

Missing People Limited
Company no. 2814202

**missing
people**

Registered charity in England and Wales (1020419)
and in Scotland (SC047419)

Trustees' Annual Report and Accounts
Year ended 31 March 2017

Contents

Chair's Statement.....	2
Trustees' Report.....	3
1. Reference and Administrative	3
2. Structure, Governance and Management	4
Nature of governing document	4
Organisation.....	4
Recruitment and appointment of Trustees	4
Induction and training.....	4
Pay policy for senior staff.....	4
Risk management	5
Related parties and cooperation with other organisations.....	6
3. Purpose, Aims and Charitable Activities of Public Benefit.....	6
Vision.....	6
Mission.....	6
Aims.....	6
Charitable Activities of Public Benefit.....	7
Volunteers.....	7
4. Achievements and Impact	8
Services Performance	8
Development and Partnerships	9
Policy and Research	9
Monitoring and Evaluation	10
Fundraising Statement.....	11
Charitable Activity in Scotland	12
5. Financial Review.....	12
6. Plans for the Future	13
7. Statement of Trustees' Responsibilities.....	13
Independent auditor's report to the members of Missing People Limited.....	15
Statement of Financial Activities	17
Balance Sheet.....	18
Statement of Cash Flows	19
Notes to the Financial Statements.....	20

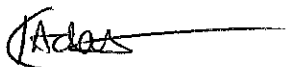
Chair's Statement

More than a million people in the UK are estimated to be affected each year by a disappearance. Going missing is an ever present risk for hundreds of thousands of people facing the most profound issues in our society. Their loved ones, local communities and colleagues face an equally tough journey. The police simply do not have the means to support and find them all.

That's where Missing People steps in. Our 24/7 crisis team is primed to help people grappling with issues around mental health, sexual exploitation, trafficking, dementia and homelessness. When people go missing, they become vastly more vulnerable. You only need to talk to one missing adult, lost at crisis point, to recognise the critical need for support and care.

Thanks to strong strategic planning and service delivery we have reached, helped and found more people than ever in 2016/17. However our crisis team is now stretched to capacity. The charity needs to make a fundamental step change in our growth over the next five years or face the reality that highly vulnerable people will not be able to get the support they so desperately need. With our brilliant supporters, funders, partner organisations, volunteers and staff, we can achieve this.

This year our world changed when our Co-Founder Janet Newman died in June 2016. Janet's vision lives on and we continue to adopt her tenacious 'make it happen' approach to making this world a better one. Her life and work will not be forgotten.



Kate Adams

Chair of Trustees

Trustees' Report

1. Reference and Administrative

Charity Name	Missing People
Registered Charity	In England and Wales 1020419 In Scotland SC047419
Company Number	2814202
Registered Office	Roebuck House 284 Upper Richmond Road West London SW14 7JE
Trustees	Kate Adams – Chair Caryl Agard Doug D'Arcy Sarah Godwin Jane Harwood Ben Houghton - Treasurer Justin McLaren Simon Moss Chris Rollings - Vice Chair Lisa White
Company Secretary	Douglas Parkhill
Chief Executive	Jo Youle
Directors	Susannah Drury, Director of Services and Advocacy Ross Miller, Director of Fundraising and Communication Douglas Parkhill, Director of Finance Karen Robinson, Director of Development and Partnerships
Auditor	BDO LLP 55 Baker Street London W1U 7EU
Principal Bankers	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4TA
Website	www.missingpeople.org.uk

2. Structure, Governance and Management

Nature of governing document

Missing People became a registered charity in England and Wales (charity number 1020419) on 30 April 1993 and in Scotland (charity number SC047419) on 16 May 2017. It is a charitable company with no issued share capital being limited by guarantee. Its governing instrument is its Memorandum and Articles of Association dated 26 September 2007 and the trustees are its members. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March was 10.

Organisation

Missing People is led by a diverse and experienced board of trustees who, together with the Chief Executive and Directors, ensure the charity delivers its aims. The board of trustees has overall responsibility for governing the charity's strategy and finances and monitoring its performance. Day to day activities are the responsibility of the Chief Executive and Directors. The Chief Executive reports to the trustees and the Directors report to the Chief Executive.

Recruitment and appointment of Trustees

Trustee vacancies are advertised widely, in a range of media, and candidates are required to submit a CV and undergo an interview with the Chair. The Chair will then invite selected candidates to meet the Chief Executive, representatives of other trustees, and the Directors. The procedure for the appointment of trustees is set out in the Articles of Association.

Induction and training

New trustees are given a comprehensive briefing pack that includes information about the charity, their role and the issue of missing people. All trustees are invited to attend a structured induction day and training which aims to ground them in the cause and to enrich their understanding of the difference the charity makes.

Pay policy for senior staff

The aim of our pay policy, which applies to all employees, is to offer remuneration that is fair and appropriate for the roles they perform and the responsibilities they undertake to deliver our charitable aims. The trustees consider the key management personnel of the charity comprise the Chief Executive and all Directors.

In setting remuneration for all staff, including senior staff, a number of criteria are used including consideration of the nature and responsibilities of specific roles, local and national sector averages and other market factors.

Risk management

Trustees review the major risks faced by the charity as part of their annual cycle of business. Systems of internal financial control have been put in place, which are designed to safeguard the charity's assets, ensure that proper accounting records are maintained and provide reliable and timely financial information.

Trustees are satisfied with these arrangements and the following are key risks which the charity faces and the related mitigation factors in place:

Risk	Mitigation
<u>Safeguarding</u> : The charity fails to prevent harm.	Our policies and procedures are reviewed regularly and there is a Safeguarding Panel in place to review practice. Staff and volunteer safeguarding training is compulsory and repeated annually. Services Managers provide 24/7 on call support for services frontline team and DBS checks are in place for relevant roles.
<u>Economic pressures</u> : Changes in the economic or political environment impact negatively on voluntary income.	We continue to strengthen and diversify our income streams and we have in place rigorous processes for budgeting, management reporting and monitoring of financial performance.
<u>Fundraising</u> : Failure by us, or on the part of agencies we work with, to comply with fundraising regulation.	We have reviewed our fundraising policies and practices, and ensured those working on our behalf abide by our Fundraising Promise and the new Fundraising Regulator and will regularly monitor their work.
<u>Sector reputation</u> : The media, opinion formers or general public opinion may erode trust in charities, affect the sectors strong standing and may indirectly impact our ability to be trusted and to fundraise.	We will continue to be transparent and trustworthy and provide high quality accredited services in a cost effective way. Trustee and Directors will continue to regularly monitor potential areas of vulnerability.
<u>Pro bono support</u> : The charity receives significant pro bono support without which our ability to provide our existing level of service could be impacted.	We will continue to build positive relationships with pro bono suppliers to ensure support continues. In addition, we always seek a partnership agreement that outlines a minimum length of such support.

Related parties and cooperation with other organisations

None of our trustees receives remuneration or other benefit from their work with the charity.

In order to best serve our beneficiaries, the charity is committed to working in partnership with a range of organisations from the public, private and charity sectors. A multi-agency response to disappearances is critical to success and something we are proud to foster. We work in partnership with every police force across the UK to enable the referral of families with a missing loved one to our support services, and to offer our independent and confidential support to people who are reported missing to the police. In partnership with the National Crime Agency and education specialist Groupcall, we operate the Child Rescue Alert system.

As a recognised leader in the field of missing persons, the charity is a proud member of Missing Children Europe, the Global Missing Children's Network and the International Centre for Missing and Exploited Children.

We work with a range of charities who are specialists in areas in which people who are missing may be affected – including mental health, child sexual exploitation and suicide. This can include referrals, sharing best practice and piloting new ways to respond together.

The charity works in formal partnerships with a growing number of Local Authorities to support children who have been missing. Please see the Development and Partnerships section for more information.

The charity's wholly owned subsidiary Missing Limited remained dormant throughout the year.

3. Purpose, Aims and Charitable Activities of Public Benefit

Vision

Every missing person is found safe.

Mission

To be a lifeline when someone disappears.

Aims

- To safeguard and support missing people
- To provide tailored and effective family support
- To be the authoritative voice advocating for missing people and families
- To be a strong, diverse and effective organisation

Charitable Activities of Public Benefit

Trustees have complied with their duty in section 17 of the Charities Act 2011 to have paid due regard to the Charity Commission's guidance on public benefit in deciding which activities the charity should undertake.

Missing People offers free, confidential, 24 hour support to the 250,000 people who go missing each year in the UK. For families left behind the charity helps to find missing loved ones and provides specialised support to end the heartache and confusion.

The charity helps missing children and young people in crisis, and those thinking of going missing. Missing People operates the free, confidential 116 000 Helpline for missing children in the UK. We provide confidential advice and support around the clock. Importantly, we also enable young people, often living on the streets in danger or at risk of exploitation, to reconnect with their families or carers. We also work in partnership with Local Authorities to ensure the safety of young people who return from being missing.

When a child's life may be in immediate danger, the charity provides Child Rescue Alert in partnership with CEOP, a command of the National Crime Agency (NCA), and technology partner Groupcall. The charity can issue an Alert at police request day or night in either a very targeted area or nationally.

For vulnerable missing adults, Missing People provides free, confidential, 24-hour advice and support. A missing adult can pass on a 'safe and well' message to their family or carers, often leading them to reconnect directly.

When someone disappears it is vital that their family can access advice and support immediately and for as long as that person is missing. That is why Missing People provides free emotional and practical support as well as a range of in-depth support such as telephone counselling and events for families.

Where appropriate, the charity provides free publicity services to help find vulnerable missing people. To achieve this we work in partnership with companies such as Royal Mail Group and outdoor advertisers who provide pro bono media space. Appeals generate information and sightings from the public, as well as contact from the missing person, 24 hours a day.

Volunteers

Without volunteers, Missing People could not be a lifeline when someone disappears. Volunteers gain new experiences within the voluntary sector, learn from highly-trained staff and gain and develop new skills that will stay with them forever.

Volunteers can make a real difference to missing people and their families by giving their time at the charity's central office in London, or in any part of the UK through our local volunteer programme.

4. Achievements and Impact

Services Performance

In the run up to Christmas, we hosted visits from Sarah Newton MP, Home Office Minister as well as Mark Sedwill, the Home Office Permanent Secretary. Sarah commented:

“Your team’s daily work to support vulnerable missing people and their families is extraordinary”

Families of missing people

We supported 3,456 families this year, both whilst a loved one was missing or after their return. More than 10,000 people also accessed our family support online.

With support from the Big Lottery Fund, Missing People continued to provide enhanced support to families in England. This included in-depth support via telephone counselling, peer to peer support and piloting special sessions for families using Facebook Live. Events for families included Carol Services to remember missing loved ones in England and Scotland and our fourth Family Day for loved ones.

Making publicity appeals for a missing person is a vital service for families. We searched and helped to find 2,559 people this year.

The Missing People Choir, featuring families with a missing loved one continued to move and inspire the public. Their single *‘I Hope’* entered the Amazon Top 10.

Missing children and young people

This year we made a difference to the lives of 3,330 children and young people – twice as many as the previous year.

In total we reached 38,000 children and young people through our services, web resources and TextSafe®: TextSafe® messages are sent to a mobile phone to let a child reported as missing know that our support is available. This innovative and effective way to reach children saw an annual increase of 151% (from 6,952 in 2015/16), with more than 17,554 messages sent this year.

We continued to develop how children and young people can access our services digitally, successfully piloting a new Live Chat service, made possible thanks to Children in Need and the Lockwood Charitable Foundation.

We launched the Find Every Child appeal to enable us to work towards meeting the needs of more children who could benefit from the charity’s support.

Vulnerable missing adults

This year we continued to provide accredited support, helping 2,613 adults who had gone missing or who were thinking about going missing. Our focus for helping adults remains to provide 24/7 crisis support whenever someone needs us. In the coming year we plan to review the needs of missing adults and adapt our services accordingly to make possible the same transformation we have seen in the scale and type of services we provide to missing children.

We also helped to find a further 1,579 vulnerable adults that we searched for. We continued to focus on publicity efforts on those at great risk of harm.

Development and Partnerships

When a child is found, many of the problems that may have led to them going missing will not have gone away. In partnership with Local Authorities in Surrey, Sussex and Hertfordshire, 845 returned children received our specialist support during 2016/17. This support aimed to find out why they went missing, what happened while they were away, and what support they need to be safe and prevent them going missing again.

An event focused on highlighting adults who return from being missing was held in Cardiff, with the aim of kick starting the national conversation about the need for improved support. Following this event, and a similar event in London, we have created online resources on the support needs of returning adults, and we continue to scope a pilot to provide adults with a 'return home interview' and support.

Policy and Research

We published *Heading Back to Harm*, a study on trafficked and unaccompanied children going missing from care, jointly with ECPAT UK. The report was welcomed by the Home Office Minister, Sarah Newton MP who spoke at the report launch and Kevin Hyland OBE, Independent Anti-Slavery Commissioner, who wrote the foreword to the report. Recommendations from the report are already being implemented – with the Home Office funding ECPAT UK and Missing People to review local authorities approaches to trafficked and unaccompanied children and missing, and train professionals on good practice in preventing trafficked and unaccompanied children going missing and responding effectively when they do.

Our guardianship campaign, calling for families to have legal powers to manage a missing relative's affairs had significant success this year, with the passing of a new law to bring these powers into place across England and Wales. The Guardianship (Missing Persons) Act received Royal Assent in April 2017, having been introduced as a Private Members Bill by Kevin Hollinrake MP in January 2017. This campaigning victory was made possible thanks to the families who campaigned with us, the Ministry of Justice, British Bankers Association,

the Council of Mortgage Lenders, and Clifford Chance who provided pro bono support throughout. The success of Missing People's guardianship campaign follows our success in campaigning for legislation so that families can resolve a missing relative's affairs if they are missing and are believed to have died which resulted in the resumption of Death Act (2013).

We supported the All Party Parliamentary Group (APPG) for Runaway and Missing Children and Adults to investigate how children who go missing are criminally exploited by gangs. The investigation involved a meeting between the APPG, the Home Office Minister, the National Policing Lead for Missing Persons and representatives of young people and families affected by the issue, local authorities and frontline practitioners. The report was publicised in national media including the Times and the Guardian. Following the report's publication the Home Office issued guidance for frontline professionals on criminal exploitation of children and vulnerable adults that recognised the strong links between children going missing and this kind of exploitation, in line with the report's recommendations.

Monitoring and Evaluation

Missing People is committed to the robust monitoring and evaluation of its activities, so that we can effectively identify and measure the impact on the lives of those we support. We have embedded monitoring and evaluation processes throughout all our projects, and have two members of staff (both of whom are members of the Charities Evaluation Working Group) with responsibility for undertaking thorough evaluation of our work on a regular basis. Our evaluation processes include the monitoring of critical impact measurements, alongside monitoring of detailed operational and management information, which are reported back to our Board of Trustees on a quarterly basis as part of a Balanced Scorecard (BSC). We produce an annual Impact Report that is freely available to everyone. In addition, we seek to collect feedback from those using our services, which allows us to assess our impact in their lives and the varied issues that they face.

We also work with external evaluators which allows our work to be challenged, scrutinised and improved, through independent review. Overall, our evaluation processes are crucial in enabling organisational learning and helping us to adapt our service design and delivery in response to the changing needs of our beneficiaries.

Over the last financial year, we have developed our evaluation so that we can better understand and communicate the value and impact of our work. This has included a significant review and development of our organisational Theories of Change around all the major areas of our work and key beneficiary groups, including: families of missing people; children and adults who are either thinking of going missing, have gone, or who have returned. This work was shaped by impact measurement best practice guidelines developed for the voluntary sector. We have also conducted focussed work on the development of a Wellbeing Indicator to help us identify the difference (and range of differences) we make to people with a family member missing.

Missing People will continue to look to develop our evaluation and impact work, and be led by emerging thinking and innovation. Our priorities will include:

- Improving how we seek feedback from our beneficiaries
- Greater efficiency and efficacy in how we record and monitor organisational and management data
- Development of evaluation frameworks to support our participation and engagement work with our beneficiaries
- Further development of impact presentation and reporting results
- Working towards recognition of and membership to NCVO's Inspiring Impact Hub as an 'Impact Champion'

Fundraising Statement

Our supporters are at the heart of what we do. They help us to find vulnerable missing people and to support families facing unimaginable heartache. In supporting us, they send a powerful message that they care about people and the society we live in. We show our supporters the same care and respect.

As an independent charity we rely on donations. Our approach to raising voluntary funds is to focus on long-term sustainable support delivered by a team of staff and volunteers at the charity. On average we generate £5-£6 for every £1 invested in fundraising.

Missing People is a paying member of the Fundraising Regulator and raises funds in accordance with the charity's own Ethical Policy and Fundraising Promise. We have guidelines in place to ensure we take extra care with supporters who may be vulnerable.

This year we have continued to grow voluntary income and we were delighted to welcome significant new supporters including Children in Need, Rayne Foundation, a private foundation and several new major donors. They joined long-term supporters including the players of the People's Postcode Lottery. We could not be a lifeline without them.

Two professional fundraisers helped us to develop new corporate partnerships and to contact supporters. For a smaller national charity this increased our fundraising capacity in a cost effective way. We ensure that anyone working on our behalf follows our high standards and we monitor their work closely.

We responded promptly and found resolution to three complaints regarding fundraising between 1st January to 31st December 2016. We included these numbers in our annual return to the Fundraising Regulator.

Charitable Activity in Scotland

We are pleased to report that on 16th May 2017, subsequent to this financial year end, the Office of the Scottish Charity Regulator (OSCR) entered the charity in the Scottish Charity Register under charity number SC047419 with charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

The charity provides its services, described above under Achievements and Impact, to missing people and their families in Scotland and carries out fundraising activities.

5. Financial Review

In the financial year 2016-17 the charity achieved a surplus of £115K (2016:£162K), reflecting another year of income growth, sound fundraising performance and careful financial management.

Total income at £3,098K showed an increase of 10% on the previous year (£2,815K) and we continue to see benefits from our investment in a long-term programme focused on achieving diverse, robust and reliable income streams.

Our total expenditure at £2,983K showed an increase of 12% on last year (£2,653K) and we have again focused our spending on front-line services. Expenditure on charitable activities rose by 17% in the year and the significant impact achieved with this expenditure is discussed elsewhere in this report. Fundraising costs at £473K represented 15% of income.

Volunteers and pro-bono supporters again contributed significantly to the charity, far beyond the income recognised in these financial statements. Missing People is particularly grateful to Waitrose for providing full office accommodation. We thank the out-of-home media owners represented by Outsmart, JCDecaux and many other print and digital partners for media space. We are grateful to the charity's solicitors Clifford Chance for their ongoing services provided on a pro bono basis.

Reserves

The charity's free reserves policy is that it should hold no less than three months' and no more than six months' current operating costs to safeguard against fluctuations that may arise in funding. This policy is intended to maximise the amount available for Missing People's charitable activities during the current economic climate. Free reserves are defined as unrestricted funds less fixed assets and designated funds. At the end of the year, the level of free reserves was £1.26m (2016: £1.14m) which was a little over four months' worth of charitable expenditure out of unrestricted funds.

Investment policies and objectives

Missing People does not currently invest charity funds in stocks or shares and trustees review this policy on an annual basis. The limited numbers of shares that may be generously donated to Missing People are sold to aid our charitable activities.

6. Plans for the Future

Missing People is an organisation that is focussed on sustainability and one of our key values is to be future minded. In the final year of our current plan we continued to make significant progress and also created a new Plan to commence in 2017/18. In the next five years, our broad aims are:

- To double the number of people we help each year to 20,000, across the UK, focused on those who need our help the most
- Everyone using our services continues to receive high quality support that is based on their needs
- Speaking up for missing people and their loved ones
- Growing annual income from £3m to £6m to achieve these plans

This represents achievable, challenging growth based on where we have come over the course of our last strategic plan. As we created the new Plan we knew that continuing to grow what we already do well is not enough. We need innovative ways to support the people who need us the most. We know it's not going to be plain sailing. For the sake of those that need us, we are confident in our ambition. If we don't help them, no one will.

7. Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

Missing People
Trustees' Annual Report and Accounts Year ended 31 March 2017

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

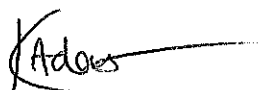
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the charitable company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charitable company's website is the responsibility of the trustees. The trustees' responsibility also extends to the on-going integrity of the financial statements contained therein.

Each trustee has confirmed that, insofar as they are aware:

- there is no relevant audit information of which the charity's auditors are unaware;
- they have taken all the steps, that as trustees they ought to have taken, to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by the trustees on 18 September 2017 and signed on their behalf by:



Kate Adams
Chair

Independent auditor's report to the members of Missing People Limited

We have audited the financial statements of Missing People Limited for the year ended 31 March 2017 which comprise statement of financial activities, the balance sheet, cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees and members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charity's trustees and members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees and members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Financial Reporting Council's (FRC's) Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the FRC's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2017 and of the charity's incoming resources and application of resources, including the income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matters prescribed by the Companies Act 2006

In our opinion the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements and the trustees' report has been prepared in accordance with applicable legal requirements.

Based on our knowledge and understanding of the charity and its environment obtained during the course of the audit we have identified no material misstatements in the trustees' report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements and the trustees' report in accordance with the small companies regime and to the exemption from the requirement to prepare a strategic report.

BDO LLP

Julia Poulter (senior statutory auditor)

For and on behalf of BDO LLP, statutory auditor

London

19 September 2017

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Missing People

Statement of Financial Activities (incorporating an Income and Expenditure Account) for the year ended 31 March 2017

	Note	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Total Funds 2017 £	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Total Funds 2016 £
Income:							
Voluntary Income							
Donations, grants and legacies	15	1,688,415	910,110	2,598,525	1,591,846	971,018	2,562,864
Income from Charitable activities:							
Fees and grants for service provision		-	469,562	469,562	-	214,420	214,420
Policy & Research		-	25,775	25,775	-	31,937	31,937
Income from Investments		4,117	-	4,117	5,740	-	5,740
Total income		<u>1,692,532</u>	<u>1,405,447</u>	<u>3,097,979</u>	<u>1,597,586</u>	<u>1,217,375</u>	<u>2,814,961</u>
Expenditure:							
Expenditure on Raising funds							
Raising funds		473,033	-	473,033	509,494	-	509,494
Expenditure on Charitable activities:							
Service provision		909,825	1,379,672	2,289,497	719,866	1,185,438	1,905,304
Policy & Research		194,256	25,775	220,031	206,445	31,937	238,382
Total Charitable Activities		<u>1,104,081</u>	<u>1,405,447</u>	<u>2,509,528</u>	<u>926,311</u>	<u>1,217,375</u>	<u>2,143,686</u>
Total Expenditure	4	<u>1,577,114</u>	<u>1,405,447</u>	<u>2,982,561</u>	<u>1,435,805</u>	<u>1,217,375</u>	<u>2,653,180</u>
Net income and net movement in funds for the year	2	115,418	-	115,418	161,781	-	161,781
Reconciliation of Funds							
Fund balances brought forward at 1 April		1,153,378	-	1,153,378	991,597	-	991,597
Balance carried forward at 31 March	16	<u>1,268,796</u>	<u>-</u>	<u>1,268,796</u>	<u>1,153,378</u>	<u>-</u>	<u>1,153,378</u>

The notes on pages 20 to 26 form part of these financial statements.

All amounts relate to continuing activities. There are no recognised gains or losses other than the net movement in the funds included above.

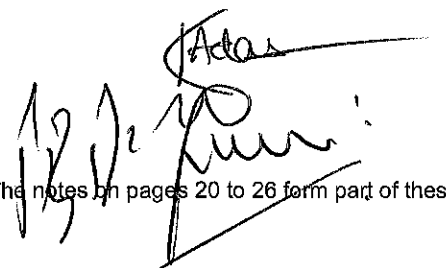
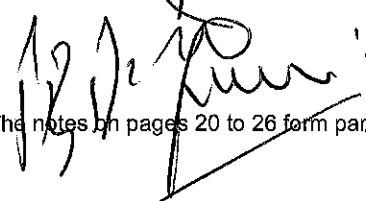
Missing People

Balance Sheet as at 31 March 2017

Company Registration Number 2814202

	Note	2017 £	2017 £	2016 £	2016 £
Fixed Assets					
Tangible assets	6		11,642		15,470
Current Assets					
Debtors	8	199,051		105,145	
Cash at bank and in hand		<u>1,424,394</u>		<u>1,340,098</u>	
		1,623,445		1,445,243	
Creditors: Amounts falling due within one year	9		<u>(366,291)</u>		<u>(307,335)</u>
Net Current Assets			<u>1,257,154</u>		<u>1,137,908</u>
Total Assets less Current Liabilities			<u>1,268,796</u>		<u>1,153,378</u>
Net Assets			<u>1,268,796</u>		<u>1,153,378</u>
Funds of the charity:					
Unrestricted Funds	16		1,268,796		1,153,378
Restricted Funds			-		-
Total Funds			<u>1,268,796</u>		<u>1,153,378</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 18 September 2017 and signed on its behalf by:

	}	Kate Adams - Chair
	}	Ben Houghton - Treasurer

The notes on pages 20 to 26 form part of these financial statements.

Missing People

Statement of Cash Flows for year ended 31 March 2017

	2017 £	2016 £
Cash flows from operating activities :		
Net cash provided by (used in) operating activities (see note (a))	<u>87,694</u>	<u>103,276</u>
Cash flows from investing activities		
Interest income	4,117	5,740
Purchase of property, plant and equipment	(7,515)	(532)
Net cash provided by (used in) investing activities	<u>(3,398)</u>	<u>5,208</u>
Change in cash and cash equivalents in the reporting period	84,296	108,484
Cash and cash equivalents at the beginning of the period	1,340,098	1,231,614
Cash and cash equivalents at the end of the reporting period	<u>1,424,394</u>	<u>1,340,098</u>

(a) Reconciliation of net income to net cash flow from operating activities

	2017 £	2016 £
Net income for the reporting period (as per statement of financial activities)	115,418	161,781
Adjustments for:		
Depreciation charges	11,343	12,403
Interest income	(4,117)	(5,740)
(Increase)/decrease in debtors	(93,906)	21,414
Increase/(decrease) in creditors	58,956	(86,582)
Net cash provided by (used in) operating activities	<u>87,694</u>	<u>103,276</u>

The notes on pages 20 to 26 form part of these financial statements.

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

The principal accounting policies applied in the preparation of the financial statements are as follows:

1 Accounting Policies

- a) **Basis of preparation**
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Missing People Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s). There are no areas of critical estimate or significant judgement that affects the preparation of these financial statements.

- b) **Group accounts**
The Charity owns the whole of the share capital of Missing Limited. The company was dormant during the year and therefore consolidated accounts are not prepared.

- c) **Income**
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably. In particular:

- Grants are accounted for once a formal offer of funding is received, subject to satisfying any performance-related conditions. In the event that a grant is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period;

- For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

- Deferred income comprises grants or donations which the donor has specified to be used in future accounting periods.

- Donations are accounted for when receivable.

- d) **Expenditure**
All expenses are accounted for on an accruals basis. Wherever possible costs are allocated directly to the appropriate activity; other costs common to all activities are apportioned between those activities on the basis of the proportion of staff time spent during each year in connection with each activity.

Cost of Raising Funds comprises costs incurred in inducing people and organisations to contribute financially to the work. This includes the cost of advertising for donations and the staging of special fundraising events.

Expenditure incurred in connection with the specific objects of the charity is included under the heading Charitable Activities.

Support costs, which are the costs of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, are apportioned on the basis of staff costs attributable to each activity.

The irrecoverable element of VAT is included with the item of expense to which it relates.

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

- e) **Tangible fixed assets and depreciation**
Fixed assets are recorded at cost or, in cases where assets have been donated to the charity, at valuation at the time of donation. All assets acquired for continuing use and costing more than £500 are capitalised.
- Provision is made for depreciation on all tangible assets, at rates calculated to write off the asset less estimated residual value over its expected life as follows:
- Office Equipment - 25% to 33.33% per annum on a straight line basis
- f) **Funds**
Unrestricted funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objects of the charity and have not been designated for other purposes.
Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.
- g) **Leased assets**
Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred.
- h) **Direct taxation**
The company is a charity within the meaning of Para 1 Schedule 6 Finance Act 2010. Accordingly the company is potentially exempt from taxation in respect of income within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income is applied exclusively to charitable purposes. No tax charge arose in the period.
- i) **Pension**
The Charity contributes to a defined contribution group personal pension scheme. The assets of the scheme are held separately from those of the Charity in independently administered funds. The pension cost charge represents contributions payable under the scheme by the Charity to the funds. The Charity has no liability under the scheme other than for the payment of those contributions. Contributions are disclosed in note 3.

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

2 Income/(Expenditure)

The net income/(expenditure) for the year are stated after charging:

	2017	2016
	£	£
Depreciation on tangible fixed assets	11,343	12,403
Operating leases	1,613	1,097
Auditor's remuneration		
Audit services	9,900	9,600
Non-audit services	-	1,450
	<u> </u>	<u> </u>

3 Staff costs

Staff costs were as follows:

	2017	2016
	£	£
Wages and salaries	2,073,323	1,816,782
Social Security costs	194,976	173,648
Pension	94,445	84,551
Temporary Staff costs	23,518	16,703
	<u> </u>	<u> </u>
	<u>2,386,262</u>	<u>2,091,684</u>

One employee earned between £80,001 - £90,000 in the year (2016: one between 70,001 - £80,000). No other employees earned over £60,000.

The average weekly number of employees (based on average headcount) during the year was as follows:

	2017	2016
	Number	Number
Charitable activities	78	66
Fundraising	8	8
Governance	1	1
	<u> </u>	<u> </u>
	<u>87</u>	<u>75</u>

The full time equivalent number of employees (including casual and temporary staff) during the year was 64. (2016: 59)

Trustees' remuneration and related party transactions

The Trustees were neither paid nor voted any emoluments during the year (2016 - nil).

One Trustee was reimbursed £172 subsistence expenses during the year (2016: £144 travel expenses).

The key management personnel of the charity comprise the Chief Executive, Director of Services/Director of Services and Advocacy, Director of Supporters & Communication, Director of Development and Partnerships, Director of Finance and the Interim Director of People. The total employee benefits of key management personnel of the charity including employers National Insurance were £374,635 (2016: £316,262)

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

4 Analysis of Total Resources Expended

	Direct Costs Activities £	Support Costs (see note 5) £	2017 Total £	2016 Total £
Charitable Activities:				
Service Provision	1,792,579	496,918	2,289,497	1,905,304
Policy & Research	168,499	51,532	220,031	238,382
Cost of Raising Funds	362,247	110,786	473,033	509,494
	<u>2,323,325</u>	<u>659,236</u>	<u>2,982,561</u>	<u>2,653,180</u>

5 Support costs by activity

	Service Provision	Policy & Research	Cost of Raising Funds	2017 Total £	2016 Total £
Governance	35,618	3,423	7,359	46,400	51,097
Information technology	98,818	11,165	24,003	133,986	125,675
Central facilities	83,928	10,069	21,648	115,645	107,401
Finance	111,718	10,737	23,082	145,537	146,228
Human resources	68,182	6,626	14,245	89,053	66,928
Central management	98,654	9,512	20,449	128,615	115,993
	<u>496,918</u>	<u>51,532</u>	<u>110,786</u>	<u>659,236</u>	<u>613,322</u>

Support costs have been allocated on the basis of the charity's accounting policies and identified staff and direct costs for each category.

6 Tangible Fixed Assets

	Office Equipment £	Total £
Cost		
At 1 April 2016	61,141	61,141
Additions	7,515	7,515
Disposals	-	-
At 31 March 2017	<u>68,656</u>	<u>68,656</u>
Depreciation		
At 1 April 2016	45,671	45,671
Charge for year	11,343	11,343
Disposals	-	-
At 31 March 2017	<u>57,014</u>	<u>57,014</u>
Net book value		
At 31 March 2017	<u>11,642</u>	<u>11,642</u>
At 31 March 2016	<u>15,470</u>	<u>15,470</u>

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

7 Subsidiary Company

The Charity holds two ordinary £1 shares in Missing Ltd, being 100% of the issued share capital. The entire profit of Missing Ltd is paid annually to Missing People under Gift Aid.

Results of Missing Ltd

	2017	2016
	£	£
PROFIT & LOSS ACCOUNT		
Turnover	-	-
Cost of sales and administration expenses	-	-
	<hr/>	<hr/>
Net profit for the year	-	-
Amount gift aided to the charity	-	-
	<hr/>	<hr/>
Retained in subsidiary	<hr/> -	<hr/> -
BALANCE SHEET		
Debtors	2	2
Cash at bank and in hand	467	3,234
Creditors: Amounts falling due within one year	<hr/> (467)	<hr/> (3,234)
Total net assets	<hr/> 2	<hr/> 2
Capital and reserves		
Called up share capital	2	2
Profit and loss account	<hr/> -	<hr/> -
	<hr/> 2	<hr/> 2

8 Debtors

	2017	2016
	£	£
Accrued income	109,644	42,639
Prepayments	80,732	52,643
Other debtors	8,208	6,629
Amount due from subsidiary	<hr/> 467	<hr/> 3,234
	<hr/> 199,051	<hr/> 105,145

All amounts shown under debtors fall due for payment within one year.

9 Creditors:

Amounts falling due within one year	2017	2016
	£	£
Other taxes and social security costs	50,189	45,067
Other creditors	64,051	22,729
Accruals	38,580	23,966
Deferred Income (Note 10)	<hr/> 213,471	<hr/> 215,573
	<hr/> 366,291	<hr/> 307,335

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

10 Deferred Income	2017	2016
	£	£
Balance at 1 April	215,573	274,376
Released in the year	(215,573)	(274,376)
Amount deferred in the year	213,471	215,573
Balance at 31 March	<u>213,471</u>	<u>215,573</u>

Deferred income comprises grants or donations which the donor has specified to be used in future accounting periods.

11 Leasing Commitments

At 31 March the Charity had minimum lease commitments under non-cancellable operating leases on office equipment as set out below:

	2017	2016
	£	£
Operating leases which expire:		
Within one year	1,002	953
Between one and five years	1,791	144
After five years	-	-
	<u>2,793</u>	<u>1,097</u>

12 Analysis of Net Assets

	Tangible Fixed Assets	Bank & Cash	Debtors	Current Liabilities	Total
	£	£	£	£	£
Year ended 31 March 2017					
Restricted	-	121,309	92,162	(213,471)	-
Unrestricted	11,642	1,303,085	106,889	(152,820)	1,268,796
	<u>11,642</u>	<u>1,424,394</u>	<u>199,051</u>	<u>(366,291)</u>	<u>1,268,796</u>
Year ended 31 March 2016					
Restricted	-	206,810	8,763	(215,573)	-
Unrestricted	15,470	1,133,288	96,382	(91,762)	1,153,378
	<u>15,470</u>	<u>1,340,098</u>	<u>105,145</u>	<u>(307,335)</u>	<u>1,153,378</u>

13 Ultimate Controlling Party

The Directors listed in the Trustees' Report are the ultimate controlling parties being members of the company.

All Charity policies and executive decisions are determined by the Trustees. The day to day running of the charitable company has been delegated to the Chief Executive and Directors.

14 Related Party Transactions

There were no material transactions with related parties during the year (2016: none).

Missing People
Notes to the Financial Statements
Year ended 31 March 2017

15 Donations, Grants and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
General donations	1,423,951	910,110	2,334,061	2,197,856
Legacies	-	-	-	60,000
Fundraising & promotional events	<u>264,464</u>	<u>-</u>	<u>264,464</u>	<u>305,008</u>
	<u><u>1,688,415</u></u>	<u><u>910,110</u></u>	<u><u>2,598,525</u></u>	<u><u>2,562,864</u></u>

16 Movements in funds

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
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Year ended 31 March 2017

Restricted funds

The movement on restricted funds comprises the following donations and grants held on trust to be used for specific purposes:

Core services	-	1,314,439	(1,314,439)	-	-
Computer systems development		12,394	(12,394)		
Regional funding	-	52,839	(52,839)	-	-
Policy & Research	-	25,775	(25,775)	-	-
Total restricted funds	<u>-</u>	<u>1,405,447</u>	<u>(1,405,447)</u>	<u>-</u>	<u>-</u>
<i>Unrestricted funds</i>	<u>1,153,378</u>	<u>1,692,532</u>	<u>(1,577,114)</u>	<u>-</u>	<u>1,268,796</u>
Total funds	<u><u>1,153,378</u></u>	<u><u>3,097,979</u></u>	<u><u>(2,982,561)</u></u>	<u><u>-</u></u>	<u><u>1,268,796</u></u>

Year ended 31 March 2016

Restricted funds

Core services	-	1,100,273	(1,100,273)	-	-
Computer systems development		1,644	(1,644)		
Regional funding	-	83,521	(83,521)	-	-
Policy & Research	-	31,937	(31,937)	-	-
Total restricted funds	<u>-</u>	<u>1,217,375</u>	<u>(1,217,375)</u>	<u>-</u>	<u>-</u>
<i>Unrestricted funds</i>	<u>991,597</u>	<u>1,597,586</u>	<u>(1,435,805)</u>	<u>-</u>	<u>1,153,378</u>
Total funds	<u><u>991,597</u></u>	<u><u>2,814,961</u></u>	<u><u>(2,653,180)</u></u>	<u><u>-</u></u>	<u><u>1,153,378</u></u>

Any expenditure on restricted projects not covered by restricted donations is met from unrestricted funds.

Purposes of restricted funds

Core services funds support the delivery of the charity's principal activities.

Computer systems development funding supports software enhancement of the charity's services.

Regional funding enables the charity's work in specific geographic areas.

Policy and research funding represents donations and grants towards the charity's policy, research and advocacy work.

The funding above includes generous donations from the following:

	£
BBC Children in Need	18,193
Big Lottery Fund - Wales	160,505
Big Lottery Fund - England	168,939
Garfield Weston Foundation	12,500
Home Office	77,519
Scottish Government	<u>46,000</u>