



Invitation to Tender

The North East Inner City Initiative (NEIC) invites tenders from suitably qualified and experienced research organisations to produce a report on how best to evaluate the impact of NEIC Initiative.

1. Background and Context

In July 2016, the Government launched a major initiative for Dublin's North East Inner City to oversee the long-term social and economic regeneration of the area. To support and underpin this work, Mr Kieran Mulvey was appointed to engage with the local community groups, representatives and other interests, and to report back with specific recommendations.

Following publication of the Mulvey Report, *Creating a Brighter Future*¹, which recommended a number of actions, and new structures to lead this work, the North East Inner City (NEIC) Programme Implementation Board was established in June 2017. Led by an independent chair, Michael Stone, the Board comprises community and business stakeholder representation, and Government departments and agencies with statutory responsibility for delivery of key services.

The Programme Implementation Board has established five sub-groups reflecting the key priority areas, with each group assigned a range of time bound actions from the Mulvey Report. The five sub-groups comprise key stakeholders from across the statutory, commercial, community and voluntary sectors, with a member of the Programme Implementation Board selected to chair each sub-group.

Sub Group 1 – Tackling Crime and Drugs

Sub Group 2 – Maximising Education / Training Opportunities / Creating Local Employment Opportunities

Sub Group 3 – Creating an Integrated System of Social Services

Sub Group 4 – Improving the Physical Landscape

Sub-Group 5 – Addiction Issues²

The work of the Board is supported by a Programme Office located in Dublin City Council's Office on Sean McDermott Street; and an Oversight Group chaired by the Secretary General of the Department of the Taoiseach has been established to tackle any barriers or structural issues which arise. A map of the area is attached at Appendix A.

¹ Mulvey Report, *Creating a Brighter Future* -

<https://merrionstreet.ie/MerrionStreet/en/ImageLibrary/20170218MulveyReport.pdf>

² Sub-Group 5 was established later in the process in August 2018

2. Specification of Task

The central aim of this work is to produce a Report that examines how best to evaluate the impact of the NEIC Initiative.

Applicants are required to set out in practical terms ways to determine and evaluate how the Initiative is impacting on the wider community. The Report should include the various options available to the NEIC Programme Office and detail the type and level of evaluation recommended as well as estimated associated timelines and costs. This report will form the basis for the research phase which will be tendered separately in 2019.

One of the key areas highlighted by the Mulvey Report is public safety and the need to ensure the community feel free to go about their daily lives. Other aims include brightening and improving the physical landscape; and developing and enhancing the linkages between education and employment. As part of efforts to achieve these overarching objectives, each sub-group has progressed a number of relevant actions contained in the Mulvey Report (see appendix B & C). In addition, a number of other supports and actions have commenced, including: local community and sports facility grants; and various capital projects such as the refurbishment of Fitzgibbon Street Garda Station and redevelopment of the Rutland Street school site.

To allow the aims and work of the Initiative to be communicated to the wider community, newsletters outlining the Initiative's ongoing work are circulated and a series of Community Consultation events have taken place in different locations throughout the area (all detailed on the NEIC website, www.neic.ie/news). Through implementation of the Mulvey actions; commencement of various capital projects; and additional funding and service provision in the area, it is envisaged that the main areas targeted in the Mulvey Report will have shown a measure of improvement.

Successful applicants will be required to engage with the NEIC Programme Office, and following analysis of the Initiative and produce a Report which details different methodologies or tangible ways of examining how the NEIC is impacting residents in key areas.

A second strand of this tender involves an initial analysis of the options on indicators (for inclusion in an indicator set) related to the overarching ambitions of the NEIC initiative. These indicators should allow for the ongoing measurement of the Initiative's impact on a universal basis as well as measuring the impact in each of the defined areas of activity of the initiative.

A range of statistics related to the NEIC have been gathered from various Government Departments and Agencies, and where appropriate, these will be made available to help inform and influence a portion of the indicators. The Programme Office will engage with the successful applicant regarding the statistical information available and act as a link with Departments and Agencies to assist in gathering of relevant information.

The economic and social regeneration of the NEIC is a long-term project and will require evaluation at regular stages. Applicants must be cognisant of this point and ensure that any impact assessments or evaluation mechanisms as well as data collection for key indicators can be replicated easily and provide a cost effective and coherent methodology for future reporting on the project.

3. Key actions and outputs

Key actions and outputs will encapsulate the following:

- Prepare a Report that examines a range of options on how the impact of the NEIC Initiative could be evaluated and presents a number of feasible and practical ways to measure the impact felt by the wider community.
 - Part one: Tangible and detailed recommendations for the design and approach to research and evaluation of the initiative including methodologies, timeframes and indicative costs. This output will be prepared in such a manner as to give guidance (1) for the use of existing research and datasets and (2) for the scoping and pricing of further commissioned research/evaluation of the programme.
 - Part two: Analysis of possible indicators for inclusion in an indicator set that take account of the overarching objectives of the Initiative and provide a qualified barometer of the overall quality of life in Dublin's North East Inner City.
- The report should have regard to the need to provide a cost effective framework for future assessments of the impact of the Initiative.

The successful tenderer will be required to:

- (i) present key findings to senior NEIC oversight structures including but not limited to the Programme Implementation Board and/or the Oversight Group; and
- (ii) hold regular meetings with the representatives of the NEIC Programme Implementation Board in the finalisation of the report.

These meetings can be tele-meetings, otherwise meetings will take place in the Department of the Taoiseach, Upper Merrion Street, or DCC Offices in Sean McDermott Street.

The Department of the Taoiseach can provide a dedicated liaison to assist the successful applicant in completion of the report.

4. Budget

This project has a budget of between €10,000 to €15,000 include all costs such as administration costs, expenses incurred and VAT. Any bid that exceeds €15,000 will not be considered.

Payments will be made in two stages and agreed as part of the project milestones in advance of commencement.

5. Requirements for Submission:

Please submit your tender application, by **5pm on Tuesday, 22nd January**, 2019 and include:

- An overview of your organisation with specific regard to research and evaluation design.
- Outline of work on similar projects and links to same.
- Profile of research personnel to be involved in the project and principal on project lead for the Tender.
- Clear understanding of the requirements of this project and demonstrate ability to deliver on same.
- Outline of the methodology and approach to the research, including engagement with stakeholders, if needed.
- Timeline for completion.
- A breakdown of total cost, inclusive of VAT, in Euro. VAT should be shown separately.
- Tax clearance certificate
- Confirmation that the quotation holds good for 90 days, after the closing date for receipt of quotations.
- Contact details of two recent professional referees who can be contacted.

6. Criteria and Assessment:

Each tender application will be assessed on the following:

- Experience (40%): Proven experience in conducting social research and evaluation in community settings and a strong track record in the successful development of indicator sets for public policy or social research; Strong evidence of information gathering, consultative working, and strategic and operational planning; and proven experience in data analysis.
- Methodology (40%): Demonstrated knowledge and understanding of the tender brief; the quality of the methodology design and approach to the research; Demonstration of evidence of competence to complete the work in agreed timeframe.
- Cost (20%): breakdown of costs; value for money.

7. Timeline

It is anticipated that this work will begin in January and will be complete by end-March 2019.

8. Applications

Two copies of the tender submission should be submitted to Linda Roe via e-mail at neic@dublincity.ie and cc'd to northinnercitytaskforce@taoiseach.gov.ie, by 5pm on **Tuesday, 22nd January, 2019**.

Late submissions will not be accepted.

Enquiries to:

Linda Roe, Coordinator,

Phone: 01-222 6604

Email: neic@dublincity.ie / northinnercitytaskforce@taoiseach.gov.ie

9. Conflict of Interest

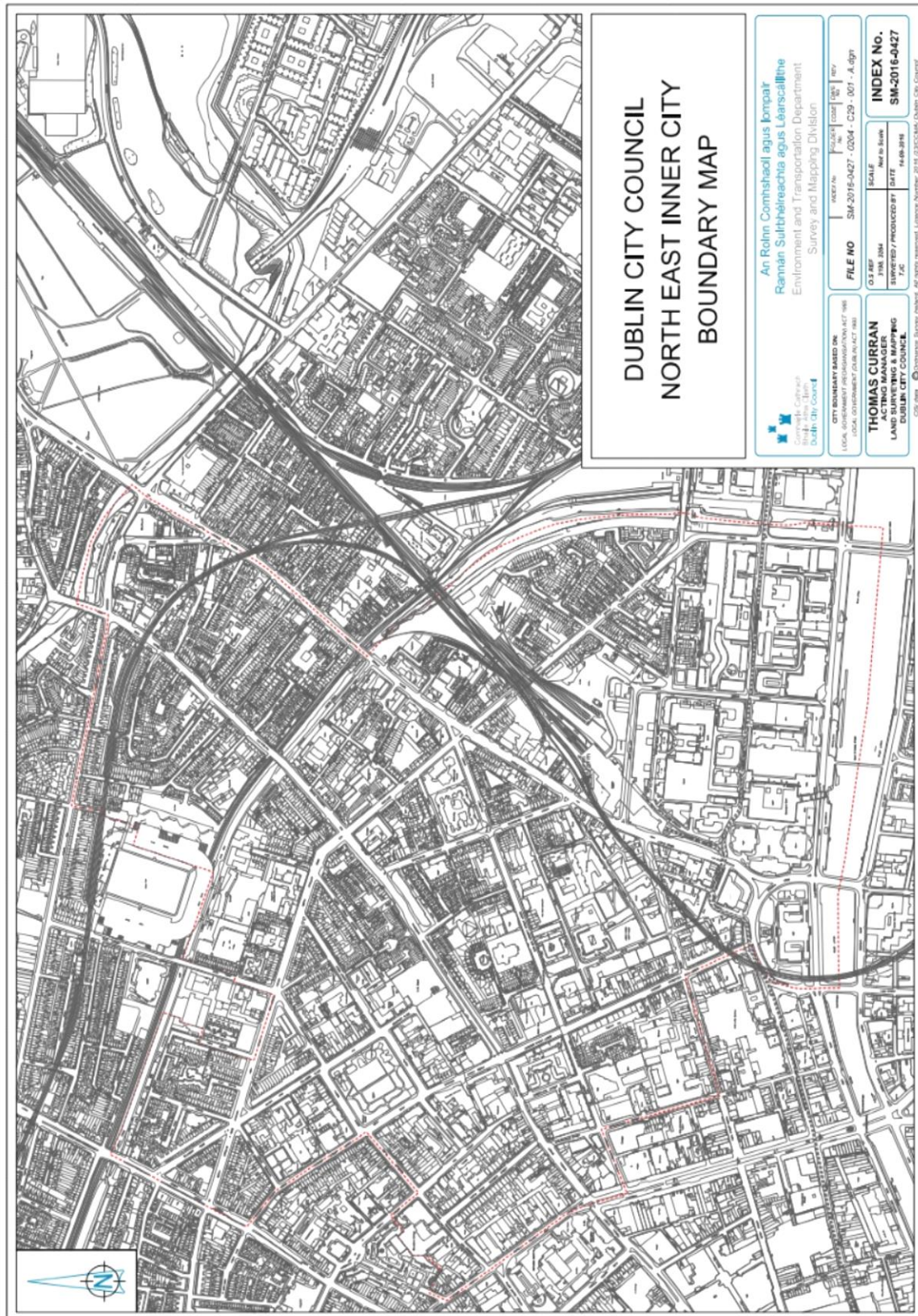
Any conflict of interest involving the contractor and NEIC Initiative or the projects funded under the initiative its staff or their relatives must be fully disclosed in the response to this Invitation to Tender, or should be communicated to NEIC representative immediately upon such information becoming known to the contractor, in the event of this information only coming to their notice after the submission of a bid and prior to the award of the contract.

10. Terms and conditions

- Costs such as travel, subsistence and miscellaneous outlays will not be borne by NEIC Programme Office.
- Those making a tender submission should ensure that their submission addresses, in full, the requirements set out in this document and that all information requested is supplied.
- Shortlisting of submissions may apply and successful shortlisted applicants may be required to provide clarifications and more details as required.
- The NEIC Programme Office does not commit itself to accepting the lowest or any particular tender, and will not be liable for any costs incurred in the preparation or presentation of tenders.
- All bidders must be tax registered and have a tax clearance certificate.
- It is expected that the successful bidder will be in a position to commence and complete the work in line with the specified time frame.
- As outlined, payments to the successful bidder will be made in two equal payments (one at mid interval and one at completion of work) subject to satisfactory work progress and agreement of project milestones in advance of commencement.
- Meetings may be organised between the NEIC representatives and the successful bidder to review an agreed work timeline.
- Canvassing by any tenderer will lead to immediate disqualification from the tender process.



Appendix A – Map of the North East Inner City
(also available on <http://www.neic.ie/downloads>)



Appendix B – Key areas and overarching aspects of the Initiative



Appendix C – Mulvey Actions (see Report at -

<https://merrionstreet.ie/MerrionStreet/en/ImageLibrary/20170218MulveyReport.pdf>)

Ref.	Outcome	Actions
1.1	A landmark physical centre for policing	Re-furbish and re-open Fitzgibbon Street Garda Station making it a centre for community policing and local drug enforcement
1.2	A strengthened Garda presence	Increase the levels of visible and consistent policing presence in the community with a strong focus on community policing to counter local intimidation and open drug dealing
1.3	A comprehensive “hub” with the range of community and specialist policing resource	A fully resourced community policing model based on the "small areas" approach
1.4		A Central hub for the divisional drugs unit and this unit to be appropriately resourced (linked to 1 above).
1.5		A strengthened local asset profiling service feeding into CAB
1.6		A “community” space within the Station
1.7	Additional monitoring of the area	Install CCTV in 4 locations identified as key gaps - Railway St/James Joyce St, Amiens Street/Buckingham St Lr, Seville Place/Oriel St, Sheriff St/Seville Place
1.8	Community engaged and empowered to participate in community activities and to contribute to a “safe” place.	A discrete programme of events and activities to build cross-community cohesion, to tackle intimidation and make it safe for the community to speak out and to lead
1.9		A public awareness campaign undertaken in the north inner city to promote the Drug Related Intimidation Reporting Programme
1.10	Youth capacity to inform and to lead in the community is developed	Integration of targeted approaches to at-risk young people – consolidate and align targeted and universal services. This includes alternative pathways from criminality and detention for young offenders which must continue to be supported including Garda diversionary programmes and targeted youth interventions.
1.11		Develop and implement a specific youth leadership programme to provide young people’s voice in all of the local community processes.
1.12	A consolidated & tailored local plan	A new community policing plan will be developed. The Plan will build on the 'small areas' model which will reflect on the needs identified by the community and its residents and encompass the elements above.
1.13		The Plan will identify further specific targets and outputs
1.14	A strong community process to inform the plan, its progress and evaluate its impact.	The Community Policing Forum working with a refreshed community engagement model. The Community Policing Forum will provide community opportunity to influence the Plan and provide for regular updates and reporting for the community against the Plan, its objectives and outcomes.
1.15		Dedicated full-time personnel to support the process.

2.1	A NEIC Learning and Employment Forum in place to connect all education, training and jobs initiatives	Forum established to provide a single platform to streamline and align education, training and employment activation efforts with the support of the local statutory, non-statutory agencies and business communities.
2.2	Training and Education providers and funders ensure services are complementary and comprehensive	Existing providers of training and education to develop a single accessible map of available services being provided and the course and places available locally.
2.3		Existing third level access programmes provided by TCD, NCI, DCU and DIT and related initiatives should be aligned for the area - this could be achieved through a consortium approach
2.4	Local employers network engage with a NEIC Learning and Employment Forum	Establish a network for local business and employers should come together - to include businesses in the community and city centre, IFSC, Dublin Docklands and multi-nationals.
2.5		Provide a skills need assessment for the next 3-5 years to inform training requirements and job opportunities in the area over the period
2.6	DSP Local Office/INTREO Service & strong LES presence in the area	Through the Learning and Employment Forum, strengthen links with the business employment and examine the scope for greater flexibility. This is necessary in order to overcome ongoing barriers including complexity of schemes and eligibility for them.
2.7		Assigning a dedicated Case Officer to liaise with other organisations and community groups in the NEIC to ensure that individuals have access to the best supports and to identify any shortfalls in service provision in the area.
2.8		The language needs of those with poor English proficiency will be specifically considered in education and training programmes.
2.9		Social Enterprise should be further developed in the area through continued supports and efforts to meet the growing need for enterprise space / starter units in the area.
2.10	Tailored career guidance linking local young people with local training and related job opportunities	Develop an enhanced career guidance service across post-primary and PLC provision in the area building on, and tied into a review of, the existing school based career guidance service and outcome of CDETB Review. Such a service should operate independently of the schools to deliver supports for young people over the age of 15 targeting summer/transition year work placements to specific job/apprenticeship offers across local businesses and major companies building on the existing Schools Business Partnership
2.11	A community benefits clause for local developers/ employers ensures many labour requirements being met from within the community.	Devise a framework for community benefits for the area including options such as: <ul style="list-style-type: none"> • Making planning permission dependent on apprenticeship and internship positions for local residents • Include requirement for a community benefits plan in public service building contracts • Seek business employers agreement to a NEIC employment charter, benchmark local employment and set challenging targets to increase employment of local people

3.1	CYSPC working with the local LCDC and health agencies puts in place a discrete plan for child and family social services in the area.	<p>Tusla North Dublin will explore with partners the development of a specialist hub for highly vulnerable families to include:</p> <ul style="list-style-type: none"> · Family Centres · Intensive Therapeutic and Practical Home Support · Addiction and Mental Health Parenting Supporting · Other co-parenting supports <p>This “hub” to be developed as a test site for the roll-out of similar hubs elsewhere on a small area basis as part of Tusla’s Family Support Strategy. Partners will include local community providers, the NCI Early Learning Initiative, local HSE and local schools.</p>
3.2	Local Early Years Provision has fully implemented the Siolta & Aistear Frameworks	All local providers should be supported to fully take up the intensive supports and mentoring available under the Better Start programme and to participate in Siolta/Asitear Accreditation
3.3		Specific transition supports between local early years' providers and local primary schools should be developed and implemented on a consistent basis within the community
3.4	Local Schools benefit from collaboration, joint supports towards a joined up approach to teaching and learning across service providers within the community.	Local Principals networks to examine scope for a collaborative approach together with other local services to “community-wide” education initiatives and teaching/service resources to support the development of a North Central City community of schools, children, young people and families and to map and manage transitions between primary and post-primary education in the area.
3.5		Local funders and commissioners will examine the potential to mainstream existing pilot programmes which have been proven to meet community need. Specifically local schools should be considered as locations to pilot innovations under the Schools Excellence Fund.
3.6		Pilot a new model of in-school speech and language therapy involving collaboration between parents, schools and primary care services
3.7	Department of Children and Youth Affairs (incorporating IYJS) and Department of Education and Skills have an integrated approach to youth related services to ensure an appropriate spread of the right services creating synergies and avoiding overlap and unintended competition	Departments will complete a mapping of current service provision under various youth programmes, Tusla education welfare and school completion programmes; Garda youth diversion and youth probation programmes with a view to maximising alignment, exploring opportunities for greater synergies; and giving clarity to target cohorts; intended outcomes; emerging gaps in provision.
3.8		Providers will come together to provide a single youth leadership development programme for the community to work with other structures set out in this plan and to represent youth voice and interests locally.
3.9	Increased Opportunities in Sports & Arts	The newly appointed Sports Development Officer should initiate a development programme for the use of sports facilities (already underway) and sports activity within the area in order to facilitate existing and new sports activities. A specific Sports Partnership arrangement among the various sporting organisations under new structures should be considered in order to develop additional sports activities in the area. A full audit of sports facilities is currently being undertaken by the Sport and Wellbeing Partnership (DCC).

3.10		A number of Arts/Heritage projects are underway in the community and should be assisted and coordinated under agreed arrangements with individual cultural bodies and DCC. Apart from the provision of a central facility for the retention and exhibition of archival material, consideration should be given to a whole community based Arts Festival with the support of the Arts Council and the “Living City” initiative.
3.11		A new Tourist Trail should be developed in association with the DDA, Tourism Ireland and Waterways Ireland.
3.12	Social Cohesion	DCC will continue to develop and plan, in collaboration with the local community a series of annual events to bring the community together and to celebrate community diversity and to showcase community assets
3.13		Restorative practice supported across the community in line with the existing Early Learning Initiative under the ABC Programme
3.14		Local structures will work to include representatives of new communities in the area and community support funds will be sought under the relevant programmes to promote the integration and inclusion of migrants
3.15		In line with national policy, local services will give specific consideration to ensuring language appropriate formats and signage are in place
3.16	Services collaborate under a “what works” approach	The LCDCC/CYPSC will support the development of a “what works here” hub and virtual information centre focused on the outcomes and services relevant to local community and local service provision.
3.17	Drug treatment and rehabilitation and related health services are well integrated and responsive to the local area need	Many issues evident in the area relating to addiction services and tackling drugs problem that should be addressed in the new National Drugs Strategy including access to detox beds, the effectiveness of long-term methadone maintenance, supporting families affected by addiction and alternatives to criminal sanctions for low level drug offences. It is recognised that some very specific local needs relating to the drugs problem will need to be targeted and addressed in the context of a local implementation plan.
3.18		The mainstream health and mental health services is also important for the wider community and for those with specific health and wellbeing needs. There needs to be an appropriate forum at local level to discuss and advance local health service needs and issues as part of the LCDCC Planning.
4.1	Leave the stigma of the past behind while retaining the proud history	Rebrand the name of the area without losing its identity to be decided by the Community e.g. Dublin's North Central City Quarter
4.2		New safe pedestrian cycle and transport routes need to be incorporated within the area to increase usage of the streetscape, access to the area apart from drive through traffic and to encourage business to locate throughout the whole of North East Inner City.
4.3		Develop initiatives with resident associations and community organisations to take an active role in owning and maintaining these improved areas in cooperation with the DCC.
4.4	Visibly pleasant streets and environment	Transform the look and feel of the area by completion of immediate and urgent physical improvement works as identified and scheduled by DCC
4.5	Vibrant and living area with new investment	DCC to develop a comprehensive refurbishment plan for the area in consultation with local residents, community and business sector to include viable funding mechanism in line with the LCDCC Planning processes.

4.6		<p>Explore novel ways of funding such a refurbishment plan, for example, through</p> <ul style="list-style-type: none"> · a levy on unused derelict sites in the area, · a dedicated contribution from all related NAMA transactions in the North / East Docklands and a specific contribution from the IFSC related businesses including the Central Bank. · E.G. a combined contribution of €10 million over one to three years to a “Renewal Fund” would regenerate and revitalise the urban landscape of the area
4.7	No visible signs of dereliction	Target derelict sites as part of the refurbishment plan
4.8		Provide legal basis for use of CCTV and targeting of homeowners to tackle illegal dumping.
4.9	Good social housing mix	DCC to lead on the development of a sustainable communities plan to address the high proportion of social supported tenants through public and private accommodation.
4.10	Developing Area with new businesses	Encourage and Incentivise the development of new residential and business units extending into the area beyond the Docklands to areas encompassing Gardiner Street, Mountjoy Square, Ballybough