



Centre for the
Study of
Missing Persons



Establishing the Cost of Missing Person Investigations

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FOREWORD

The Centre for the Study of Missing Persons (CSMP) is a specialist research centre within the Institute of Criminal Justice Studies, at the University of Portsmouth (<http://www.port.ac.uk/departments/academic/icjs/csmp/>). The Centre has been founded in April 2012, in partnership with the charity Missing People, to accommodate the growing interest in the field of missing persons. It aims to provide a clear focus for research, knowledge transfer and educational provision to academics, professionals in this community and relatives of missing people. The Centre also aims to function as a one-stop knowledge resource which researchers and other interested parties can access, and use to communicate and exchange knowledge about missing persons.

The authors of this report would like to acknowledge the effort and thank the men and women who took part in this study and completed our surveys. We would also like to pay particular tribute to the role of Detective Inspector Phil Shakesheff from West Mercia Police force who facilitated this study.

If you wish to discuss any element of this study with us please contact Dr. Karen Shalev Greene (Karen.shalev-greene@port.ac.uk or csmp@port.ac.uk), Director of the Centre for the Study of Missing Persons, Institute of Criminal Justice Studies, University of Portsmouth, St. George's Building, 141 High Street, Portsmouth, PO1 2HY, Tel: +44 (023)92843938

EXECUTIVE SUMMARY

This is the first scientific study in the UK to establish the cost of missing person investigations through a detailed analysis of time spent investigating missing person cases.

Missing person investigations are part and parcel of police officers' daily life. There are approximately 327,000 missing person reports to the police in the UK each year (NPIA, 2011). That equates to almost 900 reports per day.

Missing person investigations are almost inevitably resource intensive. Statements about the actual cost of missing person investigations have been made regularly. They seem to vary between £600 and £2000. However, rarely is it made clear how these figures are arrived at and what they cover.

In this study, 407 officers and civilians from West Mercia police estimated the time required to undertake the various tasks of a missing person investigation. Additionally, 33 officers from Warwickshire and West Mercia examined a real life case and again judged the time it takes to complete the investigation. Other costs such as software licenses and overhead were also included.

The survey yielded an estimated cost for the automatic tasks of a medium risk medium term missing person investigation to be **£1,325.44**. We judge this to be the lower bracket of cost for such inquiries as it did involve neither repeated actions nor any surprises. Many missing person investigations are characterised by exactly that.

In addition, the findings from the real life case yielded an estimated cost of **£2,415.8**. We judge that to be a more realistic figure. It features regular occurrences in such inquiries such as multiple house visits, speaking to a good number of witnesses and handover meetings over several police shifts. We therefore judge this cost to be a realistic estimate of the average cost incurred in such investigations. To put this figure in context, compared with the Home Office's (2005) estimated cost of police activity, a missing person investigation is likely to cost three times more than a robbery investigation and four times more than burglary. Furthermore, the annual cost of missing person investigations will equate to 19,188 Police Constables working full time or to 14% of the total number of full time police officers across the UK (Home Office, 2011).

Although this has been the most extensive and detailed costing study in this area to date, there are limitations. The first is that it mainly relies on officers' time estimates. Concurrent data may have been more precise. In addition, it featured only two UK forces, whereas practice in missing person investigations may differ between forces. These operational differences may impact on these costings.

Despite these shortcomings, there is no doubt that the estimates from this study are the most precise and most clearly evidenced costings available to policy makers to date.

We do recommend a future study where time and costs are built into operational practice. Such an ongoing study can also cover the full spectrum of missing person investigations, from youngsters missing from care to the elderly and those missing from mental health institutions. It will also be able to compare forces that have a dedicated missing persons unit to those that do not. It may also be useful to compare forces that use Compact with those that do not. Finally, there is a large variety in the circumstances surrounding missing person investigations and sadly, the outcomes can be devastating. That is a reminder of the fact that the costs of missing persons investigations are not just financial and for the police and other agencies to bear but they incur a great deal of social and emotional costs as well.

1. INTRODUCTION

Missing person investigations are part and parcel of police officers' daily life. There are approximately 327,000 missing person reports to the police in the UK each year (NPIA, 2011). That equates to almost 900 reports per day. In the police area of West Mercia, there were over 6700 missing person reports in 2011 which equates to 18 reports per day. In Warwickshire, smaller in terms of population there were 1958 missing person's reports in 2011 which is equivalent to 5 per day.

Missing person investigations are almost inevitably resource intensive. Although it is often said that every missing person case is different, several tasks are common to most inquiries. They include taking an initial call from a concerned member of the public, logging a call, risk assessment, obtaining a photograph, undertaking a house search, and a PNC check. The computer system COMPACT generates 12 tasks to be carried out at the opening of new missing person inquiry.

Some of these tasks can be carried out in a few minutes. Others are likely to take hours and may be repeated many times. In addition there are activities such as liaising with colleagues, reading updates and the completion of reports. All these tasks are likely to be more time consuming when liaison with other police forces is required. From speaking to officers it is clear that there is a persistent impression that even 'routine' missing person investigations can turn out to be rather time consuming and hence, costly.

Statements about the actual cost of missing person investigations have been made regularly. Lancashire Constabulary (Middleham and Marston, 2004) use a figure of £880 per missing person investigation, which increases to £1460 should the missing person commit a crime whilst missing. At the same time, they quote a figure of 9,000 missing persons annually in Lancashire at a cost of 5.4M. That would equate to a cost of £600 per missing person investigation. Hertfordshire Police Authority (2011) estimated a missing person case costs £1700. A round figure of £1000 is frequently quoted, not least in policy and government documentation (Parliamentary Panel, 2007; CEOP, 2011).

It is, however, unclear exactly how these figures are arrived at. They do not seem to factor in risk or length of time the person is missing, nor whether they have gone missing before. More importantly, they do not seem to make clear what the constituents of these sums are.

This is therefore the first scientific study to establish the cost of missing person investigation through a detailed analysis of time spent investigating a missing person case. We surveyed 407 police officers and civilians from a range of units and of various ranks in West Mercia. They were asked to estimate the average time required to complete the usual investigative actions. In addition, 33 officers of two forces, 23 from West Mercia and 10 from Warwickshire made the same estimates in relation to a real life but anonymised case. This level of detailed scrutiny into the precise nature of a missing person investigation makes this

study unique in the UK. These estimates formed the basis of a detailed costing of regular missing person investigations, of medium risk and medium duration.

A scientifically determined costing has a number of benefits. It will assist the police in budgeting and resource allocation. It will also offer a bench mark in relation to determining any saving achieved in dealing with missing persons through certain policy changes or interventions. It will also highlight the financial cost of missing persons to policy makers. Finally, it will make explicit the cost of such investigations to local partners. This in turn may affect inter-agency policy making.

This study focuses on cases of medium risk. The NPIA guidance defines medium risk as “The risk posed is likely to place the subject in danger or they are a threat to themselves or others. This category requires an active and measured response by police and other agencies in order to trace the missing person and support the person reporting.” NPIA (2010, p. 24). This comprises 90% of cases in West Mercia and 81% in Warwickshire in 2011. It is acknowledged the cost of high risk, high profile or long term missing person investigations will be far higher and can only be arrived at on a case by case basis. On the other hand, in the majority of cases a missing person is located within less than 12 hours. Thus, the costs of these cases will be somewhat less.

2. METHOD

This study was undertaken with West Mercia and Warwickshire police. Two methods were used. The first is a set of specialist online surveys. Officers were asked to estimate the average length of time for each action generated automatically by COMPACT, a computer system in use in 22 police forces in the UK, including West Mercia and Warwickshire. When opening an inquiry the system generates 12 tasks to be carried out. Part of the survey was aimed specifically at specialist units such Command & Control, Communications Staff, Crime and Incident Management Unit (CIMU) officers as they also carry out actions that are integral to the course of missing person investigations. They were all asked to assess the time it would take to complete activities when asked to assist. Other units, such as press office, dog handlers, financial specialists and the air unit was also considered in this study, as some cases which are classed initially as medium risk advance to high risk and officers with these specific skills are then called in. It is obvious that that has cost implications. However, their activity was not included in our calculations as they rarely get involved in medium risk cases.

The second method involved an actual missing person investigation that ran for 27.5 hours in 2011. Judged to be a typical case it involved a 30 year old woman who went missing after a hospital appointment. She has been reported missing 11 times before and was located safe and well at her home address the next day. She had been with her boyfriend. The case was presented as print outs from COMPACT but suitably anonymised and selected in liaison with Detective Inspector Phil Shakesheff, West Mercia Police, as a representative case of

‘medium risk medium range’. This was to ensure that the case was as realistic as possible, both in content and in presentation. In West Mercia, 50% of people who are reported missing do so more than once. Therefore, we deemed it important to explore such a case as part of this study.

23 respondents from West Mercia were asked to judge the time each action would take. Through this method respondents could estimate the time each entry would have taken by utilising their local knowledge and applying their professional experience to the specific details of the case. Together both surveys were completed in between 10 and 20 minutes. 10 officers from Warwickshire Police force estimated this case as well. There were no significant differences in time estimations between the forces.

In order to analyse the data we took the middle of the range of each category (e.g., 10 minutes for 6-15 minutes category, and 22.5 minutes for the 16-30 minutes category), multiplied that by the number of respondents who chose that category, and divided these figures by the total number of respondents. Weighted averages of the times estimates were subsequently used for cost calculations.

3. RESULTS

3.1. Specialist survey: Officers’ time estimates of automatically generated investigative actions

Overall, 407 West Mercia officers and staff were involved in this survey. Of these, 47.5% were police constables, 13.8% were Sergeant, 8.9% were Inspector and the remaining 29.8% comprised a range of roles including control room, intelligence, chief inspector, superintendent and forensic investigator. In majority (57.5%) their role in missing person investigations is that of investigator.

The respondents were highly experienced. Over 80% had more than five years of police experience. Most are highly familiar with missing person investigations: 78.8% have undertaken at least 50 whereas 23.4% estimate that they have been involved with over 500 investigations. 32.8% are women.

Command & control, communications staff and CIMU officers (237 in total) answered questions about the length of time usually required in the initial investigative stages. These include taking an initial call, logging a call into Command & Control, updating Compact with a skeletal missing persons report, updating Compact with the full missing persons report, as well as, ultimately, updating Compact with a found report. Based on weighted averages we estimate that this phase of the investigation requires **1 hour and 31 minutes** (see appendix 1 for full data).

All respondents filled out questions on the duration of a number of other automatically generated tasks. These are: filling out a missing person report (C8); for the Duty Inspector to

assess the case and identify priorities; obtaining and scanning a photograph of the missing person; check custody; researching the missing person's previous missing history; checking access to mobile phone/pager; and PNC checks and checks of local intelligence and Crime Recording systems and for the results to be recorded. Based on weighted averages we estimate that this phase of the investigation requires **4 hours and 26 minutes**.

Subsequent actions involve searches of premises, both of the location from where the person went missing, as well as their home. This can include all rooms, outbuildings etcetera. It is obvious that the time this takes is highly variable depending on circumstances. Officers, however, indicated that on average this would take **2 hours and 57 minutes**.

A further set of actions is likely to occur when a missing person is not found in the short term. They may include a Press appeal (when appropriate) and the 48-hour review. If the missing person is in local authority care, notification of Social Services, or a Community Mental Health Team may take place, and also the PNC Circulation of a missing person's vehicle, checks with Banks/Credit cards companies, scrutiny of the missing person's diary/address book, and liaising with a CIMU officer on these reports. Some of these actions are specialist and time consuming as liaison with other agencies is not always effective so that delays may easily occur. Altogether these tasks are estimated to take **9 hours and 4 minutes**.

Thus, based on the specialist survey, the automatically generated tasks in a medium risk missing person investigation without the involvement of specialist units is estimated to take in total **17 hours and 58 minutes**.

In addition, a good deal of liaison takes place that is mainly internal to the police. A morning briefing will take **10 minutes** and will include a Superintendent, 2 Chief Inspectors, a local Duty Inspector, a Detective Inspector Reactive, a Detective Sergeant – Intelligence, a Detective Sergeant Public Protection, and a press officer. Even a case of relatively short duration (under 24 hours) may see through two changes in shifts with the handover liaison and formal shift briefing/a parade taking place. It is estimated for this to take **45 minutes** and for it to involve 10 Police Constables, 2 Sergeants and 2 Inspectors. In addition, repeat missing person may be subjected to a review meeting which may take **four hours** involving a PC and a Sergeant.

3.2. Costing all activities

In order to progress from times estimates to an overall cost we sought information on the salaries of PCs, Sergeants, Inspectors, Superintendents, etc. We also received information on the pay for communication staff. That allowed us to exactly price the time spent on investigations.

In addition we sought to uncover further costs. These include usage of police cars, telephone, and the cost of the COMPACT software system through licensing and the

generation of a C8 form. Finally, we needed to include an overhead fee. Overhead refers to cost that facilitate policing in general but is not allocated to specific operational tasks. They include personnel, training, maintenance, estate maintenance and support services. We estimate that to be 25%.

Altogether that brings cost of a medium risk medium term missing person investigation without specialist services such as dog handlers or air support breaks down as follows. The automatically generated tasks cost £355.89. The handover and meetings and other types of police liaison cost £677.84. Extra's such as car usage, and COMPACT come in at £26.62. That leads to a total cost prior to overhead of £1,060.35.

Therefore, the cost of a medium risk medium term missing person investigation, including investigation costs, staff liaison costs, and further cost including a 25% overhead cost is £1,325.44. This figure is calculated based on the estimates of 407 experienced police officers and civilians.

3.3. Realistic case assessment

The other task involved the appraisal of the duration of tasks in a realistic case. This task is different for several reasons. Firstly, the realistic detail puts flesh and bones on a case, which may affect officers' judgements on time. Secondly, the case contains a number of repeated actions which is quite common in a missing person's investigation. It may for instance require several attempts to visit and speak to an individual and additional tasks may be generated due to the history or the characteristics of the person going missing. We therefore expect the previous survey task described in section 3.1 to list the realistic minimum time for such investigations to take place whereas most realistic cases are expected to be more time consuming.

The case used and adapted for this study was of a 30 year old woman who went missing for 27.5 hours and had gone missing 11 times before. The Compact data of this case documented no less than 65 actions. Some of these are suspended. It highlights in part the repetitive nature of the investigation and in part the unpredictability of these inquiries, so that many more than the 12 automatically generated tasks needed to be carried out.

In total, 33 experienced officers undertook this task, 23 from West Mercia and 10 from Warwickshire. They were 16 Police Constables, 8 Sergeants and 6 Inspectors, and 3 others. 24 had over 5 years experience with missing person investigations and virtually all (30) had been involved with at least 50 such investigations. 11 were women. They judged the tasks as before, estimating in which time bracket each task would fall.

The first task scored involved the search of the address from which the person went missing. The average time judged was 48 minutes. The next task was the obtaining and scanning of a photograph, judged to take 27 minutes. Subsequently the PNC circulation of the missing person's vehicle took an estimated 19 minutes. The custody check involved

three separate actions that together were estimated to take 1 hour and 7 minutes. Together these actions were estimated to require **2 hours and 41 minutes** (see Appendix 2 for full data).

The 48 hour review was judged to typically take 31 minutes. Liaison with dog handlers on the parameters of a search was judged to typically take 57 minutes. Consideration of a press appeal is judged to take on average 26 minutes. The research of the missing person's history in terms of going missing is judged to take 44 minutes. The check of the missing person's mobile phone was judged to take 1 hour and 53 minutes and involved two separate mobile numbers. Altogether these actions were judged to take **4 hours 31 minutes**.

From here the investigation became more active in the sense that various tasks were undertaken in the community. It is from here that each missing person's investigation takes its own direction. The search of the missing person's home address also involved a conversation with a person living in the same block of flats. Such occurrences are not uncommon and add to the duration of such a task, as well as to the paperwork required afterwards. Also, we need to add the travel time/cost in case there is no one there and need to return at later stage. Altogether it was judged to take **1 hour and 45 minutes**.

In between, a further PNC check was undertaken in order to identify possible new lines of inquiry. A separate task involved the handover of the investigation, in which a number of ongoing processes were identified and discussed. A good number of individuals with relevance to the inquiry had been identified and added to the Compact data. This included parents, boyfriend, ex boyfriend, and four friends/acquaintances, a mental health community outreach worker and two support workers. All these involve administrative tasks in compact. These actions altogether were estimated to take **11 hours and 3 minutes**.

In the meanwhile, the investigation continues at pace in the community. The missing person's home address was re-checked in the mid afternoon, approximately 24 hours after reported missing. At 5pm a telephone call was received that the missing person had returned home, some 26 hours after going missing. A police constable visited her home soon after only to find that she again had left. Another visit was made at 9pm without success. In the meantime, the address of her boyfriend was visited but the missing person was not there either. It did transpire that the missing person had had a mental health appointment that she kept, after returning home. The missing person was eventually seen the next day, after follow up of the car (her boyfriend's) in which she was seen leaving the morning of the next day. These actions including the administrative actions or recording and updating compact and closing the investigation and liaison with CIMU to update the system were judged to take **9 hours and 45 minutes**.

In cases such as these there are further activities of police liaison. A morning briefing and three shift handovers would have taken place to add a further **8 hours and 32 minutes** of

police time. In addition, where an individual goes missing for more than 3 times further liaison takes place. This may take several individuals including those of senior rank.

Overall, a medium risk case in which the missing person was confirmed found less than 48 hours after going missing, and without input from specialist teams (with the exception of liaison with dog handlers), was judged to take 36 hours and 37 minutes, based on respondent's weighted average scores.

As this case was selected for its typicality and confirmed as such by expert officers, it provides a good indicator of a realistic estimate of the resources required for such cases. It means that in case of a medium risk medium term missing person investigation of a repeat missing person where several visits and searches are undertaken, several shift handovers take place as well as specialist liaison, and liaison with numerous friends, neighbours, family members and health and social care workers, the total police time investment is in fact higher than the total duration of the time the person has gone missing.

3.4. Costing the case assessment data

Utilising the same data regarding salaries, extra costs and overhead the cost of this inquiry would break down as follows. The early tasks such as the PNC check, custody check and the check of the missing person's home address cost together **£54.30**. The subsequent set of actions which included the 48 hour review up to the checking of mobile phone numbers is costed at **£101.80**. The subsequent search of the missing person's home address is costed at **£34.70**. **The next set of actions which involve a morning briefing, a shift handover and a great deal of administrative task involving persons of relevance to the inquiry such as friends, health and social care professionals and neighbours comes in at £371.44.** **Subsequently, the actions starting with a re-visit of the missing person's home up to and including her being found and the closing of the case in Compact is costed at £231.80. As two further shift handovers had occurred, incorporating these increases the cost by £932 whereas the repeating missing person strategic meeting adds another £180.** We assume the extras such as car usage and COMPACT to be **£26.62**, as before. The total cost then is **£1,932.64** to which we as before add an overhead of 25%, **£2,415.8**.

4. Discussion and conclusions

For the first time, a detailed study with the input of over 400 police officers and civilians, on the costs of missing person investigations was carried out. Thanks to that input, the level of detail and the various costs included in this study, this study offers the best estimates of missing person investigations in the UK today.

A number of limitations of the study must be acknowledged. The first is that time estimates are an inexact science. However, by involving over 400 police officers and staff we are confident that their collective knowledge will have overcome that weakness. Secondly, we limited our case analysis to a single study. This was a choice of pragmatics as we had to

balance the time and effort required from officers with the demands of this study. Effort was therefore taken to select a case that was typical and recognisable as such by all respondents. We were fortunate to benefit from the input and support from two forces. However, it is possible that practices in other forces would bear impact on the overall costings of such investigations. Finally, it is obvious that there is more to missing person research than medium risk medium term cases where the missing person returns safely home through their own volition. In particular, high profile high risk missing cases with a long duration can only be costed on a case by case basis. The costing presented here only applies to medium risk and medium term.

No single study can lay claim to having the last word in cost estimates. We, therefore, recommend a future study where time and costs are built into operational practice. This would be preferable over a study where estimates are done after the fact. Such an ongoing study can also cover the full spectrum of missing person investigations, from youngsters missing from care to the elderly and those missing from mental health institutions. It will also be able to compare forces that have a dedicated missing persons unit to those that do not. . It may also be useful to compare forces that use Compact with those that do not. Finally, there is also a large variety in the circumstances surrounding missing person investigations and sadly, the outcomes can be devastating. That is a reminder of the fact that the costs of missing persons investigations are not just financial and for the police and other agencies to bear but they incur a great deal of social and emotional costs as well.

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APPENDIX 1- Timings and costs of automatic tasks

	minutes of work on task	pay scale (per hour)	actual cost in £
Morning briefing (10 min)	Superintendent	32.32	5.34
	Det. Ch. Insp.x2	25.32	8.44
	Duty insp. X2	23.69	3.94
	Det. Sgt Intel	18.71	3.1
	Press officer	15	2.5
	Det. Insp. Reactive	31.36	5.22
	Det. Sgt Protection	18.71	3.1
Communication staff			
Initial call	18	8.98	2.70
Login a call	14	8.98	2.10
Update compact	21	8.98	3.15
		12.75	
CIMU- full missing report	25	8.98	3.75
CIMU- update compact	13	8.98	1.95
Automatic tasks			
Full report c8	33	19.74	10.89
Duty inspector	31	31.36	16.12
Obtain and scan Photo	42	19.74	13.86
Check custody	27	19.74	8.91
History	48	19.74	15.84
Pager/phone	48	19.74	15.84
PNC check	37	19.74	12.21
Search address	68	19.74	22.44
Search rooms/outbuildings	54	19.74	17.82
Search home	55	19.74	18.15
Press appeal	37	19.74	12.21
48 hour review	56	31.36	29.12
Mental health team	72	19.74	23.76
PNC circulation	21	19.74	6.93

Bank and credit card checks	247	19.74	81.51
Check diary/address book	74	19.74	24.42
Complete found report	22	19.74	7.26
Liaise with CIMU	15	19.74	4.95
	334		355.89
New shift handovers & formal briefing/ a parade	pc's	148.5	
	Ins	46.8	
	Sgt	37.8	
		Twice	466.2
Repeat mispers liaison	pc's	79.2	
	Sgt	100.8	180
Extras		car	20
		phone	5
		compact	1.5
		C8 form	0.12

APPENDIX 2- Tasks, timings and unit cost of real life case

Task	Entry	Minutes of work by entry	Minutes of work by task	Pay scale per minute	Actual cost in £ by entry	Actual cost in £ by task
1- Search address	1(12)	48	48	33p	15.8	15.8
2- Obtain and scan a photo	2(13)	27	27	33p	8.9	8.9
3- PNC circulation	3(14)	19	19	33p	6.3	6.3
4- Check custody	4(15)	38	67	33p	12.5	23.3
	4(75)	14		42p	5.9	
	4(76)	15		33p	4.9	
5-Det. Ch. Insp review	5(16)	31	31	52p	16.1	16.1
6-Search utilising dog	6(17)	57	57	33p	18.8	18.8
7- Press appeal	7(18)	26	26	33p	8.6	8.6
8- Mis per history	8(19)	44	44	33p	14.5	14.5
9- Access to phone/pager	9(20)	40	113	33p	13.2	43.8
	9(63)	35		42p	14.7	
	9(64)	38		42p	15.9	
10- Search home address	10(21)	46	105	33p	15.2	34.7
	10(59)	30		33p	9.9	
	10(60)	29		33p	9.6	
11- PNC check	11(22)	32	32	33p	10.6	10.6
12- Handover (*this is based on entries only not on full cost)	12(23)	31	251	52p	16.1	118.3 (*We calculate this by £233.2 as above)
	12(51)	27		42p	11.3	
	12(52)	25		42p	10.5	
	12(53)	23		52p	12	
	12(56)	20		52p	10.4	
	12(61)	23		42p	9.7	

	12(74)	26		52p	13.5	
	12(77)	33		42p	13.9	
	12(78)	28		52p	14.6	
	12(79)	15		42p	6.3	
13-Mental health/local authority	13(24)	31	31	33p	10.2	10.2
14-Boyfirend	14(25)	25	25	33p	8.3	8.3
15- Parents	15(26)	27	27	33p	8.9	8.9
16- Ex boyfriend	16(27)	26	26	33p	8.6	8.6
17- Friend	17(28)	25	25	33p	8.3	8.3
18- Associate	18(29)	26	26	33p	8.6	8.6
19- Associate	19(30)	26	26	33p	8.6	8.6
20-Community outreach worker	20(31)	25	25	33p	8.3	8.3
21- Community support worker	21(32)	23	23	33p	7.6	7.6
22- Friend	22(33)	23	23	33p	7.6	7.6
23- Friend	23(34)	24	66	33p	7.9	21.8
	23(71)	22		33p	7.3	
	23(72)	20		33p	6.6	
24-Re-check address	24(35)	23	45	33p	7.6	14.9
	24(39)	22		33p	7.3	
29- Associate	29(40)	22	22	33p	7.3	7.3
30- Associate	30(41)	22	22	33p	7.3	7.3
31- Previous found address	31(42)	28	28	33p	9.2	9.2
32- Social worker review	32(43)	19	19	33p	6.3	6.3
33- Sister	33(44)	25	25	33p	8.3	8.3
34- Previous found address	34(45)	25	25	33p	8.3	8.3
35- Home address of misper	35(48)	14	101	33p	4.6	33.4
	35(49)	27		33p	8.9	
	35(50)	13		33p	4.3	
	35(57)	25		33p	8.3	
	35(58)	22		33p	7.3	

36- Mental health assessment appointment	36(54)	21	73	33p	6.9	24
	36(55)	31		33p	10.2	
	36(66)	21		33p	6.9	
37- Friend	37(62)	21	134	33p	6.9	44.2
	37(69)	26		33p	8.6	
	37(70)	18		33p	5.9	
	37(73)	26		33p	8.6	
	37(85)	19		33p	6.3	
	37(86)	24		33p	7.9	
40- Associate	40(83)	19	39	33p	6.3	12.9
	40(84)	20		33p	6.6	
Additional information (6-10)		25	25	33p	8.3	8.3
Liase with CIMU		17	17	33p	5.6	5.6
Writing initially the missing report c8					10.89	10.89
Complete the found report					7.26	7.26
Communication staff					13.65	13.65
Morning briefing (as above)					31.64	31.64
Repeat missing person case					180	180
Extra					26.62	26.62