

Add Leveson – Suffolk

*(1) Who you are and a brief summary of your career history.*

I am Anne Campbell, currently Head of Corporate Communications for Norfolk and Suffolk Constabularies. A National Council for the Training of Journalists (NCTJ) qualified journalist, I spent ten years in regional newspapers before moving on to work in the field of public relations and corporate communications. I hold a Masters degree in mass communications from the University of Leicester.

After leaving Thomson Regional Newspapers in 1989, I joined Cambridgeshire Constabulary as their Press and Public Relations Officer, leaving in 1993 to become the Corporate Media Relations Officer for Nuclear Electric Ltd at their central London office.

A few months later, the government announced the privatisation of the company, along with its sister company, Scottish Nuclear. British Energy plc (BE) was the new entity and I became BE's media relations manager and then media and public affairs manager based in London but working regularly at the company's Edinburgh headquarters and at our office in Brussels.

After taking voluntary severance in 2000, I joined a leading East Anglian marketing communications agency, Ware Anthony Rust (WAR), of Cambridge, as their head of PR. I left WAR to establish a management and communications consultancy business with my partner, known as Campbell Gunn Associates.

In 2007 I joined Norfolk Constabulary as Director, Communications and Public Affairs and, during a process to downsize and join together the support functions of Norfolk and Suffolk Constabularies. I took the role in May 2011 of Head of Corporate Communications for both Forces.

*(2) Please describe the role and remit of the press office within Suffolk Constabulary.*

The role of Suffolk Constabulary's news team is to handle enquiries from the media about the activities of the Constabulary and the Police Authority and proactively publish information that will be of interest to the public and a range of stakeholders, including staff, the business community and local authority partners.

*(3) Please describe your role and responsibilities within the press office. To whom do you report?*

As the head of function, I am responsible for the output of the news team and all aspects of the way in which media management is conducted, including the policies, protocols, guidance and systems and processes that are used. The Suffolk news team work alongside Digital Media colleagues who publish their output on the Force's web platforms. My line manager is the Deputy Chief Constable of Suffolk but I report in practice to the Deputy Chief Constables of both Constabularies.

*(4) Describe the culture of relations between the press office on the one hand and other Suffolk Constabulary staff/officers on the other. Do you consider that there is a relationship of trust and confidence? What changes, if any, would you wish to make to the working relationship and why?*

Suffolk Constabulary's press office is well-established within the Force as the main point of contact for the media and is well used by officers and police staff as the conduit to reach the public via media channels. The culture within the Constabulary is one of encouragement of officers and staff to proactively use the news media to inform the public what they are dealing with, to enlist the help of the public in catching criminals and also as a means to deliver advice and guidance on a range of public safety issues. The news team work hard to engender the trust and confidence of officers and staff in publishing news and information that assists their work and, similarly, work hard to develop the trust and confidence of journalists using their services. I have recently introduced changes in the way media contacts are recorded and tracked by installing a software system and there is now work in progress to ensure that everyone within the Constabulary is aware of the importance of keeping records of contact, not just within the news team but everyone who has any contact. This system, Spotlight, has been working successfully in Norfolk for a number of years.

*(5) Does the press office have a gatekeeper function for controlling the flow of information to the media?*

The news team is the single point of contact for inquiries from the media within office hours (outside of these hours, the Force Operations Room is contacted for updates). Usually this is two corporate news officers who answer inquiries and publish news releases relating to significant crimes, campaigns or initiatives that are newsworthy and timely. They exercise a news editing role, in conjunction with the corporate news manager, and concentrate on the most significant issues which, on a day to day basis, tend to suggest themselves. Rather than 'control the flow of information to the media', I would say they edit the flow of information to the media.

*(6) Does the press office have a gatekeeper function for controlling access to Suffolk Constabulary personnel?*

The news team facilitates contact by journalists with officers and police staff as appropriate. It is acknowledged in Suffolk that healthy and professional relationships between the Police and media require contact at a number of levels. If a PCSO has led on a neighbourhood initiative and has the confidence to explain that to local journalists then they would be supported in doing that. Similarly, it is important that the public understand the objectives of the Chief Constable and his senior team, along with the challenges that they face. In this respect, it is entirely appropriate for the Chief to have regular contact with key journalists to assist the visibility of his message to the public. Sometimes, the choice of appropriate officer is dependent on

the crime, eg, the designated senior investigating officer has an important media role in reassuring the public about police activities to catch offenders. However, some officers and staff are naturally good communicators and would be selected to be spokespeople for their ability to clearly put across police information. I would describe this as a professional approach to ensuring access to the appropriate person as opposed to being a gatekeeper which may have a negative connotation.

*(7) What is your impression of the culture within Suffolk Constabulary in relation to its dealings with the media (the media in all its forms)?*

My impression is that Suffolk Constabulary is keen to have a healthy relationship with the media and acknowledges that it is important to foster relationships with journalists and editors that are based on trust, openness and honesty. This is evidenced by the Chief Constable's desire for regular proactive features in local newspapers and on local radio, in particular BBC Radio Suffolk. Only recently, we went through a selection process to find a police officer who could use the medium of radio to its best effect and come across as a credible spokesperson reflecting the values of the Constabulary.

*(8) Describe your impression of the culture of dealings between the press office and the media (the media in all its forms)? Do you consider the relationship between the press office and the media to be a successful one? What changes, if any, do you consider should be made to the relationship?*

I do consider the relationship between the press office and the media to, overall, be a successful one. The team work hard to meet requests and where they are unable to supply information, then explain why they cannot. The media appear to be very satisfied with the level of service they receive by the communications' team. If they were not satisfied, that would escalate to me to intervene and that happens rarely. The only changes I would like to see in the relationship is an understanding that the media should first contact either myself or a corporate communications manager if they want to raise issues with our service, rather than go direct to a senior officer as has happened. This undermines the team and is unhelpful when you are trying to build strong relationships.

*(9) Set out your understanding of the type of contact which press office staff have with the local and national media covering nature, extent, frequency and (in general terms) topics / content.*

By far, the most regular contact news team staff have with the media is with the local print and broadcast media. There are a number of regional newspapers published across the county but the most demands for service emanate from the East Anglian Daily Times and Ipswich Star, both titles from the Archant group. BBC Radio Suffolk and, Heart FM and the Tindall-owned commercial stations are also daily callers. Less frequent but still regular are contacts from local news agencies (stringers, ie, journalists working to feed the national news media in all its forms) and, if a local

issue has national appeal, then national newspaper journalists contact us but this is, by comparison, infrequently. The local media are interested in local crimes, information campaigns, Police Authority decisions (particularly around the budget and priority setting), changes to policing structure, police 'people' stories, ie, fundraising officers, promotions etc.

*(10) Are contacts with the media restricted to certain staff or are all personnel within Suffolk Constabulary able to deal with the media?*

Guidance exists to help personnel understand how the Constabulary expects contacts with the media to be conducted. The first point of contact for personnel are the dedicated news officers in the Press Office. It is expected that most contacts with the media will be facilitated through the news team as they are best placed to offer specialist advice and guidance. No-one is specifically barred from speaking with the media but individuals are encouraged to first engage with the news team.

*(11) Does your office prioritise some sections of the media over others? For instance does it prioritise communications and relations with the national media over those with the local media? If so, please give details and explain why.*

Deadlines set by the media and the importance of the issues being discussed tend to suggest the priorities for service rather than any particular type of media over another. Issues which may have a detrimental impact on the reputation of the Constabulary if inaccurately or improperly reported would take precedence over enquiries on routine matters. As most demands for service come from the local and regional media, there is a familiarity with their deadlines and the way in which they prefer to work and, because of this, may be prioritised over other sections of the media. Often national media enquiries are following up stories and issues that have already been covered by the local and regional media.

*(12) Are there mechanisms in place to ensure that information is disseminated widely to the media rather than to select journalists or titles? If so, please specify. If not, do you consider that there should be?*

The Press Office is set up to quickly disseminate information products to a range of media and stakeholders simultaneously and in such a way that does not favour individuals or organisations over any other. There would be occasions when, due to timing of media bulletins, information would be sent as a priority to a particular journalist or media channel in order to make their next news bulletin – this would be particularly true of radio stations and an appeal, say, for witnesses to a town centre robbery where speed of recollection would be important. News releases are written and then uploaded to the appropriate digital channels. This would include our Constabulary website, the Online Media Centre (a password-protected area on the website specifically for news journalists to scan the available news and select as appropriate or the community messaging system, Police Direct. If there are any technical issues with the OMC then releases would be emailed to the appropriate list

depending on area of geographical interest and subject. I strongly believe we have to be fair and equable to all those who use our services.

*(13) What is the media's attitude towards the press office? In particular, are they satisfied by the provision of information and the routing of communications through the press office or do they prefer direct contact with individual personnel within Suffolk Constabulary?*

Generally, I would say that the media are largely satisfied with the service they receive from the Press Office which has become more proactive in approach of late, i.e. we issue information of significant events and incidents as it happens rather than wait for a call from a journalist to research the details. However, it would be fair to say that there are some local journalists who expect to deal direct with senior operational officers and do telephone them directly. This is usually unhelpful as it has the effect of diluting the role of the Press Office in managing messages from a single central source – always preferable in managing reputation – and can undermine the news team.

*(14) Describe in general terms and with illustrative examples, the personal contact which you have with the local and national media. The Inquiry would like an overall picture of the type, frequency, duration and content of your contact with the media.*

I have frequent contact with the local media and infrequent contact with the national media. Whilst I have news officers and managers who deal with the day to day enquiries from media contacts, I make it my business to ensure a regular contact with key journalists and editors in the county. I have recently completed a 'tour of Suffolk's media' meeting local newspaper editors (daily and weekly) to introduce myself and to herald the changes that I have planned since the corporate communications functions of Suffolk and Norfolk combined. On significant issues, eg, organisational change I will proactively brief at local editor level, usually in person or on the phone. Whilst I have not yet done so in Suffolk, I meet the editors of the Eastern Daily Press in Norwich and BBC Radio Norfolk for lunch meetings on average three or four times a year. They tend to contact me directly by phone, text or email if they need me to problem-solve an issue, eg, if one of their staff is having difficulty in obtaining information or an interview with a particular officer. I also meet local journalists as a result of the briefing meetings we set up and manage on behalf of senior officers. An example was the breakfast briefing session held at Police Headquarters, Martlesham, on 16 November 2011 to explain how the force would be bridging a funding gap of £13.5million over the next four years. This was attended by a cross-section of broadcast and print journalists who came to listen to the Chief Constable and the Chairman of Suffolk Police Authority.

*(15) Describe what you are seeking to gain for Suffolk Constabulary through your personal contact with the media.*

As the senior communications ambassador for the Force, I am primarily seeking to assist the media to fully understand the issues and challenges facing the senior team which I expect, in turn, will be accurately and fairly reflected through their news and information channels. A current focus is on how we will be policing with significantly fewer resources and how the funding gap is being partially bridged by an expansive collaboration programme with Norfolk Constabulary. Also to assist the media's understanding of the operational policing picture of the county, including our priorities, levels of crime and anti-social behaviour and the Force's performance in tackling them. I believe a well-informed media who can trust the Constabulary to be open and honest is a good foundation on which to develop relationships that help, ultimately, to build the trust and confidence of the public.

*(16) Describe in general terms and using illustrative examples what you consider the local and national media have been seeking from you in your personal dealings with them?*

At my level, the reason most local and national media contact me is because they hope I will be able to unlock doors and help them obtain information that may not be easily available or access to senior officers that has previously been denied.

*(17) To what extent have you accepted hospitality from the media whilst working in your current position?*

Other than cups of tea or coffee, I have not been offered any hospitality from media in Suffolk so have not been in a position to accept.

*(18) Insofar as you have accepted hospitality from the media, what has been the nature of the hospitality that you have accepted? What records have you kept of such hospitality?*

I have not received nor accepted any hospitality from Suffolk media so there has been no record, other than an electronic diary entry that has recorded the contact.

*(19) To what extent have you provided hospitality for the media?*

The Constabulary provided a buffet 'breakfast' of bacon rolls and coffee during the briefing session on 16 November, the only session to have taken place during my tenure.

*(20) Insofar as you have provided hospitality to the media, what has been the nature of that hospitality? What records have you kept of such hospitality?*

The only hospitality I have personally provided to the media has been refreshments during meetings I requested with the editors of the Newmarket Journal (Philip Minett) and the Bury Free Press (Barry Peters, group editor). I paid for a light lunch in Newmarket with Philip Minett and a coffee in a well-known coffee house chain in Bury St Edmunds with Barry Peters.

*(21) Have you ever accepted gifts from the media? If so, please give full details (including who gave you the gift, when, what the gift was, and why you believe they gave you the gift).*

The only gifts I recall receiving from the media have been Eastern Daily Press calendars which were addressed to me personally and received before Christmas on two or three occasions.

*(22) Have you ever discussed the media, or media coverage, with politicians? If so, how important is such communication and why?*

I have not discussed the media or media coverage with politicians.

*(23) What do you know about the level of hospitality accepted by Suffolk Constabulary, including by officers of the rank of Assistant Chief Constable and above? Do you consider the level to be appropriate now and to have been appropriate in the past?*

*In addressing this issue please give your reasons and set out what you consider to be an appropriate level of hospitality for police personnel to accept from the media (if any). What records are kept of such hospitality?*

I am aware of the hospitality register which exists in Suffolk Constabulary but have not sought access to it. I have no reason to believe levels of hospitality have been inappropriate.

*(24) Do you consider that you have been adequately trained and/or given sufficient guidance on the appropriate handling of the media?*

Yes – As a former communications consultant, I have previously delivered training courses on a range of media skills, including PR strategy, handling the news media, presentation skills and giving broadcast interviews. Primarily, these were to senior and Board level executives in private, public and voluntary sectors.

*(25) Do you consider that you have been adequately trained and/or given sufficient guidance to enable you to give sound advice and/or leadership on handling the media to your staff?*

Please see answer 24

*(26) Do you provide training or guidance to your staff on (i) conducting and maintaining appropriate relationships with the media; (ii) accepting/offering hospitality; (iii) bribery and (iv) requests for 'off-the-record' comments? If so, please specify. Does that training/guidance reflect/follow the ACPO guidance?*

I provide ongoing advice and guidance to my team as and when appropriate in conducting and maintaining appropriate relationships with the media. This is in line with the ACPO guidance to which I have contributed as a member of the ACPO Communications Advisory Group.

*(27) Do you consider that press office staff feel confident that they understand what is, and what is not, appropriate contact with the media? When answering this question, please explain what you consider to be “appropriate contact” with the media.*

I consider that the news team are confident in understanding what is and what is not an appropriate media contact. By ‘appropriate media contact’ I mean this to be a contact where both parties recognise the professional purpose of that contact, ie, a journalist is seeking information or guidance that will help them construct an article for the information or entertainment of the public.

*(28) Do you consider that press office staff generally feel comfortable briefing the media and responding to media requests for information?*

I am entirely comfortable that the news team generally feel comfortable briefing the media and responding to media requests for information because they are following well-known and well-rehearsed guidelines. They are speaking with media representatives every day and are very familiar with the legal and ethical parameters that guide the issuing of information. If staff felt uncomfortable for any reason they would raise it with a manager and, if serious, that would be further elevated to me.

*(29) Do incidents that attract national media interest present particular challenges? If so, what are those challenges and do you consider that the press office is adequately equipped to respond effectively and appropriately to such media interest?*

There is no doubt that on occasions incidents or issues that attract national media attention can be trickier to handle because the national media are interested only in major crimes or issues where the police have either delivered poor performance or have been criticised – or have been perceived to have done. This is because national newspaper journalists are usually trying to ‘stand up’ angles that may make more sensational coverage than local coverage and therefore be of interest to a wider spectrum of readers. A recent example has been the case of rape victim, Anita Grinham, who waived her anonymity to complain of how her case was handled. The story was broken by the Ipswich Evening Star, which went into the details of the victim’s complaint and how it had been upheld following an enquiry. To balance the story, the Star ran two accompanying panel pieces. The first gave a full explanation from a Chief Superintendent into how Suffolk Constabulary had set up a new team to support those reporting rape allegations. It went on to give details about training and ended with the clear message that allegations of rape are always treated seriously and investigated thoroughly. The second gave details of the services offered by a multi-agency sexual assault referral centre in Suffolk, with reference to a website for more information. The same story was carried the following day in the Daily Mail, with the police response to balance the story confined to a single paragraph mentioning that a team had been set up to deal with rape victims.

In the interests of balance, it is also fair to say that where the local force performance has significantly exceeded that of other forces, the nationals will sometimes pick up on this during articles reflecting the national picture, eg, HMIC reports. They are rarely interested in reporting local policing excellence. The collaboration between Norfolk and Suffolk Constabularies has been described as “exemplary” by HMIC. Even though this, arguably, is of interest nationally bearing in mind the pressure on police to significant shave costs, it achieved coverage only locally.

*(30) What improvements, if any, do you think could or should be made to the systems, policies and/or training in your office to ensure that press office staff conduct and maintain appropriate relationships with the media?*

We've recently installed the information management system Spotlight which records and tracks all enquiries from the media and acts as a database of all media and partner contacts and information prepared for either reactive or proactive media handling. News officers have their personal log-ins to access the system and their use of the system is automatically recorded and generated in reports if required. This way I can track who is saying what to whom, when and how. The system generates news bulletins and statements that are delivered by email to databases that cover all the media known to be interested in the Constabulary. The software releases updates and it is acknowledged that the team would benefit from ongoing or refresher training to ensure they are making the best use of the investment. As far as other Constabulary personnel are concerned, I think it would be useful if the occupiers of roles and functions most likely to have regular media contact have an appreciation of how we manage media contacts, therefore, some general awareness raising of this aspect would be helpful.

*(31) Are you and/or your staff members of the Association of Police Communicators? From your perspective, what are the benefits of membership of this Association? Could the Association assist or assist further in ensuring that relations between police personnel and the media are appropriate. If so, how?*

I am chair of the Association of Police Communicators and membership has been renewed that covers all corporate communications staff. The key benefits for staff include access to tools and resources that have been developed by other forces; access to the professional learning events that are held by the Association; access to reduced membership of the Chartered Institute of Public Relations (CIPR) which seeks to further professionalise corporate communications (in all its forms) and develop the skills and abilities of those who work within the discipline.

*(32) Insofar as you are able to say, to what extent are leaks from Suffolk Constabulary to the media and/or private detectives a problem for Suffolk Constabulary?*

I am not aware of any unauthorised communications from Suffolk Constabulary to the media which have either been prejudicial to investigations or caused potential damage to the Constabulary's reputation. There are some issues with officers speaking directly with local media contacts and then failing to inform the news team of their contact. This is unhelpful when a fundamental part of the role of the news team is to ensure fair and equitable treatment is received by all our media contacts.

*(33) Insofar as you are able to say, to what extent are leaks from the press office to the media and/or private detectives a problem for Suffolk Constabulary?*

I am confident in my belief that, as far as I am aware, there is no-one in the current news team who would treat any media contact preferentially by 'leaking' information. Our systems have been set up to ensure – as far as is practicable – that information is available to all.

*(34) What systems and procedures do you have in place in the press office, if any, to identify, respond to and detect the source of leaks? Do you consider that they are effective? What changes, if any, do you consider should be made?*

There is no formal procedure in the news room for identifying, responding to or detecting the source of leaks. However, our news officers produce a news summary at the start of each day, after checking both local and national newspapers. The summary is simply an e-mail which records headlines, page numbers and a brief synopsis of any stories relating to Suffolk Constabulary. The production of the summary each day allows news officers to see whether information in stories is from authorised sources (such as our news releases) or not, before it is sent on to Chief Officers and departmental heads, for their information. This is a clearly a very basic system but does give us an indication if information is being given to the media through unauthorised channels. We are reviewing whether it needs to be strengthened as part of our response to HMIC's "Without Fear or Favour" review of police relationships.

*(35) In the last 5 years, how many investigations have been conducted into actual or suspected leaks from the press office and how many have led to the successful identification of the source of the leak? What was the outcome of the other investigations?*

None

*(36) In the last 5 years has disciplinary action been taken against any member of press office staff for leaking information to the media and/or private detectives? If so, please identify the number of cases and their outcome. There is no need to identify the person or persons the subject of the disciplinary process.*

No

*(37) Insofar as applicable, what do you consider are the driving forces behind, or the main causes of, leaks from (i) police press offices and (ii) the police service in general?*

I would say that the main drivers behind the issue of unauthorised information from police press offices and from the police service in general, is to seek to gain favourable treatment (or advantage) for the organisation or to minimise the likelihood of damaging headlines. In my view this is misguided. However, another perspective might be the release of information in order to create a detailed picture that would not otherwise be drawn.

*(38) To what extent do you believe bribery of police personnel by the media to be a current problem for Suffolk Constabulary (if at all)?*

I don't believe bribery of police personnel by the media to be a current problem for Suffolk Constabulary.

*(39) Do you or, to your knowledge, staff working for the press office, ever give "off-the record" briefings or have "off-the-record" conversations with the media (both local and national)? If so, please give full details and illustrative examples. Please also explain why they take place and what you consider to be the benefits of such communications.*

I am not comfortable with the term 'off-the record'. Circumstantial information and facts would be 'on the record'. Further information that may help the understanding of the journalist involved may be given on the basis of 'guidance' and would be made clear it was 'not for publication'. This information would also be recorded on our Spotlight system so would be available if there were any future queries around the status of the information of that case, incident or event.

*(40) Do you or, to your knowledge, staff working for the press office ever confirm information for the media (i.e. information which the media have obtained from other sources) on an "off-the-record" basis? If so, please give details and explain why this is done.*

There are times when it is clearly helpful to give journalists a 'steer' on an issue or an event without committing the Constabulary. The rise in importance in the role of social media can create circumstances where journalists want to use information in circulation on, say Twitter, which is inaccurate. In cases where it is beneficial to give assistance by challenging the accuracy of such information, I would be happy to do this. I would expect news officers to raise these kind of issues with their manager first and, if necessary, escalate to me. There is a trend for social media channels to quickly publish the names of people who have been involved in events such as road accidents and collisions and have died, long before any formal statement can be made.

*(41) Insofar as applicable, what records are kept of the information shared on an “off-the-record” basis? Are records kept of all “off-the-record” briefings and the information provided at them?*

I have previously stated that all information relating to media enquiries and the news team’s responses are required to be recorded on the software currently known as Spotlight (formerly Solcara).

*(42) What do you understand “off-the-record” to mean in this context? Do you believe that members of the media always interpret it this way? Is there scope for the media misunderstanding the intentions of the police officer/police staff member when s/he provides information on an “off-the-record” basis?*

I consider off-the-record to be a misnomer – it is more likely to be guidance that we would not wish to be published (or should not be) but helps to give a contextual view of the issue or incident that is of interest. I think modern police communications and the professionalism of the function have obviated the need for people give off-the-record materials, ie, something that would be deemed ‘secret’ and only known to a favoured few. We build trust and confidence of those with whom we deal if we are open about what we are dealing with and honest in our approaches. Clearly, there are occasions when journalists may be very keen to obtain details from a criminal investigation which would give them an advantage over a colleague. To go down this route only creates further problems for the service and I would not countenance this. A fundamental part of the role of a news officer is to agree what can – or should – be released to the media with the Senior Investigating Officer and this is recorded on the system so colleagues can be clear about what has been released and what has not. This is equally the case with corporate issues and the current complexities involving the reduction of costs in the service.

*(43) What is your view of the practice of police officers and police staff having “off-the record” communications with the media?*

As I have indicated earlier, I do not think it is helpful for officers and staff to have conversations with media representatives which are unknown to the department charged with managing communications with the media. Even if meant in good faith, it means that the records of contact are then incomplete and the risk is then run of the organisation ‘favouring’ a particular journalist or media channel.

*(44) In your experience, insofar as applicable, where information is provided on an ‘off-the record’ basis, do the media tend to honour the wishes of the person providing the information. Please give illustrative examples.*

This scenario is obviated by best practice in that all contacts with the media are required to be logged and recorded along with any statements and guidance that has been issued. If there are degrees of detail that only certain individuals within the Force have then it would make sense that they carry out the briefings, but again with the knowledge and/or in the presence of a member of the communications team.

What is more likely to happen at local level is negotiation around the timing of release of information – the strength of the relationship between the news team and the media comes into play here. I have negotiated around the release of information relating to Police Authority meetings. Nowadays, there are fewer journalists to attend 'diary' meetings so we prepare news releases on the basis of information that will be presented at the meeting. I have briefed a newspaper journalist who would ordinarily attend that by doing so would be worth while as interviews with police officers would be facilitated. I have explained the kind of information and interviews that would be available over and above what we would be issuing via our own channels, i.e. websites.

*(45) What was the media strategy for the investigation into the murders of the five sex workers in Ipswich?*

(See attached media strategy)

*(46) Who set this strategy?*

The strategy was set by the Corporate Communications Manager, in liaison with both the senior detective in charge of the investigation and the Gold Commander.

*(47) What was the goal of the media strategy? What was Suffolk Constabulary seeking to achieve?*

The aims of the strategy were as follows:

\*Assist the enquiry teams in identifying the offender(s), and gathering information/witnesses, by issuing targeted appeals.

\*Prevent re-offending/reduce the danger to other potential victims, through issuing information about the incidents supported by strong public safety advice and targeted warnings to vulnerable women.

\*Maintain confidence in Suffolk Constabulary, and its ability to successfully investigate these crimes, through ensuring communications is handled in a professional, managed way.

*(48) To what extent do you consider that the media strategy was successful in delivering the outcomes for which Suffolk Constabulary was aiming? If the media strategy was not entirely successful, please outline what the issues were. Were any lessons learning incorporated into any force policy, guidance or operating procedures? If so, please specify?*

The communications strategy was successful in delivering its outcomes in that appeals for information, publicised by the media, generated a significant amount of information for the enquiry teams to consider. The number of telephone calls from members of the public was over 9000 during the 10 days between 12 December and

21 December, when the Steve Wright was charged with the murders of the five young women.

The way in which communication with the media was handled – through being open, honest and holding daily media facilities with full access to the senior detective in the case – was crucial. It ensured that the police remained the constant source for authoritative, informative and regular updates throughout the duration of the investigation – and built up a positive relationship based on trust.

A key learning point from this investigation was simply this: maintaining positive media relations during a long-running major incident takes up a vast amount of time each day for the officer nominated as spokesman. This needs to be accounted for in any investigative structure, so that operational policing to deal with the incident/crime itself can continue to progress effectively at the same time as providing an effective media liaison service.

*(49) Who directed and controlled police contact and communications with the media?*

The Corporate Communications Manager who was in post at that time.

*(50) What role did the press office have in handling and briefing the media? To your knowledge, what was the media's attitude towards the press office during this enquiry? Were they happy for communications to be routed through the press office or did they prefer to speak to individual police personnel?*

The press office had a key role and implemented the multi-agency media liaison plan, which involved bring in additional communications officers from other police forces and local authority communications teams to cope with demand. Staff from the press office set up and ran a telephone bureau for dealing with media queries, originated press releases and managed the press conferences and one-to-one interview sessions. The media's attitude towards the press office was positive – and this was largely down to a good flow of information and regular (at least daily) updates on the investigation, as well as frequent access to the senior detective in charge of the case. As such, they were happy to direct all their queries through the press office as they were confident that queries would be dealt with quickly – and interview requests would be facilitated after the daily press conferences.

*(51) What was the senior investigating officer's role in handling the media?*

Chairing press conferences; answering questions from the floor; conducting one-to-one interviews with journalists.

*(52) How were the media briefed? Were briefings confined to open press conferences or were there occasions where reporters/titles were briefed individually or in small groups.*

The media were briefed at press conferences, which were held on a daily basis. After each press conference, there was an opportunity for journalists to conduct one-to-one interviews with the senior investigating officer, accompanied by a member of staff from the press office. These one-to-one facilities could take up to three hours each and were held in the main conference hall or, on request, outside the main building if television crews required a different backdrop.

*(53) How were ad hoc enquiries from the media dealt with?*

Ad hoc enquiries from the media would come through the media telephone bureau and would be researched by press office staff, in liaison with senior investigative staff on the enquiry.

*(54) What records were kept of contact with the media? Please explain how contact with the media was recorded, if at all. Were records kept of all information shared with the media? If not, why not?*

Calls into the telephone bureau were recorded on paper log sheets, detailing the time of the request, the name of journalists, details of the request and the response to that request. These logs are stored at Suffolk Constabulary Headquarters, Martlesham Heath. Likewise, all media releases sent out during the course of the investigation have been stored. As mentioned, there were regular press conferences held throughout the duration of the investigation. Unfortunately, the majority of these were not recorded at the time of transmission as the press office did not have the necessary equipment to carry out multi-channel recording.

*(55) Were there any leaks/unauthorised disclosures to the media in respect of the investigation which were believed to have originated from Suffolk Constabulary? If so please give details and the results of any investigations conducted into the leaks.*

No.

*(56) Was any of the contact between the media and you, or to your knowledge, any press office staff, in relation to the murder investigation on an 'off-the-record' basis? If so, please give full particulars, including details of the information provided.*

No.

*(57) Did you, or to your knowledge, any press office staff confirm any information to the media, relating to the murder investigation, on an 'off-the-record' basis? If so, please give details and explain why this was done.*

No.

*(58) Insofar as applicable, where information was provided on an 'off-the-record' basis, did the media honour your wishes/the wishes of the person providing the information? Please give illustrative examples.*

N/A

*(59) Did you, or to your knowledge, other police personnel ask the media or any individual reporters (s) to keep confidential particular information relating to the murder investigation (including information obtained by the media reporter(s) from non-police sources? If so, did the media or the individual reporter(s) comply with the request? Please give details of the circumstances concerned.*

No.

*(60) In your experience when police officers/staff ask the media to delay publishing particular information because of the risk of prejudice to a criminal investigation or future criminal trial, to what extent and in what circumstances do the media comply with the request? Please give illustrative examples.*

There have been occasions in the past when our local media have become aware of an investigation or police operation, which, if publicised, would have had a serious impact on its success eg offenders evading arrest. On these occasions, the local media have been supportive once they have been apprised of the situation – and have held off publishing details until the investigation/operation has reached its conclusion. A good example of this is when our local evening paper in Ipswich became aware of a covert operation to detain offenders who had carried out a series of raids on shops/post offices in the area. The police team involved were acting on specific intelligence, including times and locations. If any of this information had got into the public domain, via the media, it would have had a serious impact on our ability to prevent and detect an on-going series of crimes. Having apprised senior staff at the newspaper of this situation, they agreed not to run any stories – and held off reporting anything until the resultant court case.

However, there were concerns during the Suffolk murders enquiry about some of the reporting in the national tabloid newspapers, following the arrest of Steve Wright. Such was the concern about prejudice to any future criminal trial that a letter was issued by the Chief Constable to all newspaper editors, reminding them that legal proceedings were active in respect of the investigation and asking them not to publish any material which may hinder the investigation, especially where identification might be an issue, or may prejudice the right of anyone to a fair trial at a future date.

*(61) In your experience when police officers/staff ask the media not to publish particularly information at all because of the risk of harm to the public interest, to what extent and in what circumstances do the media comply with the request? Please give illustrative examples.*

In my experience, as long as the relationship is built on trust and common understanding, the media will honour requests to delay publication if they agree there is a good reason or not publish at all, but this is rare. The most common

reason we may make such a request is if there is a likelihood of more information being available in the future which would change the angle of the planned story. Because of the rise in use of social media, there are more occasions now where we request that names of people involved in fatal or serious accidents are not published even though names may already be in circulation on social media networks. Similarly, as journalists follow 'news' leads from social media there are increasing occasions where we may have to intervene to 'correct' inaccurate statements or suppositions. This adds to the complexity of our work as it requires an additional layer of media monitoring.

*(62) Have there been occasions where, to your knowledge, the media have obtained information (from whatever source) and voluntarily not published the information because of the harm it might do to the public interest or the interests of justice? Please give examples of the circumstances in which this has occurred.*

Not in my experience in Suffolk.

*(63) What limitations, if any, do you consider there should be on police officers and police staff leaving the police service to work for the media and vice-versa?*

I am not sure there is a need for any limitations.

*(64) In relation to dealing with the media in general, do you consider that there is a basis for applying different standards and rules to police staff from those that apply to police officers (the latter having the powers of the office of Constable). If so, (i) do you consider that different standards and rules should apply and (ii) please specify what you consider the differences should be.*

*(65) What is your view of the recommendations contained in the HMIC's recent report 'Without Fear or Favour' insofar as they concern relations between the media and the police?*

I believe the recommendations are broadly in accord with what most people would expect of standards of behaviour between the professions. Whilst I am not in favour of regulating the media, it would be helpful to have commonly agreed standards in place that are consistent across the country. These would need to be published and promoted and built-in to police training at each stage of an officer's career – usually progression through the ranks is accompanied by requirements to deal with the media differently. For example, Safer Neighbourhood-based officers would be expected to make contact with their local media to highlight good work and local issues, whereas senior investigating officers will be required to manage the media as appropriate to their investigation and Association of Chief Police Officers (ACPO) members are likely to want to forge healthy relationships at editor level to benefit community understanding of today's policing environment.

*(66) What is your view of the recommendations contained in Elizabeth Filkins's report 'the Ethical Issues Arising from the Relationship Between Police and Media'?*

I am of the view that the relationships developed by the Metropolitan Police Service, particularly with News International, were, with hindsight, too close and if not too close, resulted in a perception that they were – equally problematical. I also believe that, in dealing with issues of national import and security in the widest political sense, there would be occasions where it is in the public interest to confidentially brief national newspaper and broadcast journalists. I think the Filkin recommendations are timely and wise, particularly in respect of police exploring alternative means of communicating with the public. This is a strong element of my strategy for Suffolk and Norfolk Constabularies which sees the Constabularies publishing their news and updates direct to their website and direct to the public who have signed up to receive communications via Police Direct, a tool which allows the public to choose their communication channel – voice mail, email, SMS text etc. I also strongly agree with the concept of working to core principles and with clear guidance, transparency and accurate recording of contacts.

*(67) Do you consider that there are different or further steps which could and/or should be taken to ensure that relationships between police personnel and the media are and remain appropriate?*

Unless the police and the media can properly agree a way forward that is fully 'joined up' and jointly-agreed, any initiative to improve relationships in the public interest may not be as strong as they could be. The process needs to involve the public.

The documents you should provide to the Inquiry Panel should relate to the following matters or issues:

- (a) Press releases in connection with the investigation into the murders of the 5 sex workers in Ipswich.
- (b) Any other documents relevant to the matters which you have been asked to deal with in your witness statement. The Inquiry would like to see the current policies/written guidance and, if there have been significant changes, previous versions going back up to 5 years.

