

PREFACE

Volume 2 of the Police Search Management Manual is produced by the Police National Search Centre (PNSC) for Police Search Advisers (PoSA) under a designated authority from the Association of Chief Police Officers and the Association of Chief Police Officers Scotland.

The guidance, procedure and practices in this manual are aimed at assisting PoSAs and those other police search managers who have a responsibility to plan, organise and manage missing person search. The PoSA is responsible for advising, guiding and assisting the investigating officer about **all matters pertaining to search** during a missing person case. There should be a clear distinction between the roles of PoSA and the Investigating Officer (IO).

The manual contains good practice and guidance that has been developed by a range of specialists and builds on experience gained in managing missing person searches. It cannot be seen as providing the only and absolute doctrine for search matters and reference is made throughout the manual to other sources of information. However, this manual is a useful aide-memoire for PoSAs and search managers planning search operations. The manual has been designed to support the programme of the PoSA course.

Volume 1 of the manual concentrated on the management of crime and counter-terrorism search. These types of searches can be described very much as a 'science' and follow clear systematic procedures. Missing person search presents different challenges as every case will be different. Attempts to apply rigid systems will struggle to succeed. Missing person search management is more of an 'art' but there are themes to follow and structures that will help in solving the classic 'mystery' of locating a missing person.

There is difficulty in precisely stating the number of people who go missing each year, as many cases go unreported and unrecorded. However, the Missing Persons Bureau deals with an estimated 200,000 people who go missing each year. This figure is likely to under represent the actual figure. With such large numbers there is the danger that missing person cases become routine and mundane. However, it must be remembered that each of these missing person cases involves a person – often some of the most vulnerable members of the community. Any one of these cases can have tragic results and it is imperative that missing person searches are conducted and managed professionally.

Section One

STRATEGIC ISSUES

This section introduces the aim and objectives of missing person search as managed by Police Search Advisers.

Section 1	Strategic Issues	
1.1	Introduction -----	4
1.2	Aim of Missing Person Search -----	4
1.3	Objectives of Missing Person Search Management -----	4
1.4	Definition of Search -----	4
1.5	Definition of Missing Person -----	4

1.1 INTRODUCTION

The majority of persons reported missing return soon after their disappearance without suffering any harm. A small percentage, however, will have come to harm or have been the victim of crime. Search is an obvious and routine element of a missing person enquiry. In many cases a competent search of the place the person has gone missing from, by the first officer attending, will locate the person or identify his or her location. However, there will be cases when the advice of a PoISA is sought. Not all of the cases will be high profile or 'career-defining' but it must not be overlooked that a missing person report may escalate into a major crime enquiry. It is essential that all search activity has been conducted thoroughly and professionally. It will often be the responsibility of the PoISA to review, advise, plan and manage the missing person search.

1.2 Aim of Missing Person Search

The aim of a missing person search is to locate a person who is missing, or otherwise establish and confirm the person's whereabouts.

1.3 Objectives of Missing Person Search Management

The objectives of police missing person search management is:

- to protect vulnerable people;
- to gain intelligence that will assist in locating a missing person;
- to gain evidence for prosecution in missing person cases where there has been third-party involvement;
- to locate the missing person.

1.4 Definition of Search

The standard definition of search applies equally to a missing person search as to all other searches, this is: 'The capability to locate specified targets using intelligence assessments, systematic procedures and appropriate detection techniques'.

1.5 Definition of a Missing Person

The ACPO definition of a missing person is:

'anyone whose whereabouts is unknown whatever the circumstances of disappearance. They will be considered missing until located and their well-being or otherwise established.' (***Guidance on the Management, Recording and Investigation of Missing Persons***, ACPO 2010)

Section Two

Core Material

This section sets out the core material for Police Search Advisers managing missing person search activity.

2.1	Risk Management -----	7
2.1.1	Four Categories of Missing Person -----	7
2.1.2	Classification of Risk and Response -----	7
2.1.3	PolSA and Risk Assessment -----	8
2.2	Search and Investigation -----	9
2.2.1	Fast-track Actions -----	9
2.2.2	Investigative Considerations -----	9
2.2.3	Search Considerations -----	10
2.2.4	Structure and Roles Involved in Missing Person Enquiry -----	10
2.2.5	Liaison Between Investigation and Search -----	11
2.2.6	Community Impact Assessment -----	11
2.2.7	Critical Incident Management -----	11
2.3	SCENARIO-based Search -----	11
2.3.1	The Use of SCENARIO -----	12
2.3.2	Immediate Search Options -----	13
2.3.3	Home Address Search -----	14
2.3.4	Initial Visual Checks -----	15
2.4	Search Contract -----	15
2.4.1	Search Contract -----	15
2.4.2	Support to SIO -----	16
2.4.3	Briefing and the Deployment of Search Teams -----	16
2.5	Missing Person Behaviour -----	16
2.5.1	Use of Missing Person Behaviour -----	16
2.5.2	Types of Data -----	17
2.5.3	Data Sources -----	17
2.5.4	CATCHEM -----	17
2.5.5	Developing a Profile of a Missing Person -----	18
2.5.6	Summary of Missing Person Profiling by a PolSA -----	19
2.6	Documentation -----	19
2.6.1	Log and Record of Search -----	19
2.6.2	Policy and Decision Log -----	20
2.6.3	Search 'Cell' -----	20

2.7	Maps and Planning -----	21
2.7.1	Use of Maps -----	21
2.7.2	Master Map -----	21
2.7.3	Sectors -----	22
2.7.4	Searchers' Map -----	22
2.7.5	Briefing Map -----	22
2.7.6	Digital Mapping -----	22
2.7.7	Other Maps and Plans -----	23
2.7.8	Sketch Maps -----	23
2.7.9	Aerial Photographs -----	23
2.8	Search Tactics -----	23
2.8.1	Initial Visual Check (IVC) -----	23
2.8.2	Place Last Seen (PLS) and Last Known Position (LKP) -----	24
2.8.3	Routes -----	24
2.8.4	Open Country -----	24
2.8.5	Crime Scene / Body Deposition Site -----	25
2.8.6	Tactical Debriefing -----	25
2.8.7	Searching at Night -----	25
2.8.8	Open Area Search for Dangerous High Risk Missing Person ---	25
2.9	Tracking and Fieldcraft -----	26
2.9.1	Basic Fieldcraft and 'Sign Reading' -----	26
2.9.2	Basic Tracking of 'Vulnerable' Missing Persons -----	26
2.9.3	Offensive Tracking of High Risk Missing Persons -----	26
2.10	Telecoms -----	27
2.10.1	Using Information from Mobile Phones -----	27
2.10.2	Plotting Information Onto Search Map -----	27
2.11	External Influences -----	27
2.11.1	Psychics -----	28
2.11.2	Person Wishing to Influence a Search -----	28
2.11.3	Involvement of Criminals or Third-party Influence -----	28
2.11.4	Media -----	29
2.11.5	Members of the Community -----	29
2.12	Exit Strategy -----	30
2.12.1	Person Found -----	30
2.12.2	Person Not Found -----	30
2.12.3	Operational Review -----	31
2.13	Welfare -----	31
2.13.1	Operational Welfare Requirement for Search Teams -----	31
2.13.2	Personal Welfare Issues Connected to Search Operations -----	32
2.13.3	Therapeutic Debriefing -----	32
2.14	Debriefing -----	32
2.14.1	Fast-track Actions and Debriefing First Officer Attending -----	32
2.14.2	Tactical Search Team Debriefing -----	33
2.14.3	Therapeutic Debriefing -----	33
2.14.4	Operational Debriefing -----	33

2.1 RISK MANAGEMENT

The missing person risk assessment process is a crucial element of any missing person enquiry. This risk assessment is the responsibility of investigating officers and their supervisors. Through their knowledge and experience a PolSA can provide support and advice that will assist the correct application of a missing person risk assessment. The missing person risk assessment is also a component part of the RisQue software that the PolSA may utilise during the management of the search.

2.1.1 Four Categories of Missing Person

Missing persons can be categorised in a number of ways.

Lost persons	These are persons who are temporarily disorientated and would wish to be found, eg, people who have gone walking and do not know where they are.
Missing persons who have voluntarily gone missing	These are persons who have control over their actions and who have decided on a course of action, eg, they wish to leave home.
Missing persons who are ill or injured	These are persons who do not want to be missing but have suffered some injury or illness that has resulted in them not completing a journey and subsequently being reported as missing.
Missing persons under the influence of a third party	These are persons who have gone missing against their will, eg, abduction or murder victims.

Categorising a missing person is important as it supports the risk assessment process and the subsequent search planning. Different searches would be used for a person who has been deemed to be 'lost' to a person who is thought to be voluntarily missing. There should be a frequent review of this categorisation to ensure that new information confirms that the category is correct. This will be a feature of the 'on-going reassessment' stage in SCENARIO-based search (section 2.3.1).

2.1.2 Classification of Risk and Response

The report of a missing person requires that a risk and response assessment is completed following a critical appraisal of the facts. The risk assessment provides a basis to identify the risk posed and the subsequent level of police response required.

For information that helps in the risk assessment consider personal factors of the missing person, influences on the missing person and the circumstances leading to the disappearance. Full details of the Risk Assessment process are contained in **Guidance on the Management Recording and Investigation of Missing Persons** (ACPO 2010) and **Practice Advice on Search Management and Procedures** (ACPO 2006).

The risk assessment and appropriate responses are:

HIGH RISK

The risk posed is immediate and there are substantial grounds for believing that missing persons are in danger through their own vulnerability.

They may have been the victim of a serious crime.

The risk posed is immediate and there are substantial grounds for believing that the public is in danger.

This category requires the immediate deployment of police resources and a member of the BCU senior management team, or similar command level, involved in the examination of initial lines of enquiry and to give approval for appropriate staffing levels. Such cases should lead to the appointment of an SIO, and a press/media strategy and/or close contact with outside agencies.

MEDIUM RISK

The risk posed is likely to place missing persons in danger or they are a threat to themselves or others.

This category requires an active and measured response by the police and other agencies in order to trace the missing person and support the person making the report.

LOW RISK

There is no apparent threat of danger to missing persons or the public.

In addition to recording the information on the PNC, the police must advise the person reporting the disappearance that, following basic enquiries and unless circumstances change, further active enquiries will not be carried out by police. The missing person's details will be passed to National Missing Persons Helpline (NMPH) in line with the national protocol. Low-risk missing persons must, however, be kept under review as risk can increase over time.

2.1.3 PolSA and Risk Assessment

The initial risk assessment is made at the first point that the report is made to the police. This is the responsibility of the call taker and the first officer attending the scene. The risk as assessed should be recorded on the Missing Person report form or the appropriate computer system. This risk assessment must then be considered by a supervising officer. It is not the responsibility of the PolSA or Search Manager to assess the risk to the missing person. However, the PolSA may be the most experienced person to support and inform the risk assessment process. There is a link between the information that should be elicited by the officer attending to the report and the information that the PolSA will use to establish the search strategy. PolSAs should ensure that they consult with the investigating and supervising officers to ensure they fully understand why a person has been assessed at a particular level. The level of risk assessed will not identify where to search for the individual. However, the suspected location of the missing person may have an immediate effect on the level of risk classified for that particular subject. If a PolSA assesses the risk differently to the officer in the case or a supervising officer the PolSA should consult with these officers and a record of the PolSA considerations should be entered into the risk assessment.

2.2 SEARCH AND INVESTIGATION

A missing person enquiry involves separate but mutually supporting elements of search and investigation. These two elements must be treated as separate activities but there needs to be strong links between the investigation team and the search team. Search activity may become redundant or need to be adjusted as a result of information obtained through enquires. Conversely, searching may produce results that lead to a new line of enquiry. A missing person search will not be successful unless there is a positive and proactive link between these two elements. On many occasions PolSAs may find that, due to their experience, they can assist the investigation team by suggesting or offering advice on lines of enquiry.

Illustration 1 - Search and Investigation



2.2.1 Fast-track Actions

Following the report of a missing person an officer must be appointed to conduct the investigation. At the early stage of the investigation there are some 'fast track actions' that should be completed. These fast track actions include a search of the missing person's address or the place from where the person has gone missing and the immediate area. (See section 2.3.2 for full details of this search). If a PolSA is appointed the fast track actions should be reviewed by the PolSA and the quality of any search be checked. If there is doubt about the effectiveness of the search(s) they will need to be repeated.

2.2.2 Investigative Considerations

The investigative issues should be considered as these may influence the planning of a search that evolves during the enquiry. At an early stage the PolSA will be better able to plan if the following are considered:

- What is the category of the person missing? (See section 2.1.1 for full details on categorisation.)
- Is this disappearance out of character?
- What are the circumstances leading up to the disappearance? (See section 2.5 on Missing Person Behaviour.)
- Where, when and by whom was the last sighting of the missing person?
- What are the circumstances of the last sighting?
- Had preparations been made to go missing?
- Which other friends, family or acquaintances may have information that will assist in building a picture of the missing person?
- Could the missing person be in hospital, police custody or otherwise detained?
- If the person has gone missing before, what were the circumstances and where was the person found?

Ensure the details are passed to the control room and the Police National Computer (PNC) as soon as possible. The missing person may be the subject of a routine check or their vehicle may register on the Automatic Number Plate Recognition (ANPR) system. If these details have not been recorded an opportunity to locate the person will have been missed.

For further details on early investigation there are details in ***The Management, Recording and Investigation of Missing Person*** (ACPO 2010).

2.2.3 Search Considerations

As previously stated, search is an integral part of the investigation. Fast-track investigative actions should always incorporate some elements of search such as the search of the home address, search of the place the person has gone missing from and search of the immediate area. Fast-track search should take into consideration the profile of the missing person and his or her possible intentions (see section 2.5). For example, in the case of young children who have gone missing from the home – have they wandered down the street, to the playground or to a friend's house? Is there is a danger close by such as a river or railway line that may attract them? These are considerations for the first officer attending the case but the concern of the officer, parents or carers may lead to an early call for PolSA advice. Wherever possible the PolSA should attend the scene of a high risk missing person. While this will not always be possible, early notification to PolSAs may result in them providing advice at an early stage that leads to the missing person being found.

These are just 'fast-track search considerations'. Details of more planned searching and search tactics are dealt with in sections 2.4 (Search Contract), 2.5 (Missing Person Behaviour) and 2.8 (Search Tactics).

2.2.4 Structure and Roles Involved in Missing Person Enquiry

A missing person enquiry can evolve into a major investigation and involve a large number of people with different roles. Full details of investigation and supervision structures are contained in ***Guidance on the Management, Recording and Investigation of Missing Persons*** (ACPO 2010), section 4. The overall ownership of the case will reside with the local BCU team but the day-to-day management of the enquiry may involve the duty sergeant or inspector. The specific nature of the case or the risk assessment may lead to the inclusion of a detective supervisor, a public protection unit and possibly a Family Liaison Officer (FLO). More serious or 'suspicious' missing person cases may result in the appointment of a Senior Investigating Officer. All of these roles contribute useful information, intelligence and evidence that will assist in the planning of the search and lead to locating the missing person. It is vital that there is a clear separation of roles and responsibilities but with definite liaison and information sharing between all involved in the case. The PolSA is encouraged to be proactive in liaison with the rest of the enquiry team and especially with the SIO.

The PolSA cannot work effectively in isolation and should be part of the operational planning process, privy to relevant information and intelligence. They can make appropriate judgements about the most suitable search methods and assets to use, giving that advice to the investigating officer or operational commander.

(Practice Advice on Search Management and Procedures, ACPO 2006)

2.2.5 Liaison Between Investigation and Search

The liaison between investigation and search may be as simple and as uncomplicated as the PoISA and officer in the case conferring. However, when the individuals mentioned above in section 2.2.4 are involved there should be regular planning, briefing and debriefing sessions. If a PoISA cannot attend, ensure that there is a 'search representative'. Section 2.4 deals with the search strategy or contract, an element of which should detail how liaison between search and investigation will happen.

2.2.6 Community Impact Assessment

Search activity on occasions can be very intrusive and have an impact on communities. During a missing person search this may be due to the person who is missing, such as a child or other vulnerable person, or from the actual search. It may be appropriate to complete a Community Impact Assessment (CIA) to quantify these concerns. The completion of the assessment is an 'investigative' responsibility. However, the PoISA must consider how search activity may add to the overall impact on the community and inform the person completing the assessment. Furthermore, it is good practice to include a search-specific CIA in the search contract or strategy. Searches conducted must be proportionate, lawful, accountable and only as far as is necessary in relation to the intended purpose. Even where it is not required by law, the reasons for conducting the search should be recorded. Searches should also be carried out with sensitivity to any persons directly or indirectly affected by the search. This may include family, friends or community members who may be witnesses or even suspected of committing offences involving the missing person. All searches must be conducted in accordance with the Human Rights Act 1998 and the Equality Act 2010.

2.2.7 Critical Incident Management

Practice Advice on Critical Incident Management (ACPO 2007) defines a critical incident as 'Any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim and/or the victim's family and/or the community'.

Missing person cases, although common, can evolve very quickly into critical incidents. All searches must be conducted efficiently and professionally but during a critical incident the liaison between the investigation team and the PoISA is crucial. The nature of the incident may require that a number of PoISAs are involved in the planning, managing and conduct of the searches. The appointment of a lead PoISA to coordinate the activities of PoISAs and search teams may be required. Further details on critical incident management can be found in **Guidance on the Management, Recording and Investigation of Missing Persons** (ACPO 2010) and **Practice Advice on Critical Incident Management** (ACPO 2007).

2.3 SCENARIO-BASED SEARCH

SCENARIO-based searching provides a framework from which the basic structure of a search can be built. Consideration and assessment of facts combined with the application of hypotheses allows for definite strategies to be formed. The use of this process is particularly useful in the early stages of a missing person search when there is often confusion and uncertainty. Adding structure to search at the early stages helps avoid purely 'speculative' type of searching. This is when resources are deployed without a rational plan but more as a willingness to show that 'something is being done'. Using SCENARIO will provide a more effective, justifiable, proportionate, accountable and necessary search response.

2.3.1 The Use of SCENARIO

SCENARIO is an acronym that outlines an eight-stage process designed to ensure that all of the objectives are achieved when searching for any type of object. Full details are contained within the previous guidance, ***Practice Advice on Search Management and Procedures*** (ACPO 2006) but are listed here for easy reference:

- S** Specify item sought
- C** Confirm last location
- E** Establish circumstances of disappearance
- N** Note factors influencing discovery
- A** Analyse possible scenarios
- R** Raise search strategies
- I** Identify priority search
- O** Ongoing reassessment

Stage 1 – Specify item sought

This might be the missing person, his or her clothing, the property or other specific items. To ensure proper identification of what is sought, a full and detailed description is required. This will enable recognition of any items found.

Stage 2 – Confirm last location

The last location can either be the place last seen (PLS) or the last known position (LKP). The PLS is used to describe the location where the person was definitely seen. The LKP is the last position to be identified from clues or evidence; this may have been established by the discovery of the person's vehicle or items of his or her clothing. The missing person may still be active or 'transient' and the LKP or PLS may alter. A series of PLS/LKPs may well assist in identifying the person's direction of travel. When the PLS/LKPs appear to be static it follows that the last confirmed location is a prime area to begin the search.

Stage 3 – Establish circumstances of disappearance

This stage examines the circumstances of the person going missing. Consider all the facts in the days and weeks prior to the disappearance, no matter how trivial they might appear to be. It is at this stage that the most successful clues to identifying the underlying reason a person has gone missing may be found. Stages 2 and 3 will help decide whether a missing person is lost intentionally or unintentionally and/or is subject to a crime.

Stage 4 – Note factors influencing discovery

The whole range of factors that may influence discovery of the missing person should be considered. This may include: what is the capability of the person who has gone missing? How is the person dressed and equipped? How populated is the area? What are the regular activities of people in this area? What is the terrain like? What is the weather like, both current and forecast? When does it get dark? Does the missing person have access to transport, money, telephones?

Stage 5 – Analyse possible scenarios

This is the 'hypotheses phase'. Consider 'what might have happened' using information from the previous four stages. It will involve assessment of any relevant information and intelligence not considered at Stage 3. When determining scenarios, the opinions of others acquainted with the facts should be sought to ensure that all

possibilities are considered. Record all the possible scenarios as this will allow for a full review of early decisions and helps rationalise the deployment of search assets. This is good practice and particularly relevant in complex search operations.

Stage 6 – Raise search strategies

A search strategy should be planned for the most likely scenarios. The strategy should identify the location of the search, search parameters, boundary limitations and the areas that are going to be searched, including any possible routes. The search strategy may identify several search areas. Where an extremely probable scenario exists, this search should be instigated as described in Stage 7 and as soon as possible. This is particularly relevant during the early stage in the search when there may be limited resources. An assessment of the remaining possibilities should be carried out at the earliest opportunity if the initial search is not successful. A consideration of search resources that are available and those that might be required should be made at this stage. Best use must be made of those that are immediately available.

Stage 7 – Identify priority search

The knowledge gained from previous stages should be used to identify the most likely option. It is possible that scenarios and priorities will change as new information becomes available. Where resources permit, multiple scenarios can be searched. Where this is not the case, priority must be given to the most likely option. The decision-making process of determining and prioritising scenarios must be recorded.

Stage 8 – Ongoing reassessment

Reassess the whole process and continue to question and challenge the rationale behind the hypotheses. Why search in a particular area? Challenge the effectiveness of the search: if the hypotheses were correct why has the person not been found? Would a different asset be more effective? When reassessing the scenario, any new information arising from the investigation must be considered. Consider a review of the search strategy and the conduct of the search, particularly where expected results are not forthcoming. This review can be conducted by another PoISA or search manager. Any change from the selected scenario must be carefully considered and based on confirmed information only.

Record the application of SCENARIO even if this is just a rough note. If the search evolves into a major investigation it may be crucial to identify the early search activity and the rationale behind it.

2.3.2 Immediate Search Actions

Immediate search actions such as the home address search and search of the place from where the person has gone missing should have been completed by the first officer(s) attending. However, the quality of these searches is often hard to ascertain and there will need to be a considered review of such searches. A PoISA may well be asked to review the searches.

Points to consider when reviewing the search and how effective it was:

- Speak to the officers who have conducted the search.
- Did they actually search or did they rely on third-party information, for example from parents or carers, that the search was completed?
- What was the extent of the search?
- What records have been made of what was searched?

2.3.3 Home Address Search

The home address should be searched, not merely to look for the person but for evidence of whether the person prepared for his or her absence, for example, missing food, credit cards or passport. There may be an indication of what clothing the person has taken. There may also be evidence of medication that the person needs. In some cases there may be an indication of the person's intention. It is not uncommon for somebody contemplating suicide to leave behind certain valuable items such as a wedding ring or watch. Such evidence helps support the categorisation and risk assessment.

The object of the search must be proportionate, lawful and only so far as is necessary to the circumstances of the disappearance. The very minimum is an 'open door search'. This is the standard that should be applied to the search of a building for a person. It means that all doors must be opened, including cupboards, wardrobes, kitchen appliances, the loft and cellar. The search must be to a standard that will discover a person and to achieve the purposes of the search. Searchers must consider concealment within a purpose-built hide, eg, a child's den. It is also important to remember that people may conceal themselves under, behind or beneath furniture and other items, and these should be dealt with accordingly. There have been occasions when children have hidden in washing machines and refrigerators with fatal consequences.

The home address search should extend to the whole of the house including the gardens and outbuildings.

There may be a need to conduct a further home address search. This is often in response to a change in the circumstances of the search due to information received or the possibility that the person may be a victim of crime. The PolSA may require a Police Search Team to conduct this more detailed search. The search team should be briefed according to the search strategy but may include the following (this is not an exhaustive list):

- handwriting samples;
- diaries, notepads, correspondence;
- computers and electronic devices for communication, which show any details of chat rooms, messaging, emails, contact addresses;
- landline and mobile telephony and text messages;
- refuse;
- any evidence of substance abuse or dependence and/or any reliance on medication.

Consideration must be given to capturing physical evidence which might assist in the identification of recovered bodies or future enquiries into homicide. This means obtaining identifying characteristics for reference from the objects left behind. This process is not simply collection. Investigative effort must be made and recorded to establish, as far as possible, the link between the recovery and the missing person.

The following types of physical evidence most likely to be recovered are:

- DNA profiling – the object would be to retrieve articles likely to yield the DNA profile of the missing person. Guidance should be sought from crime scene investigators and it may be a policy consideration for an SIO to submit the sample to the National DNA Database as a crime scene stain for a possible match or elimination in the future. For this to be applicable, the missing person must be considered to be subject to, or have committed, a crime. It is also an option to determine natural parents and siblings, and take samples from them (also consider the national Missing Persons DNA Database [MPDD]).

- Blood grouping from evidence located, for which the advice of crime scene investigators should be sought.
 - Fingerprints, palm prints and plantar impressions (footprints, not shoe prints) – for which the advice of crime scene investigators should be sought.
 - Full details of all bank accounts and credit cards.
 - The missing person's passport.
 - Confirmation of a full description of the clothing worn by the missing person, including labels.
- (Practice Advice on Search Management and Procedures, ACPO 2006)**

2.3.4 Initial Visual Checks

There may be the need to conduct a quick or an immediate search. For example, when a young child or other vulnerable person is believed to have 'walked off' in a certain direction and may be in danger. On these occasions an initial visual check (IVC) of the route or area may be advisable. The IVC is the initial viewing of a selected area in a given scenario. It may be used in the first instance when resources are limited or finding the object or person is time-critical. This technique would not negate the need for a more detailed search should the circumstances warrant it. A record should be made of these IVCs.

2.4 SEARCH CONTRACT

There are a number of terms used to describe the method of engagement between a PolSA and an Officer in Charge (OIC) of the search or the SIO. The terms frequently used are search strategy or search contract.

2.4.1 Search Contract

The search contract is a formal method of recording the involvement of a PolSA in a missing person enquiry. It is prepared by the PolSA and forms the contract between the PolSA and the OIC or SIO. During the course of a search the PolSA may have to make other decisions on the policy of the search. Policy and decision recording are dealt with in section 2.6.

Terms of Reference

The contract should include the terms of reference. These terms of reference should describe how the PolSA is going to act during this enquiry, including a description of what the PolSA has been requested to do. For example, this may simply be 'To review the search activity to date', or it may be more inclusive, eg, 'To plan, manage and oversee the search'.

Community Impact Assessment

As this is a strategic document the PolSA should include a search-specific community impact assessment (CIA). The reason for including a CIA in this document is that it provides an immediate focus on the effect of the search on the community. See section 2.2.6 for further details regarding CIA.

Search Specifics

The contract should include a section that details the location of the search with a clear indication of the boundaries or the parameters of the search area. This may be cross-referenced to a search map (see section 2.7). There should be a clear record of what is being sought, for example, the missing person, clothing, items carried, footprints or other tracks. There should be a brief record of the rationale for searching

particular areas. Any limitations on the search should be recorded. Depending on the seriousness of the case it may be prudent to record the evidence recovery procedure. The recording process should be noted. This will normally be a cross-reference to the search log and may include the policy or decision log if used (see section 2.6.2).

The PolSA and SIO should both agree and sign the strategy. A copy of a generic missing person search strategy is included in section 4.

2.4.2 Support to SIO

It is vitally important to have a search strategy. It forms a clear contract between the PolSA and the OIC/SIO. During missing person cases the enquiry can become complex and involve many different lines of investigation. Each line of investigation may involve an element of search and there will need to be further meetings between the SIO and the PolSA to agree specific search strategies. Search is a crucial element of the enquiry and a clear unambiguous statement of what the search is looking for and where the search is conducted will help support the OIC/SIO.

PolSAs should ensure that they are able to comprehensively prepare search advice and brief the SIO regularly and to update the search strategy/contract accordingly.

2.4.3 Briefing and the Deployment of Search Teams

The search strategy will also assist in the briefing of the search teams as it clearly outlines the scenario, identifies what they are looking for and where they should be looking. Search teams should be briefed according to the IIMARCH system (see Volume 1, section 2.4.5)

2.5 MISSING PERSON BEHAVIOUR

Knowing how missing people behave is a useful tool for the PolSA. This knowledge will help to determine where to look and what to look for. It supports and supplements the SCENARIO-based search that is used in the early stages of an enquiry. The information about missing person behaviour is contained within sets of databases of previous cases. While every person who goes missing will present a unique challenge, the ability to categorise them will greatly assist in the planning and direction of the search.

2.5.1 Use of Missing Person Behaviour

The interlinked disciplines of search and investigation are never more crucial than at the start of planning a search. Without acquiring some data about the person it is virtually impossible to task searchers with anything meaningful to look for. The name, age and description of a person are obvious minimum pieces of information on which to start to build a profile of the person who is being sought. What will help the PolSA is the information that helps to build a picture of the person, his or her habits and mental and physical ability. What is the history of the person? What are the circumstances leading up to the person going missing? Building a profile of the person and applying that profile to similar previous cases assists in the meaningful deployment of searchers.

Search is an emergency and PolSAs need to be familiar with using behavioural and geographic data so that they can deploy searchers swiftly.

2.5.2 Types of Data

Data from previous missing person cases has been collected and collated for use in planning future searches. The types of data that are available are statistical and anecdotal; both provide valuable information.

The statistical data will provide information on the distance from the place missing to the place found, the distance travelled by a missing person, the time it should take to locate a person, the most likely locations where a missing person will be found.

The anecdotal evidence provides information from past cases that illustrate what a person may actually do while they are missing.

2.5.3 Data Sources

There are several datasets available that concern missing person behaviour, eg:

- the Centre for Search Research;
- the International Search and Rescue Incident Database;
- the Emergency Response Institute data;
- Grampian Police Missing Person Behaviour.

All databases provide valuable information on a wide variety of people in differing situations. A PolSA will need to be familiar with the data and how relevant it is to each particular case.

Many of the databases have been developed by Search and Rescue organisations and largely deal with categories of 'lost people'. The database developed by Grampian police considers other categories, including children and people with the different types of illness that are most often reported to the police.

It is not suitable to reproduce in full missing person data in this manual and a PolSA should ensure that, at a minimum, they have access to the Grampian Police Missing Person Data: ***Missing Persons, Understanding, Planning and Responding*** (G. Gibb, Grampian Police 2007).

2.5.4 CATCHEM

One of the benefits of categorising a missing person is the potential for early identification of 'third-party involvement', for example in abduction or murder cases. Conventional missing person behaviour data as above does not apply to such cases.

There are a number of datasets that can assist in cases when the missing person is believed to be the victim of a crime. The analysis of the data is a task of a specialist and the assistance of the NPIA Specialist Operation Centre should be sought.

However, one database has led to the development of useful information that will be of immediate use to a PolSA. This database is from the Centralised Analytical Team Collating Homicide Expertise and Management (CATCHEM). While the analysis needs specialist help, information from the database has been distilled into a document that contains both investigative and search suggestions for use during 'suspicious' missing person cases. For example, there is information on how far a person may carry a victim before disposing of the body. For more information refer to ***Suggested Lines of Enquiry for Suspicious Missing Person Investigations*** (NPIA 2007).

2.5.5 Developing a Profile of a Missing Person

A PolSA will need to start to build the profile of the missing person. There are generally four reasons for someone being reported missing (see section 2.1.1):

- Lost person. This is a person who is temporarily disorientated and wishes to be found, for example, someone who has gone walking in the countryside and who has become lost, or a child separated from a parent. Lost people want to be found.
- Missing person who is voluntarily missing. This is someone who has control over his or her actions and who has decided upon a course of action, for example, a teenage runaway who wishes to leave home or a person who wishes to commit suicide.
- Missing person due to accident, injury or illness. This is a person who has slipped, tripped, fallen or who has suffered an illness.
- Missing person who may be under the influence of a third party. This is someone who is involuntarily missing, for example, a possible abduction or murder victim.

During early stages of the enquiry it may be difficult to decide which of these categories fit the case. However, the application of SCENARIO and proficient investigation and witness interview will assist in focusing on the most probable scenario. It is good practice for the PolSA to record the categorisation process, including why a category was eliminated. This should be recorded in the 'policy' or 'decision' log.

Once a category for the missing person has been established the PolSA should also consider other factors such as: is the missing person a child? Is the person experiencing an illness, mental or physical? These factors will significantly impact on the hypotheses.

Approximately 80% of adults who go missing are known to have some form of mental illness at the time. The mental state of the missing person is likely to have a significant impact on their behaviour. It is extremely important, therefore, to establish the exact mental condition suffered by the missing person. (Gibb, Grampian Police, 2007)

The missing person profile can be developed by consulting the relevant dataset and refined by using the information on the age or gender of the person.

Where there is a likelihood of third-party involvement the early development of categorisation and profiling will assist in the prioritising of search, the development of the investigation and the involvement of other specialists such as behavioural and geographic profilers.

2.5.6 Summary of Missing Person Profiling by a PoISA

- Gather information on the missing person. This is more than just the description and the information for completing a report form. Ensure it includes the mental and physical state of the person and the circumstances leading up to the person going missing.
- Categorise the missing person into one of the four main categories (see section 2.1.1).
- Record this categorisation in policy or decision log.
- Apply the relevant data about the person.
- Consider the distance the person could have travelled and the likely locations the person may travel to.
- Record the profile information about the person.
- Refine and record the profile as further information is received.

Further Information

For further information on missing person behaviour and geographic profiling the following will prove useful:

Missing Persons, Understanding, Planning and Responding (G. Gibb, Grampian Police 2007).

Practice Advice on Search Management and Procedures (ACPO 2006).

Lost Person Behaviour (R. J. Koester 2008, dbS Productions).

The UK Missing Person Behaviour Study (Centre for Search Research 2011).

2.6 DOCUMENTATION

Documentation is important in the planning, management and recording of a search for a missing person. On many occasions a PoISA will need to hand over the management of the search to another PoISA, and without proficient record keeping it will be unclear how the search has progressed. Furthermore, search operations have strategic requirements supported by tactical decisions, both of which require policy decisions to be recorded. Where a search is part of an investigation, search policy must be recorded by the officer in charge of the search.

Search documentation should be separate from investigative records but it should be written with reference to the investigative record.

2.6.1 Log and Record of Search

The search record should contain the following minimum:

- The date and time of the search.
- Details of the missing person sufficient to brief the search team.

- The names of the people involved in the search and the times they were searching. What was the search ability or qualification of the people used? It is good practice to record this information for each day of the search.
- The exact location of the search, clearly identifying the boundaries of the search areas. This should be cross-referenced to any maps or plans that are used.
- A chronological log of search activity should be maintained that records:
 - who searched which areas;
 - what time the search was conducted;
 - the result and effectiveness of the search;
 - inaccessible areas or other areas not searched and the reason why.

This allows for retasking at a different time of day or by a different asset.

The search record may also be used to record the briefing delivered to search teams, any dynamic risk assessments and control measures.

2.6.2 Policy and Decision Log

A policy decision log is separate from the search record. All policy decisions must be recorded; this includes the original SCENARIO rationale and any decisions about not searching particular areas or suspending a search. This is particularly relevant where there may be pressure to search these areas from other quarters. This is most evident in high-profile missing person cases where public interest, fuelled by media speculation, has the potential to impact search priorities.

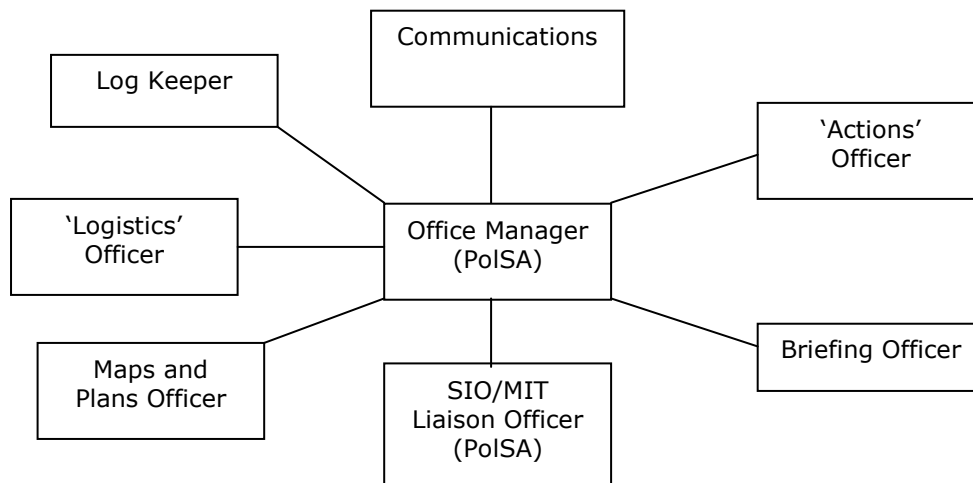
A search policy decision log is advised, and PoSAs should keep their own logs. This must be separate to, but in line with, the SIO or IO policy file.

2.6.3 Search 'Cell'

During a protracted or complex search it may be advisable to establish a search 'cell' or office in which the search records, policy logs, maps, plans and search personnel details can all be managed. A PoSA should act as the office or search cell manager responsible for the overall running of all the search tasking. The actions officer is responsible for the recording and tasking of the actions. Search teams will need to be briefed on their actions and this may be conducted by the actions officer. However, there may be an additional need to brief command teams, press officers and others involved in the operation. Consequently it may be advisable to have a specific briefing officer. The maps and plans and logs will need to be maintained. The communications officer will be responsible for the telephone and radio logs. The logistics officer is responsible for equipment, feeding and refreshments. It is essential that there is a PoSA who is the liaison between the search operation and the SIO and Major Investigation Team (MIT).

Illustration 2 is a suggested search cell organisation plan.

Illustration 2 – Search Cell Organisation Plan



Depending on the size or complexity of the search operation it may be possible to combine some of the roles.

It is best if the search cell is accommodated separately from other elements in a major investigation such as HOLMES or Intel Cell but a PoISA or representative must be embedded within these elements to ensure the flow of information between search and investigation. A PoISA or representative must attend SIO/MIT briefings.

2.7 MAPS AND PLANNING

The use of maps is an essential element of missing person search. A PoISA will have to know what maps to use, how to read a map, how to plan a search on a map and how to brief search teams from a map. Mapping is important and in subsequent court cases or enquiries a PoISA will be reliant on the quality of the map records to explain how a search was conducted.

2.7.1 Use of Maps

The type of search and the location, whether rural or urban, will dictate what sort of map to use. To be effective the map used will need to show sufficient detail but without overcomplicating the picture. The Ordnance Survey of the United Kingdom produces ranges of maps in different scales. As a minimum in a rural area a 1:25,000 map should be used and in an urban search 1:10,000.

A number of maps may be required according to the complexity of the search. The map will act both as a pre-planning tool and as a record of the search completed. Furthermore, the search teams will need to use maps to navigate their way into and around the search area. Be prepared to use a lot of maps during a missing person search, and it is advisable to request the assistance of operational planning departments' mapping services.

2.7.2 Master Map

There should be a 'master map' on which the total search area is plotted. This provides an immediate visual representation of the area, the ground and the type of features that will need to be searched. It should be aligned with the search contract by signifying the boundaries of the search.

2.7.3 Sectors

The master map should also plot the individual sectors. Sectors should be allocated according to definite boundaries, whether natural features such as field and hedge lines or man-made such as street, yards and gardens. Sectors should be clearly numbered.

Significant points should be marked on the map. These will include the place last seen (PLS) or the last known position (LKP) and any other finds such as property or clothing.

The search assets deployed to a sector need to be cross-referenced to the sectors. This can be done by marking them on the map or by maintain a task log designating which asset was deployed to the sector.

During a straightforward search it may be acceptable to use only the one 'master' map but as different assets are deployed and sectors are re-searched it is likely that the map will become messy and impossible to read. It is advisable at an early stage during a search when it is apparent that different assets are going to be deployed that the master map is kept clear and a series of additional maps used to record the search activity by the different assets. If a series of maps are going to be used it is strongly recommended that a search 'cell' is established with people specifically managing the search map and record keeping.

2.7.4 Searchers' Maps

Individual searchers or search teams will require a map. Their map should be sufficient to allow them to navigate to and throughout the sector they are tasked to search. The searchers should be provided with a map that indicates the sector they are to search. If the searchers are unable to complete the search of the indicated sector they will have to mark on their map the actual area they did search. The unsearched areas will require a retask and further maps will be needed with the required sectors. They should mark on their maps any finds, specific areas of interest, and limitations to their search and an indication of the effectiveness of their search. A tactic that can be employed is to ask them on their return to search control, 'If the missing person was in the sector how likely were you to find the person?'. Their response will provide an indication of the need to retask or redeploy search assets. All this information should then be plotted onto the relevant search map.

2.7.5 Briefing Map

A PolSA or search team leader will require a map to brief search teams, investigating officers and other agencies who may become involved in the search. This map should clearly indicate the general area of the search, the boundaries of the search area, the type of terrain, the layout of streets or houses if in a built-up area, any hazardous areas and any other limiting factors. The significant points (PLS/LKP) and other finds should be plotted. Once again consideration should be given to maintaining a briefing map separate from the master record if the search is becoming complex.

2.7.6 Digital Mapping

There are several different digital mapping products available. Digital mapping allows for sectorisation, asset deployment, finds and sightings to be plotted onto a map prior to printing paper copies. As other information is produced, such as mobile phone signals, this can also be plotted onto the map.

Most digital maps also incorporate aerial photography and the ability to generate a 3D map, both of which can help in building a picture of the terrain and in the briefing of search teams.

Global Positioning Systems (GPS) track logs can be superimposed on the digital map. This is useful when searchers or search parties are equipped with a GPS, and on completion of their search the actual track they took as recorded on their GPS can be downloaded onto the map, providing an accurate record of their route.

2.7.7 Other Maps and Plans

Some missing person searches may require the use of 'site-specific' maps. For example, a search for a missing child in a large holiday caravan park may benefit from using the site plan with individual caravans marked rather than an ordnance survey map. If such maps are used it must be established whether there are any alterations, amendments or difference between the plan and the 'ground'. The security or fire plan of a site or other complex should be current and accurate. If such a plan is used it will need to be retained.

2.7.8 Sketch Maps

During some searches it may be appropriate for searchers to complete a sketch map that indicated the area they have searched. All sketch maps and plans should be retained with the other search documentation.

2.7.9 Aerial Photographs

A map is no more than a diagrammatic aerial photograph using symbology to indicate different features on the ground. Aerial photographs can be useful during a search as they illustrate the nature of the search area in an easily recognisable manner. Aerial photographs are available through a number of web-based libraries or through specific tasking of an air support unit. Library photographs will be 'historic' and may not provide an accurate illustration according to the time of the year or due to excavation, tree felling or other activity. Aerial photographs may be useful but they cannot replace mapping during a search.

2.8 SEARCH TACTICS

There are a number of different tactics that can be employed during a missing person search. The PoISA should consider the circumstances of the missing person, the location and terrain and apply different tactics at different times during the search. Do not become too rigid in the application of a tactic as each search will present different challenges and opportunities for search.

A PoISA deploying searchers must consider the health and safety of all personnel involved in the search (see section 2.13).

2.8.1 Initial Visual Check (IVC)

During the early stages of a missing person investigation, as enquiries start to produce information, some quick and obvious searches may be immediately apparent. The safety of the missing person and the deployment of resources may benefit from an IVC. Previously referred to as a 'hasty search', this is a technique where checks are quickly conducted of the area where the person is believed to be or believed to be heading towards; it may also cover some obvious routes. This IVC is just a check and

if the person is not found the area or route subject of the IVC will need to be incorporated into the full search plan.

2.8.2 Place Last Seen (PLS) and Last Known Position (LKP)

The place last seen (PLS) is the last confirmed location where the missing person was seen. The last known position (LKP) is the last location at which the missing person was known to have been. The LKP is established from clues at the location such as property, clothing or tracks. The PLS and the LKP provide important datum points from which to commence searching. Both the PLS and the LKP can move during the course of a search as more information or searching uncovers more sightings or signs. It is important to remember that the PLS or the LKP in most cases only represent a point in the journey of the missing person. Obviously if the missing person is close to the PLS/LKP a search of the vicinity should find them. Once this PLS/LKP search has been completed, if the person has not been found the search should be planned according to a combination of the missing person behaviour profile and the 'geographic profile'. In other words, link the behaviour type of the missing person to the actual terrain. (See section 2.5 for details of missing person behaviour.)

2.8.3 Routes

Once the PLS/LKP has been searched and the profile of the missing person together with the geographic location has been ascertained, the most likely routes the person has taken should be identified. In the majority of cases the missing person will be following a route. Once identified, the routes should be searched. It is important that searchers are fully briefed, including profile characteristics, as in addition to looking for the person on or adjacent to the route they should also be looking to identify where the missing person may have left the route. (See section 2.9 on fieldcraft and tracking.)

2.8.4 Open Country

The open areas within the overall search area do need to be searched. The deployment of searchers in an 'extended line' may not always be possible or required, depending on the deployment of other search assets. Aerial search provides an efficient and quick solution to covering large open areas. Aerial search may be limited by thick undergrowth or buildings within the area. Physical search may also be required. Searchers are best deployed into open areas with specific areas designated. The best example is to consider an open field. The searchers may be able to view the whole field from the gate but the boundary of the field may be designated by a fence line, a ditch or a hedge. This is the area that must be physically searched. It is essential that open areas search sectors are clearly defined and particular attention paid to the boundaries. Many missing people are found trapped in a boundary that they have tried to cross.

The 'open area' within an urban environment presents different challenges. It is likely that the open area is going to be smaller sectors, such as parks, wasteland and gardens. Although smaller, these types of urban open areas are often cluttered and will require a physical search. Urban search sectors should be smaller than rural open areas. Depending on the circumstances of the missing person case it may be required to search every separate garden or plot during a search. There are cases of young children making a camp in discarded rubbish and becoming trapped, or people with dementia wandering into a garden and becoming entangled in shrubberies or trapped in outbuildings.

Use of sound

Where it is thought that the missing person will respond to the sound of searchers, it may be appropriate to shout or use whistles. This may be of particular assistance in rural overgrown areas

2.8.5 Crime Scene/Body Deposition Site

Consideration should be given to the circumstances of the search, and continual liaison between the PoSA and the OIC/SIO is required to agree the course of action on finding a missing person. The preservation of life is paramount but the circumstances of the overall investigation may indicate that the missing person is a victim of crime. The search strategy as the search develops should include reference to any crime scene or body recovery policy. Searchers must be briefed about the action to take on locating a missing person who is dead or on the discovery of a potential crime scene.

2.8.6 Tactical Debriefing

Searchers and search teams must be debriefed on return from their search. See section 2.14 on tactical debriefing. The PoSA conducting such a debrief should challenge the searchers: does the sector need to be searched again?

It must not be forgotten that missing people move around and may enter areas that have already been searched, requiring them to be searched again. The investigation may at any time reveal additional locations that need to be searched. An assessment of available resources should, therefore, be maintained.

2.8.7 Searching at Night

During the early stages of a missing person investigation, especially when the report is made at night, it is likely that searches will be conducted in the dark. The effectiveness of these searches will be reduced and, if unsuccessful, the areas should be searched again during daylight. Consideration should be given to suspending or restricting the search according to the health and safety of the search teams. Remember that a missing person may be mobile and leave the search area, so consider establishing a loose cordon. Lights and the use of sound may lead a missing person to safety.

2.8.8 Open Area Search for Dangerous High Risk Missing Person

Some missing people are assessed as 'high risk' as they present a danger to the public or the police (see section 2.1.2). The search tactics employed during this high risk search will depend on the circumstances in each case. Specialist assistance may be required to conduct the search, for example, when the missing person is armed or otherwise so dangerous that a firearms team has been deployed. In these circumstances the operation will become a firearms command-led operation. However, it is still a missing person search and the PoSA, while unlikely to be able to plan conventional searches, can play a significant role in planning and documenting the search operation, ensuring that where possible detailed information is documented in relation to the areas searched, by whom, with what resources and to what level.

Early containment of the area based on the maximum likely distance the missing person can travel will assist the overall search operation. Containment can be provided by a range of assets from personnel, technical equipment and aerial support. The object of containment is to restrict the person sought to a specific area and allow for the systematic search of the area. Fieldcraft and tracking techniques may assist in

this systematic search (see section 2.9). The advice of the Specialist Operations Centre should be sought.

2.9 TRACKING AND FIELDRAFT

Tracking and fieldcraft can provide valuable information and tactics to employ during a missing person search and can be applied to locate people or property and provide evidence in support of subsequent court cases.

2.9.1 Basic Fieldcraft and 'Sign Reading'

Fieldcraft is the art of reading the landscape and the terrain. The art is a combination of observation, knowledge, inquisitiveness, deduction and noting differences from the normal. A 'sign' is any evidence of change from the natural state of the land that has been left on the environment by a person's passage.

To effectively track people it is necessary to identify their presence and route through terrain. This is the deliberate looking for the 'sign' they have left and is known as 'sign reading' or 'sign cutting'. Areas particularly good for finding signs are 'sign traps', which may be close to the PLS, constricted areas along pathways, areas of soft earth, sand, snow or areas deliberately 'brushed out' by the search party when a missing person is believed to be mobile and wandering in the area.

Tracking is simply following the sign travelling in the same direction as the missing person and interpreting from the sign the person's actions.

A walking person leaves a sign approximately every 18–20 inches, depending on their size, stride length, fitness and confidence in the terrain.

2.9.2 Basic Tracking of 'Vulnerable' Missing Persons

Tracking is best used in combination with the clues identified during the investigation such as footwear, areas frequented, habits (eg, smoking) and missing person behaviour profiles. For example, if missing people have a form of dementia they are likely to be prone to wandering. They may stick to what they perceive as the 'bobsleigh run' of a path but get confused at a split in the path or a change of direction and they then may 'push' into undergrowth or attempt to cross through hedges or ditches. If searchers are 'sign'-aware they have a greater chance of finding the person.

2.9.3 Offensive Tracking of High Risk Missing Persons

Offensive tracking of high risk missing persons presents a number of hazards that will have to be considered. These include dangers presented to the tracking/search teams by the person, either directly or through the laying of traps. Consideration should be given to containing the area in which the missing person is believed to be and the employment of specialist officers. Searchers and trackers may need to be deployed with specialist teams such as dog teams or firearms teams to provide 'on-scene' search or track advice.

Tracking techniques such as 'brushing out', where tracks, routes and pathways are 'brushed clean' and then inspected at frequent intervals, provide an opportunity to narrow down the search area.

The Specialist Operations Centre and the Police National Search Centre will be able to provide advice on tracking specialists.

2.10 TELECOMS

Many people own and use a mobile phone. The infrastructure established to service mobile phones may be of assistance during a missing person search. It is important in the early stages of the investigation to identify the missing person's mobile phone number and service provider. Obviously it should be established that the person has the phone with him or her and what use is being made of the phone. Any calls made during the search by the PoISA or search teams should be logged in as they may need to be eliminated during a subsequent enquiry, especially if the case develops into a criminal investigation.

It is important to enlist the assistance of Telecommunication Investigation Units or Telecom Single Points of Contact as soon as possible in a missing person enquiry.

2.10.1 Using Information from Mobile Phones

Mobile phones need to be connected to an area of coverage, which is provided by telephone aerials and masts. The mast is effectively the centre of an area of coverage called a 'cell'. The mobile phone handset will automatically search out the cell and register that handset.

The mobile telephone number and service provider details should be passed through control rooms to the Telecommunications Single Point of Contact who will then make enquiries to identify to which cell the missing person's mobile is registered. This will frequently be given as an 'angle of degree' and a range from the mast.

Calls made from the mobile phone can then be logged. However, the mobile phone needs to be 'powered on' for this to occur. If the phone is dead the service provider will still be able to detail the activity on the phone and to which mast it was last registered. It is essential to request mobile telephone data as soon as possible and definitely within 24 hours to avoid the service providers automatically removing valuable data.

2.10.2 Plotting Information Onto Search Map

Once the details concerning the phone are available they can be transposed onto the search map. This is likely to be an 'arc' from the phone mast out to the range of coverage of that mast.

If the missing person is mobile it is possible that the mobile phone will 'reregister' with another mast. This is significant information and once plotted onto the map will show the overlap from two different masts, providing some triangulation, and greatly reduce the search area.

Telecom data can be used in combination with other information. Missing persons who are in communication may be able to describe the area they are in, which, when compared to the search area provided by the phone company, may indicate likely search areas. If the missing person fits a 'behavioural profile' it may be possible to again identify likely areas within the 'cell' on the map.

2.11 EXTERNAL INFLUENCES

There are a number of other factors outside of the control of a PoISA that can influence the conduct of a search. These influences can be a distraction and a hindrance but may also provide vital assistance and support. Furthermore, because

the influences may be introduced to the enquiry specifically to 'assist in the search' the management of the influences may be delegated to the PolSA.

There is further guidance on external influences in the ***Practice Advice on Search Management and Procedures*** (ACPO 2006)

2.11.1 Psychics

Search operations, and particularly high profile cases, will attract the attention of psychics and others, such as witches and clairvoyants, who may well indicate they have information concerning the case, including the location of the missing person. Generally psychics are well-intentioned people who only wish to help the police. During a high profile case with an SIO appointed there will probably be a policy decision regarding the management of psychics. In those cases where there is no such policy decision it is likely that any psychic professing knowledge of the whereabouts of the missing person will be directed towards the PolSA. On most occasions this will be through telephone communication, but sometimes there will be direct contact. Psychics need to be managed, despite previous police search operations showing little or no evidence of a successful psychic involvement.

The family, relatives and friends of the missing person may well treat psychic information as a lifeline and therefore the information from the psychic should not be dismissed out of hand. It should be recorded and compared to the original SCENARIO-based hypothesising and search planning. The psychic information should not distract the PolSA from the well-founded search plan. It is not advisable to allocate valuable resources to search areas not originally featured in the search plan, but if resources are available there is little lost in conducting searches of the areas indicated by a psychic. The result, successes and failures of these searches should be recorded. Any notes, diagrams or pictures produced by or on behalf of the psychic should be retained according to the agreed evidence recovery procedure. Psychics should never be allowed to enter the search area without a suitable escort to observe their actions. Where this entry is permitted and does not show a positive outcome, future use should be discouraged.

2.11.2 Person Wishing to Influence a Search

There may be people who wish to interfere with or influence the outcome of a search. These may include friends or family members of the missing person. Their intentions may be to help or hinder the search and it will be necessary to evaluate their reasons for wanting to do so. Appropriate action can then be taken to deal with this and, where necessary, search plans may need to be adjusted.

2.11.3 Involvement of Criminals or Third-Party Influence

People may be missing because they are the victim of crime, and the criminals or accomplices involved may wish to exert some influence over the search. This may involve providing false information to distract the search, direct the search to another area or to contaminate the scene, complicating future forensic opportunities. The PolSA should maintain close liaison with the SIO in order to consider the potential for this malign influence.

2.11.4 Media

Missing person searches can attract the attention of the media. This may be due to the nature of the specific case, especially if it involves a vulnerable person or there is the suspicion that the missing person is the victim of a crime. Furthermore, the media interest may have been deliberately encouraged by the police appealing for information. The result of this media interest will have an influence on the PoISA managing the search. Although the involvement of the media may be seen as an unwelcome intrusion, it is necessary to manage their activities.

The media may wish to film and record the search activity. If the search is in a public area the media will be able to cover it with or without police cooperation, but there are risks in allowing unmanaged media access. These risks include contaminating the search area either forensically or by interfering with telltale signs and tracks, thereby hindering the search. There is also the risk that the media may be present when the body of a missing person is found. To manage the filming or recording of a search it is better to arrange for a search of an area not contained in the search plan or one that has already been searched.

The media have access to the best technical equipment available, including long-range video and recording equipment. Care should be given to the siting of media 'enclosures' to avoid them eavesdropping or viewing sensitive information connected to the case. Search teams should be briefed about the interest and the activity of the media. Requests for interviews should be agreed through consultation between the PoISA, the SIO and the media liaison officer, in particular where the person sought is a high risk 'wanted' or 'at large' individual and subject to disclosure requirements.

The use of a media liaison officer will relieve the PoISA of the majority of the concerns about the media and it is advised that regular contact is maintained with the media liaison officer to avoid any misunderstandings. For further information see **Practice Advice on Search Management and Procedures** (ACPO 2006) and **Practice Advice on Critical Incident Management** (ACPO 2007).

2.11.5 Members of the Community

Sightings

On many occasions members of the community, with the best of intentions, will want to help in the search. They may provide sightings that will support the search plan or require further search planning. There may be a plethora of sightings, resulting in complication to the overall plan and potentially diluting the available resources. Empathetic sightings have on occasions misled enquiries and searches. The validity of all sightings need to be evaluated, as for many reasons people reporting the sighting of the missing person can be mistaken. The evaluation and management of sightings is mainly an investigative matter. Further information is contained in **Practice Advice on Search Management and Procedures** (ACPO 2006).

Community searchers

Members of the family, friends and the community may wish to assist in the search for a missing person. These searchers are different to the established volunteer search teams (see section 3.5 Volunteer Search Teams).

There will be occasions when a quick search immediately conducted for a missing child by the friends and the family will be successful. This may well be a suitable tactic employed by the first officer attending and cannot be dismissed by a PoISA who has been requested for some very immediate advice. However, by the time a PoISA is

called to manage and plan a search the use of such informal searchers will have passed. Nevertheless, there will still be people volunteering to search. There are risks associated with using community searchers such as search ability, health, safety, welfare, police liability, contamination of evidence and the involvement of criminals (see section 2.11.3). The dilemma facing the PolSA is that if these volunteers are not managed they may decide to conduct searches on their own accord and consequently interfere with the search area. A further result of not using the volunteers may lead to bad media coverage and a deterioration in community–police relations.

If community search volunteers are to be used they may initially be tasked with conducting searches of their own properties, especially when the missing person may just be wandering and lost in an urban area. Community volunteers may also conduct searches of public access areas (parks, playgrounds and footpaths) outside the immediate search areas. If they are to be used they should be assessed as able to conduct the search, ie, that they are dressed and equipped accordingly. They should be registered and consent to being checked by the PNC. They should be briefed and 'logged on and off'. It is good practice to appoint a police officer to manage the community search team. A generic community volunteer search registration form is available at section 4.4.

2.12 EXIT STRATEGY

As a general principle, search activity should continue until the missing person has been located. There may be further need to search for evidence if the missing person has been the subject of a crime or is dead. Until this time, relevant areas should be searched to a level of assurance that is required in the circumstances. Once all areas have been completed, searching may be suspended until any new information comes to light. If it is apparent that the search is going to be suspended it is advisable to consider the development of an exit strategy.

2.12.1 Person Found

If the search is successful or the associated investigation has located the missing person there are a number of actions that should be carried out.

The wellbeing of the person must be ascertained and any medical treatment provided. The person can then be reunited with family, friends or carers. Obviously, in the cases where a missing person is missing voluntarily, the person may not want to return. It is unlikely that this will involve a PolSA.

The missing person should be interviewed to ascertain the circumstances of his or her disappearance. This is normally an investigative function but may provide indications to the PolSA about the validity of the search plan and the potential for any additional searches required to locate evidence. Once again this needs to be co-ordinated according to the OIC/SIO's wishes.

If the person is found deceased the scene should be treated as a crime scene pending instructions from the OIC or SIO.

The PolSA should then review the search plan, review and complete the search documentation, identify any lesson learnt and debrief the search teams.

2.12.2 Person Not Found

When a missing person is not found, the dilemma facing the PolSA is when to stop searching. As previously stated, search activity should continue until the missing

person has been located and all the relevant areas have been searched to a level of assurance required in the circumstances.

The PolSA should review all the maps, plans and logs to ascertain that all the searches have been conducted according to the search strategy.

The decision to stop searching is a joint activity requiring consideration from the PolSA, the OIC or SIO and the police commander of the area.

The PolSA will need to clearly indicate the areas searched, the areas that have not been searched and the reasoning behind the selection of search areas and the decision not to search areas (see Policy and Decision Log, section 2.6.2).

The completion or suspension of a search should be relayed to the family of the missing person. If a Family Liaison Officer has been appointed during the case he or she will be in a good position to inform the family or friends. However, the family will want to know details of the search. They may not want the technical details but the PolSA should be prepared to provide the required details to the FLO or directly to the family. This should be in accordance with the OIC or SIO's directions or policy.

The exit strategy should also consider what information will be relayed to the media. Again there may be a desire to provide details of the search. This needs to be carefully considered, especially in cases where the missing person is believed to be a victim of crime or is a 'high risk' missing person who presents a danger to the public.

2.12.3 Operational Review

The OIC or SIO may call for an operational review of the conduct of the case. This is a well-founded technique that allows for a clear uncluttered review.

A PolSA, especially one who has managed a missing person case in isolation, will benefit from a review of the search operation. The review should provide a structured questioning of all the elements of the search. This can be performed by another PolSA from that police force or a neighbouring one. The Police National Search Centre will also conduct a review of the search upon request.

A generic review form is included at section 4.3.

2.13 WELFARE

The welfare of staff engaged on search operations needs to be considered and suitable support offered. This may range from providing for simple daily needs to the consequences of finding or not finding the missing person.

Where a search operation identifies any potential welfare issues, support, advice and guidance from the force welfare department should be requested at the earliest opportunity.

2.13.1 Operational Welfare Requirements for Search Teams

Many searchers are committed and determined and, especially in searches for vulnerable people, the desire to keep on searching may overcome their normal health self-monitoring. A PolSA must proactively monitor and provide for the welfare of the search teams.

To ensure that persons involved in a search operate effectively, they must be adequately clothed and equipped. They will need refreshment and rest. Tiredness can reduce levels of concentration, and possibly compromise the effectiveness of the search. The nature of the search, the operating environment, the weather and the expected duration of the search should influence the frequency and duration of rest breaks. Adequate toilet facilities should be supplied.

A search operation in cold wet weather may expose the search teams to the risk of hypothermia and other cold-related conditions. Conversely, searching in hot weather can lead to dehydration and collapse.

Where search operations form part of a major incident, separate rest rooms may be provided for those engaged in different tasks. This will ensure that cross-contamination of forensic evidence is avoided. Other options to avoid cross-contamination are the provision of clean and dirty areas, washing, showering and laundry facilities.

2.13.2 Personal Welfare Issues Connected to Search Operations

During some searches certain items found can have an emotional impact on the finder. These may include bodies, body parts or personal effects. Repeated negative searches, especially for a vulnerable person, can also have a negative impact on staff. On many occasions the searchers may not be police officers but members of volunteer teams or even members of the public. Consideration should be given in dealing with these specific welfare issues and the advice and support of the welfare department should be sought.

2.13.3 Therapeutic Debriefing

Some welfare concerns can be addressed through therapeutic debriefing (see section 2.14.3).

Further information is available in ***Practice Advice on Search Management and Procedures*** (ACPO 2006)

2.14 DEBRIEFING

Debriefing a search is as important as the briefing. It is important that the PolSA ascertains the effectiveness of the search, what was found, any limitations to the search and any information that may require further search planning.

2.14.1 Fast-track Actions and Debriefing First Officer Attending

On many occasions the PolSA will be called to advise, manage and plan a search that has already been under way for some time. Valuable information about the missing person, the circumstances leading to the person going missing and the search activity already carried out (or not carried out) can be obtained from the 'first officer attending'. It is recommended that when PolSAs are first contacted they make an 'early request' to speak to the first officer(s) or that they make a detailed record of their search activity. This avoids the PolSA duplicating searches that have already been carried out. However, it should be stressed that PolSAs must have confidence in the effectiveness of the searches carried out before they take over the search.

2.14.2 Tactical Search Team Debriefing

The search team debriefing will take place throughout the search. It may involve a single searcher such as a dog handler, a search pair or a search party. What is important is that the tactical information is gathered and plotted into the overall search plan. The following elements should be covered:

- The exact area searched is confirmed.
- Any limitations on the search are identified, recorded and if applicable retasked.
- Any items found are properly recovered and recorded in accordance with policy.
- Any intelligence relevant to the search or the missing person is recorded.
- Any other aspect that may affect the search or overall police operation is identified.
- Any health, safety or other welfare issues are raised.

It is essential that searchers are debriefed but it may not be practicable for a PolSA to debrief every searcher so a deputy, a 'scribe' or briefing officer should be nominated.

2.14.3 Therapeutic Debriefing

If welfare issues are identified during a tactical debrief it may be suitable to consider a therapeutic debriefing. There will not always be a welfare officer immediately available but a technique that may assist in identifying these emotional welfare issues can be achieved through therapeutic debriefing of the team. This type of debrief is restricted to those involved, it can be held at any time but may be most appropriate at the first opportunity following the recovery of the missing person or the personal effects. It allows for some immediate defusing and provides the opportunity to inform staff about the other support that is available.

2.14.4 Operational Debriefing

At the conclusion of a search there should be an operational debriefing. This can be some time after the search and can be conducted by an independent person. The aim of an operational debrief is to consider all aspects, conduct and management of the search and the lessons learnt during the operation. This debrief may coincide with that of the overall investigation.

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Section Three

The Use of Assets in a Missing Person Search

This section provides information on the range of assets that may be of use during a missing person search.

3.1	Centre for Applied Science and Technology -----	37
3.1.1	Search Support Team -----	37
3.1.2	Assets and Equipment -----	37
3.2	Air Support -----	37
3.2.1	Aerial Imagery -----	37
3.2.2	Aerial Search -----	38
3.2.3	Aeronautical Rescue Coordination Centre -----	38
3.3	Use of Dogs -----	38
3.3.1	Police General Purpose Dogs -----	39
3.3.2	Scent Article Method Dogs (SAM Dog)-----	39
3.3.3	Victim Recovery Dog -----	39
3.3.4	Search and Rescue Dogs Association (SARDA) -----	39
3.4	Waterborne Search Support -----	39
3.4.1	Underwater Search Units-----	40
3.4.2	Police Marine Units-----	40
3.4.3	Swiftwater Rescue -----	40
3.5	Volunteer Search Teams -----	40
3.5.1	Mountain Rescue Teams -----	41
3.5.2	Association of Lowland Search and Rescue (ALSAR) -----	42
3.5.3	Cave and Mine Rescue -----	42
3.5.4	Search and Rescue Dogs Association (SARDA) -----	42
3.5.5	Other Volunteer Groups -----	42
3.6	Forensic Specialists -----	42
3.6.1	Environmental Profiling -----	42
3.6.2	Biogeochemistry -----	43
3.6.3	Geophysics -----	43
3.6.4	Hydrologists and Marine Specialists -----	43
3.6.5	Forensic Geologists -----	43
3.6.6	Forensic Anthropology -----	43
3.6.7	Forensic Archaeology -----	43
3.6.8	Geomatics -----	43
3.7	SOCA Operational Services Directorate -----	43
3.7.1	Specialist Operations Centre (SOC) -----	44
3.7.2	Crime Operational Support (COS) -----	44
3.7.3	National Search Adviser -----	44
3.7.4	Missing Persons Bureau -----	44

3.8	College of Policing (College) -----	46
3.8.1	Police National Search Centre (PNSC) -----	46
3.9	British Transport Police -----	46
3.10	Fire Service -----	47
3.11	Maritime and Coastguard Agency -----	48
3.10.1	Auxiliary Coastguard -----	48
3.10.2	Royal National Lifeboat Institute (RNLI) -----	48
3.12	Military Assistance -----	48

3.1 CENTRE FOR APPLIED SCIENCE AND TECHNOLOGY (CAST)

The Centre for Applied Science and Technology is responsible for supporting the police in a number of different ways. Specifically of interest to PolSAs managing missing person enquiries are the search support team and the equipment available to help during a search.

3.1.1 Search Support Team

The search support team comprises professional experienced scientists and engineers drawn from varied backgrounds, who are able to provide search solutions, often at very short notice, to police forces throughout the UK. The team will provide advice over the phone and will travel to the search if required.

3.1.2 Assets and Equipment

Specialist search equipment held by CAST comprises items which are usually either too expensive for a single force to justify, or require specialist expertise to operate. This is utilised by the search team who may deploy to assist with finding missing persons, underwater or on land, using equipment such as sonar (side scan and 360°), magnetometers or ground-penetrating radar (GPR). The use of sonar is especially beneficial during underwater search as it reduces the deployment of specialist divers.

For more detail concerning the Centre for Applied Science and Technology, search support team and available equipment contact the Logistics and Operations Search Team <http://www.cast.homeoffice.gov.uk/>

3.2 AIR SUPPORT

The use of air support during a missing person search offers a number of advantages as large open areas can be searched with relative speed and the size of area covered may reduce the number of other search resources needed. An aerial view, whether directly or through aerial imagery, provides the PolSA with an excellent overview of the whole area. Additionally air support use may enhance public perception and aid witness appeal, particularly where community support is required.

There are some limitations to the use of air support, and the effectiveness of the aircraft is governed by the weather and operating regulations. Despite the aerial platform there may be restricted visibility from, for example, buildings, trees and dense undergrowth. There will be difficulty identifying individuals in heavily populated areas.

3.2.1 Aerial Imagery

Aerial imagery is provided through still photography (film or digital), video and thermography. Aerial photographs allow a comparison with the map and help to enhance the overall information about the search area. Specific areas of interest that may link to the missing person behaviour can be located and incorporated into the search plan. Aerial imagery, either still or video, should be considered in the briefing of search teams.

Aerial photographs are readily available from the internet and may provide quick time information. However, these are 'library' photographs and may not show the terrain as it is at the time of the search.

Thermography, the use of thermal imagery, is a specialist function of the aircrew. It may help locate missing people in the dark or in undergrowth.

3.2.2 Aerial Search

Air assets will use a number of different search patterns according to the specific task. To ensure the best use of the aircraft it is important that aircrew are given a precise briefing. Face-to-face briefings are better than by radio or telephone but this is often difficult due to the need to secure a suitable landing site. The PolSA should ensure the briefing contains:

- background information on the missing person, including the full description of the person and his or her likely behaviour;
- the ordnance survey grid reference of the place and time last seen;
- the search area with clear boundaries agreed on a map;
- details of what other search is being conducted;
- radio communications agreed channels.

3.2.3 Aeronautical Rescue Coordination Centre

The use of police air support is governed by the conditions of the **Police Air Operators Manual** and controlled through normal police control rooms.

Other air rescue operations are coordinated and controlled in the UK through the Aeronautical Rescue Coordination Centre (ARCC), currently (2012) located at RAF Kinloss. Information concerning aircraft in distress is usually passed to the ARCC through the appropriate Air Traffic Control Centre (ATCC), although on many occasions information is passed directly to the ARCC by civil authorities, such as the police or the coastguard. The criteria for ARCC involvement in a search operation, following a request from the police, is that it is an immediate life-saving task. They will not search for bodies or property not connected with a life-saving operation. Body recovery is not possible where the recovery would place the rescue teams in danger and this would be negotiable depending on the circumstances.

3.3 USE OF DOGS

There are a number of different types of dog that may assist during a missing person search. The advice of a police dog handler should be sought to ensure the most effective deployment of dogs. Police dog handlers will also be able to advise on the limitations of using dogs during a search.

ACPO Police Working Dogs (PWD) group have established the training and accreditations for police dogs which are contained within the **Police Dogs Manual of Guidance** (ACPO 2011).

There are many different types of working dogs operating within the private sector whose services may be offered to a PolSA conducting a missing person search. ACPO PWD do not accredit any working dogs that are not owned and under the control of the police service. It is therefore important that the PolSA establishes (where possible) the capability and credibility of the service being offered as this will impact on the search strategy, options and levels of assurance. Further support and guidance can also be obtained via the ACPO PWD secretariat and the NPJA Specialist Operations Centre.

The main types of dogs available are as follows. Note that the titles used for different dogs frequently change and the terminology below may be out of date but will still reflect what the dog can do.

3.3.1 Police General Purpose Dogs

The most commonly available dog team is the general purpose dog (GPD). The GPD is able to track an individual across varying terrain. The dog will also indicate items dropped or concealed by the individual en route. The last known location of the person being sought is important as it gives the start point for the dog to commence tracking. This should be left undisturbed to give the dog the best chance of finding the scent. If the exact location is not known, the dog will search the area to find an area of recent disturbance. It is beneficial to ascertain in which direction the person left.

In ideal circumstances, a dog will track a person up to two hours after they have crossed grass or fields and after 30 minutes across a hard or concrete type of surface. This time period may be longer in some circumstances, although extreme heat, heavy rain or high winds will drastically reduce these times.

It must be emphasised that the track should not be disturbed by humans or animals and, where this has occurred, the dog handler should be informed.

3.3.2 Scent Article Method Dogs (SAM Dog) (not currently in service 2012)

The use of scent article method dogs is still in development. A PoISA should consider the implications of using an unaccredited SAM dog.

3.3.3 Victim Recovery Dog

Victim recovery dogs, sometimes referred to as cadaver dogs, are trained to detect buried or concealed human remains within buildings and open areas. Typical areas include woodland, commons and gardens. The body or grave sought may be recent or several years old. As the handlers are trained in specialised field craft techniques to identify graves from ground sign interpretation, consideration should be given to using these dogs prior to other search techniques that may cause ground disturbance.

3.3.4 Search and Rescue Dogs Association (SARDA)

The National Search and Rescue Dogs Association are a volunteer group that oversee the training and testing of SARDA dogs. They most frequently work alongside other volunteer teams (see section 3.5 Volunteer Search Teams). SARDA search dogs are trained to search for missing hill walkers, ramblers and climbers. Their skills are increasingly being used, however, for searches involving persons missing from home in both rural and urban locations. They are trained to follow the scent of an individual that is carried on the air. In ideal conditions, ie, fine weather and a slight breeze, SARDA dogs can detect a human scent from a distance of 500 metres.

3.4 WATERBORNE SEARCH SUPPORT

The hazards posed by water need to be considered during a missing person search. The actual area or type of water will determine what search needs to be conducted and by whom. Untrained searchers must not be tasked to water areas. Depending on the environment this may include shorelines and river/canal/lake bank sides.

If personnel from a specialist water search unit are used during a missing person search the PoISA must ensure that they have a detailed briefing. This should include:

- background information on the missing person, including the full description of the person and his or her likely behaviour;
- the ordnance survey grid reference of the place and time last seen;
- the search area with clear boundaries agreed on a map;
- details of what other search is being conducted;
- radio communications agreed channels.

3.4.1 Underwater Search Units

The primary role of a police dive team is to provide a search facility in support of police officers. Underwater searches pose particular health and safety issues. It is essential, therefore, that only correctly trained personnel using approved equipment search this type of environment, as described in the ***Police Diving Manual*** (ACPO 2003). The regulating authority for underwater search is the Health and Safety Executive (HSE) who advise that recreational or volunteer divers should never be used on a police recovery search diving operation. They advocate the use of police underwater search units or other suitably qualified and experienced commercial divers. See the ***Diving at Work Regulations*** (1997).

Trained divers should be used when searching in any wet search area. A wet search area includes the following:

- rivers, streams, canals, locks, lakes, docks, wharfs, culverts;
- the water areas affecting ships, boats, ferries, submersibles, rigs, bridges;
- fresh water services, reservoirs, sewers, storm drains, storage tanks, cesspools.

3.4.2 Police Marine Units

Police marine units may be able to assist during a missing person search when there is a need to search areas of water including the sea, rivers, inland waterways, lakes and canals. Their advice should be sought to determine whether the area of water for search is suitable for their deployment.

3.4.3 Swiftwater Rescue

'Swiftwater rescue' is a term used to describe a collection of recognised techniques used in and on different types of water during rescue operations. The techniques are set at different levels from 'water awareness' and become increasingly more specialised up to the level of Swiftwater Rescue Technician.

While the techniques may not be required for the search phase of an operation they would be required during recovery from moving water. The safety precautions required by swiftwater rescue are relevant to search when it is in a water environment.

For more details see www.Rescue3.co.uk

3.5 VOLUNTEER SEARCH TEAMS

There are a large number of volunteer search and rescue (SAR) teams located throughout the UK who will assist the police. There are groups that cover upland, mountainous and moorland areas. These teams are coordinated by Mountain Rescue England and Wales (MREW), and the Mountain Rescue Council Scotland (MRCS). There are other teams in lowland areas coordinated by the Association of Lowland Search and Rescue (ALSAR).

The composition of search teams will vary from region to region and depending on the type of task they are asked to undertake. They will normally operate at least in pairs but these pairs may be combined to provide greater numbers of searchers in larger areas or where the terrain is more demanding.

SAR team members are trained to national standards set by the Mountain Rescue Council in search techniques for both rural and semi-rural areas. Some team members will have additional skills such as first aid or swiftwater rescue. Depending on the area of operation, the volunteers may also be trained in rescue techniques.

The team members deployed will normally have their own personal protective equipment and transport. Team equipment will include torches, safety equipment, first aid equipment and communications. Some teams have been equipped with TETRA radios that allow communication with local police networks. Frequently teams will deploy using their own transport. This may include a control or incident vehicle equipped with communications, mapping and IT support.

The normal procedure for a volunteer SAR team is to appoint a search manager. This search manager will have attended a Mountain Rescue Council training course, and will plan and manage the deployment of the SAR teams.

The overall responsibility for locating lost and missing persons always rests with the police, who will have overall control of any search operation. It is good practice for the PolSA to consult with the SAR search manager to ensure the search operation meets the requirements of the police.

The only exception to the responsibility for a search occurs during a coastal search and rescue which is coordinated by Her Majesty's Coastguard (HMCG) (see section 3.10).

3.5.1 Mountain Rescue Teams England and Wales (MREW), Mountain Rescue Council Scotland (MRCS), Mountain Rescue Northern Ireland, RAF Mountain Rescue

Mountain Rescue Teams (MRTs) have been in existence for many years, and include Mountain Rescue Teams England and Wales (MREW), Mountain Rescue Council Scotland (MRCS), Mountain Rescue Northern Ireland and RAF Mountain Rescue. Their primary purpose is to 'provide assistance to anyone who becomes lost or injured in the mountains, fells or moorland for whatever reason'. Over recent years mountain rescue teams have increased their role to include assisting in the search for missing people in lowland and urban areas. The teams are mainly based in mountain and moorland areas.

Details of the teams can be obtained from:

<http://www.mountain.rescue.org.uk>

The whole of Scotland is covered by a total of 26 teams. Details of the team locations can be obtained from: <http://www.mrcofs.org>

There are mountain rescue teams throughout the island of Ireland and the Police Service of Northern Ireland has its own mountain rescue team. Further details from:

http://www.psnl.police.uk/index/about-us/departments/about_search_and_rescue_team.htm
<http://www.mountainrescue.ie>

3.5.2 Association of Lowland Search and Rescue (ALSAR)

The Association of Lowland Search and Rescue (ALSAR) is a voluntary organisation providing search and rescue over areas of England. ALSAR teams are trained in search and rescue skills. The teams are organised in a similar manner to the mountain rescue teams and there is a Memorandum of Understanding between ALSAR and MREW.

There are other teams being formed and for current contact details refer to the ALSAR website: <http://www.alsar.org.uk>

3.5.3 Cave and Mine Rescue

Searching for missing persons underground is a specialised activity and while the responsibility for the search will ultimately reside with the police the advice and assistance of the British Cave Rescue Council (BCRC) should be sought: www.caverescue.org.uk

3.5.4 Search and Rescue Dog Association (SARDA)

See section 3.3.4

3.5.5 Other Volunteer Groups

Unaffiliated groups may assist in police search but the PolSA should consider using them as community volunteers (see section 2.11.5).

3.6 FORENSIC SPECIALISTS

There are a number of different forensic specialisms that may assist a PolSA during a search for a missing person. In the majority of cases these will be suspicious missing person cases when there is a belief that the missing person is a victim of crime. In these cases the use of forensic specialists should be discussed with the SIO. The PolSA may be best placed to advise the SIO.

Before engaging any such specialists it should be confirmed that they are affiliated to their professional body, have at least a masters or doctorate degree in the discipline and can prove successful experience of police case work.

Advice on the use of forensic specialists and other experts should be sought from the NPJA Specialist Operations Centre

Tel: 0845 0005463
Email: soc@npja.pnn.police.uk

There are several scientific disciplines that can assist a PolSA or an SIO in search activities. The NPJA have produced ***Guidance on the Management of Expert Advisers*** (2010).

3.6.1 Environmental Profiling

This includes geology and biology and can be used to good effect by PolSAs when they are inspecting an area prior to a physical search. Mineralogy and palynology can be used to locate areas of interest by identifying soil, plant or pollen type. A profiler accompanying a PolSA on such a reconnaissance may be able to add value by indicating areas that have anomalous plant growth or otherwise. This can be

especially useful in determining areas for body deposition or where items have been concealed underground.

3.6.2 Biogeochemistry

Specialists in this discipline are able to examine stable isotopes taken from ground water samples. This can be used in cases where the missing person is suspected of having been murdered and buried in an area, and for wide area reconnaissance to determine the presence or absence of human remains in an environment.

3.6.3 Geophysics

Geophysical instruments can be used to detect items underground. Examples of these instruments are ground-penetrating radar, magnetometers and metal detectors (see Section 3.1 CAST).

3.6.4 Hydrologists and Marine Specialists

These specialists are able to provide data on flow rates, depth and topography of lakes, rivers and the open sea. They can help the PolSA to decide where and how far to search in a water environment. Some specialists also have expertise in technical equipment for underwater use, such as side scan sonar and magnetometers (see Section 3.1 CAST).

3.6.5 Forensic Geologists

A geologist can also assist a PolSA in interpreting the movement of land, to determine whether the ground has been disturbed by human activity or if movement has occurred naturally. This can assist in locating people or items that have been buried.

3.6.6 Forensic Anthropology

This discipline can be used at the scene to determine whether items found are human or animal remains.

3.6.7 Forensic Archaeology

This discipline is of most use to the police after the object of a search on land has been found. Forensic archaeologists are able to record and recover any land-based finds with forensic integrity.

3.6.8 Geomatics

The Ordnance Survey has specialist cartographers who can assist in search operations by providing detailed bespoke maps for use in the reconnaissance phase. There are also commercial specialists who can provide enhanced surveying services. These are used to best effect where a large area needs to be surveyed to sub-centimetre accuracy. Laser scanning and 3D animated modelling are available; these can produce detailed mapping and records of evidential finds by a search team.

3.7 SOCA Operational Services Directorate

A number of former NPJA operational support functions moved to the Operational Services Directorate of the Serious and Organised Crime Agency in April 2012, en route to the National Crime Agency (NCA).

The SOCA Operational Services Directorate exists to provide experienced and specialist expertise to assist with police and law enforcement investigations. It comprises a number of functional areas, details of which can be found on the SOCA website www.soca.gov.uk. These include:

3.7.1 Specialist Operations Centre (SOC).

The SOC provides a 'single point of contact' for police forces and law enforcement agencies requesting information, advice and support in relation to major and complex crime investigations, covert policing and surveillance law, vulnerable and intimidated witnesses.

Specialist Operations Centre contact details:

Tel: 0845 000 5463

Email: soc@soc.pnn.police.uk.

soc@soc.x.gsi.gov.uk (for agencies not using the pnn network)

The following unit (of direct relevance to search and search operations) can be accessed via the SOC:

3.7.2 Crime Operational Support (COS).

COS consists of deployable resources which provide advice and support to police and law enforcement agencies engaged in serious crime investigations and critical incidents. COS includes national advisers in search, interview, family liaison and specialist forensic advice.

COS provides expert assistance to senior investigating officers dealing with serious crime investigations including murder, rape, serial and serious sexual offences, abduction, suspicious missing persons and 'no body' murder enquiries. COS has four regional teams, each led by a regional adviser who will, at an SIO's request, offer strategic and tactical advice as well as provide practical support. This can include involving the national advisers referred to above as well as providing access to geographical profilers, behavioural investigative advisers, crime incident support officers, the National Injuries Database and the Serious Crime Analysis Section.

3.7.3 National Search Adviser

The National Search Adviser operates within Crime Operational Support at SOCA and is one of a number of advisers who can provide operational support and guidance during serious or complex cases.

The National Search Adviser will provide strategic and tactical support to police and law enforcement agencies in relation to search matters, particularly in the areas of homicide, 'no body' murder, missing persons, abduction

3.7.4 Missing Persons Bureau

What the Missing Persons Bureau does

The Bureau is the only UK agency focused exclusively on missing people. It is the UK national and international point of contact for all missing persons and unidentified bodies cases, and the centre for information exchange and expertise on missing person issues. It provides integrated operational services for all missing people in support of law enforcement and other agencies. Core services include:

- national and international reconciliation of missing and found people through the national database, Hermes;
- tactical advice and support to police investigations and specialist access to critical national services such as the National DNA Database, National Missing Persons DNA Database, National Fingerprint Database, Police National Computer and Automatic Number Plate Recognition;
- national database to drive intelligence, picture of missing persons and strategic analyses.

The Bureau serves all UK police forces as well as international and overseas police and law enforcement agencies and is part of a wider network of partners including other government departments and non-governmental organisations.

The Bureau holds the policy lead for the area of missing people on behalf of government, and in relation to children works together with the Child Exploitation and Online Protection Centre (CEOP).

The Bureau does not provide a direct service to the public; nonetheless, the Bureau is often a first point of contact for families and concerned members of the public

How the Missing Persons Bureau can help

In addition to the three services above, the Bureau can provide:

- a dental index of ante-mortem chartings of long-term missing persons and post-mortem chartings to identify potential matches for missing or unidentified people, bodies or body parts;
- a separate database of persistent attention seekers called the 'come-to-notice' database;
- tactical analysis for suspicious cases and assistance with cold case reviews;
- international assistance via connections with Interpol and police and non-governmental organisations services abroad;
- a quarterly Missing Persons Bureau Newsletter providing valuable updates and guidance together with opportunities to highlight and discuss case reviews;
- stakeholder, partner and multi-agency events to assist in better working and collaboration;
- publicity for cases and events using all forms of media, marketing and communication;
- collation and dissemination of good practice;
- assistance and support for force training on missing and unidentified case investigation;
- analysis and research in order to determine the national picture in relation to missing people.

The Bureau's Hermes database contains details of:

- all people reported as missing in the UK for over 72 hours, or sooner where the force feels the case warrants more urgent attention;
- all foreign nationals reported missing in the UK;
- all UK nationals reported missing abroad;

- all unidentified people, bodies or body parts found within the UK;
- all unidentified people, bodies or body parts believed to be UK nationals found abroad.

Missing Person Bureau contact details:

Tel: +44 (0) 845 000 5481
 Fax: +44 (0) 1256 692571
 Email: missingpersons bureau@npia.pnn.police.uk

3.8 COLLEGE OF POLICING (College)

The College of Policing (College) core mission will be to:

‘Safeguard the public and support the fight against crime
by ensuring professionalism in policing’

As a professional body it will set the framework and ‘own’ on behalf of the profession the tools to ensure professionalism including:

- operational and training standards;
- knowledge base of ‘what works’;
- the professional development framework.

3.8.1 Police National Search Centre (PNSC)

The PNSC as part of the College of Policing will continue the ongoing delivery of training and capabilities to ensure the service is able to achieve national standards. The PNSC remains the sole provider of training for PoSAs and Licensed Search Officers. Training is provided in relation to all aspects of police search including search management, crime search, counter-terrorist search and missing person search. Staff from the PNSC is able to provide guidance on the planning, organisation and management of missing person search. They are also able to provide advice during a missing person search and are available to review missing person searches. This advice and review function can be conducted during or subsequent to a search.

Police National Search Centre contact details:

Tel: 0345 000 7672
 Email: pns c@college.pnn.police.uk

3.9 BRITISH TRANSPORT POLICE

Missing persons may make their way onto railway property. This may be a result of a child running away from home, a person experiencing mental ill health or simply when a person enters railway property (see section 2.5 Missing Person Behaviour). A PoSA may have to consider a search but there are many health and safety issues that must be considered, such as:

- high-voltage electricity including conductor rails and overhead lines;
- moving trains;
- electrical line side equipment including points, heaters and relay boxes;
- confined spaces such as culverts and tunnels;
- automated and manually controlled equipment, eg, points;
- tall or deep structures such as bridges and gantries, steep embankments, uneven and unstable surfaces;

- excrement deposited from moving trains and other biohazards.

A PolSA should seek advice from the British Transport Police (BTP).

BTP officers should be used to conduct the search and where possible there should be liaison between the 'host' PolSA and the BTP PolSA. BTP have seven search options for missing persons on the railway system. Which option is most appropriate will be for BTP PolSA to decide, based on the category of the missing person and any information or intelligence that indicates that any person may visit or be on BTP jurisdiction, in liaison with the SIO. The search options are:

- no search;
- trains on caution – visual by driver;
- trains on caution – visual by police;
- track walk (hasty search);
- PolSA-led search – BTP;
- PolSA-led search – local force;
- a combination of the above.

There will be limitations with the first four options that need to be documented, but they may assist in narrowing the search area if any items, body parts or clothing are found on the tracks.

In exceptional circumstances, when information indicates that a missing person is on the railway network and it is vital that a search takes place as soon as possible to preserve life, and if a BTP search team are not readily available, the local force may be deployed to perform one of the suggested search options. Appropriate safety measures must be put in place in line with BTP and the Emergency Services Rail Incident Protocol. A BTP PolSA will be called out to facilitate and record.

3.10 FIRE SERVICE

Within the UK the Fire and Rescue Service (FRS) are trained in some aspects of search. A national protocol has been agreed between ACPO and the Chief Fire Officers' Association for developing a framework for local operating procedures whereby the FRS will support the police in the search for missing persons in the high and medium-risk categories only. If PolSAs consider using the Fire Service to assist during a missing person search they must follow the agreed protocol and be aware that Fire Service personnel may be called away at extremely short notice for fire-fighting duties. Some fire officers are trained to use water safety equipment.

Protocols

Any request for assistance by the police should refer to the Police and FRS Missing Persons Search Protocol. The request will be made only by the police force identified point of contact, normally the force control room duty officer, to the FRS point of contact and not to local fire stations. Requests will require that:

- the missing person risk is assessed as high or medium;
- there is a commitment to the appointment of a PolSA to manage and coordinate the search;
- where specialist teams are called in, the assessment for their need must have been completed by a PolSA;
- there is a thorough briefing;
- police remain in overall control.

The following information will also be required:

- the contact details of the PoISA;
- details of the rendezvous, and if necessary the route there;
- the expected duration of the search.

Completion

A debrief from each of the FRS teams involved should be requested on completion of their specific tasks. This may need to take place at a later time if the team is called away for other duties, but it should be conducted as soon as possible. Adequate records and documentation of the search should be completed.

3.11 MARITIME AND COASTGUARD AGENCY

The Maritime and Coastguard Agency (MCA) includes HMCG and various other bodies that are responsible for maritime issues. The role of HMCG is to respond to requests for assistance from or for vessels or persons in distress or potential distress, including those vessels or persons missing at sea or on the coastline. They have a statutory responsibility to coordinate the search and rescue of people within the UK SAR region. This includes the immediate coastal area. A broad definition of their area of responsibility identifies this as initiating and coordinating all civil and maritime search and rescue below the high water mark. HMCG are also responsible for mobilisation, organisation and tasking of adequate resources to respond with search and rescue for persons either in distress at sea, or at risk of injury or death on the cliffs or shoreline of the UK. There are occasions when these parameters are extended to include cliff face and cliff top incidents.

3.11.1 Auxiliary Coastguard

The auxiliary coastguards are volunteers. They are trained in search and rescue operations including cliff top rescue. They are normally deployed by the coastguard station covering a specific area. If they are involved in missing person search operations inland the PoISA should ensure that they are fully briefed and debriefed about the search.

3.11.2 Royal National Lifeboat Institution (RNLI)

The RNLI will be deployed by HMCG. They will normally only be deployed in the search for a missing person where there is risk to life.

3.12 MILITARY ASSISTANCE

There may be occasions when the assistance of the military may be considered. This may be actual personnel or the deployment of specialist resources such as JARIC. Refer to Volume One which deals with Military Aid to the Civil Power (MACP) (see also Volume One, Section 2.10).

Section Four

Supporting Information

This section provides some sample forms that may assist Police Search Advisers. These forms are not intended to replace any existing police forms and may be used and amended as template forms by individual police forces or organisations

4.1	Search Contract -----	50
4.2	Missing Person Search / Investigation Checklist -----	53
4.3	Missing Person Search Review -----	54
4.4	Community Volunteer Search Registration -----	57
Appendix 1	Abbreviations and Acronyms -----	61
Appendix 2	Useful Links -----	63
Appendix 3	References -----	65

4.1 Search Contract

This is a suggested template for a search contract. It is not intended to replace individual police force documentation.

Police Search Adviser Search Contract

Case
Date
PoISA Name

Introduction

This search contract has been developed from the information provided to me as the Police Search Adviser and in consultation with the *Officer in the case/Investigating Officer/Senior Investigating Officer/Silver-Superintendent Operations (delete as applicable)*. The purpose of the contract is to agree and record the use of a Police Search Adviser in the case and the areas or locations that are planned to be searched.

Terms of Reference

The terms of reference for the Police Search Adviser in this case (*insert case*) following the consultation with the *Officer in the case/Investigating Officer/Senior Investigating Officer/Silver-Superintendent Operations (delete as applicable)* are: (*insert words similar to below*)

- Review previous search activity concerning (*insert*) prior to PoISA/SIO involvement as it impacts on the current investigation.
- Using (*SCENARIO/hypotheses currently under consideration/other*) provide advice on searches that could be undertaken to aid the investigation.
- Provide advice on suitable resources and methods in relation to search activity as it may aid the investigation.
- Any advice provided will be recorded on (*insert method of reporting*).

Community Impact

As the Police Search Adviser in this case, I have discussed with the *Officer in the case/Investigating officer/Senior Investigating Officer/Silver-Superintendent Operations (delete as applicable)* how search-related activity may impact on the community during the actual search operation. I have assessed that the following factors may be applicable:

(*Record how search activity may impact on the community or sections of the community, for example, the need to search areas of religious significance, the search*

being overlooked, the possible intrusive nature of the search, the presence of large numbers of uniformed police officers/members of search and rescue organisations).

Search Strategy

This strategy is based on the terms of reference and the information supplied.

Location	<i>Give a general descriptive location of where the search is going to take place.</i>
Specific location grid reference	<i>Give an Ordnance Survey grid reference of the areas and clearly state the boundaries of the search.</i>
Specify items to search for	<i>List the items that the OIC/SIO requires to be searched for.</i>
Rationale for search plans	<i>Explain the reasons behind the search plan.</i>
Limitations	<i>Describe/explain any limitations that may exist.</i>
Evidence recovery procedure	<i>Describe how items/persons found will be dealt with.</i>
Search record	<i>Detail how search records, maps and plans will be made and stored.</i>

Search strategy p4

system		
Any other information required		
This search contract is agreed by:		
Police Search Adviser (Print)	Sign	
Senior Investigating Officer (Print)	Sign	
Date		

This search contract includes the following Appendices: *(this may include maps, plans etc that have been used to designate search areas).*

4.2 Missing Person Search/Investigation Checklist

This checklist is not exhaustive. It may be of most use when a PoSA is first asked for advice at an early stage during a missing person case and it may help provide guidance on what investigation needs to be considered and what search activity may be required.

Search		Investigation
Home address search		Full description including photo Notes/diaries with clues Local intelligence Passports/tickets
Garden and outbuildings search		Mobile? Phone 1471? Cell site analysis
Other premises searched		Check school friends, teachers Interview witnesses
Place last seen searched		Obtain list of friends, tel. nos House-to-house enquiries
Immediate area searched		GP, doctors, illness? Medication, chemists Local hospitals
Work place search		Daily routine/habits? Significant anniversary
Routes searched		Check bus station, times of buses Check taxis, inform Taxi Watch
Consider SCENARIO		Check train station, times of trains, inform BTP
Start search decision log		Inform Store Watch and other 'Watch' schemes
Develop profile		Shopping centres, pubs, clubs Check CCTV
Develop search strategy		Parks, fairgrounds local amusement arcades Local 'hang-outs'?
Sectorise and mark maps		Ops room circulation, PNC check (Inc T/E) PNC 20 circulation
Search areas frequented by missing person		Computer checked, FIB internet use Financial (credit card use)
Local beauty spots		Radio Care, local radio Press release
		Social services? Benefit offices
		Custody units
		Abduction? Road checks, Child rescue alert (SI)

4.3 Missing Person Search Review

This review form may be of assistance to Police Search Advisers who either wish to review a search that they have managed or to review a search of another PolSA. The points covered in the review do not represent an exhaustive list and on some occasions they may not all be relevant. It is a guide, and the form can be altered or amended to meet local requirements.

Police National Search Centre Missing Person Search Review

Case -
Location of case -
Review date -
Reviewer -
Police Search Adviser -
Police Search Coordinator -

Disclosure Statement

This report has been compiled following briefings and documentation provided to the author together with any rough notes made at the time. The Police National Search Centre representative will retain any notes or original documents in the case. All of this material is available to the Disclosure Officer upon request.

Introduction

This search case review has been developed from the information provided to me as the Police Search Adviser (*insert as appropriate*) and in consultation with the Police Search Adviser (*insert*). The purpose of this document is to record a review of the police search operation in the case of (*insert a missing person*) from (*insert*) and identify good practice and any suggested actions that may assist in the progress of the search operation.

Terms of reference

The terms of reference for the PolSA in the case of (*insert*) following the consultation with the Police Search Adviser (*insert*) are to:

- review the information known to the Police Search Adviser(s) in order to consider and provide an informed opinion about the planning, management and search activity of the search operation to date;
- provide advice on possible methods in relation to search activity as it may aid the search operation;
- identify any potential lessons to be learnt from this case that may assist in future operations.

Any advice provided will be recorded to provide a written report detailing these considerations no later than *(insert date)*.

All review reports are submitted under the following conditions, which together give a clear caveat for the use of any written advice or recommendations.

1. The review report should not take over the search planning and operation. It can be used by the Police Search Adviser as an independent document against which hypotheses, search activity and/or investigative decisions can be compared.
2. This report has been compiled from the information provided for review.

Brief Summary of Case

This summary was supplied by the Police Search Coordinator who requested the review of the case and supplemented by the Police Search Adviser.
(Insert the brief summary)

The review was conducted through a meeting between *(insert)* from *(insert)* and the Police Search Adviser *(insert name)*. There was full access to all the search records, documentation, maps and plans *(insert if there was limited disclosure)*. To ensure that there was some structure to the review a number of questions were posed and the answers recorded.

1. Documentation and recording process

Search strategy

- Has a search strategy been developed and recorded? (Review the search strategy to ascertain that it clearly identifies the purpose of the search, what is being sought, the locations of the search and limitations.)
- What is the recording process?
- What search documentation is used?
- Do the records contain all the information relevant to the search operation?

2. Search and investigation structures

- Are there clearly defined search and investigation structures?
- What is the structure/organisation of the 'search cell' (office manager, scribes, loggists, search action manager)?
- How is the interface between the investigation team and the search team managed?
- What is the handover process between the Police Search Advisers?

3. Guidance and Doctrine

- Has reference been made to existing guidance and doctrine, namely ***Practice Advice on Search Management and Procedures*** (ACPO 2006) and the ***Manual of Guidance on the Recording, Investigation and Management of Missing Persons*** (ACPO 2010)?

- What other guidance documentation has been used?

4. **Briefing Process**

- What is the briefing process?

5. **SCENARIO applied**

- Has SCENARIO-based search been applied?
- How are the hypotheses developed through SCENARIO recorded?

6. **Missing person profiled**

- How has the missing person been 'profiled'? Is the profile recorded/written?
- Has the database developed by Grampian Police been used?
- Has the profile assisted in identifying search areas?
- Has the assistance of the Missing Persons Bureau or the Specialist Operations Centre (National Search Adviser) been sought?

7. **Search areas clearly defined**

- How are the search areas defined?
- What maps and plans are used?
- How are maps marked and stored?

8. **Home address search**

- Have the home address and the immediate area (outbuildings, gardens, adjoining areas) been searched?
- How thorough have these searches been?

9. **PLS/LKP search**

- Have the place(s) last seen and last known position been searched?

10. **Quality of search.** How good has the search been?

11. **Routes between sightings.** Have the routes between sightings been searched?

12. **Containment.** Has the search area been contained to prevent the missing person moving to another area?

13. **Witnesses.** Have all witnesses been spoken to?

14. **Use of searchers.** If searchers from other organisations have been used how has their ability been assessed? What qualification do they have?

15. **Maps and plans.** Quality and type of maps and plans utilised?

Miscellaneous notes:

4.4 Community Volunteer Search Registration

Refer to section 2.11.5 about the use of community volunteers. If these volunteers are to be used in any search other than that of their own property they should be registered. If the volunteers are assisting the police there is a requirement to manage their welfare and safety. This form provides an outline of the type of information to include in the registration of community volunteers.

Community Volunteer Search Registration		
Police force		
Location of search		
Date of search		
PolSA		
Registrar officer		
Risk Assessment		
By		Sign
When		
Description of principal hazards		
Slip, trip; environmental; vehicle movements; manual handling.		
Person(s) at risk		
Members of public. Emergency services personnel		
Risk Control Safety Measures		
1	Briefing to all personnel engaged on the search about the terrain, the environmental conditions, traffic and other road conditions.	
2	Safety Procedures explained. To include: visual inspection to ensure adequately equipped and meets basic fitness. Sign on and off, emergency contact procedures. Search only during daylight and clear visibility.	
3	Monitoring and Supervision. 'Buddy' system, deployment in teams – one trained searcher/police officer per group of 10 to 20 depending on nature of terrain to be searched.	
4.	Training. In the field training given regarding spacing, movement safety, actions to take if something is found, communicating with team leader.	
5	Personal protective equipment. Suitable footwear, suitable clothing, suitable 'foul-weather' clothing, high visibility conspicuity clothing, whistles, torches, food, water.	

Briefing to Volunteer

Thank you for volunteering to help on this missing person search.
Please look at the photographs of (*insert*)

Before you join the search team you will be asked to attend a briefing session. Please listen carefully to the additional information you will be given as this will help you to be an effective member of the search team.

Please complete and hand in a Volunteer Registration Form before you start.

CLOTHING REQUIRED Suitable footwear/walking boots. Warm clothing including a hat, waterproofs, high visibility jacket.

OTHER EQUIPMENT REQUIRED FOR YOUR SAFETY Whistle. Torch. Food (sandwiches, sweets, chocolate). Flask of hot drink. Walking stick or hiking pole. First aid kit.

BASIC INSTRUCTIONS You will only work as part of a team – take responsibility for your safety and others searching with you. Choose a ‘buddy’ and look after each other. **Do not search on your own.**

Search your assigned area slowly and thoroughly, move at the pace of the slowest member of your team.

If you find anything, stop immediately and let your group leader know. All other members of the team should stay where they are – do not allow anyone to destroy any other clues by tramping around the area. If necessary, specialist search teams will take over. Take care when you encounter natural obstructions such as streams and gullies or when you encounter man-made obstructions such as fences or walls. **The whole team should stop.** A safe place should be found to cross the obstruction. When walking on roads, always face oncoming traffic or stay on the pavement.

Keep an eye on other members of your team – if they start to show any signs of fatigue or hypothermia, follow the first aid advice shown on the reverse of this card and let your team leader know immediately. If you feel unwell or sustain an injury then let your team leader know. If you encounter an injured person or one of your team members is injured or taken ill, do not move them unless they are in immediate danger. Keep them warm by protecting them with coats, blankets etc and send for help.

If you have any concerns please discuss them with your team leader. If you need any support after the search you can contact a trained person: (*contact details*).

Thank you again for your help.

Intentionally Blank

PLEASE REPORT TO SEARCH CONTROL WHEN YOU FINISH YOUR ASSIGNED SEARCH AND WHEN YOU INTEND TO LEAVE THE SCENE.

VOLUNTEER REGISTRATION FORM			
Name			
Date of Birth (you must be over 18)			
Address			
Mobile telephone number			
Home telephone number			
Car make and colour		Registration number	
Location of car			
Have you received a briefing about acting as a volunteer in this search?			Yes/No
Have you read the advice contained on this registration form?			Yes/No
Are you still willing to assist in this search?			Yes/No
Signature:			
Date		Time	
FOR OFFICIAL USE ONLY			
Registration Checked By			
Police Check By;			
APPROVED		YES	NO
By			
Signature			

APPENDIX 1

ABBREVIATIONS AND ACRONYMS

ALSAR	Association of Lowland Search and Rescue
ANPR	Automatic Number Plate Recognition
ARCC	Aeronautical Rescue Coordination Centre
ATCC	Air Traffic Control Centre
BCRC	British Cave Rescue Council
BCU	Basic Command Unit
BTP	British Transport Police
CAST	Centre for Applied Science and Technology
CATCHEM	Centralised Analytical Team Collating Homicide Expertise and Management
CIA	Community Impact Assessment
CSI	Crime Scene Investigation
CSM	Crime Scene Manager
ECHR	European Convention of Human Rights
FLO	Family Liaison Officer
FRS	Fire and Rescue Service
GPD	General Purpose Dog
GPR	Ground Penetrating Radar
GPS	Global Positioning System
HOLMES	Home Office Large Major Enquiry System
HMCG	Her Majesty's Coastguard
HSE	Health and Safety Executive
IO	Investigating Officer
IVC	Initial Visual Check
JARIC	Joint Air Reconnaissance Intelligence Cell
LKP	Last Known Position
MACA	Military Aid to Civil Authorities
MACC	Military Aid to Civil Community
MACP	Military Aid to Civil Power
MAGD	Military Aid to Other Government Departments
MCA	Maritime and Coastguard Agency
MIR	Major Incident Room
MIT	Major Investigation Team
MRCS	Mountain Rescue Council Scotland
MREW	Mountain Rescue England & Wales
MRTs	Mountain Rescue Team(s)
OIC	Officer in Charge
PLS	Place Last Seen
PolSA	Police Search Adviser
PolSC	Police Search Coordinator
PNC	Police National Computer
PNSC	Police National Search Centre
PPE	Personal Protective Equipment
RNLI	Royal National Lifeboat Institute
SAM	Scent Article Method
SAR	Search and Rescue
SARDA	Search and Rescue Dogs Association
SIO	Senior Investigating Officer
USAR	Urban Search and Rescue

APPENDIX 2

USEFUL LINKS

The following links may be of use:

Centre for Applied Science and Technology <http://www.cast.homeoffice.gov.uk/>

Swiftwater Rescue www.Rescue3.co.uk

Mountain Rescue England and Wales <http://www.mountain.rescue.org.uk>

Mountain Rescue Scotland <http://www.mrcofs.org>

PSNI Search and Rescue http://www.psni.police.uk/index/about-us/departments/about_search_and_rescue_team.htm

Mountain Rescue Ireland <http://www.mountainrescue.ie>

Cave Rescue www.caverescue.org.uk

Association of Lowland Search and Rescue <http://www.alsar.org.uk>

Search and Rescue Dogs Association <http://www.nsarda.org.uk/>

APPENDIX 3

REFERENCES

1. ***Guidance on the Management, Recording and Investigation of Missing Persons*** (ACPO 2010)
2. ***Practice Advice on Search Management and Procedures*** (ACPO 2006)
3. ***Missing Persons, Understanding, Planning and Responding*** (G. Gibb, Grampian Police 2007)
4. ***Lost Person Behaviour*** (R. J. Koester 2008, dbs productions)
5. ***The UK Missing Person Behaviour Study*** (Centre for Search Research 2005)
6. ***Suggested Lines of Enquiry for Missing Persons Investigations*** (NPIA 2007)
7. ***Practice Advice on the Management of Expert Advisers*** (NPIA 2010)
8. ***Body Recovery*** (NPIA 2008)