

In the Matter of Section 21 (2) of the Inquiries Act 2005
Leveson Inquiry

**Statement of Anne Campbell, Head of Corporate Communications –
Norfolk & Suffolk Constabularies and Chair of Association of Police
Communicators (APComm)**

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 and Chair of Association of Police Communicators (APComm). 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. I became chair of the former Association of Police Public Relations Officers (APPRO) at the end of 2009 with a mandate to modernise the organisation in the face of unprecedented change in policing. I am the first chair of the Association of Police Communicators (APComm)<

2. What is the Association of Police Communicators and what is its purpose?

The Association of Police Communicators (APComm) is a network of media and corporate communications professionals working for police organisations across England, Wales, Scotland and Northern Ireland. Its purpose is primarily to support

and develop those working in communication roles for the police but also to further professionalise the function, setting standards of service and promote the sharing of knowledge and resources. The purpose of APComm is described on its website – www.policecommunicators.org.uk :

- Be the voice for communicators in the police service, helping to shape messages and 'joined up' campaign activities
- Support the corporate communications function across the police service, working with colleagues within the wider police family
- Set standards for high quality products and service that will assist the service to fulfil strategic goals, eg, reducing crime, the fear of crime, anti-social behaviour and the fear of anti-social behaviour
- Facilitate organisational change through the promotion of collaborative effort and by the sharing of knowledge and resources
- Develop the knowledge, skills and expertise of the membership through peer group support, links with appropriate professional bodies and the organisation of training events and seminars.

3. *Approximately how many members does the Association have and who can become a member of the Association? How many police forces are members of the Association?*

As of January 2012 there were 387 registered members representing 50 police forces and other organisations involved in policing , eg, Home Office, National Police Improvement Agency, Association of Chief Police Officers, Association of Chief Police Officers in Scotland, ACPO, Olympic and Paralympic Policing Coordination Team, Kent and Essex Serious Crime Directorate, National Domestic Extremism Unit. Membership is open to all organisations which have a role in communicating the work of the police service. In 2010 the membership process

was revised to make it easier and more attractive to join, including an annual charge depending on size of organisation. This entitles all those working in media and communications roles to individual membership. Individuals sign-up online and their details are verified before confirmation of membership. Please see Exhibit (a) for full list of members and the organisations they represent.

4. *Insofar as you are able to say, what proportion of your members previously worked for the media?*

This information is not held by APComm but in my experience I can say that over the past 20 years an increasing number of media and communication roles have been taken by journalists and marketing professionals replacing roles formerly occupied by police officers. It is also true that we have seen the capacity and capability of forces' corporate communications departments grow beyond servicing calls from the media to encompassing the disciplines of internal communications, marketing, digital media, crisis communications and public affairs. I was one of the first journalists to join the police service in 1989 when joining Cambridgeshire Constabulary and although I have worked for a significant period in the private sector, I remained in touch with the service through my association with the national media training courses run for the service and for the Police Federation facilitated by Lincolnshire Police. I have seen the numbers of police officers working in media and communication roles diminish significantly. This was evidenced at our Professional Learning Event in November 2011 where the number of warranted officers attending was in single figures (over 100 people attended over the course of three days).

5. *What is your role, as Chair of the Association?*

I am responsible for chairing the four meetings a year that immediately follow the meetings held by the Association of Chief Police Officers' Communications Advisory Group. I've also been responsible for instituting changes resulting from the progression to APComm from APPRO, including structural changes in the way APComm is organised, and for content on the APComm website. With a small sub-committee, I also played a leading role in the organisation of the Professional

Learning Event between 9-11 November 2011 and for the inaugural APComm Professional Awards judged by Sir Hugh Orde, President of ACPO, and Chief Constable Andy Trotter, chair of ACPO Communications Advisory Group..

6. *What are the benefits of membership of the Association?*

There are individual and organisational benefits to membership of the Association. From an organisational perspective, Forces' can access best practice and award-winning campaigns (including the entries for the Professional Awards) and benchmark their own communications' functions and highlight their own successful initiatives. Most, if not all, police forces have taken advantage of the APComm-sponsored national training courses for police press officers organised by Tony Diggins and hosted by Lincolnshire Police. APComm itself organises seminars and learning events to develop communications staff and promote best practice through practical example. For example, the Professional Learning Event held in November 2011 was very well attended with over 100 people attracted by an agenda that included presentations on specific learning points from the handling of high profile cases (including Raoul Moat and the Derrick Bird shootings and preparations for the Olympic Games and the transition to Police and Crime Commissioners). Some Forces (Nottinghamshire and Surrey included) have taken advantage of the opportunities to send a direct email from the site to all members informing of them of job vacancies, for example. Individuals have the opportunity to join the Chartered Institute of Public Relations (CIPR) at a reduced rate which was specially negotiated by APComm. Membership of the CIPR brings about numerous additional benefits, including opportunities to continually develop professionally and access to their own training and development products. Members are encouraged to populate the site with resources they are prepared to share, news updates and features that could benefit the wider membership – all these features are accessed via the Members' Area, a password-protected area of the site.

7. *To what extent does the Association work with or share information/learning with ACPO's media advisory group? Please describe the working relationship, if any, and the benefits of the same.*

ACPO Communications Advisory Group and APComm work very closely together – the majority of the membership of ACPO CAG are also members of APComm. This is important, I believe, because APComm members are able to influence the business of the meetings and the drafting of protocols and guidance from a practical perspective. I believe that APComm's 'unique selling point' is the fact it represents the staff who have the day-to-day contact with the media and, through their experience and professionalism, should influence the drafting of policies and protocols.

What is your view of the guidelines issued by ACPO on matters relating to the media, including handling the media? Do the Association's members find it useful and informative? If not, why not?

My view is that the ACPO media guidance is a comprehensive 'one stop shop' for all police communicators' media issues and offers clear guidelines. The current version was compiled with the assistance of the Crime Reporters' Association and with the help of a former national newspaper journalist in 2010. It was also subject to a comprehensive consultation process with ACPO CAG and APComm members. I use it as a reference point and media handling 'bible' but I cannot speak for the Membership. The document, together with its annexes, is lengthy and would be improved by the addition of edited versions of the most contentious issues. It covers many complex areas.

- 8. Please comment, insofar as you are able, on whether the Association's members are adequately trained/and or given sufficient guidance by their employers such that they are able to have appropriate contact with the media (the media in all its forms). Please give illustrative examples if possible. When answering this question please explain what you consider to be "appropriate contact".**

I am aware that APComm's learning events, training courses and professional seminars have been well-attended . Ongoing professional development of

members is important and is why we sought to link with the Chartered Institute of Public Relations (CIPR) to improve access to relevant professional resources that will assist in setting standards and consistency of approach to all aspects of media and communications, including the exponential rise of interest in social media. I would say there are opportunities for employers to ensure their media and communications staff are able to access appropriate professional development.

9. Does the Association issue any guidance to its members in relation to their dealings with the media (in all its forms)? If so, what, if any, guidance is given on how to conduct and maintain appropriate relationships with the media?

The Association's members, as I have previously described, influence the advice and guidance issued by ACPO. Ideally, APComm would interpret that advice and guidance for practical use, ie, in easy to digest 'bite-size chunks' and with case-study examples.

10. Do the Association's members seek advice or guidance from the Association in relation to their dealings with the media?

Occasionally. Depending on the nature of the question, it is then directed to the most appropriate person, usually a lead member for a particular discipline within corporate communications or a member who has recent, relevant experience.

11. Do ACPO or individual police forces seek advice or guidance from the Association on matters relating to the media, including handling the media?

Not as far as I am aware – advice and guidance is more likely to be sought from their own media and communications' teams.

12. The Association offers a strategic media handling course. Does this course involve training on how to conduct and maintain appropriate relationships with the media? If so, please outline the key messages, including any guidance on the offering and acceptance of hospitality.

The course aims to develop individuals' skills in handling the media at a senior level but has not, to date, focused specifically on guidance in respect of the offering and acceptance of hospitality. However, in view of recent events it is something which will be considered in the future. It is worth noting these courses only operate when there are enough registrations to make them viable. The last course we operated was in October 2010 and the next is scheduled for October 2012 when such a change would be introduced.

13. Do you consider that the Association's members face particular challenges when incidents occur which attract national media interest? If so, please comment, insofar as you are able, on whether they are adequately trained and/or given sufficient guidance by their employers such that they can respond effectively and appropriately to such incidents. Please give illustrative examples if possible.

The purpose of APComm's learning events – the last significant event was a three-day conference in November – is to help the membership learn from the experience of colleagues who have faced significant challenges. For instance, the agenda included focus on the insights from members in handling the Raoul Moat case (Northumbria), the Derrick Bird shootings (Cumbria), and the handling of the Dale Farm evacuation (Essex). The evaluations from the event showed that the presentations in respect of the three incidents mentioned, were the most warmly received. All received national media attention which brings additional challenges of handling and resourcing. The national (and, sometimes international) media are prepared to cross 'lines in the sand', upset local relationships and pay for information unlike the vast majority of the regional and local media. Ongoing training and learning is important and I believe that APComm can and should play a key role in delivering this.

14. Please comment, insofar as you are able, on whether the Association's members are adequately trained and/or given sufficient guidance by their

employers, such that they are in a position to give advice and/or leadership on handling the media to members of staff that they manage (where applicable). Please give illustrative examples if possible.

Please see above answer.

15. What steps (if any) should be taken, or changes made, to ensure that the Association's members are prepared to respond to national media interest and are able to conduct appropriate relationships with the media and provide the required leadership to members of staff that they manage?

APComm's membership is wide across the police service and my personal view is that the organisation could do more to improve media handling, standards of service (both to the media and to their organisations) and ensure members' have ready access to the most up-to-date information and case studies. Currently, members of the APComm Executive and regional representatives are doing this work in addition to juggling the many priorities of their day jobs. It is not beyond the realms of possibility to levy higher subscription charges in order to pay for a small – one or two person team – to co-ordinate and organise this work full-time as a staff association in its own right. There is much scope to do this economically with the advances in digital media - these could be further exploited to the benefit of raising standards.

16. In your experience how common are "off-the-record" conversations with the media? Why do you consider they take place?

In the majority of cases, I believe that 'off-the-record' conversations would be better described as 'guidance – not for publication' in that they are assisting journalists to understand the context of an issue or sensitivities (usually about an investigation) that preclude wider dissemination. I can understand that these conversations may occasionally be necessary, ie, exceptional, but are not everyday occurrences. I would say they occur because police are wanting to demonstrate transparency, honesty and openness but sometimes encounter legal, moral and ethical reasons why they cannot be as open as they would wish.

17. What is your view of this practice of police officers and police staff having “off-the-record” conversations with the media?

Please see above answer.

18. Does the Association give any guidance to its members concerning “off-the-record” conversations with the media? If so, please outline what guidelines are issued or what advice the Association gives.

No, there is no specific guidance from the Association in these matters.

19. Do the Association’s members seek advice or guidance from the Association on “off-the-record” conversations?

Not as far as I am aware. When the issue has cropped up in meetings, the general view I have gleaned is that any ‘guidance not for publication’ would be recorded for the creation of an audit trail should it be necessary in the future.

20. Does the Association give any advice or guidance to its members concerning accepting/giving hospitality and/or gifts?

Not in my experience.

21. Do the Association’s members seek advice or guidance from the Association on accepting/giving hospitality and/or gifts?

Not that I can recall.

22. 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.

No, I don't believe different standards should apply – it is important that there should be consistency in the way the media are handled.

GENERAL MATTERS

23. What is your impression of the culture within the MPS in relation to its dealings with the media (the media in all its forms)?

I have worked closely with a number of members of the MPS' Directorate of Public Affairs and, most recently, took part as a media umpire in Operation Forward Defensive, a major emergency exercise ahead of the Olympic Games. In respect of the individuals involved, I have the highest respect for their work and the way in which they continue to strive to achieve high standards in all they do.

24. What is your impression of the culture within police forces other than the MPS in relation to their dealings with the media (the media in all its forms)?

My answer is based on personal experience of talking to the many media and communications' staff I have met and spoken with through attendance at the quarters ACPO CAG and APComm meetings, our own learning events and those organised by others, including the NPIA. My overall impression is that, generally, we are all striving to engage with the media in an open and transparent way and with integrity. It has been clear that police forces have recognised that in professionalising this area of the business, it is helpful to employ specialists in media and communications. This may include former journalists but not exclusively as a good number of APComm members are drawn from the disciplines of marketing and digital media and who have previous experience of other sectors and with transferable skills.

In relation to questions (22) to (25) below, if your answer differs according to whether you are considering the MPS or police forces other than the MPS, please indicate what your answer is for both the MPS and the other police forces

25. To what extent do you believe bribery of personnel by the media is a problem for the Police Service (if at all)?

I have never been and am not aware of any issues that could be described as bribery of police personnel by the media. The only aspect that I have knowledge of is the offer of payments to members of the public in return for their 'story' or the use of their 'view point' close by a scene of crime.

26. To what extent do you believe leaks from the Police Service to the media are a problem for the Police Service (if at all)?

Where the passing of unauthorised information compromises an investigation, potentially prejudices court proceedings or misleads the public then it is a problem

27. What do you consider to be the motivation for police officers and/or police staff to leak information to the media? In other words, what do you consider to be the root cause of such leaks?

In my experience, those who confidentially brief journalists without the knowledge of those who are charged with successfully managing media relationships, are seeking to damage the organisation in the eyes of the public. They may have disagreed with a management decision or initiative brief against the organisation to result in a negative or unhelpful story in the media. Examples would include briefing about decisions to remove functions from the service which would result in a perceived loss to the public.

28. Do you consider that there is, or has been, an inappropriate level of hospitality accepted by the Police Service from the media? In addressing this issue please give your reasons and set out what you consider to be an appropriate level of hospitality for a police officer or member of police staff to accept from the media (if any).

Not in my experience and I cannot comment on what I've read in the national media as I have insufficient confirmed information.

29. Is it necessary for police forces to have a press office, and what is your view as to the utility and role of police press offices?

Professionally managing the media is a vital function for the police service as it directly impacts on the public's perception of the service and is indirectly related, in my view, to levels of public trust and confidence in the service.

30. 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?

Personally, I don't believe there is a need for any such limitations.

31. 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? (If you have not seen it, the report is available online).

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.

32. What is your view of the recommendations contained in Elizabeth Filkin's report "The Ethical Issues Arising from the Relationship Between Police and Media"? (If you have not seen it, the report is available online).

I am, personally, 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 many forces' communications strategies as they become publishers in their own right through their websites and other digital media platforms, including social media tools. I also strongly agree with the concept of working to core principles and with clear guidance, transparency and accurate recording of contacts.

33. 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?

I think there is a role for representative members of the public to assist in the role of 'checks and balances' and that this element could be further explored. I believe that healthy, strong relationships between the police and the media are important in order to engender the trust and confidence of the public and that this, in turn, assists the concept of policing by consent.

34. What different or further changes do you consider should be made, for instance to systems, policies, procedures and training, to ensure that the relationship between police personnel and the media, locally and nationally, operates in the public interest? Please explain when answering this question what you consider to be the "in the public interest".

I think the reports mentioned at Qs 31 and 32 provide a sound basis to improve police and media relationships in the public interest. The public interest is served by the police being open and transparent about the way in which it works and what it is dealing with, and by all its personnel carrying out their duties with professionalism and integrity. If the public interest is served well by the police then I believe the public will have trust and confidence in the service to police by consent.

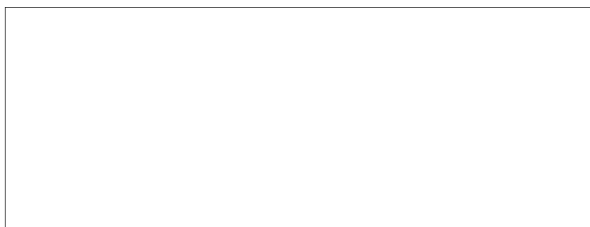
35. How do you consider that the Association of Police Communicators could or should help to ensure that relationships between its members and the media, both locally and nationally, are appropriate and operate in the public interest? Do you consider that there should be any changes? If so, please specify.

Previously covered, particularly at Qs. 15 and 24.

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

(a) Documents relevant to the matters which you have been asked to deal with in your witness statement. As regards any guidance, the Inquiry would like to see the current guidance and, if there have been significant changes, previous versions going back up to 5 years.

I believe that the facts stated in this witness statement are true to the best of my knowledge and belief.



Signed:.....

Date: ...09/03/12.....

Anne Campbell

Head of Corporate Communications – Norfolk & Suffolk Constabularies and

Chair of Association of Police Communicators (APComm)

