



Meeting	Complaints and Conduct Committee
Date	November 2025
Location	Video Conference
Title of Paper	Non-Criminal Complaints Update (Operation Glade)
Presented By	Chief Superintendent Harrison / Supt Mann, Professional Standards Department
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 update in respect of the non-criminal complaint’s portfolio within Professional Standards Department (PSD).

Members are invited to discuss the contents of the paper.

1. BACKGROUND

- 1.1 Operation GLADE commenced in April 2024 as a mechanism to provide executive oversight, facilitate key discussions and co-ordinate improvements to reduce the non-criminal Complaints About the Police (CAP) backlog and enhance long term PSD complaint service delivery. ACC Ratcliff continues to chair regular gold meetings to track progress and ensure focus on this critical area of business.

This paper provides further detail to the previous briefing paper submitted for the September Complaints and Conduct Committee and does not seek to repeat the detail within that paper, which covers other elements of work already completed to date.

2. PROGRESS AND UPDATE

- 2.1 The unallocated queue of non-criminal complaints sits currently at 1018, a decrease of 34 since the last report. Although only a slight reduction, the team continue to work hard to reduce the unallocated complaints whilst addressing daily demand that continues in the National Complaints and Resolution Unit (NCARU). Demand specifically in relation to complaints regarding the policing of protests continues to trend with 31 new complaints received in relation to protests outside Parliament in Edinburgh. This had a significant impact across NCARU and Non-criminal investigations within the last reporting period.

Productivity and complaints closed are closely monitored and scrutinised each week via silver command meetings chaired by Superintendent Mann.

The unallocated complaints be broken down as follows.

- Cat A+ (2 (-1))
- Cat A (387 (-33))
- Cat B (621 (+11))
- Cat C (8 (-12))

These figures including the detailed breakdown below have been taken from the complaints database on the 1st of each month to ensure accurate reporting, tracking and communication to SPA members.

OFFICIAL

August

Newly Recorded Non-criminal Complaints 1 st Aug to 31 st Aug						
	NORTH	EAST	WEST	Task Force	PIT	
A+	0	1	0	0	0	
A	10	7	8	0	0	
B	0	0	2	0	104	
C	0	0	0	0	1	
TOTAL	10	8	10	0	105	133

Completed Non-criminal Complaints 1 st Aug to 31 st Aug	
North	14
East	17
West	36
Task Force	4
Proportionate Investigations	47
Total	118

OP Glade Total August			
Allocated	646	-6	1695
Unallocated	1049	-4	

September

Newly Recorded Non-criminal Complaints 1 st Sept to 1 st October						
	NORTH	EAST	WEST	Task Force	PIT	
A+	1	0	0	0	0	
A	8	9	11	0	0	
B	0	1	1	0	122	
C	0	0	1	0	1	
TOTAL	9	10	13	0	123	155

Completed Non-criminal Complaints 1 st Sept to 1 st October	
North	20
East	29
West	57
Task Force	8
Proportionate Investigations	53
Total	167

OP Glade Total September			
Allocated	594	-52	1612
Unallocated	1018	-31	(-83)

2.2 NCARU Demand

From 1 August 2025 to 1 October 2025, 1,367 complaints were received and recorded, this includes duplicate complaints, non-PSD matters, updates added to existing complaints. Of those, 288 progressed to PIT/ Non-Criminal Investigations.

By removing the duplicate files submitted, complaints added to existing files, Miscellaneous Incidents, non-PSD matters and unacceptable complainers, the total submissions of new complaints are 981. This average FLR rate from August to October is 52%.

The total of new complaints awaiting assessment is currently 600, the team process circa 25 – 35 complaints per day depending on complexity, demand and resourcing.

The NCARU continue to maximise opportunities for FLR including conducting less research prior to contacting a complainer in an effort to save time and create departmental efficiencies.

Given the increase in assessment numbers, five investigators from non-criminal investigations have been moved to assist with direct front line resolution for Cat C complaints.

2.3 **Resourcing**

The NCARU & CHR business area continues to function with no dedicated Chief Inspector cover due to an organisational pause on temporary promotions.

Furthermore, due to demand within NCARU, five civilian investigators have been moved to assist with direct front line resolution letters for Cat C complaints.

Further Task Force resources have been requested from local policing divisions with an Inspector, two Sergeants and 2 Constables commencing in the month of October. This will assist in relation to the NCARU assessment queue and Operation Glade unallocated queue.

A pilot programme in relation to allocating a Cat B or C complaint to each probationary Sergeant within Police Scotland is currently under development with full support from People and Development and the Scottish Police Federation. If further approved at divisional commander's forum, the pilot would see circa 80 complaints allocated by December 2025 reducing the backlog to circa **938**. This pilot programme will be fully supported by a dedicated Non-criminal Inspector to ensure the investigating officers have full awareness training and support.

2.4 **Complaint Learning / Benchmarking**

Superintendent Mann continues benchmarking conversations and learning via the National Complaint Handling Development Group (NCDHG) next scheduled for December 2025. Detailed meetings have taken place with West Midlands Police, Scottish Public Services Ombudsman, Edinburgh City Council, BTP and NHS.

Common themes of best practise in terms of complaint handling are as follows:

- Enhance Front Line Resolution to reduce complaint investigations
- Simplify administration processes
- Ensure final letters are brief and succinct, accessible to all
- Robust management processes
- Performance management of staff/ investigation teams
- Timescales/deadlines set for stages of investigation per category
- Transparency regarding timescales and delays
- Automation of determination letters

- Complaint handler incentive schemes – divisional awards

Hertfordshire Constabulary will present at the next NCHDG regarding complaint handling and learning they have taken from using Artificial Intelligence and changing their complaint handling system.

The external BDO audit has completed with a final report being shared with key stakeholders for review and comment. The output of these recommendations will aim to improve processes and introduce efficiencies across the business area.

3. FINANCIAL IMPLICATIONS

- 3.1 An Operation Glade overtime bid has recently been requested and approved to maximise opportunities to address the unallocated list of complaints.

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 this paper.

