

Press Office Handbook

Communications Division –
Strategy & Competition

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1 Objectives and principles of FCA communications

The FCA's communications serve to achieve the organisation's mission and three operational objectives. We aim to make financial markets work well by:

- securing an appropriate degree of protection for consumers
- protecting and enhancing the integrity of the UK financial system, and
- promoting effective competition in the interests of consumers

To achieve these objectives all our communications will be guided by seven overarching principles:

- Clear
- Transparent
- Accessible
- Consistent
- Accurate
- Responsive
- At our best

1.1 Clear

Principle: Trust and confidence in both financial services and their regulation relies on public understanding of how they should work.

Objective: Ensure that consumers and firms understand the FCA's role, priorities and why, how and when we do and don't act.

1.2 Transparent

Principle: Transparency ensures the public and firms can see how we work, the reasons behind our decisions and the results of our actions. It also allows firms to know if they are meeting our rules, and consumers to know how they are protected.

Objective: Explain the FCA's policies and decisions to the outside world and protect public confidence in our effectiveness as a regulator. While legal and confidentiality requirements sometimes limit what we can say, we always aim to be as open as possible.

1.3 Accessible

Principle: Clear and accessible information ensures firms and consumers know about, understand, can contribute to and act on our policies and programmes.

Objective: Work together to choose the best channels so that all our audiences can get our information according to their needs and preferences. We will also communicate clearly, concisely and constructively so that our users understand what we are telling them.

1.4 Consistent

Principle: Effective regulation relies on regulators having clearly defined objectives which they communicate consistently. Firms need to be clear about our intentions and expectations to meet them, and consumers need to be clear where our responsibilities end and theirs begin.

Objective: Work with others across the FCA to communicate our work, rules and messages consistently, whatever the channel. We make our priorities clear to firms so that they can focus their resources and explain to consumers where they can rely on us to intervene and where they must take responsibility for their decisions.

1.5 Accurate

Principle: The public need to have confidence that our decisions are objective and independent and that the information we give them is fair, accurate and as complete as possible.

Objective: Collaborate with relevant business areas to develop FCA communications, ensuring they are as accurate and clear as possible, based on the information we have at the time. We ensure our communications are not misleading and that we explain if and why they are incomplete.

1.6 Responsive

Principle: To be effective, the FCA's communication should be a two-way process. This requires consulting, listening to and taking account of the priorities of our audiences.

Objective: Ensure our communications are designed to encourage external views to help inform our priorities, policies, standards and interventions. We respond to requests promptly, clearly and relevantly.

1.7 At our best

Principle: Communications is an agile profession that requires expertise, knowledge and ambition to deliver consistently high standards.

Objective: Aspire to the highest professional standards and build knowledge and skills to do the best job possible. We always adhere to the CIPR's professional and ethical standards, particularly its Principles of Good Practice and to the CIM's professional competencies.

2 Press Office overview

The press office consists of:

- Head of News
- Press Office Manager
- Press officers (4)
- Administrative Support

The press office is staffed between 8:00am and 6:00pm Monday to Friday.

There is always a duty press officer on call so that the office is contactable 24 hours a day, seven days a week via the out of office number – **07795 351 956**.

When the Head of News is not available the responsibilities are delegated to the Press Office Manager. The detail of these responsibilities is outlined throughout this document.

3 Day to day processes

3.1 Monitoring

A member of the press office team reviews the daily press cuttings each morning, including identifying any significant broadcast media coverage or social media activity. ExCo are briefed on issues at their morning meeting; the wider communications team is briefed at the morning cuts meeting which also discusses the day's planned announcements.

3.2 Press calls

Press officers will be expected to answer all calls and emails as they come into the office and respond as quickly and efficiently as possible. They will consider liaising with the FCA team leading on the subject of the enquiry to obtain more information (and if relevant, their senior management), providing them with a recommendation of how to respond.

All press officer contact with the media (calls, emails, meetings, interviews, events, networking) should be recorded in the press office call log.

Press officers must presume they are on the record at all times, unless they specify otherwise beforehand. Likewise, it is important that press officers know their responsibilities when it comes to handling confidential or market sensitive information, in accordance with section 10 of this Handbook.

Usually the Chairman, ExCo members and Directors who attend ExCo are the only people who can be quoted or provide interviews to the national media. Agreement for other Directors to provide quotes, articles or interviews must be sought from the Chief Executive and Chief Executive's Office, relevant ExCo Director and Director of Communications.

3.3 Duty Press Officer

A rota is in place to ensure that there is always a Duty Press Officer. They are responsible for responding to media enquiries outside of Press Office opening hours, including weekends and Bank Holidays.

The Duty Press Officer needs to ensure they are appropriately briefed on any known developments which may lead to enquiries in the evening or over the weekend. They will be provided with appropriate IT support and out-of-hours contact numbers for senior colleagues.

The Duty Press Officer must follow the guidelines set out in this Handbook for responding to enquiries out-of-hours. They are expected and encouraged to escalate issues to senior colleagues where it is necessary to ensure an appropriate response to an enquiry is agreed, or to brief colleagues on emerging issues.

3.4 Operational Notes

An operational note will be issued each Friday afternoon to journalists listing known announcements and public events for the following week. In line with our principle of transparency the operational note will include as much information as we are able to put in the public domain. This will only include market sensitive announcements where this is consistent with Listing Rules.

Operational notes will be issued on other days, for example ahead of specific announcements or activities, or to alert media to relevant interviews and articles. This will facilitate easier handling of announcements, aid transparency and raise awareness of FCA activity.

4 Written output

4.1 Press Releases

A press release is issued to accompany any significant FCA publication or to announce any significant FCA decision (such as a senior appointment or Board decision).

The individual press officer responsible for a particular subject will draft a press release in consultation with the business lead and, where relevant, with the communications lead.

Once the content has been agreed with the business lead, it must then be reviewed by the Head of News, and/or the Press Office Manager and Head of Corporate Communications before the press notice can be submitted to the Director of Communications, relevant ExCo Director and the Chief Executive and Chief Executive's Office for final clearance.

The business lead is responsible for advising if a press release or other statement is considered to be market sensitive. Market sensitive announcements should be made through the Regulatory News Service. This should, as far as possible, be outside of market hours for the relevant securities. For securities listed in London (trading hours: 8.00am – 4.30pm), best practice is to release announcements at 7.00am. If this is not possible, or if the relevant securities are listed outside of London, press officers should liaise with the Market Oversight Division's Primary Market Monitoring team to determine the most appropriate time for release.

On the day of publication the lead Press Officer is responsible for monitoring media coverage, identifying and rapidly addressing any inaccuracies in reporting, and for providing colleagues with a summary of coverage as appropriate.

4.2 Statements

Press statements are issued where it is necessary to have the FCA's position on an issue in the public domain, in a form which is accessible to all. The content of a press statement will usually be made available on the FCA website in the section related to the particular topic rather than in the News section.

The sign-off process will be similar to press releases, with the content of the statement agreed alongside the relevant business lead. It will then be cleared by the Head of News, and/or the Press Office Manager and Head of Corporate Communications before issuing. The Head of News/Press Office Manager or Head of Corporate Communications will advise if a statement to be issued by a 'FCA Spokesperson' also requires the clearance of the Director of Communications, ExCo Director and Chief Executive and Chief Executive's Office.

As a guideline, statements which are restating existing lines or positions will be signed off by the Head of News/Press Office Manager or Head of Corporate

Communications; where new lines are being developed then they are likely to require more senior clearance.

Should a statement be issued in the name of a Director or the Chief Executive, then the statement, once cleared by the Head of News/Press Office Manager, must be submitted to the Head of Corporate Communications, Director of Communications, the named individual, the Chief Executive and Chief Executive's Office for any amendments and final clearance.

A statement cannot be attributed to a named individual unless it has formal clearance from the individual in question.

Working with the business lead, consideration will need to be given as to whether a statement is market sensitive. If so, the process set out in paragraph 4.1 needs to be followed.

4.3 Press Lines

A press line is used in response to a specific or anticipated media enquiry. A press line is not sent to all media or published on the website.

A press officer will be responsible for developing press lines on issues according to enquiries received or information on which the FCA expects to be asked to comment.

The appropriate level of sign-off should be agreed with the Press Office Manager, Head of News or, in their absence, the Head of Corporate Communications. In providing guidance the Press Office Manager/Head of News will take account of whether the line is providing additional information, not previously placed in the public domain. The process followed should be:

- Following a press call the Press Office contact the relevant team in the organisation for briefing on the issue
- Press Office drafts a response
- Press Office shares the response with the relevant business area. The business advises on matters of factual accuracy or genuine legal risk, not style or language.

The press line should then follow the standard sign off to the Head of Corporate Communications, Director of Communications, ExCo Director and Chief Executive and Chief Executive's Office.

4.4 Articles

Articles in the name of a senior FCA person may be placed with specific publications in order to highlight a specific announcement or provide an FCA perspective on a relevant topic.

The decision to provide an article for a publication will be taken between the relevant press officer and the Head of News/Press Office Manager, with the Head of News providing final approval on the decision to go ahead. This approach must also be agreed with the relevant team within the business.

The rationale for providing an article must be consistent with the FCA's objectives or enable the FCA to address any misconception in policy that may have arisen.

The content of any such article will be developed with the relevant business lead – again final clearance of the article must be sought from the Head of News/Press Office Manager before it can be submitted to the Director of Communications, or if they designate, the Head of Corporate Communications, relevant Director, and the Chief Executive and Chief Executive's Office for final clearance before submission to the media.

5 Broadcast media and press conferences

5.1 Reactive interview requests

When a press officer receives an interview request from the media, they must ascertain the topics they wish to discuss, if a specific interviewee is requested, who else will be part of any package, who will conduct the interview and whether it is for live broadcast or a package.

They will agree a recommendation with the Head of News/Press Office Manager on whether to accept the interview and who the interviewee should be. This will be based on a judgement of whether conducting the interview or participating in the package will improve understanding of our activity or allow us to deal with possible misconceptions about a particular policy. It will also need to take account of the availability and views of the interviewee. Usually interviewees put forward will be Executive Directors or the Chief Executive.

In making a recommendation the press officer will also need to demonstrate that they have taken into account any potential impact on the markets and have mitigated those risks. See section 10 of this Handbook for further detail.

Whether the press officer is recommending to decline or accept the request, they will then provide their recommendation to the potential interviewee. A final decision to proceed with the interview should be taken by the Director of Communications, or Head of Corporate Communications, and the Chief Executive's Office.

Where a colleague below Executive Director is being put forward for interview, their Executive Director should also give approval and the Chief Executive's Office should also be informed.

5.2 Pro-active interview requests

As part of a media handling plan for an announcement, it may be decided that the press office will pro-actively seek interview opportunities with the media.

This will depend on whether a pro-active approach with media will support our objective of enhancing understanding and awareness of our work. The proposal should include an assessment of how to ensure balance and fairness in dealing with the range of media outlets.

Once an approach has been agreed with the Head of News/Press Office Manager, the relevant press officer will seek the approval of the Director of Communications, or if they designate, the Head of Corporate Communications before providing their recommendation to the relevant individual. Approval should also be sought from the Chief Executive's Office.

Any pro-active approach to the media must have taken into account the potential for any interview to affect the markets and have mitigated those risks. See section 10 of this Handbook for further detail.

5.3 Press Conferences

As part of a media handling plan, it may be decided that a press conference should be held. This is likely to be where an announcement is of particular significance to firms or consumers and is therefore expected to generate a high level of media interest.

Consideration will be given to who should speak at the press conference from the FCA.

Once an approach has been agreed with the Head of News/Press Office Manager, the relevant press officer will seek the approval of the Director of Communications, or if they designate, the Head of Corporate Communications before approaching the relevant Director(s) and Chief Executive and Chief Executive's Office for approval.

The press officer will send an operational notice to the press release distribution list inviting media to attend. The press office will then consider whether or not the press conference should be on camera, with a clear rationale for the recommendation. See section 7 for more detail on how to organise the press conference.

The press officer will also need to demonstrate that they have taken into account any potential for influencing markets and have mitigated those risks. See section 10 of this Handbook for further detail.

6 Briefing the media

A briefing with the Chief Executive, Director, or business lead can be used as a means to provide the media with a more detailed understanding of a regulatory issue.

The decision to recommend a briefing can be discussed with the relevant business team but must be agreed with the Head of News/Press Office Manager. Final approval must come from the Head of Corporate Communications, Director of Communications, the relevant Executive Director and the Chief Executive and Chief Executive's Office.

As part of that discussion it will be agreed who should provide the briefing – there must be full agreement from the relevant Executive Director and Director of Communications on the make-up of the team providing the briefing. The press officer will be expected to consider whether the individuals suggested have the appropriate level of media training and awareness.

The press officer will also need to demonstrate that they have taken into account any potential impact on the markets and have mitigated those risks. See section 10 of this Handbook for further detail.

6.1 Background or on the record

As part of the discussion it will be agreed whether a briefing will be for background or on the record, with clear arguments to support the press officer's recommendation. The Head of News will want to consider this as part of their deliberation before it is put to Directors.

If a briefing is to be for background information, it must be made clear to the media attending, and the press officer will have written or recorded evidence (via email for example) that it has been made explicitly clear and accepted that it is a background briefing. Media attending will be advised that no quotes from the briefing can be used in reporting, unless they have sought approval on specific quotes and been given approval from the Press Office following the briefing.

Where a briefing is on the record, the press officer will ensure that the presenters fully understand this and retain evidence that they accept it is on the record.

Whether a briefing is for background or on the record, the press officer will record the briefing so that there is an accurate verbatim record of what was said. Once the briefing is complete the press officer must check and store the recording so that it is easily accessible for future reference.

6.2 Embargoed briefings

An embargoed briefing is where journalists are provided with a briefing on a subject in advance of its publication on the understanding that there can be no publishing of any detail prior to the agreed time of publication.

An embargoed briefing aims to give the media sufficient time to understand an issue prior to publication, which they would not get should the information be released in the normal fashion. A decision to conduct an embargoed briefing must be discussed and cleared with the Press Office Manager, Head of News, Head of Corporate Communications and Director of Communications, and with the Chief Executive and Chief Executive's Office. Consideration should be given to whether releasing certain information under embargo would provide this benefit, as well as to whether it would be compatible with our information handling policy. See section 10 of this Handbook for further detail about the latter.

An embargoed briefing can be conducted by emailing the relevant information (e.g. speech, policy document, statement etc.) to an agreed group of journalists. In such situations, the email and documents must have the time of the embargo clearly marked.

Embargoed briefings can also take place within the FCA. Journalists who agree to attend will have been informed in advance of the nature of the briefing and duration of the embargo. This will then be confirmed via email.

All embargoed briefings will be controlled by the relevant press officer who must attend. The journalists attending will give up their mobiles to the press officer. Journalists will not be able to leave the room where the briefing is taking place until the embargo has expired. Only then will mobiles be returned to journalists. If there is consideration to schedule an embargoed briefing a day or more prior to an announcement, this can only take place with the express permission of the relevant ExCo member(s) and Chief Executive. Email confirmation from the journalist that they understand and will abide by the terms of the briefing and the embargo is required.

Only under exceptional circumstances and with the specific approval of the Chief Executive will any issue or information that is market sensitive be released under embargo. See section 10 of this Handbook for further detail.

6.3 Selective pre-briefing

Selective or targeted pre-briefing is where an individual journalist or selected group of journalists are briefed about a particular issue for public use in advance of publication or delivery of a speech. (This is also occasionally described as "an exclusive".)

Selective pre-briefing cannot be used for any issue or information that is market sensitive. See section 10 of this Handbook for further detail.

Selective pre-briefing will also not be used for any forthcoming enforcement or supervisory activity or major policy announcement.

With regard to all other information, consideration will be given to the benefits of having a particular issue in the media in advance, which needs to be discussed and cleared with the Press Office Manager, Head of News, Head of Corporate Communications and Director of Communications. In such a case, the pre-briefing will normally be done under embargo until an official statement is published. Approval must be sought from both the relevant ExCo member(s) and the Chief Executive. There may be circumstances where no formal embargo will apply to an oral briefing, but only on the condition that we are kept fully informed of the planned timing for publication. This also requires the Chief Executive's approval.

All oral briefings will be recorded and the journalist will receive a follow-up check call from the relevant press officer to go through the top lines from the briefing and clarify any points that may be outstanding. A quote cannot be attributed to a named individual unless it has formal clearance from the individual in question. Once the pre-briefing is complete the press officer will check and store the recording so that it is easily accessible for future reference.

7 Interviews and press conferences

7.1 Interviews

Where an interview request is accepted (see Section 5.1), or a press conference or briefing is taking place there will be a comprehensive support package from the press office.

For any outward facing activity with the media the relevant press officer will be expected to provide the individuals taking part with:

- A 1-2 page script on the issue. This will contain the "top lines" or bullet points of what the FCA is announcing or discussing, with relevant background.
- A top level Q&A that addresses the main arguments the press officer expects the participant to face. This Q&A should not exceed 5 pages with questions in bold.
- Any relevant FCA output, including the press release or policy statement.
- Any relevant press coverage from journalists who will be attending the press conference, briefing or conducting the interview, and relevant comments from trade bodies or highly regarded spokespeople.
- A biography of whoever is conducting the interview or attending the briefing.
- A full list of the journalists attending the press conference and who they represent.

All scripts, briefings, and Q&A will be approved by the Head of News/Press Office Manager, Head of Corporate Communications and then submitted to the Director of Communications and relevant member of FCA SLT (HoD level and above) for their approval before final distribution.

The final materials should be with the individuals involved in the conference/briefing/interview two business days before the event.

Any interview will be recorded and the journalist will receive a follow-up check call from the relevant press officer to go through the top lines from the interview and clarify any points that may be outstanding. Following the interview, the press officer must check and store the recording so that it is easily accessible for future reference.

The press officer will also need to demonstrate that they have taken into account any potential impact on the markets and have mitigated those risks. See section 10 of this Handbook for further detail.

7.2 Press conferences

When it has been agreed to host a press conference the relevant press officer will liaise with the Firm Communications and Events team about venues and logistics, agreeing an approach with the Firm Communications and Events Manager and the Head of News/Press Office Manager. The press officer will then take this recommended approach to the Head of Corporate Communications and Director of Communications for their approval before taking it to the relevant Director and their team.

There will always be a press conference rehearsal involving all spokespeople and relevant communications staff.

For the press conference, it will be the relevant press officer's responsibility to ensure that each journalist receives a pack that contains any relevant FCA publication or output including the press notice. The pack will also contain full biographies of those individuals speaking on behalf of the FCA.

The press officer will ensure there is an audio recording of the conference and a transcript is prepared and circulated to all spokespeople. The press officer should consider, in consultation with colleagues, if it would be helpful to publish the transcript on the FCA website. They will also need to demonstrate that they have taken into account any potential impact on the markets and have mitigated those risks. See section 10 of this Handbook for further detail.

8 Issue response

Much of the Press Office's work is driven by responding to external events and issues. Together with other teams in the Communications Division the Press Office plays an essential role in managing, both proactively anticipating and reacting to, the impact of events on our ability to achieve our objectives. Defining what constitutes an event or emerging issue and identifying the triggers is not always clear and calls for the application of informed professional judgement, which requires the following:

- Monitoring issues before they emerge.
- Principles for managing an issue.
- Leading our input on events – invoking an Issue Response Team.
- Alignment with the wider Incident and Crisis Management Framework.

8.1 Monitoring

Across Communications there are a number of mechanisms, both formal and informal, to monitor activities in the external environment. Media and social media activity can give a first alert on upcoming activities and press officers should maintain an overview of the digital publication by relevant trade media and social media activity by key commentators.

Monitoring also happens in other parts of the organisation, such as the Contact Centre, who will alert us to any developing issue where a number of calls or particularly difficult calls are being received on a specific issue. The strategic communications grid (see Section 9) allows us to plan FCA events months in advance, ensuring the business is sighted on announcements, publications and speeches and handling plans can be put in place. This also includes significant Government, Bank of England and PRA activity.

8.2 Principles for managing an issue

We deal with a variety of challenging situations every day and press officers will need to apply professional judgement to determine the best way to respond. The triggers are hard to define with precision but the press officer should follow these rules when considering any potential issue:

- If the information required is currently held and can be accessed and deployed easily or if the issue appears to have limited impact on our ability to achieve our objectives, it can be dealt with on a straightforward basis and treated as business as usual.
- Issues that require further detailed investigation or that in the press officer's judgement could damage public confidence in the FCA and impact on our ability to deliver our objectives, or which are outside the FCA's risk tolerance, require immediate escalation, initially to the Head of Corporate Communications and

Director of Communications and then to other senior management, including the Chief Executive's Office. If the press officer has any questions they must consult the Head of News in the first instance.

- In dealing with any issue the press officer should apply the following general principle: if in doubt, escalate.

8.3 Taking the lead - Invoking an Issue Response team

If the press officer judges that an issue cannot be dealt with as business as usual, is outside of the FCA's risk tolerance or requires urgent attention of ExCo or other senior staff, they should immediately alert the Head of Corporate Communications and Director of Communications.

Based on this advice, the Director of Communications, or if designated the Head of Corporate Communications, will liaise with equivalents or other senior members of staff in a corresponding Division (e.g. Supervision), and may choose to invoke an Issue Response Team. At this point, a member of staff from Communications and the corresponding division will be required to take responsibility for responding to an issue and coordinating activity. Within Communications, the person with the relevant knowledge should take a lead role in responding to an issue with support from their manager and senior staff. This may be a press officer or it may be the relevant Communications Lead for the issue under discussion.

Clear and defined points of contact should rapidly be established and identified from both inside and outside the division. Dependent on the issue this could include the Contact Centre, the relevant area of the business (e.g. Policy, Markets or Supervision), Editorial and Digital, Media Relations and Internal Communications.

8.4 The Incident and Crisis Management Framework

All press officers should familiarise themselves with the Issue and Crisis Management Framework.

In particular, the press officer need to be aware of the key role Communications plays in the Incident and Crisis Management Framework and how the division coordinates with other participants.

9 Strategic planning

The objectives and priorities of the organisation's communications are set by the FCA Communications Strategy, and by supporting issue or sector specific communications strategies.

The press officer will work with the Head of News/Press Office Manager, the relevant Communications Lead and the Communications Planning Team to agree the timing for any announcement, ensuring that it is consistent with our objectives and priorities. The press officer will ensure that announcements, publications and speaking events are passed on to the Communications Planning Team who record them in the strategic communications grid. The grid will be agreed at the weekly Communications Division strategic planning meeting.

Announcements that have not been brought to our attention in advance will only be added to the grid in exceptional circumstances.

10 Confidential and market sensitive information

It is important that the press officer know their responsibilities when it comes to handling confidential information, particularly firm sensitive information (as defined by section 348 of FSMA 2000) or market sensitive information. The latter is also sometimes known as price sensitive information and both terms are often used to refer to the specific category of inside information, which is defined in legislation.

The press officer's responsibilities:

- **Consider** - Take steps to identify market sensitive information. This can include information from firms, such as trading results or senior staff appointments, which has not been disclosed to the public. However, the FCA also generates market sensitive information, such as statements about thematic reviews or enforcement action. Further advice can be found in the FCA Inside Information Guidance Note.
- **Apply** - Label market sensitive information as Controlled Distribution or HSI and control it in accordance with the Information Classification Policy.
- **Ask** - If the press officer is unsure, they are encouraged to ask their line management or get guidance from the Information Security team.
- **Ask** - If the press officer is still unsure about whether something is market sensitive please seek guidance from the originator of the information (usually the business lead) or from the Markets Oversight Division. It is appropriate to challenge business decisions as to whether information is market sensitive.

10.1 Onward transmission of information

As well as creating information and documentation, many departments handle information/documentation from other areas of the FCA which has already been classified by the originators. The press officer should adhere to the classification applied when using and storing these.

The press officer should also consider the following before onward transmission of information or documents originating from elsewhere in the organisation:

- If the information is sensitive, the press officer needs to determine whether the recipient needs to know the information before forwarding or disclosing, ensuring that the appropriate information security protocols are followed.
- Internally: the press officer should adhere to the current classification and advise originators before transmission to another area.
- Externally: the press officer needs to liaise with originators to discuss the implications of the current classification before transferring. Where not classified by the originator, the press officer cannot assume it is unrestricted. In all cases before transferring, the press officer is to:

- Discuss with the originator the reasons and the extent of the information or areas of documents that they plan to share externally.
- Liaise with the originators. This is to ensure the information is reviewed and a judgement is made whether any issues as a result of sharing externally are mitigated. Examples of indicators that might cause issues are:
 - There is data identifying risks to a firm or group of firms.
 - There is data that may have an impact on a firm or group of firm's business models.
 - There is data that could be considered market/price sensitive.
 - There is information that is not already known publicly or expands on information already known publicly.
 - It impacts on listed firms.
- Consider whether they need to discuss and inform the Markets Oversight Division.
- Ensure they obtain appropriate sign-off (e.g. Senior Management, Communications Division).

Once these checks are completed, relevant sign-off has been obtained and we are still intending on sharing the information externally, the press officer must ensure appropriate areas are informed. The press officer should also inform the originator and Markets Oversight Division (if required) of when the information will be released externally.

Key contact numbers

Press Office	020 7066 3232
Out of hours	07795 351 956
Bank of England/PRA	
Press Office	020 7601 4411
Switchboard	020 7601 4444
HM Treasury	
Press Office	020 7270 5238
Switchboard	020 7270 5000
No10	
Switchboard	020 7930 4433
FOS	
Press Office	020 7964 1234
FSCS	
Press Office	020 7375 8633
MaPS	
Press Office	020 8132 5284



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