Management Systems Reserve	146,267	146,267
	3,265,257	1,729,624
Total Equity & Liabilities	5,180,989	3,512,086

Financial summary

Note 1 Reporting Entity

These are the summarised financial statements of New Zealand Council Of Victim Support Groups Incorporated. New Zealand Council Of Victim Support Groups Incorporated is an Incorporated Society established under the Incorporated Societies Act 1908.

The Audited Financial Statements have been authorised to be issued by the Board on 15 November 2024.

Note 2 Summary Financial Statements

The Summary Financial Statements for the year ended 30 June 2024 have been extracted from the Full Financial Statements of New Zealand Council of Victim Support Groups Incorporated. The Summary Financial Statements comply with generally accepted accounting practice in New Zealand (NZ GAAP) as it relates to summary financial statements (FRS 43:Summary Financial Statements). The Summary Financial Statements cannot be expected to provide as complete of an understanding of the financial performance and financial position as the Full Financial Statements.

A set of the Full Financial Statements can be obtained from the Chief Executive, New Zealand Council of Victim Support Groups Incorporated, PO Box 3017, Wellington 6140 or on the Charities Register. The full Financial Statements, have been audited by Grant Thornton who issued an unmodified opinion dated 15 November 2024. The Full Financial Statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable financial reporting standards issued by the New Zealand Accounting Standards Board for Not for Profit entities. New Zealand Council of Victim Support Groups Incorporated is a public benefit not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS on the basis that it does not have public accountability and it is not defined as large.

Note 3 Presentation Currency

The Summary Financial Statements are presented in New Zealand dollars, which is the functional and presentation currency. Figures are rounded to the nearest dollar.

Note 4 Contingent Liabilities and Contingent Assets

There are no contingent assets at the reporting date (2023: \$Nil). There is a contingent liability related to an employment dispute as at 30 June 2024. This matter is not quantified and remains unresolved. (2023: Contingent liability related to an employment dispute that was not quantified).

Note 5 Subsequent Events

There have been no significant events since balance date which may significantly affect the operations of New Zealand Council of Victim Support Groups Incorporated (2023: Nil).

Audit report



Report of the Independent Auditor on the summary financial statements

To the Board Members of New Zealand Council of Victim Support Groups Incorporated

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 30 June 2024, the summary statement of comprehensive revenue and expense, summary statement of changes in equity and summary statement of cash flows for the year then ended, and related notes, are derived from the audited financial statements of New Zealand Council of Victim Support Groups Incorporated for the year ended 30 June 2024.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with FRS-43: *Summary Financial Statements* issued by the New Zealand Accounting Standards Board.

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Summary financial statements

The summary financial statements do not contain all the disclosures required by Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS). Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 15 November 2024.

Audit report

Other Information than the Summary Financial Statements and Auditor's Report Thereon

The Board Members are responsible for the other information. The other information comprises the annual report (but does not include the summary financial statements and our auditor's report thereon), which is expected to be made available to us after the date of this auditor's report.

Our opinion on the summary financial statements does not cover the other information and we do not and will not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the summary financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the summary financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and will request that such matters are addressed.

Board Members Responsibility for the Summary Financial Statements

The Board Members are responsible for the preparation of a summary of the audited financial statements of New Zealand Council of Victim Support Groups Incorporated in accordance with FRS-43: *Summary Financial Statements*.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) (ISA (NZ)) 810 (Revised), *Engagements to Report on Summary Financial Statements*.

Other than in our capacity as auditor we have no relationship with, or interest in the Council.

Restricted Use

This report is made solely to the Board Members, as a body. Our audit work has been undertaken so that we might state to the Board Members, as a body, those matters which 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 Council and the Board Members, as a body, for our audit work, for this report or for the opinion we have formed.

Grant Thornton New Zealand Audit Limited



Brent Kennerley
Partner
Wellington
15 November 2024

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**United by purpose,
powered by our
people, we look to the
future, so no victim
has to cope alone.**



**This is only
the beginning.**