

**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 2021



Missing People  
Trustees' Annual Report and Accounts Year ended 31 March 2021

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**Chair's Statement**

At Missing People, we have always prided ourselves on being flexible; adept at adapting to the highly personal needs of those we serve whilst always being cognisant of the challenges and opportunities that the wider world presents.

Never has this ability to be flexible been more needed than in the past year. As every organisation, business and charity has found, demands have changed, working practices have had to adapt, systems of support that we have all relied on have been shaken, and many have fallen by the wayside through no fault of their own. But, I am pleased to report, as these accounts demonstrate, our charity has taken on the challenge of immediate change, has addressed the threats head on and our leadership team, staff, volunteers and supporters have acted with a resilience, determination and indefatigability that lives up to our reputation.

This year we have learnt about how, when the world seems to stop, demand for our services goes on, undiminished. How the individuals and families we support worry, miss, grieve and are missed no less than in any other time. We have been reminded, as if this was ever needed, of the value of people, communities and life.

At Missing People we are concerned about how the Covid-19 pandemic's impact on mental health issues, financial pressures, and the economic picture will continue to affect people. We have already seen an increase in the vulnerability of people who are going missing, the isolation and worries for families left behind, and the pressures on young people.

Going missing indicates a crisis in the lives of the 170,000 people reported missing each year in the UK. Missing People wants to be able to help as many of those people as possible as well as the loved ones they leave behind – through direct professional support, online resources, and building networks of support.

Missing children and adults face risks of harm, isolation and stigma – new issues on top of the original reasons many went in the first place. The majority are not offered or aware of the support that is available whilst missing, or after they return. This leads to many people going missing again. We want and need to stop this.

The increases in mental health issues and financial pressures together with support services being closed or harder to access means more people are likely to be reported missing and be at greater level of risk, long after restrictions ease.

There is an urgent need to help people affected by missing, and the issues that are most pressing to them right now. We will be responding to that need by focusing one to one professional support where it is needed most, creating online resources and forums to inform and connect people affected by missing, and working in partnership to improve the response to mental health and missing at a key moment.

Throughout this work we will be driven by the diverse needs and experiences of people with lived experience of missing. We will build on our success to date in being there for any person; making sure that age, gender, race, life choices, economic situation or location are no impediment to accessing our support and ensuring that all voices are heard and represented in what we do and how we do it.

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During a year like no other, I thank those who make our work possible – the donors who generously keep giving, the businesses who partner with us despite their own challenges, the volunteers who give time remotely (and in person when restrictions allow), the grant givers who have stepped up, the community of people who help share appeals for missing people, the people with lived experience who bravely share their stories and in doing so make change possible for others affected. We could not be a lifeline without you. On behalf of the Board of Trustees, I think each and every one of you for being part of our community. That backing and support has seen us through the toughest of years, and will go on being needed and appreciated.

Lastly, I give thanks to the staff at Missing People who have led, delivered and lived by our values during a year when we have had to sadly say goodbye to a number of valued colleagues as we addressed a challenging fundraising landscape and have successfully restructured to meet future demands. They and our volunteers make Missing People a lifeline when someone disappears, and continue the legacy started by our Founders Janet Newman OBE and Mary Asprey OBE. Mary sadly died this year, and her spirit and drive continue to inspire us in everything the charity achieves.

Justin McLaren

Chair of Trustees

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## Trustees' Report

### 1. Reference and Administrative

Charity Name	Missing People
Registered Charity	England and Wales 1020419 / Scotland SC047419
Company Number	2814202
Registered Office	Roebuck House 284 Upper Richmond Road West London SW14 7JE
Trustees	Justin McLaren – Chair Paul Boughton – Treasurer Caryl Agard Sarah Godwin Jane Harwood Rachel Eyre Sam Waterfall Andrew McKay Radha Chakraborty
Company Secretary	Chris Trotter
Chief Executive	Jo Youle
Directors	Susannah Drury, Director of Policy, Development and Research Zoe Hart, Director of People & Organisational Development Sophie Lapham, Director of Services Ross Miller, Director of Fundraising and Communication Douglas Parkhill, Director of Finance (resigned 22 April 2020) Chris Trotter, Director of Finance
Auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Principal Bankers	CAF Bank 25 Kings Hill Avenue Kings Hill West Malling ME19 4TA
Website	<a href="http://www.missingpeople.org.uk">www.missingpeople.org.uk</a>

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## 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 Articles of Association dated 23 February 2017 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. The objects as stated in the Articles of Association are:

- (a) to provide counselling and support to families in conditions of need hardship or physical or mental distress as a result of a member of their family having disappeared without trace;
- (b) to provide help and support to persons who have left home without informing their family and friends or carers of their whereabouts and who are suffering conditions of need hardship or physical or mental distress;
- (c) to educate the public in the social and economic problems resulting from the disruption to family life caused by the disappearance of a member of the family and the problems caused by individuals who have disappeared without trace.

### Charitable Activity in Scotland

Missing People is registered with the Office of the Scottish Charity Regulator (OSCR) under charity number SC047419 with charitable status under the Charities and Trustee Investment (Scotland) Act 2005.

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

### 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. The Board places particular emphasis on maintaining high standards of governance. It has considered the Charity Governance Code and will review during the year with a view to full compliance.

### Recruitment and appointment of Trustees

Most Trustee vacancies are advertised 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.

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**Pay policy**

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.

**Related parties and cooperation with other organisations**

None of our Trustees receive remuneration or other benefit from their work with the charity.

In order to best serve people affected, 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 referrals 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.

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. Missing People has previously been accredited by the Helplines Partnership, the membership body for organisations that provide information, support or advice via phone, email, text or online.

We work with a range of charities working in connected areas - including mental health, homelessness, 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 number of Local Authorities to support children who return from been missing.

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

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### 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**

In 2020-21 we developed a one year Operational Plan due to the need to respond urgently to the Covid-19 pandemic. The aims of this plan were

- Ensuring sustainability to protect support for missing people and families
- To stay grounded in the needs of missing people and families
- To deliver our digital transformation to improve access to services and information

#### **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 aims to improve the wellbeing of people with a missing loved one, and of the missing people themselves. Around 170,000 people of all ages and backgrounds are reported missing to UK police each year, many more than once.

Missing People is one of a handful of charities providing an essential Helpline using a 116 prefix – ours is 116 000 - assigned by Ofcom to indicate we protect the wellbeing of people in great difficulty. We offer free, confidential support every day of the year.

We work in collaboration with police forces across the UK to ensure that missing people and their families can be referred to our support services.

Our work is informed by original research, consultation and evaluation of our services. We actively influence the national government strategy for missing persons.

The charity helps missing children and young people in crisis, and those thinking of going missing. We provide confidential advice and support seven days a week. 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.

Mental health is the single biggest reason for an adult to go missing. For vulnerable missing adults, Missing People provides free, confidential, advice and support every day of the year. A missing adult can pass on a 'safe and well' message to their family or carers, often leading them to reconnect directly.

Our support ensures relatives with a missing loved one develop resilience to cope and to manage relationships with others, so they feel less alone. We provide a sense of belonging to a community of people in a similar situation to reduce isolation. Missing People provides free emotional and



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practical support as well as a range of in-depth support such as counselling and peer to peer support for families to help one another, including carol services in England and Scotland and our annual 'Family Day' event. In addition, we provide a free 'Lost Contact' service to reunite family members who may have been estranged. This service is made possible thanks to the support of LexisNexis Risk Solutions.

Where appropriate, the charity provides free publicity services to help find vulnerable missing people. To achieve this we work in partnership with a wide range of companies such as Royal Mail Group and outdoor advertisers such as JCDecaux who provide pro bono media space. Our team is then on hand to receive information and sightings from the public, as well as contact from the missing person, every day of the year.

### **Volunteers**

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

Volunteers make a real difference to missing people and their families by giving their time in a range of ways. From raising vital funds, organising events, sharing appeals for missing people, to providing in depth Helpline support.

During the restrictions created by the Covid-19 pandemic, sadly many Helpline volunteer roles had to be paused. Having successfully ensured staff can provide support remotely we now look forward to bringing our brilliant volunteers back online too.

## **Strategic Report**

### **4. Achievements and Impact**

#### **Services Performance**

We estimate that over a million people each year in the UK are directly affected by a disappearance – based on the 170,000 people who disappear each having 5 loved ones who live in limbo. That number is shockingly high and as the only national charity supporting missing children, adults and their families we are determined to increase the number of affected people we help each year, focused on those who need our help the most. To achieve this goal whilst operating within financial constraints, we have been focusing on a digital transformation to provide more support and advice online. We therefore have introduced a new measure for how many affected people accessed our online support pages; and in autumn 2020, we launched a new website with a wider range of support, advice and information available online.

#### **Families of missing people**

*Ange<sup>1</sup> called us asking for help after her son had disappeared in worrying circumstances. We were able to liaise with the police and quickly launch a publicity appeal, as well as providing emotional support through a very difficult time. Ange called us the next day to say that her son had been found, and to thank us for our support.*

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<sup>3</sup> Name changed to protect anonymity

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We directly supported 1,757 families this year, both whilst a loved one was missing or after their return. Our support includes tailored practical help with families' search for their missing loved one as well as providing emotional support through the trauma of a disappearance from our team of specialist family support workers and from our specialist counselling service. + specialist support from SafeCall team (Child criminal exploitation)

In addition, 14,190 family members accessed our online family support resources, which provide advice and support for different stages of the missing journey, how to work with the media and how the police and Missing People can help search for a missing person. We also launched our new family support online community as a safe space for families to support each other, share advice and find out about opportunities to get involved with the charity.

In the first lockdown we piloted a weekly online family support group and this has continued, and we used the learning from it to set up a support group for parents of children who are being criminally exploited, as part of our SafeCall service.

Making publicity appeals for a missing person is one of the practical ways that the charity helps people with a missing loved one. This year 1,460 people we searched for were found safe.

### **Missing children and young people**

*In April 2020, in the first Covid-19 lockdown, we got a call from Lorna<sup>2</sup> who had been kicked out of home by her parents after a big argument and didn't know what to do or where she could go that was safe. We were able to liaise with the local authority and police and find her somewhere safe to stay*

This year we directly supported 4,068 children and young people through our Runaway Helpline, our one to one chat service, and our specialist services including SafeCall that provides advocacy and support for young people affected by County Lines and missing. All of our services for young people provide a confidential, non-judgemental space for them to share their challenges and talk through their options, as well as support to get safe if they need it.

In addition, an estimated 7,520 young people accessed our online support resources through our Runaway Helpline website that offer advice and support on a range of topics linked to running away, such as bullying, exploitation and mental health.

### **Vulnerable missing adults**

*Mark<sup>3</sup> called our helpline after receiving a TextSafe message from us. He had been in mental health crisis when he was reported missing, and when he contacted our helpline, we were able to provide emotional support and link him in with emergency services. He got in touch afterwards to tell us "I wanted to say thank u for last week ...I'm working on it, not easy but trying. Thank u"*

This year we directly supported 2,747 adults who had gone missing or who were thinking about going missing. We provide them with a confidential, non-judgemental space to think through their options, stay safe and access specialist support if needed. We offer a message home service where we can pass on a message to a family member if they are not ready to get in touch with them directly.

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<sup>2</sup> Name changed to protect anonymity

<sup>3</sup> Name changed to protect anonymity

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In addition, an estimated 8,067 adults accessed our online support resources on the Missing People website, which provide information and support on topics for different stages of the missing journey, including missing adults rights, how to stay safe while away from home and what to do if you are struggling with mental health issues.

### **Totals helped**

In total, we directly supported 8,571 missing people and families, and estimate that just under 30,000 missing children, adults and families accessed support and information on our websites.

### **Development and Partnerships**

Our Search Dog Heroes Project in partnership with Lowland Rescue continued this year– with ground scenting search dogs trained, qualified and already proving an invaluable asset to Lowland Rescue search teams in four police forces and six areas. The dogs have been successfully deployed nine times for far, and in all cases the missing person has been found safe. Thanks to funding from players of People's Postcode Lottery, we continued to train search dogs around the UK and also produce and disseminate education and awareness materials and scent kits to high risk groups and their carers so that they are well prepared to respond in the event of a disappearance. The project has been extended to March 2022 so that more dogs can be trained, and more people can be informed about the project after the project had to pause several times in 2020-21 due to Covid-19 restrictions.

In Scotland, we delivered the second year of our National Framework Implementation Project, funded by the Scottish Government. This project aims to ensure the good practice in responding to missing people identified in Scotland's National Missing Persons Framework is implemented in local areas. We worked in Moray, North Lanarkshire and Renfrewshire, supporting local agencies to create effective multi-agency responses to missing, develop effective missing persons protocols and deliver effective return discussion training. We also held the first Scottish missing persons conference on good practice to share examples of good practice in preventing and responding effectively to missing incidents, with over 100 participants.

In 2020-21 the charity started to provide bespoke consultancy support to police forces and local authorities on missing. Through this work, we have been commissioned to deliver local multi-agency events on good practice in missing persons, conduct consultation with young people about their experiences of being missing, and review one police force's approach to engaging with returned missing people.

### **Policy and Research**

In autumn 2020, we published the National Framework for adults missing from hospital or care settings in England. This framework was created by Missing People in consultation with a Task and Finish Group including the National Policing Lead for Missing Persons, NHS England, Care Quality Commission, Public Health England, the National Crime Agency and the Local Government Association. The Framework outlines good practice in the multi-agency response to adults going missing, outlining the roles that different agencies can play to prevent missing incidents, and to find safeguard and support missing and returned adults. We are now working to ensure the good practice approach in the Framework gets implemented in local areas across England.

Children who are looked after in the care system are disproportionately likely to be reported missing. One in ten looked after children is reported missing, compared to one in 200 children generally. During 2020-21 we fed into the development of new national guidance for children missing from care placements, which has been led by the police and care providers. We undertook consultation with young people who were living in care, or were care experienced to gather their views to feed into the guidance. Young people told us that they want carers to focus on building

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positive relationships with them and getting to know them better to try to prevent children going missing, and to prevent carers making assumptions about them. Young people told us that they understood that the police needed to be contacted when they are missing and at risk of harm, but that the police should not be automatically contacted when a young person is simply not where they are supposed to be. The guidance is due to be published later in 2021.

## Monitoring and Evaluation

Missing People is committed to the robust monitoring and evaluation of its services, so that we can effectively identify and measure the impact on people's lives. We have embedded monitoring and evaluation processes throughout all our projects, and have a dedicated impact team to undertake thorough evaluation. Our evaluation processes include assessing our progress against theories of change, alongside monitoring of detailed operational and management information. We produce an annual Impact Report that is freely available to everyone, and provide quarterly updates on key cross organisational measures to Directors Group and trustees. In addition, we gather 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 allow 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.

In 2020-21 our Impact team reviewed the impact of Covid-19 on the people we support. They identified that families with loved ones who were missing long term or repeatedly went missing were facing additional challenges of isolation and an inability to access their usual support services and networks. As a result, the Services team set up a weekly online support group for families with a missing loved one, which was been well attended and valued by families through the year. The team also surveyed adults and young people with experience of being missing, with 67% stating that the pandemic and associated restrictions had made their mental health worse, and 50% stating that their access to support had got worse.

## Fundraising Statement

Supporters enable Missing People to be a lifeline when someone disappears thanks to generous donations and legacies. They fund our search to find vulnerable missing people and make it possible for us to help thousands of people affected, often in crisis. In supporting the issue, supporters send a powerful message that they care about people and the society we live in. Our fundraising staff and volunteers aim to provide supporters with the same level of care and respect. We take extra care with supporters who may be vulnerable, and have a policy in place to protect them.

As an independent charity we rely on donations. We focus on long-term sustainable support built on strong relationships with a wide range of individuals, trusts and corporate partners. On average we return £5-£6 for every £1 we invest in fundraising.

Missing People is a paying member of the Fundraising Regulator and raises funds in accordance with our Fundraising Promise. Missing People has adopted the NCVO's Charity Ethical Principles and use these principals to guide ethical considerations in relation to fundraising.

This year we welcomed several new supporters, Leading Lights, members of our Fundraising Board and Young Professionals Board, and partners who generously raised or donated major funds and awareness. They included the National Lottery Community Fund, London Sock Company, Paddy

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Power, and the Alchemy Foundation. They joined long-term supporters including players of People's Postcode Lottery, Royal Mail Group, Marguerite Foundation, Worshipful Company of Information Technologists (WCIT) Charity, LexisNexis Risk Solutions, Norton Rose Fulbright, Scottish Government, BBC Children in Need, Dulverton Trust, St James's Place Charitable Foundation, and CIL Management Consultants. We thank each of them, and everyone else, for enabling us to be a lifeline when someone disappears.

We received no complaints regarding fundraising this year. Missing People occasionally uses commercial participators to carry out services on our behalf. This year this included the use of an agency to make calls to donors on the charity's behalf, as well as an agency for printed donor mailings.

## 5. Financial Review

The charity recorded a surplus of £257K in the year (2020: £98K deficit), as we monitored costs closely in what was clearly going to be a challenging year and this was complemented by the success of several funding applications for exceptional funding. The Trustees had initially approved a deficit budget in April 2020 due to concerns about the impact of Covid-19 on income and were pleased that such a strong financial performance was achieved.

Our total income at £3,481K was less than of last year (£3,716K) as the charity was impacted by the Covid pandemic. However while several income sources were down on the prior year some £529k of exceptional funding was secured which ensured a respectable financial outcome

Total expenditure at £3,224K showed a significant decrease on last year (£3,815K) as the savings plan enacted in late 2019-20 had full year impact. The charity also saw a reduction in travel and office costs as a result of the pandemic regulations and fundraising costs were less as various events and activities were curtailed.

Volunteers and pro-bono supporters again contributed significantly to the charity, far beyond the income recognised in these financial statements. We thank the out-of-home media owners and many other print and digital partners for advertising space, Kapow for free text (SMS) messages, and 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 while also planning for a sustainable future. Free reserves are defined as unrestricted funds less fixed and intangible assets and designated funds.

At the end of the year, the level of free reserves was £1,300k (2020: £1m) which was a little over five months' worth of charitable expenditure. The current forecasting of operating costs from 2021/22 onwards is that they will be c£3-3.5m per annum so the Trustees wish to maintain a minimum reserve of £750-900k.

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### Going Concern

Missing People has had a steady track record financially over the last decade, making a small surplus in most years and gradually increasing the free reserves. The financial year finished with the charity in a comfortable reserves position, in line with its reserves policy.

A budget has been approved for the financial year 2021/22 with revised income forecasts and a small deficit budget with underlying cash-flow projections showing that cash balances in line with free reserve levels throughout the year. The first quarter management accounts were ahead of budget and the current projections are that a break-even position will be recorded for 2021/22.

A financial forecasting model has been prepared to 31 March 2023 with a revised income forecast and a break-even budget with underlying cash-flow projections.

Therefore the Trustees have concluded on the basis of the analysis above that the adoption of a going concern basis in the preparation of these financial statements is appropriate.

### 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. 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 on call support for services frontline team and DBS checks are in place for relevant roles.
<u>Economic pressures Post Covid</u> : Changes in the economic/political environment impact negatively on voluntary income.	We continue to strengthen and diversify our income streams and have accessed Covid related and other emergency funds. We have in place rigorous processes for budgeting, management reporting and monitoring of financial performance. A sustainability plan was enacted by the year-end to deliver services on a reduced cost basis – with a focus on digital support - against an anticipated lower turnover in 2021/22.

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<p><u>Fundraising</u>: Failure by us, or on the part of agencies we work with, to comply with fundraising regulation.</p>	<p>We have reviewed our fundraising policies and practices, and ensured those working on our behalf abide by our Fundraising Promise and the Fundraising Regulator and will regularly monitor their work. We have adopted the NCVO's Charity Ethical Principals and established a Fundraising Ethics Group comprising trustees and executive team members.</p>
<p><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.</p>	<p>We will continue to be transparent and trustworthy and provide high quality accredited services in a cost effective way. Trustees and Directors will continue to regularly monitor potential areas of vulnerability.</p>
<p><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.</p>	<p>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.</p>

## 7. Plans for the Future

Missing People is an organisation that is focused on sustainability and one of our key values is to be future minded. The charity expects that the next 12-24 months will be financially challenging but it has robust plans to deliver value for money as a £3m+ turnover organisation embracing a digital transformation and acknowledging the ongoing financial support of its loyal supporters.

Looking forwards, during January to March 2021, we developed a new two year strategy that commenced in April 2021. Our new strategic aims are:

- To provide help, hope and a way to reconnect for missing children, adults and families
- To put people with lived experience at the heart of our work, amplifying their voices to achieve change
- To build networks of support for and with missing children, adults and families.

To achieve this plan, we will

- Ensure the charity is sustainable in the long term
- Ensure the charity is a great place to work and volunteer
- Build and maintain partnerships to support missing people and families

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## 8. 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.

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.

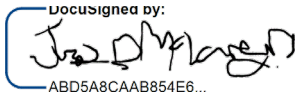
Financial statements are published on the charitable company's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charitable company's 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 25.10.2021 and signed on their behalf by:

Justin McLaren  
Chair



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Missing People  
Trustees' Annual Report and Accounts Year ended 31 March 2021

## **Independent Auditor's Report to the Members and the Trustees of Missing People Limited**

### **Opinion**

We have audited the financial statements of Missing People Limited for the year ended 31 March 2021 which comprise the Statement of Financial Activities (incorporating income and expenditure account), Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its 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 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

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

We have nothing to report in this regard.

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

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

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Trustees' Annual Report and Accounts Year ended 31 March 2021

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

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

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

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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 the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the

Missing People  
Trustees' Annual Report and Accounts Year ended 31 March 2021

determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were GDPR, taxation legislation, health & safety legislation and employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Board about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, analytical procedures and sample testing of income, reviewing accounting estimates for biases, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

#### **Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Julia Poulter  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor

London  
Date: 15 November 2021

















**Missing People**  
**Notes to the Financial Statements**  
**Year ended 31 March 2021**

**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**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>PROFIT &amp; LOSS ACCOUNT</b>		
Turnover	-	-
Cost of sales and administration expenses	-	-
<b>Net profit for the year</b>	<u>-</u>	<u>-</u>
Amount gift aided to the charity	<u>-</u>	<u>-</u>
<b>Retained in subsidiary</b>	<u><u>-</u></u>	<u><u>-</u></u>
<b>BALANCE SHEET</b>		
Debtors	2	2
Cash at bank and in hand	204	204
Creditors: Amounts falling due within one year	<u>(204)</u>	<u>(204)</u>
<b>Total net assets</b>	<u><u>2</u></u>	<u><u>2</u></u>
<b>Capital and reserves</b>		
Called up share capital	2	2
Profit and loss account	<u>-</u>	<u>-</u>
	<u><u>2</u></u>	<u><u>2</u></u>

**8 Debtors**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Accrued income	104,693	46,484
Prepayments	57,711	53,093
Other debtors	92	7,646
Trade debtors	24,120	27,110
Amount due from subsidiary	<u>204</u>	<u>204</u>
	<u><u>186,820</u></u>	<u><u>134,537</u></u>

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

**9 Creditors:**

<b>Amounts falling due within one year</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other taxes and social security costs	69,237	66,137
Other creditors	138,217	118,110
Accruals	38,872	29,786
Deferred Income (Note 10)	<u>385,505</u>	<u>181,677</u>
	<u><u>631,831</u></u>	<u><u>395,710</u></u>

## Missing People

### Notes to the Financial Statements

#### Year ended 31 March 2021

<b>10 Deferred Income</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Balance at 1 April	181,677	230,291
Released in the year	(181,677)	(230,291)
Amount deferred in the year	<u>385,505</u>	<u>181,677</u>
Balance at 31 March	<u><u>385,505</u></u>	<u><u>181,677</u></u>

Deferred income comprises grants 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:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Operating leases which expire:</b>		
Within one year	14,846	741
Between one and five years	<u>18,403</u>	<u>590</u>
	<u><u>33,249</u></u>	<u><u>1,331</u></u>

The increase is due to computers being purchased on leases rather than outright purchase

#### 12 Analysis of Net Assets

	<b>Assets</b>	<b>Bank &amp; Cash</b>	<b>Debtors</b>	<b>Current Liabilities</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Year ended 31 March 2021</b>					
Restricted	204,036	763,396	97,498	(385,505)	679,425
Unrestricted	<u>17,232</u>	<u>1,090,715</u>	<u>89,322</u>	<u>(246,326)</u>	<u>950,943</u>
	<u><u>221,268</u></u>	<u><u>1,854,111</u></u>	<u><u>186,820</u></u>	<u><u>(631,831)</u></u>	<u><u>1,630,368</u></u>
<b>Year ended 31 March 2020</b>					
Restricted	-	514,416	45,152	(181,677)	377,891
Unrestricted	<u>25,030</u>	<u>1,095,166</u>	<u>89,385</u>	<u>(214,033)</u>	<u>995,548</u>
	<u><u>25,030</u></u>	<u><u>1,609,582</u></u>	<u><u>134,537</u></u>	<u><u>(395,710)</u></u>	<u><u>1,373,439</u></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 transactions with related parties during the year other than with the subsidiary company as set out in Note 7 (2020: none).

#### 15 Donations, Grants and Legacies

	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>Total 2021</b>	<b>Total 2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General donations	1,485,406	1,046,577	2,531,983	3,121,506
Legacies	13,959	-	13,959	7,050
Fundraising & promotional events	<u>164,388</u>	<u>-</u>	<u>164,388</u>	<u>322,037</u>
	<u><u>1,663,753</u></u>	<u><u>1,046,577</u></u>	<u><u>2,710,330</u></u>	<u><u>3,450,593</u></u>

**Missing People**  
**Notes to the Financial Statements**  
**Year ended 31 March 2021**

**16 Movements in funds**

	Brought forward	Income	Expenditure	Transfers	Carried forward
	£	£	£	£	£
<b>Restricted funds</b>					
The movement on restricted funds comprises the following donations and grants held on trust to be used for specific purposes:					
Service delivery grants	-	1,220,121	(1,220,121)	-	-
Service delivery grants - WCIT	135,165	60,000	(128,522)	-	66,643
Service delivery grants - Fidelity Foundation	242,726	-	(197,068)	-	45,658
Computer systems development	-	10,750	(10,750)	-	-
Regional funding	-	7,500	(7,500)	-	-
Policy & Research	-	18,703	(18,703)	-	-
Office improvements	-	5,000	(5,000)	-	-
Covid related exceptional funding	-	472,457	(472,457)	-	-
Fundraising grants	-	16,430	(16,430)	-	-
Total restricted funds	<u>377,891</u>	<u>1,810,961</u>	<u>(2,076,551)</u>	<u>-</u>	<u>112,301</u>
<b>Unrestricted funds</b>	<u>995,548</u>	<u>1,669,790</u>	<u>(1,147,271)</u>	<u>-</u>	<u>1,518,067</u>
<b>Total funds</b>	<u><u>1,373,439</u></u>	<u><u>3,480,751</u></u>	<u><u>(3,223,822)</u></u>	<u><u>-</u></u>	<u><u>1,630,368</u></u>

**Movements in funds - previous year**

<b>Restricted funds</b>					
Service delivery grants	-	1,199,369	(1,199,369)	-	-
Service delivery grants - WCIT	117,500	100,000	(82,335)	-	135,165
Service delivery grants - Fidelity Foundation	-	242,726	-	-	242,726
Computer systems development	-	251,068	(251,068)	-	-
Regional funding	-	61,498	(61,498)	-	-
Policy & Research	-	30,367	(30,367)	-	-
Total restricted funds	<u>117,500</u>	<u>1,885,028</u>	<u>(1,624,637)</u>	<u>-</u>	<u>377,891</u>
<b>Unrestricted funds</b>	<u>1,354,587</u>	<u>1,831,185</u>	<u>(2,190,224)</u>	<u>-</u>	<u>995,548</u>
<b>Total funds</b>	<u><u>1,472,087</u></u>	<u><u>3,716,213</u></u>	<u><u>(3,814,861)</u></u>	<u><u>-</u></u>	<u><u>1,373,439</u></u>

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

**Purposes of restricted funds**

Service delivery grants: delivery of specific services, projects or programmes in line with funders grant conditions.

WCIT Charity grant funds the charity's ongoing One Safe Click project for the charity's digital transformation.

Fidelity UK Foundation funds the charity's CRM project system that is being purchased and installed between 20/21 and 21/22.

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.

Office improvements: grant for installing new ceiling lights in the charity's office

Covid related exceptional funding: represents exceptional grants made to help the organisation through Covid.

Fundraising grants: funding towards the costs of the Individual Giving Officer

The funding above includes generous donations from the following:

	£
BBC Children in Need	215,775
The Dulverton Trust	30,000
LexisNexis Risk Solutions	40,000
The Worshipful Company of Information Technologists' (WCIT) Charity	60,000
St James's Place Charitable Foundation	50,000
Home Office	601,881
National Lottery Community Fund	45,547
ICAP Charity Day	18,750
Postcode Dream Trust	65,794
Postcode Innovation Trust	140,000
National Crime Agency	42,500
The Alchemy Foundation	16,430
Scottish Government	<u>153,011</u>