

IN THE MATTER OF THE INQUIRIES ACT 2005

AND IN THE MATTER OF THE INQUIRY RULES 2006

**THE LEVESON INQUIRY INTO THE CULTURE, PRACTICES AND
ETHICS OF THE PRESS**

WITNESS STATEMENT OF DICK FEDORCIO

Qs 1-5

1. I am the Director of Public Affairs for the Metropolitan Police Service ("MPS"). I became the Director of Public Affairs in September 1997 on a five year fixed term contract. In October 2002 the Metropolitan Police Authority Remuneration Sub-Committee decided that my appointment should be on a permanent basis. As an issue has arisen over whether the renewal of my contract was "one of the last things [Sir John] Stevens did as Commissioner" in 2005, I exhibit as "DF/1" a copy of a letter dated 21.10.02 demonstrating that this was not the case. Since August 2011 I have been on extended leave pending an investigation by the Independent Police Complaints Commission ("IPCC") concerning the awarding of a contract to Chamy Media Ltd, an issue I deal with in paragraphs [69-82] below. This statement therefore reflects the position as at August 2011 and does not reflect any changes which may have taken place since then, save as specifically mentioned below.
2. My entire career, spanning some 40 years, has been in public relations; starting in 1971 at the Greater London Council, followed by Basildon District Council in 1973, back to the GLC in 1974, West Sussex County Council in 1983, before joining Kent County Council as Communication Director in 1986. In 1993 I joined the Electricity Association, followed by a short spell in consultancy with Westminster Advisers. In 1992 I became President of the Institute of Public Relations, the professional body for public relations.
3. I am a member of the MPS' Management Board with responsibility for the running of the Directorate of Public Affairs ("DPA"), which for 2011-12 has a budget for 69 staff and a total expenditure of £6.7million. I develop and implement internal and external communication strategies to gain and keep public confidence in the

MPS' performance and reputation. I personally provide media, public affairs and parliamentary advice to the Commissioner and manage his profile with the media.

4. The need for the MPS to communicate, and the *raison d'être* of the DPA, is neatly explained in the "Background" section to the MPS' Corporate Communication Strategy [Special Notice 24/98 Friday 21 August 1998], namely to: strengthen public confidence and trust; improve the public perception and satisfaction of the MPS; and reassure the public that the police are tackling crime ethically, effectively and professionally without increasing the fear of crime. The result of this is to seek to improve the MPS' relationship with the people of London. Media relations is crucial to this - Annex C to the Strategy (the then Media Policy) emphasised that the MPS should be open and honest in dealing with the media and respond to their deadlines as far as possible; and that the MPS will tell the media things which: are in the best interests of the public to know about; help to show the public the way in which the police go about their work; and help to build public confidence in the police.
5. This policy was developed through subsequent corporate documents. The new Commissioner, Sir John Stevens, launched "A new policy for relations with the media" in September 2000 [Special Notice 19-00 Friday 22 September 2000] in which he set out a new approach to working with the media by developing more effective and positive relationships with journalists and emphasised that "This is a job for all of us, not just the Directorate of Public Affairs". The new Commissioner further stated that he would like to see the flow of information to the Directorate of Public Affairs speeded up.
6. These policies and procedures were periodically reviewed. The Media Relations Policy [Notices 17-2003 Item 5] developed the media policy which in summary was to gain the goodwill, confidence and support of the public we serve by engaging with the media and seizing every opportunity to be far more proactive. Further, the Media Relations Standing Operating Procedure [5 July 2006] contained a foreword by the then Commissioner, Sir Ian Blair, in which he stated that "I am committed to openness, improving the way in which we communicate – internally and externally – and to ensuring that everyone knows and understands our work, our key messages, aims and achievements". The Commissioner added that "Interaction with journalists and reporters should be seen as the norm rather than the exception to the rule".
7. The revised *Media Relations Policy* [4 June 2008] contained a Commissioner's Foreword in which he set out why the MPS' relationship with the media is important, stating "*One of our key priorities is building community confidence in the Met's commitment to policing London. We need to demonstrate to Londoners that we are on their side, working for them, getting the results they want to hear about – and the media is an important channel among many for letting them know about this commitment and what we achieve*". The specific "*benefits*" of the policy are stated as: The MPS will be demonstrably more accountable to the people it serves; improved public confidence in services provided by the MPS; and increased willingness of the public to interact with the

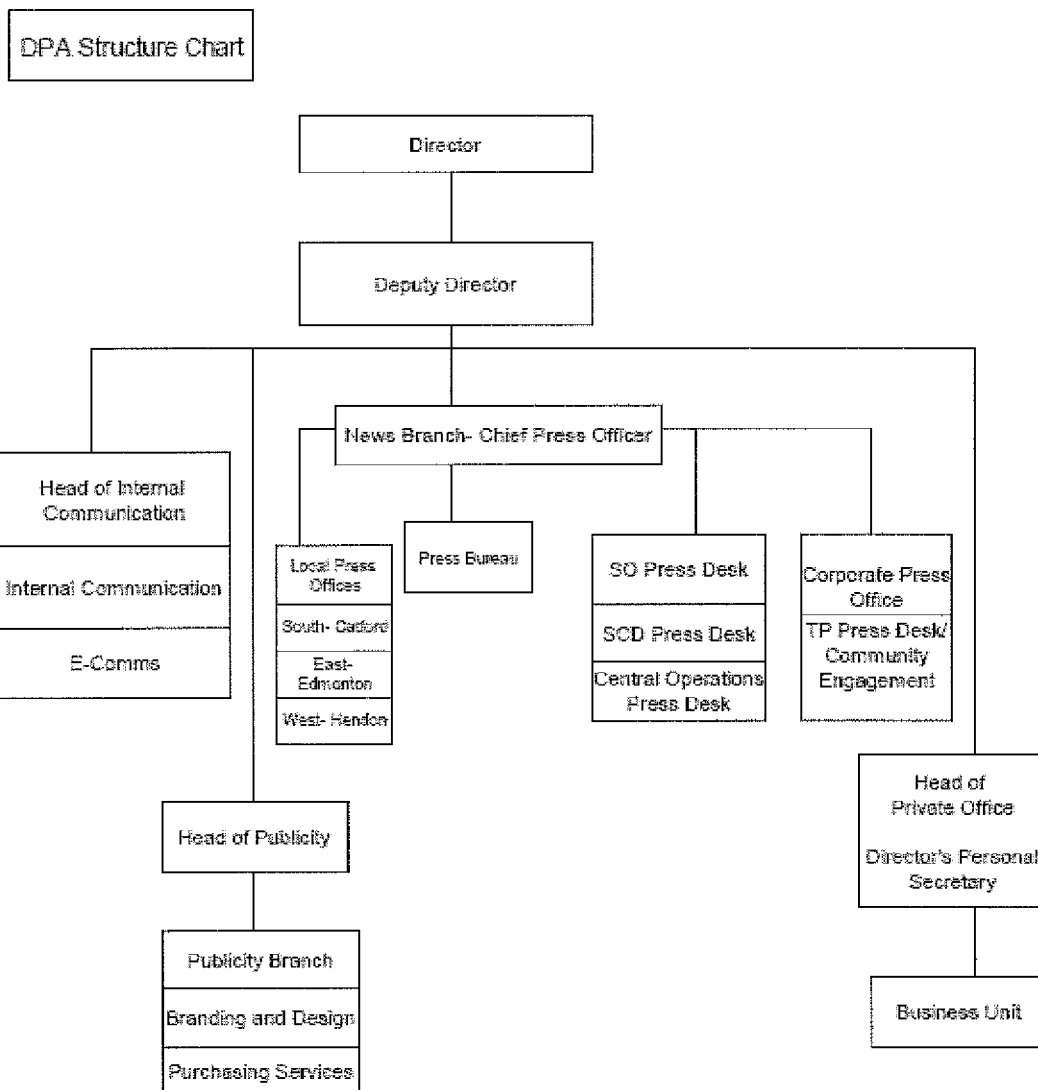
MPS. The “ownership” of the policy is stated to rest with the DPA, and it is to be implemented corporately and monitored and reviewed by the DPA.

8. The accompanying *Media Relations Standard Operating Procedures* [4 June 2008] confirms that the Directorate and the Director of Public Affairs is to take the lead in managing the MPS’ day-to-day engagement with the media (although it is made clear that with over 50,000 employees across London, it is not always possible for the Directorate to deal with every media interaction with MPS staff). An effective Directorate is therefore crucial to implement this key policy of the MPS.

Q2-4, 6-8 and 16: The Directorate of Public Affairs

9. The DPA is the department responsible for providing corporate communication services to the MPS, its officers and staff. It delivers this by raising public awareness and understanding of the MPS, promoting corporate objectives and achievements and providing a comprehensive media service. The DPA also works to enhance the way the MPS communicates internally by developing local communication across the organisation and by providing co-ordination, advice and expertise. The DPA aims to communicate the work of the MPS to build and maintain public confidence in policing in London through four main core activities in news and media relations, internal communication, e-communication and in marketing and publicity. There are no separate ‘corporate image’ personnel within the DPA. If the DPA effectively communicates to the people of London, the good work which is done by the MPS to tackle crime and advise on how to prevent crime, then people may feel positive towards the MPS and the fear of crime may be reduced.
10. The DPA is the focal point for media contact with the MPS, and is responsible for the development and maintenance of the MPS media policy, provision of media services and relationships with the media.
11. Media interest in the MPS comes from local, regional, national and international news organisations as well as specialist and minority publications. Being based in the capital, the national media is very Met-centric when it comes to reporting policing matters. In some ways they could be viewed another arm of the local media. The DPA takes the lead in managing most of this relationship but the regular local media contact is mainly handled through the 32 individual borough commands and their communication staff. When local media matters generate a London-wide or national interest and take on a corporate dimension the DPA seeks to co-ordinate and oversee their media handling with local borough communicators.
12. The most regular journalists dealing with MPS matters tend to be crime reporters or correspondents from the national and London regional press and broadcasters. Consequently, they can frequently be found dealing with both the DPA and officers across the organisation.

13. The majority of DPA staff, some 45 out of 69, are press officers of the News Branch, and are dedicated to providing media support as the primary and main contact point between the MPS and the media. As such we seek to develop and build positive relationships with the media through the provision of timely and accurate information on the activities of the organisation and its 50,000 staff. However, it is not practical or possible within the resources available for the DPA to handle every single media request or interaction that is made. The remainder of the staff are engaged in internal communications, e-communication, marketing and publicity. The structure of the DPA is as set out in the 'organogram' below.



14. The News Branch plays a key role in supporting officers in their operations and investigations, enabling them to maximise the benefits to the public to be gained from interaction with the media while minimising the distractions this can bring in being able to get on with their jobs. Wherever possible and practical we arrange for

the relevant officer to speak to the media but many enquiries are routine and can be dealt with by the press office with no further referral. My experience is that journalists would prefer to speak to the relevant officer when possible but also recognise the News Branch provides a valuable service. To do this, our role is to be proactive and effective in meeting the media's demand and provide a fast, useful, trusted, accurate and reliable service.

15. The DPA News Branch consists of a 24-hour, seven day a week, press bureau which is often the first point of contact for the media. Alongside this are five specialist desks dedicated to supporting the four main functional commands within the MPS: Special Operations, Specialist Crime, Central Operations, and Territorial Policing; and also the corporate desk. These are the main point of contact for requests to interview, or obtain information, from senior officers. Where a senior officer accedes to a request for an interview, the DPA will normally facilitate arrangements for the interview. While some senior officers rely on the DPA to manage their contact with the media, many do so directly themselves. There are also three local offices serving east, west and south London - they are the main contact point with the 32 borough commands and their communication staff. Each of these desks/offices is led by a senior information officer who reports to the chief press officer who, in turn, reports to the Deputy Director.
16. It is important to note that, notwithstanding the important function of the DPA, it has consistently been the policy of the MPS to devolve media contact to operational officers and to permit officers of a suitable rank to speak to the media about their own areas of responsibility. Thus, the current *Media Relations Standard Operating Procedure (SOP)* state that officers of the rank of Inspector and above are specifically authorised to speak to the media about their own areas of responsibility (unless there is a specific media strategy in place or dedicated spokesperson identified). This approach is also reflected in previous iterations of MPS policy. There are over 2,000 officers of Inspector rank and above who are therefore authorised, and encouraged, to speak to the media. Consequently our role is more that of organisation, facilitation and coordination rather than as gatekeeper. The DPA is this not the only interface with the media -- police officers do so as well.
17. The DPA handles some 120,000 media calls a year with over half of them going to the press bureau at Scotland Yard. In an average week the bureau gets around 200-300 calls a day. At the peak of the public disorder on 9 August 2011 the number of calls rose to over 1,700 and remained at approximately 1,200 on the 10 and 11 August 2011. If the DPA did not provide this service these calls would be going direct to police officers and preventing them from getting on with their policing responsibilities.
18. In addition to handling the large number of press enquiries and providing regular information on arrests and charges, in 2011 the DPA news branch issued 1,008 news releases, arranged 447 media facilities including interviews, press conferences, briefings, visits and attendance on police raids, promoted 396 successful court cases, supported 100 murder investigations and attended 316 gold group meetings.

As to the utility, or usefulness, of the DPA, my view is that it provides a service that is essential to both the MPS and to the media.

19. The DPA uses a searchable computerised database – Solcara - to capture and manage the operational and organisational information it holds and develops in relation to media management. This also provides a corporate memory for the MPS of how we responded to major issues that have impacted the MPS. This has a restricted password controlled access which is limited to DPA press officers and authorised borough communicators. As to how Solcara works in practice, a record is kept in relation to individual cases/incidents. The record would initially contain a description of (i) the information that the DPA had been given (ii) who had given that information and (iii) the time that the information had been given. After discussion had occurred with necessary personnel within the MPS, and decisions made as to the approach that is to be taken in relation to the release, and non-release, of information to the media, a record would be made of: (i) what information the MPS is able to offer to the media ("for offer"); (ii) what information the MPS may provide if it is asked to do so ("if asked"); (iii) information that third parties have released and which is known by the MPS and which may be released by the MPS, making it clear when it is released that its source was a third party, and not the MPS ("non attributable"); (iv) information in the possession of the MPS – such as information on reporting restrictions, or the date and time of a briefing by an MPS officer, which may be released to the media but is not for publication by them ("not for publication"); (v) what information is not for distribution to the media (this may include confidential or sensitive details of a victim or of a person arrested) ("Bureau information").
20. The DPA has a role in developing effective and ethical relationships with the media. As to developing effective relationships, the DPA builds relationships and helps develop trust between the MPS and the media. The DPA uses 'off the record' discussions only with people it knows and trusts and in whom it has confidence not to publish information given on this basis. The DPA seeks to provide the media with the service it wants and attempts to do so in the timescales required by the media. It also creates an effective relationship by adopting a corporate policy which includes common standards developed in consultation with the media, to which the media can refer in its dealings with the DPA.
21. As to the role of the DPA in developing ethical relationships with the media, the DPA does this in a number of ways. First, it develops official - rather than unofficial - relationships with the media, which leads to the controlled and proper dissemination of information. Within the DPA there is no preference for one newspaper over another and there is even-handedness. The DPA avoids situations where an individual officer may have a friend in the media who is given information to the detriment of other journalists. Via the DPA, information is provided to everyone in the main. There is an equality of opportunity for the media to gain access to the MPS through the DPA. Second, involvement of the DPA seeks to ensure that information is disclosed in an objective fashion, one place removed

from the officers on the front line. Thirdly, the DPA has an important role in developing the MPS' media policy, which is all about integrity.

22. The utility of the DPA can be seen day-to-day in areas such as crime appeals run by the media and reporting on operations, court results, policy and crime prevention issues. DPA is also leading the way in the MPS' approach to direct engagement with the public via social media - organising webchats with the Commissioner and with specialists and providing updates not just via the web but also Twitter - leading to more public engagement and understanding of policing issues.
23. In early 2011, a satisfaction survey of journalists who use the Press Office was conducted. Of the 59 responses their views were:
 - 23.1 Quantity and timeliness of press releases - 44 satisfied and 11 dissatisfied;
 - 23.2 Access to police officers - 24 satisfied 26 dissatisfied;
 - 23.3 Access to senior police - 18 satisfied and 15 dissatisfied;
 - 23.4 Response from press bureau - 45 satisfied 9 dissatisfied;
 - 23.5 Response from Area - 31 satisfied 13 dissatisfied;
 - 23.6 Response from specialist desks - 34 satisfied 6 dissatisfied;
 - 23.7 Our bureau website - 42 satisfied 3 dissatisfied.
24. The growth of 24 hour news has required the MPS to find ways of providing information and spokespeople at a faster pace than previously while continuing to ensure its' accuracy and appropriateness to issue. A key concern of this development is the impact of rolling news. Firstly, its potential to compromise any on-going police operation, as was the concern during July 2005 when a temporary news blackout had to be negotiated at short notice. Secondly, the tendency for broadcasters to repeat footage at frequent intervals without making clear that it is no longer a live broadcast. This can create a perception of the scale and impact of events that is not necessarily accurate or up to date. This has been raised with broadcasters with limited success.
25. The Foreign Press Association awarded the MPS their Press Office of the Year award in 2005 in recognition of the support provided to foreign journalists in the UK handling the 7/7 terrorist bombing incidents. The DPA was also named the PRCA In-house PR Team of the Year in 2010.

Qs 11-15 and 17-19: DPA News Branch Staff

26. There are currently 69 full time posts in the DPA filled by 65 full and part-time staff. According to information provided to me by the DPA, as at January 2012, 32 came from a previous media background in a paid and unpaid capacity. This

includes local, national and trade newspapers, magazines and publications, public service and commercial TV and Radio, advertising agencies, news agencies, and news or sport web content. According to the DPA data, of these, 12 have previously worked for titles owned by Rupert Murdoch and 3 of these 12 have worked for the News of the World but none of them were permanent staff.

27. They were recruited by the MPS in open competition and subject to the same assessment and evaluation procedures using the communication competences developed by the former Government Communication Network.
28. I do not believe there should be any limitations on recruiting journalists to work for the police service. I only recall one member of DPA staff having left to join the media but this has never caused any problems or concerns. I do not have any reservations about DPA staff joining the media but in doing so I am aware of the HMIC report which suggests consideration should be given to some form of cooling off period for police officers or staff leaving the police service to work for the media and vice versa. This may be appropriate depending on the type of work they undertook while in the police service.
29. The DPA and its staff operate within the *Communication Group Advisory Guidance* issued by the Association of Chief Police Officers (the current version of which was issued in 2010; the first version of which was issued in 2003); the IPCC protocol; and our own *DPA Media and Communications Instructions* (which are reviewed and updated periodically with legal advice). In addition, DPA staff are bound by the same media policies which apply to all MPS employees. I attach to this statement (as exhibit "DF/2") the relevant written policy and procedure documents as set out below:

1	Special Notice 24/98 Corporate Communication Strategy	21 August 1998
2	Special Notice 19-00 "A new policy for relations with the media"	22 September 2000
3	Notices 06-2001 Item 2 "Taking the media on police operations"	Undated
4	Notices 17-2003 Item 5 "Metropolitan Police Service Media Relations Policy"	Undated
5	Media Relations Standard Operating Procedure	5 July 2006
6	MPA Scrutiny of MPS Media and Communications ¹	Undated (but believed to be 5 April 2007)
7	Directorate of Public Affairs: Media Relations Policy (Version 2)	4 June 2008

¹ This is not in fact an MPS policy or procedures document

8	Directorate of Public Affairs SOP: Media Relations Standard Operating Procedure (Version 2)	4 June 2008
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30. In addition to these policies, in February 2008 (and then again re-issued in January 2009), the Management Board of the MPS agreed how they should manage their relationships with the media. This agreement was reflected in a document which I exhibit as "DF/3".
31. I believe that, although these policies have been sufficient and have worked effectively, they can always be improved - indeed they evolved over time, as when they came to be reviewed we looked to improve them. For example, following the delivery of the MPA's *Scrutiny of MPS media and communication* in 2007 (following the Forest Gate incident in 2006) [see document 6 above], the Media Relations Policy and Standard Operating Procedure for the DPA were reviewed and changed [see documents 7 and 8 above].
32. As to the training that is provided to members of the DPA, all press officers undergo an initial two-week induction in the press bureau to familiarise themselves with our policies and procedures as well as the systems that we operate to record and search for information. During that time they work alongside existing colleagues and are under the close supervision of the head of the press bureau and the chief press officer. At a later stage they attend a national week-long residential police press officers training course. Further specialist training on the law and the media as well as specialist skills such as press release writing are also provided by the DPA for all those engaged in communication work in the MPS. Additionally, in 1999 I introduced an annual critical incident exercise to train DPA staff in responding to events such as rail/ air crashes, bombings etc. Journalists and staff from partner agencies also participated.
33. The DPA provides media relations awareness and interview training for officers at various levels including an initial course for neighbourhood policing teams through to full broadcast training for senior officers. About 250 people are provided with this training each year. There is also reference to dealing with the media in a module for police recruits and the MPS Crime Academy provides media elements in courses for detectives.

Qs: 9-10: Off the Record

34. The MPS' media policy has permitted those authorised to speak to the press to do so "off the record". For example, Special Notice 19-00, entitled "New policy for relations with the Media" [see document 2 at paragraph 30], specifically states that "*When confidence and trust is established there may be occasions when senior officers will feel able to talk to reporters on an 'off the record' basis – dealing with matters not for public disclosure, explaining reasons for maintaining confidentiality and specifying what might be published. It will be for OCU commanders and head of branches to decide at what levels within their own areas of responsibility such discretion may be exercised. If there is any doubt about this, advice must be sought from the DPA or enquiries referred direct to them*". Further, Notices 17-2003 Item 5 [see document 4 at paragraph 30] also specifically refers to 'off the record'

conversations. The Standard Operating Procedure of 5 July 2006 [see document 5 of paragraph 30] provided further guidance. Similarly, paragraph 4.8 of the Standard Operating Procedure (version 2 of 4 June 2008) [see document 8 at paragraph 4.8] repeated the guidance.

35. The policies have carried warnings in relation to the difficulties and dangers that can sometimes occur in relation to giving guidance to journalists "off the record" (in particular as to the need to keep to the facts, as to the need only to speak in cases in which the officer or member of police staff is involved, as to the misunderstandings that may occur in relation to the use of this phrase, and as the need to keep a written record of such briefings,).
36. The 2008 SOP notes (at paragraph 4.8) that "*There may be occasions when police officers wish to provide guidance to journalists on a specific case or issue they are dealing with...When doing this, officers must adhere to the facts of the case and must not speculate or let their own personal views or prejudices influence the discussions*".
37. The 2008 SOP further notes (at paragraph 4.8) that "*Police officers or members of police staff must not express views or give off the record guidance on cases/issues that they are not involved in as this could compromise an operation or investigation. Such action could lead to disciplinary action being taken*".
38. The 2006 Policy noted that "*Misunderstandings can sometimes occur about what 'off the record' means. Some journalists interpret it as being completely non-reportable, whilst others believe that they can report what is said but not attribute it to the individual who said it. It is therefore advisable that before giving guidance of this work, the officer/ police staff member clarifies the basis on which it is being provided*".
39. The 2008 SOP said the same (at paragraph 4.8), adding: "*It is good practice to keep a written note of any off the record briefings given*".
40. I have always encouraged the provision of as much information "on the record" as possible in the interests of openness and transparency but also because of the dangers that can arise through differing interpretations among police officers, press officers and journalists as to the use and meaning of 'off the record' (alluded to in the policies set out above) .
41. However, 'off the record' discussions are sometimes necessary, especially when the media have some incomplete or inaccurate details or facts in their possession or its publication could prejudice a live operation or investigation. An example of where it has been necessary to speak off the record is when, in press briefings, questions from the media have strayed into non-reportable issues but a discussion is necessary to clarify information that is being given or to support a request that the media does not make a report in relation some particular facts (and to explain why that is so), often to ensure reporting that may prejudice an investigation does not take place. I have therefore had to pause a briefing while we clarified with those present the terms for further discussion before proceeding.

Qs20-25: Police Media Contact

42. I believe that the MPS has three main types of staff with differing attitudes and approaches to the media: those who are comfortable and communicate regularly, those who avoid contact with the media at all costs and, those who are not sure or confident and seek assistance from press officers. As a result, some officers have long standing media contacts and, on occasions, may be considered to give them preferential treatment over other reporters. Others, who are not so confident, can be caught out by journalists befriending them and offering exclusives which also antagonises other journalists. The DPA seeks to overcome this by intervening whenever possible and trying to ensure that there is fair treatment and access for all.
43. I have no specific evidence or experience of bribery of police officers or staff by the media but it would be naïve to assume it has not taken place at some time.
44. Similarly, I have no specific evidence or experience of bribery of DPA personnel. However, because I am closer to the DPA personnel and their activities (more so than for police officers) I am in a better position to spot suspicious activity in relation to any preferential treatment, or granting exclusivity or leaks when the information is not authorised for release so I do not believe any personnel with the DPA have received bribes from the media. Because of the significant amount of information held by the DPA and its level of contact with the media it is occasionally blamed by officers for leaks but I do not believe this to be the case. We conduct regular monitoring of media coverage and access to our information storage and search system, Solcara, to detect any possible wrong doing among our staff. As a result of this monitoring we identified in 2003 a member of staff who was passing inappropriate information to the media and referred him to the Directorate of Professional Standards.
45. Leaks from the MPS to the media damage our reputation and undermine our trust and credibility with the public. Some leaks are deliberate, others are unintentional. I believe that leaks can occur through the power of an individual holding some restricted information, coupled with a range of factors such as disaffection with the organisation or an individual, a belief that the information they hold should be in the public domain or just plain careless talk or gossip in public or open places.
46. However, I believe that leaking is not on a large scale and much less than in 1998/9 when I was a member of the Project board that was established to develop the MPS Corruption and Dishonesty Prevention Strategy.
47. I drafted the media relations policy in 1998 and this, together with its updated versions, has continued to provide guidance and contributed to greater openness and transparency in dealing with the media across the organisation. Responsibility for its implementation rests with all business group managers.
48. By organising more official events to introduce officers and staff to the media, as well as providing timely information and briefings, the flow of information from

the MPS to the media has been in a more open and controlled environment. I believe this has contributed to a more managed, effective and ethical relationship with the media.

Qs26-28: Personal Media Contact

49. Most media contact with the DPA is handled by the team of press officers who report to my deputy director, who is the Head of News, and his chief press officer. However, to perform my role effectively, I was encouraged, by Sir John Stevens, to get out and network extensively with the media and meet with journalists to build positive and credible relationships for myself and the MPS. Networking is part of the media – and PR - business and I was encouraged to interact with journalists. I was the lead for improved media relations and I was expected to be at the forefront in that respect.
50. My main contact with the media relates to corporate or policy matters or when journalists are seeking access to the Commissioner.
51. I arrange and attend meetings for the Commissioner to meet a range of national media editors once or twice a year. Some of these take place over lunch or dinner.
52. I have contact with a wide range of UK and overseas journalists from all sections of the media including crime, security, home affairs and political correspondents, commentators, documentary producers, programme makers and, more recently, Olympic correspondents.
53. Of these, my most regular contact is with reporters who usually, but not exclusively, belong to the Crime Reporters Association. In my early days with the MPS the Association was not fully representative of the national and London regional news outlets but I encouraged them to widen their membership to improve this position. I introduce and chair the regular Commissioner's briefing for the Crime Reporters Association which lasts for about an hour and was attended by many of its members. After the Commissioner has left it is quite common for many of them to stay behind to continue the discussions or to meet in a bar close to Scotland Yard. If I am free, I join them on occasions as part of my networking activity. This enables me to discuss the issues raised and to clarify any uncertainties with those present to identify any shortcomings in the provision of information and to get a feel of how the story will be covered. As a result I often provide feedback to the Commissioner on the media coverage we could expect.
54. Within the time constraints of my wider role as DPA Director, I always try to be available to all journalists – seven days a week – and, when not, to call them back as soon as possible or ensure that someone else in the Directorate does so. I tend to get a few media calls a day from reporters making check calls or looking for a story, wanting to discuss an initiative or story idea they might have or, sometimes, to raise issues about the service they are getting from the DPA. These can lead to an invitation to meet for coffee, a drink or lunch to discuss matters further - I would do one of these things (not each of them) about once a week. Throughout my time

with the MPS I have probably spoken on the telephone to two to three journalists on most days although this number increases considerably when significant operations are taking place. On some occasions I am one of the many people they are phoning on their contact lists trying to follow up a story on which I would probably have little or no knowledge or information that I am able to share.

55. When I am able to, I attended other press conferences or briefings being given by officers at Scotland Yard and sometimes, chair the session.
56. When a significant police operation or news story is running it is quite common for journalists to gather near to Scotland Yard and I will often go out and take the opportunity to talk to them. In total, I would probably see most crime reporters 10 to 20 times a year in addition to any phone calls made.
57. Through these formal and informal media contacts I have sought to build a relationship which trusts the DPA as the main contact for the media, improve the understanding of the MPS and, in turn, its media coverage and profile. In return, I have gained an insight to the particular media outlets current interests or concerns as well as its view on the MPS which has enabled me to develop plans to redress them in communication terms.
58. I was often approached by reporters to see if I could arrange an interview with the Commissioner on a particular subject that was of interest to them. Where it was likely the Commissioner might wish to give an interview I would consult the Commissioner and consider making suitable arrangements. When this was on an exclusive basis to one reporter it would often generate complaints from others who felt excluded or were not being given fair access to him.

Qs29-37: Gifts and Hospitality

59. Gifts or hospitality are recorded in the local hospitality register, which for the DPA is overseen by the Deputy Director and maintained by the private office staff. Historically, a threshold was adopted which requires the entry of all lunches and dinners, but lower level items such as coffee, tea and drinks are not regularly recorded. The Deputy Director conducts an audit of the register every few months. DPA staff are also asked to notify their line manager if they are offered or receive any gifts or hospitality. However the morning daily update meeting, attended by representatives of each section of the directorate, would normally identify to the senior managers if anyone had or was expecting or likely to meet any journalists that day.
60. The only gift I recall from the media was in December 2003 when a Christmas hamper was sent to the DPA by the then editor of *The News of the World*, Andy Coulson, and was shared among staff. This was wrongly recorded in the hospitality register as being from Andy Coulson, editor of *The People*. I believe this was given as a thank you for the DPA's efforts in dealing with the paper's demands, often at short notice on Saturday afternoons.

61. Whilst the incident I am about to describe did not involve the giving of a gift, and does not arise directly from any of the questions asked of me by the Inquiry, it is a matter about which the Inquiry ought to be aware. I think it was in September 2007 that Rebekah Wade telephoned me to ask if it was true that the MPS loaned retired police horses to private individuals rather than have them put down. She said that, if this was true, she was interested in offering a home to a retired police horse.
62. I asked one of my press officers to establish the facts and they put me in touch with an officer of the Mounted Branch at our Imber Court stables. I think his name was Inspector Hiscock.
63. He outlined the scheme to me and I told him of Rebekah Wade's interest. We agreed that I would arrange for her to visit Imber Court and to meet him. I felt this could possibly lead to some positive coverage about the care of retired police horses. Accordingly, I spoke to the then Commissioner, Sir Ian Blair, to make him aware Ms Wade's approach and of the action taken.
64. A date was fixed for the meeting at Imber Court of 19 September 2007. I recall the date because Ms Wade met the Commissioner and me for lunch later that day.
65. I introduced Ms Wade to Inspector Hiscock, who showed her around the facilities and discussed the loan scheme with her. She was quite interested in taking this further and it was left for her to deal direct with Inspector Hiscock to take things forward. When Ms Wade later saw the Commissioner for lunch, she told him of her visit and of her interest in providing a home for a retired horse.
66. I had no more dealings with this until I received a call from Inspector Hiscock sometime later to say that he had identified a suitable horse, had visited and checked the facilities being offered by Rebekah Wade and the arrangement was going ahead. I had no further dealings in relation to this issue.
67. To carry out my duties it has been recognised by successive Commissioners that I need to network widely with journalists. For example, when the Gifts and Hospitality Policy was updated in 2009 the Commissioner agreed that I could, on occasions, purchase alcohol in excess of the hospitality guidance levels. However, I have never done so as the media has mainly met the cost of hospitality although I have sometimes paid from my own pocket. This has mainly been in the form of lunch or dinner but there have also been occasions when I have been provided with tea, coffee or a drink. I have accepted such hospitality from the media about once a week (as set out above).
68. The main official provision of hospitality by the MPS to the media has been through an annual reception hosted by the Commissioner and some occasional dinners for editors of London local media and retirement dinners for crime reporters. A small number of drink and buffet receptions are also held for officers in specialist units to meet reporters to build awareness of the media and create

opportunities for positive media coverage and relationships. By doing this in a controlled way the aim is to make access available to all journalists and not just those with established contacts.

69. Together with the Commissioner, I have met various editors and/or deputy editors of *The News of the World*, usually over lunch or dinner, once or twice a year up until 2009 (from when there was less contact at this level). In April 2006 I also met the editor and deputy editor with AC Hayman over dinner on one occasion.
70. My most regular contact with *The News of the World* was initially with the late Peter Rose and then his successor as crime editor Lucy Panton. I would have lunch with them about 3 times a year but speak to them on the phone most weeks about the stories their paper was planning to cover the following Sunday. This would sometimes involve a meeting late in the week, often on a Friday afternoon. I would also talk to them before meetings with the editor to identify topics or issues that might arise so I could brief the Commissioner. If there were any specific actions from these meetings we would discuss these afterwards either on the phone or in a meeting. They were among the reporters who attended the Commissioner's briefings with whom I would sometimes meet with other journalists afterwards.
71. I would estimate that these meetings would take place about 6-8 times a year in total when I, DPA colleagues, Lucy Panton or other journalists may have contributed to, or met, the cost if any drinks were provided.
72. *The News of the World* was one of the most challenging media outlets to deal with because of the nature and content of their coverage, propensity for sting operations and their reluctance to approach the MPS with questions or requests for operational support until the last minute on a Saturday. This was fuelled by a lack of trust and the fear that their exclusive story would be undermined by premature police intervention or leaked to another media outlet. From an MPS perspective this was not a satisfactory situation. For example, if we received a telephone call at mid-Saturday afternoon, just ahead of the deadline for Sunday newspapers, then there was little or no time to provide input or properly planned support or intervention.
73. Through my contact with the paper I sought, over time, to gain their confidence and trust to encourage them to work with us at a much earlier opportunity on their stories. It enabled me to make arrangements for timely access to relevant officers and put them on notice of what approaches we may be getting in due course. The positive effect of this can be seen in the case of the cricket match fixing story when the editor, Colin Myler, approached me at 6pm on a Friday evening, which gave us far more reasonable notice to put an effective policing plan in place the following day which ultimately led to successful prosecutions.
74. At one of these end of the week meetings with Lucy Panton, in my office, at which I was seeking to gain an understanding of whether there were any issues or stories of which the MPS should be aware, I recall that she had arrived with a story about the reception into prison of ex-Commander Ali Dizaei (in particular concerning his

alleged refusal to hand over his suit to the prison staff). She was being chased by telephone and/or text by her office to file this story, which they were expecting from her. To help her, and as she was under pressure, I offered to let her type the story, which she did from notes that she arrived with, in an e-mail on the stand-alone computer in my office. She accepted and wrote the story and sent it. I was present in the office throughout this time, and therefore got advance sight of a story about an MPS officer.

75. The stand alone computer was not connected to the MPS computer system. I had the stand alone primarily to enable me to use a wall computer projector that projected onto a 6 x 4ft screen in my office (for use in giving presentations in particular) but also to have a back up in case the MPS system failed and also because the firewalls on the MPS main system limited access to social media sites (which I needed to be able to see as part of my job). As part of the system it comes with a BT internet connection and e-mail facility. I occasionally used that email facility - i.e. to email presentations over to where I was going to speak (the size limit is greater on this system than on the main system for sending large documents like presentations). The name of my BT e-mail address - [redacted] included my title so it was clear to recipients that it was an e-mail from me when I used it. My main work was all on the MPS system. While Lucy Panton was using this computer I was nearby throughout and she did not have access or view any other files or documents.
76. I exhibit a copy of the e-mail that was sent as exhibit "DF/4".
77. The level of hospitality from the media received by the Commissioner and myself has been at a fairly constant level since I took over the role in 1997. While I consider it all to have been entirely appropriate at the time, I accept that the negative perception which this has now created needs to be addressed. As recommended by the HMIC, the development of national standards for police and press relationships which provide clear guidance to officers and staff alike are essential, together with improved governance and oversight to restore and build confidence in the police service. This particularly needs to address how to maintain contact with a media organisation at a time when they or their staff may be under police investigation.

Qs 38-51 and 55-56: Neil Wallis

78. From Spring 2009 onwards I had been considering whether I needed to engage some external support. This was due to the long term illness of my deputy director who had been on prolonged sick leave since mid-February 2009 [redacted]
[redacted]
- During his initial treatment period I had my annual appraisal firstly with the Commissioner in June and later in July with the Chair of the Police Authority. On both occasions the impact of my deputy director's absence was discussed and whether additional support to me and the MPS was needed to provide resilience. However, I was initially reluctant to take on any assistance at that time because I thought my deputy would be back before too much longer. Nevertheless, I started

to give some thought as to where or how I could take on additional help and support. I identified that, if I did take on additional help, I would need access to some strategic communication support in the areas of public affairs, media relations and speech writing.

79. I decided that the criteria for selecting would be: they would need to have: worked and advised at a senior level in an organisation; relevant media/speech/public affairs experience, knowledge and contacts; strong awareness of policing issues; and, be available to give advice, possibly at very short notice, which was reliable and credible. I also identified some potential suppliers.
80. Towards the end of August the Commissioner and I were concerned that my deputy might never return to work and again the Commissioner suggested that I considered taking on some additional resource. By this time I had been trying to cope without external assistance for over 6 months, which itself had saved the MPS at least £12,000. Much of my Deputy's responsibilities fell on me to cover. I was therefore doing two jobs, with a high volume of activity, on-call around the clock and under high pressure. The Commissioner was due to give an important speech in mid-September and this was a very urgent and pressing task to complete.
81. In July 2009 I briefly attended Neil Wallis's leaving party from the *News of the World*. He introduced me to Fraser Nelson, Editor of *The Spectator* and suggested we should meet to get to know each other better. Neil Wallis subsequently arranged for us to meet for lunch on 12 August 2009. At this lunch Neil Wallis told me of his new line of work as a media consultant and offered his services to me and the MPS. I have known Neil Wallis since 1997, when I first met him with the then Commissioner and have met him about twice a year since, sometimes with the Commissioner or Deputy Commissioner. Over the following few days I considered that he met the selection criteria and would be available to start almost immediately.
82. When giving evidence to the Home Affairs Select Committee in July 2011, I could not remember who had recommended Neil Wallis to me but with the benefit of having been able to review my diary and give considerable thought to this over a number of months, I am now quite satisfied that he had put his name forward to me himself, at the lunch rather than it being proposed by anyone else as I may have implied to the committee.
83. I informed the Commissioner that I was considering engaging the services of Neil Wallis. I also spoke to AC John Yates about this proposal as I knew he was expected to deliver a number of public speeches and presentations in his role and could make use of this support service. I thought he might also be prepared to co-finance the contract.
84. I was aware that John Yates and Neil Wallis knew one another through work but did not understand them to have any significant contact outside of work. As he was now Assistant Commissioner Specialist Operations (ACSO), John Yates had also inherited responsibility for the phone hacking investigation. Therefore, I felt

that he was well placed to advise me on any potential risks to the organisation if Neil Wallis was engaged by the MPS in view of the News of the World involvement in the phone hacking case.

85. I subsequently came to the view that: on a professional basis, Neil Wallis fully met my requirements; we knew nothing about Neil Wallis that would be to his detriment; he had previously been a member of the Press Complaints Commission and its Editors Code of Practice Committee; there was no indication that he was suspected of involvement in criminality - he had never been named, implicated or questioned regarding phone hacking; he had never been required to resign over the issue at the paper; the phone hacking investigation was closed; and, Neil Wallis was no longer employed by the News of the World and was now setting up his own media business.
86. In addition John Yates told me that he had spoken to Neil Wallis on 31 August 2009 to ask if there was anything that was going to emerge at any point about phone-hacking that could 'embarrass the MPS, me, him or the Commissioner'. John Yates had received 'categorical assurances that this was the case' as recorded in his day book at the time. As John Yates had obtained and recorded this assurance I felt there was no need for me to repeat the question.
87. No other officers gave any information or assurances about Neil Wallis' suitability to work for the MPS.
88. I therefore felt there were no reasons as to why I should not go ahead and discuss the possibility of engaging the services of Neil Wallis. I arranged to meet him to speak about the draft speech being prepared for the Commissioner as I was interested in hearing his views on how we could improve its content and presentation and generate positive media coverage. We met for lunch on 3 September 2009 and discussed the possibility of him providing strategic support to me and likely costs. He offered to do some work on the speech at no cost to demonstrate the sort of help he could provide. He proposed a considerable number of useful changes and re-writes. I was very impressed with what he had advised and felt that we should go ahead and seek to engage his services as soon as possible.
89. On 7 September 2009 I asked my staff to request a single tender process on the grounds of urgency for the period from then to the end of March 2010. My staff was advised on 18 September 2009 by Alan Corner that Procurement Services had turned down this request because the MPA procurement rules had changed and we would now need to obtain 3 quotes. I therefore informed Neil Wallis that I was unable to put a contract in place at that time but would be inviting him to submit a quotation, if he wished, as part of a competitive tender process. I decided to invite Peter Bingle, Charles Lewington and Neil Wallis to submit quotes by email. The invitation to quote sought strategic communication support and advice – short notice senior level input at director level with strategic media relations advice. This would take the form of verbal advice on the presentation of current policy matters

in the areas of public affairs, media relations and speeches, mainly over the telephone but with occasional meetings. I received prompt responses within 5 working days. The quote from Chamy Media Ltd (Neil Wallis' company) was considerably lower than the other two. Therefore I asked my staff to make the necessary arrangements for a contract to be issued. My staff issued the contract dated 28 September 2009 for the period 1 October 2009 to March 2010, with the option for extensions.

90. Neil Wallis never had unescorted access to our premises, and the matters discussed or advised on were all matters of public record, either put there by the MPS or in the published or broadcast media. His role did not cover any operational or investigative matters. He had no access to any MPS systems. Therefore I did not believe that personal vetting was necessary, and it was never raised with me by anyone else.
91. Neil Wallis was not expecting payment for his work on the speech in September. However, I felt that we should consider paying him for what he had already done and asked him for an invoice to see if it was possible to pay him. On receipt of the invoice I asked my staff to establish if this could be done and they subsequently told me that they had made arrangements for him to be paid for the September work.
92. I do not know whether it is true or not that Neil Wallis sold crime stories to the media while working for the MPS. I had no knowledge of this allegation until a press enquiry was made to the MPS by the Telegraph the day before it published its story.
93. I first became aware that Neil Wallis was of interest to the MPS in relation to phone hacking on the day of his arrest. I discussed with the Commissioner how we should make public the details of the MPS contract with Chamy Media without compromising the phone hacking investigation or Mr Wallis. The Commissioner advised me that, because of my involvement in awarding the contract, I should not be involved in any decisions on this and it should be left to the deputy commissioner and my deputy director.
94. I played no part, formally or informally, directly or indirectly, in Amy Wallis securing work at the MPS, nor did I encourage the offer of work to her.

Qs 52-54: Champneys

95. Just after 9am on Saturday 16 July 2011 I was phoned at home by David Leppard of the Sunday Times who wanted to put some questions to the Commissioner about his stay at Champneys and its association with Neil Wallis. This was the first time that I had heard of any connection between Neil Wallis and Champneys.
96. Shortly after, he sent me an email with a number of detailed questions. I immediately telephoned the Commissioner at home and also emailed the questions to him. Some brief press lines were already in place relating to the Commissioner's

stay at Champneys but these did not address all that was being asked and contained no reference to Neil Wallis. Over the next couple of hours we developed a fuller response to the Sunday Times.

Q57: My son

97. While still at school, my son was considering a career in journalism. When all the pupils in his year were encouraged to find one week's relevant work experience I approached the editor of the Sun, Rebekah Wade, and she agreed to provide this. The subsequent arrangements were made between the school and the HR department at the Sun.
98. At the end of his week at the Sun, he was invited to return for further work experience if he wished, an offer he took up after university, completing another four weeks work experience.
99. Shortly after, in November 2007, I was asked by the Director of Human Resources, Martin Tiplady, if I knew of anyone who might be available immediately for a short term contract to work in his press office. I told him of my son's recent work experience at The Sun and he suggested that my son should approach the HR press office senior information officer, to see if he could be of help to her. They met for an informal interview where, he tells me, they discussed what he had been doing since leaving university and the work experience he had gained. He was offered and accepted a temporary fixed term contract as a junior administrative officer. Both his manager and the Director of Human Resources were therefore fully aware of his previous work experience.
100. In April 2008 he made a successful application for a permanent position in the MPS through the normal HR recruitment processes. He was interviewed and selected in an open competition.
101. He did not work for me or my directorate. Neither I nor, to my knowledge, Martin Tiplady were involved in the job interview or selection processes. I do not believe there is or has been any conflict of interest.

Q58: Rebekah Wade Meeting

102. I was asked by Commander Andre Baker to see if I could arrange a meeting for him and Detective Superintendent Dave Cook with Rebekah Wade, then editor of the News of the World to help them understand why Dave Cook had been the subject of media intrusion by the paper. I phoned Rebekah Wade and she readily agreed to a meeting and this took place in my office at Scotland Yard on 9 January 2003 prior to an MPS media reception that she had been invited to attend that day.
103. I was the host of this meeting. I brought Rebekah Wade into the room, and they talked about Cook's concerns namely a vehicle hanging around Cook's house or following him and people 'doorstepping' Cook's wife, and asking Wade why it was being done. I think she mentioned something about them being told he was having an affair. It was essentially a 'welfare' meeting for Cook, rather than an operational

meeting to deal with the issue. Cook and Baker also told Wade they had information suggesting one of her journalists was being paid by the Southern Investigators and that she should be aware. Given the passage of time it is difficult for me to recall the exact details of what was said then, as opposed to what I may have read since. I made no record of the meeting.

104. I believe this was the only occasion at which I was present when this matter was discussed and I have never been involved in any decisions about whether further action should be taken. I do not recall ever making any comments either in the meeting, before or after, about taking no further action to avoid unnecessary friction with the paper.
105. Prior to the meeting I had informed the Commissioner it was due to take place and that Rebekah Wade would be in the building and attending the reception afterwards. Immediately after the meeting I took Rebekah Wade to the reception where I left her with the Commissioner having told him that I thought the meeting had been useful.

Q59: Intrusive and Inaccurate Reporting

106. I have never been the victim of intrusive reporting but there have been occasions when reporting relating to me has been inaccurate. I believe the Guardian article on 6 July 2011 about the Rebekah Wade meeting to be one of them.
107. In August 2011, many media outlets reported that I had been 'ordered home' while the IPPC conducted an investigation into my conduct relating to the awarding of a contract to Neil Wallis. I had agreed to go on extended leave and was not ordered home, but that is a common headline if you search for my name on Google, especially in local newspapers across the country.
108. Around this time a spoof twitter account was opened in my name. I made a request to Twitter for it to be closed but they considered it not to be in violation of the Twitter rules.
109. In November 2011 the Guardian wrongly reported that I was on extended leave following allegations of phone hacking. I sought a correction, which was completed on-line six hours after my request but, to this day, I have not received any form of apology.

Qs 61-68: The Filkin Report

110. The Filkin Report has provided a clear set of key messages to the MPS on what it needs to address to set about rebuilding confidence in the organisation and its relationships with the media. While I have reservations about the validity of some of the perceptions described, I accept the general thrust of the recommendations which will require considerable effort, commitment, co-operation and determination, if not additional resources, to see them through to fruition. There is also need for proper oversight to ensure they are pursued and I anticipate the

Mayor's Office for Policing and Crime and the GLA Policing and Crime Committees will seek to do so.

111. Any strategy to improve public communication will need to make use of a range of communication tools in a co-ordinated and sustained programme of activity. This must include all sections of the media as well as social media, direct marketing and improved internal communication.
112. Public attitude research has shown that, alongside the media, there is a strong public preference to receive information directly from their local police service through leaflets delivered through their door. These are costly to produce and distribute and budget restrictions have led to these being reduced in number and frequency.
113. The DPA has already recognised the importance of social media to engage the public to develop and improve local communication. It has created borough sections to the MPS website for local communicators to maintain and has conducted trials with Facebook and Twitter in different parts of London. At that time, Management Board considered the oversight and resource implications of maintaining this approach as something that should be approached cautiously and restricted until it could be confident these could be maintained and controlled effectively. The new Commissioner has already introduced new ways of working with social media to talk to Londoners.
114. Taking these approaches together should lead to a significant increase in the level of Londoners feeling informed about their police service. This will require one integrated communication team, under a single head, with a commitment and willingness to operate in the corporate interests of the MPS and not promote one part over another.
115. It is vital for the credibility of the DPA to serve all the media equally and impartially. While I accept that the volume and frequency of contact from crime reporters with the DPA could lead to some of them being perceived as having special access over and above other categories of journalists, I do not accept that anyone has personally benefited in this way through their relationships with me or any of my staff.
116. I am aware of situations when officers have given a story to a journalist contact which has not gone through the DPA for prior issue. There are also occasions when a journalist places a 'private question' with the DPA which they believe is based on information they have obtained exclusively to them. In such situations their exclusivity is respected and the answer is given to them only until the story is published or another journalist comes in with the same question. The resultant scoops have been known to cause friction between the DPA and the rest of the media until we have been able to explain the circumstances.

117. To try and overcome this perception, we created a group of London print and broadcast journalists who are seen and briefed regularly to try and increase their contact and access with the organisation.
118. Over many budget reviews I have considered the level of resources invested in central press handling against the demands that the media place upon us both corporately and locally. My concern has always been to ensure that we have sufficient resources in the DPA to manage the anticipated demand from the media to minimise the risk of police officers being diverted from their work to deal with those calls unanswered by the DPA. I also need to ensure resilience in the event of a major incident.
119. As head of profession I have sought to decrease the tensions that have existed between the centre and locally by raising the professional competence and ability of all those involved in communication work through a joint training programme. I have developed common job descriptions, improved selection criteria and created development opportunities for everyone to work together and gain a better understanding of each other's interests.
120. There will always be times when one communication initiative has to be stalled in preference to another and that judgment call needs to be made by the DPA. I understand that consultation is currently underway to see what changes could be made to the delineation of responsibility for providing information and improve the working relationships. To avoid fragmentation of the MPS message into 32 parts there will always need to be a corporate oversight and this would be improved by merging the two separate lines of management.
121. The DPA holds significant amounts of newsworthy information and has numerous interactions with journalists on a daily basis. Much of what is held within the DPA is also in the hands of many others in the organisation so it would be wrong to assume that instances of misuse could only arise within the DPA. There will always be occasions when the DPA will not be prepared to provide a journalist with what they are seeking but this is not done on a selective basis. Our press lines are clearly divided into what can be 'for offer' what is given 'if asked', what is 'not for publication' and 'bureau guidance'. Press officers are expected to use these equally with all journalists.
122. Consideration could to be given to merging 'for offer' and 'if asked' lines into one category of information that is provided proactively and equally to all journalists. If we are willing to give the information 'if asked' then we ought to be prepared to do so without being asked in the first place. This could place more information in the public domain at an early stage and also potentially reduce the number of follow-up calls that are made to the press bureau, thus freeing up resources.
123. It is important for the credibility of the DPA to serve all the media equally and impartially. I do not accept that anyone has benefited through their relationships with me or any of my staff. However, I am aware of situations when officers have

given a story to a journalist contact which has not gone through the DPA for prior issue and this had led to complaints about fair and even treatment.

124. The DPA has an important role to play in preparing the new guidance and policies with clarity on core principles and decision making when dealing with the media as recommended in the Filkin Report. This should not be done in isolation as it needs to address the HMIC report recommendations and should be part of the broader guidance on ethical issues, involving other parties such as the Directorate of Professional Standards, CPOSA, the Superintendents Association, Police Federation and the police staff unions. There should also be some external input. Once developed there needs to be a concerted and sustained communication programme, with training where necessary, to embed the new policies and approaches.

Q69: MPA and the Mayor's Office for Policing and Crime

125. The DPA budget has been subject to annual scrutiny by the MPA and a more focussed review of press handling was conducted following the MPA's scrutiny of the DPA following the Forest Gate incident in 2007. This made a number of recommendations for change and improvement which have been addressed.
126. In 2006 and 2010 the DPA was the subject of reports and open discussion with members and other representatives at the MPA Equal Opportunities and Diversity Board. A thematic report on the performance of the DPA was considered by the MPA's Strategic and Operational Policing Committee in February 2010. Over the years there have also been a number of formal questions about the DPA at both MPA full authority meetings and Mayor's Questions.
127. The DPA provides an important support function to operational policing and should remain under the control and direction of the Commissioner in the new policing oversight arrangements. However, I anticipate that it will continue to come under scrutiny from both the Mayor's Office for Police and Crime as well as the GLA police scrutiny committee.

STATEMENT OF TRUTH

I believe that the facts stated in this witness statement are true.

Signed:



Dick Fedorcio

Dated: 28th February 2012