



**Victim Support**  
Europe



# **Strategy**

## 2016-2020



# ABOUT VSE

A little over 25 years ago, VSE was founded by 17 national victim support organisations. At the time victims or survivors of crime were largely forgotten. Victims' needs and their treatment inside and outside of the justice system were mostly ignored despite the fact that around 15% of people fall victim to serious crime every year, the terrible impact crime can have on people's lives and the knowledge that victim-oriented practices can change victims' lives for the better.

From those beginnings, VSE has grown to encompass today's 44 members from 26 countries who jointly have contact with or provide support to over 2 million victims of crime every year. In those 25 years, VSE has focused its efforts on establishing victims' rights in Europe. We have worked to exchange knowledge between organisations and have helped them grow in strength and expertise.

In 2010, we took on our first staff member and two years later, we opened an Office in Brussels. That same year, 2012, we achieved a significant victory with the adoption of a European Directive on the rights, support and protection of victims of crime. Nevertheless, many problems remain for victims and many gaps remain in European and international laws and policies, when it comes to adequate and efficient protection of victims' rights.

VSE has continued its work, growing in strength. Today VSE is recognised as one of the leading voices of victims' issues in Europe. National, European and international actors are increasingly turning to VSE for advice and support, as they develop their own laws, policies and services.

VSE's strategy 2016-2020, reflects a growing need and capability to not just lobby for a change, but also to support the implementation of that change through gathering the evidence, developing policies and drafting laws, as well as through supporting its members and national governments.

VSE activities in the coming five years must reflect the responsibility we have to meet this demand through the highest quality of research, policies and guidance. Our work must recognise positive opportunities as well as operating landscapes where economic or other crises are making the implementation of rights and services more difficult.

To respond to this diverse environment, VSE will develop its internal expertise and infrastructure. It will improve its ability to support the implementation of European and international standards, and their enforcement, through careful monitoring, analysis and evaluation of national measures.

Existing European and international standards must be regularly reviewed. VSE will act as a driver for change, supporting the modernisation of laws, identifying effective and ineffective approaches, and responding to emerging trends to ensure that actions keep pace with the needs of victims and the evolving environment they live in.

Victims themselves must be at the heart of all our actions. VSE will place an increasing focus on raising awareness of victims' rights and needs amongst the general population and amongst victims themselves. We will work both for and with victims to reflect their views, capture their voice and represent their views in our policies and on the European and global stage.

Our work to develop laws and policies will be combined with an increasing focus on supporting our members and the development of national services to improve the quality and extent of those services and their accessibility. We will focus on those areas where VSE can add greatest value, in particular where gaps in services exist and where people are victimised abroad.

The next five years are a critical period for Victim Support Europe. It is likely to be a time of unprecedented opportunity and growth, where VSE can support and drive change across the European Continent. To achieve such success is no small task. It is an ambitious agenda, but one which can be achieved through careful and sustained growth, the development of the highest quality of services, through effective prioritisation of our actions and in close collaboration with our members.



# OUR VISION – VSE STRATEGY 2015-2020

Across Europe and the world, the needs and rights of victims of crime are being increasingly recognised. Yet, the economic, social and political pressures we face today mean victims are all too easily forgotten. Our vision and objectives for the coming years have been shaped by a landscape where opportunity to achieve real change for victims exists but is coupled with an environment in which the momentum for that change risks to be lost.

## OUR VISION

A Europe in a world where the needs of all victims of crime are fully met through effective rights and high quality services.

## OUR MISSION

To achieve this Vision, VSE's mission is to drive change on victims' issues and support of the delivery of victims' services whilst operating sustainably and growing our capability.

## OUR VALUES

At the heart of Victim Support Europe's actions are its values: respect, compassion, commitment, community, collaboration. The way we work, the way we interact with others, the way we seek to achieve change and the way we expect others to work with and on behalf of victims, it is all driven by those values.

## RESPECT AND COMPASSION

We work with dignity, respect and compassion for others. We strive to ensure victims are treated, without judgement, but with respect and compassion. We work to ensure that victims' rights, including their human rights, are respected, protected and fulfilled.

## COMMITMENT

At the heart of our work is our commitment to victims. It drives us and our members to deliver more and better rights and services. It reflects our belief that no matter how difficult the issues or our operating environment, we will always strive to achieve a Europe where victims' needs are met.

## COLLABORATION AND COMMUNITY

To achieve results, VSE believes in working in collaboration with and through our community of members, stakeholders, policy makers, practitioners and victims.

Our strength lies in our members. Through this community of organisations and individuals, VSE increases its authority and influence. Our success is also founded on our co-operation with a wide spectrum of other organisations. Victims issues cut across all social groups, relate to all aspects of peoples' lives, and don't have geographical boundaries. Only together can we achieve change in all areas that affect victims of crime.

**Victim Support Europe is the leading European umbrella organisation advocating on behalf of all victims of crime, no matter what the crime, no matter who the victim is. VSE represents national member organisations, providing services to more than 2 million people affected**

**by crime every year in 26 countries. Together we act as the voice of victims.**

**Our diverse membership continues to grow coming from across Europe and the world, from all professions such as support workers, justice practitioners, policy officials and**

**academics. The strength of VSE derives from this diversity of membership. It allows us to work at the centre of European decision making, to learn from each other through the exchange of knowledge and practices, and to develop new policies and expertise.**



# VSE's OBJECTIVES 2016-2020

Our path to achieving our vision and mission will be guided by eight core objectives together with specific tasks which are established under each of three pillars of our mission – to drive change, support service delivery and operate sustainably whilst growing capability.

Under our mission to  
**DRIVE CHANGE**, we will

1

## ADVANCE IMPROVEMENTS IN LAWS AND POLICIES BY:

- Representing the collective interests of members and increasing influence
- Evaluating the fitness for purpose of key existing laws and policies based on the collective view
- Starting to develop solutions to identified gaps and issues
- Advocating to adopt these solutions

Our objective is to ensure that European and international norms are fit for purpose – that gaps and weaknesses are properly identified and that effective, efficient and feasible laws and policies are developed.

2

## PURSUE COMPLIANCE WITH EXISTING LAWS AND POLICIES BY:

- Working to identify and assess areas of non-compliance and the impact caused
- Encouraging compliance through the gathering/ provision of information and advice
- Supporting enforcement through evidence provision

It is not enough for laws and policies to be adopted. They must result in real rights, which are available and accessible to victims. Our objective is to ensure we understand whether victims' rights are available in practice and, where they are not, to support implementation and enforcement of those rights.

3

## RAISE AWARENESS OF VICTIMS' ISSUES AND OUR WORK BY:

- Developing communication and engagement capability
- Developing effective media products
- Capturing and sharing the victim experience

Our objective is to maximise the use of technologies and communication tools that exist in our societies today to improve how we tell victims' stories, to explain their needs and to exercise their existing rights. Our aim is for our messages to be heard as widely as possible and for victims to be a part of that process.



Under our mission to  
**SUPPORT SERVICE  
DELIVERY**, we will

**4**

**ENABLE IMPROVEMENTS  
IN THE QUALITY AND  
ACCESSIBILITY OF SERVICES BY:**

- Identifying current and future unmet needs and begin analysis of key areas
- Facilitating members' gathering and exchange of knowledge
- Developing information, advice and products to support members
- Reviewing and working towards common quality standards

We will use VSE's access to European and global knowledge on effective practices and bring this knowledge together in the most relevant and usable form for national organisations.

**5**

**SUPPORT CO-ORDINATION  
AND DELIVERY OF COHERENT  
SUPPORT SERVICES BY:**

- Promoting removal of barriers for victims in cross-border situations
- Enabling members to act in unison to respond to a cross border crime

Whenever a crime involves a cross border element – whether a person is victimised abroad, a criminal is abroad and victimises the victim in their home country, or the criminal is arrested abroad, victims and those serving victims face a range of additional problems. Our objective is to identify the problems faced by victims and develop practical and legal solutions which can be adopted by governments, governmental authorities and by organisations assisting victims.

Under our mission to  
**OPERATE SUSTAINABLY WHILST  
GROWING CAPABILITY**, we will

## 6

### STRENGTHEN VSE COLLECTIVE CAPABILITY BY:

- Collaborating and developing effective partnerships
- Bringing members together to increase their individual and collective influence
- Facilitating members' exchange of business knowledge
- Creating opportunities to gain cost efficiency for members
- Promoting volunteering
- Recruiting and widening VSE membership

VSE is best able to achieve its Vision by working in partnership with others and strengthening the collective capability of its membership. This means developing VSE policies based on that collective knowledge and bringing members together towards increasing their ability to deliver for victims at the national level.

## 7

### INVEST IN VSE INFRASTRUCTURE BY:

- Establishing an effective governance system
- Creating and maintaining an effective operating environment
- Developing an efficient, capable and highly motivated workforce
- Maintaining an optimised information architecture
- Strengthening the VSE brand

VSE's ambitious mission will only succeed if we have the right infrastructure. VSE will develop its internal governance structures, staffing and information systems alongside and in anticipation of growth, to ensure those structures support and enhance the delivery of all other objectives.

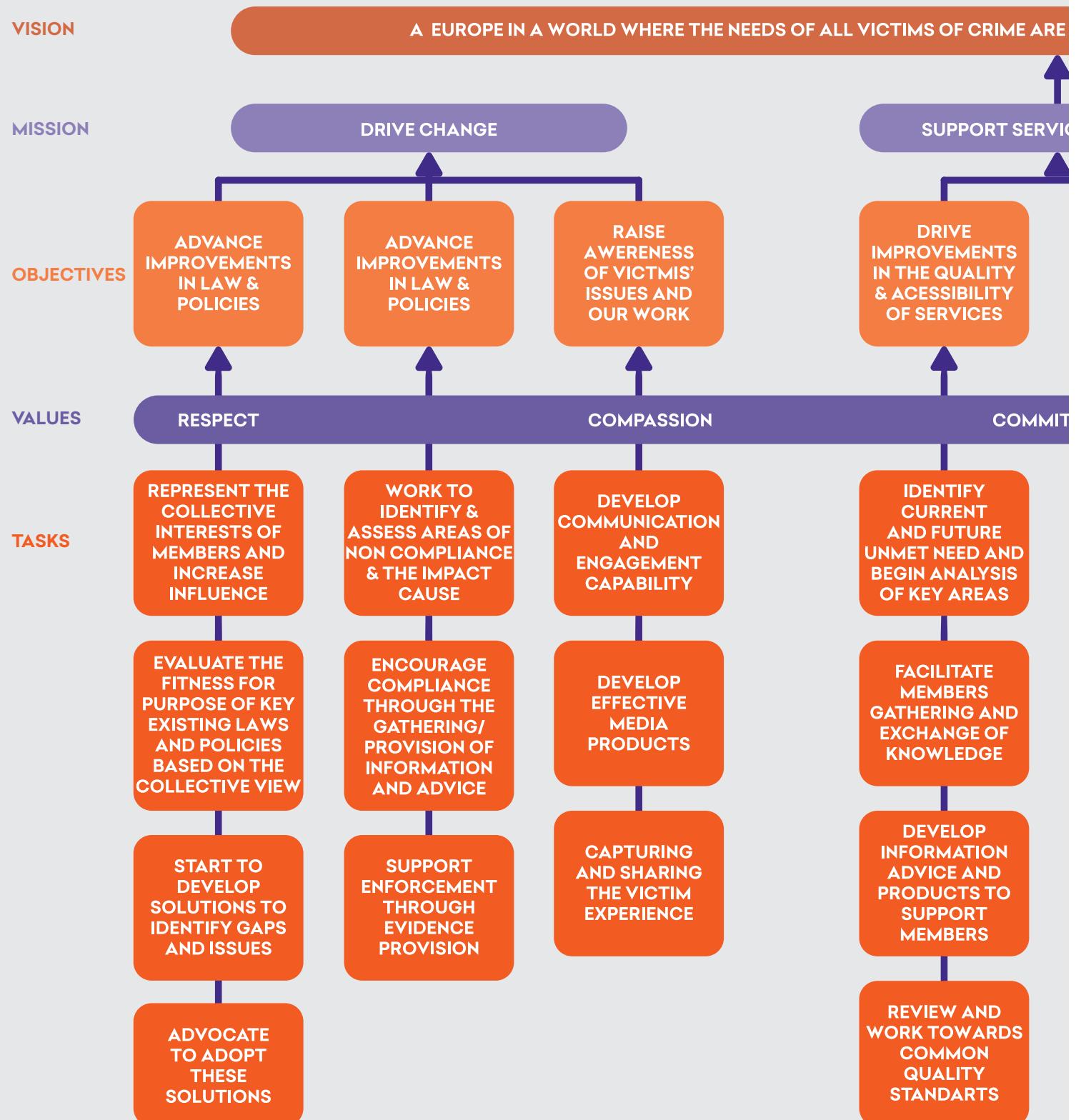
## 8

### ENHANCE FINANCIAL RESILIENCE BY:

- Diversifying income streams
- Ensuring resources are managed efficiently and effectively
- Fundraising
- Exploring and protecting commercial and intellectual property opportunities
- Delivering products and services

VSE's growth is contingent on developing and broadening our income streams to reduce risks to the organisation whilst increasing the type of activities VSE can engage in and the geographical scope of those activities.

# VSE 2016-2020 STRATEGY



RE FULLY MET THROUGH EFFECTIVE RIGHTS AND HIGH QUALITY SERVICES

### VICE DELIVERY

### OPERATE SUSTAINABLY WHILST GROWING CAPABILITY

SUPPORT COORDINATION & DELIVERY OF COHERENT SUPPORT SERVICES

STRENGTHEN VSE COLLECTIVE CAPABILITY

INVEST IN VSE INFRASTRUCTURE

STRENGTHEN FINANCIAL RESILIENCE

### COMMITMENT

### COMMUNITY

### COLLABORATION

PROMOTE REMOVAL OF BARRIERS FOR VICTIMS IN CROSS-BORDER SITUATIONS

ENABLE MEMBERS TO ACT IN UNISON TO RESPOND TO A CROSS-BORDER CRIME

COLLABORATE & DEVELOP EFFECTIVE PARTNERSHIPS

BRINGING MEMBERS TOGETHER TO INCREASE THEIR INDIVIDUAL AND COLLECTIVE INFLUENCE

FACILITATE MEMBERS EXCHANGE OF BUSINESS KNOWLEDGE

CREATE OPPORTUNITIES TO GAIN COST EFFICIENCY FOR

PROMOTE VOLUNTEERING

RECRUIT AND WIDEN VSE MEMBERSHIP

ESTABLISH AN EFFECTIVE GOVERNANCE SYSTEM

CREATE AND MAINTAIN AN EFFECTIVE OPERATING ENVIRONMENT

DEVELOP AN EFFICIENT, CAPABLE AND HIGHLY MOTIVATED WORKFORCE

Maintain an optimised information architecture

Strengthen VSE brand

DIVERSIFY INCOME STREAMS

ENSURE RESOURCES ARE MANAGED EFFICIENTLY AND EFFECTIVELY

FUND RAISE

EXPLORE AND PROTECT COMMERCIAL AND INTELLECTUAL PROPERTY OPPORTUNITIES

DELIVER PRODUCTS AND SERVICES



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**LEARN MORE ABOUT VSE ON OUR WEBSITE**

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With financial support from  
the Justice Programme  
of the European Union

