

Missing People Limited
Company no. 02814202



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

Trustees' Annual Report and Accounts
Year ended 31 March 2025

Missing People Limited
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Chair's Statement

In this my sixth and final Chair's introduction to our annual accounts, I want to particularly thank everyone who has donated to Missing People in this and other years.

Every charity is dependent on its supporters to fund the vital work that it undertakes. It doesn't matter how amazing a charity is, how brilliant its impact, how essential its services, how committed its people, if no-one is prepared to fund it. During my tenure as Chair since January 2020, we faced head on the significant financial challenges of Covid, the post-Covid recovery, the cost-of-living crisis and now, significant increases in operating costs such as Employers' National Insurance contributions. Without funding, charities close.

I would therefore like to mark our appreciation, gratitude and awe at the generosity of so many who support Missing People. From the players of People's Postcode Lottery, Scottish Government and Home Office to philanthropists, corporate partners, trusts, foundation and all those raising or donating vital funds. We are extremely fortunate to have long-standing relationships which allow us to make the difference we do. We welcome new supporters of all kinds to join us so we can continue to be there to support even more people who need us.

We never take for granted nor are we complacent about the generosity of those who fund us nor the enormity of the issues we seek to address. We realise that there are many other worthy uses for every single pound donated and that somewhere in the process, this income has been earned by donors directly or by the taxpayer. Whenever we spend, therefore, we are driven to demonstrate significant impact in addressing the charity's mission and delivering on our strategy.

I am therefore extremely pleased that, yet again, Missing People has outperformed itself in building awareness of the cause, reducing the risk of those who are missing coming to harm and providing the assistance, support and lifeline that many families across the country rely on in addressing this issue. In particular, partnerships with organisations and charities including Listen Up, the Mirror and Metro helped us draw attention to the importance of the cause, the pain and harm of those involved and the need for greater public awareness and support.

12 years ago, when I first became a Trustee, I was continually struck by the faces, stories and circumstances of those we were supporting. Sadly, so many of the people missing then remain unresolved now and have been joined by hundreds more. Whilst closure – let alone the joy of a safe return - remains elusive for so many of those we serve, I know that the amazing team of staff and volunteers across the charity stay relentless in their support, action and hope.

Thank you to everyone who supports the Charity in any way. There is always more to do. But Missing People remains committed and ambitious to do so.

Justin McLaren

Chair of Trustees

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Trustees' Report

1. Reference and Administrative

Charity Name	Missing People
Registered Charity Company Number	England and Wales 1020419 / Scotland SC047419 02814202
Registered Office	Roebuck House 284 Upper Richmond Road West London SW14 7JE
Trustees	Justin McLaren – Chair Sam Waterfall – Vice Chair Nunziatina Rosenow – Vice Chair Paul Boughton – Treasurer Sarah Godwin Louise Lloyd – appointed 22 May 2024 Andrew McKay Rachel Murphy – appointed 22 May 2024 Ebru Ilhan – resigned 22 May 2024 Caroline Rawes Vijay Samtani Anindita Sarkar – appointed 22 May, resigned 20 November 2024 James Walker – appointed 22 May 2024
Company Secretary	Retnadevi Thevarajah – appointed 12 February 2025 David Stein – resigned 12 February 2025
Chief Executive	Jo Youle OBE
Directors	Susannah Drury, Director of Policy and Development Zoe Hart, Director of People & Organisational Development Sophie Lapham, Director of Services Ross Miller, Director of Fundraising and Communication David Stein, Director of Finance – resigned 12 February 2025 Retnadevi Thevarajah, Director of Finance – appointed 6 January 2025
Auditor	Crowe UK LLP R+ Building, 2 Blagrove Street Reading, RG1 1AZ
Principal Bankers	CAF Bank 25 Kings Hill Avenue, Kings Hill West Malling, ME19 4TA
Website	www.missingpeople.org.uk

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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 as at 31 March 2025 was 12.

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 loved ones in Scotland. This includes awareness and fundraising activities, as well as being commissioned by the Scottish Government to work with local agencies to implement the good practice approaches outlined in the National Missing Persons Framework.

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 it during the year with a view to full compliance.

Recruitment and appointment of Trustees

Trustee vacancies are advertised in a range of media, and candidates are required to submit a CV and undergo interviews with Trustees and a representative of Directors Group, then the Chair and Chief Executive. The procedure for the appointment of Trustees is set out in the Articles of Association.

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Induction and training

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

Pay policy

The aim of Missing People's 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 to be the Chief Executive and all Directors.

In setting remuneration for all staff, including senior staff, several 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.

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 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.

Missing People works 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'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

- Going missing is understood as a crisis that can be a matter of life and death.
- All missing people and their loved ones get the right help at the right time.
- Fewer missing people come to harm.

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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 missing people, and their loved ones. 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 (text or call 116 000). This is assigned by Ofcom to 'protect the wellbeing of people in great difficulty'. Missing People offers free, confidential support every day of the year.

The charity works in collaboration with police forces across the UK to ensure that missing people and their loved ones can be referred to Missing People's support services.

Missing People's work is informed by original research, consultation, and evaluation of services. The charity actively influences national and local policy and practice in the response to people going missing.

The charity helps missing children and young people in crisis, and those thinking of going missing. Providing confidential and non-judgemental advice and support, 365 days a year. Importantly, Missing People enables children and young people, often at risk of exploitation, to reconnect safely. Missing People also works in partnership with local authorities to ensure the safety of young people who return from being missing.

Mental health is the most significant 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.

Missing People supports people with a missing loved one to develop resilience to cope, to manage relationships with others, and to feel less alone. This support provides a sense of belonging to a community of people in a similar situation to help reduce isolation. Missing People provides free emotional and practical support as well as a range of in-depth support such as counselling and peer-to-peer support for loved ones to help one another, including a range of events like an annual Family Day. In addition, Missing People provides the free Lost Contact Service to help reunite family members who may have been estranged. This service is made possible thanks to the kind support of LexisNexis Risk Solutions.

Where appropriate, the charity enables free publicity opportunities to help find vulnerable missing people. This includes working in partnership with a wide range of companies such as Royal Mail Group and outdoor advertisers such as JCDecaux, on a pro bono basis. Missing People also makes discrete enquiries via a network of safeguarding partners who may be in contact with the missing person.

Volunteers

The Trustees would like to thank all volunteers and supporters at Missing People for their invaluable contributions throughout the year.

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Volunteers enable Missing People to be a lifeline when someone disappears. Volunteers gain rewarding experiences, learn from highly trained staff and gain and develop new skills.

Volunteers make a real difference to the community of people affected by a disappearance. From raising vital funds, organising events, sharing appeals for missing people, to providing in-depth Helpline support.

Missing People receives more than 11,000 volunteer hours each year from volunteering support. In accordance with charity reporting standards, the financial statements do not recognise the significant financial value attributed to volunteer time.

Equity, Diversity and Inclusion

Missing People is committed to being actively inclusive and anti-discriminatory in all areas of our work. As such, we take an organisation-wide approach to exploring and challenging inequality and bias. We aim to be continually reflective of our practice, and we have areas of accountability related to equity, diversity and inclusion in every team to best support our service users, volunteers and staff.

Our EDI Forum is represented by staff across all teams in the charity. Together they support the development and sharing of good EDI practices, including recognising and celebrating diversity. The Forum highlight areas for further development and the co-Chairs meet the Executive Team regularly as part of our approach to proactively lead EDI in the charity.

In 2024/25, we introduced a refreshed EDI training programme for staff and more than 90% have completed the training. We conducted an independent survey for staff of colour which has provided valuable insights with recommendations being taken forward in the coming year.

We know many of our staff and volunteers hold intersecting identities and have different lived experiences, some shaped by marginalisation or exclusion. In recognition of this, we are currently assessing the appetite for and developing peer support networks to enable greater connection, wellbeing, and voice across the charity.

We know many missing people and families face discrimination, including in terms of responses from different agencies. We are determined to identify and raise awareness of this discrimination, and work with other agencies on tackling it. In July 2024, we published new research undertaken with the national training and research organisation 'Listen Up' on the experiences of black missing children and their parents. The report is summarised on page 11 and the full report downloadable from our website.

Safeguarding

We regularly review our safeguarding practices to ensure they continue to reflect best practice and meet the evolving needs of our beneficiaries. Safeguarding training is compulsory for all new staff, volunteers and trustees, with refresher training provided annually to all.

Managers and staff who work directly with beneficiaries receive enhanced safeguarding training on established safeguarding policies and processes and escalation of safeguarding concerns. An open and learning culture is fostered to support reporting of incidents and concerns within the charity.

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Internal leads, including the Director of Services work closely with the Safeguarding Panel. The Panel includes members from the Board and external experts in safeguarding who are responsible for overseeing best practice safeguarding policies and procedures. It meets regularly and provides scrutiny, challenge and support to staff in the charity on a mix of operational matters and strategic developments, including safeguarding risk. The Panel submits an annual report to Trustees which gives an overview of the work undertaken during the year and any incidents, including any serious incidents reported to the Charity Commission, or notifiable events reported to the Office of the Scottish Charity Regulator.

Strategic Report

4. Achievements and Impact

SERVICES

In total, Missing People directly helped **10,683 missing children, adults and families this year, a 10% increase on the previous year**. In addition, an estimated 34,806 people affected by a disappearance accessed our free online guidance and support information.

Missing People's operational partnerships with police forces are critical in reaching missing people. Every police force in the UK has the capacity to request Missing People send a TextSafe SMS message to a missing person offering the charity's confidential support. **More than 58,000 TextSafe messages were requested by police and sent by the charity in 2024-25 to missing children and adults**, thousands of whom then contacted the charity for support

The charity **reached out to an additional 3,186 suicidal people reported missing to the police**, offering them the support of both Missing People and Samaritans through Suicide Risk TextSafe. Many who receive the text message are at an immediate risk to life and decide to engage with either Samaritans or Missing People, showing the potential to save lives. This year Missing People received funding from the Department of Health and Social Care to expand this valuable intervention, both to pilot different Helpline opening hours and to engage more police forces to make referrals.

Missing People's partnership with Samaritans for Suicide Risk TextSafe won the Charity Partnership of the Year at the [2024 Third Sector Awards](#).

Families of missing people

Missing People **helped 3,388 families with a missing loved one. This is a 130% increase** on the previous year. In addition, 18,645 family members accessed our online family support resources.

Making appeals for a missing person is one of the practical ways the charity helps people with a missing loved one. **This year 602 people we searched for were found safely.**

"You have been very patient and taken the time to support me in every possible way you can. It has helped greatly speaking to you, someone outside of my circle of friends and family, along with your caring and empathetic nature, which again I fully appreciate. I've felt at ease and comfortable

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***“talking with you. You are amazing people who do an amazing job. Thank you for your support.”
Family member accessing family support service***

Support offered includes information and guidance, Helpline, long-term emotional support from a case worker and practical help with the search for a missing loved one, and peer-to-peer support activities. Our support is focused on building resilience to cope. This year we also supported 189 families affected by County Lines exploitation, through our national SafeCall service, offering casework, advocacy, emotional support, and peer-to-peer support. Other families were also assisted through our Lost Contact Tracing Service, helping them to find estranged loved ones.

“The SafeCall support worker was amazing because she would help me to communicate with professionals related to my daughter. It relieved some of the pressure” Parent supported by SafeCall

Missing children and young people

This year, Missing People **helped 4,780 children and young people**. This included support given via our multi-channel Helpline, a chatbot and online chat for young people at risk of exploitation, and the SafeCall service providing advocacy and support for young victims of County Lines exploitation. In addition, we continued to provide our Hertfordshire return home and intensive support service to young people who have been missing repeatedly. All our services for young people provide a confidential, non-judgemental space to share challenges and talk through options with a trusted adult, as well as support to be safe.

In addition, an estimated 9,182 young people accessed our online guidance. This included advice and support on a range of topics linked to going missing, like bullying, exploitation and mental health.

“This has helped me find a safer decision than running away. Thank you!” Young person, who used our online chat service

“I am so pleased that you are here. I love our meetings you really listen to me and help me think things through.” Young person supported through our Hertfordshire service

Vulnerable missing adults

This year, Missing People **helped 2,515 adults** who had gone missing or who were thinking about disappearing. In addition, an estimated 7,999 adults accessed our online advice and guidance. Providing support on topics for different stages of someone’s missing journey, including people’s rights, how to stay safe while away from home, and what to do if you are struggling with mental health issues.

We provide adults with a confidential, non-judgemental space to think through their options, stay safe and access specialist support if needed via phone, text, email and online chat. Missing People can send a ‘message home’ to a family member via the charity if they are not ready to get in touch directly, and we can offer 3 ways calls to support a missing person to access support from the police and other services.

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“Upon my return from being missing, Missing People were the only organisation and the only people that made me feel truly understood and free from judgement. Receiving this treatment has motivated me to reciprocate their positive impact however I can”. Adult who has been missing

Policy, Research and Development

In 2024-25, the charity **shared our expertise with over 5,500 professionals** through consultancy work, training, events and conferences for police forces, local authorities, NHS, care providers and third sector agencies. This equates to a 40% increase on the number of professionals engaged with the previous year, showing our growing reach and impact. This work aims to help local agencies to identify their strengths and challenges in the response to missing people, and to improve in line with good practice.

“Missing People have supported us to strengthen our response to missing children in Surrey, moving from process to good quality practice” Assistant Director, Local Authority

“The workshop helped local partners working with children and young people to capture the multi-agency response to a variety of scenarios relating to when a child or young person goes missing. The facilitator encouraged partners to share local approaches and procedures and sought clarity when required. Although online, the workshop was a useful networking opportunity for partners and the exercise of unpicking how, when and why partners respond to missing children and young people drew out lots of detail. As a multi-agency team building exercise, highly recommended!” Local Authority Programme Manager

In Scotland, Missing People delivered the sixth year of our National Framework Implementation Project, funded by the Scottish Government. This project aims to ensure that the good practice in responding to missing people, identified in Scotland’s National Missing Persons Framework, is implemented in local areas. We worked in seven areas 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 annual Scottish missing persons conference on good practice to share examples of good practice in preventing and responding effectively to missing incidents. Professionals we worked with in local areas in Scotland provided the following feedback:

“Missing People helped bring our pre-existing guidance up to date with national standards. We will be taking forward the recommendations to further develop this (guidance) to a protocol.”

“I learned a lot and increased my awareness of issues that affect missing people and those who are missing them.”

“Great practical help given by Missing People again.”

We also started to identify some of the longer-term impacts of this project on reducing missing incidents and harm through a more joined up response to missing people. Three areas we worked in between 2021 and 2023 noted reductions in missing incidents, including repeat missing incidents of between 33% and 42% in the 1-2 years after our support compared to the year before our support.

A senior representative of one of these areas noted that since Missing People’s support to develop multi-agency practice in their area: ***“Agency representatives report not only a decrease in numbers, but improved risk assessment and support is now in place for those frequently reported missing, resulting in improved service delivery and safety of our young and vulnerable people.”***

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In July, Missing People published research in partnership with Listen Up into the experiences of Black missing children and their parents titled *"We're told not to make everything about race, but it is about race."* This research aimed to understand why Black children are more likely to go missing than other children, remain missing for longer, and what response they and their families receive from the police and other professionals. The research found that a lack of belonging, feelings of being undervalued and wider experiences of racism increased Black children's risk of going missing. Black children and their families shared how racial biases affected risk assessments and safeguarding responses and prevented access to vital support. Their experiences fed into often existing low trust in services especially the police. In response to this research, Missing People secured further funding to work with Black young people and families with lived experience to develop a toolkit for the police on identifying and responding to racial bias and providing the right help to Black missing children.

Monitoring and Evaluation

Missing People is committed to the robust monitoring and evaluation of its services, to 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, the charity gathers feedback from those using our services, to assess the impact on their lives and the issues that they face.

Missing People also works with external evaluators, including Crest Advisory, to allow our work to be challenged, scrutinised and improved, through independent review. Evaluation processes are crucial in enabling organisational learning and helping the charity to adapt service design and delivery in response to the changing needs of beneficiaries.

Fundraising Statement

Missing People's work is only possible thanks to kind donations and Gifts in Wills. Supporters of the cause send a powerful message that they care about people and the society we live in. Our fundraising staff and volunteers aim to provide our 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 help protect them.

Missing People is focused on long-term sustainable support built on strong relationships. The charity has a diverse range of income streams. On average, Missing People raises £4 for every £1 we spend on fundraising.

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

This year, Missing People warmly welcomed new donors, partners, and Fundraising Board members. They included significant new funding from BBC Children in Need, St James's Place Foundation, the Underwood Trust, Richer Sounds Foundation, GTR, SWR and Trainline. They joined long-term supporters including: players of People's Postcode Lottery, Richard Lockwood, Royal Mail Group,

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LexisNexis Risk Solutions, Stagecoach, Morrisons Foundation, Flutter, RELX Group, Norton Rose Fulbright, National Lottery Community Fund, Dulverton Trust, Alchemy Foundation, and CIL Management Consultants. We thank each of them, and everyone else, for enabling the charity to be a lifeline when someone disappears.

Missing People received one formal complaint regarding fundraising this year. We have reviewed and made improvements to our internal processes for handling any future complaints.

Missing People occasionally uses commercial participators to carry out fundraising services on the charity's behalf.

5. Financial Review

The financial statements for the year ended 31 March 2025 are set out in the Statement of Financial Activities, balance sheet, cash flow statement and notes to the accounts from page 22 onwards.

The Charity recorded a deficit of £765k for the year (last year deficit £6k) against a budgeted deficit of £795k. The budgeted deficit of £795k included planned investments in new activities to support the growth, impact and sustainability of Missing People which was made possible by the charity's strong reserves position throughout 2024/25.

These strategic investments have created new revenue streams in mass fundraising and enlarged its commissioned products generating income for the charity, particularly in the last quarter of the year. The rate of growth has continued to increase in the first half of 2025/26 in line with similar new opportunities, in future years these revenue streams will strengthen the financial resilience of the charity.

Total income for the year was £3,813k (last year £3,999k) representing a reduction of £186k, c4.7% against last year's income; and a shortfall of £337k, c8% against budgeted income of £4,150k. Voluntary income from donations, grants and legacies raised £3,337k, a reduction of £258k from prior year's income of £3,595k. The charity continues to retain the support from many regular corporate and major donors, combined with a successful Gala night in March 2025, however the continuing cost of living crisis has resulted in lower general donations received in the year (note 15 of financial accounts), a notable trend in the wider charity sector. Restricted voluntary funding of £962k includes funding from the Home Office and Scottish Government used towards the provision of our core services.

Income from charitable activities totalled £449k, an increase of £82k, c22% over last year's income of £367k. It includes commissioned work with Hertfordshire police for young people and funding from the Scottish Government for projects in Scotland.

Total expenditure rose from £4,006k last year to £4,578k, an increase of c14% against a budget of £4,945k. The main drivers of the increase were a 4% cost of living award to existing staff and improved technological and digital offering to create efficiencies and enhanced impact reporting. A further £250k, c6% was spent on a programme of activities to support growth, impact and sustainability of the charity as agreed with Trustees. These projects which have a focus on income generation are expected to benefit the charity in future years.

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Volunteers and pro bono supporters contributed significantly to the charity, far beyond the income recognised in these financial statements. We thank Kapow for free text (SMS) messages, out-of-home media owners like JCDecaux, and other print and digital partners for advertising space. The charity is grateful to our solicitors Clifford Chance and Norton Rose Fulbright for their pro bono services. Alongside pro bono support, Missing People takes advantage of charity pricing whenever possible, and we use office space provided by John Lewis Partnership which keeps our running costs lower.

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 ongoing 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 £1,234k (2024: £1,246k) which amounted to 3.5 months of reserves cover, comfortably above the minimum level of the charity's reserves policy.

Going Concern

Missing People has had a steady track record financially over the last decade, making a small surplus in many years and gradually increasing its free reserves. In the last financial year, 2024/25, the Trustees had designated funds towards investments to generate growth, income and charitable impact. During 2024/25, the charity spent a total of £250k from designated funds (note 16 of financial accounts) and the Trustees approved the transfer of £468k back to unrestricted funds.

The financial plans for 2025/26 shows a likely deficit of c£275k, this includes c£250k allocated towards income diversification projects to increase future years' revenue streams. The longer-term financial forecasts have been developed based on prudent growth and incorporates a more affordable and sustainable operating model, which will enable the charity to move into a surplus position by March 2027 and beyond.

The overall reserve position is expected to always remain at around 3 months. Cash position remains strong with a closing balance in March 2025 of c£1.2million, the reduction in cash from prior year due to the planned investments described earlier. In the coming years, the overall cash position will improve as a result of additional cash generated from new opportunities and donors.

Cash flow forecasts up to March 2027 and beyond demonstrate strong liquidity with two months operating expenditure cash cover for a minimum of 18 months and improving further after March 2027. Both rolling long term budgets and cash flow forecasts are regularly scrutinised by Trustees at Finance Committee and Board meetings.

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

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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.	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 our frontline services teams and DBS checks are in place for relevant roles.
<u>Financial</u> : Changes in the economic/political environment impact negatively on voluntary income.	We continue to strengthen and diversify our income streams with a focus to maximise return on all income streams. We have in place rigorous processes for budgeting, reforecasting and reporting of financial performance to key management, Finance Committee and Board of Trustees.
<u>Reputational risk due to external factors</u> : The media, opinion formers or 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. Policies and training to comply with Charity Commission guidance and best practice. We have adopted NCVO's Charity Ethical Principles. Trustees and Directors will continue to regularly monitor potential areas of vulnerability.
<u>Employment risks including gaps in key roles and functions</u> : Impacts the charity's ability to deliver services and generate impact.	We have adopted and invest in progressive approaches to employment. We have in place policies for good employment practices. The HR Committee and external advisors support with new and complex areas of employment law.

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7. Plans for the Future

Missing People's new long-term strategy is called 'From Crisis to Hope' and was launched in 2023.

The strategy highlights that people who go missing are often in a crisis and face great harm. Around one thousand people die whilst missing each year in the UK. Their families don't always get the right response from police, and they can face intense public and media speculation, on top of their emotional heartache.

The goals of the new strategy are:

1. Going missing is understood as a crisis that can be a matter of life or death.
2. All missing people and their loved ones get the right help at the right time.
3. Fewer missing people come to harm.

The charity is calling for change so that someone going missing is viewed as a crisis, backed by a fair response by police and other agencies involved. The charity also aims to develop its existing helpline support to reach more of those impacted by mental health problems, exploitation and financial problems made worse by the cost-of-living crisis.

As with many charities, the ongoing pressures with cost of living including the impact of increases in National Insurance contributions has required the charity to review its operating model to deliver its services in a sustainable manner.

We will be leading Missing People over the coming year and beyond with a focus on delivering positive impact for people affected by missing, in ways that are sustainable and continually adapting to an external economic environment that is changing and has changed considerably in recent years. We will work with our senior leaders across the charity on a clear plan for impact, sustainability and innovation, ensuring we also continue to provide new solutions for deep societal issues affecting missing people and their families.

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.

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025

- 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 ongoing 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 17 September 2025 and signed on their behalf by:

Signed by:

 ABD5A8CAAB854E6...
 Justin McLaren
 Chair

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025

9. INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF MISSING PEOPLE LIMITED

Opinion

We have audited the financial statements of Missing People Limited for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of cash flows and notes to the financial statements, including a summary of 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 2025 and of its incoming resources and application of resources, including 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, the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

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.

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF MISSING PEOPLE LIMITED (CONTINUED)

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

- 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 its 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 require 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

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF MISSING PEOPLE LIMITED (CONTINUED)

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement 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. 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 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

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF MISSING PEOPLE LIMITED (CONTINUED)

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 were General Data Protecting Regulations, taxation legislation, health and 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 certain income streams 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 and income, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, 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 and trustees 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, 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.

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2025



Janette Joyce
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
Reading

Dated : 18 September 2025

Missing People Limited

Statement of Financial Activities (incorporating an Income and Expenditure Account)
for the year ended 31 March 2025

	Note	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Income:							
Voluntary Income							
Donations, grants and legacies	15	2,375,306	962,136	3,337,442	2,655,138	939,688	3,594,826
Income from Charitable activities:							
Fees and grants for service provision		11,272	356,579	367,851	44,867	304,353	349,220
Policy & Research & Partnerships		-	81,136	81,136	-	17,826	17,826
Income from Investments		26,443	-	26,443	37,534	-	37,534
Total income		<u>2,413,021</u>	<u>1,399,851</u>	<u>3,812,872</u>	<u>2,737,539</u>	<u>1,261,867</u>	<u>3,999,406</u>
Expenditure:							
Expenditure on Raising funds							
Raising funds		859,570	13,750	873,320	763,889	12,500	776,389
Expenditure on Charitable activities:							
Service provision		1,964,422	1,305,565	3,269,987	1,628,112	1,263,157	2,891,269
Policy & Research		353,527	81,136	434,663	320,155	17,826	337,981
Total Charitable Activities		<u>2,317,949</u>	<u>1,386,701</u>	<u>3,704,650</u>	<u>1,948,267</u>	<u>1,280,983</u>	<u>3,229,250</u>
Total Expenditure	4	<u>3,177,519</u>	<u>1,400,451</u>	<u>4,577,970</u>	<u>2,712,156</u>	<u>1,293,483</u>	<u>4,005,639</u>
Net (loss)/income and net movement in funds for the year	2	(764,498)	(600)	(765,098)	25,383	(31,616)	(6,233)
Reconciliation of Funds							
Fund balances brought forward at 1 April 2024		2,230,279	4,745	2,235,024	2,204,896	36,361	2,241,257
Transfers		-	-	-	-	-	-
Balance carried forward at 31 March 2025	16	<u>1,465,781</u>	<u>4,145</u>	<u>1,469,926</u>	<u>2,230,279</u>	<u>4,745</u>	<u>2,235,024</u>

The notes on pages 25 - 32 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.

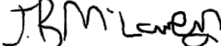
Missing People Limited

Balance Sheet as at 31 March 2025

Company Registration Number 02814202

	Note	2025 £	2025 £	2024 £	2024 £
Fixed Assets					
Tangible assets	6		17,834		21,751
Intangible assets	6		213,786		262,513
Current Assets					
Debtors	8	452,957		491,419	
Cash at bank and in hand		<u>1,176,426</u>		<u>1,739,853</u>	
		1,629,383		2,231,272	
Creditors: Amounts falling due within one year	9	<u>(391,077)</u>		<u>(280,512)</u>	
Net Current Assets			<u>1,238,306</u>		<u>1,950,760</u>
Total Assets less Current Liabilities			<u>1,469,926</u>		<u>2,235,024</u>
Net Assets			<u><u>1,469,926</u></u>		<u><u>2,235,024</u></u>
Funds of the charity:					
Unrestricted Funds	16		1,465,781		1,530,279
Designated Funds	16		-		700,000
Restricted Funds	16		4,145		4,745
Total Funds			<u><u>1,469,926</u></u>		<u><u>2,235,024</u></u>

The financial statements were approved and authorised for issue by the Board of Trustees on 17 September 2025 and signed on its behalf by:

Signed by:

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} Justin McLaren - Chair

Signed by:

 25DDC6AF0EC549D...

} Paul Boughton - Treasurer

The notes on pages 25 -32 form part of these financial statements.

Missing People Limited

Statement of Cash Flows for year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities :		
Net cash provided by (used in) operating activities (see note (a))	<u>(582,040)</u>	<u>(185,675)</u>
Cash flows from investing activities		
Interest income	26,443	37,534
Purchase of property, plant and equipment and intangible assets	<u>(7,830)</u>	<u>(60,792)</u>
Net cash provided by (used in) investing activities	<u>18,613</u>	<u>(23,258)</u>
Change in cash and cash equivalents in the reporting period	<u>(563,427)</u>	<u>(208,933)</u>
Cash and cash equivalents at the beginning of the period	1,739,853	1,948,786
Cash and cash equivalents at the end of the reporting period	<u>1,176,426</u>	<u>1,739,853</u>

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

	2025 £	2024 £
Net (loss)/ income for the reporting period (as per statement of financial activities)	(765,098)	(6,233)
Adjustments for:		
Depreciation and amortisation charges	60,474	3,696
Interest income	(26,443)	(37,534)
Decrease/ (increase) in debtors	38,462	(59,067)
Increase /(decrease) in creditors	110,565	(86,537)
Net cash provided by (used in) operating activities	<u>(582,040)</u>	<u>(185,675)</u>

(b) Analysis of changes in net debt

	2025 £	Cash Flows £	2024 £
Cash and cash equivalents			
Cash	1,176,426	(563,427)	1,739,853
	<u>1,176,426</u>	<u>(563,427)</u>	<u>1,739,853</u>
Borrowings			
Debt due within one year	-	-	-
Debt due after one year	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total changes in net debt	<u>1,176,426</u>	<u>(563,427)</u>	<u>1,739,853</u>

The notes on pages 25 - 32 form part of these financial statements.

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2025

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 2019) - (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 areas of critical estimate or significant judgement that affects the preparation of these financial statements. See note 1(j) for further details.

Going concern

The going concern assumption is based primarily on the strong opening unrestricted reserves position (c£1.5m) and cash balance (c£1.2m). The financial plans for 2025/26 shows a likely deficit of c£275k, this includes c£250k allocated towards income diversification projects to increase future years' revenue streams. The longer-term financial forecasts have been developed based on prudent growth and incorporates a more affordable and sustainable operating model, which will enable the charity to move into a surplus position by March 2027 and beyond. The overall reserves position is expected to remain at approximately 3 months from March 2026/27 onwards.

The cash position remains strong and the reduction in cash from prior year is due to planned investments in new projects. In the coming years, the overall cash position will improve as a result of additional cash generated from new opportunities and donors. Cash flow forecasts up to March 2027 and beyond demonstrate strong liquidity with at least two months operating expenditure cash cover for 18 months and improving further beyond March 2027. Both rolling long term budgets and cash flow forecasts are regularly scrutinised by Trustees at Finance Committee and Board meetings.

As a result of the above factors, the Trustees consider the adoption of the going concern basis in the preparation of these accounts to be appropriate.

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 which the donor has specified to be used in future accounting periods.

- Donations are accounted for on a cash basis.

The charity receives donated facilities and services in the form of free office accommodation and advertising. As the charity cannot reliably measure the value of these donations, they are excluded from income and expenditure in the Statement of Financial Activities.

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 Limited

Notes to the Financial Statements

Year ended 31 March 2025

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

Intangible assets comprise the charity's new CRM system and software licences which are capitalised at cost and reflected within the financial statements at amortised historic cost. Amortisation is calculated by allocation of the balance sheet value of the asset, less any residual value, to the periods expected to benefit from its use on a straight-line basis over 5 years. Amortisation charges will be charged to service revenue accounts once asset is operational.

f) Funds

Unrestricted funds are 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.

Designated funds are funds set aside by Trustees for specific purposes. In the last financial year, c£700k was set aside towards investments to generate growth, income and charitable impact. In 2024/25, the charity spent a total of £250k from designated funds and the Trustees approved the total transfer of £468k back to unrestricted reserves (note 16 of financial accounts).

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.

j) Significant management judgements and key sources of estimation and uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. Judgements are necessary when determining the recognition of income as per note 1(c).

Management do not consider there to be any material judgements or estimation and uncertainty requiring disclosure.

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2025

2 Income/(Expenditure)

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

	2025	2024
	£	£
Depreciation/amortisation on fixed assets	60,474	3,696
Operating leases	24,991	22,323
Auditor's remuneration		
Audit services (excluding VAT)	17,040	16,000
Non-audit services	-	-
	<u> </u>	<u> </u>

3 Staff costs

Staff costs were as follows:

	2025	2024
	£	£
Wages and salaries	3,132,300	2,787,074
Social Security costs	311,081	268,122
Pension	151,183	134,935
	<u> </u>	<u> </u>
	<u>3,594,564</u>	<u>3,190,131</u>

One employee earned between £110,001 - £120,000, one £70,001-£80,000, three £60,001-£70,000. (2024: one between £100,001 - £110,000, one £70,001-£80,000 two £60,001-£70,000.)

There were no redundancy costs in the year (2024: none).

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

	2025	2024
Charitable activities	90	84
Fundraising	15	12
Governance	1	1
	<u> </u>	<u> </u>
	<u>106</u>	<u>97</u>

The full time equivalent number of employees (including casual and temporary staff) during the year was 79. (2024: 74)

Trustees' remuneration and related party transactions

The Trustees neither were paid nor received any emoluments during the year (2024 - nil).

One Trustee was reimbursed £251 travel expenses during the year (2024: Two £577).

The key management personnel of the charity comprise the Chief Executive and the directors as noted on page 4

The emoluments of the Chief Executive and directors were:

	2025	2024
	£	£
Executive directors' emoluments (excluding pension)	494,971	453,360
Pension contributions	22,083	20,250
The Chief Executive was the highest paid director in 2024/25;		
total remuneration (excl employer's NI and pension contributions) for the year	<u>116,670</u>	<u>112,175</u>

The Chief Executive is a member of a group personal pension scheme and a contribution of £5,833 (2024: £5,609) was made to the scheme on her behalf. There are no enhanced or special terms that apply to the Chief Executive's pension scheme arrangements.

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2025

4 Analysis of Total Resources Expended

	Direct Costs Activities £	Support Costs (see note 5) £	2025 Total £	2024 Total £
Charitable Activities:				
Service Provision	2,664,561	605,426	3,269,987	2,891,269
Policy & Research	354,187	80,476	434,663	337,981
Cost of Raising Funds	711,628	161,692	873,320	776,389
	<u>3,730,376</u>	<u>847,594</u>	<u>4,577,970</u>	<u>4,005,639</u>

	Direct Costs Activities £	Support Costs (see note 5) £	2024 Total £	2023 Total £
Charitable Activities:				
Service Provision	2,330,708	560,561	2,891,269	2,474,655
Policy & Research	272,454	65,527	337,981	274,856
Cost of Raising Funds	625,863	150,526	776,389	647,583
	<u>3,229,025</u>	<u>776,614</u>	<u>4,005,639</u>	<u>3,397,094</u>

5 Support costs by activity

	Service Provision	Policy & Research	Cost of Raising Funds	2025 Total £	2024 Total £
Governance	45,304	6,022	12,099	63,425	52,750
Information technology	130,010	17,282	34,722	182,014	188,980
Central facilities	78,601	10,448	20,992	110,041	98,302
Finance	133,940	17,804	35,772	187,516	145,668
Human resources	126,291	16,787	33,729	176,807	160,802
Central management	91,280	12,133	24,378	127,791	130,112
	<u>605,426</u>	<u>80,476</u>	<u>161,692</u>	<u>847,594</u>	<u>776,614</u>

	Service Provision	Policy & Research	Cost of Raising Funds	2024 Total £	2023 Total £
Governance	38,075	4,451	10,224	52,750	44,149
Information technology	136,406	15,945	36,629	188,980	170,001
Central facilities	70,955	8,294	19,053	98,302	87,154
Finance	105,143	12,291	28,234	145,668	101,063
Human resources	116,067	13,568	31,167	160,802	138,300
Central management	93,915	10,978	25,219	130,112	124,954
	<u>560,561</u>	<u>65,527</u>	<u>150,526</u>	<u>776,614</u>	<u>665,621</u>

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

Missing People Limited
Notes to the Financial Statements
Year ended 31 March 2025

6	Fixed Assets			
		Office Equipment £	Intangible Assets £	Total £
	Cost			
	At 1 April 2024	93,573	262,513	356,086
	Additions	7,830	-	7,830
	Disposals	<u>(38,436)</u>	<u>-</u>	<u>(38,436)</u>
	At 31 March 2025	<u>62,967</u>	<u>262,513</u>	<u>325,480</u>
	Depreciation			
	At 1 April 2024	71,822	-	71,822
	Charge for year	11,747	48,727	60,474
	Disposals	<u>(38,436)</u>	<u>-</u>	<u>(38,436)</u>
	At 31 March 2025	<u>45,133</u>	<u>48,727</u>	<u>93,860</u>
	Net book value			
	At 31 March 2025	<u>17,834</u>	<u>213,786</u>	<u>231,620</u>
	At 31 March 2024	<u>21,751</u>	<u>262,513</u>	<u>284,264</u>

Intangible assets represents the charity's new CRM system which was funded from restricted funds. The final costs were transferred to general funds in June 2024 when the system became operational.

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	2025 £	2024 £
PROFIT & LOSS ACCOUNT		
Turnover	-	-
Cost of sales and administration expenses	-	-
Net profit for the year	<u>-</u>	<u>-</u>
Amount gift aided to the charity	<u>-</u>	<u>-</u>
Retained in subsidiary	<u>-</u>	<u>-</u>
BALANCE SHEET		
Debtors	2	2
Cash at bank and in hand	-	-
Creditors: Amounts falling due within one year	<u>-</u>	<u>-</u>
Total net assets	<u>2</u>	<u>2</u>
Capital and reserves		
Called up share capital	2	2
Profit and loss account	<u>-</u>	<u>-</u>
	<u>2</u>	<u>2</u>

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2025

8 Debtors

	2025	2024
	£	£
Accrued income	314,666	373,615
Prepayments	79,403	91,256
Other debtors	489	50
Trade debtors	58,399	26,498
Amount due from subsidiary	-	-
	<u>452,957</u>	<u>491,419</u>

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

9 Creditors:

Amounts falling due within one year

	2025	2024
	£	£
Other taxes and social security costs	71,084	88,833
Other creditors	26,692	20,886
Trade creditors	92,084	63,894
Accruals	52,039	58,546
Deferred Income (Note 10)	149,178	48,353
	<u>391,077</u>	<u>280,512</u>

10 Deferred Income

	2025	2024
	£	£
Balance at 1 April	48,353	198,669
Released in the year	(48,353)	(198,669)
Amount deferred in the year	149,178	48,353
Balance at 31 March	<u>149,178</u>	<u>48,353</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:

	2025	2024
	£	£
Operating leases which expire:		
Within one year	21,828	22,905
Between one and five years	8,288	29,221
	<u>30,116</u>	<u>52,126</u>

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2025

12 Analysis of Net Assets

	Assets £	Net Current Assets £	Total £
Year ended 31 March 2025			
Restricted	-	4,145	4,145
Designated	-	0	-
Unrestricted	231,620	1,234,161	1,465,781
	<u>231,620</u>	<u>1,238,306</u>	<u>1,469,926</u>
Year ended 31 March 2024			
Restricted	-	4,745	4,745
Designated	-	700,000	700,000
Unrestricted	284,264	1,246,015	1,530,279
	<u>284,264</u>	<u>1,950,760</u>	<u>2,235,024</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 or the preceding year.
The Charity received £8,695 donations from Trustees' (2024 £3,676)

15 Donations, Grants and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Total 2024 £
General donations	1,770,316	962,136	2,732,452	3,018,153
Legacies	12,918	-	12,918	42,894
Fundraising & promotional events	592,072	-	592,072	533,779
	<u>2,375,306</u>	<u>962,136</u>	<u>3,337,442</u>	<u>3,594,826</u>

The charity has been bequeathed a property which is subject to a life interest and consequently no reliable value can currently be placed on it. It therefore does not meet the SORP income recognition criteria and has been excluded from these financial statements.

16 Movements in funds

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Restricted funds					
The movement on restricted funds comprises the following donations and grants held on trust to be used for specific purposes:					
Service delivery grants	-	1,273,065	(1,273,065)	-	-
Missing People Choir	4,745	-	(600)	-	4,145
Regional funding	-	31,900	(31,900)	-	-
Policy & Research & Partnerships	-	81,136	(81,136)	-	-
Fundraising grants	-	13,750	(13,750)	-	-
Total restricted funds	<u>4,745</u>	<u>1,399,851</u>	<u>(1,400,451)</u>	<u>-</u>	<u>4,145</u>
Designated funds	<u>700,000</u>	<u>18,457</u>	<u>(250,390)</u>	<u>(468,067)</u>	<u>-</u>
Unrestricted funds	<u>1,530,279</u>	<u>2,394,564</u>	<u>(2,927,129)</u>	<u>468,067</u>	<u>1,465,781</u>
Total funds	<u>2,235,024</u>	<u>3,812,872</u>	<u>(4,577,970)</u>	<u>-</u>	<u>1,469,926</u>

Missing People Limited
Notes to the Financial Statements
Year ended 31 March 2025

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Movements in funds - previous year			-		
Restricted funds					
Service delivery grants	-	1,201,525	(1,201,525)	-	-
Service delivery grants - Fidelity Foundation	30,742	-	(30,742)	-	-
Missing People Choir	5,619	2,410	(3,284)	-	4,745
Computer systems development	-	7,106	(7,106)	-	-
Regional funding	-	20,500	(20,500)	-	-
Policy & Research	-	17,826	(17,826)	-	-
Fundraising grants	-	12,500	(12,500)	-	-
Total restricted funds	<u>36,361</u>	<u>1,261,867</u>	<u>(1,293,483)</u>	<u>-</u>	<u>4,745</u>
Designated funds	-	-	-	700,000	700,000
Unrestricted funds	<u>2,204,896</u>	<u>2,737,539</u>	<u>(2,712,156)</u>	<u>(700,000)</u>	<u>1,530,279</u>
Total funds	<u><u>2,241,257</u></u>	<u><u>3,999,406</u></u>	<u><u>(4,005,639)</u></u>	<u><u>-</u></u>	<u><u>2,235,024</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.
Fidelity UK Foundation funds the charity's CRM project system was installed between 20/21 and 23/24.
Missing People Choir fundraising is to support their ongoing costs
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 to support the charity's policy, research and advocacy work.
Fundraising grants: funding towards the costs of a specific fundraising role
The funding above includes generous donations from the following:

	£
Bally's Foundation	26,000
BBC Children in Need	20,000
Department for Health and Social Care	116,217
Hertfordshire Constabulary	142,709
Home Office	401,443
LexisNexis Risk Solutions	41,600
Mayor of London Violence Reduction Unit	17,102
Scottish Government	197,500
St James's Place Charitable Foundation	60,000
The Alchemy Foundation	13,750
The Dulverton Trust	30,000
The National Lottery Community Fund (RC England Wide)	132,667

Purpose of designated funds

Designated Funds were created in 2023/24 to fund a range of investment projects to strengthen the ongoing impact, income and sustainability of Missing People. In 2024/25, the charity spent £250k on these projects and the Trustees approved the transfer of remaining designated funds of £468k to unrestricted funds.