



<b>Meeting</b>	<b>SPA Complaints and Conduct Committee</b>
<b>Date</b>	<b>5 June 2025</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Operation Glade Update</b>
<b>Presented By</b>	<b>T/Assistant Chief Constable Lynn Ratcliff</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

## 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 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 initially by ACC Houston, now ACC Ratcliff who chaired the first OP Glade Gold Group since taking over on 30 April 2025. The frequency of the Gold meetings will increase to monitor and address the unallocated list of complaints.

This paper provides further detail to the previous briefing paper submitted for the 27 February 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 1041, which is a reduction of 299 since the last meeting. These can be broken down as follows – Cat A+ (4), Cat A (406), Cat B (525) and Cat C (106). These figures have been taken on 1 May 2025.

Over a three-month period, 2095 new complaints were received and recorded. 49% (844) have been resolved by Front Line Resolution, 6% (106) have progressed to criminal complaints and 8% (133) to non-criminal investigations.

### 2.2 NCARU Demand

The NCARU demand increased during the last three-month period mainly due to a change in resourcing model with the introduction of our police staff investigators. This resourcing model has been altered based on feedback from the new staff and experienced investigators. The total of new complaints awaiting assessment is currently 393 having fallen from 500 at the start of the financial year, the team process circa 25 – 50 complaints per day depending on complexity, demand and resourcing. The NCARU continue to maximise opportunities for First Line Resolution (FLR).

### 2.3 Departmental Restructure

T/Superintendent James Mann has recently taken up post from April 2025, having taken over from the previous Superintendent Kate Stephen.

The recruitment of all 25 Police Staff Investigators previously reported into Professional Standards has now been completed with the majority now onboarded and posted to Non-Criminal Investigations. A number of these staff investigators are still undergoing training/mentoring to support them in their roles and the full impact of this uplift will become clearer over future months.

The resourcing model has now been in place from 21 April 2025 and will be implemented for a period of 3 months to assess progress.

The Proportionate Investigation Team (PIT) (1 PI & 1 PS and 4 PSM) to separate from NCARU to work alongside 8 of the new police staff investigators. This team will retain and investigate all Category B enquiries assessed and triaged by NCARU.

The NCARU team plus 3 of the new police staff investigators are now focusing on the assessment queue to triage / FLR and retain any non-complex or non-investigation Category C complaints. This has allowed the team to process between 20 – 50 complaints per day depending on complexity and demand.

The legacy non-criminal team will continue to focus on complex CAT A+ and CAT A investigations with the new police staff investigators.

The change in model coupled with 'days of action' within non-criminal investigations has already seen a reduction in unallocated enquiries since the last reporting period. It is anticipated that the numbers will continue to reduce in a gradual manner with the increase in experience that the police staff investigators gain after their initial training/mentorship.

#### **2.4 Additional Resource – Task Force**

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 Complaint Treatment/Prioritisation**

Each morning, all new correspondence within the Professional Standards mailboxes is triaged by NCARU to identify any; vulnerabilities, criminal matters, reputational risk, potential escalation; or correspondence from MP's / Elected Members and Partner Agencies – these are highlighted to SMT each morning.

Every new non-criminal complaint will then undergo a robust review by an NCARU supervisor who will assess the priority under one of the following categories, identifying those which need to be prioritised.

**Category A+** - Significant reputational risk/media attention or of a complexity it requires a senior officer to review.

**Category A** - Complex complaints or those that require protracted investigation.

**Category B** - Standard, non-complex complaints where a proportionate investigation can be applied.

**Category C** - Complaints suitable for FLR.

Once passed to the non-criminal investigation team, the complaint will move to the unallocated queue but will be further prioritised by supervisors in terms of grading, risk and age of complaint within the unallocated queue.

## 2.6 Further Considerations

Following the actions 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 An OP Glade overtime bid has recently been requested and improved to maximise opportunities to address the unallocated list of complaints. This overtime will be shared across non-criminal, criminal and administrative teams.

## 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 discuss the contents of the paper.