

Building *Momentum*

2024-25 Annual Report



Some years, an organisation takes a few steps forward. But occasionally, they take a big leap.

This was that year for Victim Support – powered by the energy from our incredible frontline kaimahi and our talented, purpose-focused leaders.

Guided by our new Core Purpose, we refreshed our practice model and delivered it through a case management system that transformed how we reach and support victims. Seeing our people celebrate a software rollout shows just how game-changing it is.

We also launched our biggest campaign yet, transitioned out of suicide bereavement work, and completed our move to a professional staff-based team. I want to acknowledge the amazing volunteers who helped us reach this proud moment.

Along the way, our last annual report won Communication Award (NFP sector) by the Australian Reporting Awards, and we showcased our expertise internationally at the Victim Support Europe conference.

Every step – and every leap – is driven by one thing: the needs of victims of crime in Aotearoa.

James McCulloch
CHIEF EXECUTIVE



The past year has been one of change and progress for Victim Support.

Our leadership, managers, staff, and volunteers continued delivering excellent service to an ever-growing number of victims, ensuring no one is left to face the aftermath of crime and traumatic events alone.

We also farewelled our service delivery volunteers. For 38 years, their compassion and commitment supported victims in times of need, and they will always be an important part of our history. We moved CMS to a more streamlined operating system, improving how we work.

On governance, a special meeting ratified our new Board position description, setting clear expectations. With guidance from our constitutional lawyer, Michael Quigg, the Transition Team drafted a new constitution under the Incorporated Societies Act 2022.

Finally, I acknowledge the dedication of our Motueka Golden Bay, Invercargill and Gore committees as they wind up, and thank our current committees for their ongoing support in communities nationwide.

Rob Marshall
NATIONAL CHAIRPERSON



*Victim Support
is here 24/7 for
anyone directly
affected by
crime, suicide
and traumatic
events, including
whānau and
witnesses.*

This year, Victim Support laid the groundwork for further transformation. Against a backdrop of rising demand, we have strengthened our organisation for sustainability and impact.

The momentum of 2024/25 means we will deliver even greater support for victims in the years ahead.

Looking forward, we see a future where support is always accessible, so victims of crime and traumatic events feel informed, empowered, safe, and able to cope.

How we support victims



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 feel informed, prepared and supported through the justice system, including assistance with court attendance costs, if eligible.

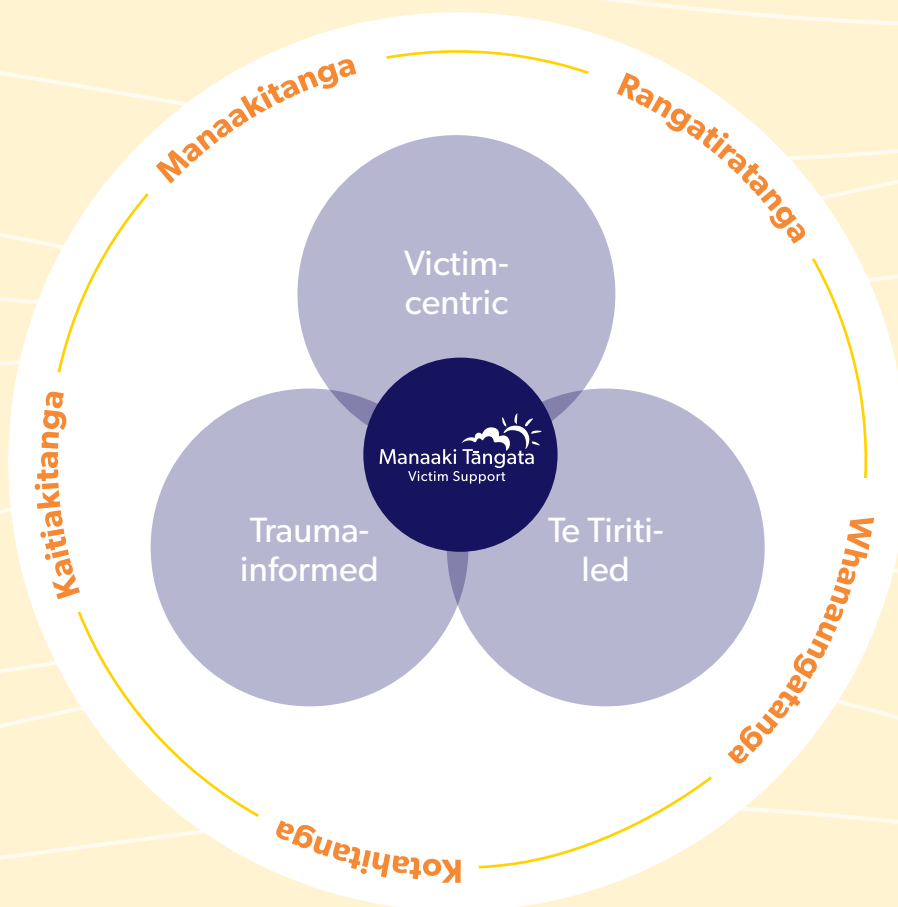


Referrals

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.

Rangatiratanga

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, well-being, and rights of those we support.

This year, we achieved significant milestones in advocacy, innovation, and service delivery.



Prime Minister visits Victim Support August 2024

We were honoured to host Prime Minister Christopher Luxon at our Lower Hutt office to discuss the vital work of Victim Support and the needs of victims. The Prime Minister met with two clients who bravely shared their first-hand experiences of being victims of crime, giving powerful insight into the challenges they faced and the importance of support. He also learned about our new campaign to end victim blaming, and the steps we are taking to create a fairer, safer future for victims.



Culture check: Victim- centric, wellbeing first November 2024

It's been another big year of putting wellbeing first. As part of our transformation, we commissioned an independent review with the Ministry of Justice to check how we are tracking. Independent reviewer Charlotte Stevens spent time with our frontline and support office teams, and the results far exceeded expectations. The review showed an encouraging and supportive culture that is also evident in our staff engagement and client surveys. We are proud of this progress and committed to raising the bar even higher.



Treaty Principles Bill Submission December 2024

We voiced our strong opposition to the Principles of the Treaty of Waitangi Bill in both a written submission and an oral submission. James McCulloch and Dr Petrina Hargrave told the Justice Subcommittee that replacing equity with equality would fail New Zealand's crime victims. Māori make up 18% of the population, 20% of victims we support, and just 5% of Māori adults experience 81% of all interpersonal violent crime. They argued that there's no equality in those numbers, so justice for all cannot be achieved by treating everyone the same.



Funding to reduce court delays May 2025

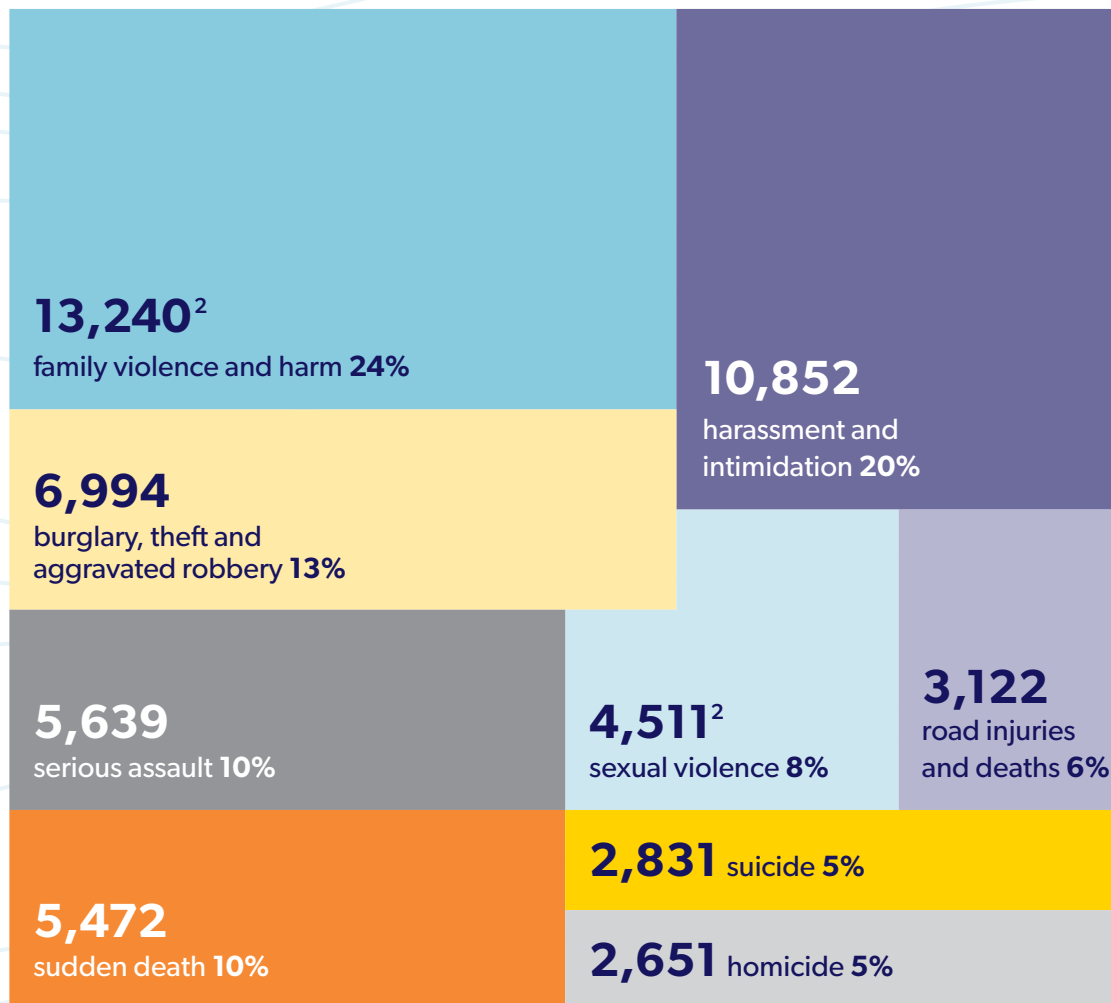
The Government committed \$246 million to tackle delays in courts, tribunals, and the legal aid system – an issue we highlighted in our Improving Jury Trial Timeliness submission. Delays aren't just administrative; they can take a psychological toll on victims, create safety risks, discourage crime reporting, and worsen the imbalance between victim and offender. The longer victims wait, the greater the risk they will withdraw from the justice process altogether.

The cost is high – 41% of victims told us they would likely have dropped out of the justice process without our support. This investment is an important step, but lasting change requires greater support for victims as they navigate the challenges of the justice system.



We're here for you.

Incidents from 1 July 2024 to 30 June 2025¹



¹ 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.

² We are not a specialist family violence or sexual violence service, but we do provide support in some cases, and refer to specialists agencies.

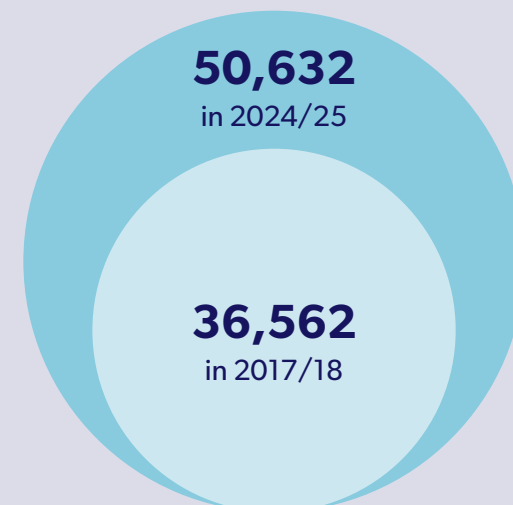
50,632

Victims supported from
July 2024 – June 2025

Demand for our
services has risen by

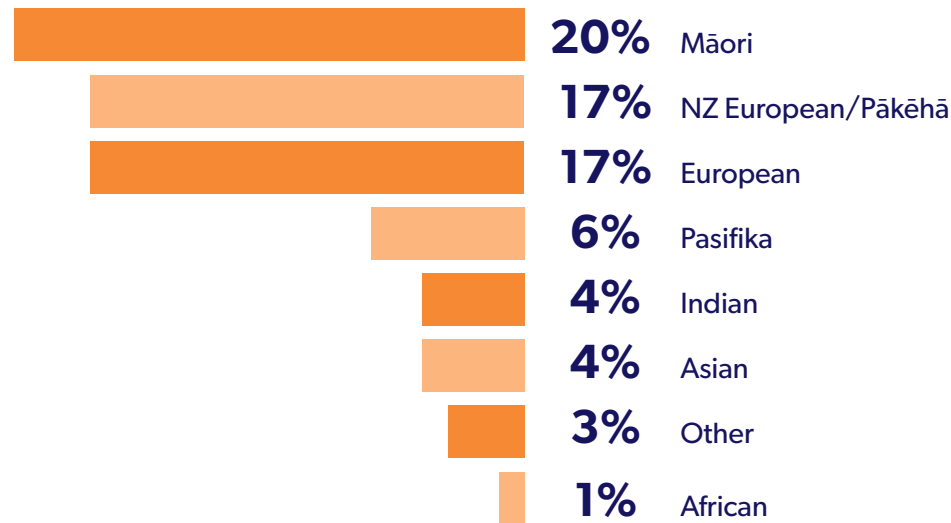
38%

over the past 7 years

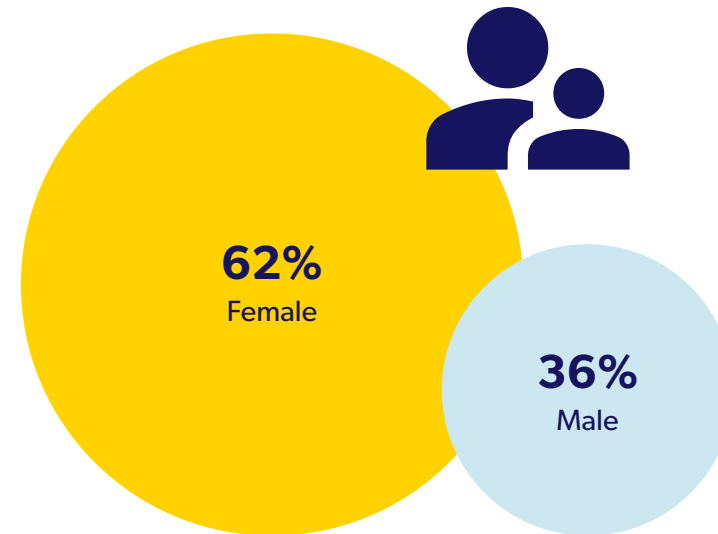


How our clients identify

By ethnicity³



By gender⁴



³ Figures from July 2024 to June 2025. NB. Ethnicity of 34% of victims was not specified.

⁴ 2% of the victims we supported identified as another gender or undisclosed.

44,602⁺

calls to the National Contact Service

approx **1,000**

victims are supported weekly by Victim Support

30% of all adults were victims of crime⁵

only **26%** of crime is reported in New Zealand⁵

⁵ Ministry of Justice (2025). *New Zealand Crime and Victims Survey: Key results – Cycle 7. February 2025. Results drawn from Cycle 7 (2024) of the New Zealand Crime and Victims Survey.* Wellington: Ministry of Justice.

We listen to our clients' voices through our annual independent consumer evaluations.⁶

"It changed my whole mindset. I was feeling overwhelmed and with Victim Support's help I could see light at the end of the tunnel." – Client

94%

of victims experienced at least one of these positive outcomes:

- Better able to make decisions
- Better able to cope
- More informed
- Less stressed
- Feeling safer
- Listened to
- Supported

93%

surveyed found Victim Support helpful.

92%

felt their cultural or personal values were respected.

41%

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

⁶ Mossman, E. (2025). *Victim Support consumer evaluation 2024/25* [Report]. Victim Support New Zealand.

Experiences of Victim Blaming and its Impact on Help-Seeking, Crime Reporting and Recovery: Our research exposed a troubling culture of victim blaming in Aotearoa, and it's causing harm.



Through in-depth interviews with 31 victims of crime, our qualitative research showed that victim blaming doesn't discriminate. It cuts across all genders, crime types, ages, and communities – and most often comes from the victim's own family and friends.

Victim blaming happens when someone suggests that the person harmed by crime is partly responsible. It can sound like: *"Why didn't you just leave?"* or *"Why did you click that link?"* For many victims, these words are as damaging as the crime itself.

Mel, one of the victims interviewed, explained: *"You're a victim of a crime, but you are almost made to feel like the offender."*

Victims described becoming withdrawn, losing trust in loved ones, and being left feeling isolated and unsupported. Māori, Rainbow and disabled communities – already disproportionately affected by crime – face compounding harm when they are blamed.

Victim blaming also undermines safety for all of us. It deters reporting, leaves perpetrators unaccountable, and erodes community trust.

As lead researcher Dr Petrina Hargrave (pictured) explains: *"The first person a victim confides in can make or break a victim's experience, determining whether they feel safe to seek further help or report the crime. Victims should have the right to reach out for support and justice without being blamed or punished for what has happened to them."*



Research findings

61%

of victims were blamed
by family or friends

52%

said victim blaming would
deter them from reporting
future crimes

Violet's voice:

Why victim blaming keeps survivors silent

Violet* lost her virginity when two boys raped her at a party. She was just 16 years old.

What followed was isolation, shame, and fear – the fear of being judged, misunderstood and blamed.

"There was a lot of shame, a lot of reluctance to trust."



Violet never reported the crime she experienced as a teenager. Fear of being blamed kept her silent. "I kept things to myself for a really long time rather than opening up to people because I didn't want them to think less of me or judge me for not leaving or for being there in the first place."

Years later, that fear was realised when she sought help during a violent relationship. "There were two main themes. The first is, 'why didn't you leave sooner?' And then it was, 'what did you do to provoke it?'"

A neighbour who initially supported her stopped speaking to her when she stayed. "And so therefore it was my fault that it was still occurring is what I took from that." Even a colleague responded dismissively after her partner pulled a knife on her: "'Why are you telling me this? I don't want to hear this. Keep it at home.'"

Violet believes her abuse was minimised because her partner was female. "'Oh, what did she do? Pull your hair? Push you a little bit?' ... It can happen in any relationship regardless of your identity or orientation." She often weighed whether it was even safe to disclose her partner's gender.

As a part-Māori, queer woman, Violet feels the justice system remains an "old boys' club." She states that "the onus is always on the victim."

Violet hopes for greater empathy: "If someone had listened, understood the gravity, and showed me love, I honestly think that might've helped."

No one should have to suffer alone. Victim-survivors deserve support and to feel comfortable to speak up, seek help and get justice.

"If someone had listened, understood the gravity, and showed me love, I honestly think that might've helped."

* Name changed to protect victim's privacy.

Taking the research to the world: Victim blaming doesn't stop at borders – and neither does our advocacy.

In May 2025, Dr Petrina Hargrave, our GM Strategy & Advocacy, shared Victim Support's research on this important issue at the Victim Support Europe conference in Lisbon.

The annual event brought together criminal justice system leaders and practitioners from across Europe, the UK, and beyond to exchange knowledge on some of the most pressing challenges facing victims today – from cybercrime and hate crime to terrorism, and the role of AI in prevention and support.

Petrina led a workshop based on our victim blaming research. Participants worked together to design practical actions they could implement in their own countries, including youth education programmes, police training, media advocacy, and national campaigns. The room was buzzing with ideas, energy, and a shared determination to change the script on victim blaming.

Petrina capitalised on the opportunity to also attend the INVICTM Forum on supporting victims of mass casualty events and connect with Victim Support Scotland and Northern Ireland to share research, meet senior leaders, and exchange important insights.

"We're quite isolated in New Zealand, so it was invaluable to connect with people who share the same kaupapa," says Petrina. "I realised that many of the challenges we face in Aotearoa in supporting victims are shared globally, offering opportunities for collaboration on solutions. There's a lot we can learn from our international counterparts, especially when it comes to future-proofing support in a rapidly changing technological world."

This international engagement was made possible thanks to the David Smith Memorial Research Fund, held by our Board.



"I realised that many of the challenges we face in Aotearoa in supporting victims are shared globally, offering opportunities for collaboration on solutions."

– Dr Petrina Hargrave

Change the script: End victim blaming

The first words a victim hears when they share their experience can make or break their recovery. This truth, uncovered in our research, inspired us to take action through *Change the Script* – a nationwide campaign calling on New Zealanders to help end victim blaming.

The campaign shared powerful stories and examples of victim blaming turned on its head to underscore the harm, as well as highlight the right response. It appeared across multiple channels, including social media, news stories, email, billboards, billstickers, and video.

The campaign encouraged people to reflect on how their words matter. A pledge gave people a way to take positive action: committing to believe, support, and stand with victims instead of blaming them.

The campaign sparked conversations across Aotearoa, with thousands of people choosing to take a stand against victim blaming. Each pledge means a new voice for victims, a misconception challenged, and a step towards a future where victims are met with compassion rather than blame.

We thank everyone who pledged to end victim blaming, who spread the word, and who is helping to change the script on victim blaming.

Change the Script demonstrates the power of research-led advocacy to spark change.

**CHANGE
THE SCRIPT**

End victim blaming



By challenging harmful attitudes, we are building a safer, more supportive Aotearoa for all victims.

- **Over 2,500 New Zealanders pledged to end victim blaming** – each pledge a public commitment to stand with victims.
- **Our hero video was watched more than 100,000 times** for just one cent per view, helping spread the message quickly and widely.
- **Expansive reach** across PR, billboards, billstickers, email, social media (582,693 accounts reached across Facebook and Instagram), sparking conversations in homes, workplaces and communities.

2024/25 saw the roll-out of our new practice guide and operating model.



Our new operating model is designed to bring greater clarity and consistency to the way we support victims.

At the heart of this is our practice guide – a single source of truth for frontline kaimahi. It sets out clear minimum standards for different scenarios and introduces a new six-stage practice model. This model takes staff through their engagement with a client – including a needs assessment and support plan – ensuring that support is tailored to the client's needs following a crime or traumatic event. The guide ensures our support is victim-centred, consistent nationwide, and aligned with the Victims' Code and the wider justice system. By providing clarity and confidence to our people, we can better meet the needs of victims and deliver on our Core Purpose with integrity and consistency across Aotearoa.

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Practice model in action:

Mikaela's experience

Mikaela has seen Victim Support from almost every angle – volunteer, Support Worker, now Team Leader – and she's clear about the impact of our new operating model and practice guide. "It's revolutionary. Everything ties in and streamlines what we do."

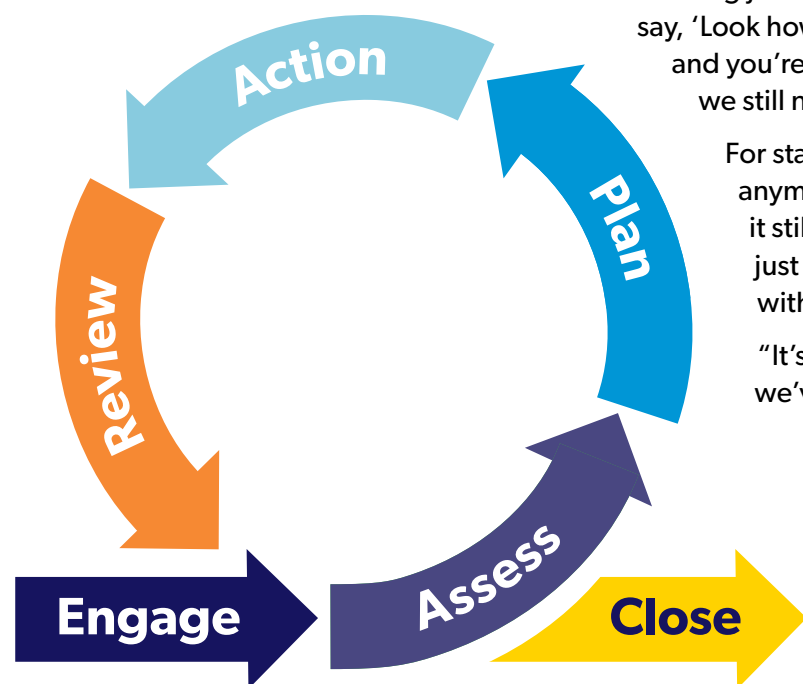
The six-step practice process is what clicked first. "That first step – engage – isn't a tick box. It's a reminder of whanaungatanga, to create a safe, culturally grounded environment so people feel heard and respected." From there, assessment and planning put rangatiratanga into practice: "Our clients choose the path. What's more empowering than choosing your own path forward?"

The new Support Plan is a game-changer, especially for victims who are feeling overwhelmed. "At a glance, you can see the whole journey on one page. In a long, exhausting justice process, those milestone markers let us say, 'Look how far you've come. You're tired for a reason – and you're not alone.' It's a living, collaborative plan: "Do we still need this? Great, let's change it."

For staff, the change brings focus. "We're not all things to all people for all time anymore. We ring with a purpose." And while the model provides structure, it still holds space for humanity: "Freedom within a framework. If a client just needs a chat, you can do that. You can still be there, person to person, without losing the focus of your role."

"It's directional, it's relevant, and it delivers," says Mikaela. "If this is what we've achieved in a few years, the sky's the limit."

"We're not all things to all people for all time anymore. We ring with a purpose."





HIWA development

In 2025, we completed the development of HIWA, our new case management system. HIWA provides a single, secure platform for recording, tracking, and managing the support we deliver to victims. It was co-designed with our frontline “Hiwa Heroes,” who tested and shaped the system to ensure it truly met the needs of staff and the people we support. This collaborative approach created a user-friendly design that enables consistent data, improves reporting, and strengthens accountability. HIWA went live on 1 July 2025, marking a milestone in our journey toward modern, victim-centred practice and better outcomes for victims.



Australasian Reporting Award for Communication

Victim Support was honoured to receive the Communication Award (Not-for-Profit Sector) at the 2024 Australasian Reporting Awards for our 2023/2024 Annual Report. The judges praised the cover image and strong statements of purpose, noting that “the presentation of content is clear, direct and informative throughout.” This recognition reflects our commitment to plain language and transparency, ensuring our communications are not only visually engaging but also easy to understand for all audiences. Plain language is central to being trauma-informed, helping victims, supporters, and partners access information with clarity, empathy, and respect.



VSE and INVICTM

This year Victim Support had the opportunity to contribute on the international stage at the Victim Support Europe conference and INVICTM forum on mass casualty events in Lisbon. These events brought together global criminal justice experts, practitioners, and advocates to share knowledge, research, and practical solutions for supporting victims of crime and traumatic events. Dr Petrina Hargrave represented Victim Support, presenting our victim blaming research, and meeting leaders from overseas victim support agencies to discuss topical issues. The experience not only raised New Zealand’s profile but also brought valuable insights home, helping us to learn from other jurisdictions and improve the way we support victims locally.



Changes to our service delivery

After 38 years, we transitioned from a volunteer-supported model to a fully staff-based workforce, acknowledging the contribution of thousands of volunteers who shaped our history. This decision was guided by independent reviews, engagement surveys, and client feedback, all pointing to the need for greater consistency and sustainability. We also stepped back from providing suicide bereavement support, making space for specialist providers to take the lead. These changes reflect our commitment to focus on victims of crime and traumatic events, strengthen our practice, and ensure every victim receives the best possible support.



Why change how we work?

Strengthening our service delivery is a deliberate investment in the future of victim services.

We believe every person harmed by crime deserves access to free, confidential and practical support – a belief that began 38 years ago with one volunteer, and still drives our purpose today.

Over the years, the number of victims and the complexity of their needs have grown dramatically, and the model we've used has become untenable. Demand for our services has increased by 38% since 2018. That is why we must continue to grow and refine our focus.

We're building an even stronger, more sustainable service to manage demand. One that reflects the changing world we live in, and the growing needs of those we support.

Wellbeing first: Supporting our people

At Manaaki Tāngata | Victim Support, we know the mahi our people do can be tough, so supporting their wellbeing has been a key focus this year. Our commitment is wellbeing first.

We introduced a new Wellbeing Policy, giving our people the freedom to choose what best supports them, and reframed Sick Leave as Wellbeing Leave, recognising that caring for oneself extends beyond illness. Tools such as GOSH have made reporting easier, while redesigned roles, new guides, and people-focused processes have reduced risk and pressure, making the mahi smoother.



Creating work-life balance has been important, supported through flexible working arrangements and the introduction of a Manaaki Tāngata Day – an extra day to recognise and honour the dedication and mahi of our people.

Wellbeing is also about connection, so we've created opportunities for our people to come together, take part in wellbeing challenges, and support each other in fun and meaningful ways.

We have invested in building our people's capability, with everyone completing some form of learning, and introducing focused learning such as Mental Health 101 through to vicarious trauma workshops to strengthening our people's abilities to look after themselves while supporting victims.

Through these initiatives, we continue to live our values and demonstrate that our people's wellbeing truly matters.

“Empowerment is key; individuals can choose what supports their wellbeing.”

– Feedback from culture review

Where our funds come from

54% from Central Government for support services

37% from Central Government for payments to victims

4% from other means

5% from grants, donors and fundraising

How we use our funds

51%
Salaries and wages

38%
Victim Assistance Scheme Services

11%

All other costs

Telecoms, IT and IT Subscriptions (4%)

Operational Travel (2%)

Other Costs (2%)

Contractor Costs (1%)

Learning & Development (1%)

Communication and Fundraising (<1%)

Depreciation and Amortisation (<1%)

National Board (<1%)

Volunteer Related Costs (<1%)

\$11.5m

the value of VAS payments to victims

Our aroha and gratitude to all the funders who help ensure no victim copes alone. Thank you.

Acorn Foundation

Aotearoa Gaming Trust

Ashburton District Council

Auckland Council Manurewa Local Board

Auckland Council Puketapapa Local Board

Auckland Council Maungakiekie-Tamaki Local Board

Bay Trust

BlueSky Community Trust

Catalytic Foundation

Central Lakes Trust

Christchurch Casinos Charitable Trust

Christchurch City Council

Community Trust South

Community Waikato

Dragon Community Trust

Dunedin City Council

Eastern & Central Community Trust

First Light Community Trust

Foundation North

Four Winds Foundation

Frimley Foundation

Grassroots Trust Central Limited

Hawkes Bay Foundation

Hutt Mana Charitable Trust

Invercargill Licencing Trust

ILT Foundation

Kiwi Gaming Foundation

Lion Foundation

Lois McFarlane Charitable Trust

Lotteries Grants Board

Mainland Foundation

Masterton Trusts Lands Trust

Maurice Carter Charitable Trust

Milestone Foundation

Napier City Council

Nelson City Council

NH Taylor Charitable Trust

One Foundation

Otago Community Trust

Oxford Sports Trust

Police Mangers Guild Trust

Pub Charity

Rano Community Trust

Rata Foundation

Redwood Trust

Rotorua Lakes Council

Rotorua Trust

Russell Henderson Charitable Trust

Taranaki Foundation

Tauranga Energy Charitable Trust

The Trusts Community Foundation

The Trusts West Support Fund

Trillian Trust

Trust House Foundation

Trust Tairāwhiti

Trust Waikato

We Care Community Trust

WEL Energy Trust

Whakatane District Council

Whanganui Community Foundation

Our LGCs/RGCs

Our 11 remaining Local and Regional Group Committees continue to contribute to their communities, supporting local victims and our teams. Some are winding down or exploring amalgamation, but all remain valued parts of our story.

- Mid North Victim Support Group Kaikohe Incorporated
- Auckland Central Victim Support Group Incorporated
- Napier Victim Support Group Incorporated
- Central Hawkes Bay Victims Support Group Incorporated
- Hastings and District Victims Support Group Incorporated
- Victim Support Central Region Regional Group Committee Incorporated
- Greater Wellington Victim Support Group Incorporated
- Golden Bay and Motueka Victim Support Group Incorporated
- Christchurch Victim Support Group Incorporated
- Wakatipu Victim Support Group Incorporated
- Invercargill Victim Support Group Incorporated

*Thank
you for your
contribution.*



Thank you to our partners



Our partnerships are critical to ensuring victims receive the support they need, when they need it most. Together, we connect victims with help across a complex system, administer essential funds for those affected by serious crime, and provide trusted pathways so victims know where to turn. Each partner brings something unique, and together they enable us to uphold our role as kaitiaki for victims during some of the most overwhelming times of their lives.

Statement of Service Performance

FOR THE YEAR ENDED 30 JUNE 2025

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/coronial process support, and referrals to other agencies and counselling. Some clients need only a phone call with a Support Worker, or information on coping resources. Having someone independent who listens without judgement and validates how they're feeling can make a world of difference. Others benefit from financial support from the Ministry of Justice's Victim Assistance Scheme. Many need support through the criminal justice system and/or coronial process, which can be hard to navigate. If we are not the right agency, we can connect people with iwi or community services that can help.

Most referrals come from Police, but people can also self-refer or be referred by other agencies. Police usually connect clients to our 24/7 National Contact Service, which links them with a local Support Worker. We provide support in-person, remotely, or both, through trained staff. Together, we identify needs, create a support plan, and empower clients to make their own choices.

Our services provide effective and timely support

Crime 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 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 and is respectful of your culture and identity, and of trauma you may be 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. We administer the VAS on behalf of the Ministry of Justice.



National Contact Service

Our National Contact Service (NCS) makes sure Victim Support is available 24/7, every day of the year. NCS takes calls and referrals, assesses each client's situation, and connects them with a Support Worker or specialist agency.

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.

A full disclosure of the SSP can be obtained on the Charities Services Website. For the purposes of the Summary Consolidated Statement of Service Performance, we have focused on two key measures: Service Delivery Operations and Our People. The full SSP includes disclosures of advocacy undertaken, our commitment to Te Tiriti-led practice and the impact of our funding and partnerships.

Continuing our operating model refresh

This year we built on last year's work to clarify who, what, and how we support victims by progressing our new operating model. A central part of this was developing a practice guide – a single source of truth for our frontline kaimahi. It brings our practice framework to life, outlining the six-stage model, minimum standards for different incident types, and how our approach aligns with the criminal justice system, Victims' Code, and victims' needs identified through research. This ensures consistency of service and confidence for our staff and the people we support.

Alongside this, we prepared for the launch of our new case management system, Hiwa, on 1 July 2025. Staff from across the country contributed to its development, with "Hiwa Heroes" leading training, testing, and resources to ensure a smooth transition.

*During this period
we also successfully
completed two
major transitions:*

- Moving to a fully staff-based service delivery model, and
- Transferring our suicide postvention service to a specialist provider

*Both achieved
with care and
recognition of the
contribution of our
volunteers.*

Measure	Why this is important	2022/2023	2023/2024	2024/2025	Target (if applicable)
People supported after crime, suicide or traumatic events	- 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	50,632 clients	
Victims of crime and traumatic events supported	- Support helps victims feel safe, informed, empowered, safe and able to cope with the impact, and - Can help victims feel safe to report crime and engage with the justice system, preventing repeat victimisation.	45,324 unique victims supported	46,745 unique victims supported	47,862	
Clients supported after 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	2,831 people supported	
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	8,015	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	44,602	
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	15,825	
Calls to Victims of Crime Information Line answered within 38 seconds	Timely and early support is important in helping people cope.	73%	83.4%	83.9%	80% calls answered within timeframe
Support actions and contact attempts within 24 hours of referral	Timely and early support is important in helping people cope.	75% - 77% per quarter	75% - 77% per quarter	75 - 83% per quarter	80 - 90%

Measure	Why this is important	2022/2023	2023/2024	2024/2025	Target (if applicable)
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%	93% (96% for Māori)	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%	94%	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%	41%	
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%	82%	
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%	85%	

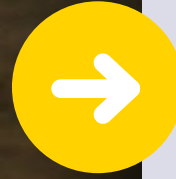
Our people are critical to our success

We believe in empowering our people as much as those we support, offering a work environment that prioritises their wellbeing.



We know that it is our people who are the heart of the mahi we do, and we strive to create a work environment that reflects our commitment to them and being wellbeing focused.

Measure	Why this is important	2022/2023	2023/2024	2024/2025	Target (if applicable)
Employee engagement – per Best Places to Work survey	- 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	Not measured in this period	Net Promoter Score of 2.74 (New measure in 2025)	Net Promoter Score of 10
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%	100%	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%	90%	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%	40%	80% of visits completed have used Get Home Safe



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, as we know this will mean they provide the best service to our clients.

Our financial year

Statement of Comprehensive Revenue and Expenses

FOR THE YEAR ENDED 30 JUNE 2025

	\$	\$
	2025	2024
<i>Revenue</i>		
Central Government Funding – Support Services	16,888,145	16,863,830
Central Government Funding – Victim Payments	11,517,445	12,034,633
Grants and Fundraising Income	1,477,269	1,562,145
Other Funding for Support Services	1,175,289	1,555,775
Other Income	430,646	290,318
<i>Total Revenue</i>	31,488,794	32,306,700
<i>Expenditure</i>		
Salaries and Wages	15,153,469	15,236,943
Contractor Costs	436,194	612,512
National Board	64,185	135,006
Volunteer Related Costs	102,130	141,698
Telecoms, IT and IT Subscriptions	1,213,665	605,308
Operational Travel	472,823	809,926
Communication and Fundraising	143,338	142,911
Learning & Development	182,727	253,029
Victim Assistance Scheme Services	11,517,445	12,034,633
Depreciation and Amortisation	118,100	98,872
Other Costs	641,571	700,229
<i>Total Expenditure</i>	30,045,648	30,771,067
Other comprehensive revenue and expense for the year	–	–
Total comprehensive revenue and expense	1,443,146	1,535,633

Our funding means free, 24/7 support across Aotearoa for victims.

Summary Statement of Changes in Equity

FOR THE YEAR ENDED 30 JUNE 2025

	\$	\$
	2025	2024
<i>Equity at start of period</i>	3,265,257	1,729,624
Net Surplus/(Deficit) for the Period	1,443,146	1,535,633
Transfer from Information Management Systems Reserve	–	–
Transfer to /(from) Accumulated Funds	–	9,540
Transfer to/(from) Christchurch Terrorist Attacks Reserve	118	147
Transfer to/(from) D Smith Memorial Reserve	(10,916)	(9,687)
Transfer to/(from) Regional Allocation Reserve	–	–
Equity at end of period	4,697,605	3,265,257

Summary Statement of Cash Flows

FOR THE YEAR ENDED 30 JUNE 2025

	\$	\$
	2025	2024
Net cash flows from operating activities	1,176,963	1,337,666
Net cash flows from investing activities	(1,753,016)	(33,834)
Net cash flows from financing activities	–	–
Net increase/(decrease) in cash and cash equivalents	(576,053)	1,303,833
Cash and cash equivalents at 1 July	3,486,956	2,183,123
Cash and cash equivalents at 30 June	2,910,903	3,486,956

We value
the trust our
supporters place
in us to make
every dollar
matter.

Summary Statement of Financial Position

AS AT 30 JUNE 2025

	\$	\$
	2025	2024
<i>Current Assets</i>	6,596,338	4,844,585
<i>Non-Current Assets</i>		
Fixed Assets	199,649	253,134
Intangible assets	42,296	83,269
Total Assets	6,838,283	5,180,989
<i>Current Liabilities</i>	2,123,710	1,901,365
<i>Non-Current Liabilities</i>	16,968	14,366
Total Liabilities	2,140,678	1,915,732
<i>Equity</i>		
Accumulated Funds	4,373,937	2,930,791
Receipts for Victims of Christchurch Terrorist Attacks yet to be distributed	3,446	3,327
D Smith Memorial Research Fund	82,194	93,110
Regional Reserves	91,762	91,762
Information Management Systems Reserve	146,267	146,267
	4,697,605	3,265,257
Total Equity & Liabilities	6,838,283	5,180,989

Our financial year

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 21 November 2025.

Note 2 Summary Financial Statements

The Summary Financial Statements for the year ended 30 June 2025 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 21 November 2025.

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 (2024: Nil).

There are no contingent liabilities at the reporting date (2024: There is a contingent liability related to an employment dispute as at 30 June 2024. This matter is not quantified and remains unsolved).

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 (2024: 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 2025, the summary statement of comprehensive revenue and expenses, summary statement of changes in equity, summary statement of cash flows and the summary statement of service performance for the year then ended, and related notes, are derived from the audited performance report of New Zealand Council of Victim Support Groups Incorporated (the “Council”) for the year ended 30 June 2025.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited performance report, in accordance with PBE 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 Standard (PBE IPSAS). Reading the summary financial statements and the auditor’s report thereon, therefore, is not a substitute for reading the audited performance report and the auditor’s report thereon. The summary financial statements and the audited performance report do not reflect the effects of events that occurred subsequent to the date of our report on the audited performance report.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited performance report in our report dated 21 November 2025.

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 information included in the Annual Report but does not include the summary financial statements and our auditor's report thereon. The Annual Report 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 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 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 the Board 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 performance report of the Council in accordance with PBE FRS-43: *Summary Financial Statements*.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements is consistent, in all material respects, with the audited performance report 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



S Adhau
Director
Wellington
21 November 2025

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With government, partners, and communities, we are determined to ensure every victim in Aotearoa can access the support they are legally entitled to under the Victims' Rights Act.

The evidence is clear

94%

of victims supported experienced at least one of these outcomes⁷

- Feeling safer
- Heard
- Supported
- More informed
- Less stressed
- Better able to cope and make decisions

41%

of victims say they would likely have dropped out of the justice process without our support⁷

\$5.60

returned in social value for every \$1 invested in Victim Support⁸

⁷ Mossman, E. (2025). *Victim Support consumer evaluation 2024/25* [Report]. Victim Support New Zealand.

⁸ ImpactLab (2024). *Manaaki Tāngata Victim Support Good Measure Report*.



Your belief in this kaupapa makes it possible for us to stand with victims every day and look forward to a future where no one has to face the aftermath of crime or traumatic events alone.

*With
momentum
the future is
looking bright.*



victimsupport.org.nz