

REPORT ON MATTERS RELATING TO THE STRATEGIC COMMUNICATIONS UNIT & PROJECT 2040

THE PURPOSE OF THE REVIEW OF THE SCU:

- Review the objectives and functions of the Unit
- To examine the issues relating to the SCU & and specifically those relating to the communications campaign in respect of Project 2040

BACKGROUND

The Review arises from a range of concerns raised both within the parliamentary processes and the media regarding the functioning of the Unit as well as specifically relating to the implementation of the information communications campaign relating to the launch of Project Ireland 2040 – National Planning Framework and National Development Plan.

This general review of the Unit has been undertaken at the behest of the Taoiseach and, in that context, will examine the specific concerns related to Project Ireland 2040.

PURPOSE OF THIS REPORT

The purpose of this Report is to assist the Secretary General in his review by examining the following matters:-

1. SCU Functions / Governance / Transparency / Accountability
2. Project 2040 specific concerns regarding: Breach of the Civil Service Code of Standards and Behaviour / Standards in Public Office.

Elizabeth Canavan

Assistant Secretary General

Corporate Affairs Division

26th March 2018

ESTABLISHMENT AND FUNCTIONS OF THE STRATEGIC COMMUNICATIONS

The Strategic Communications Unit (SCU) was established by way of Government decision in September 2017. The SCU was established in order to improve the information flow to the citizen regarding services, benefits, entitlements of citizens, and the work of Government, in line with international best practice. The unit is operating across three work streams:

- A. Streamlining communications for citizens
- B. Developing and delivering major cross-Government communication campaigns
- C. Improving communications capacity across Government

Across all of its workstreams, the unit is basing its work on international best practice, especially on similar initiatives undertaken in a number of countries including the UK, the Netherlands, Denmark, Estonia, Canada and New Zealand. The team have travelled to meet their civil service counterparts in the UK and The Netherlands to understand in detail how their respective central communications team operates.

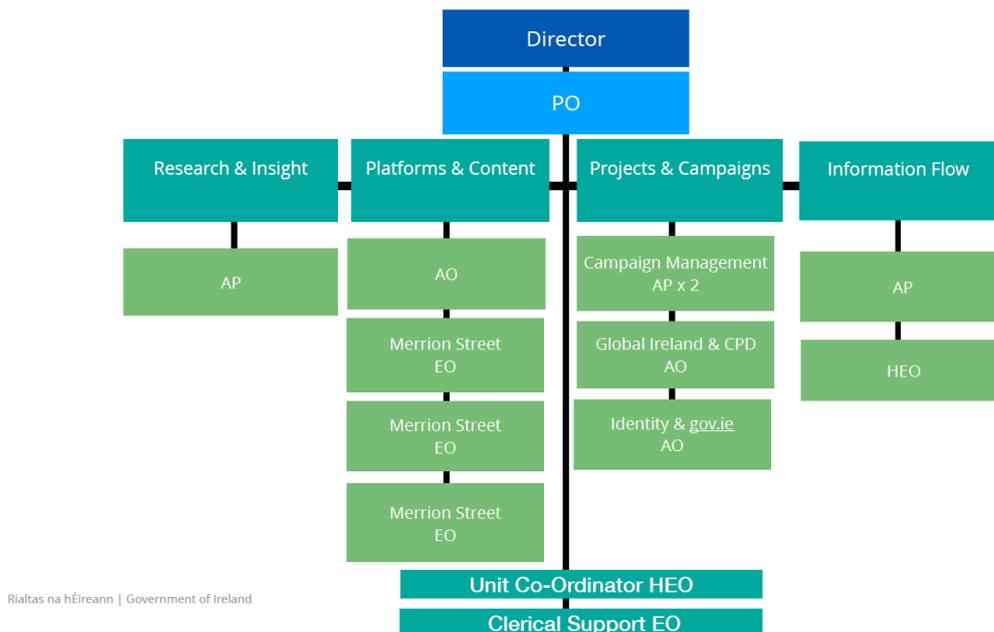
Its establishment was also seen as an opportunity to drive implementation of Action 4 from *Our Public Service 2020* i.e. to significantly improve communications and engagement with the public.

STRUCTURE, NUMBERS AND RECRUITMENT

STRUCTURE OF THE SCU

The unit is organised around the five areas of work, namely, Research and Insight, Content Development, Digital Platforms, Campaign Management, and Continuous Professional Development. The team is overseen by a Principal Officer who reports to a Director. The Director reports to the Secretary General.

Strategic Communications Unit Team Structure



RECRUITMENT & NUMBERS

The Director of the Unit was seconded to the Department of the Taoiseach from Fáilte Ireland and remains an employee of Fáilte Ireland (serving at a grade equivalent to the civil service grade of Assistant Secretary). He was previously seconded to the (then) Department of Arts, Heritage and the Gaeltacht as Director of Ireland 2016.

On establishment of the Unit, all staff in the Government Information Service (GIS) and staff working on communications and other projects in the Department of the Taoiseach were redeployed to work in the SCU (i.e. 9 of the 15 staff – shaded in the table below).

The provenance of all staff assigned to the SCU is detailed in the table below:

Provenance of staff assigned to the SCU	
Director	Seconded to the Department of the Taoiseach from Fáilte Ireland
Principal Officer	Seconded to the Department of the Taoiseach from the National Shared Services Office
Assistant Principal Officer	Redeployed to the SCU from the GIS
Assistant Principal Officer	Redeployed to the SCU from another communications role in the Department of the Taoiseach
Assistant Principal Officer	Redeployed to the SCU from another communications role in the Department of the Taoiseach
Assistant Principal Officer	Seconded to the Department of the Taoiseach from the Department of Health
Higher Executive Officer	Redeployed to the SCU from the Citizens' Assembly
Higher Executive Officer (equivalent)	Seconded to the Department of the Taoiseach from Fáilte Ireland
Administrative Officer	Redeployed to the SCU from the GIS
Administrative Officer	Seconded to the Department of the Taoiseach from the Department of Health
Administrative Officer	Seconded to the Department of the Taoiseach from the Department of Public Expenditure and Reform
Executive Officer	Redeployed to the SCU from the GIS
Executive Officer	Redeployed to the SCU from the GIS
Executive Officer	Redeployed to the SCU from the GIS
Executive Officer	Redeployed to the SCU from another communications role in the Department of the Taoiseach
TOTAL STAFF	15

All staff assigned to the SCU - with the exception of the two staff members seconded from Fáilte Ireland and Department of the Taoiseach staff redeployed to work in the Unit – responded to a cross-civil and public service request for expressions of interest and interviewed for their roles. No posts vacated by Department of the Taoiseach staff redeployed to the SCU were back-filled (i.e. there was no net additional pay costs incurred by the Department in respect of these staff).

PROGRAMMED BUDGET PROFILE

Strategic Communications Unit Budget Breakdown 2018				
Campaigns to date	<i>Media</i>	<i>Production Estimate</i>	<i>Sub total</i>	
Healthy Ireland	207,508	25,000	232,508	
Global Ireland	301,000	200,000	501,000	
Education Action Plan	10,500	0	10,500	
Bliain Na Gaelige	3,758	0	3,758	
Self Employed	58,512	25,000	83,512	
Irish Aid	1,750	0	1,750	
Project Ireland 2040 launch	497,271	220,000	717,271	
Sub Total				1,550,299
Campaigns Planned ¹				
Project Ireland 2040 Strand roll out			500,000	
National 'Brexit Ready' Campaign			250,000	
Disability			50,000	
Irelands bid for UN Security Council			100,000	
Legislation 2018			10,000	
Healthy Ireland Phase II			250,000	
Slainte Care Vision			150,000	
National Children's Hospital			200,000	
Global Ireland			300,000	
Sustainability & Climate			150,000	
Rebuilding Ireland			100,000	
Budget 2019			100,000	
<i>Cost Recovery from Depts.</i>			-600,000	
Sub total				1,560,000
Campaigns Vat				715,369
Projects Budget				
Gov.ie			750,000	
Research Programme			150,000	
CPD Programme			100,000	
Identity Programme			120,000	
Sub total				1,120,000
Total Forecast				4,945,668
Contingency				54,332
Total Budget Allocation				5,000,000

¹ These costs are indicative – no campaign plans agreed as yet – decisions of scale of support to be finalised

REQUESTS FOR TENDER

In total 6 tenders for external specialist advice have issued and been awarded. These relate to the provision of research and insight services, digital media creative services, integrated creative and digital campaign services, marketing pitch specialist services, media strategy planning and buying services, brand identify and design services.

The Requests for Tender for Media Strategy, Planning and Buying specified that the organisational objectives were to simplify of Government communications and to increase efficiencies across the public sector when dealing with the Irish public.

Requests for Tenders for other services commissioned by SCU included communications objectives to:

- Generate awareness of the work of Government as a single entity
- Increase customer awareness of the full range of Government services, including those that are most relevant to them.
- Improve interaction with Government services such as increase sign-up to, adoption of, participation in given services, programmes or initiatives.

EXPENDITURE TO DATE

Because the SCU was established in Q3 2017, provision was not made for it in the 2017 Estimates of the Department of the Taoiseach. Any expenditure incurred by the SCU from September to December 2017 was met from the Department's administrative budget (Subhead A2 (iii) – Training and Development and Incidental Expenses).

In Budget 2018, provision was made in the Department's 2018 Estimates for an increase in the administrative non-pay budget of €5m to be made available to the SCU.

Expenditure for 2017 and up to end February 2018 by the SCU is detailed in the table below:

SCU Expenditure	
2017	Up to end February 2018
Non-Pay (€,000)	Non-Pay (€,000)
50	133

The total estimated liabilities to date in 2018 (exclusive of media buying for Project 2040 currently on hold) are of the order of €2.2million (including VAT).

PROJECT IRELAND 2040 COMMITMENTS AND ESTIMATED LIABILITIES

The original media spend for the 2040 campaign was estimated at €1,427,608 (excluding VAT). A number of planned media arrangements are on hold. In the context of a scaled back campaign, some of the committed funding for media space may be reallocated for the purposes of alternative campaigns. €497,271 (excluding VAT) liabilities have already been incurred. This is included in the €2.2m figure referred to above.

GOVERNANCE

STRATEGIC COMMUNICATIONS UNIT

The Director of the Unit reports to the Secretary General of the Department of the Taoiseach.

CIVIL SERVICE MANAGEMENT BOARD (CSMB)²

In establishing the SCU and its proposed objectives, it was noted specifically by Government that the Unit would be overseen by a high level working group chaired by the Secretary General of the Department of the Taoiseach. It was also noted that by Government that the public/civil service unit would do no party political work.

The mechanism for oversight is a subcommittee of Secretaries General from the CSMB which acts as a high-level working group chaired by the Secretary General to the Government. The Group meets at regular intervals to oversee the work of the unit. There have been two meetings of the CSMB communications sub-group and it was planned that it would continue to meet at regular intervals to oversee the work programme.

The CSMB communications sub-group is working on ways to measure, record and report on the savings and benefits of the work of the SCU as part of the programme of work for 2018.

ASSISTANT SECRETARY DELIVERY TEAM

An Assistant Secretary Delivery Team has been convened to lead the implementation of these activities, which works collectively to ensure cross-Government co-operation. This group has met three times to date to advance the work across Government.

² The Civil Service Management Board (CSMB) is made up of all Secretaries General and Heads of Offices and is chaired by the Secretary General to the Government. The Board oversees the implementation of the priorities set out in the Civil Service Renewal Plan

PROJECT IRELAND 2040

Project Ireland 2040 was one of a number of cross-government campaigns approved by Government in December 2017. It encompasses the Government's National Development Plan and the National Planning Framework.

The campaign was to include multiple communication channels including print, digital and other media and advertising channels.

CLAIMS MADE REGARDING PROJECT 2040 CONTENT IN PRINT MEDIA

Amongst the claims made were that:-

1. There was a concerted effort to use Fine Gael candidates for election in images used in the advertising material.
2. SCU staff directed or pressurised newspaper editors to portray advertorials as news content. Specific claims included:-
 - *"Instructions given to regional newspapers to present government-sponsored advertorials as normal editorial content".*
 - *"...promotional paid content commissioned and made to look like regular news content as part of the Ireland 2040 are paid for by the SCU"*
 - *"Campaigns for Ireland 2040 involved Mediaforce, a media agency, instructing newspapers not to mark publicly funded advertising as advertorial"*

GUIDANCE ON CONTENT AND BRANDING

Arrangements for the relevant media partnerships were undertaken with the assistance of one principal contractor (PHD) which in turn contracted Mediaforce and Independent News and Media (INM) to deliver the media partnerships with regional print media. The SCU had no direct contact with regional media organisations.

The SCU worked with other Government Departments to compile packs for each media organisation including an overall introduction to Project Ireland 2040 and a list of selected regionally relevant facts from the document. These packs were sent to PHD on 16th. PHD subsequently distributed these packs to Mediaforce (34 regional titles - 35 separate spreads) and INM (10 regional titles – 16 separate spreads).

SCU DIRECTIONS TO PHD

1. SCU provided the Project Ireland 2040 pack³ to PHD on 16th February with the commentary:-

There is a pack per region and also an overall summary..... the appropriate logos are at the following links <https://we.tl/eNckMq8rbv>

³ Pack can be made available

2. SCU reiterated the requirement to PHD on 22nd February :-

Could you please ensure that ALL media partnerships for Project Ireland 2040 clearly identified as partnership, with the inclusion of the following line:

"...in partnership with Project Ireland, an initiative of the Government of Ireland."

3. SCU reiterated the requirement to PHD again on 23rd February:-

"Needs to be clearly labeled Government of Ireland as per previous email"

As regards the provision of spokespersons, the Department advised PHD and other partners that it was not in a position to provide spokespersons for the purposes of content and that requests for spokespersons would be referred to the Government Press Office or the Press Office of the relevant Minister in the normal way.

PHD DIRECTIONS TO MEDIAFORCE

1. Mediaforce outlined its understanding of the arrangement to PHD on **14th February** as follows:-

Thanks for your call yesterday evening confirming the above is going ahead in all the titles as proposed.

As discussed, we will roll these out as soon as we can from next week (w/c Feb 19).

I would suspect we should, assuming we get the word documents on each area at 2pm on Friday, that we could cover off the papers that come out on Wednesday Feb 21, Thursday Feb 22 and Friday Feb 23 next week with the following week covering the Tuesday papers (which would appear on Feb 27).

As you outlined, the papers would run as follows:

- *A DPS next week or the following week which covers the content of the National Development Plan*
 - *This will be paid for and thus should be listed as being 'In Partnership with the Government of Ireland' or 'In Association with the Government of Ireland'*
 - *This content should be written by the local paper with the tone of the paper and covering elements that will be interesting to the readers of the paper*

Obviously we will send you hard and soft copies of all activity when it has run. I am also happy to share a selection of spreads to begin with to ensure we are on the right track – pre print.

It would be useful for us if you could send any logos (such as Govt logo or anything else that is needed) so I can send each title everything they need at the beginning. That way there will be no delays, I can have my conversation with each editor and they will have all the tools/info they need to complete this task.

2. PHD provided the relevant material and logos to Mediaforce on 16th February with the following comment:-

Please find attached an executive summary covering the national development plan which launched today. Everything is included in the full plan but this should hopefully make it more digestible. Furthermore, we have this broken down by multiple counties and regions and I have included these as well. If you feel that anything is missing, please let me know.

We will also follow up later with some images⁴ but you may well have these already yourself.

MEDIAFORCE DIRECTIONS TO ITS TITLES

1. Mediaforce contacted its titles on the 19th February – this email has been quoted from selectively in the media. The full email as provided by Mediaforce to the Department is attached at Appendix 1. The following points should be noted.

a. The branding requirements are reiterated in the email:-

“In terms of strapline - attached is an idea of how this should look⁵. It should read National Development Plan in partnership with the Government of Ireland - you should be able to get the logo from department website. This will clearly illustrate to readers that this is a Govt initiative.”

This suggests the intention to be clear that this is recognisable as “paid for” content.

b. Mediaforce have drawn our attention to the fact that email was directed to the advertising departments of the relevant titles. Given the requirement to “localise” the content the email also acknowledges the possible need for editorial input.

“In terms of the editorial - Dessie is sending this now. The idea is that this will not be a copy and paste job from the document. More that the points in it, in relation to your area, should be enhanced somewhat. It's a guide to take your readers through what the plan means for them (and so needs some editorial team back up to finesse the message). The pieces and articles should fit with the tone of your papers - that's what got this over the line. Some of you will notice the same piece may cover 3 or 4 counties ... This emphasises more why we need some editorial input to really localise the message for your readers.”

c. There was also absolute clarity, that the newspaper would separately have editorial content on the plan itself “As mentioned, I do (and the client too) appreciate that you will cover what this plan means for your locale independently on your pages this week – but that will fall outside of these two pages. The idea is that within these pages – the plan for your area should be laid out clearly and concisely....”

As part of the Review, the author, contacted a number of editors separately (see below). In that context, a copy of the direction received by one of the editors via their advertising department was provided to the Department. This varies from the version provided by Mediaforce. It is attached at Appendix 2. Notably, this version of the email contains the following line:-

⁴ This reference was to the logos to follow

⁵ The attached included a sample of another advertorial – this shows a clear strapline including the official Government logo

This will clearly illustrate to readers that this is a Govt initiative and negate the need to have ADVERTORIAL on the page etc.” Mediaforce were advised of the discrepancy on 23/3 and asked for their comments. A response has not been received at the time of writing.

PHD DIRECTIONS TO INDEPENDENT NEWS AND MEDIA IRELAND

1. PHD entered into a contractual agreement with Independent News and Media Ireland in respect of editorial content partnership “*to cover in depth Ireland 2040*”. Extract of the Editorial and Online Content Agreement is attached at Appendix 3⁶. The contract specified as follows:-
 - a. *“INM will explain the contents of the plan and its impact on real lives in an editorial partnership.....”*
 - b. *Editorial independence will be maintained at all times.....*
 - c. *IMN will at all times maintain its journalistic and editorial independence.....*
 - d. *The content will not be sent for prior approval.....*
 - e. *The content will be distinguished from regular journalistic content and badged “Ireland 2040 – Editorial partnership” with agreed logos.”*
2. INM have confirmed that the provisions agreed in the written contract with PHD were communicated orally internally with an emphasis on editorial. It also said as per contract that any content would be identified as “*in partnership*” etc. The content for regional newspapers was prepared centrally. It was deliberately not prepared as part of the normal newsroom operations. A separate team was commissioned to prepare this copy in line with the contractual arrangements based on the material provided by the Department of the Taoiseach via PHD.

NEWSPAPER EDITORS

The editors of the 4 relevant newspapers were asked whether they had been pressurised to promote local candidates for election using photographs and quotes. These were selected based on specific claims made in respect of these newspapers due to the approach to branding/content:-

- Editor of the Leader/Limerick Leader
- Editor of the Roscommon Herald
- Editor of the Longford Leader
- Editor of the Sunday World

All of regional editors contacted confirmed as follows:-

1. No directions were received from civil servants in respect of any aspect of content.

⁶ All commercially sensitive information excluded.

2. There were internal communications within the company and/or via advertising departments or from contractors organizing the media partnerships. This outlined that content should be locally driven and look for the “local” angle. Editors commented that this is generally the approach taken by regional news media in respect of all content.
3. Two expressed the view that it was “*quite obvious that it was advertorial*” or clearly paid for content which was distinguishable from editorial as it was branded “in partnership with....” etc.; a third expressed the view that the direction was to make the articles appear “newsy” and noted the Mediaforce direction. This editor also provided a copy of the email received from Mediaforce.
4. All commented on the fact that the editorial content elsewhere in the papers was distinguishable from the paid for content and, in some cases, contained critique of the plan.
5. All were adamant that decisions regarding the choice of photos and commentators were made locally by themselves and were not the subject of any outside influence.

The editor of the National title also confirmed that their choice of photos and commentators was entirely an editorial choice within the newspaper.

ANALYSIS OF THE REGIONAL PRINT

51 Regional news spreads were reviewed and analysis of the approach taken in each paper is shown in Schedule 1. In summary,

BRANDING/LOGOS

- All newspapers (100%) included in the Masthead, headline or byline one of the following variants:-
 - “ Brought to you in partnership with Project Ireland 2040”
 - “..... in partnership with Project Ireland 2040, an initiative of The Government of Ireland”
 - “Project Ireland 2040: National Development Plan in partnership with the Government of Ireland”
 - Project Ireland 2040 in partnership with Project Ireland 2040, an initiative of The Government of Ireland
- In addition, 43 (84%) newspapers also included either in the Masthead or elsewhere in the page spread one or other of the logos of
 - Project Ireland Logo
 - Government of Ireland Logo
 - Harp

30 of these (59% of the total) included both Project Ireland/Government Logo

2 newspapers which did not include any of the above logos described the article as “Feature” or “Advertising”.

6 (12%) remaining Newspapers included no logo or harp. In these small number of cases where branding was comparatively less clear, the content itself was clearly merely a summary of the regional/local content from the plan itself without any added commentary/editorial input, photographs or quotes from political figures.

PHOTOGRAPHS

- 42 (82%) of newspapers either had no photos of local or national politicians or only included a photo of the Cabinet or the Taoiseach at the launch of Project 2040. Of these 20 had no photographs of individuals and 12 had photos of the general public or non-political public figures
- Of the remaining 9 (18%) of titles, 3 included office holders only (i.e. Taoiseach, Tanaiste, Minister or Minister of State); 6 contained other political figures.
 - 1 featured three members of the Government (Taoiseach, Minister (FG), Minister of State (FG)) and 2 Senators (FG)
 - 1 featured Taoiseach, 1 Minister/Minister of State (FG/IND) and one local councillor (FG)

- 4 featured 1 Minister (FG/FG/FG/FG)
- 1 Featured 4 members of the Government (Taoiseach, 2 Ministers (FG/IND), 1 Minister of State (FG)) and 1 Senator (FG)
- 1 featured 1 Senator (FG)
- 1 featured 1 Minister of State (FG)

QUOTES

- Of the 51 newspapers 27 (53%) had no quotes at all. 17 (33%) had quotes from the local business people, non-political public figures and/or a quote from the Taoiseach from the day of the launch.
- Only 7 remaining titles featured political figures including office holders:
 - Of the Mediaforce group of titles:
 - 1 featured 2 Senators (both FG) and a Minister of State (FG)
 - 1 featured 2 Senators (both FG)
 - 1 featured Minister (FG)
 - 1 featured Minister of State (FG) and 2 Senators (both FG)
 - 1 featured Senator (FG)
 - 1 featured local Councillor (SF)
 - Of the INM group of titles 1 featured a local Councillor (FG)

ANALYSIS OF THE NATIONAL PRINT⁷

6 newspapers and Journal.ie were reviewed and analysis of the approach taken in each paper is shown in Schedule 2. In summary,

BRANDING/LOGOS

- All newspapers (100%) included in the Masthead, headline or byline one of the following variants:-
 - *“National Development Plan A special report in association with Project Ireland 2040 an initiative of the Government of Ireland”*
 - *“Project Ireland 2040 in partnership the Government of Ireland”*
 - *“..... in partnership with Project Ireland 2040, an initiative of The Government of Ireland”*
- All newspapers also included either in the Masthead or elsewhere in the page spread one or other of the logos of
 - Project Ireland Logo
 - Government of Ireland Logo

5 of the 6 reviewed included both Project Ireland/Government Logo

PHOTOGRAPHS

- 4 of newspapers featured political figures
 - 2 featured 1 Minister (FG)
 - 1 featured two members of the Government (Taoiseach, Tanaiste)
 - 1 featured 1 Minister of State (IND) and 1 Senator (FG)

QUOTES

- Of the 6 newspapers and journal.ie only the newspapers included quotes from political figures:
 - 1 featured 3 Ministers (FG/FG/IND) and 1 TD (FG)
 - 1 featured 1 Minister (FG)
 - 1 featured the Cllr/Mayor of Waterford (IND)
 - 1 featured Taoiseach, Tanaiste, 1 Minister (FG) 2 Ministers of State (FG/FG)
 - 1 featured a Minister of State (IND) and a Senator (FG)

⁷ Including Journal.ie

SUMMARY

In summary, I am of the view that:

- In the majority of cases, it was clear the content was paid for content because of the presentation, masthead, headline/byline or use of logos.
- Where there was significant commentary or analysis of the Plan, these were the titles where the content was most clearly framed as a media partnership with multiple use of language and relevant logos on the page to brand the content as sponsored.
- Commentary from public figures (excluding political figures) was generally welcoming, reiterating the need for the specific developments for the area, but in many of cases with the caveat that red tape should be avoided; voicing concerns about how long implementation would take and whether the plan would be fully delivered.
- In cases where branding was comparatively less clear on the face of it (i.e. included byline but no logos or harp), the content itself was clearly merely a summary of the content from the plan itself (i.e. the briefing pack prepared by SCU). The copy contained no added commentary, editorial, photos or quotes from any source.
- In respect of the 3 regional papers where quotes or photos of political figures were used, editors have confirmed to the Department that the choice of what to include was made in-house without any outside influence whatsoever.

CONCLUSIONS

The Civil Service Code of Standards and Behaviour Section 5 deals specifically with the issue of Civil Servants and politics.

Following:-

- a detailed examination of (i) newspaper content relating to Project Ireland 2040; (ii) the processes which guided the development of content; and
- having regard to the information provided by editors of four named newspaper editors,

I am satisfied that there is no evidence of any effort on the part of the SCU to promote specific individuals or any political party within “paid for” content; or to conceal the fact that content was “paid for” content.

1. There is no evidence that there was any direction given or any concerted effort to use non-office holders of political parties in the use of images or quotes. While it is acknowledged that, in the main, where this occurred, Fine Gael politicians feature mostly prominently (albeit not exclusively), the relevant editors have confirmed categorically that the choice of photos and quotes was determined by them at a local level (i.e. “in-house”) and was not subject to any outside influence.

2. As regards branding of the content:-

- **The SCU did not seek editorial sign off on regional media partnership content. It is acknowledged that on the face of it, this clearly led to inconsistencies in the approach adopted particularly in the regional media.**
- **The SCU's main contract partner PHD, sub-contractors (Mediaforce and INM) all reiterated the requirement to ensure content was branded so as to make clear it was generated in a commercial partnership with the Government.**
- **I am satisfied that the guidance provided in writing by all of the relevant parties (and I understand also conveyed orally at the outset of discussions on proposed media partnerships) was appropriate and sufficiently clear regarding the objectives which was to communicate locally relevant content to the general public.**
- **The evidence shows that guidance reiterated the fact that regional newspapers could and should have independent editorial on the plan separate from the paid for content. Editors contacted reiterated that this was what occurred and both INM and editors referred to the importance of this approach (copper-fastened in the INM contractual arrangement with PHD).**
- **There is no evidence that civil service staff, PHD or INM working on behalf of the SCU pressurised editors to portray advertorials as news content. While Mediaforce also emphasized the need for content to be clearly identified as a government initiative, it appears it may also have suggested that the use of "Advertorial" was not required. There is no evidence that this was a direction it had received from PHD.**

NB: at the time of writing, I have no further comment from Mediaforce since I advised them on 23rd March last regarding the discrepancy between email directions to regional editors supplied by them and that supplied by an individual editor.

SCHEDULE 1 REGIONAL NEWSPAPERS⁸⁹

	Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
1	The Tribune DPS 22 nd February	National Development Plan Brought to you in partnership with Project Ireland 2040 Project Ireland 2040 What it delivers for the Midlands	Project Ireland 2040 logo	News	Nil	Nil	Nil	Nil
2	Northern Standard 22 nd February	National Development Plan Brought to you in partnership with Project Ireland 2040 What Project Ireland 2040 will deliver for Co Monaghan	Government of Ireland logo	Nil	Nil	Nil	Nil	Nil
3	Clare Champion 23 rd February	Creating balance in regional development – brought to you in partnership with Project Ireland 2040	Nil	Feature	Nil	Nil	Nil	Nil

⁸ Mediaforce Titles

⁹ INM Titles

	Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
4	Kilkenny People DPS 23 rd February	National Development Plan Brought to you in partnership with Project Ireland 2040 2040 Plan will put Kilkenny in Strong position for future growth	Nil	News	Harp	Taoiseach	Nil	Nil
5	Limerick Leader [Editor contacted] 24 th February	National Development Plan Brought to you in partnership with Project Ireland 2040 10 Year plan and major 2040 vision aim to expand Limerick's economy Message from the Government: 2040 plan to focus on economic growth and social progress in the Regions	Nil	Nil	Harp	Taoiseach Minister Harris MoS O'Donovan	Senator Maria Byrne (FG) Senator Kieran O'Donnell (FG)	Quotes from both Senators (FG) MoS O'Donovan UL Hospital Group CEO
6	Longford Leader [Editor contacted] DPS 23 rd February	National Development Plan Brought to you in partnership with Project Ireland 2040 Measures to ensure Longford and its economy will grow	Nil	Nil	Harp	Taoiseach Min Ring (FG) Min of State Moran (IND)	Cllr Micheál Carrigy (FG)	Nil
7	Tipperary Star	National Development Plan	Nil	Nil	Harp	Minister	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
22 nd February	Brought to you in partnership with Project Ireland 2040 What Project Ireland 2040 Means for Tipperary/Mid-West Region set to benefit from the plan				Coveney (FG)		
8 Donegal Democrat	National Development Plan	Nil	Nil	Harp	Taoiseach	Nil	Nil
DPS 22 nd February	Brought to you in partnership with Project Ireland 2040 Highlights for Donegal in Project Ireland 2040						
9 Leitrim Observer	National Development Plan	Nil	Nil	Harp	Taoiseach	Nil	Nil
DPS 21 st February	Brought to you in partnership with Project Ireland 2040 N4 Carrick road prioritized as plans revealed for development of the North West region						
10 Nationalist	National Development Plan	Nil	Nil	Harp	Nil	Nil	Nil
DPS 27 th February	Brought to you in partnership with Project Ireland 2040 Health services, tourism and rural						

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	regeneration among the key areas for growth in Tipperary						
11 South Tipp Today DPS 22 nd February	National Development Plan Brought to you in partnership with Project Ireland 2040 Health services, tourism and rural regeneration among the key areas for growth in Tipperary	Nil	Nil	Harp	Nil	Nil	Nil
12 Western People DPS 26 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Project Ireland 2040 assures west of its fair share of future growth	Government of Ireland Project Ireland 2040	News	Nil	Min Ring (FG)	2 unnamed men	Nil
13 The Echo DPS 22 nd February	Brought to you in partnership with Project Ireland 2040 Houses, Road, Healthcare among projects in 2040 plan	Gov.ie Harp	Nil	Gov.ie	Nil	Nil	Nil
14 Westmeath Examiner DPS 3 rd March in partnership with Project Ireland 2040, an initiative of The Government of Ireland	Government of Ireland Project Ireland	Nil	Nil	Nil	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	What it delivers for the Midlands	2040					
15 Northside People DPS 28 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland What it means for Dublin	Government of Ireland Project Ireland 2040	Nil	Nil	Nil	Nil	Nil
16 Roscommon Herald [Editor contacted] DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Projecting change for the West	Government of Ireland Project Ireland 2040	News	Nil	Nil	Senator Maura Hopkins (FG)	Senator Maura Hopkins (FG) Senator Frank Feighan
17 The Mayo News DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland What Project Ireland 2040 plans to deliver for the West	Government of Ireland Project Ireland 2040	Nil	Nil	Min Ring (FG)	Nil	Min Ring
18 Waterford News and Star DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Waterford's Opportunity What it	Government of Ireland Project Ireland 2040	Nil	Nil	Nil	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	means for the South East						
19 The Leader [Editor contacted – as per Limerick Leader] DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Vision for 2040 is set to grow Limerick economy	Government of Ireland Project Ireland 2040	Nil	Nil	Taoiseach Min Harris (FG) Min Zappone (Ind) MoS O'Donovan (FG)	Senator Kieran O'Donnell (FG) UL Hospital Group CEO	Senator O'Donnell (FG) MoS O'Donovan (FG) Senator Maria Byrne (FG) UL Hospital Group CEO
20 Munster Express DPS 27 th February	Project Ireland 2040 in partnership with Project Ireland 2040, an initiative of The Government of Ireland A Vision for the South East	Government of Ireland Project Ireland 2040	Advertorial	Nil	Nil	Nil	John Farrell (IBEC) Senator Paudie Coffey (FG)
21 Dundalk town DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland	Government of Ireland Project Ireland	Nil	Nil	Nil	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	Project Ireland 2040 will see Dundalk as a key centre for economic growth	2040					
22 Connaught Telegraph DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Project Ireland 2040 Mayo to embrace funding boost	Government of Ireland Project Ireland 2040	Nil	Nil	Min Ring (FG)	Nil	Nil
23 Kildare ?? in partnership with Project Ireland 2040, an initiative of The Government of Ireland Kildare Infrastructure key to Project Ireland 2040 Plans	Government of Ireland Project Ireland 2040	Nil	Nil	Nil	Nil	Nil
24 Leinster Express DPS 27 th February in partnership with Project Ireland 2040, an initiative of The Government of Ireland Portlaoise will pilot flagship regeneration project for towns 2040 Plan to delivery for the	Government of Ireland Project Ireland 2040	Nil	Nil	Taoiseach	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	Midlands						
25 Southern Star 24 th February	Project Ireland 2040: National Development Plan in partnership with the Government of Ireland How the South West will benefit	Government of Ireland	Nil	Nil	MoS Griffin	Nil	Nil
26 Tuam Herald DPS 21 st February	National Development Plan brought to you in partnership with Project 2040 Project Ireland 2040 will help the west to grow This plan sets out the basis for balanced regional development	Nil	Nil	Nil	Nil	Nil	Nil
27 Donegal News DPS 23 rd February	National Development Plan Brought to you in partnership with Project Ireland 2040 More Donegal details emerge from Project Ireland 2041/Developing links between Letterkenny and Derry	Project Ireland 2040	News	Nil	Nil	Nil	Cllr Gerry McMonagle (SF)

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
28 The Nenagh Guardian DPS 24 th February	National Development Plan Brought to you in partnership with Project Ireland 2040 Project Ireland 2040 and the Mid West Region	Nil	Nil	Nil	Nil	Nil	Nil
29 Meath Chronicle DPS 24 th February	National Development Plan Brought to you in partnership with Project Ireland 2040 Planning critical to Meath's Spiralling growth	Nil	Nil	Nil	Nil	Nil	Nil
30 Connacht Tribune DPS 23 rd February	National Development Plan Brought to you in partnership with Project Ireland 2040 What Project Ireland 2040 Means for the West of Ireland	Nil	Advertising	Nil	Nil	Nil	Nil
31 Offaly Independent DPS 24 th February	National Development Plan Brought to you in partnership with Project Ireland 2040 What it delivers for the Midlands	Nil	Nil	Nil	Nil	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
32 Westmeath Independent DPS 24 th February	National Development Plan Brought to you in partnership with Project Ireland 2040 What it delivers for the Midlands	Nil	Nil	Nil	Nil	Nil	Nil
33 The Anglo Celt DPS 22 nd February	National Development Plan Brought to you in partnership with Project Ireland 2040 Road map for infrastructural development in North East	Nil	Nil	Nil	Nil	Nil	Nil
34 Wicklow People / DPS 21 st February	Building for the future in the spirit of Dargan and Brunel	Government of Ireland	N/A	Nil	Cabinet at the launch	Local business people	Local business people
35 DPS 28 th February	[Masthead includes logos of Newspaper/Project Ireland 2040 "in partnership with" /Government of Ireland logo Second feature on Brexit (including all the above)]	Project Ireland 2040			Local business people	Members of the public	Local LEO Taoiseach (at launch)
36 Gorey Guardian DPS 20 th February	Investing for the next generation and planning ahead in Gorey [Masthead includes logos of	Government of Ireland Project Ireland	N/A	Nil	Cabinet at the launch	Members of the public	President IT Carlow CE of

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
	Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logos	2040				Local business people	Wexford Chamber Taoiseach (at launch)
37	Wexford People DPS 27 th February	Funding boost as Wexford’s businesses plan for Brexit [Masthead includes logos of Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logo Focus on Brexit in the article	Government of Ireland Project Ireland 2040	N/A	Nil	Nil	Members of the public Local business people Local LEO Local Business People
38	Fingal / Independent x 2	Making it easier to get around a county as it grows rapidly	Government of Ireland	N/A	Nil	Cabinet at Launch	Members of the public Local LEO
39	DPS 20 th February DPS 27 th February	[Masthead includes logos of Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logo Second feature on Brexit (including all the above)	Project Ireland 2040			Head of Local LEO Local business people	Local Business People Fingal Chamber Fingal CC DBEI Taoiseach

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
							(at launch) IFA
40 /	The Argus x 2 DPS 20 th February	Louth businesses planning to minimize northern exposure	Government of Ireland	N/A	Nil	Cabinet at Launch	Local business people Taoiseach (at launch)
41	DPS 27 th February	[Masthead includes logos of Newspaper/Project Ireland 2040 "in partnership with" /Government of Ireland logo Focus on Brexit in the article Second feature on Brexit (including all the above)]	Project Ireland 2040			Members of the Public	Local LEO Local Business People/ Local Chamber Members of the Public
42	The Corkman DPS 22 nd February	An exciting new roadmap of the future for north Cork [Masthead includes logos of Newspaper/Project Ireland 2040 "in partnership with" /Government of Ireland logo Focus on Brexit in the article]	Government of Ireland Project Ireland 2040	N/A	Nil	Cabinet at Launch	Members of the public Local Business People Local Chamber Taoiseach (at launch)

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes	
							Cllr Noel McCarthy (FG)	
43 /	Drogheda Independent x 2	Investing in Drogheda's future as Brexit looms on the Horizon	Government of Ireland	N/A	Nil	Cabinet at Launch	Local business people	Local LEO
44	DPS 21 st February DPS February 27 th	[Masthead includes logos of Newspaper/Project Ireland 2040 "in partnership with" /Government of Ireland logo Focus on Brexit in the article Second feature on Brexit (including all the above)]	Project Ireland 2040				Members of the Public Local LEO	Local Business People/ Local Chamber Members of the Public
45 /	The Herald x2 DPS 21 st February	Fantastic Finglas Can Only Get Even Better with New Luas Link – Christy	Government of Ireland	N/A	Nil	Nil	Local business people	Local Business People/
46	DPS 24 th February	Metro Project to Give Swords a Cutting Edge for the Future [Masthead includes logos of Newspaper/Project Ireland 2040 "in partnership with" /Government of Ireland logo]	Project Ireland 2040				Members of the Public Christy Dignam	Local Chamber Members of the Public - Christy Dignam/Co

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
							nstanti Gurdgiev ¹⁰
47 The Kerryman DPS 28 th February	The Kingdom uses the Force to boost its visitor numbers [Masthead includes logos of Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logo	Government of Ireland Project Ireland 2040	N/A	Nil	Nil	Local business people Members of the Public	Local business people
48 The Sligo / Champion x 2	Taking Centre Stage in building for the future in the north west	Government of Ireland	N/A	Nil	Cabinet at launch	Local business people	Local LEO
49 DPS 20 th February DPS 27 th February	Sligo entrepreneurs call for push to boost visitor numbers [Masthead includes logos of Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logo	Project Ireland 2040				Members of the Public	Local Business People/ Local Chamber Regional Assembly President Sligo IT

¹⁰ Quotes were extensive and included critique

	Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Quotes
50	Bray People	Building for the future in the spirit of Dargan and Brunel	Government of Ireland	N/A	Nil	Cabinet at the launch	Local business people	Local LEO
51	Wicklow People	[Masthead includes logos of Newspaper/Project Ireland 2040 “in partnership with” /Government of Ireland logo Second feature on Brexit (including all the above)	Project Ireland 2040				Members of the public	Local business people on Brexit

SCHEDULE 2 NATIONAL PRINT MEDIA

News paper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Use of Quotes
1 Irish Times DPS February 24 th (a)	National Development Plan A special Report in association with Project Ireland 2040 an initiative of the Government of Ireland What will Ireland look like in 2040?	Government of Ireland Project Ireland 2040	Nil	Nil	Nil	Nil	Niall Cussen – DHPLG R Hamilton Future Analytics Consulting CE LVA Minister Ross Alan Farrell TD (FG) CE Fingal CC 2 Estate Agents
1 Irish Times February 24 th (b) ¹¹	Opposite page to above Project Ireland 2040: the plan for cities	Running alongside page above	National Development Plan	Nil	Minister Ring	Seamus Boland Irish Rural Link Pat Doyle CEO Peter	Niall Cussen – DHPLG Minister Ring Seamus Boland Irish Rural Link

¹¹ Quotes were in some cases extensive and included critique

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Use of Quotes
			A special report			McVerry Trust Brid O'Brien INOU Justin Moran Age Action Irl	Pat Doyle CEO Peter McVerry Trust Brid O'Brien INOU Justin Moran Age Action Irl Ministers Zappone Tanya Ward CRA Cliodhna O'Neill ISPCC
2	Irish Independent DPS 21 st February	Masthead: Irish Independent Project Ireland 2040 in partnership with Government of Ireland I'm old enough to remember the customs checkpoints	Project Ireland 2040 Government of Ireland	Nil	Irish Independent	Minister Humphreys 2 Business people	2 Business people Director of services Cavan CC IBEC – Director of Policy Min Humphreys
3	Irish Independent DPS	Masthead Irish Independent Project Ireland 2040 in partnership	Project Ireland 2040	Nil	Irish Independent	Nil 2 business people	2 business people

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Use of Quotes
DPS 24 th February	with Government of Ireland You've got to be innovative, especially in the west of Ireland	Government of Ireland					Mayo LEO
4 Sunday Independent 25 th February	Masthead Sunday Independent Project Ireland 2040 in partnership with Government of Ireland Historic Waterford's ambitious bid to build for a brighter future	Project Ireland 2040 Government of Ireland	Nil	Sunday Independent	Nil	Local business woman/Water Chamber	Local business woman Cllr Sean Reinhardt Mayor of Waterford (IND)
5 Irish Examiner DPS 23 rd February	Masthead In partnership with Project Ireland 2040, an initiative of the Government of Ireland	Government of Ireland on each page of DPS	Project Ireland 2040		Taoiseach Tanaiste Coveney	Nil	Taoiseach (from launch) Min/Tanaiste Coveney

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Use of Quotes
	Building for the Future						Min Murphy Min of State Kyne Min of State O'Donovan CE Limerick CCC Regional CIF
8	Sunday World DPS 25 th February [Awaiting call back from Editor at time of writing following initial contact]	Masthead Project Ireland 2040 in partnership with Government of Ireland	Project Ireland 2040 Government of Ireland	Nil	Sunday World	Min of State Moran (IND) Senator Gabrielle McFadden (FG)	Nil Min of State Moran (Ind) Senator McFadden (FG)
9	Journal.ie 23 rd February	Project Ireland 2040: How it hopes to tackle 7 key questions for the next 2 decades. Sponsored by Government of Ireland: At end of article: This	Project Ireland 2040 Government of	Nil	Journal.ie	Nil	Nil

Newspaper	Headlines/bylines	Use of Government Logos	Other Article Header	Other Logo or Brand	Photos of Office Holders	Other Photos	Use of Quotes
	<p>article was produced in partnership with Project Ireland 2040, an initiative of the Government of Ireland Sponsored by Department of Taoiseach with Government logo.</p>	<p>Ireland</p>					

APPENDIX 1- MEDIAFORCE EMAIL TO REGIONAL NEWSPAPERS¹²

From: Shane Treanor
Date: 19 February 2018 at 10:54:42 GMT
Subject: National Dev Plan

Hi all

Apologies for the group mail.
A couple of points on the above that I wanted to reiterate.

In terms of strapline - attached is an idea of how this should look.
It should read National Development Plan in partnership with the Government of Ireland - you should be able to get the logo from department website.

This will clearly illustrate to readers that this is a Govt initiative.

In terms of the editorial - Dessie is sending this now. The idea is that this will not be a copy and paste job from the document. More that the points in it, in relation to your area, should be enhanced somewhat. It's a guide to take your readers through what the plan means for them (and so needs some editorial team back up to finesse the message). The pieces and articles should fit with the tone of your papers - that's what got this over the line. Some of you will notice the same piece may cover 3 or 4 counties ... This emphasises more why we need some editorial input to really localise the message for your readers.

Any images that you need - you should have on file be that pictures of a road/school/sports ground etc.

As mentioned I do (and the client too) appreciate that you will cover what this plan means for your locale independently on your pages this week - but that will fall outside these 2 pages. The idea is that within these pages - the plan for your area should be laid out clearly and concisely.

Hope that this is all clear for you.
Any questions please give me a call.

I understand that this is an unusual project. However I really need us to do a good job on this as I believe if we do, there should be more to come on this project and indeed other issues, such as Brexit, in the coming weeks and months.

Shane

¹² Mediaforce have advised that the email was sent to the advertising departments of the relevant press titles - not editors/editorial.

World with fo

Preparing students for a changing

There is a new focus on an area where we have trained the rest of Europe, writes Katherine Donnelly



Preparing students for a changing world with fo

There is a new focus on an area where we have trained the rest of Europe, writes Katherine Donnelly

The Department of Education has announced a new focus on preparing students for a changing world with fo

The new focus is on preparing students for a changing world with fo

The new focus is on preparing students for a changing world with fo

Preparing students for a changing world with fo

The new focus is on preparing students for a changing world with fo

The new focus is on preparing students for a changing world with fo

The ambition is to increase the number of students at all levels

The new focus is on preparing students for a changing world with fo

The new focus is on preparing students for a changing world with fo



APPENDIX 2- MEDIAFORCE EMAIL TO REGIONAL NEWSPAPERS = PROVIDED BY EDITOR

Hi Liz,

Relevant part of e-mail below....

Apologies for the group mail.

A couple of points on the above that I wanted to reiterate.

**In terms of strapline - attached is an idea of how this should look.
It should read 'Brought to you in partnership with Project Ireland 2040'**

This will clearly illustrate to readers that this is a Govt initiative and negate the need to have ADVERTORIAL on the page etc.

In terms of the editorial. The idea is that this will not be a copy and paste job from the document. More that the points in it, in relation to your area, should be enhanced somewhat. It's a guide to take your readers through what the plan means for them (and so needs some editorial team back up to finesse the message). The pieces and articles should fit with the tone of your papers - that's what got this over the line. Some of you will notice the same piece may cover 3 or 4 counties ... This emphasises more why we need some editorial input to really localise the message for your readers.

Any images that you need - you should have on file be that pictures of a road/school/sports ground etc.

As mentioned I do (and the client too) appreciate that you will cover what this plan means for your locale independently on your pages this week - but that will fall outside these 2 pages. The idea is that within these pages - the plan for your area should be laid out clearly and concisely.

**Hope that this is all clear for you.
Any questions please give me a call.**

I understand that this is an unusual project. However I really need us to do a good job on this as I believe if we do, there should be more to come on this project and indeed other issues, such as Brexit, in the coming weeks and months.

Shane

APPENDIX 3 – INM/PHD CONTRACT

15th February, 2018

INDEPENDENT NEWS AND MEDIA plc
and

PHD MEDIA LTD
Acting on behalf of the Department of the
Taoiseach/Roinn an Taoisigh

*Editorial and Online Content Partnership Agreement
Ireland 2040*

Editorial and Online Content Agreement

THIS AGREEMENT is dated the 15th day of February, 2018, and made between:

(1) INDEPENDENT NEWS & MEDIA IRELAND plc, with an address at 27-32 Talbot Street, Dublin 1, ("**INM**").

(2) PHD Media, having its registered address at 1 Richview Business Park, Clonskeagh, Dublin 14, with company registration number 456209 registered in the Republic of Ireland.

BACKGROUND

INM plc and the PHD Media, as agent for the Government's Strategic Communications Unit, have agreed an editorial content partnership to cover in depth Ireland 2040: the National Development Plan in INM's printed publications in the Republic of Ireland and on independent.ie as set out below.

Using its network of national and local titles, INM will explain the contents of the plan and its impact on real people's lives in an editorial partnership. Editorial independence will be maintained at all times. To ensure a consistency of quality, all content editing, design, photographs and placement will be undertaken by INM from Dublin head office. INM will at all times maintain its journalistic and editorial independence. The content will not be sent for prior approval. The content will be distinguished from regular journalistic content and badged 'Ireland 2040 – Editorial partnership' with agreed logos.

The Parties agree as follows:

An editorial partnership beginning the week commencing 19 February 2018 to cover the Company's publications as follows:

- Irish Independent
- Sunday Independent
- Sunday World
- The Herald
- Independent.ie
- The Kerryman

- The Corkman
- Sligo Champion
- Drogheda Independent
- Fingal Independent
- The Argus
- Gorey Guardian
- Enniscorthy Guardian
- New Ross Standard
- Wexford People
- Bray People
- Wicklow People.

Schedule of publications

National titles

INM titles will produce bespoke features on how the elements of the plan will impact upon sectors and regions of the country. INM will liaise with the Ireland 2040 team in commissioning relevant content for the respective and diverse readers of the titles.

Regional titles

One double-page bespoke and regionally tailored spread to run each of the following weeks in nine catchment areas: Wednesday, February 21; February 28; March 7; March 14.

