

Savanta:

IOPC

Independent
Office for
Police Conduct

Annual Stakeholder Research Report 2025

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Make Better Decisions

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Background and methodology

IOPC – Stakeholder Research 2025

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

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 215 of IOPC’s stakeholders, drawn from a longlist provided by IOPC.

Phase 2: 25 in-depth interviews via Teams (30 minutes each), with a subset of stakeholders from the longlist, identified by the IOPC as those whose views are particularly relevant for detailed exploration.

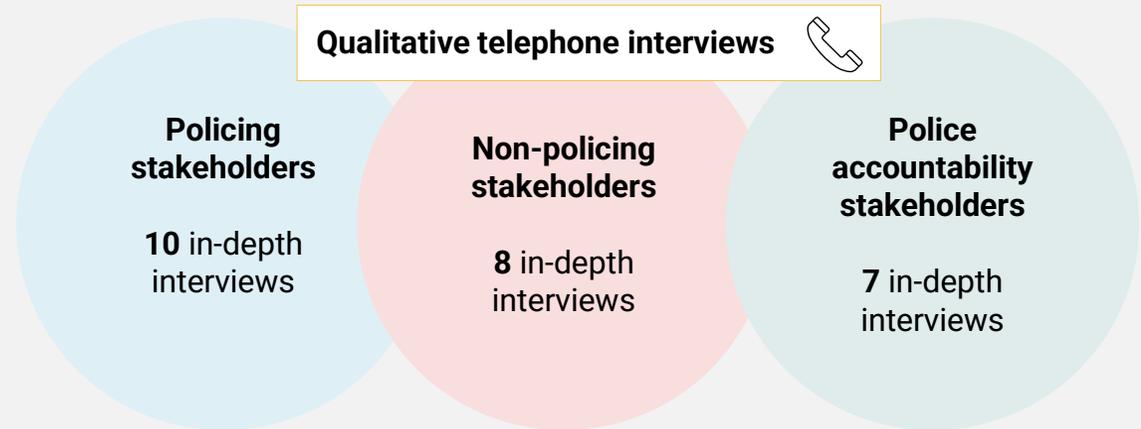
- The quotes cited within this report are sourced from these in-depth interviews.
- This year, the quantitative survey was in field during March and April 2025. This is earlier than last year, when fieldwork took place between May and June. However, this timing is more closely aligned with the fieldwork schedules of previous waves.
- No stakeholders interviewed in 2024 were contacted for interview this year due to the shorter turnaround between waves.

	Method 	Sample definition 	Sample size 	Fieldwork dates 
Phase 1: Quantitative	Online	IOPC stakeholders	215	11 th April – 19 th May 2025
Phase 2: Qualitative	Teams	Stakeholders invited by the IOPC for in-depth interview (via email)	25	1 st May – 23 rd May 2025

Methodology

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 	2024	2025
Policing	134	133
Non-policing	62	43
Police accountability	39	39



The 2025 survey saw a consistent pattern of stakeholder participation, with policing stakeholders once again comprising the highest proportion of respondents. The number of Non-policing survey responses decreased this year, reflecting a more streamlined stakeholder contact list; however, the response rate among this group improved compared to 2024. Additional email invitations and extended fieldwork periods were implemented where necessary to help achieve stakeholder proportions in line with previous waves.

Savanta took on this research from a previous supplier in 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 waves before 2024.

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 of the IOPC is high, and the organisation is perceived as performing well

Stakeholders report a high knowledge of the IOPC, with four in five (80%) saying they have at least a **fair amount of knowledge**.

Around one in two (49%) stakeholders have a **favourable opinion of the IOPC**, returning the figure in line with pre-2024 waves. **Confidence that the IOPC does a good job** has also remained steady (58%).

Within qualitative interviews, stakeholders often attribute their favourable opinion to **good working relationships** with their contacts at the IOPC.

Perceptions of the IOPC performing poorly are often caveated by the perception that **systemic constraints** and the **challenging nature** of the IOPC's work are limiting the organisation's effectiveness.

Stakeholders have a strong understanding of the IOPC's role and are confident of its independence

Investigating **deaths in custody** or after **police contact** remain the aspects of the IOPC's role that stakeholders consider most important, with nine in ten (90%) stakeholders saying the IOPC's role is **important** in these cases.

95% of respondents think the IOPC is at least **somewhat independent** of the police. Qualitatively, stakeholders echo this confidence in the IOPC's independence from the police. However, concerns persist around influence from the **government** and the effect **media attention** may have on IOPC decisions.

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.

High stakeholder knowledge and confidence in the IOPC is driven by effective engagement

Over one in two (56%) stakeholders say the IOPC is **proactive** in engaging with them, and a similar amount (48%) say the IOPC **values its relationship with them**.

More than two in three (69%) stakeholders say they tend to hear about the IOPC through a form of **direct contact** with the IOPC (email, telephone, or face-to-face).

These forms of direct engagement are viewed overwhelmingly as **useful** by stakeholders and that they have **improved in quality** in the last 12 months.

Executive summary (2)

However, the IOPC’s public engagement is perceived as comparatively ineffective

While 39% of stakeholders say the IOPC does well at engaging with them, just 20% say the IOPC is good at **engaging with the general public**.

Consequently, interviewed stakeholders **don’t feel their confidence** in the police complaints system and the IOPC’s independence is mirrored by the general public.

Similarly, most stakeholders say they have a clear understanding of the **IOPC’s investigation criteria**; however, a lack of clarity is seen as an issue for the public.

Two in five (40%) stakeholders agree the IOPC is **improving the public’s confidence in the police complaints system**.

Effective stakeholder communication is driving awareness of the IOPC’s impact

Over one in two (56%) stakeholders say the IOPC does well in **sharing learning to improve police**, and just over two in five (42%) say the IOPC is effective at **ensuring the police service learns from complaints**.

Around one in two (48%) stakeholders say the IOPC is effective in **ensuring the police are accountable for their actions**.

However, general public metrics are evaluated as less effective, with just 30% of stakeholders saying the IOPC is effective at **improving public confidence in policing**.

Many suggest the IOPC improve its media and social media presence, with interviewed stakeholders frequently saying they had never seen the IOPC on social media. Within the survey, 16% say the IOPC’s **media presence and media handling is effective**.

Timeliness continues to be the primary source of concern for stakeholders regarding the IOPC’s performance

The top three words stakeholders choose to describe the IOPC is **slow, independent and professional**. Around one in ten stakeholders say the IOPC does well at **completing reviews** (10%) and **investigations** (9%) in a timely manner.

Both quantitatively and within interviews, **police stakeholders** are critical of the IOPC’s timeliness, citing the negative impact of delays on officer welfare, case outcomes, and overall trust in the IOPC.

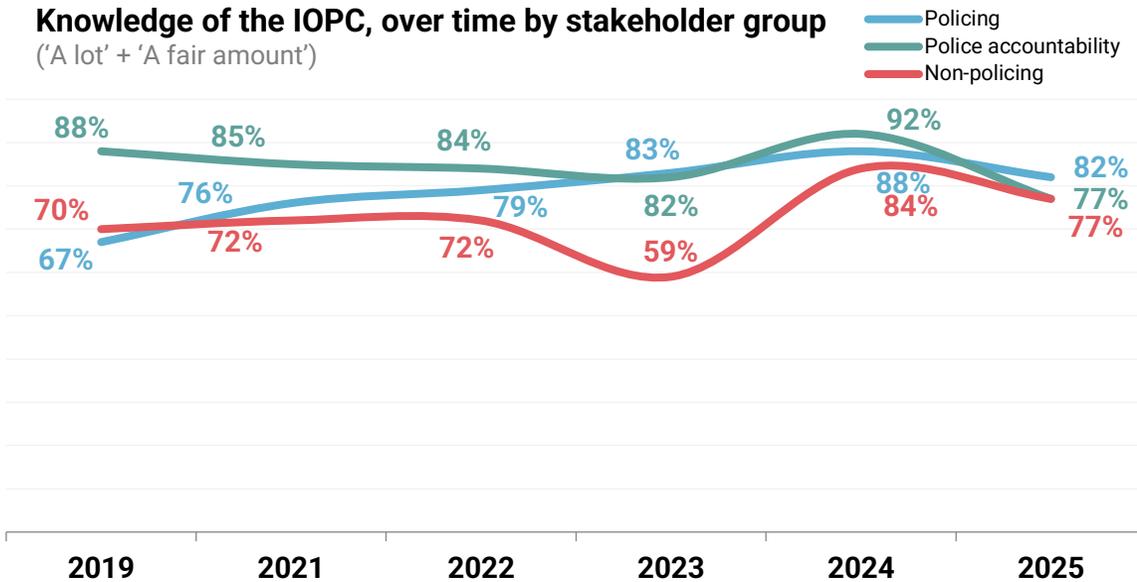
Improving timeliness was cited by 56% of stakeholders as a top **priority for the IOPC’s leadership in the coming 12 months**.

Awareness and perceptions of the IOPC

IOPC – Stakeholder Research 2025

Reported knowledge of the IOPC has **decreased**, but remains the second highest figure seen across waves

Knowledge of the IOPC (‘A lot’ + ‘A fair amount’)	2019	2021	2022	2023	2024*	2025
	66%	76%	77%	74%	88%	80% (-8%)▼



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

Four in five (80%) stakeholders have at least a fair amount of knowledge of the IOPC, though knowledge has dropped across all stakeholder groups. **Police accountability** stakeholders experienced the sharpest decrease (92% in 2024 to 77% in 2025). Consequently, **police** stakeholders now report the highest level of knowledge about the IOPC (82%), though all three groups exhibit comparable knowledge levels.

Across qualitative interviews, **police stakeholders** reported strong knowledge of the IOPC. However, it was noted by some police stakeholders that that awareness levels vary across the force, with front-line officers typically having minimal understanding, unless they have personally been privy to an IOPC investigation, while senior leaders are more likely to have a good knowledge about the IOPC.

Stakeholders in the qualitative interviews say they have at least a **fair level** of knowledge on the IOPC. Awareness of the remit and strategic aims of the IOPC is **high**, however, some stakeholders stopped short of saying they have a lot of knowledge because of a perceived sense of ‘mystery’ around the specific workings of the IOPC.



I've got a reasonable amount because of my professional knowledge and understanding, and engagement with the IOPC. Clearly, I won't know everything [...], but I think I've got good knowledge.

- **Policing**

High knowledge of the IOPC is driven by stakeholders feeling confident they understand its **roles and responsibilities**

All stakeholder groups feel confident describing the **key roles and responsibilities** of the IOPC, with various themes emerging throughout interviews:

- Providing **independent** oversight of policing
- **Dealing** with complaints, concerns, and serious allegations against the police
- Assessing police conduct and holding the police **accountable**

“

The key role for me is operating a fair and effective complaints process, primarily, which is independent from the police, but doing it in a way that's proportionate, necessary and reasonable in relation to the circumstances portrayed.

- **Police accountability**

“

They provide an independent body for review and oversight. One of the functions is around investigations, so where appropriate, they can independently investigate.

- **Policing**

“

I think firstly, they're there on behalf of the public to be the guardian of the police complaints system.

- **Policing**

“

Investigating particular cases. Giving advice following those investigations but also more broadly about complaint handling. And giving some assurance to public and others that complaints against the police will be effectively handled.

- **Non-policing**

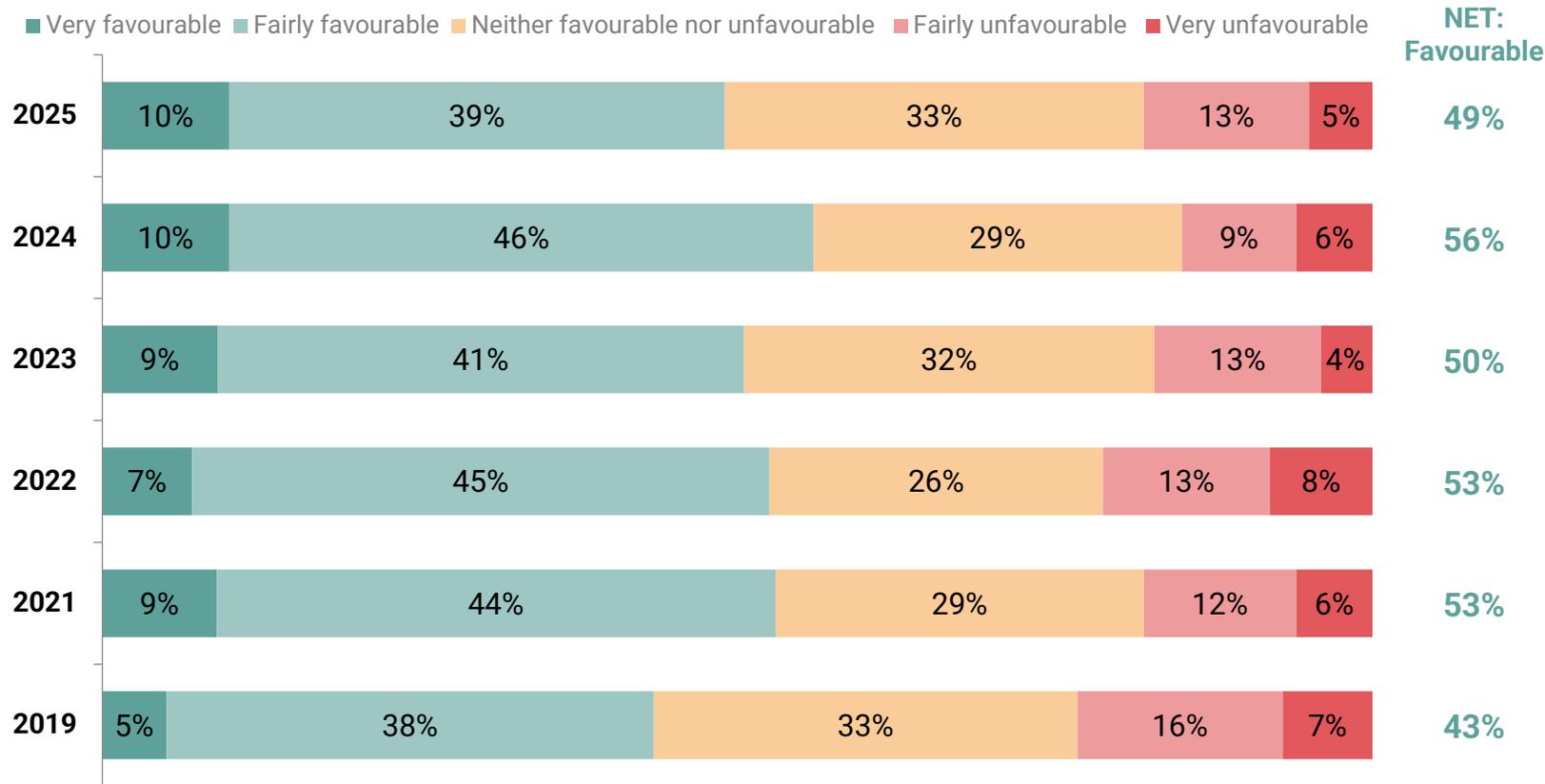
“

I suppose there's wider pieces that the IOPC do, in terms of sharing learning, doing their annual and the regular reports that they release around patterns that they're seeing and making recommendations.

- **Police accountability**

After observing an increase last year, **favourability** levels have returned in line with previous waves

Favourability of IOPC, over time

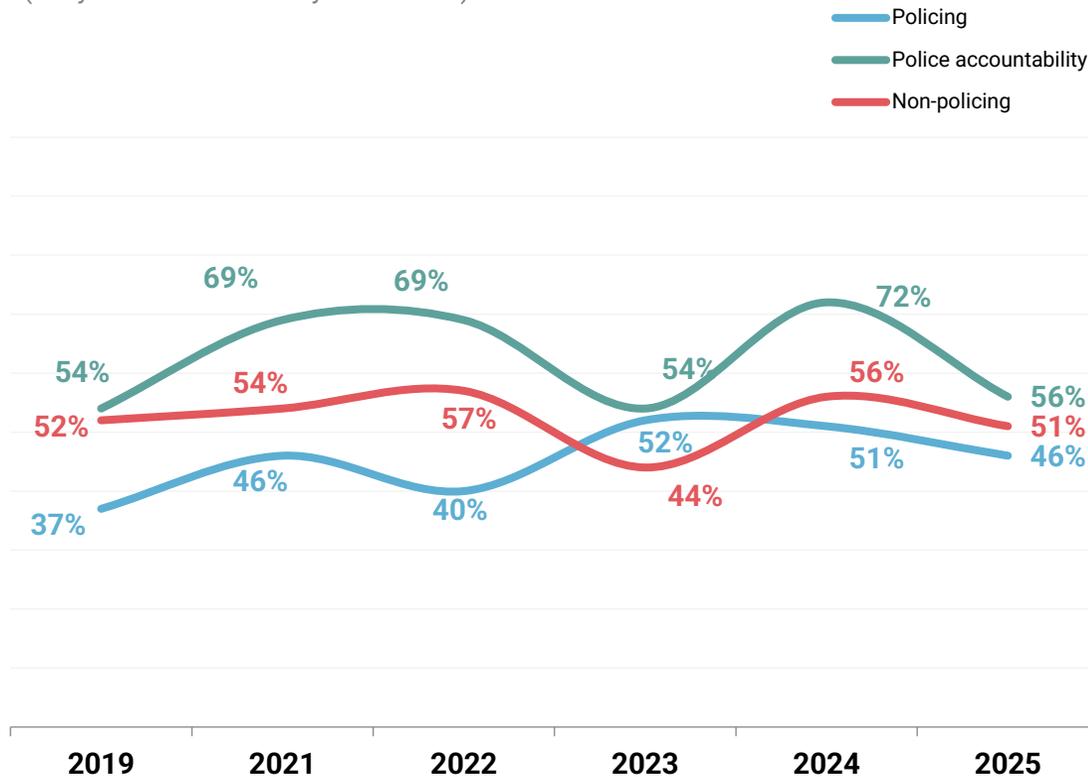


“ We have a brilliant relationship. So, we're 5 [out of 5]. We try to get them involved in everything. **- Policing** ”

“ I have one independent investigation that I'm working quite closely with the IOPC on. I'm usually very impressed by the work that's being done on that. But I've had quite poor experiences with them in relation to other things. So, it depends on the individual, it depends on the work that's being done, and the approach taken, etc. **- Non-policing** ”

Stakeholders value the **IOPC's important role** but systemic challenges limit stronger favourability

Favourability, over time by stakeholder group
(‘Very favourable’ + ‘Fairly favourable’)



Although the stated favourability towards the IOPC among all three stakeholder groups has fallen, these decreases fall within the margin of error and are not considered statistically significant.

Within the stakeholder interviews, there is broadly positive sentiment towards the IOPC. The IOPC is frequently perceived as having an **important role** and being staffed by good people who promote **positive personal relationships** with stakeholders. However, **systemic constraints** and the **challenging nature of the IOPC's work**, though cause for sympathy among stakeholders, are persistent issues that prevent them from being over positive about their opinion of the IOPC.

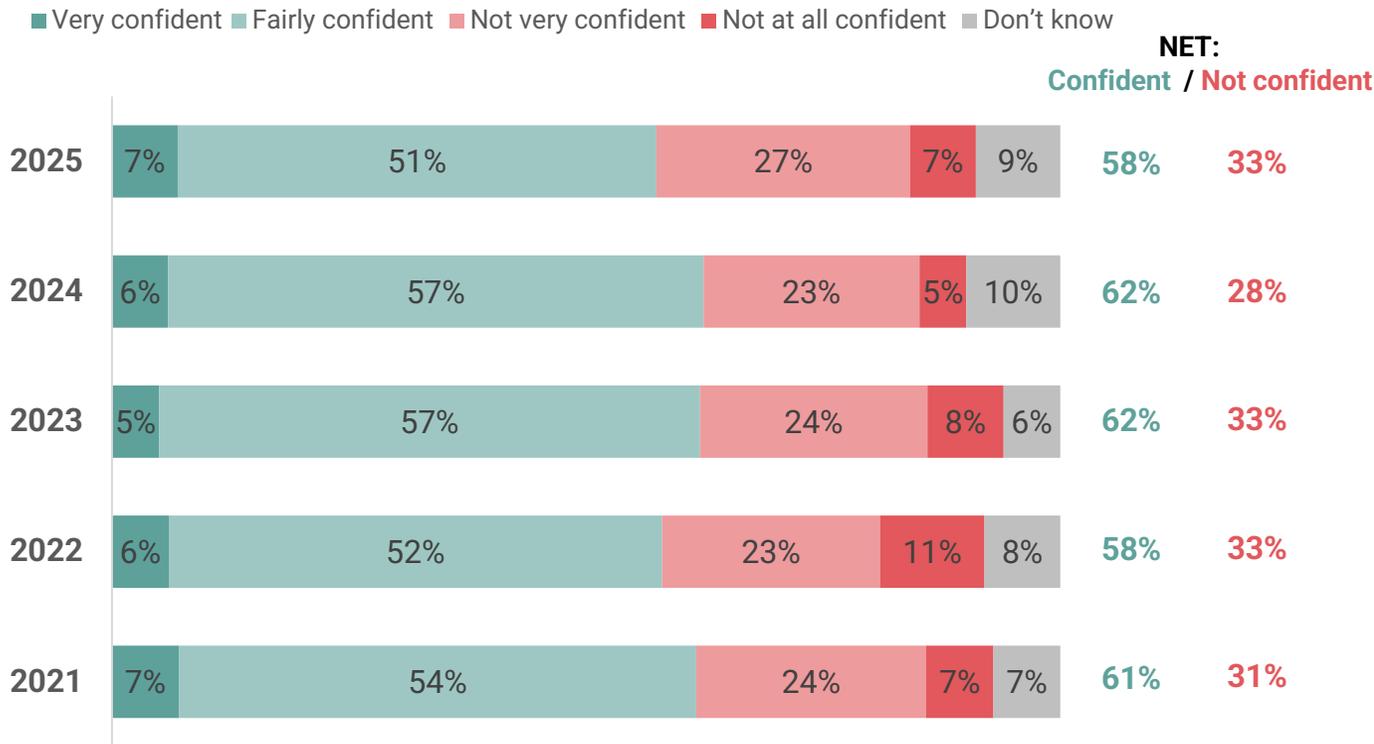


I have got a high level of confidence in the leadership of Rachel Watson, and I believe that it's an organisation that is transforming. I think that it is somewhat hamstrung by the police conduct regulations that in some respects set it up to fail. So, whatever the IOPC do, they're set up to fail on this. So, there's a lot that needs to be done to improve.

- Police accountability

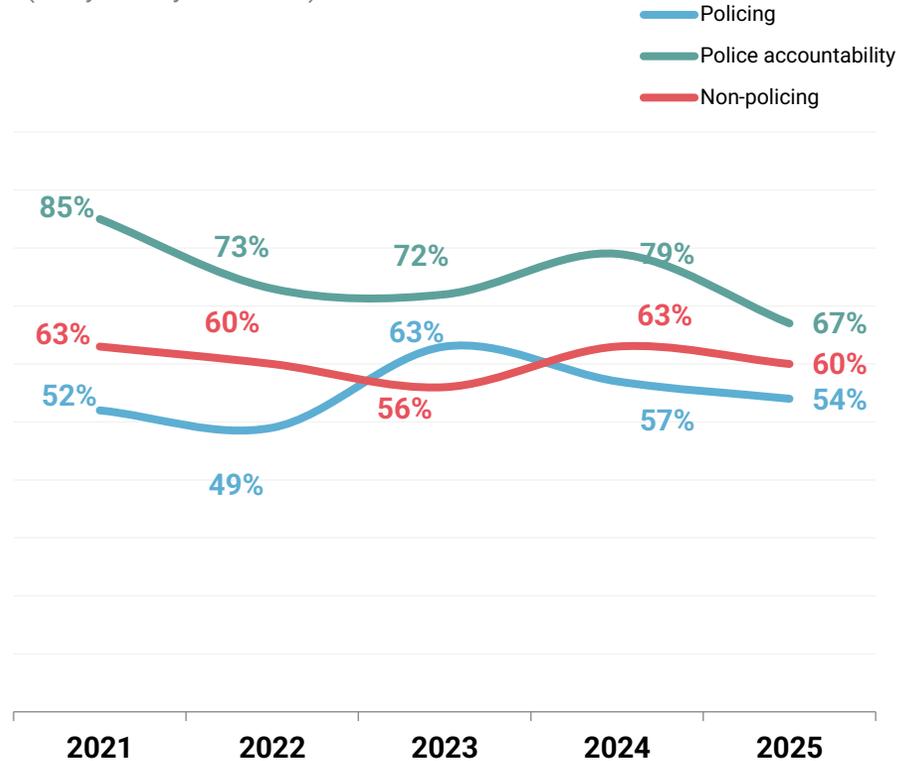
However, confidence that the IOPC does a good job has **remained steady** this year

Confidence that the IOPC does good job, over time

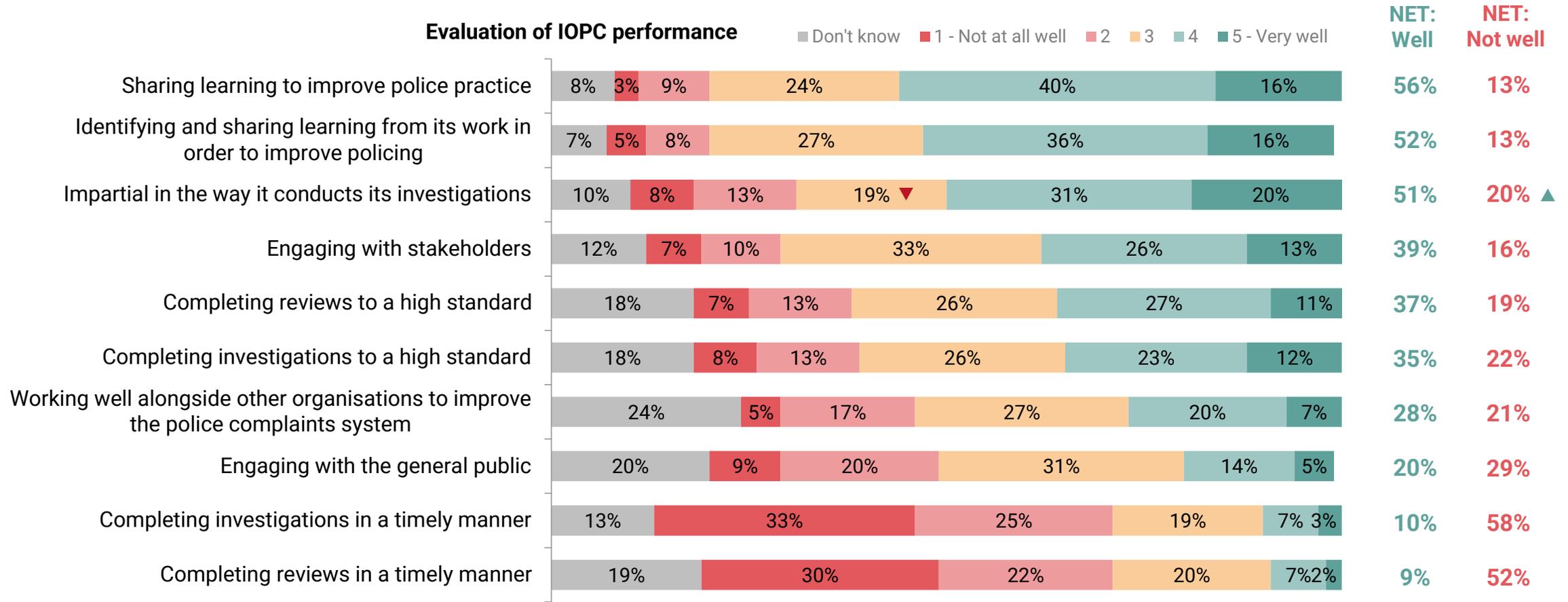


Confidence, over time by stakeholder group

('fairly' + 'very' confident)



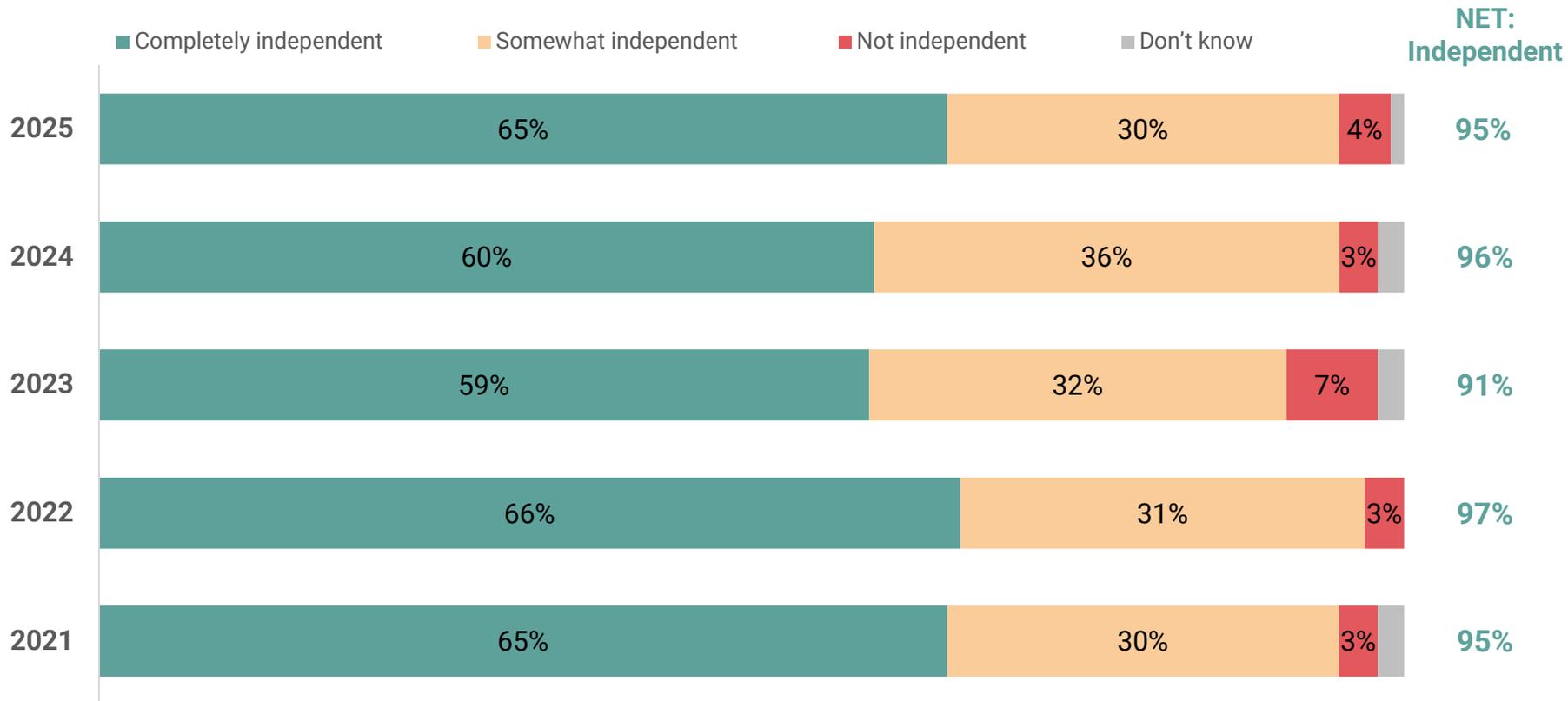
Specifically, stakeholders say the IOPC does well in **sharing learning to improve police practice**



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

The IOPC is viewed as **independent of the police** by most stakeholders

Perceived independence, over time



The IOPC is independent of the police
(NET: Completely independent + Somewhat independent)

- Policing**
2025: 98%
2024: 96%
- Non-policing**
2025: 84%
2024: 92%
- Police accountability**
2025: 97%
2024: 100%

However, **some concerns** regarding the IOPC’s independence persist among stakeholders

Is police presence a strength or weakness?

Though most stakeholders believe the IOPC is independent of the police, some expressed concern about the presence of former police professionals within the organisation. While police experience is acknowledged as a valuable perspective, there are concerns that persistent policing culture and personal ties could compromise true independence. There is recognition that the IOPC has taken steps to diversify its perspectives. However, to sustain public and stakeholder trust, it is essential for the IOPC to continue strengthening and clearly communicating its separation from the police.



There is still some ex-police staff in there, which one might expect because industry expertise, policing's a complex area. But the proportions I think have changed and they've got better at doing that.

- **Police accountability**

Do the public think the IOPC is independent?

Multiple stakeholders noted that their confidence in the IOPC’s independence stems from their professional roles and direct experience with the organisation. In contrast, they felt the general public is likely more sceptical about whether the IOPC operates independently. This trust gap is often seen as the result of limited public understanding and a lack of clear, visible communication about how the IOPC works and maintains its impartiality.

I have confidence that they are independent and they're not swayed by the stakeholders. Not the question you're asking but the public side of that, whether the public truly see them as independent, I think is another matter.

- **Policing**

Not independent from political pressure?

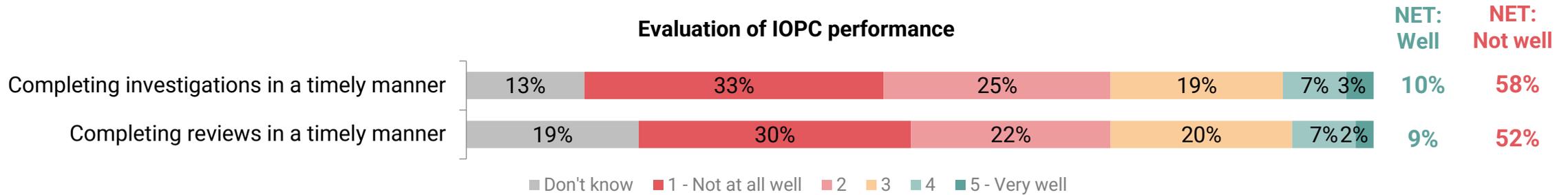
Beyond questions of operational and public independence, some stakeholders also raised questions about the IOPC’s independence from government and political pressure. While its impartiality in daily operations is recognised, several participants noted that statutory arrangements and government oversight can influence the IOPC’s remit and priorities, occasionally creating perceptions that its autonomy is subject to external direction.

The government mentioned in their manifesto that they might have an inquiry around Orgreave, which was the miners dispute, 30, 40 years ago. Now, if they bring that in, that's not totally independent is it? Because that's being led by government.

- **Policing**

Timeliness continues to be the primary source of concern for stakeholders regarding the IOPC’s performance

Evaluation of IOPC performance



Timescales have a big impact in terms of how effective they [the IOPC] are.
- **Police accountability**

I think we have big issues around timeliness, which has a huge impact on officers' welfare and wellbeing, and sometimes it can feel that we are probably working against each other when actually we probably both want the same thing.
- **Policing**

Aim to cut down the timings that they use for investigating. We know that with officers, it causes them a massive, sort of, bee in their bonnet, because nobody likes to be under investigation for 18 months or 2 or 3 years
- **Non-policing**

Timeliness remains the most significant area of concern in stakeholder assessments of the IOPC’s performance, with **policing** stakeholders expressing the **strongest criticism**. Quantitatively, **police** stakeholders are significantly more likely than those from police accountability or non-policing groups to say the IOPC is **not performing well at completing reviews in a timely manner** (62% vs 36% and 35%).

This pattern was mirrored in the qualitative interviews, where police stakeholders described the negative impact of delays on officer welfare, case outcomes, and overall trust in the IOPC. Prolonged investigations were seen as diminishing the value of recommendations and exacerbating stress for those under investigation, reinforcing the need for continued focus on improving timeliness.

... and the IOPC is therefore commonly described by stakeholders as **slow**. However, **independent** and **professional** are other common characterisations of the organisation



The top three descriptions of the IOPC of **slow** (51%), **independent** (36%) and **professional** (26%) are the same top three words or phrases stakeholders most associated the IOPC with in 2024.

Compared to 2024, there's has been a statistically significant rise in the number of stakeholders who would describe the IOPC as **biased** (13% vs 5% in 2024). This rise is driven by a significant rise in police stakeholders who would describe the IOPC as biased. Versus 2024, police stakeholders are significantly **less likely** to describe the IOPC as **bureaucratic** (21% vs 32% in 2024).



The complexity of police conduct investigations means they can't always be quick, but there's definitely a need to find a balance between thoroughness and timeliness.

- **Non-policing**

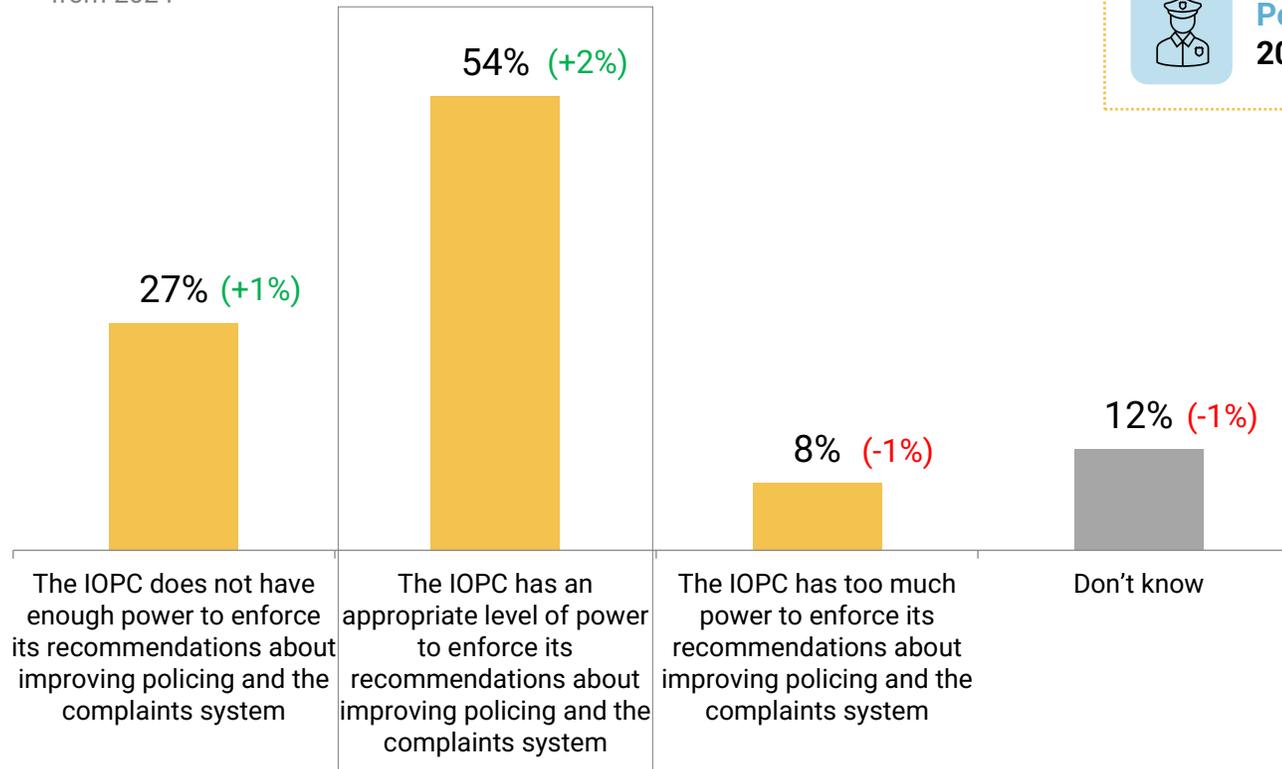
Responsibility

IOPC – Stakeholder Research 2025

Over one in two of stakeholders say the IOPC has an **appropriate level of power to enforce its recommendations**, with policing stakeholders the most likely group to say so

(+/-%) increase or decrease from 2024

Perceptions of the IOPC's powers



The IOPC has an appropriate level of power to enforce its recommendations



Policing
2025: 69% ▲



Non-policing
2025: 19% ▼



Police accountability
2025: 41%

Concerns about whether the IOPC has enough authority to enforce its recommendations are commonly voiced, especially among police accountability and non-policing stakeholders, who highlight that final decisions often lie with individual forces and external bodies. In contrast, policing stakeholders generally view the IOPC's current powers as sufficient and are more cautious about granting greater authority.

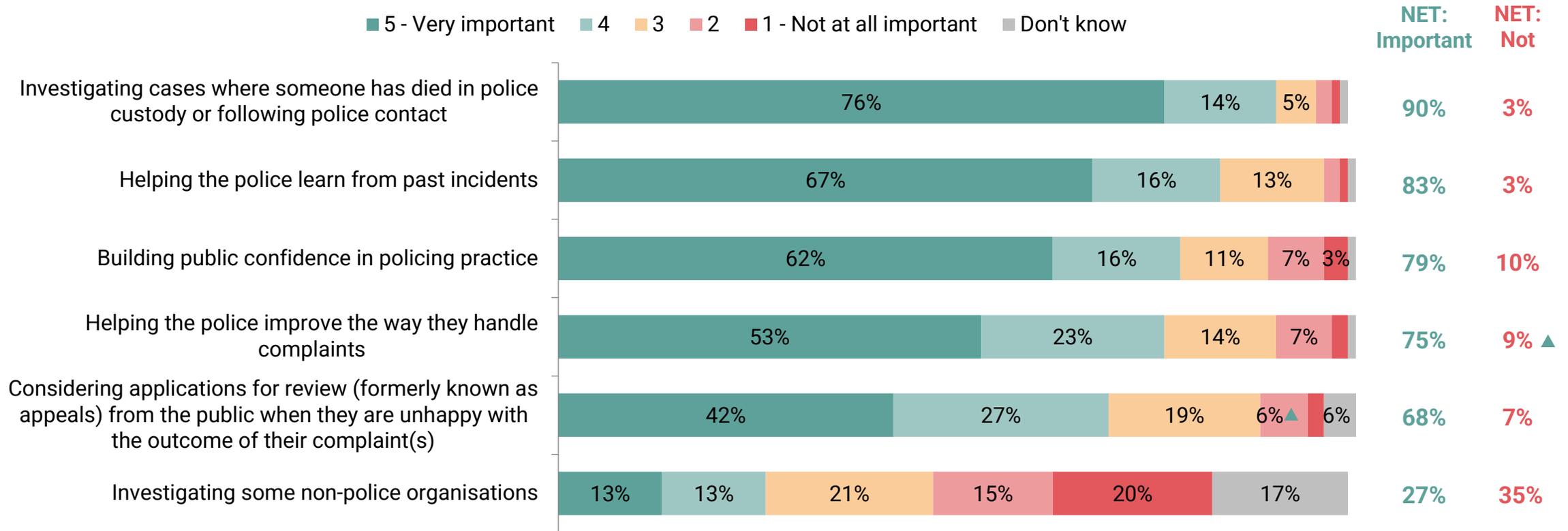


If the IOPC had a power to compel senior leaders to do that, then things will get done a lot better. But they've got no power. So, they're almost like a toothless tiger.
- Non-policing

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

Investigating deaths in custody or after police contact remains the aspect of the IOPC's role that stakeholders consider most important

Importance of IOPC roles



▲ Indicates significant difference between waves at 95% confidence level

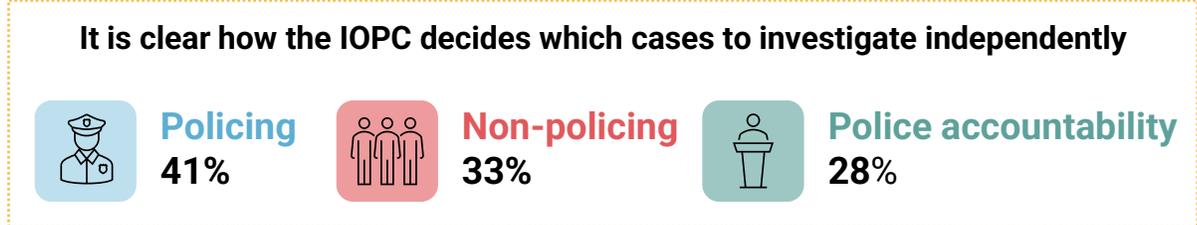
This year’s wave introduced questions surrounding IOPC investigations. Around two in five stakeholders say the **criteria used by the IOPC are fair**, however, there is concern surrounding how **transparent** the criteria is

To what extent do you agree or disagree with each of the following statements?



Qualitative discussions highlight that a lack of clarity is seen as an issue for the **public**, but most stakeholders themselves say they have a **clear understanding** of the investigation criteria

While the IOPC’s investigation criteria are **clear** to the majority of stakeholders, case selection may appear inconsistent or unclear to the wider public. Many feel this perception is worsened by cases appearing to be **driven by public interest or media attention** rather than by transparent guidelines. There is strong agreement that **clearer communication** and explanation of the selection process would help improve trust and understanding.



“ There’s some real or perceived inconsistency over what they choose to investigate. So, it would probably benefit from a little bit more proactive transparency about what the investigation criteria are.
- **Police accountability** ”

“ It’s clear to me. I’m not sure how clear it is to the public. You know, I think the whole, kind of, context of police complaints is so convoluted that it’s quite hard to decipher unless you’ve got a baseline knowledge.
- **Police accountability** ”

“ I think it's written down that it's quite clear. But there is political influence over what will be investigated. It's a bit like, if there's a significant public interest in it, then it will get investigated.
- **Policing** ”

“ Some cases are very clear. There's a, kind of, requirement. But it's less clear why, for example, they take up some high-profile incidents rather than others
- **Non-policing** ”

“ I think it's clear. I don't think it's clear to the public
- **Police accountability** ”

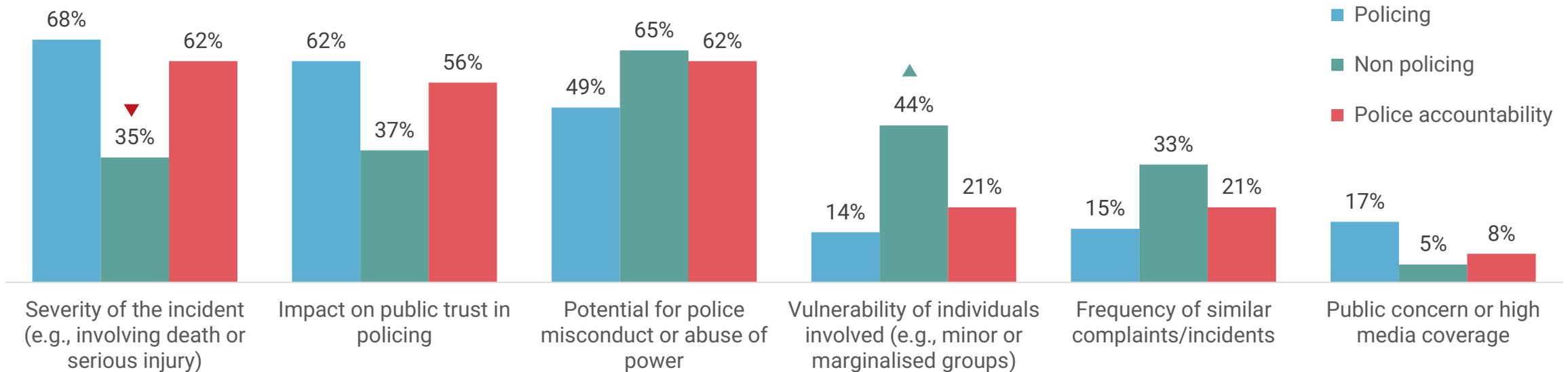
Three in five stakeholders believe the **severity of the incident** to be among the top three most important factors in the IOPC’s decision to investigate an incident or complaint

Which of the following factors do you believe are most important when the IOPC decides whether to investigate an incident or complaint made against the police? (Rank Top 3 – all stakeholders)



Police and police accountability stakeholders are significantly more likely to prioritise the **severity** of the incident as an important factor for investigation; non-policing stakeholders prioritise the **vulnerability** of individuals involved

Which of the following factors do you believe are most important when the IOPC decides whether to investigate an incident or complaint made against the police? (Rank Top 3 – by stakeholder group)



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

Impact

IOPC – Stakeholder Research 2025

Scorecard: IOPC effectiveness

		All	Policing	Non-policing	Police accountability
Ensuring the police are accountable for their actions	NET: Effective	48%	53%	37%	44%
	NET: Not effective	18%	14%	30%	18%
Ensuring the police service learns from complaints	NET: Effective	42%	48%	30%	33%
	NET: Not effective	21%	20%	30%	18%
Raising standards in police forces to ensure that mistakes are not repeated	NET: Effective	36%	39%	28%	33%
	NET: Not effective	21%	20%	28%	18%
Improving the way the police deals with complaints	NET: Effective	33%	32%	30%	36%
	NET: Not effective	23%	21%	28%	23%
Maintaining and improving confidence in the police complaints system	NET: Effective	31%	31%	23%	38%
	NET: Not effective	29%	32%	23%	26%
Improving public confidence in policing	NET: Effective	30%	30%	26%	33%
	NET: Not effective	34%	35%	35%	31%

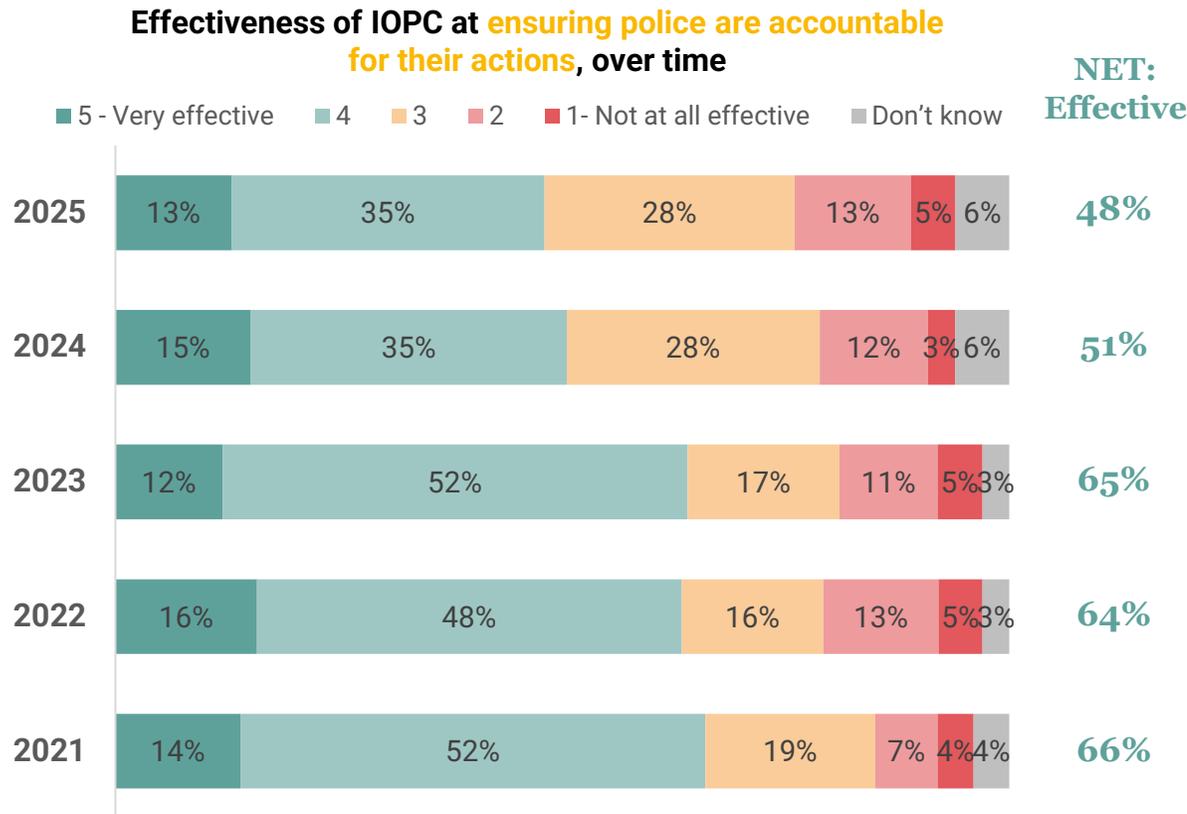
This section explores stakeholder perceptions of the IOPC’s effectiveness in key areas.

According to around one in two (48%) stakeholders, the IOPC is effective at ensuring the police are accountable for their actions, remaining the IOPC’s strongest area of effectiveness.

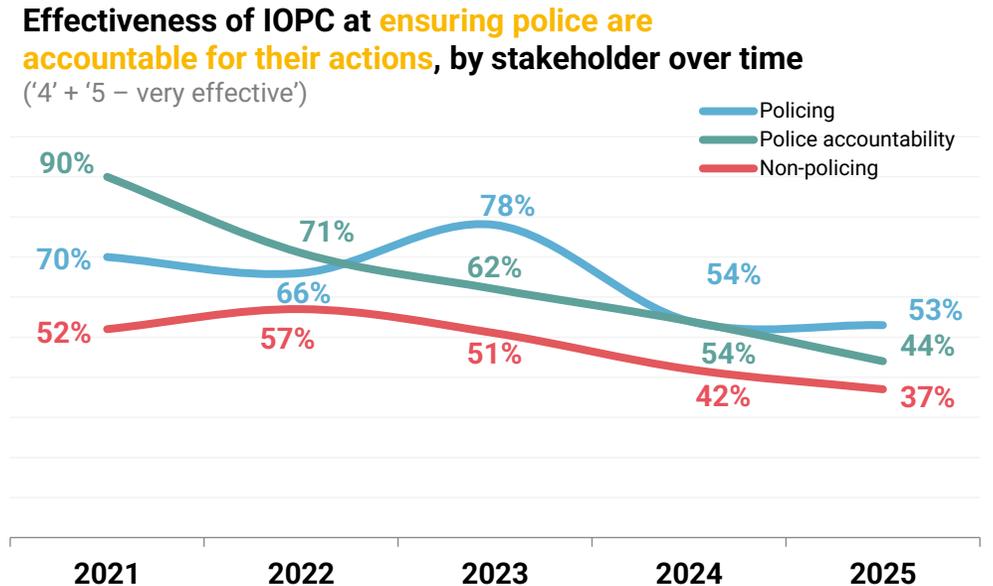
A third (34%) of stakeholders say the IOPC is not effective at improving public confidence in the police. However, significantly more police accountability stakeholders believe the IOPC is effective in this area than in 2024.

The 2024 wave observed significant drops in perceived effectiveness across all tested areas, with stakeholders more likely to choose a mid-point neutral score. This year, perceptions have stayed steady, with effectiveness scores remaining similar across all six metrics.

Ensuring the **police are accountable for their actions** remains the IOPC's **strongest** area of effectiveness according to stakeholders

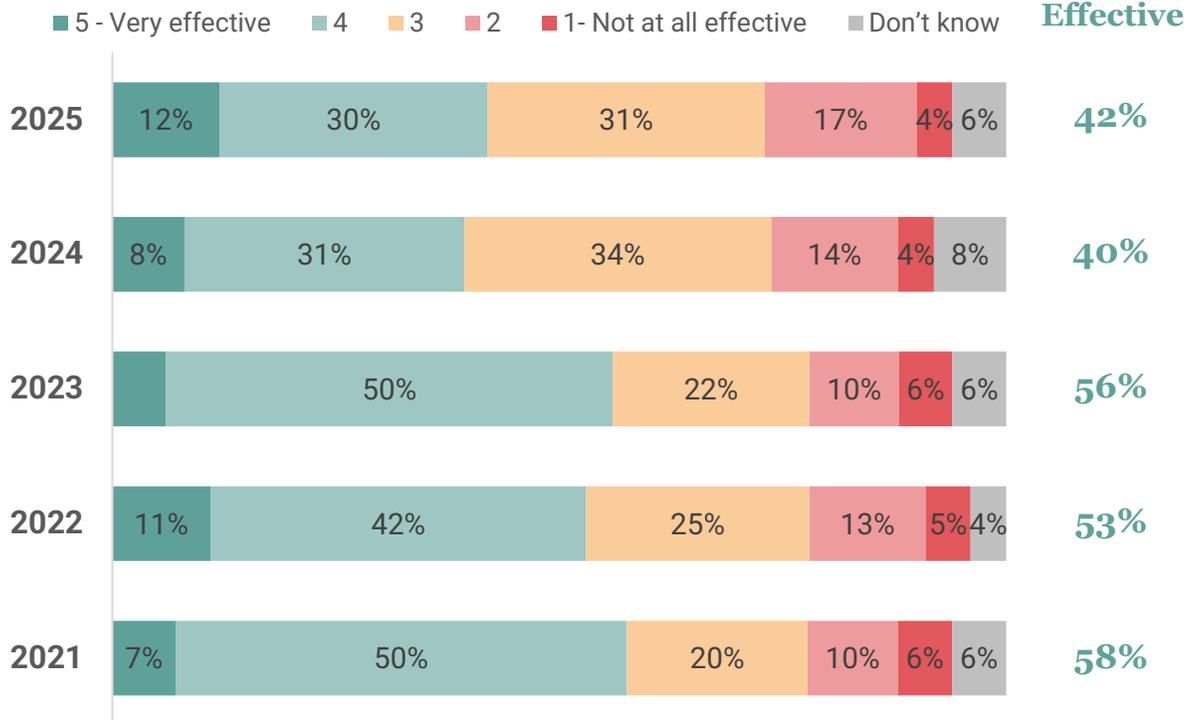


When evaluating the powers of the IOPC, some stakeholders suggest that making IOPC's recommendations to police forces **mandatory** may raise their effectiveness at ensuring the police are accountable for their actions.



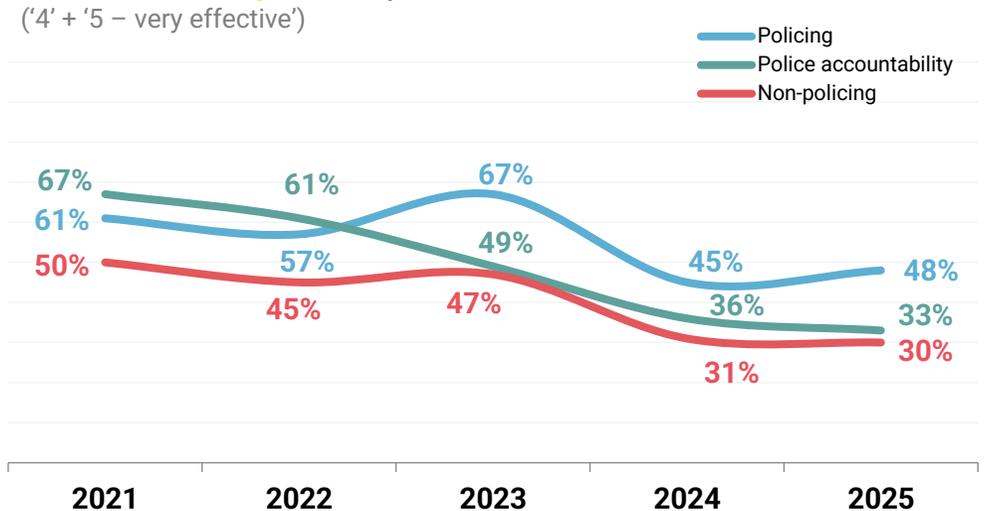
This is closely followed by **ensuring the police service learns from complaints**, which is perceived by stakeholders as akin to accountability

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



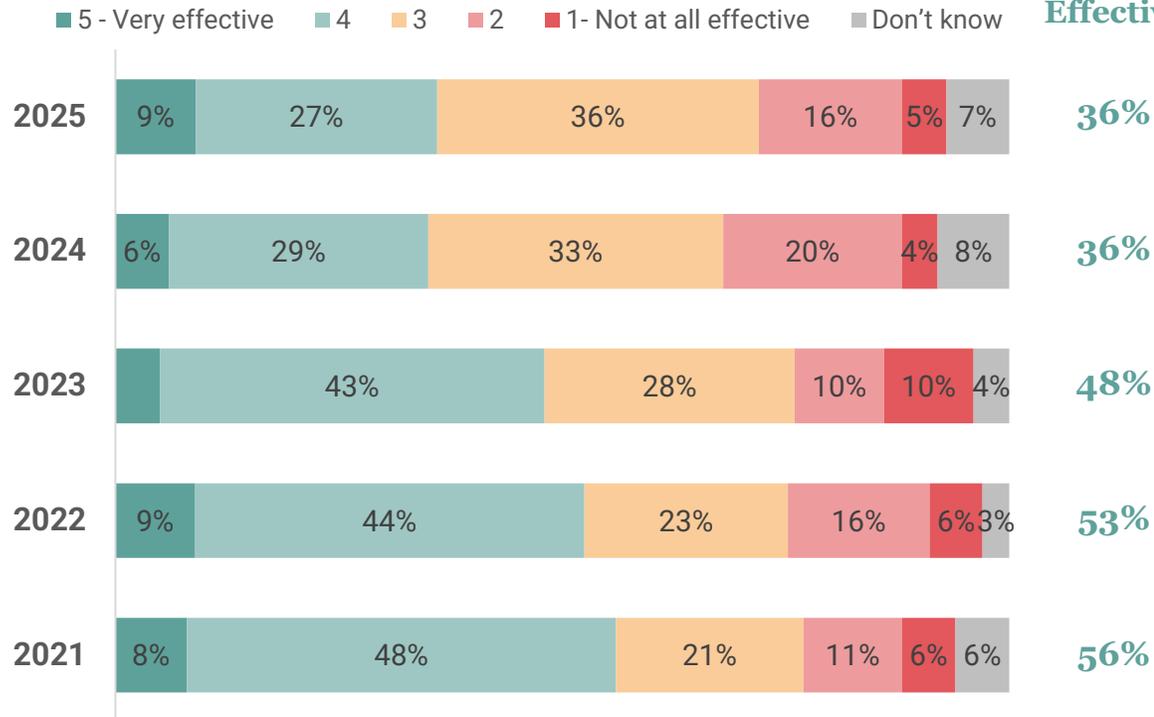
Alongside recommendations being **mandatory**, a number of non-policing and police accountability stakeholders indicate the IOPC should take a **more active role** in ensuring its recommendations are adopted. Setting specific **deadlines**, regularly **monitoring** progress, and publicly **reporting** on implementation are all mentioned as key to ensuring the police service learns from complaints.

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



Compared to ensuring the police are accountable and learning from complaints, there is **less confidence** that the IOPC is **raising standards** within forces

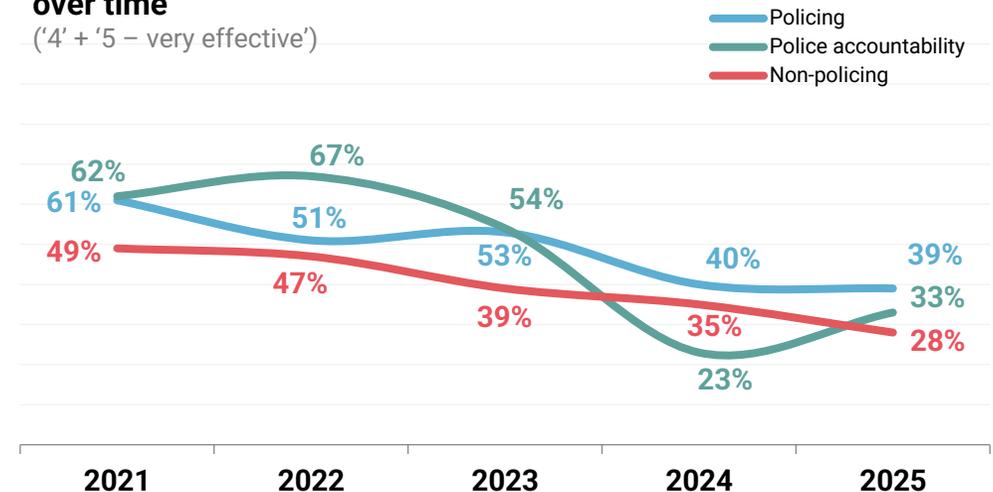
Effectiveness of IOPC at raising standards in forces to ensure that mistakes are not repeated, over time



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

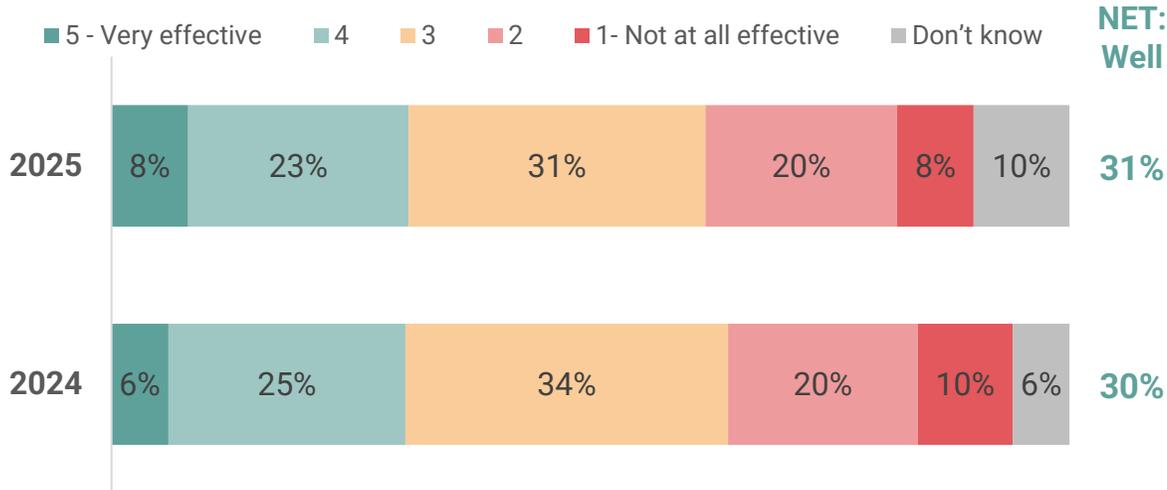
However, some stakeholders believe that organisational issues with **timeliness** mean the IOPC's recommendations lose relevance by the time they are handed down, limiting the police service's ability to ensure the same mistakes are not repeated.

Effectiveness of IOPC at raising standards in forces to ensure that mistakes are not repeated, by stakeholder over time
(‘4’ + ‘5 – very effective’)



The effectiveness of the IOPC in maintaining and improving **confidence in the police complaints system** has remained steady in the second year of assessment

Effectiveness of IOPC at **maintaining and improving confidence in the police complaints system, over time**



NET: Effective, by stakeholder over time
(‘4’ + ‘5 – very effective’)



Policing
2025: 31%
2024: 31%



Non-policing
2025: 23%
2024: 35%



Police accountability
2025: 38%
2024: 21%

Stakeholders are not convinced that the IOPC is effective at improving public confidence in the police complaints system, however, many recognise **success in this area is challenging**. There is a perception that most members of the public do not understand the IOPC’s role, and those who do know of the IOPC will likely have heard of the organisation because of **high-profile, contentious investigations**, which carry negative connotations.

Despite these barriers, the IOPC’s **independence** from internal police processes is valued as an important foundation for trust, alongside its **transparency** and **national guidance**, which stakeholders believe should be prioritised to strengthen confidence. However, issues such as **delays in investigations** risk undermining these positive aspects, and addressing **timeliness** is seen as essential for greater impact on public confidence.



I think it does help with that [improving confidence in the police complaints system], because it's important to be able to say, 'Someone independent needs to have a look at this,' or 'we can refer this into somebody who's independent' to get confidence either in decision-making or outcome. Someone who's not within our service to make that decision, I think is helpful.
- Policing

Perception of IOPC communications and engagement

IOPC – Stakeholder Research 2025

Scorecard: IOPC communications and engagement

		All	Policing	Police accountability	Non-policing
Proactive in engaging with you	NET: Agree	56%	53%	67%	53%
	NET: Disagree	23%	26%	13%	23%
Values its relationship with you	NET: Agree	48%	45%	59%	47%
	NET: Disagree	21%	29%	5%	14%
Engages with you in a timely manner	NET: Agree	40%	36%	56%	40%
	NET: Disagree	31%	39%	5%	28%
Proactive in engaging with public	NET: Agree	28%	29%	26%	26%
	NET: Disagree	24%	21%	21%	35%
Provides enough information to reassure and inform communities and stakeholders during serious incidents	NET: Agree	23%	25%	23%	19%
	NET: Disagree	39%	40%	26%	47%
Media presence and media handling is effective	NET: Agree	16%	15%	23%	12%
	NET: Disagree	41%	47%	28%	37%

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

Over one in two (56%) stakeholders agree the IOPC is proactive in engaging with them, becoming the IOPC’s strongest area of effectiveness this year.

Though the number of stakeholders who agree the IOPC values its relationship with them has fallen, this decrease falls within the margin of error, and it remains a perceived area of strength for the IOPC.

Comparatively, the IOPC’s engagement with the public and through media sources is seen as an area of weakness.

Over one in two stakeholders agree the IOPC is **proactive in engaging with them**

In qualitative interviews, stakeholders described the IOPC as **proactive** in its engagement, noting **regular communication**, valuable participation in sector meetings, and **openness** to feedback. Efforts to address misconceptions and foster meaningful dialogue were recognised across stakeholder groups, with no clear differences in perception. Overall, stakeholders value the IOPC’s approach to interaction and collaborative working.



They're really proactive. We go to a lot of sector meetings and the insights that they provide at them are really useful and they're really obliging to work with.

- **Police accountability**



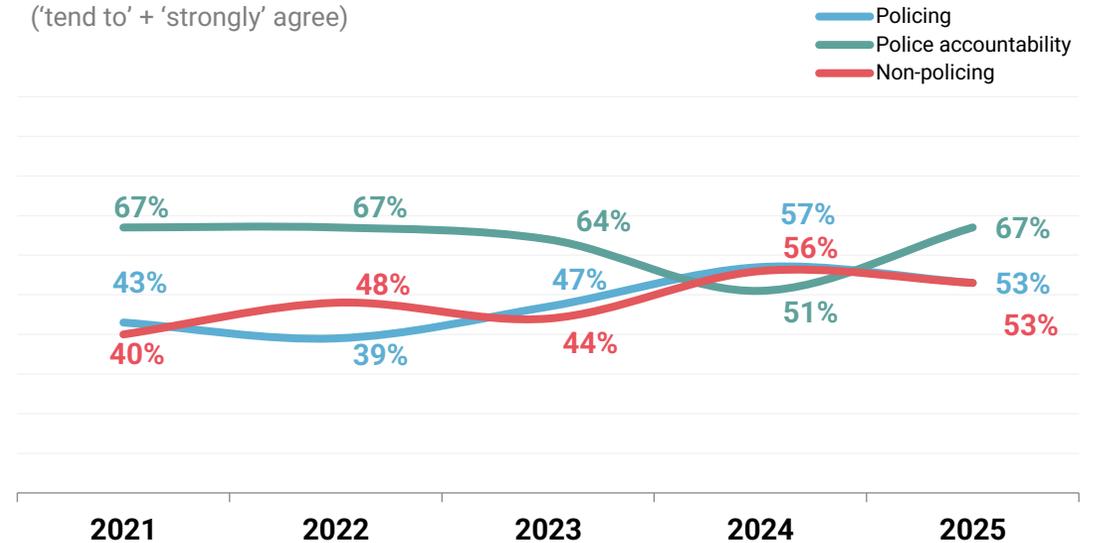
I think they're proactively engaging stakeholders more. I think they're telling people that they're not a bunch of ex-coppers a lot more often. Which again, is one of those perceptions that can really harm their reputation.

- **Police accountability**

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

2021	2022	2023	2024	2025
45%	48%	49%	56%	56%

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



Valuing its relationship with stakeholders remains an area of strength for the IOPC

29% of policing stakeholders say they **disagree** that the IOPC values its relationship with them. This is significantly higher than police accountability stakeholders (5%).

However, in qualitative interviews, there were no noticeable differences reported between stakeholder groups regarding feeling valued in the relationship. **Most** stakeholders describe the working relationship as **positive**, often highlighting recent improvements in regular communication, openness, and collaboration.



We work together on several work strands, they've done awareness raising and so on with us for free, which is great."

- **Police accountability**



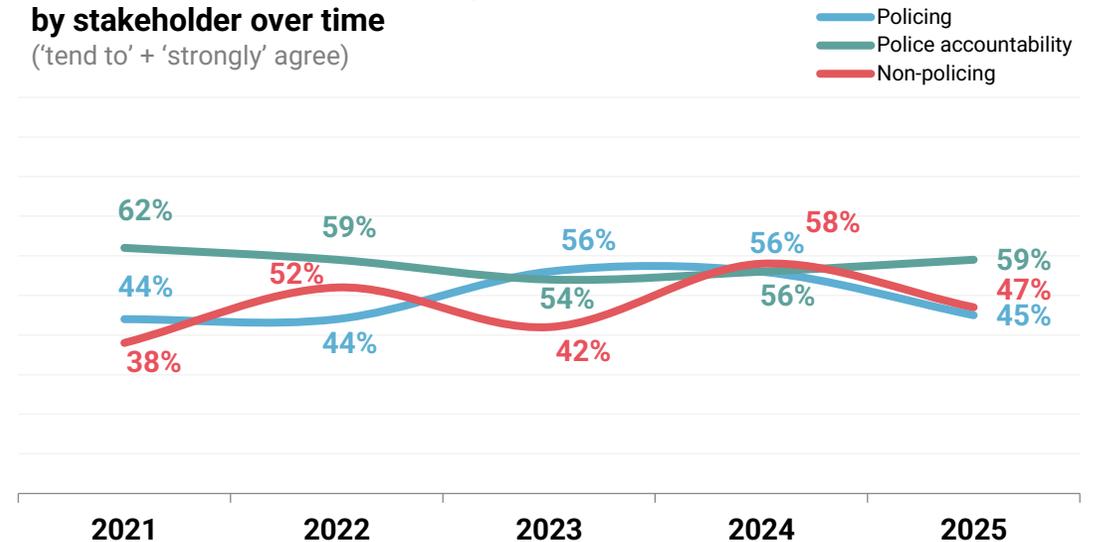
The working relationship we have is very beneficial, because they're quite willing to consult on difficult cases, or complex individuals, but that's just healthy.

- **Policing**

The IOPC values its relationship with you
(‘tend to’ + ‘strongly’ agree)

2021	2022	2023	2024	2025
44%	50%	50%	57%	48% (-9%)

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





Across stakeholder groups, there is clear satisfaction with **current engagement** with the IOPC



I know they have representatives that go to different forums and present very interesting and comprehensive presentations to say, 'This is the history of the IOPC, this is what we stand for, these are our goals and these are the outcomes we're having.' And just having those roadshows around I think really helps because I'm a great believer in the personal touch, that if you get out of your office and really go to those forums and have those conversations there's so much learning from it and it builds so much more confidence. I really think that that's a really good way forward, just so people know that the IOPC exists and they're willing to improve.

- **Non-policing**



So, when you contact individuals within the IOPC, try to have meetings with them and so on, they do tend to respond and be willing to do so. They are quite good at putting forward individuals to participate in conferences and to give presentations. They have quite a good stakeholder engagement structure.

- **Policing**



I have quarterly one-to-one, face-to-face meetings with the regional engagement director. Previously, it was the regional operations manager. [...] Over the last 2 years when I've been doing this role, that has been very positive, that's been very good, it's been very consistent.

- **Policing**



They definitely have engaged much better with me as a key stakeholder over the last 2 years. So, that is hugely positive and that needs to continue. The fact that I see someone every 3 months and sit down face-to-face is brilliant.

- **Policing**



They have an external reference group which I have sat on on occasions which I value. They put out regular bulletins which are good. They are transparent in their media communications and I would speak very highly of, which I would want to feed through in a report because it's important these people know that they're hitting the spot.

- **Police accountability**

However, the IOPC's engagement with the general public is viewed less favourably by stakeholders

Stakeholders across all groups consistently view the IOPC as lacking proactivity in public engagement. Most see its approach as limited to publishing reports, with communication often perceived as **bureaucratic** and failing to reach general audiences. There is a perception that most members of the **public don't understand** the IOPC's role. As a result, public awareness remains low and there is a clear need for more **regular, accessible, and targeted** engagement..



Engaging with the general public. It's not intentional, but I don't think the IOPC are great at that. It's not because they haven't tried, it's just that a lot of people won't even still know what the IOPC is.
- **Policing**

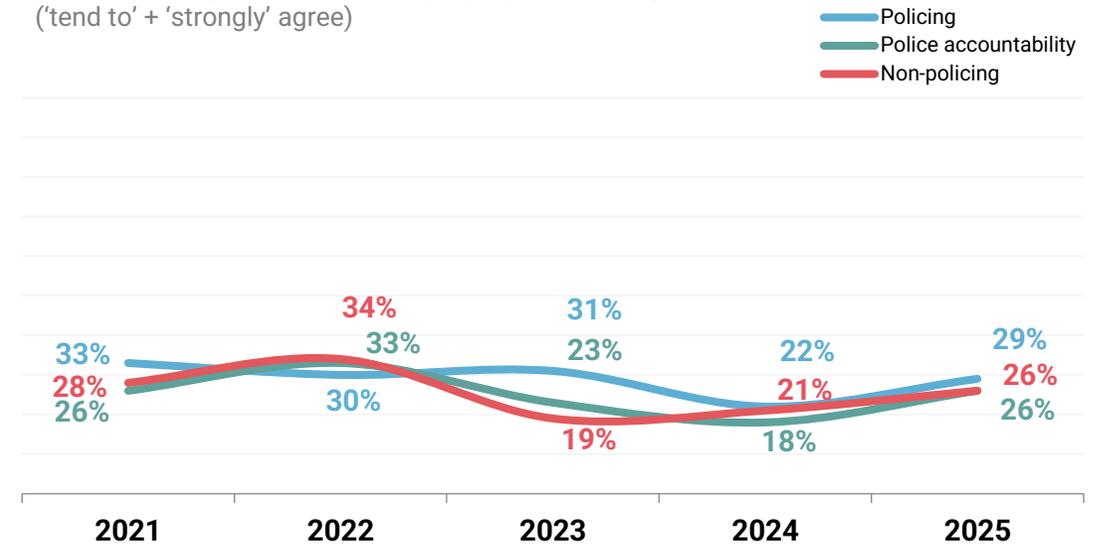


Well, I suppose other than publishing reports I don't know what else they do to engage with the public so, yes, that's probably all I can say around that.
- **Police accountability**

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

2021	2022	2023	2024	2025
30%	32%	25%	21%	28% (+7%)

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



The IOPC’s presence within **traditional** and **social media** is seen as particularly ineffective

Stakeholders note that the IOPC’s current media strategy offers **limited reach**, particularly on social platforms. There is widespread feedback that the IOPC has **little visibility** on social media, with information rarely reaching audiences beyond traditional press or specialist groups. This lack of presence is especially highlighted as a barrier to engaging younger generations, with several stakeholders advocating for a stronger, more dynamic approach to social media to match changing communication preferences.



I've never seen anything on my social media around the IOPC, and considering that I google IOPC reports, not all members of the public do that and yet my algorithm is still not showing me stuff from the IOPC, so perhaps social media is something that could be improved upon.

- **Police accountability**

If you think the target audiences are the younger generations, they're pretty much predominantly on social media and they're not necessarily going to get more traditional media broadcasts, so we do have to kind of think in that space if we want to be effective.

- **Policing**

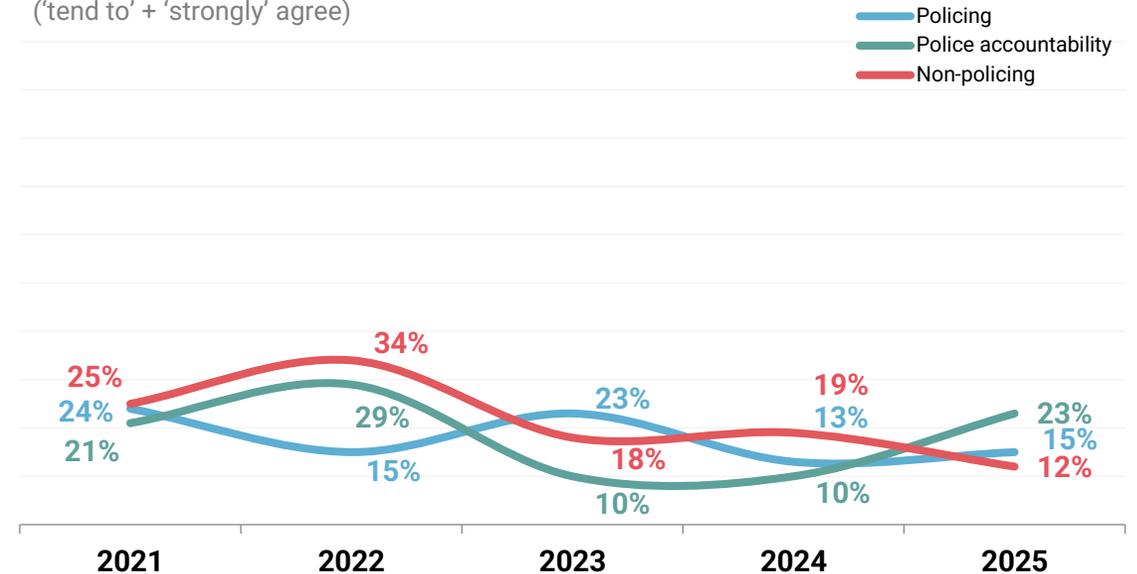
The IOPC’s media presence and media handling is effective

(‘tend to’ + ‘strongly’ agree)

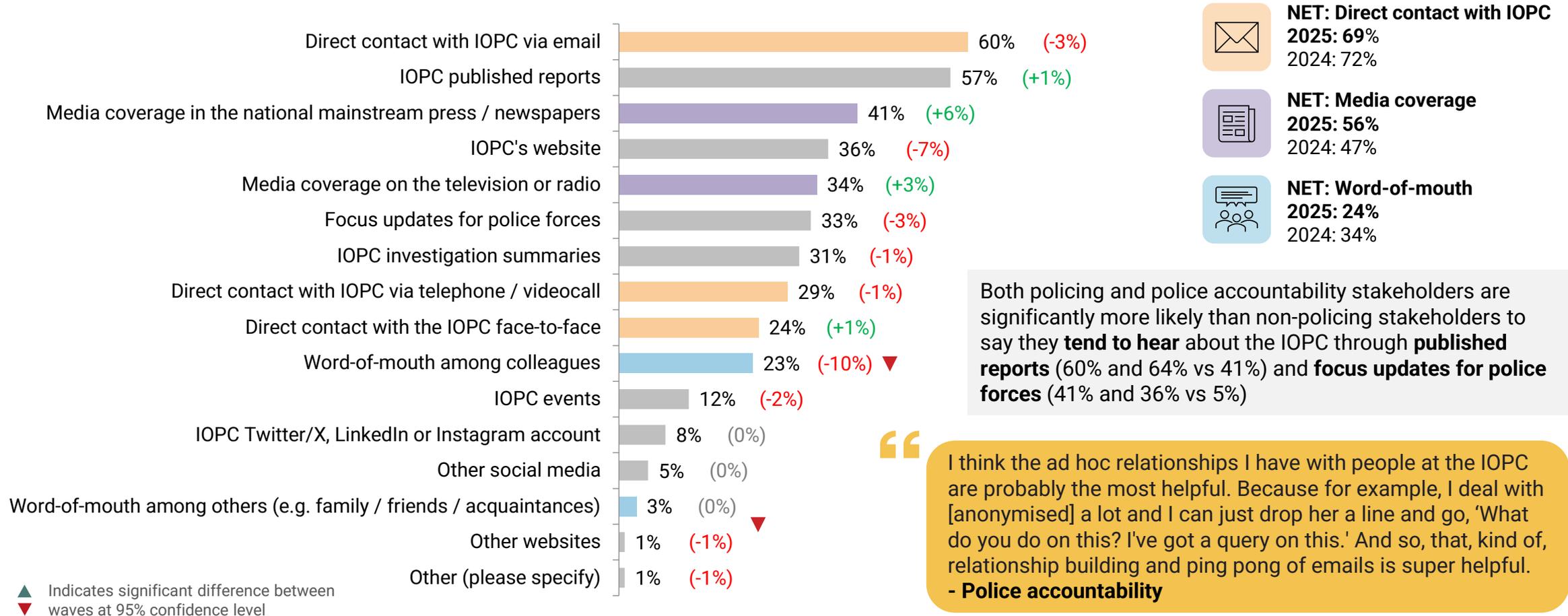
	2021	2022	2023	2024	2025
	24%	25%	18%	14%	16% (+2%)

The IOPC’s media presence and media handling is effective

(‘tend to’ + ‘strongly’ agree)



More than two in three stakeholders say they tend to hear about the IOPC through a form of **direct contact** with the IOPC



IOPC's future priorities and challenges

IOPC – Stakeholder Research 2025

Unpromoted, stakeholders say **timeliness** should be a top priority of the IOPC’s leadership

Stakeholder responses were in four broad thematic categories. For each category, the three most common sub-themes are highlighted, making it easier to identify key patterns in the feedback.

NET: Timeliness (56%)

- Timeliness of investigations (32%)
- Timeliness (20%)
- Timeliness of reviews (10%)

“Working with forces to investigate officers and staff in a more timely manner as the wait is not acceptable”

Open end response, Police

NET: Quality, Fairness & Integrity (34%)

- Quality of investigations (15%)
- Fairness of investigations (10%)
- Improved complaints process (8%)

“Improve quality, integrity and impartiality of investigators. Need better qualified and objective people”

Open end response, Non-policing

NET: Engagement and Communication (33%)

- More engagement with public/police/stakeholders (27%)
- Raising public awareness (6%)
- Supporting police officers (3%)

“Ensuring open transparent communication and regular updates to all involved in investigations”

Open end response, Police

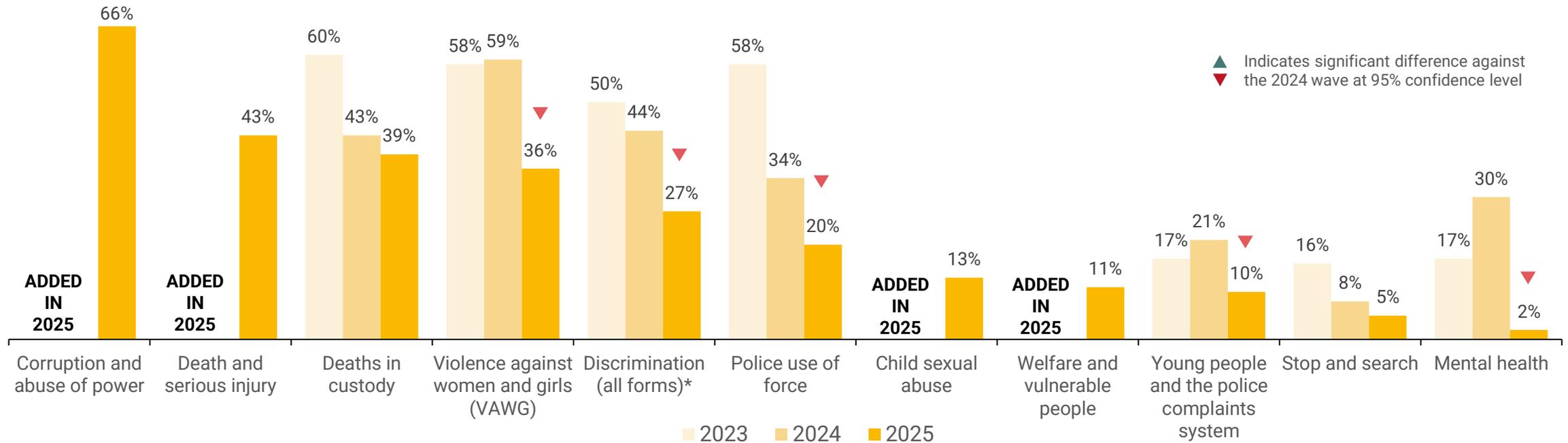
NET: Trust and Confidence (20%)

- Building confidence (11%)
- Independence (7%)
- Building trust (4%)

“Due regard to public trust and confidence, better explanation of their decisions and recommendations, helping to hold Chief Constables to account”

Open end response, Police accountability

Two thirds of stakeholders say **corruption and abuse of power** should be a priority area for the IOPC



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