

that I briefed matters which were discussed to the media immediately afterwards. I do not particularly agree that the COBR meetings that I attended 'functioned badly' – however, to the extent that they did, I do not consider that was due to the Devolved Administrations.

37. On the issue of briefing the media, I considered that to be a core part of the job I had to do. Given the situation we faced, and the extraordinary sacrifices people were being asked to make, my judgment was that building trust in Government was essential to achieving the compliance that was necessary. A key part of that, in my view, was ensuring quick, clear, and open communication that explained what we were asking people to do, and why. That is why I undertook daily media briefings. According to the weekly polling on compliance and trust in the Scottish Government (already provided to the Inquiry, as referenced in the DG Corporate statement INQ000184895) it is an approach that served us well.

### **Statement of Truth**

I believe that the facts stated in this witness statement are true. I understand that proceedings may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief of its truth.

**Signed:**

**PD**

**Dated:**

18 September 2023