

Savanta:

IOPC

Independent
Office for
Police Conduct

**Annual Stakeholder
Research**

Report 2024

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Make Better Decisions

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Background and methodology

IOPC – Stakeholder Research 2024

Research objectives

01

Continue to measure stakeholder satisfaction to assess the impact of operational and structural changes, as well as monitor progress resulting from the work of the IOPC

02

Gain impactful insight into external perceptions of the IOPC and the strength of stakeholder relationships including confidence in the organisation and its effectiveness

03

Understand stakeholder understanding of the IOPC's role and mandate within the broader police accountability framework

04

Identify stakeholder requirements and expectations, including feedback on current strengths and weaknesses, and gather insights on future priorities and challenges

05

Provide recommendations for addressing stakeholder concerns and improving engagement strategies





Methodology (1/2)

The Independent Office for Police Conduct commissioned Savanta, an independent research agency, to conduct its stakeholder research study. The study was comprised of two phases:

Phase 1: an online survey with 235 of IOPC’s stakeholders, from a list provided by IOPC


Phase 2: 26 in-depth interviews via telephone or Teams, 30 minutes in duration, and with Tier 1 stakeholders who opted to take part. Quotes in this report are taken from those interviews.

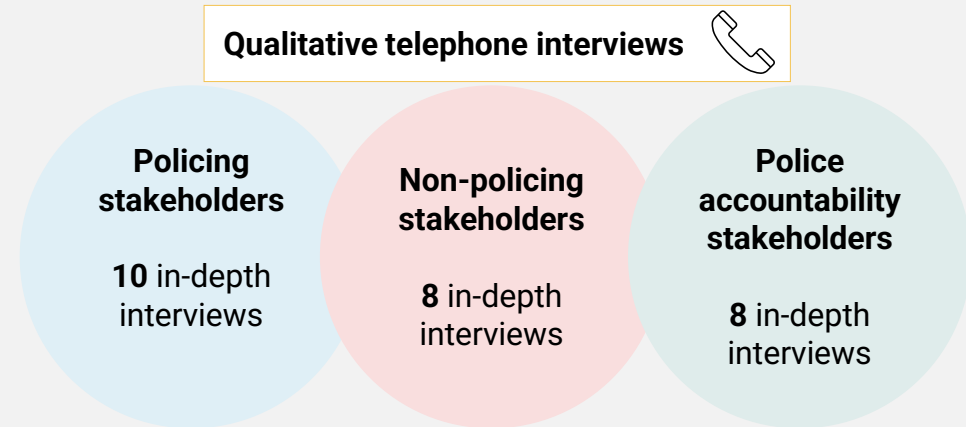
This year is the first time the quantitative survey was in field during May and June 2024, while last year the research was in field in February and March 2023.

	Method 	Sample definition 	Sample size 	Fieldwork dates 
Phase 1: Quantitative	Online	IOPC stakeholders	235	30 th May – 25 th June 2024
Phase 2: Qualitative	Telephone / Teams	Tier 1 IOPC stakeholders who opted to take part via email request	26	30 th May – 27 th June 2024

Methodology (2/2)


Stakeholders were classified by the IOPC into three groups for both the quantitative and qualitative phase. The composition of the stakeholder groups were:

Quantitative survey 	2023	2024
Policing	88	134
Non-policing	79	62
Police accountability	39	39



The 2024 survey observed a notable increase in police stakeholder participation due to high uptake among this group. For non-policing and police accountability stakeholders, additional email invitations and extended fieldwork dates to mirror stakeholder proportions of the previous year. The order of stakeholder participation has remained consistent with 2023, with policing stakeholders the highest, and police accountability stakeholders the lowest.

Savanta has taken over this research from a previous supplier as of 2024. Effort has been made throughout to replicate the original survey methodology by ensuring consistency such as maintaining tracking questions. Nonetheless, some caution may need to be exercised when comparing results to previous waves.

Where results are compared to previous waves, or between stakeholder groups, statistically significant **increases** or **decreases** are indicated by an up or down arrow as seen: 

Statistical significance is tested at a 95% confidence level throughout.

Executive summary (1)

Knowledge and favourability towards the IOPC has grown this year among stakeholders

Almost nine in ten (88%) stakeholders have at least a **fair amount of knowledge** of the IOPC, compared to three quarters (74%) in 2023.

Over one in two (56%) stakeholders have a **favorable opinion of the IOPC**, a higher proportion than last year (50% in 2023). In the qualitative interviews, stakeholders say their favourability is driven in part in by **good working relationships** with their contacts at the IOPC.

Confidence that the IOPC does a good job remains steady at a total level for stakeholders (62%), with a notable increase among police accountability and non-policing stakeholders.

Stakeholder understanding of the IOPC is strong, and there is confidence in the IOPC’s independence

Over nine in ten (91%) stakeholders say the **IOPC’s role is important** in investigating cases where someone has died in custody or following police contact.

Stakeholders are, overall, **confident in their understanding of the IOPC’s roles and responsibilities**. However, they don’t feel this confidence is mirrored by the general public.

Both quantitative and qualitative studies indicate stakeholders are **confident in the IOPC’s independence**. Agreement that the IOPC is independent of the police has risen this past year (96% this year, 91% in 2023), notably amongst non-policing stakeholders.

While stakeholder relationships is a strength for the IOPC, there is room to improve awareness of the IOPC’s effectiveness

Just half (51%) of stakeholders say the IOPC is effective in ensuring the police are accountable for their actions, and just over a third (36%) say the IOPC is effective in raising standards in police forces to ensure mistakes are not repeated.

There are generally **lower levels in perceived effectiveness** when compared to last year’s data, as stakeholders this year tend to be more neutral in their answers, suggesting lower levels of awareness. Over one in two (55%) say the IOPC does well in sharing learning to improve police practice, while 29% say they don’t know.

Three in ten stakeholders score the IOPC as **not effective** in maintaining and improving confidence in the police complaints system (30%), or in improving public confidence in the police (33%).

Executive summary (2)

The IOPC’s direct engagement channels work well for stakeholders

Stakeholders have an increased perception of the IOPC as an organisation that **values its relationship with them** (from 50% in 2023 to 57% in 2024).

And agreement that the IOPC is **proactive in engaging with stakeholders** has risen this year from 49% in 2023 to 56% in 2024).

The IOPC’s **website, published reports** and their **direct forms of contact** are all perceived as particularly useful (all rated above 90% in usefulness). A form of direct contact by the IOPC is cited by nearly three quarters (72%) of stakeholders as a way they hear about the organisation.

Stakeholders would like improvement in the IOPC’s timeliness, and in public engagement

The top three words stakeholders choose to describe the IOPC is **slow**, independent and professional. And just 11% is stakeholders say that the IOPC does well at completing reviews and investigations in a timely manner.

Improving timeliness and increased engagement with public, police officers, and other stakeholders are frequently suggested as **top priorities for the IOPC’s leadership in the coming 12 months**.

Only two in five (40%) stakeholders agree the IOPC is **improving the public’s confidence in the police complaints system**, a key of focus highlighted in the qualitative interviews.

43% of stakeholders say the IOPC does well at engaging with them, while just 18% say the IOPC is good at engaging with the general public.

Specifically, stakeholders also suggest the IOPC improve its media and social media presence

Social media engagement is an area from stakeholder telephone interviews that could be improved. Within the survey, just 14% say the IOPC’s **media presence and media handling** is effective, a decrease since 2023.

During the qualitative interviews, stakeholders suggest the IOPC improves its engagement with the public via local communities that target **low confidence groups**, more thoughtful and meaningful social media content, and media presence that would add value to the conversation on police accountability and conduct.

When answering about priority areas for the IOPC, nearly three in five (59%) stakeholders say **Violence against Women and Girls’(VAWG)**, while there was a significant rise in the number of stakeholders saying **Mental health**.

Awareness and perceptions

IOPC – Stakeholder Research 2024

Knowledge of the IOPC has **risen in the past year**, particularly among non-policing stakeholders

Almost nine in ten (88%) stakeholders have at least a fair amount of knowledge of the IOPC. While knowledge is lowest for **non-policing stakeholders**, this group has experienced the biggest increase in the quantitative survey in knowledge of the IOPC over the past year (59% in 2023 to 84% in 2024).

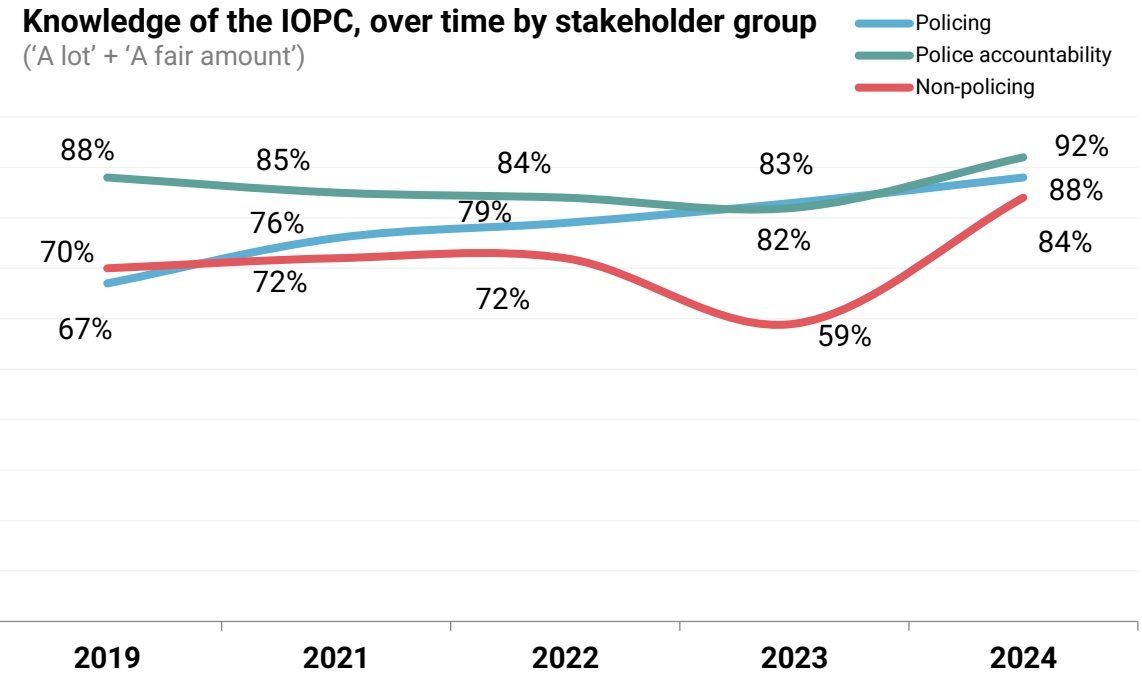
Across the qualitative interviews, stakeholders hold at least a fair level of knowledge on the IOPC, where **non-policing stakeholders** also have the highest claimed knowledge. While some non-policing stakeholders suggest their wider team would not know as much about the IOPC as they themselves would, or there is still a sense of 'mystery' in all the IOPC does, their perceived knowledge at an overall level is high.



I know what they do. I know the new director general. I knew the previous interim through professional contact, but in terms of the actual individuals who do the investigations... my contact is fairly limited, but I understand what they do and know what their reading is.

Non-policing

Knowledge of the IOPC ('A lot' + 'A fair amount')	2019	2021	2022	2023	2024
	66%	76%	77%	74%	88% (+14%)



Stakeholders feel they understand the **roles and responsibilities** of the IOPC

All stakeholder groups can describe the **key roles and responsibilities** of the IOPC, with various phrases repeating:

- An independent investigator / oversight body
- Policing the police
- Deals with complaints, concerns, and serious allegations against the police
- Assessing police conduct and holding the police accountable

But feedback varies slightly, where **non-policing stakeholders** are more likely to mention the IOPC's role in providing guidance for improvement, and **police accountability stakeholders** mention the role of maintaining and securing public confidence more frequently

“

The key roles is obviously the investigation of misconduct, serious incidents and so forth. Reporting on those and distilling learning lessons. Providing some assurance to public... that the police are performing the duties as they should.

Non-policing

“

[The IOPC] are responsible for and there's statutes around... managing certain police complaints and referrals. So, things like deaths in custody, police conduct where they are required to lead the investigations and take complaints...they also have a role around national reviews, collating the learning and disseminating that across school areas. So policing can improve and they can build trust and confidence both in their system but in policing as a whole.

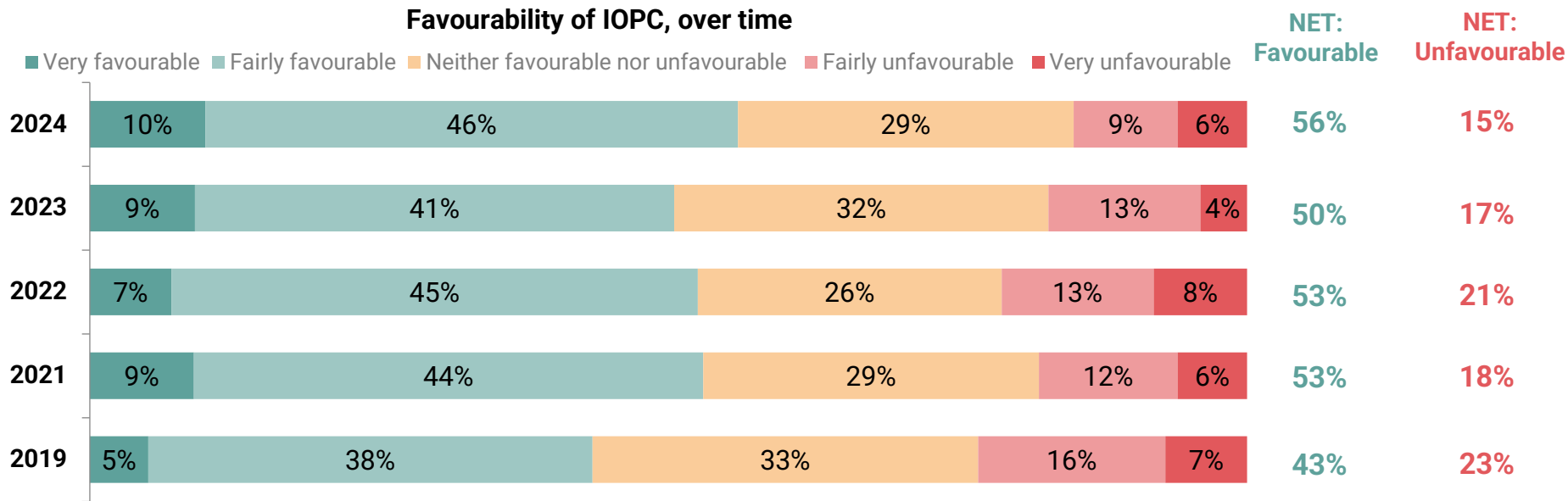
Police accountability

“

They are the guardians of the trust and confidence between the public and policing... They sometimes instigate inquiries themselves, or sometimes they have referrals and accept investigations. So, they can conduct investigations, they can conduct hearings, they can oversee and they can monitor. And they provide feedback on thematic issues to help the police service improve.

Policing

There is also **improved favourability** towards the IOPC by stakeholders compared to previous years, with over one in two respondents having a favorable opinion of the IOPC in 2024



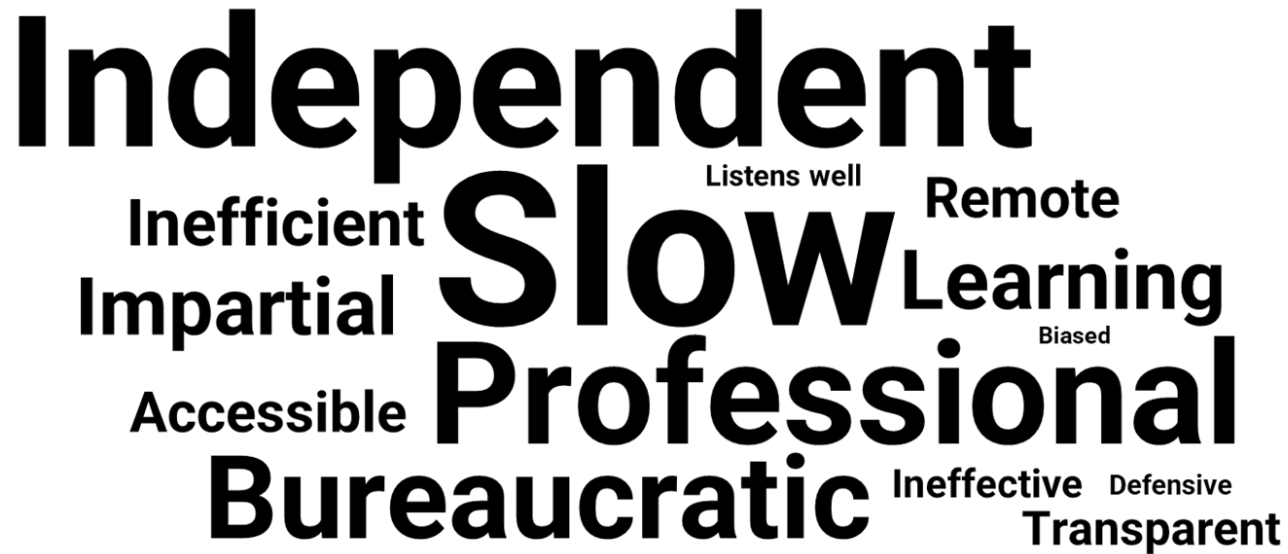
Speaking with stakeholders, an area of strength for the IOPC is the personal working relationships – many stakeholders readily **commending their contacts** at the IOPC by name. They feel supported and kept up to date by their contacts, they communicate frequently and have similar priorities and aims.



I have good interaction with all of the inquiries that I've made with them, even through the escalations. Even when it's not been able to be particularly timely, there's always been a reason around that. On the whole very good, swift, informative responses received.

Policing

The IOPC is commonly described by stakeholders as independent, slow and professional



“

I think it deals with [its work] in an independent way. I don't think, from my experience, that they are particularly effective in terms of the quality of its investigations and the timeliness, and some of the decision making that it makes I find puzzling... but is it independent? Yes, I believe it is.

Non-policing

“

They don't have the investigative credentials to be able to conduct efficient and effective investigations. There are exceptions to that, and I've seen some excellent investigations done in a timely manner. They are the minority.

Policing

Confidence that the IOPC does a good job has **remained steady** this year, where confidence among police accountability and non-policing stakeholders has increased

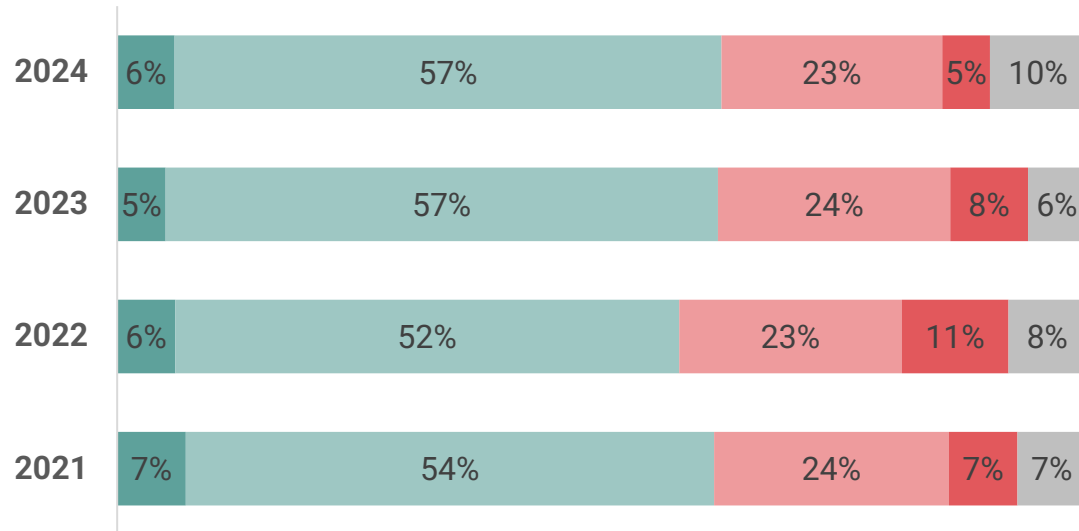


I know there's some really good people within the IOPC, so that's improved my personal confidence.

Police accountability

Confidence that IOPC does good job, over time

Very confident Fairly confident Not very confident Not at all confident Don't know

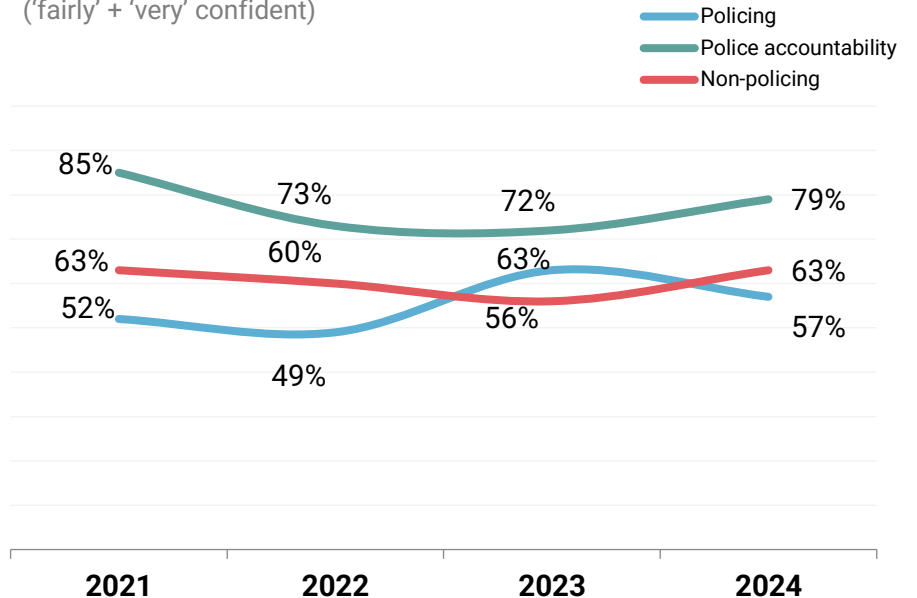


NET:
Confident / Not confident

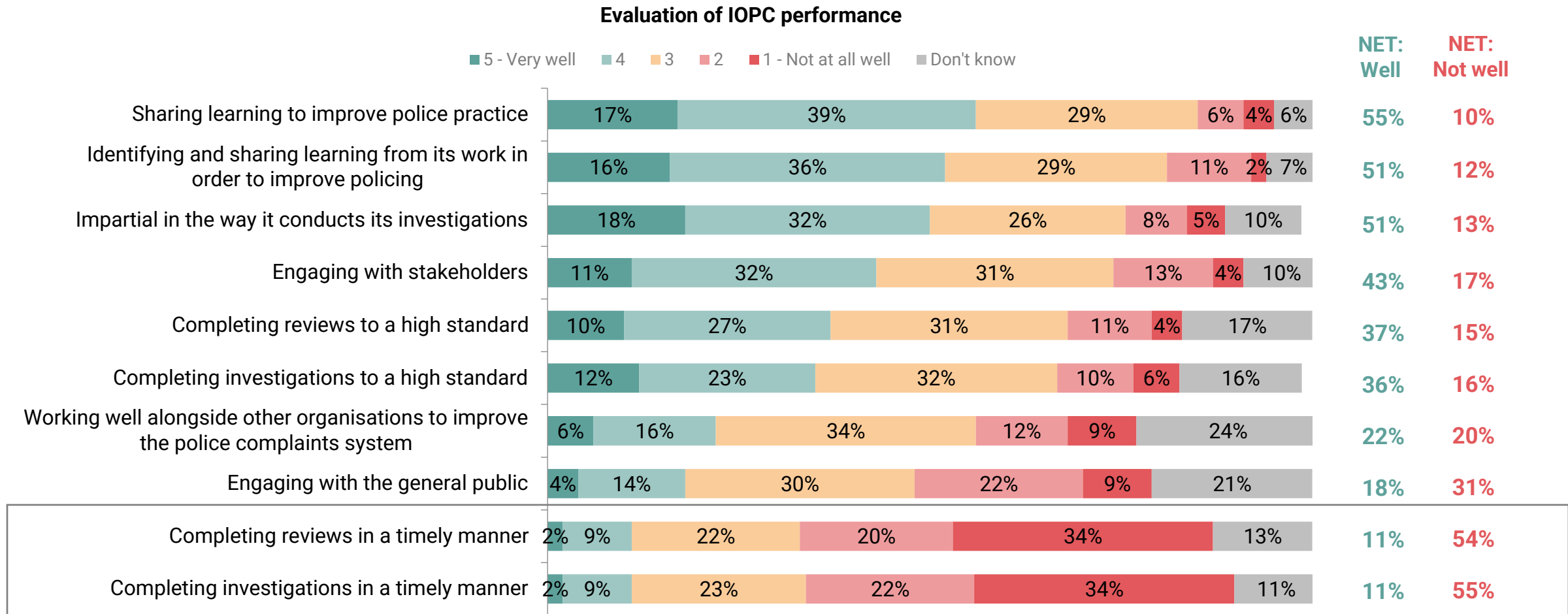
2024	62%	28%
2023	62%	33%
2022	58%	33%
2021	61%	31%

Confidence, over time by stakeholder group

('fairly' + 'very' confident)



Over half of stakeholders say the IOPC does well in **sharing learning to improve police practice**, however, timeliness of reviews and investigations are rated lowest overall



Timeliness is one of the key take-outs from the stakeholder interviews for the IOPC to improve upon, while quality is less of a concern

Across stakeholder groups, concern around **timeliness** comes out strongly, with only 11% of all stakeholders feeling that reviews and investigations are completed to a timely manner (11% and 11% respectively).

While there is some sympathy that capacity and funding is tight, the overarching feeling is that stakeholders do not understand why some investigations and reviews take as long as they do.

Amongst **policing stakeholders**, there is a sense that due to lengthy investigations, there needs to be more support for officers involved in these cases, to support their mental health.

“

The big singular main issue is the efficiency of their investigations. So, if they can get to a point where they are processing stuff quicker. Some offices are getting their results through quickly... I think, to make sure they move as quickly as possible. They might argue with the resource issue, but I would probably say sometimes, it's just making quick adjustment calls.

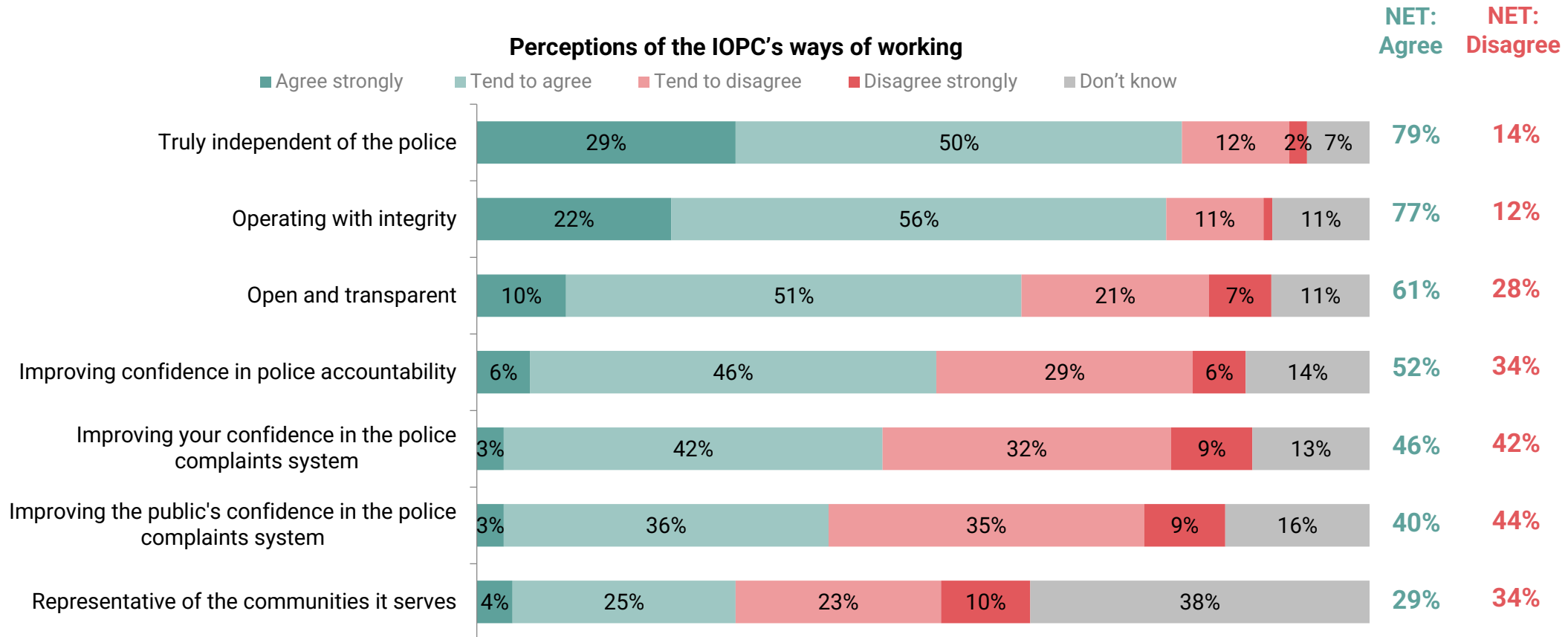
Policing

“

It's about the efficiency as well as the effectiveness of the processes and put the person at the heart who is being accused, and get to a position of resolution as soon as possible. But in the process, what can you do to manage that person's expectations, but also their mental health?

Police accountability

Four in five stakeholders agree the IOPC is **truly independent of the police...**



...which is mirrored in the qualitative findings, where the majority (but not all) stakeholders are **confident in the IOPC's independence**

The IOPC is truly independent		
Policing	Police accountability	Non-policing
87%	79%	60% ▼

Police accountability stakeholders during the telephone interviews tend to be the most confident that the IOPC deals with its work in an independent way. They feel that the IOPC aims to uphold standards without bias and are less hesitant to engage with the police now.

Conversations with **policing** stakeholders tells a slightly different story to the quantitative data, where there is some concern about political pressures that can influence the IOPC.

“

I'm as confident as you could be because there there's quite clearly a line that we both tread in terms of... dealing appropriately at that national level with them. I definitely feel like they're an organisation that can be trusted entirely, but you feel that you're being held to account by them.

Policing

“

I'm fairly confident that they do work in an independent way. I mean, they stressed that so many times... and then the communication following on from those public meetings has been really good, so I'm fairly confident.

Non-policing

“

I'm pretty confident. I'd say it's because we all have our paymasters, so you know, we're as independent as we can be in that system. But it feels like they do their work without fear or faith, which is what they would always say. They challenge difficult things.

Police accountability

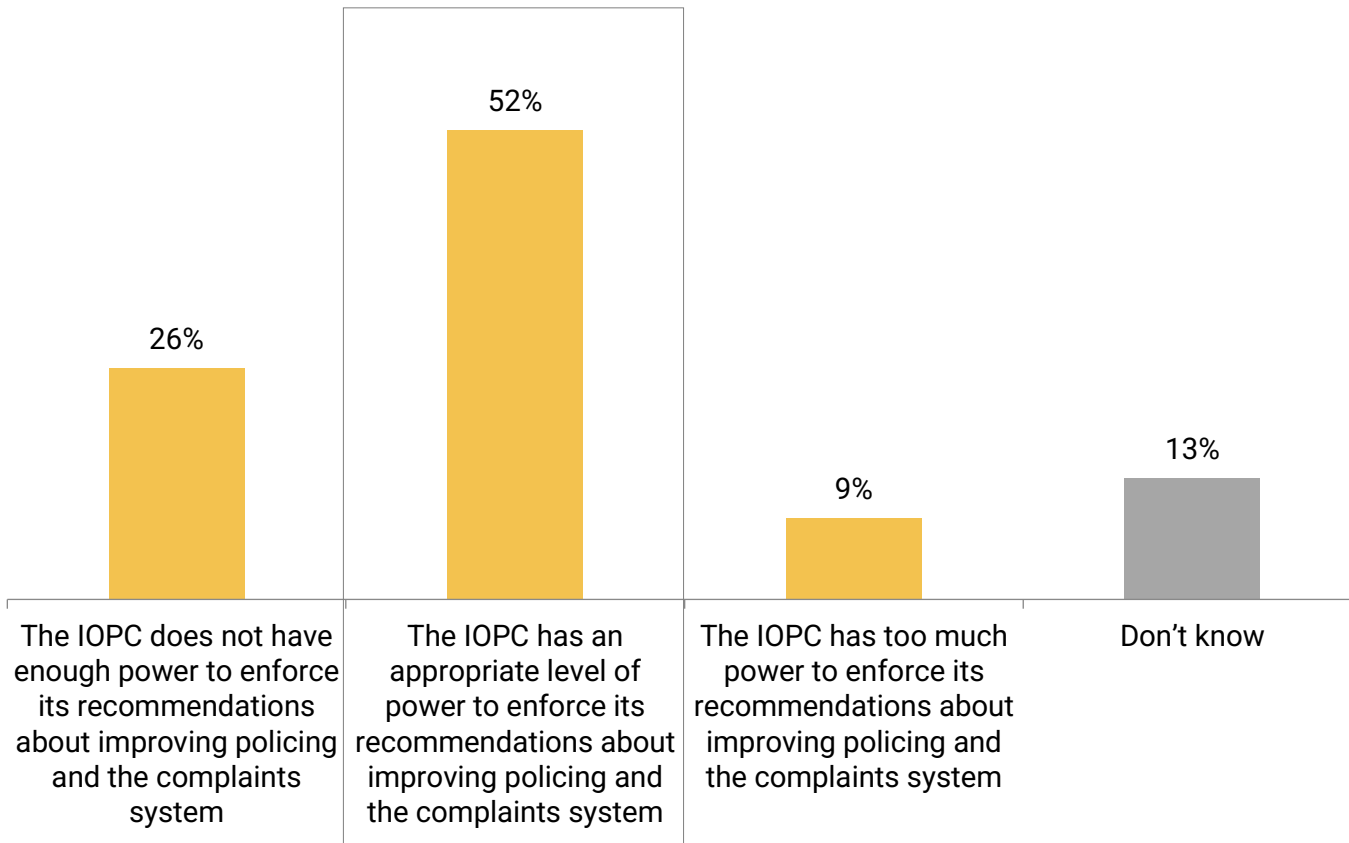
▲ Indicates significant difference compared to both stakeholder groups at 95% confidence level
▼

Responsibility

IOPC – Stakeholder Research 2024

Over one in two of stakeholders say the IOPC has an **appropriate level of power** to enforce its recommendations

Perceptions of the IOPC's powers



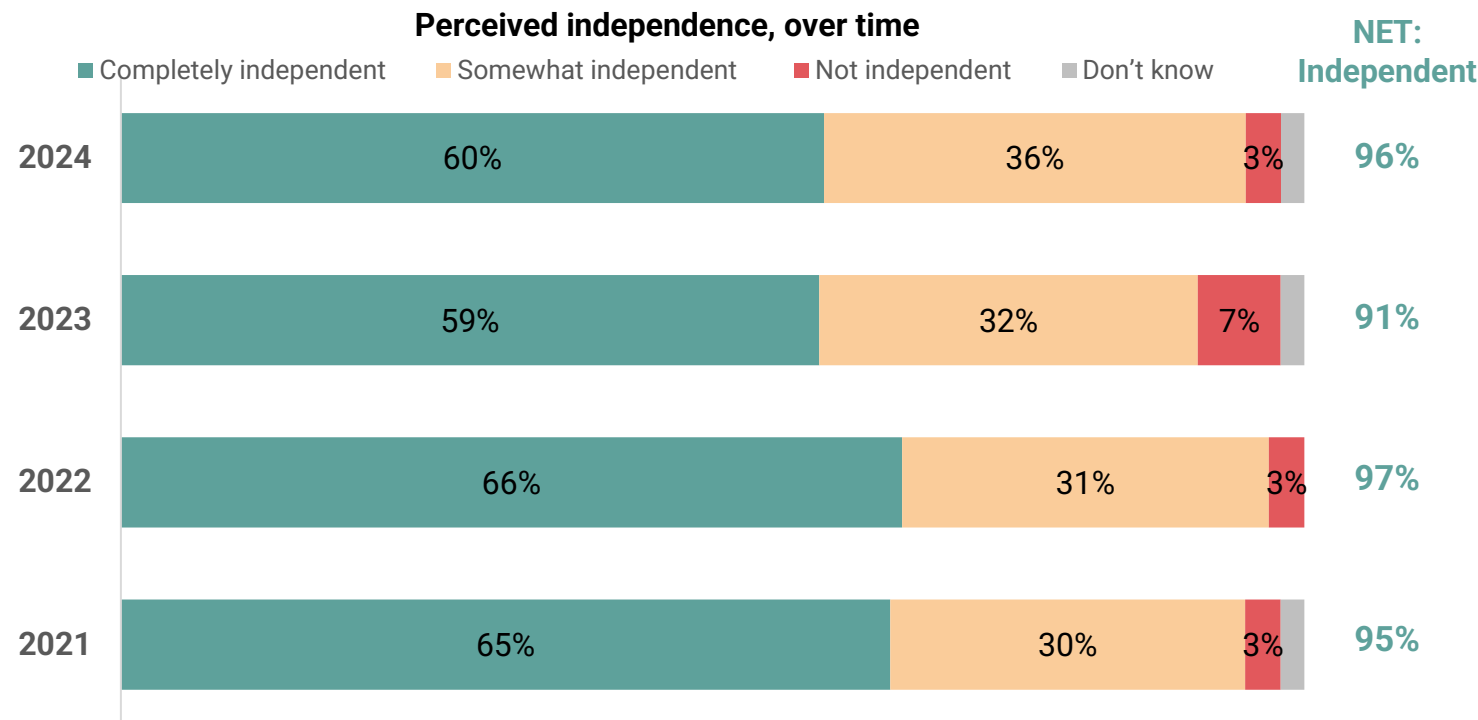
The IOPC has an appropriate level of power to enforce its recommendations about improving policing and the complaints system		
Policing	Police accountability	Non-policing
63%	54%	27% ▼

Qualitative interviews (across stakeholder groups) found **no clear consensus** of whether the IOPC has enough power to ensure their recommendations are embedded into police practice – suggesting feedback may be down to specific roles or organisations.

▲ Indicates significant difference compared to both stakeholder groups at 95% confidence level
▼

Agreement that the IOPC is **independent of the police** has risen this past year, notably amongst non-policing stakeholders

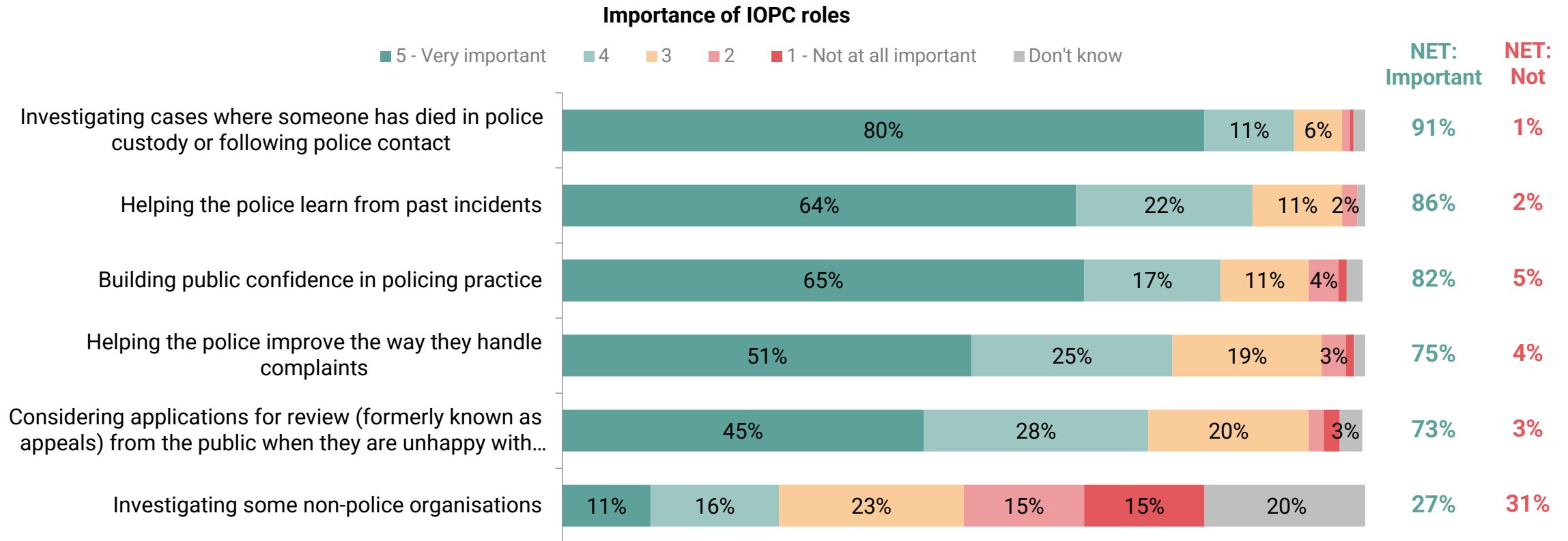
(+/-%) increase or decrease from 2023



I think it is somewhat/completely independent of the police (2024)		
Policing	Police accountability	Non-policing
96% (-2%)	100% (+3%)	92% (+12%)

Although there is reasonable confidence in the independence of the IOPC, some doubts emerge when discussing the topic in detail through the qualitative interviews. Despite a significant rise in confidence in the past year, the qualitative research mirrored the quantitative survey, with the **non-policing** group being the least confident in the IOPC's independence. Issues with the **timeliness and quality of investigations**, and **constraints that undermine independence** were cited.

Nine in ten stakeholders say the IOPC's role is important in investigating cases where someone has died in custody or following police contact



Impact

IOPC – Stakeholder Research 2024 – Report

Scorecard: IOPC effectiveness

This section explores stakeholder perceptions of the IOPC’s effectiveness in key areas.

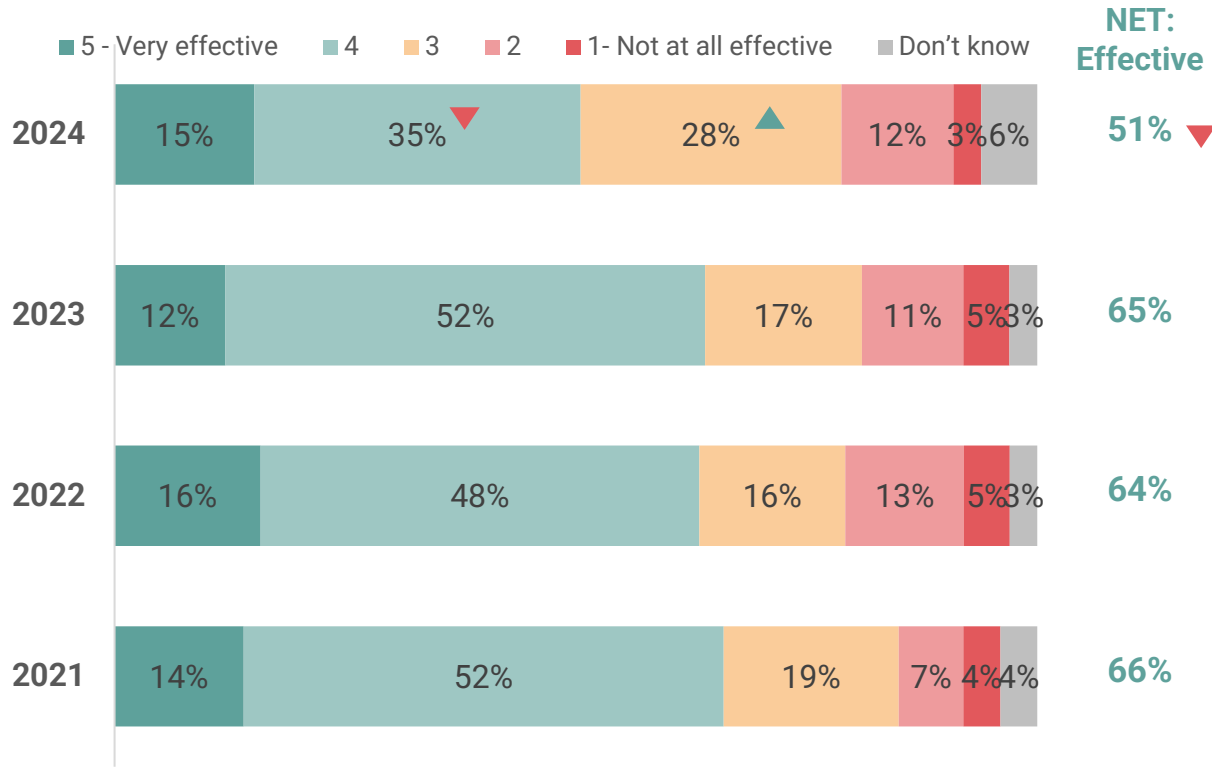
For half (51%) of stakeholders, the IOPC is effective in ensuring the police are accountable for their actions, and one in five (40%) say the IOPC is effective in ensuring the police service learns from its mistakes. There are lower levels in perceived effectiveness in these areas when compared to last year’s data, with stakeholders more likely to choose a mid-point neutral score.

Three in ten stakeholders score the IOPC as not effective in maintaining and improving confidence in the police complaints system (30%), and a third say the same for improving public confidence in the police (33%).

		All	Policing	Police accountability	Non-policing
Ensuring the police are accountable for their actions	NET: Effective	51%	54%	54%	42%
	NET: Not effective	15%	13%	15%	21%
Ensuring the police service learns from complaints	NET: Effective	40%	45%	36%	31%
	NET: Not effective	18%	16%	21%	23%
Raising standards in police forces to ensure that mistakes are not repeated	NET: Effective	36%	40%	23%	35%
	NET: Not effective	24%	25%	23%	23%
Improving the way the police deals with complaints	NET: Effective	34%	34%	41%	27%
	NET: Not effective	18%	19%	13%	19%
Maintaining and improving confidence in the police complaints system	NET: Effective	30%	31%	21%	35%
	NET: Not effective	30%	32%	28%	27%
Improving public confidence in policing	NET: Effective	22%	23%	13%	26%
	NET: Not effective	33%	37%	21%	32%

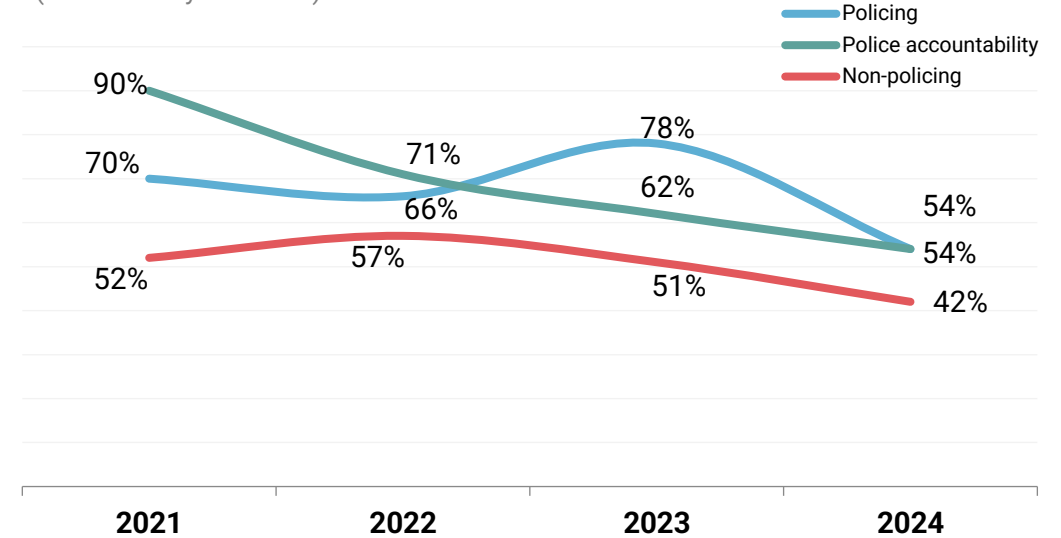
There is a significant drop this year in stakeholders agreeing the IOPC is effective at ensuring the police are accountable for their actions, with an increase of those who are **neutral** in this area

Effectiveness of IOPC at ensuring the police are accountable for their actions, over time



▲ Indicates significant difference between waves at 95% confidence level
▼

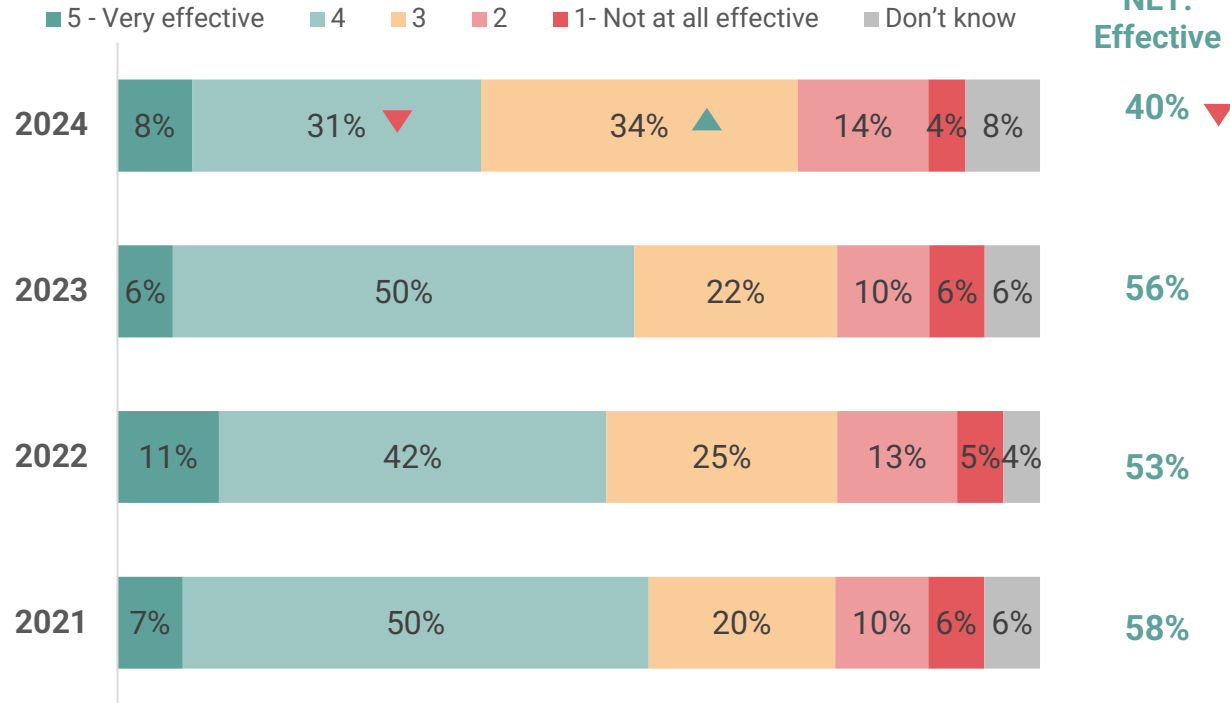
Ensuring the police are accountable for their actions, by stakeholder over time
(‘4’ + ‘5 – very effective’)



This drop in effectiveness was explored in the stakeholder interviews, where a theme came out from some stakeholders that perhaps the IOPC needs to be able to make **recommendations mandatory** (however, there was not a consensus on this).

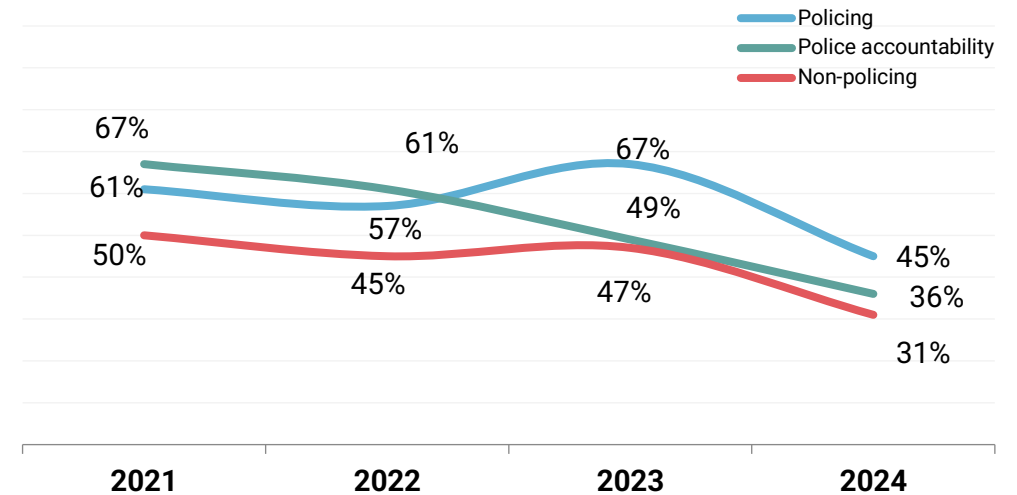
This downward trend continues for stakeholders believing the IOPC is effective at ensuring the police service learns from complaints continues, with an increase in those who are **neutral**

Effectiveness of IOPC at ensuring the police service learns from complaints, over time



▲ Indicates significant difference waves at
▼ 95% confidence level

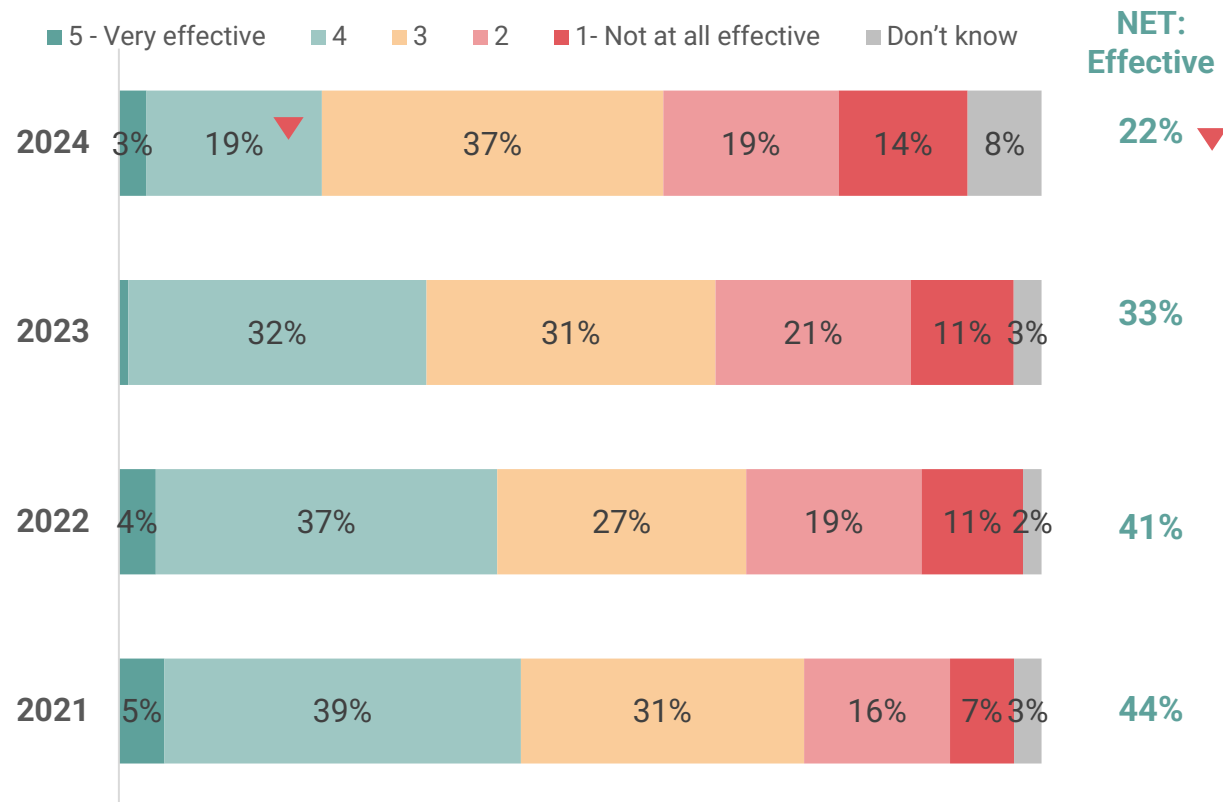
Effectiveness of IOPC at ensuring the police service learns from complaints, by stakeholder over time
(‘4’ + ‘5 – very effective’)



Similarly, conversations with stakeholders involved the discussion about whether recommendations to the police could be made **mandatory**, whether the IOPC needs to **review the recommendations** to ensure they lead to intended outcomes, or whether the IOPC needs **more authority** to assert this (but again, this is no clear consensus).

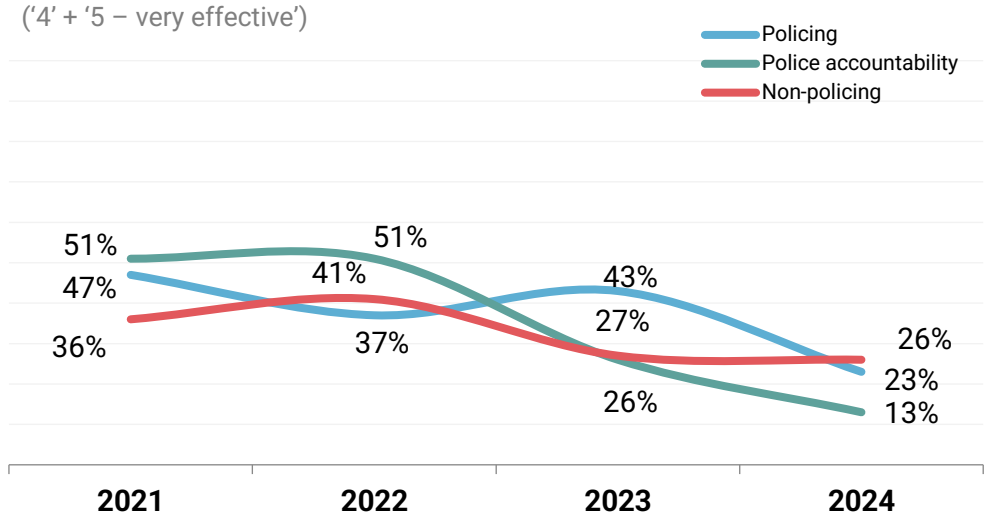
Stakeholders' perceptions that the IOPC is effective at improving confidence in policing has **fallen** at a total level, though attitudes among non-policing stakeholders remained steady

Effectiveness of IOPC at improving public confidence in policing, over time



▲ Indicates significant difference between waves at 95% confidence level
▼

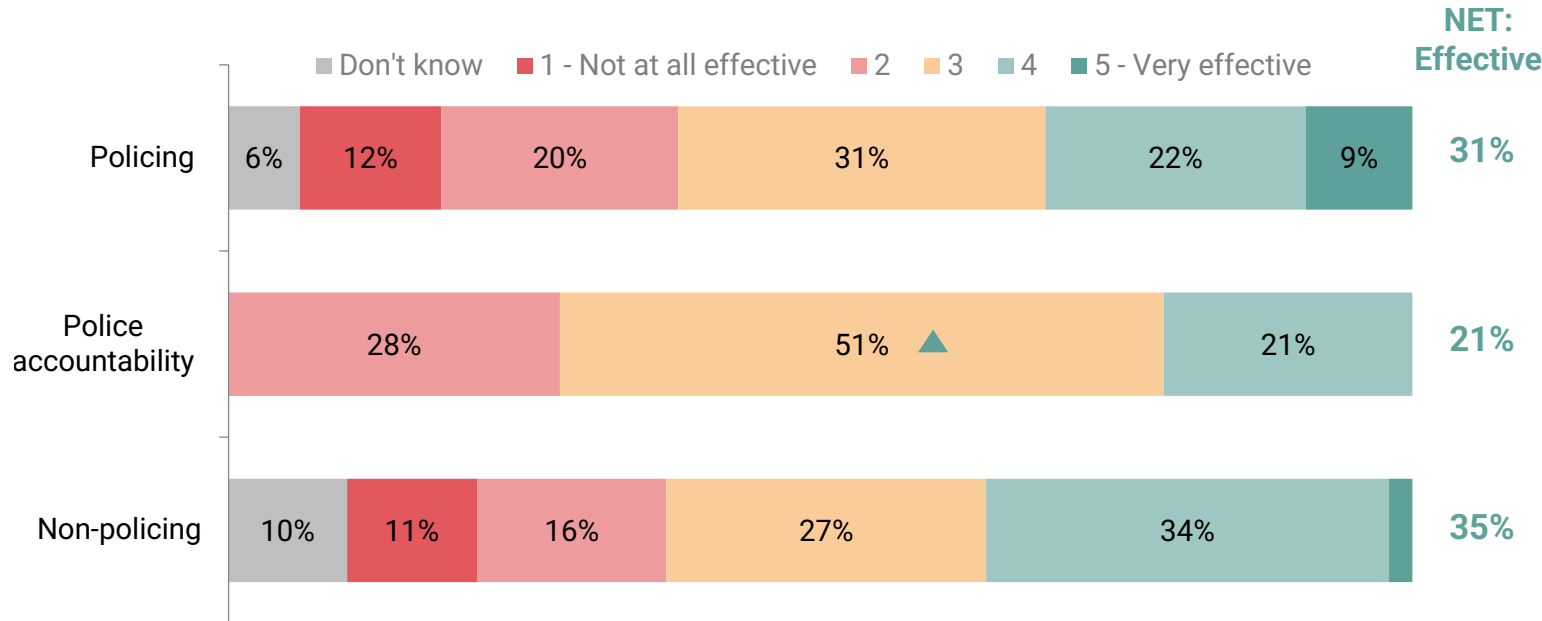
Effectiveness of IOPC at improving public confidence in policing, by stakeholder over time ('4' + '5 - very effective')



This fall in effectiveness at improving confidence in policing is mentioned in previous charts, and across the research there is a pattern emerging around this confidence.

Three in ten (30%) say the police are effective at maintaining and improving confidence in the police complaints system, a figure that is **higher among non-policing stakeholders**

Maintaining and improving confidence in the police complaints system, by stakeholder group



A new statement tested this wave, the IOPC's effectiveness in **maintaining and improving confidence in the police complaints system** is unclear, with NET 'effective' 30% and NET 'not effective' 30% at a total level.

Non-policing stakeholders are the stakeholder groups rating the IOPC highest in this area (35%). **Police accountability** stakeholders are significantly most likely to rate the IOPC's efficacy as a neutral '3', with none of this group selecting either effective or not effective ends of the scale.



My honest answer is that I don't think that [the IOPC] are particularly effective in building trust and confidence with the public... I don't know whether the public would be able to look at the IOPC sign and understand what it is that they do.

Policing

▲ Indicates significant difference between stakeholder groups at 95% confidence level
▼

Communications and engagement

IOPC – Stakeholder Research 2024

Scorecard: IOPC communications and engagement

This section explores stakeholder perceptions of the IOPC’s communications and stakeholder engagement.

Over half of stakeholders agree the IOPC values its relationship with them (57%), and this sentiment is consistent across all three stakeholder groups. Similarly, over half also agree the IOPC is proactive in its engagement with them (56%).

However, a third (32%) of stakeholders disagree the IOPC provides enough information to reassure and inform communities and stakeholders during serious incidents. Moreover, two in five (38%) disagree the IOPC’s media presence and media handling is effective.

		All	Policing	Police accountability	Non-policing
Values its relationship with you	NET: Agree	57%	56%	56%	58%
	NET: Disagree	14%	20%	5%	8%
Proactive in engaging with you	NET: Agree	56%	57%	51%	56%
	NET: Disagree	20%	22%	15%	16%
Engages with you in a timely manner	NET: Agree	44%	40%	54%	48%
	NET: Disagree	27%	35%	5%	23%
Provides enough information to reassure and inform communities and stakeholders during serious incidents	NET: Agree	29%	28%	33%	31%
	NET: Disagree	32%	35%	21%	32%
Proactive in engaging with public	NET: Agree	21%	22%	18%	21%
	NET: Disagree	23%	21%	23%	26%
Media presence and media handling is effective	NET: Agree	14%	13%	10%	19%
	NET: Disagree	38%	45%	26%	32%

Agreement that the IOPC values with relationship with stakeholders has risen this year, particularly among non-policing stakeholders

The increased perception of the IOPC as an organisation that values its relationship with stakeholders (from 50% in 2023 to 57% in 2024), is driven by a **significant increase of this sentiment among non-policing stakeholders**. Although their agreement levels were significantly less compared to those of policing and police accountability stakeholders in 2023, non-policing stakeholders now express similar levels of agreement with the statement.

However, **policing stakeholders** are significantly more likely than police accountability and non-policing to say they **disagree** that the IOPC values its relationship with them (20% vs 5% vs 8%).

Non-policing stakeholders gave favourable scores in the telephone interviews, appreciating the communication and engagement they have had recently with the IOPC.

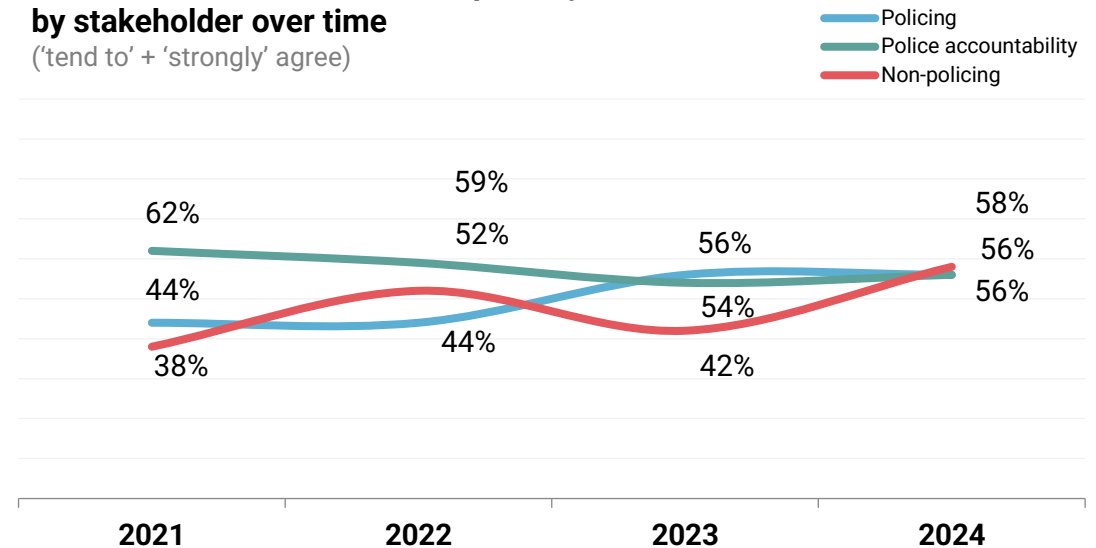


They did a learning the lessons focused on police custody, had various case studies and recommendations, and that was really good. They've been quite open and receptive to things that we have spoken to them about in the past.

Non-policing

The IOPC values its relationship with you (‘tend to’ + ‘strongly’ agree)	2021	2022	2023	2024
	44%	50%	50%	57% (+7%)

The IOPC values its relationship with you, by stakeholder over time
(‘tend to’ + ‘strongly’ agree)



Agreement that the IOPC is proactive in engaging with stakeholders has risen this year, however police accountability stakeholders have more disagreement with the statement this year

The perception that the IOPC is proactive in its engagement with stakeholders sees a rise at a total level, principally driven by improved perceptions amongst **policing stakeholders** and **non-policing stakeholders**.

Police accountability stakeholders demonstrate a decline in the perception that the IOPC is proactive in engaging with them – dropping to only one in two (51%) agreeing with the statement. This was precipitated by a **higher frequency of neutral assessments** (21% in 2023 vs 33% in 2024), while the number who said they ‘tend to agree’ fell to 38% (vs 62% in 2023).

Interviews with **police accountability** stakeholders generally found satisfaction with IOPC engagement methods. However, this group did spontaneously suggest areas where they could improve (i.e., organising conferences), which may speak to the declining score – though this was not a majority opinion.



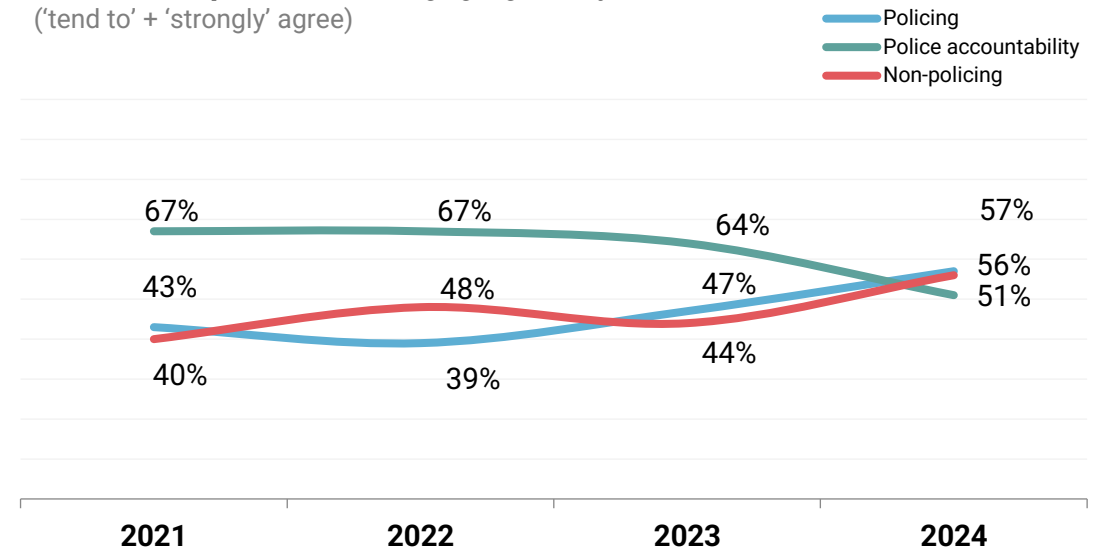
Every two weeks I hold the tactical delivery boards and we're invited to sit on that right at the outset. And [the IOPC] have done, they attend every time, very rare that they're not there.

Policing

The IOPC is proactive in engaging with you
(‘tend to’ + ‘strongly’ agree)

	2021	2022	2023	2024
	45%	48%	49%	56% (+7%)

The IOPC is proactive in engaging with you
(‘tend to’ + ‘strongly’ agree)



Agreement that the IOPC is proactive in engaging with the public has fallen this year

Though total levels of agreement that the IOPC is proactive in engaging with the public has **fallen in the past year** (21% in 2024 vs 25% vs 2023), **fewer stakeholders say they disagree** with the statement (27% in 2023 vs 23% vs 2024). Instead, this wave has observed a significant rise in the number of stakeholder who said they don't not know if they agree or disagree that the IOPC is proactive in engaging with the public (24% in 2024 vs 15% in 2023).

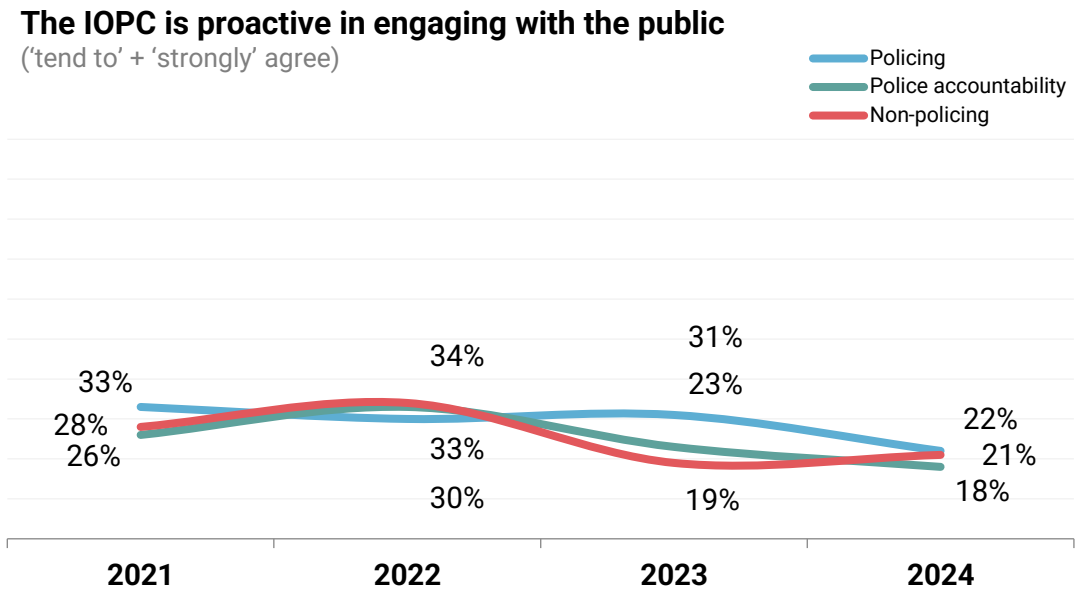
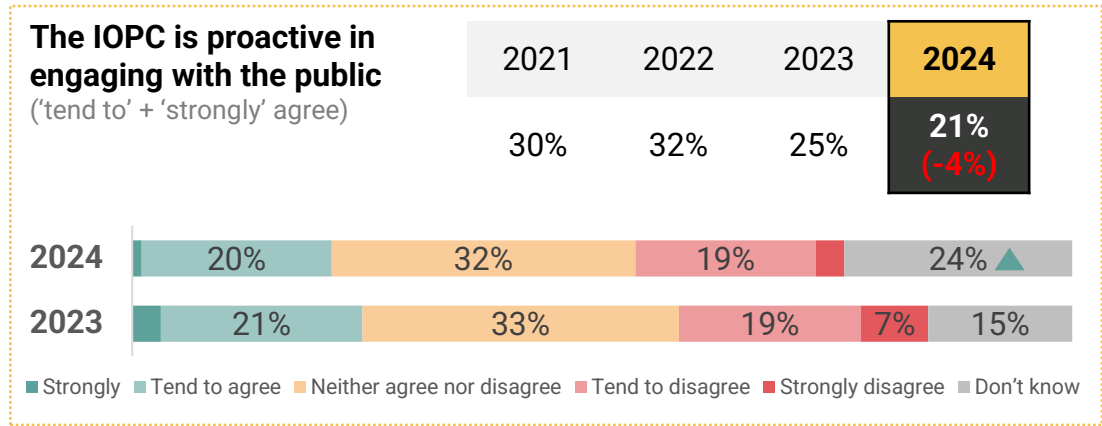
There was a small increase in agreement levels among **non-policing stakeholders** (19% in 2023 vs 21% vs 2024).

This area around proactively engaging with the public is a **common theme** arising across the research this year, having come up in the quantitative and qualitative research.



[They need to] improve the ability for people to contact them, or it would be great to have seen that they're really involved with community groups and maybe evolving their own organisation based on community feedback.

Policing



▲ Indicates significant difference between waves at 95% confidence level
▼

The trend of **decreasing** perceptions of the IOPC's **media presence and handling** continued this past year

The decrease at a total level was largely fueled **fewer policing stakeholders** agreeing that the IOPC's media engagement is effective compared to 2023 (13% vs 23%).

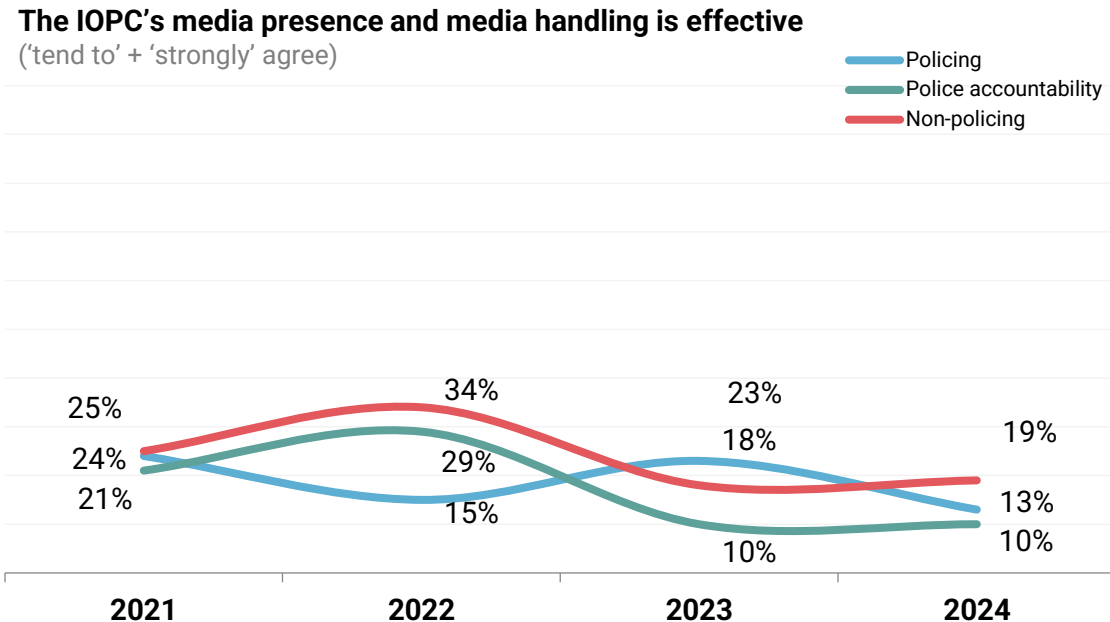
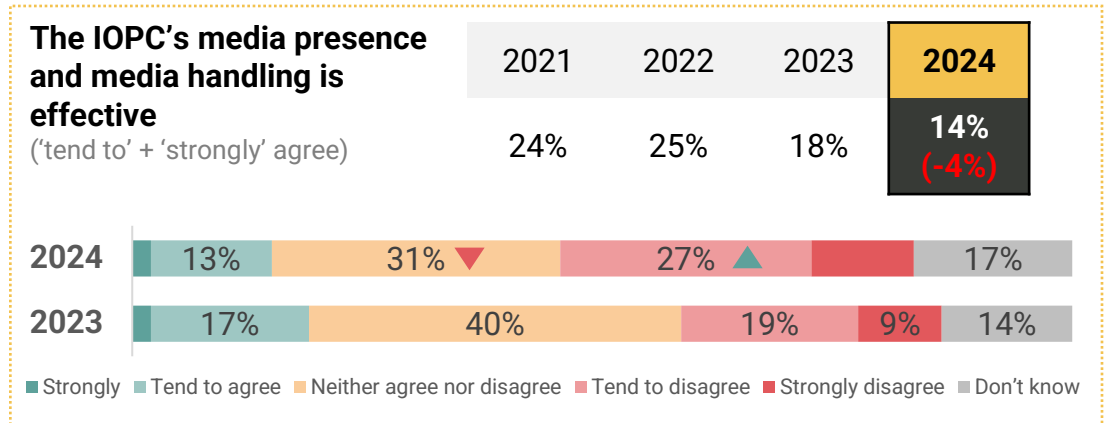
Policing stakeholders are now the group most **likely to say they disagree** that the IOPC's media presence and handling is effective (45%), a significant rise in the past year (28% in 2023).

This year's research finds a pattern emerging around media handling and presence, which will be explored further towards the end of this section of the report.

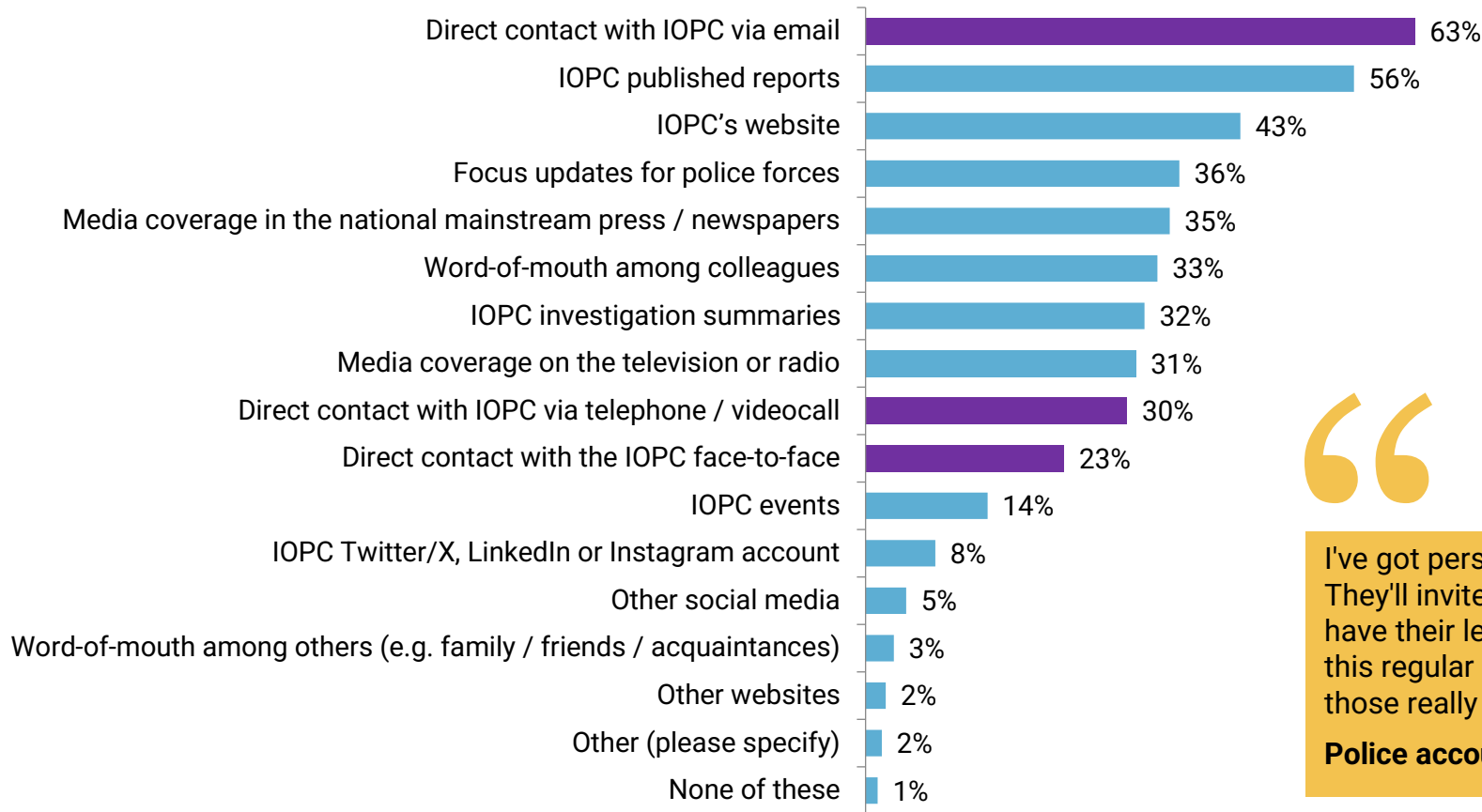


I think they need to be a little bit more balanced around some of their media reporting on social media and statements. We've had a number of senior officers coming to us, almost kind of pushing for defamation against the IOPC in the way they portrayed something and it's a very fine line that they sometimes operate on.

Policing



Nearly three in four stakeholders say they tend to hear about the IOPC through a form of **direct contact** with the IOPC



NET:
Direct contact
72%

“

Methods of engagement for myself are through our network... it is pretty much all online based through the various governance groups.

Policing

“

I've got personal contacts there who will talk to me directly. They'll invite me to relevant meetings. But they also obviously have their learning, the recommendations, bulletins... and they do this regular stakeholder feedback stuff every year, I also find those really useful, and my team use those a lot.

Police accountability

Frequency of engagement by the IOPC is an **area of success** that comes out clearly in the stakeholder telephone interviews

Stakeholders praise the frequency of engagement they receive, and there is little frustration or room for improvement across the chosen avenues of engagement.

- IOPC newsletters and reports are well-received and are delivered at the correct frequency (71% and 68% used 'about the right amount', respectively)
- Direct contact via email (64% say it's used 'about the right amount') is another area of strength, and highlights the close, successful working relationships between stakeholders and their key contacts at the IOPC.

However, frequency of engagement (and the type of engagement used) through social media, the media, and with groups less confident in policing, is less well-thought of and understood by the IOPC's stakeholders...

“

I've had loads [of engagement]. I get the thematic reports, I get the surveys. I'm in meetings with the individuals, I get one-to-ones. I've been very privileged to have the full range. So as a result then I'm probably in a role which is very busy in terms of the contacts in the IOPC and myself.

Policing

“

I get regular emails on how they progressed with the investigation... I'd say it's frequent enough. They only e-mail me when there's progress or something has come up... I've volunteered for a lot of organisations and am a trustee of quite a few, and I am content with just updates when is needed.

Non-policing

“

[My contact at the IOPC] has been really proud, even reaching out and setting up quarterly meetings... actually it's more than quarterly because we often just kind of e-mail each other if things come up in between times so you know what, I would say the engagements improved over the last 12 months.

Police accountability

Future priorities and challenges

IOPC – Stakeholder Research 2024

Unpromoted, stakeholders say **timeliness** should be a top priority of the IOPC’s leadership, including on investigations and reviews, as well as **engagement with stakeholders and the public**

Top three priorities for IOPC leadership in the next 12 months

Showing top ten unprompted responses

Timeliness

“



Conducting investigations in a timely manner. As with all investigation in serious matters, it is understandable they take a long time, however if a Police Officer is suspended due to the allegation, the re-instatement of the Officer should be a priority.

Open end response

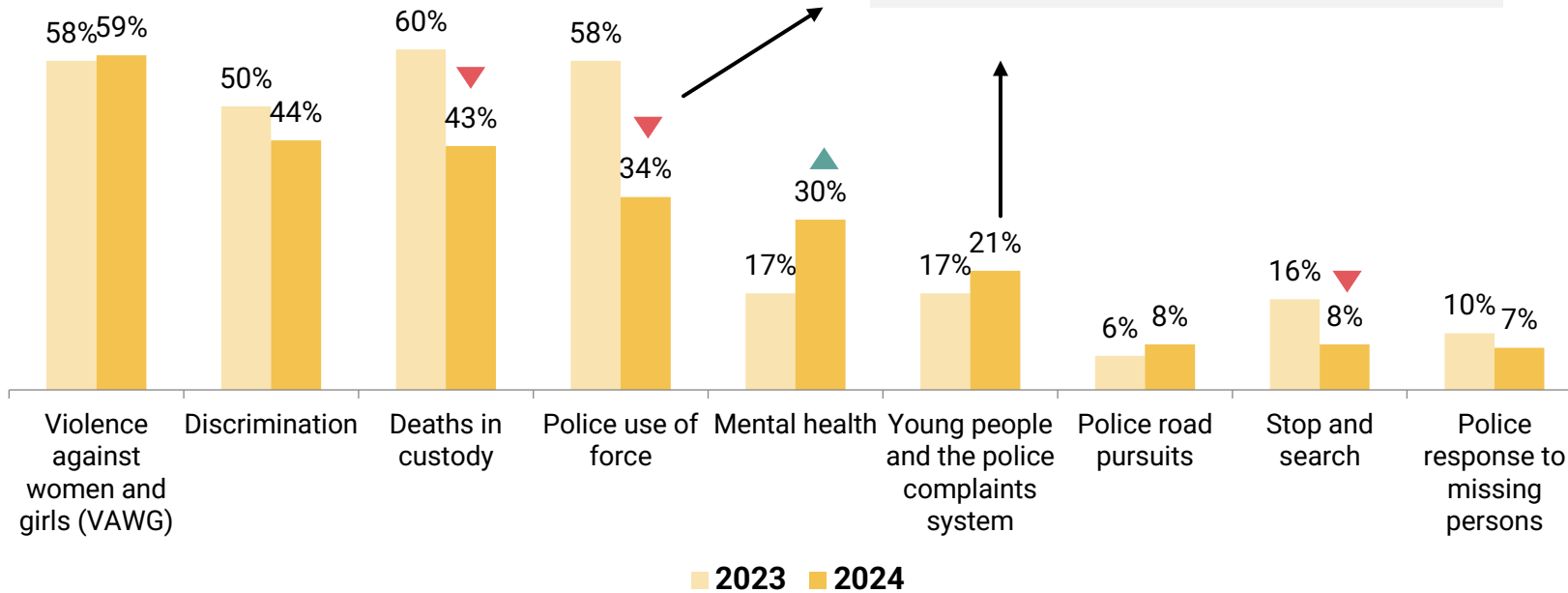
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Responding to review requests and completing enquiries faster. Conducting independent investigations faster. Ensuring all parties are kept fully updated on the progresses of investigations, reviews etc.

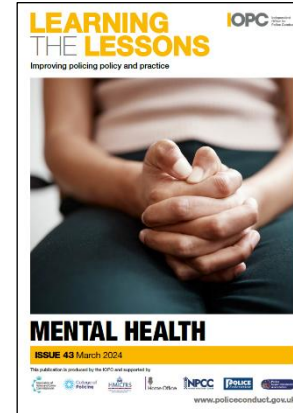
Open end response

Nearly three in five stakeholders say **VAWG** should be a priority area for the IOPC

Priority areas for the IOPC related to policing



Policing stakeholders are **significantly less likely** than non-policing and police accountability stakeholders to say that **'Police use of force'** (25% vs 39% vs 56%) and **young people and the police complaints system** (14% vs 31% vs 31%) should be a priority area for the IOPC



THE IOPC's latest issue of **'Learning the Lessons'**, published in March 2024, explored the relationship between mental health and policing. Its publication coincides with a significant rise in belief among stakeholders that mental health should be a priority area.

▲ Indicates significant difference waves at 95% confidence level
▼

Stakeholders are aware of priority areas for the IOPC, but say they do not want to see it only grouped thematically

Policing: VAWG, deaths in custody, and stop and search are the most frequently highlighted as priority areas during the telephone interviews.

Non-policing: for this group, deaths in custody or deaths following police action is their priority area

Police accountability: stakeholders during the telephone interviews most frequently mention VAWG and deaths in custody as what they would like as the IOPC's priorities.



But discussions with stakeholders also uncovered further opinion, primarily from **policing stakeholders** (but mentioned across stakeholder groups – although not by an overwhelming majority), that priority areas should be based on **vulnerability** rather than strict regulations, or a deeper focus on risk and threat. The feeling that areas of focus should be **reactive, not pigeon-holed** into thematic ideas, came out for stakeholders in policing.



I'm not necessarily a fan of them having themed areas as priorities. I think what that has led to is they take certain cases because they happen to be in those things, when I sit here thinking, why on Earth have you taken that one? I think they should be much more focused on the risk and the threat that a particularly case poses.

Policing



I wouldn't say that there's anything on the list that shouldn't be on the list. I mean, ultimately, it's what causes harm to the public. Death and serious injury should always be there, and without questions, police use of firearms in pursuits... and then you got roads policing... I do think more emphasis should be provided to those things that cause harm most times to the public.

Police accountability

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