



Meeting	SPA Complaints and Conduct Committee
Date	27 February 2025
Location	Online
Title of Paper	Operation Glade Update
Presented By	ACC Stuart Houston
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this briefing paper is to provide members of the SPA Complaints and Conduct committee with an Operation Glade update

Members are *invited to note and discuss* the contents of the paper.

1. BACKGROUND

- 1.1 Operation GLADE commenced in April 2024 as a mechanism to facilitate key discussions, co-ordinate improvements to drive down the Complaints about the Police (CAP) backlog and enhance long term PSD complaint service delivery, overseen by ACC Houston.
- 1.2 This paper provides further detail to the previous briefing paper submitted for the 14th of November Complaints and Conduct Committee and does not seek to repeat the detail within that paper, which covers other elements of work already completed.

2. PROGRESS AND UPDATE

- 2.1 The Non-Criminal Complaints has a current backlog of unallocated Complaints at 1340. These can be broken down as follows – Cat A+ (7), Cat A (348), Cat B (838) and Cat C (147). These figures have been taken on the 14th of February 2025.

- 2.1.1 Over the last six months, 4496 new complaints have been received and recorded. 1717 have been resolved by Front Line Resolution and 4784 have been concluded (this number includes those identified in the internal audit outlined below).

2.2 NCARU DEMAND

- 2.2.1 Notwithstanding the above number of unallocated complaints actions previously reported on have now been progressed which has had a positive impact in substantially reducing the number of Non-Criminal Complaints awaiting assessment by NCARU. This previously had a high of circa 600 to now being fewer than 200, enabling initial contact with complainers at an earlier stage, more efficient triage and new complaints undergoing initial assessment without delay, including maximising opportunities for First Line Resolution.

2.3 DEPARTMENTAL RESTRUCTURE

- 2.3.1 The recruitment of all 26 Police Staff Investigators previously reported into Professional Standards has now been completed with the majority now onboarded and posted to both Non-Criminal Investigations and NCARU. A number of these staff investigators are still undergoing training to support them in

their roles and the full impact of this uplift will become clearer over future months.

- 2.3.2 To maximise the additional capacity this brings to PSD an internal restructure of Non-Criminal PSD Resources went live on 6 January 2025 increasing resource within NCARU who have as a result of this increased capacity begun investigating a proportion of Cat B complaints as well as all Cat C complaints to enable the Investigation Teams to focus on more complex complaints.

2.4 ADDITIONAL RESOURCE – TASK FORCE

- 2.4.1 The additional staff secured from local policing for the Task Force remain in place to support PSD during this period of high demand overseen and supported by permanent PSD staff.

2.5 REVISED COMPLAINT CAPTURE FORM

- 2.5.1 As has previously been reported to the committee, as a result of benchmarking undertaken, it was identified that a revised complaint capture form to better focus on complaints allegations, evidence, experiences and expectations was anticipated as required. This form has now been developed and is live with initial indications being positive and it is anticipated that this will improve the experience of members of the public who make complaints, speed up the process and allow public expectation to be managed more effectively.

2.6 ENGAGEMENT SESSIONS

- 2.6.1 Engagement sessions targeting first and second line managers have continued to be ran. Circa 300 sergeants and inspectors have taken part in the last two sessions with more events planned.
- 2.6.2 This has been supplemented via the content contained in the most recent edition of "The Standard" which has focussed on Complaints Against the Police, including common themes, and the role that front line supervisors can take in addressing and resolving complaints at the earliest stage, with the aim of improving quality of service to the public.

2.7 INTERNAL COMPLAINTS AUDIT

- 2.7.1 An internal complaints audit has been progressed to ensure an accurate position of live complaints from Centurion, highlighting

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issues, raising awareness and suggesting recommendations to improve our administrative processes. The audit is in its final stage with 17 recommendations having been identified to date.

2.7.2 In summary the audit established in June 2024 there were 2609 complaints live on Centurion and in January 2025 this has reduced to 2167 (816 which are allocated and 1351 are unallocated).

2.7.3 As part of an administrative process, 81 historical complaints received between 2011 and 2019 have now been reviewed and closed.

2.7.4 Of note, 2,546 CAPs were received and closed between June 2024 and January 2025. Of these 1926 were FLR'd, 20 were criminal and 37 were non-criminal investigations that have concluded. The remaining ones were either abandoned, withdrawn or not relevant.

2.8 FURTHER CONSIDERATIONS

2.8.1 Following the action described, including the implementation of the new internal structure within Non-Criminal Complaints Investigations and NCARU, an exercise will be undertaken after 3 months to establish benefits achieved, identify further opportunities and address any potential unforeseen consequences. With the focus continuing to be on the number of unallocated complaints awaiting investigation and the categories of those complaints.

3. FINANCIAL IMPLICATIONS

3.1 N/A

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to note and discuss the contents of the paper.