

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 2026

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Chair's Statement

As the new Chair of Trustees for Missing People, I'm delighted to be part of such an impactful and resilient charity.

Joining this brilliant organisation, I can see how Missing People's impact has grown and evolved, shaped by the lived experience of so many people. I am honoured to play my part in and to thank the people who make it possible. Every volunteer, donor, fundraiser, philanthropist, grant maker, agency, government department and business who supports our incredible team of staff and volunteers.

Of special note is the truly exceptional support from the players of Postcode Lottery. Thanks to you, Missing People is there, no matter what, for people in crisis across the UK. Your generous support has been vital in Missing People's ability to develop into the organisation it is today. You have enabled us to be there, year after year, for thousands of children, young people and adults who go missing, and for their loved ones, at the moments they need us most. We are hugely grateful for your kind and generous support of time, funding and gifts in kind.

Lastly, I want to recognise where Missing People came from, and all those who created the foundations for where the charity is today. 2026 will mark 40 years since Suzy Lamplugh disappeared. A moment when the community rallied to help – and from which the unmet need to help anyone affected was heard. This led to our Founders setting up a Helpline. From there, we have become the organisation Missing People is today. I celebrate all those who have played their part since then, including our previous Chair, Justin McLaren, and Chief Executive Officer, Jo Youle OBE. Justin and Jo led the charity through times of great change with care and wisdom. Thanks to the collective efforts of the staff, volunteers and Trustees at Missing people, the charity is well run, strong, and grounded. Ross Miller, who is well known and highly respected across our sector and charity, is our Interim CEO whilst we appoint a permanent Chief Executive Officer.

I look forward to introducing you to our permanent Chief Executive Officer in the year ahead.

With warm wishes to you all.

Lisa Jones

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	Lisa Jones – Chair - appointed 26 November 2025 Justin McLaren – Chair – resigned 30 December 2025 Sam Waterfall – Vice Chair Nunziatina Rosenow – Vice Chair Paul Boughton – Treasurer Sarah Godwin Louise Lloyd Andrew McKay – resigned 26 January 2026 Rachel Murphy Caroline Rawes Vijay Samtani James Walker
Company Secretary	Retnadevi Thevarajah
Chief Executive Interim CEO	Jo Youle OBE - resigned 06 February 2026 Ross Miller - appointed 09 February 2026
Directors	Susannah Drury, Director of Policy and Development Zoe Hart, Director of People, Digital & Organisational Development Sophie Lapham, Director of Services Ross Miller, Director of Fundraising and Communication - up to 8 February 2026 Teresa Forgione, Interim Director of Fundraising and Communications - appointed 10 February 2026 Retnadevi Thevarajah, Director of Finance
Auditors	Crowe UK LLP R+ Building, 2 Blagrove Street Reading, RG1 1AZ
Principal Bankers	CAF Bank 25 Kings Hill Avenue, Kings Hill West Malling, ME19 4T
Website	www.missingpeople.org.uk

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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. Missing People 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 2026 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 2025 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 curriculum vitae 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 refer people with a missing loved one to our support services, and to proactively 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, and the Global Missing Children's Network. 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.

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STRATEGIC REPORT

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.

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 160,000 people of all ages and backgrounds are reported missing to UK police each year, many more than once (an estimated 330,000 incidents annually).

Missing People is one of a handful of charities providing an essential Helpline assigned by Ofcom to 'protect the wellbeing of people in great difficulty'. Missing People offers free and confidential Helpline support every day of the year, alongside online advice and information.

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 lived and living experience, including 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 statutory agencies to ensure the safety of young people who return from being missing.

Mental health is, by far, the most significant reason for an adult to go missing. For vulnerable missing adults, Missing People provides free, confidential, advice and support. A missing adult can pass on a 'safe and well' message to their family or carers, aiding safe reconnections.

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 feelings of isolation. Missing People provides

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free emotional and practical support as well as a range of peer-to-peer support, including a range of events. In addition, Missing People provides a free Lost Contact Tracing Service to help reunite estranged family members. 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 advertisers such as JCDecaux, on a pro bono basis, and the public. Missing People also makes discrete enquiries via a network of safeguarding partners who may be in contact with the missing person.

Volunteers

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. They make a real difference to the community of people affected by a disappearance.

Missing People received more than 18,142 volunteer hours last year from people giving their time, an increase of 65% from the previous year. In 2025/26 our volunteers' extraordinary gift of time, skill and compassion enabled Missing People to achieve the following:

- 34 team volunteers supported our vital fundraising efforts, sharing missing appeals, standing alongside families living with the trauma of a missing loved one, or contribution to research and policy work creating better outcomes for missing people and those who care about them;
- 15 new teams and advisory roles were introduced, bringing fresh skills and innovation to the charity, including a videographer and graphic designer, prospect researchers, economic advisors and Power Business Intelligence specialists;
- 286 event volunteers showed up at 44 events around the country, cheering, collecting donations and welcoming families and professionals at events throughout the year; and
- over 12,000 Digital Search Heroes shared urgent missing appeals to help bring more missing people to safety.

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

Equity, Diversity and Inclusion (EDI)

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 with areas of accountability related to equity, diversity and inclusion in every team to best support people accessing our services.

Our dedicated EDI Forum includes every team in the charity. The forum champions best practices, celebrates diversity, and identifies areas for organisational development. To ensure proactive leadership, the EDI Forum co-chairs meet regularly with the Executive Team.

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 encourage the

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development of peer support networks to enable greater connection, wellbeing, and voice across the charity, alongside continuous learning and training for staff and volunteers.

During the year, we created two peer support networks for lived experience and people of colour led by staff and volunteers. We ran a neurodiversity survey to recognise the importance of diverse perspectives at Missing People and to provide organisational learning and reasonable workplace adjustments. Other initiatives included lunch time seminars and cultural celebrations with the staff team.

Many missing people and families face discrimination, including in terms of responses from different agencies. We raise awareness of this discrimination, and work with other agencies on tackling it, for example research undertaken with the national organisation 'Listen Up' on the experiences of black missing children and their parents (report downloadable from our website).

In 2025/26, we conducted joint research with Samaritans and launched a toolkit for the police to respond equitably to Black missing people; further detail on the research is available on page 12. A project to highlight the experiences of family members and friends who hold diverse identities is underway which aims to amplify their voices, needs and enhance our inclusive support.

Safeguarding

We regularly review our safeguarding practices to ensure they continue to reflect best practice and meet the evolving needs of people using our services. 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 people accessing our services receive enhanced 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.

Internal leads, including the Director of Services, work closely with the Safeguarding Panel. The Panel is chaired by a Trustee and includes external experts in safeguarding who are responsible for overseeing best practice safeguarding policies and procedures. The Panel meet 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.

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4. Achievements and Impact

SERVICES

In total, Missing People directly helped 9,129 children, adults and families this year. In addition, an estimated 20,987 people affected by a disappearance accessed our online advice and guidance.

Missing People's operational partnerships with police forces are critical to reach missing people. Every police force in the UK has the capacity to request Missing People send a TextSafe (text) message to a missing person offering the charity's confidential support. **More than 65,000 TextSafe messages were sent by the charity in 2025/26 to missing children and adults**, thousands of whom then contacted the charity for support

The charity **reached out to an additional 3,914 suicidal people reported missing to the police**, offering them the support of both Missing People and Samaritans. We call this 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.

Families of missing people

Missing People directly helped 3,742 families with a missing loved one. This is a 10% increase on the previous year.

Support offered includes information and guidance, Helpline, long-term emotional support from a case worker, 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.

"My husband has been missing coming up 8 months. It's something so hard to explain how it impacts you until you have lived it. The police put me in touch with Missing People and [family support worker] was my point of contact ...[who] rang me weekly showing empathy and compassion. I really want to give back to this incredible charity as I know too well the pain."

Family member accessing family support service

This year we continued to support families affected by criminal exploitation, through our national SafeCall exploitation service, offering casework, advocacy, emotional support, and peer-to-peer support with funding from the Home Office. We reached out to 233 families this year, an increase of 23% from prior year.

In our 2025/26 evaluation of the SafeCall exploitation service:

- 88% of families said the service helped them to cope and feel supported with their mental health;
- 82% of families said the service helped them manage relationships with professionals; and

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- 56% said that SafeCall helped them to keep their family safe.

"The individual one-to-one service that we've received has been amazing, absolutely amazing. It's been, I would say, a lifesaver definitely, and that's not an exaggeration, I mean, a lifesaver on many levels." Family member, SafeCall Exploitation service

628 families were also assisted through our Lost Contact Tracing Service, helping them to find estranged loved ones, and 1/3 of these people were successfully reconnected with their loved one.

"You were the hand that restored a missing piece of my life, and for that I feel profound gratitude and indescribable thanks to you"

"Very compassionate and helpful staff who tried very hard to locate my lost [family member]"

Family members supported by our Lost Contact Tracing Service, 2025

In 2025/26, we received feedback from 58 people who used the Lost Contact Tracing Service

- 88% said they would recommend Missing People to someone in a similar situation;
- 86% were satisfied with 'how warm and kind staff and volunteers were towards you'; and
- 81% said they were satisfied with the service and support they received.

Missing children and young people

This year, Missing People **helped 3,717 children and young people**. This included support given via our multi-channel Helpline, our Hertfordshire service for repeat missing children and the SafeCall Exploitation service, funded by the Home Office since 2017, which provides advocacy and support for young victims of criminal exploitation (as well as their families and the professionals who support them).

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 7,367 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.

In early 2026, we launched our new helpline and web support service for young people: designed with and for young people with lived experience of being missing. Young people chose to call it SafeCall, so we now have one integrated brand for our helpline and exploitation services for under 25s.

"I didn't feel judged or misunderstood and I am forever grateful." Young person supported by our SafeCall helpline service, 2026

In addition, we continued to provide our Hertfordshire return home and intensive support service to 41 young people who have been missing repeatedly. After accessing this service, 82% of the young people had no further missing episodes, or significantly fewer missing episodes than before support.

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The service was externally evaluated by the University of Liverpool who found that for every £1 invested in the service, £2.26 to £8.66 of socio-economic savings were made due to improved outcomes for young people, and less expenditure by police and local authorities in responding to missing incidents. The evaluators stated that the success of the service comes from the child-centred, strengths based, relational approach of the skilled team and their independence from statutory services.

"Thank you for everything you have done for me. You helped me to understand a lot of things in life especially how important my education is for my future and how healthy relationships will help me in life. I will miss you." Young person supported through our Hertfordshire service, 2025

Unfortunately, despite the positive impact of this service, it closed in March 2026 due to a lack of funding.

Vulnerable missing adults

This year, Missing People **helped 1,670 adults** who had gone missing or who were thinking about disappearing. In addition, an estimated 4,137 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 problems.

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 or carer via the charity if they are not ready to get in touch directly, and we can offer 'three-way' calls to support a missing person to access support from the police and other services.

'It does help, you actually sound like a real human not a robot and it feels like you believe me. Thanks for believing me, I feel bit less overwhelmed now, Thank you for listening to me, it feels like you actually care, I really appreciate it' Adult who contacted the helpline, 2026

New operating model in Services

Like many charities, Missing People is navigating a landscape defined by inflationary pressures, rising costs and uncertainty surrounding statutory income and public fundraising. This complex external environment required the charity to review how best we sustain, and scale, our impact, differently.

Following a full and fair consultative process aligned with UK employment law, in the second half of the year, the charity reduced the size of its Services staff team and modified its Helpline operating hours. Regrettably, due to a challenging funding climate and rising costs, we ceased offering dedicated counselling support and reduced the scope of our referrals and publicity services. Consequentially, the total number of people we were able to support in 2025/26 was lower than the previous year. The charity plans to grow its long-term impact in a more sustainable way, with investments in frontline volunteering, digital channels and partnerships.

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POLICY and RESEARCH

In 2025/26, the charity **shared our expertise with over 5,000 professionals** through consultancy work, training, events, webinars and conferences for police forces, local authorities, NHS, care providers and third sector agencies. This included webinars for professionals in criminal exploitation and our SafeCall exploitation service, the links between missing and suicide (following joint research with Samaritans), and the launch of a toolkit for police on responding equitably to Black missing people.

“You and your team have been outstanding. The speakers were fantastic, and I’m not embarrassed to say I shed a little tear listening to the parent story and feel very humble that she feels able to share her experience so we can make it better for others. I have received many positive comments and emails from colleagues and partners who found the event interesting and insightful, and I am confident that safeguarding of the young people within the county will improve as a result.”

Detective Chief Inspector, Cambridgeshire Police, following a multi-agency event we delivered for professionals

In Scotland, Missing People delivered the seventh 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 five areas (Glasgow, Fife, West Lothian, Edinburgh and Aberdeen) supporting local agencies to create effective multi-agency responses to missing, develop effective missing persons’ protocols and deliver effective return discussion training. We held the annual Scottish missing persons conference to share examples of good practice in preventing and responding effectively to missing incidents. This was rated an average of 4.6/5 for usefulness, and 100% of participants stated it increased their knowledge of good practice responses.

Our work also identified 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 immediate years after our support compared to the year before our support.

“The Missing People team worked well within clear guidance and with a clear focus. Missing People organised tasks efficiently, [and helped us] gain knowledge of what other Local Authorities have in place”

“We are now on our way to meeting our requirements but most importantly assisting missing persons better”

Representatives of Scottish areas supported in 2025-26

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. 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.

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We have embedded monitoring and evaluation processes throughout all our projects and have a dedicated impact team to undertake thorough evaluation. These include assessing our progress against theories of change, alongside monitoring of detailed operational, management information and reporting for internal and external stakeholders.

Missing People gathers feedback from people using our services, to assess the impact on their lives and the issues that they face. We also work with external evaluators, including the University of Liverpool who evaluated our Hertfordshire service, to allow our work to be challenged, scrutinised and improved, through independent review.

Fundraising Statement

Our supporters 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 care and respect; and 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 nearly £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 Principles and uses these to guide ethical considerations in relation to fundraising.

This year, Missing People warmly welcomed new Fundraising Board members, donors, partners. Our new funders include National Lottery Community Fund – Awards for All and Lockwood Charitable Foundation. We also gratefully received a gift from the estate of the late Dorothy Jones. We are very touched to be remembered in this way and will put her legacy to good work in her name. We thank each of our supporters for enabling the charity to be a lifeline when someone disappears.

Missing People received three formal complaints regarding fundraising this year and following our careful review, none was upheld. All feedback is appreciated however, and we continually take onboard feedback in order to make improvements.

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

5. Financial Review

The financial statements for the year ended 31 March 2026 are set out in the Statement of Financial Activities, balance sheet, cash flow statement and notes to the accounts from page 23 onwards.

The Charity recorded a deficit of £134k for the year (2025: deficit £765k) against a planned budgeted deficit of £275k which included investments in new activities to support the growth, impact and sustainability of Missing People. Total income for the year was £4,173k (2025: £3,813k) representing an increase of £360k, c9.4% against last year's income. Total expenditure reduced from £4,578k in 2025 to £4,306k, a decrease of £272k, c5.9% overall reduction.

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Income

Voluntary income from donations, grants and legacies raised £3,691k, an increase of £354k, c10.6% higher from prior year's voluntary income of £3,337k. Voluntary income remains our primary source of income representing 88% of our total resources. The charity continues to retain the support from many philanthropists and corporates, combined with a successful Night of Light Gala evening in March 2026. Missing People received £2,939k in general donations, alongside £666k via challenge and event participants, and a legacy receipt of £87k (as detailed in Note 15 of the financial accounts).

Restricted voluntary funding increased by £150k to £1,112k (2025: £962k). This includes funding from the Home Office and Scottish Government for core services, together with The Independent's SafeCall Appeal, which raised funds for our new SafeCall service for children and young people. The Appeal raised an incredible £220k in 2026, of which £64k has been carried forward as restricted service delivery grants, as detailed in Note 16 of the financial accounts.

Income from charitable activities grew by 5.3% to £473k (2025: £449k) attributable to research and policy activities in new toolkits and specialist webinars.

Expenditure

Total expenditure reduced from £4,578k in 2025 to £4,306k, a decrease of £272k, c5.9%. During the financial period, the charity achieved a planned reduction in staff expenditure of £245k, as detailed in Note 3 of the financial accounts. This decrease is primarily attributable to the implementation of a new operating model, which resulted in a smaller Services staff team. The streamlined cost base will continue in the upcoming financial year, contributing positively to the charity's long-term financial sustainability.

Missing People allocated 80% of its total expenditure to deliver vital charitable activities and projects for families of missing people, missing children and young people and vulnerable missing adults as highlighted within section 4 'Achievements and Impact' of the report. These activities are undertaken alongside our policy and research initiatives, informed by lived experiences and consultations to improve responses to missing people.

The charity remained focussed to raise funds in a complex external environment and continued its strategic investment programme from last year to drive sustainable growth and impact. Approximately 20% of the charity's total expenditure was allocated towards raising funds, which supported overall income growth of approximately 9.4%. These included strategic investments centred on mass fundraising and commissioned products which generated c£130k in 2026, up from c£20k last year. Investments in these newer products are expected to grow steadily with approaches to new market segments to strengthen income streams and reinforce long-term financial stability.

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

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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 £1,098k (2025: £1,234k) which amounted to 3.2 months of reserves cover, above the minimum level of the charity's reserves policy.

Restricted reserves have grown to £68k (2025: £4k) which is explained by service delivery grants for children and young people, funded by the SafeCall Appeal outlined in Note 16 of the financial accounts.

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 two financial years, strategic planned investments for long-term growth and impact, combined with inflationary pressures, increases in National Increase contributions and cost of living have contributed to deficits during this period.

The financial plans for 2026/27 projects the charity will improve its overall financial position and contribute c£20k into reserves. It is expected to maintain at least three months of reserves cover by March 2027 and beyond. The more robust financial position has been made possible through a combination of interventions, including the planned investments to diversify revenue streams, the newly implemented operating model and the continued strengthening of our relationships with our funders, donors and stakeholders.

Cash position remains strong with a closing balance in March 2026 of c£850k, the reduction in cash from prior year is attributable to the reported deficit and fluctuations in timing of receipts and payments. Cash flow forecasts up to March 2028 demonstrate strong liquidity with an average of about three months of operating expenditure cash cover throughout the period. 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.

6. Risk Management

Trustees review the major risks faced by the charity as part of their annual planning cycle and quarterly trustee meetings. 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.

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Trustees' Annual Report and Accounts Year ended 31 March 2026

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 invest, 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 with cash flow forecasts 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. We have adopted NCVO's Charity Ethical Principles, with policies and training to comply with Charity Commission guidance and best practice. 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 with policies for good employment practices. The HR Committee and external advisors support with new and complex areas of employment law.
<u>Cyber and data</u> : The probability of significant operational disruption and reputational damage with financial loss.	We proactively manage this risk and have achieved formal Cyber Essentials accreditations and implemented key security measures including mandatory multi-factor authentication, device updates and back-ups using expert external advisors. We enforce rigorous data privacy policies alongside regular, mandatory training for all staff and volunteers.

7. Plans for the Future

The charity's current strategy, 'From Crisis to Hope', was launched in 2023. This strategy addresses the reality that going missing is a critical matter of life or death, with approximately 1,000 people dying while missing in the UK each year. We continue to campaign for systemic change to ensure a fair, compassionate response from police and external agencies, while mitigating public and media speculation for families affected.

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Having implemented a more sustainable delivery service delivery model over the past year, our focus moves towards digital transformation to support scalability, invigorating volunteer networks and partnership collaboration. These priorities will be supported by a new Impact Framework and the recruitment and onboarding of a new Chief Executive Officer in 2026/27.

Key Priorities for 2026/27

- **Digital Innovation**
We will scale our new SafeCall service to reach more children and young people impacted by missing. This will include the planned launch of new digital channels and the safe delivery of a Chatbot to provide information when human support is not available.
- **Volunteering and collaboration**
To maximize our societal impact, Missing People is investing in transforming frontline volunteering to increase capacity for people who need our services. We have secured funding for this transformation which we hope will add 10,000 volunteer hours over the next decade. In addition, we are renewing our focus on collaboration with organisations working in connected fields like mental health and exploitation.
- **New Impact Framework**
Missing People will launch its new Impact Framework to provide better clarity and consistency on the impact we have across our services, influencing work, and public engagement.
- **Leadership Transition and Governance**
Following the departure of our former CEO, Jo Youle OBE, in early February 2026, we will recruit and onboard a new permanent Chief Executive Officer. (Working in close partnership with our Chair, Lisa Jones, the new executive leadership will steer Missing People through its next phase of sustainable growth and impact delivery.

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.

Missing People Limited
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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 16 September 2026 and signed on their behalf by:

DocuSigned by:

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Lisa Jones
Chair

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2026

9. Independent Auditor's Report to the Members of Missing People Limited

Opinion

We have audited the financial statements of Missing People Limited for the year ended 31 March 2026 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cashflows 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 2026 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.

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 2026

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 requires us to report to you if, in our opinion:

- adequate 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 pages 17-18, the trustees (who are also the directors of the charitable company for the purposes of company law) are

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2026

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

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, including financial reporting legislation and the Charities SORP (FRS 102), and tax regulations. 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 necessary to the charitable company's ability to operate or to avoid a material penalty. 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 also considered the opportunities and incentives that may exist within the charitable company for

Missing People Limited
Trustees' Annual Report and Accounts Year ended 31 March 2026

fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be 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, 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. 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, for our audit work, for this report, or for the opinions we have formed.



Janette Joyce

Senior Statutory Auditor

For and on behalf of

Crowe U.K. LLP

Statutory Auditor

Reading **Date:** 23 September 2026

Missing People Limited

Statement of Financial Activities (incorporating an Income and Expenditure Account)
for the year ended 31 March 2026

	Note	Unrestricted Funds 2026 £	Restricted Funds 2026 £	Total Funds 2026 £	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £
Income:							
Voluntary Income							
Donations, grants and legacies	15	2,579,131	1,112,323	3,691,454	2,375,306	962,136	3,337,442
Income from Charitable activities:							
Fees and grants for service provision		40,744	312,274	353,018	11,272	356,579	367,851
Policy & Research & Partnerships		-	120,037	120,037	-	81,136	81,136
Income from Investments		8,146	-	8,146	26,443	-	26,443
Total income		<u>2,628,021</u>	<u>1,544,634</u>	<u>4,172,655</u>	<u>2,413,021</u>	<u>1,399,851</u>	<u>3,812,872</u>
Expenditure:							
Expenditure on Raising funds							
Raising funds		844,722	14,108	858,830	859,570	13,750	873,320
Expenditure on Charitable activities:							
Service provision		1,617,762	1,346,385	2,964,147	1,964,422	1,305,565	3,269,987
Policy & Research		363,359	120,037	483,396	353,527	81,136	434,663
Total Charitable Activities		<u>1,981,121</u>	<u>1,466,422</u>	<u>3,447,543</u>	<u>2,317,949</u>	<u>1,386,701</u>	<u>3,704,650</u>
Total Expenditure	4	<u>2,825,843</u>	<u>1,480,530</u>	<u>4,306,373</u>	<u>3,177,519</u>	<u>1,400,451</u>	<u>4,577,970</u>
Net (loss)/income and net movement in funds for the year	2	(197,822)	64,104	(133,718)	(764,498)	(600)	(765,098)
Reconciliation of Funds							
Fund balances brought forward at 1 April 2025		1,465,781	4,145	1,469,926	2,230,279	4,745	2,235,024
Transfers		-	-	-	-	-	-
Balance carried forward at 31 March 2026	16	<u>1,267,959</u>	<u>68,249</u>	<u>1,336,208</u>	<u>1,465,781</u>	<u>4,145</u>	<u>1,469,926</u>

The notes on pages 26 - 33 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.

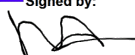
Missing People Limited

Balance Sheet as at 31 March 2026

Company Registration Number 02814202

	Note	2026 £	2026 £	2025 £	2025 £
Fixed Assets					
Tangible assets	6		7,969		17,834
Intangible assets	6		161,883		213,786
Current Assets					
Debtors	8	598,968		452,957	
Cash at bank and in hand		<u>846,726</u>		<u>1,176,426</u>	
		1,445,694		1,629,383	
Creditors: Amounts falling due within one year	9	<u>(279,338)</u>		<u>(391,077)</u>	
Net Current Assets			<u>1,166,356</u>		<u>1,238,306</u>
Total Assets less Current Liabilities			<u>1,336,208</u>		<u>1,469,926</u>
Net Assets			<u>1,336,208</u>		<u>1,469,926</u>
Funds of the charity:					
Unrestricted Funds	16		1,267,959		1,465,781
Restricted Funds	16		68,249		4,145
Total Funds			<u>1,336,208</u>		<u>1,469,926</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 16 September 2026 and signed on its behalf by:

DocuSigned by:		
	}	Lisa Jones - Chair
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Signed by:		
	}	Paul Boughton - Treasurer
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The notes on pages 26 -33 form part of these financial statements.

Missing People Limited

Statement of Cash Flows for year ended 31 March 2026

	2026 £	2025 £
Cash flows from operating activities :		
Net cash provided by (used in) operating activities (see note (a))	<u>(337,846)</u>	<u>(582,040)</u>
Cash flows from investing activities		
Interest income	8,146	26,443
Purchase of property, plant and equipment and intangible assets	-	(7,830)
Net cash provided by (used in) investing activities	<u>8,146</u>	<u>18,613</u>
Change in cash and cash equivalents in the reporting period	<u>(329,700)</u>	<u>(563,427)</u>
Cash and cash equivalents at the beginning of the period	1,176,426	1,739,853
Cash and cash equivalents at the end of the reporting period	<u>846,726</u>	<u>1,176,426</u>

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

	2026 £	2025 £
Net (loss)/ income for the reporting period (as per statement of financial activities)	(133,718)	(765,098)
Adjustments for:		
Depreciation and amortisation charges	61,768	60,474
Interest income	(8,146)	(26,443)
(Increase) /decrease in debtors	(146,011)	38,462
(Decrease)/ increase in creditors	(111,739)	110,565
Net cash provided by (used in) operating activities	<u>(337,846)</u>	<u>(582,040)</u>

(b) Analysis of changes in net debt

	2026 £	Cash Flows £	2025 £
Cash and cash equivalents			
Cash	846,726	(329,700)	1,176,426
	<u>846,726</u>	<u>(329,700)</u>	<u>1,176,426</u>
Borrowings			
Debt due within one year	-	-	-
Debt due after one year	-	-	-
	<u>-</u>	<u>-</u>	<u>-</u>
Total changes in net debt	<u>846,726</u>	<u>(329,700)</u>	<u>1,176,426</u>

The notes on pages 26 - 33 form part of these financial statements.

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2026

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 on Missing People's strong opening unrestricted reserves position of c£1.3m and cash balance of c£0.9m. The financial plans for 2026/27 were developed with prudence and is expected to increase free reserves by c£20k. Longer-term financial forecasts maintain this trend with improved free reserve cover strengthening the financial sustainability of the charity.

Cash position remains strong and the reduction in cash from prior year is attributable to the reported deficit and fluctuations in timing of receipts and payments. Longer term forecasts up to March 2028 demonstrate strong liquidity with an average of 3 months of operating expenditure cash cover throughout the period. 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 2026

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 (see 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 2026

2 Income/(Expenditure)

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

	2026	2025
	£	£
Depreciation/amortisation on fixed assets	61,768	60,474
Operating leases	21,938	24,991
Auditor's remuneration		
Audit services (excluding VAT)	17,700	17,040
Non-audit services	-	-
	<u> </u>	<u> </u>

3 Staff costs

Staff costs were as follows:

	2026	2025
	£	£
Wages and salaries	2,856,122	3,132,300
Social Security costs	354,886	311,081
Pension	138,550	151,183
	<u>3,349,558</u>	<u>3,594,564</u>

One employee earned between £99,001 - £100,000, one £70,001-£80,000, two £60,001-£70,000. (2025: one between £110,001 - £120,000, one £70,001-£80,000 two £60,001-£70,000.)

Redundancy costs during the year totalled £47,563. This amount represents statutory redundancy payments and payments in lieu of notice fully paid to 13 employees during the year following a review of the charity's operating model (2025: none).

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

	2026	2025
Charitable activities	87	90
Fundraising	13	15
Governance	1	1
	<u>101</u>	<u>106</u>

The full time equivalent number of employees (including casual and temporary staff) during the year was 80. (2025: 95)

Trustees' remuneration and related party transactions

The Trustees neither were paid nor received any emoluments during the year (2025 - nil).

Two Trustees were reimbursed £809 travel expenses during the year (2025: One £251).

The key management personnel of the charity comprise the Chief Executive and the directors as noted on page 3
The emoluments of the Chief Executive and directors were:

	2026	2025
	£	£
Executive directors' emoluments (excluding pension)	479,223	494,971
Pension contributions	21,035	22,083
The Chief Executive was the highest paid director in 2025/26		
total remuneration (excl employer's NI and pension contributions)	<u>99,656</u>	<u>116,670</u>

The Chief Executive (up to 6 February 2026) and Interim Chief Executive (from 9 February 2026) are members of a group personal pension scheme and a contribution of £5,639 (2025: £5,833) was made to the scheme on their 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 2026

4 Analysis of Total Resources Expended

	Direct Costs Activities £	Support Costs (see note 5) £	2026 Total £	2025 Total £
Charitable Activities:				
Service Provision	2,412,954	551,193	2,964,147	3,269,987
Policy & Research	393,507	89,889	483,396	434,663
Cost of Raising Funds	699,128	159,702	858,830	873,320
	<u>3,505,589</u>	<u>800,784</u>	<u>4,306,373</u>	<u>4,577,970</u>

	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>

5 Support costs by activity

	Service Provision	Policy & Research	Cost of Raising Funds	2026 Total £	2025 Total £
Governance	38,692	6,310	11,211	56,213	63,425
Information technology	121,400	19,798	35,174	176,372	182,014
Central facilities	75,577	12,325	21,898	109,800	110,041
Finance	106,580	17,381	30,880	154,841	187,516
Human resources	110,366	17,999	31,977	160,342	176,807
Central management	98,578	16,076	28,562	143,216	127,791
	<u>551,193</u>	<u>89,889</u>	<u>159,702</u>	<u>800,784</u>	<u>847,594</u>

	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>

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 2026

6 Fixed Assets

	Office Equipment £	Intangible Assets £	Total £
Cost			
At 1 April 2025	62,967	262,513	325,480
Additions	-	-	-
Disposals	(11,310)	-	(11,310)
At 31 March 2026	<u>51,657</u>	<u>262,513</u>	<u>314,170</u>
Depreciation			
At 1 April 2025	45,133	48,727	93,860
Charge for year	9,865	51,903	61,768
Disposals	(11,310)	-	(11,310)
At 31 March 2026	<u>43,688</u>	<u>100,630</u>	<u>144,318</u>
Net book value			
At 31 March 2026	<u>7,969</u>	<u>161,883</u>	<u>169,852</u>
At 31 March 2025	<u>17,834</u>	<u>213,786</u>	<u>231,620</u>

Intangible assets represents the charity's CRM system which was funded from restricted funds.

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

	2026 £	2025 £
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 2026

8 Debtors

	2026	2025
	£	£
Accrued income	447,708	314,666
Prepayments	104,942	79,403
Other debtors	11,719	489
Trade debtors	34,599	58,399
	<u>598,968</u>	<u>452,957</u>

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

9 Creditors:**Amounts falling due within one year**

	2026	2025
	£	£
Other taxes and social security costs	67,261	71,084
Other creditors	16,810	26,692
Trade creditors	40,217	92,084
Accruals	52,366	52,039
Deferred Income (Note 10)	102,684	149,178
	<u>279,338</u>	<u>391,077</u>

10 Deferred Income

	2026	2025
	£	£
Balance at 1 April	149,178	48,353
Released in the year	(149,178)	(48,353)
Amount deferred in the year	102,684	149,178
Balance at 31 March	<u>102,684</u>	<u>149,178</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:

	2026	2025
	£	£
Operating leases which expire:		
Within one year	11,846	21,828
Between one and five years	4,349	8,288
	<u>16,195</u>	<u>30,116</u>

Missing People Limited

Notes to the Financial Statements

Year ended 31 March 2026

12 Analysis of Net Assets

	Fixed Assets £	Net Current Assets £	Total £
Year ended 31 March 2026			
Restricted	-	68,249	68,249
Unrestricted	169,852	1,098,107	1,267,959
	<u>169,852</u>	<u>1,166,356</u>	<u>1,336,208</u>
Year ended 31 March 2025			
Restricted	-	4,145	4,145
Designated	-	0	-
Unrestricted	227,704	472,979	700,683
	<u>227,704</u>	<u>477,124</u>	<u>704,828</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 £14,813 donations from Trustees' (2025 £8,695)

15 Donations, Grants and Legacies

	Unrestricted Funds £	Restricted Funds £	Total 2026 £	Total 2025 £
General donations	1,826,457	1,112,323	2,938,780	2,732,452
Legacies	86,597	-	86,597	12,918
Fundraising & promotional events	666,077	-	666,077	592,072
	<u>2,579,131</u>	<u>1,112,323</u>	<u>3,691,454</u>	<u>3,337,442</u>

The charity was previously bequeathed a property subject to a life interest. During the reporting period, formal legal advice was obtained regarding the terms of the life interest and charity's ultimate entitlement to the asset. As the charity's final legal entitlement has not yet been formally agreed, the eventual amount receivable by the charity cannot be measured with sufficient reliability at the reporting date. In accordance with the income recognition criteria set out in the Charities SORP (FRS 102), no income has been recognised within the financial statements for the current year in respect of this legacy.

16 Movements in funds

Restricted funds

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

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Service delivery grants	-	1,379,639	(1,315,535)	-	64,104
Missing People Choir	4,145	-	-	-	4,145
Regional funding	-	30,850	(30,850)	-	-
Policy & Research & Partnerships	-	120,037	(120,037)	-	-
Fundraising grants	-	14,108	(14,108)	-	-
Total restricted funds	<u>4,145</u>	<u>1,544,634</u>	<u>(1,480,530)</u>	<u>-</u>	<u>68,249</u>
Designated funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Unrestricted funds	<u>1,465,781</u>	<u>2,628,021</u>	<u>(2,825,843)</u>	<u>-</u>	<u>1,267,959</u>
Total funds	<u>1,469,926</u>	<u>4,172,655</u>	<u>(4,306,373)</u>	<u>-</u>	<u>1,336,208</u>

Missing People Limited
Notes to the Financial Statements
Year ended 31 March 2026

	Brought forward £	Income £	Expenditure £	Transfers £	Carried forward £
Movements in funds - previous year					
			-		
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><u>2,235,024</u></u>	<u><u>3,812,872</u></u>	<u><u>(4,577,970)</u></u>	<u><u>-</u></u>	<u><u>1,469,926</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.

Missing People Choir fundraising is to support their ongoing costs

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:

	£
BBC Children in Need	40,000
CIL Management Consultants	15,000
Department Work Pensions	63,600
Hertfordshire Constabulary	152,375
Home Office	399,899
LexisNexis Risk Solutions	44,762
Lockwood Charitable Foundation	30,631
Norton Rose Fulbright	10,000
Richer Sounds	10,000
SafeCall Appeal	209,755
Scottish Government	202,500
St James's Place Charitable Foundation	40,000
The Alchemy Foundation	14,108
The Dulverton Trust	7,500
The National Lottery Community Fund (Reaching Communities England)	189,795

Purpose of designated funds

Prior year designated funds funded a range of investment projects to strengthen the ongoing impact, income and sustainability of Missing People. In 2024/25, the Trustees approved the transfer of £468k designated funds to unrestricted funds.